

**LEGAL ANALYSIS OF THE INTERNATIONAL ECONOMIC AND FINANCIAL
ORGANISATIONS IN DEVELOPMENT OF DEVELOPING COUNTRIES**

By

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ABSTRACT

This study is about the framework of international economic organs towards development of developing countries and how international economic organs can be related to developing the less developed countries worldwide, a given example is Rwanda to which this Research is basically focused. In addition, it includes international and national trade, international finance, agriculture, tourism, and international and national investment which involves bigger, medium, and small in corporate or Companies, and it studies the relationship between international economic organizations in development of developing countries like Rwanda. The research was conducted on three main objectives or pillars whether the International Economic Organizations contribute to national development of Rwanda. Whether the influence of income generating activities sponsored by the International economic organizations can develop Republic of Rwanda. Whether the legal and institutional mechanisms necessary to cope with international economic organization's efforts to develop Rwanda. The study presented the results of an assessment of the role of the international economic organizations in development of less developed countries such as Rwanda in one hand, and analyzed different international economic organizations like the United Nations Development Program (UNDP), the international monetary fund (IMF), the World Bank (WB), the International Development Associations (IDA), International Financial Associations (IFC), Multinational Investment Guarantee Agreement (MIGA), International Center for Settlement (ICSID) and the United Nations Conference on Trade and Development (UNCTAD), World Trade Organizations (WTO) and some selected funding organizations in the review of their funds given to Rwanda during the period of 2000 to 2022 contributed in development, a good development indicator as a result of funds, on the other hand. Finally, the study revealed that, a developing country like Rwanda can be developed through different aids or funds given by the international Economic or Financial Organizations but also by the effort of her leaders committed to develop the country, which from the period was devastated by the 1994 genocide whereby one million of Tutsi were killed, and all resources stolen, and others destroyed by the actors of genocide. The President of the Republic of Rwanda contributed a lot in Rwandan good governance strategy and played a big role in empowering the Republic of Rwanda, the good governance resulted to be having sound economy and the country shifting from the ranking position of developing countries towards middle- income by 2030 and to the ranking of developed countries in 2050 is currently promising.

Keywords: Development, Developing Countries, International Economic and Financial Organizations.

DECLARATION

I, RUTAGENGWA NGABO Onesphore, hereby declare that the work submitted to the Kigali Independent University for partial fulfillment of the award of Master of International Economic and Business Law, is my original work in design and execution. I explicitly state that this work is free from any kind of plagiarism or forgery and that, all materials contained therein have been fully acknowledged and foot noted. This work also, has not been previously submitted by me or anyone else for the degree requirement at this school or any other public or private institutions.

Signature of participant:

RUTAGENGWA NGABO Onesphore.....

DECLARATION BY THE SUPERVISOR

I, Dr. Diogene BIDERI, appointed Supervisor of the work presented in this dissertation entitled ‘‘ LEGAL ANALYSIS OF THE INTERNATIONAL ECONOMIC ORGANISATIONS IN DEVELOPMENT OF DEVELOPING COUNTRIES’’, hereby confirm that I have supervised this thesis, and that submission is made with my approval.

Date.....

Signature.....

Dr. Diogene BIDERI

DEDICATION

I dedicate this thesis to my beloved family which I give honor to this work, I whole heartedly honor this work to My wife, UTEYIMBABAZI Francoise, my Sons RUTAGENGWA F, MUCOCORI N C, NDAHIRO E, NTAGENGWA A P and my sister's son whom I am adopting, GITEGO T. The great honor is given to His Excellency Paul KAGAME and First Lady Jeannette KAGAME. I extend my honor to my late beloved father SEBUKWANGALI Alphonse and my mother KANGORE Bernadette, father-in-law, and mother-in-law. My brother and sisters, brother-in-law, and sisters in law in country and abroad, my teachers in primary (all), and secondly (all), lecturers (all) in UR, ILPD, Mahatma Gandhi University and ULK (all) in my country or abroad, and all my previous and recent colleagues in all schools and Universities, not forgetting but also Mr. PANYA from Taiwan my Colleague in South Sudan (UNMISS) his effort of reading and giving necessary advice is recognized.

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ACRONYMS AND ABBREVIATIONS

ACU: Aid Coordination Unit

ADR: Assessment of Development Results

ADC's: Analog-to-Digital Conversion

AGOA: African Growth and Opportunity Act

BIS: Bank for International Settlements

BIA: Bugesera International Airport

CCF: Country Cooperation Framework

CFSVA: Comprehensive Food Security and Vulnerability Assessment

COE: Council of Europe

CDCS: Country Development Cooperation Strategy

COVID-19: Corona Virus Disease

DFID: Department for International Development

EDPRS (P): Economic Development and Poverty Reduction Strategy (Paper)

ETIF: Economic Transformation and Integration Fund

EDPRS: Education Development and Poverty Reduction Strategy of Rwanda

ESSP: Education Sector Strategic Plan

EAC: East African Community

FADP: Fisheries and aquaculture development project

GBS: General Budget Support

GDP: Gross Domestic Product

GEF: Global Environment Facility

GTZ: Association for Technical Cooperation (German Cooperation)

GATT: General Agreement for Tariffs and Trades

GRE: Graduate Record Examination

GDP: Gross of Domestic Product

GMAT: The Graduate Management Admission Test

GMRA: Global Master Repurchase Agreement

GVA: Gross Value Addition

HIV/AIDS: Human Immunodeficiency Virus
ICMA: Capital Market Association
ICT: Information Communication Technology
IMF: International Monetary Fund
IOs: International Organizations
IEO: International Economic Organizations
IGOs: Inter-governmental organizations
INTERPOL: International Criminal Police Organization
IDF: Intermediate Distribution Frame
NGOs: Non-governmental organizations
ILO: International Labor Organization
IFC: International Financial Corporation
HDI: Human Development Index
LTR: Land Tenure Regularization
LMIC: Low and Middle-Income Country
MDG: Millennium Development Goal
MDF: Main Distribution Frame
MINALOC: Ministry of Local Government, Community Development and Social Affairs
MINECOFIN: Ministry of Finance and Economic Planning
MINICOM: Ministry of Commerce
MININFRA: The Ministry of Infrastructure
MIGEPROF: Ministry of Gender and Family Promotion
MIGA: Multilateral Investment Guarantee Agency
M&E: Monitoring and Evaluation
NATO: North Atlantic Treaty Organization
NHDR: National Human Development Report
NST1: National Strategies for Transformation
NISR: National Institute of Statistics Rwanda
NGO: Non-Governmental Organization
BRD: Rwanda Development Bank
RT: Re tweet

SWAP: Sector Wide Approach
SAT: Scholastic Aptitude Test
OECD: Organization for Economic Cooperation and Development
OSCE: Organization for Security and Co-operation in Europe
PPE: Personal Protective Equipment
PRS (P): Poverty Reduction Strategy (Paper)
PRSP: Poverty Reduction Strategy Paper
TVET: Technical and Vocational Training
TOKTEN: Transfer of Knowledge through Expatriate Nationals
TRAC: Target for Resource Assignment from the Core
UNCDF: United Nations Capital Development Fund
UNCTAD: United Nations Commission for Trade and Development
UNDAF: United Nations Development Assistance Framework
UNDP: United Nations Development Program
UNECA: United Nations Economic Community for Africa
UNESCO: United Nations Educational, Scientific and Cultural Organizations
UNEP: United Nations Environment Program
UNFPA: United Nations Population Fund
UNHCR: United Nations High Commissioner for Refugees
UNICEF: United Nations Children's Fund
USA: United State of America
UNIFEM: United Nations Development Fund for Women
UNMISS: United Nations Mission in South Sudan
WFP: World Food Program
WWII: World war II
WB: World Bank
WHO: World Health Organization
WTO: World Trade Organization

TABLE OF CONTENT

ABSTRACT	i
DECLARATION	ii
DECLARATION BY THE SUPERVISOR	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ACRONYMS AND ABBREVIATIONS	vi
CHAPTER ONE: INTRODUCTION AND PROBLEM STATEMENT	1
I. Background of the study	2
II. Problem Statement	5
III. Hypotheses	7
IV. Objectives	7
A. General Objective	8
B. Specific objectives.....	8
V. Research methodology	9
A. Techniques	11
B. Research methods.....	11
VI. Structure of thesis	13
CHAPTER TWO: CONCEPTUAL AND THEORETHICAL FRAMEWORK	14
I. The Conceptual Framework	14
II. The theoretical framework	19
A. Description of the concepts.....	19
B. The International Economic and Financial Organizations.....	19
C. Different types of international organizations.....	23

D. Measure and concept of development.....	24
E. A review of the Policy Framework for the Economic Transformation in Rwanda.....	26
F. Inter-governmental organizations (IGOs).....	28
G. International non-governmental organizations (NGOs)	31
H. Multinational enterprises.....	33
CHAPTER THREE: THE LEGAL ANALYSIS OF THE CONTRIBUTION OF INTERNATIONAL ECONOMIC ORGANIZATIONS IN DEVELOPMENT OF RWANDA	40
I. The International Economic Organizations Contribute to Development of Rwanda.....	40
A. Rwanda is benefiting from the aid of the international economic organizations from 1994 Genocide	40
B. Increasing agricultural productivity in Rwanda	48
C. Supporting accountable governance.....	48
D. Investing in regional integration	49
II. The influence of income generating activities sponsored by the International economic organizations can develop Republic of Rwanda.....	52
A. The assessment of the types of programs and policies of the international economic organizations to support the development of Rwanda.....	52
B. The Contribution of International Financial Organizations to Development Policymaking of Rwanda	54
C. UNDP Rwanda’s contributions to achieve MDGs and reducing poverty.....	56
D. In support of UNDPs Rwanda’s contributions to achieve MDGs	57
E. Rwanda in Reducing Poverty	65
F. Assessment factors affecting Rwanda’s attainment of development	67
G. Concern of the UNDP Support for the capacity development of Rwanda	69

III. The legal and Institutional Mechanism are necessary to cope with international economic organizations' efforts to develop Rwanda	70
A. Legal mechanisms.....	71
B. The Economic overview and the agriculture of Rwanda	76
C. The role of agriculture in development of Rwanda.....	78
D. Agriculture Contribution to food nutrition and other areas which can develop Rwanda	80
E. UNDP's program in support to Rwandan development.....	101
F. International Monetary Fund (IMF) and the world bank in support of development of Rwanda.	

122

G. WORLD TRADE ORGANIZATION (WTO) IN DEVELOPMENT OF REPUBLIC OF RWANDA.....	128
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CHAPTER FOUR: GENERAL CONCLUSION AND RECOMMENDATIONS 133

I. Conclusion.....	133
II. Summary of findings of precedent chapters.....	134
III. Validation of Hypothesis	135
A. Hypothesis one.....	136
B. Hypothesis two.....	137
C. Hypothesis three.....	139
IV. Recommendation	141
V. Development results.....	143
VI. Cross-cutting issues	144
VII. Strategic positioning in terms of Development.....	144
VIII. Scope for further Research.....	145
BIBLIOGRAPH.....	146

CHAPTER ONE: INTRODUCTION AND PROBLEM STATEMENT

The General Introduction and the Problem statement is encompassed with Hypotheses, Objectives, Research methodology which contains Techniques and Research methods and finally the general introduction ended with Structure of the thesis.

Rwanda is a landlocked and poor country which is still in the process of developing, this plight results in high transportation costs for imports and exports are among the highest in the world this is because the country lacks a link to regional railway networks, and sea or ocean, which means all trade is conducted by road or air. Therefore, the increasingly globalization of the world in international economic and financial organizations, play an important role in funding developing countries that boost their economy in one hand so as to help less developed countries for achieving development through importing and exporting its goods world-wide, this therefore, help governments of developing Countries in achieving the main goals of development within their countries, this research explains the importance of international organizations in development which directly giving value to funds in transforming poor countries into income improvement and changing livelihoods of citizens. Take an example of Rwanda which has the same objectives of transforming Rwanda from ranking as developing country to the ranking of developed Country¹. This chapter tackles on the background of the study, statement of the problem, objectives of the study, Research questions, and significance of the study and the scope of the study.

¹Marc Frey, Sönke Kunkel, Corinna R. Unger, International Organizations and Development, 1945–1990, available at <https://link.springer.com/book/10.1057/9781137437549>, accessed on 10th March 2022

I. Background of the study

Developing countries have the main goal of development, as their obligation and as their main concern, so as for improvement in their income stature, the theme that captures the totality of the outlook of each country in the world. Globally, this is the apprehension for eradicating poverty and promotes community development, as described from the foreign aid of international economic organs². In Rwanda for instance, development is our main concern as the case study of this research, most International Non-Governmental Organization (NGOs') interventions are in the areas of agriculture, forestry, health and nutrition for mothers and children, gender promotion, trade, education as well as advancement of political participation, promotion of accountability and transparency by the government authorities, and Zero tolerance towards Corruption etc.³

An increasing globalized world, in international economic and financial organizations play an important role in funding developing countries to be able for creating industries and companies that can participate in international trade, like importing and exporting goods in the Worlds' markets. Their functions including maintaining standards to ensure safety, helping developing countries achieving economic security, and wealth, establishing norms regarding how countries make trade agreements and resolve conflicts from each other⁴. Whether you're new to international trade or a seasoned veteran, understanding the part that these economic and

²Oshewolo, 2011.

³Segun *Oshewolo*, (2011), Poverty Reduction and the Attainment of the MDGs in Nigeria: Problems and Prospects, And Oshewolo, S. (2010a) ,State, Market and Civil Society: A Triangular Partnership for Alleviating Poverty in Nigeria,' Unpublished M.Sc. Thesis, Department of Political Science, University of Ilorin, Ilorin, Nigeria. July.

⁴Marc Frey, Sönke Kunkel, Corinna R. Unger, International Organizations and Development, 1945–1990, available at <https://link.springer.com/book/10.1057/9781137437549>, accessed on 10th March 2022

financial organizations play key roles in clear communication and compliance with both import and export regulations in all over the World's markets⁵,

Government acting in one hand with other national and international organs can do a lot to promote economic growth of their countries' economy, which also done in Rwanda's government and elsewhere in the developing countries worldwide. The efforts by the individuals in coordination with the government are complemented by international economic actions to promote growth and development of poorer countries in the World, such as Rwanda⁶. There are four megatrends since the end of the Cold War that relate to developing countries: a greater share of the global economy; more accessible technologies, particularly in communication; breakthroughs in global cooperation in tackling basic human needs; and the evolution of a complex set of problems in spite of the progress⁷.

In addition; therefore, the role of developing countries and their citizens was in the midst of a major transformation, before describing the most relevant changes that characterize today's world in relation to the rise of poor countries due to intervention of funding from International Organizations (IOs), by interpreting the situation before the intervention of these international funding organizations it is worth to describing the situation of world during 1945–1950 when the United Nations and Breton Woods institutions were just taking off⁸, by 1950 there were only 60 member states in the United Nations and the newest of which was the Indonesia⁹, which had just won hard-fought independence from the Netherlands. Thus, the British, French, and Portuguese

⁵International Organizations That Play a Role in Importing available at <https://www.shippingsolutions.com> accessible on 16/03/2022.

⁶The role of government economic growth Encyclopedia available at <https://www.britannica.com>, accessible on 16/03/2022.

⁷Developing countries and international organizations, available at: <https://link.springer.com>, accessible on 16/03/2022.

⁸Bretton-Woods-GATT,-1941–1947 Milestones: 1937–1945, available at <https://history.state.gov/milestones/1937-1945/bretton-woods> accessible on 16/03/2022.

⁹United Nations website, "Member States," URL: <http://www.un.org/en/members/growth.shtml>, accessed Mar 10 2022.

empires still reached from southern and northern Africa, and all the way to Southeast Asia in this era the possibility of funding opportunities were impossible and developing countries were in the plight of pity situation of poverty.¹⁰

The United States was twice as rich as France and five times as rich as Japan or Portugal and because there was no definite institutional organization where funds could pass through, the distribution of wealth was jeopardy and the richness of these superpower countries helped nothing. Another given example, Argentina, Uruguay, and Venezuela had higher incomes than Western Europe. China's income per capita was a fifth that of Latin America. Development aid was virtually nonexistent. The distribution of funds started during creation and financing of the United Nations Relief and Rehabilitation Agency and the International Refugee Organization to stabilize Europe after World war II (WWII), followed by U.S. aid to Greece and Turkey and of course the Marshall Plan.¹

The World Bank, which opened its doors in 1946 as the International Bank for reconstruction and development, was funding post-war reconstruction, primarily through guaranteeing private investment this describes the period when fund distribution was started through funding international organizations. Later all, the distribution of funds entered completion so as the expression of interest by developed countries in the sense of showoff, through competition with the Soviet Union throughout the 1950s did the United States, and then later Western Europe, get into the business of foreign aid¹¹. The competitiveness put developing countries into confusion and the governmental institutions could be slow to adapt as they do not always possess the

¹⁰Maddison Project 2013.

¹¹Foreign Aid: Diplomacy, Development, Domestic Politics, available at <https://press.uchicago.edu/books/book/chicago>, accessible on 16/03/2022. See also Lancaster 2007.

incentives, processes, and organizational structures to solve the right problems¹². Lateral, developing countries came into adaptation and revealed a variety of mechanisms through which political economy channels influence the ability of IOs to change their activities and outlook to respond to changing global economic conditions but also to boost the economy of the country¹³.

II. Problem Statement

Different studies have been done on global developmental issues of the countries worldwide and Rwanda in particular. However, the documentation about the roles played by International economic organization towards development of Rwanda has never been done in a satisfactory documentation, this scenario of hidden information of the participation of Rwanda development by international organization can give less value to the funds, and revealing hidden work done by international funding organizations can give value to the funds which is a learning tool of following organic laws governing the use of funds. These reports are not intended to describe the development achieved by the community assisted and the approach used to achieve better results. In addition, it is necessary to point out the possible existing challenges to the international Economic and financial organization's intervention in Rwanda which as well have never been done yet.¹⁴

Development concerns have been progressively captured by international economic organs or law and its institutions to the harm on private international law, a displacement that affected the

¹²(Wilson 1989; Haas 1990)

¹³Wilson 1989; Haas 1990 available at

https://scholar.google.com/scholar?q=Wilson+1989%3B+Haas+1990&hl=en&as_sdt=0&as_vis=1&oi=scholart.

¹⁴Respectively, staff, Development Alternatives, Inc.; independent consultant; fellow, International Human Rights Law Institute, DePaul University; senior analyst, Refugee Policy Group

substance of international trade regulation and its relationship with development¹⁵. Developing countries raised very early on their issues in many ways such as people of developing countries suffering of hunger, illiteracy, illness and poor health, powerlessness, voice-less-ness, insecurity, humiliation, and lack of access to basic infrastructure but also the unequal distribution of international trade and continually sought remedies for these imbalances through traditional public international law, multilateral organizations, and inter-governmental negotiations.

In contrast, developed states used the International Monetary Fund's (IMF), the World Bank (WB), the General Agreement for Tariffs and Trades (GATT) and the World Trade Organizations (WTO) as conduits to disseminate industrial country norms and standards within the domestic legal orders of developed and developing states can do the same to develop their countries as well¹⁶.

The fundamental reason of the research is to study the following questions:

1. Whether International Economic Organizations contribute to national development of Rwanda?
2. Whether the influence of income generating activities sponsored by the International economic organizations can develop Republic of Rwanda?
3. Whether the legal and institutional mechanisms are necessary to cope with international economic organization's efforts to develop Rwanda?

¹⁵“Hoyos, Angela; Angel-Urdinola, Diego F..2017. Assessing the Role of International Organizations in the Development of the Social Enterprise Sector. Policy Research Working Paper;No. 8006. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/26345> License: CC BY 3.0 IGO.”

¹⁶https://saylordotorg.github.io/text_macro-economics-theory-through-applications/s10-05-the-role-of-international-inst.html.

III. Hypotheses

According to KENNETH the hypothesis is the proposition of answer to the asked question¹⁷. This is defined in the same way as a temporary prediction or like an affirmation that must be demonstrated, confirmed invalidated through the work. Three hypotheses were formulated in this regard, to answer the above questions.¹⁸ In the light of previous discussion and the literature review, the following hypotheses have been constructed as follows:

- International economic organizations contribute to national development of developing countries including Rwanda.
- The aids or funds of the international economic organizations and other international organs, whether financial or economic can influence the income generating activities to develop Republic of Rwanda.
- The legal and institutional mechanisms are necessary to cope with international economic organization's efforts to develop Rwanda.

IV. Objectives

According to GRAWITZ, the objective is a medium-term concrete and accessible goal intended and expresses the points to reach¹⁹. The research carried out to reach the General Objective and Specific objectives are as follows:

¹⁷Prof Dr.KHUSHAI V. and Filipos.A., *Legal Research Methods, Teaching Material*, p.3 available at <http://chilot.files.wordpress.com/2011/06/legal-research-methods.pdf> consulted on 19/7/2014. See also RENGERE. P. *Méthodes de sciences sociales*, 8^e éd, Dalloz, Paris, 1971, p. 45.

¹⁸KENNETH: the hypothesis is the proposition of answer to the asked question, 2010. is defined in the same way as a temporary prediction or like an affirmation that must be demonstrated, confirmed invalidated through the work.

¹⁹GRAWITZ, *Methodes des sciences sociales*, 11^e ed., edition DallozParis, 2011, p.46. And see also N., MULUMBATI, *Manuel de sociologie generale*, Lubumbashi, 1980, p.54.

A. General Objective

This study examines the contribution of international economic and financial organizations to the development of the social enterprise sector worldwide and assesses the types of programs and policies of international economic organizations are using to promote this agenda of economic growth in the global and that of Rwanda in particular. The study also proposes a set of policy recommendations directed primarily to international economic organizations and the public administration, to improve and enhance the development of developing countries especially that of Republic of Rwanda.²⁰

B. Specific objectives

The specific objective of the study, discuss the framework of international economic laws and that related to development, i.e., international trade laws, technology, and investment law. It studied the relationship between international economic organizations and development of developing countries such as Rwanda if the international economic organizations accept development as a fundamental goal to develop developing countries such as Republic of Rwanda. After considering whether, the role of international economic organizations is favorable to the development of poor countries in general;²¹

To examine several approaches used by international economic organizations for the development of poor countries; to show that the importance of the contribution of International Economic Organizations to Development and Policy-Making; to enhance or examine potential political economic channels that might hinder the ability of international economic organizations

²⁰Assessing the Role of International Organizations, accessible at <https://openknowledge.worldbank.org> available on 16/03/2022.

²¹Esty, D.C., Winston, A.S., 2009. Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage. John Wiley & Sons, Inc., Hoboken, NJ.

to adapt to the new realities of developing countries such as Rwanda; to examine how well, international economic organizations (IEOs) are operating in this regards to develop the world's Economy, particularly that of Rwanda. Thus, the researcher had adopted the research methodology to write this thesis within which we have research methods and techniques.²²

V. Research methodology

Research being a systematic investigation towards increasing sum of human knowledge and as a 'process' of identifying and investigating a 'fact' or a 'problem' with a view to acquiring an insight into it or finding a perfect solution, therefore, an approach becomes systematic when a researcher follows certain scientific methods²³. While undertaking this dissertation we used following research techniques and methods in carrying out this research, different methods and techniques are used in this regards. A research design is a master plan specifying the methods and procedures for collecting and analyzes the required information or data; it is a framework of the research plan of action.

Techniques are the means and procedures that enable the researcher to collect information about a certain topic, to answer the fundamental questions raised in problem statement; the researchers used the documentary technique which helped the researcher to collect the data through the reading of the written works, scientific works and the international instruments relating to this topic of the study.

This dissertation has based on the consultancy of the existing literature in International funding organizations like International Monetary Fund (IMF) and World Bank; it also tackles on

²²Schwab, K., Brende, B., (2012) The Europe 2020 Competitiveness Report: Building a More Competitive Europe, World Economic Forum, Geneva.

²³Prof .Dr. KHUSHAI V. and Filipos.A.,*Legal Research Methods, Teaching Material*, p.3 available at <http://chilot.files.wordpress.com/2011/06/legal-research-methods.pdf> consulted on 19/7/2014.

international laws and Rwandan organic laws on the use of funds and development indicators. The author relied also on secondary sources such as books, articles and internet materials on the development of developing countries, East Africa region and particularly Rwanda, international laws on development of developing countries in general and the use of force in particular developmental protocols.

In addition, according to Cohen (1980), quantitative research is defined as social research that employs empirical methods and empirical statements. He states that an empirical statement is defined as a descriptive statement about what “is” the case in the “real world” rather than what “ought” to be the case. Typically, empirical statements are expressed in numerical terms; another factor in quantitative research is that empirical evaluations are applied. Empirical evaluations are defined as a form that seeks to determine the degree to which a specific program or policy empirically fulfills or does not fulfill a particular standard or norm.²⁴

Qualitative research methods: This is a type of scientific research. In general terms, scientific research consists of an investigation that: seeks answers to a question systematically uses a predefined set of procedures to answer the question, collects evidence, produces findings that were not determined in advance, produces findings that are applicable beyond the immediate boundaries of the study. Qualitative research shares these characteristics.²⁵ Additionally, it seeks to understand a given research problem or topic from the perspectives of the local population it involves. Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of populations.²⁶

²⁴Cohen (1980), quantitative research: is defined as social research that employs empirical methods and empirical statements.

²⁵GREG GUEST, UEEN EMILY NAMEY, NATASHA MACK, CYNTHIA WOODSONG, KATHLEEN M. MACQ: Qualitative research methods which is a data collector’s field guide

²⁶Coleman described this type of variable-focused research as a form of “individualistic behaviorism (1986).

A. Techniques

Techniques can be classified into two categories namely primary and secondary. In this study, researcher used both primary sources and secondary sources of data in the relation with the topic. An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. It helped the researcher to collect information whereas the Documentary technique allows the researcher to review various works related to human resource planning available on the organization and in different libraries²⁷. According to W.A. Neiswanger, A primary source is a publication in which the data are published by the same authority which gathered and analyzed them, while secondary source is a publication, reporting the data which have been gathered by other authorities and for which others are responsible²⁸.

B. Research methods

This research is conducted through secondary sources, such as books, work papers, reports, and journals. Interview will be conducted whenever possible. The research will further draw from relevant international instruments related to topic, resolutions and reports from the High Commission for Human Rights.²⁹ Above all, the author have adopted a critical approach to issues raised by literature and other sources of information.

In this Research the researcher had been used the methods such as Exegetic Method which helped the researcher in the interpretation of national and international economic legal instruments relating to the investment and labor law, comparative method had helped the

²⁷Data Collection Methods | Methods of Primary and Secondary ...available at <https://byjus.com> ›, accessible on 16/03/2022

²⁸W.A.Neiswanger available at <https://www.ancestry.com/genealogy/records/w-a-neiswanger-24-3l3g60v> accessible on 16/03/2022

²⁹ Office of High Commission for Human Rights Trade and Human Rights, 5th WTO Ministerial Conference, 10-14 September 2003.

researcher to make a comparative analysis in various judicial decisions and interpretation thereof of the investment concept, historical methods in order to outline the evolution of facts on the subject over the period of study³⁰.

Analytical method had been used to analyze information collected,³¹ whereas Synthetic Method helps the researcher to synthesize all elements in their whole to clarify more about the impacts of the implementation of the international economic labor standards when it has been critically used to determine the scope of application of these international labor standards.³²

Techniques can be classified into two Categories namely primary and secondary. In this study, researcher had been used both primary and secondary sources of data in the relation with the topic. A research technique is defined as « A set of means and procedures which allow a researcher to collect data and information on his/her research topic, in other words they are the tools of data collection»³³. Only documentary technique is used, and it allows the researcher to review various works related to human resource planning available on the organization and in different libraries³⁴.

³⁰Chapter 5 Exegetical Methods in the New Testament available at <https://brill.com> › view › book › edcoll, accessible on 16/03/2022

³¹Methods for the synthesis of qualitative research: a critical available at <https://bmcmedresmethodol.biomedcentral.com> accessible on 16/03/2022

³²Methods forth thematic synthesis of qualitative research, available at <https://bmcmedresmethodol.biomedcentral.com>, accessible on 16/03/2022

³³P., RENGERE, *Méthodes de sciences sociales*, 8^e éd, Dalloz, Paris, (1971) : 45.

³⁴Documentary Research: What It Is with Free Examples, available at <https://www.questionpro.com>, accessible on 16/03/2022.

VI. Structure of thesis

The research design provides answers for questions. The chosen special setting of the researcher's work in International economic organization was focused on legal analysis of efforts to develop poor countries or developing countries in which the Republic of Rwanda is included. The work begins with a general introduction and ends with a general conclusion and recommendations. Then, the chapter one examines the general considerations on the development via international economic organizations it reviews other authors' theories on international development, conceptual and theoretical framework of foreign direct investment in developing countries especially in the Republic of Rwanda is chapter two.

Chapter three tackles the national efforts put in place by international economic organizations, to develop poor countries such as Rwanda, also deals with the legal and institutional mechanisms necessary to cope with international economic efforts to develop poor countries like Republic of Rwanda and finally the conclusions where the researcher formulated conclusion of the work and recommendations to resolve different issues found in the research and ends with Bibliography. Thus, the starting chapter is the conceptual and theoretical framework.

CHAPTER TWO: CONCEPTUAL AND THEORETICAL FRAMEWORK

Under this chapter, the researcher tries to define key concepts of this work (conceptual theory) in the introductory part or under section one, whereas the section two deals with theoretical framework and theoretical Review.³⁵

Below, I describe the first section as the conceptual frameworks where the researcher discusses the notion of developed countries in one hand and developing countries in the other, and it is discussed in different ways.³⁶

I. The Conceptual Framework

A conceptual framework is like a roadmap for the study, helping to visualize the research project and put it into action. It defines the relevant variables for the study and maps out how they might relate to each other, whereas a theoretical framework introduces and describes the theory/theories underpinning the research problem. Thus, theoretical frameworks support research by describing and/or drawing from relevant theoretical aspects obtained in previous work. Thus, in a Conceptual framework the researcher had deeply explained the notions such as development and developing, let start with development.³⁷

A. Development

According to Seers the purpose of development is to reduce poverty, inequality, and unemployment within the society³⁸. For Sen, development involves reducing deprivations or broadening choice³⁹. Deprivation represents a multidimensional view of poverty that includes

³⁵Agarwal 1980; Dunning 1988; Lucas 1990; Zhang 1999; Markusen 1999; Aavik & Walsh, 2010 and Rizvanolli 2010

³⁶Seers (1979)

³⁷Conceptualframeworkvs.Theoreticalframework,Availableat <https://www.cwauthors.com/article/conceptual-framework-versus-theoretical-framework-in-research>. Accessible on 11/09/2011

³⁸ Ibid.

³⁹ Sen (1999)

hunger, illiteracy, illness and poor health, powerlessness, voice-less-ness, insecurity, humiliation, and lack of access to basic infrastructure⁴⁰. According to Richards and Elaine, development is founding as belief of the world, development means using productive resources of society to improve the living conditions of the poorest people. In development, all modern advances in science, technology, democracy, ethics, and social organization fuse into single humanitarian project of producing a far better world. Development refers to the act of expanding, enlarging, or improving which something passes by degrees to different stages especially a more advanced stage. It can also be defined as the process of economic and social transformation that is based on complex cultural and environmental factors and their interactions with each other and other developing countries⁴¹.

B. Developing Countries

Developing Countries also known as less developed Countries or evolving market has a lower gross of domestic product (GDP) than developed countries with less economy, the major characteristic of developing countries, low per capita real income, mass poverty, mortality Rate, and the problem of unemployment is predominant. Low per capita income means low average of income of people living in a certain country or a specific geographical location which have lower standard of living whereas mass poverty means that most of the people are living without essentials such as food, money, shelter, clothing, or other necessities school fees etc.⁴²

The rapid population growth means the aggressive increase of population brought about by increase of birth rates and decrease of death rates; it is caused by industrialization and the

⁴⁰ Narayan, 2000, pp 4-5.

⁴¹ Richards and Elaine (1999).

⁴²Per Capita Income, available at <https://www.investopedia.com/terms/i/income-per-capita.asp>, accessible on 11/09/2022.

availability of food, water, energy, and reliable medical care.⁴³ The unemployment refers to a situation where a person actively searches for employment but is unable to find it.⁴⁴ The Asian developing countries such as Bangladesh, Cambodia, Mongolia, and Papua New Guinea have hardly paved roads but they have Armenia roads.⁴⁵

Rwanda has increasingly grown over the year 2019 in growth average of 7,2% a year while per capita gross domestic GDP was at 5%, in 2021 Rwanda had most value millions of 11,983.60. The leaders of Rwanda headed by His Excellency Paul KAGAME had increased tremendously the economy of the country recovered over last two decades; the country registered an average GDP growth of around 8 per cent per year with a double number growth verified in the last two quarter of 2019. Since 2000, collected domestic taxes have extended 20 times while the national budget increased 14 times, and Rwanda is ranked second place in Africa to do business activities and 39th easiest place to do business globally.⁴⁶

A developing country is a sovereign state with a lesser developed industrial base and a lower Human Development Index (HDI) compared to other countries. However, this definition is not universally agreed upon. There is also no clear agreement on which countries fit such Government.⁴⁷

⁴³United Nations Department of Economic and Social Affairs February 2022. Available at https://www.un.org/development/desa/pd/sites/www.un.org.development.desa.pd/files/undesapd_2022_policy_brief_population_growth.pdf. Accessible on 11/09/2022.

⁴⁴The Cost of Unemployment to the Economy, available at [https://www.investopedia.com/financial-edge/0811/the-cost-of-unemployment-to-the-economy.aspx#:~:text=Unemployed%20individuals%20not%20only%20lose,gross%20domestic%20product%20\(GDP\)](https://www.investopedia.com/financial-edge/0811/the-cost-of-unemployment-to-the-economy.aspx#:~:text=Unemployed%20individuals%20not%20only%20lose,gross%20domestic%20product%20(GDP).). Accessible on 11/09/2022.

⁴⁵Infrastructure and Growth in Developing Asia, available at <https://www.adb.org/sites/default/files/publication/28275/economics-wp231>. Accessible on 11/09/2022

⁴⁶Doing Business Report, World Bank 2020

⁴⁷*Simmons, Beth; Martin, Lisa (2002). International Organizations and Institutions. Handbook of International Relations. Thousand. Thousand Oaks, CA: Sage Publications. p. 94. World Bank blogs. 16 November 2015.Retrieved 5 March 2022.*

The term low and middle-income country (LMIC) is often used interchangeably but refers only to the economy of the countries. The World Bank classifies the world's economies into four groups, based on gross national income per capita: high, upper-middle, lower-middle-, and low-income countries. Least developed countries, landlocked developing countries and small island developing states are all sub-groupings of developing countries. Countries on the other end of the spectrum are usually referred to as high-income countries or developed countries.⁴⁸

There are controversies over this term's use, which some feel it perpetuates an outdated concept of "us" and "them".⁴⁹ In 2015, the World Bank declared that the "developing the developed world categorization" had become less relevant and that they will phase out the use of that descriptor. Instead, their reports will present data aggregations for regions and income groups.⁵⁰

The term "Global South" is used by some as an alternative term to developing countries⁵¹.

Developing countries tend to have some characteristics in common, often due to their history or geographical location. For instance, with regards to health risks, as compared to high income countries developing countries commonly have: lower levels of access to safe drinking water, sanitation and hygiene; poverty; in addition in developing countries there exist higher levels of pollution (e.g. air pollution, littering, water pollution, open defecation); higher

⁴⁸SOUBBOTINA, T., SHERAM, K., (2000) Beyond Economic Growth, International Bank for Reconstruction and Development, World Bank, Washington D.C.

⁴⁹"The 2016 edition of World Development Indicators is out: three features you won't want to miss". *blogs.worldbank.org*. Retrieved 5 March 2022.

⁵⁰Rosling, Hans; Rosling, Ola; Rosling Rönnlund, Anna (2018). "Chapter 1: The Gap Instinct". *Factfulness: Ten Reasons We're Wrong About The World – And Why Things Are Better Than You Think*. Sceptre. p. 353. ISBN 978-1-250-10781-7. Retrieved 5 March 2022.

⁵¹Rosling, Hans; Rosling, Ola; Rosling Rönnlund, Anna (2018). "Chapter 1: The Gap Instinct". *Factfulness: Ten Reasons We're Wrong About The World – And Why Things Are Better Than You Think*. Sceptre. p. 353. ISBN 978-1-250-10781-7. Retrieved 5 March 2022.

proportion of people with tropical and infectious diseases (neglected tropical diseases); a higher number of road traffic accidents; and generally poorer quality infrastructure.⁵²

The people in developing countries usually have a lower life expectancy than people in developed countries; this is caused normally by both lower income levels and poorer public health.⁵³ The burden of infectious diseases, maternal mortality, child mortality and infant mortality are normally to a large extent higher in developing countries,⁵⁴. The mortality rate is the number of deaths in the year to the average total population of the year.⁵⁵ The effects of climate change are expected to impact developing countries more than high-income countries, because most of developing countries have a high climate vulnerability or low climate resilience. Development aid or development cooperation is financial aid given by developed countries through their governments and other agencies like IMF and World bank to support developing countries' economic, environmental, social, and political development. If the Sustainable Development Goals which were set up by the United Nations for the year 2030 are achieved, they would overcome many of these problems by making more emphasis on improving the International Economic and Financial Organizations of the World.⁵⁶

⁵²Rosling, Hans; Rosling, Ola; Rosling Rönnlund, Anna (2018). "Chapter 1: The Gap Instinct". *Factfulness: Ten Reasons We're Wrong About The World – And Why Things Are Better Than You Think*. Sceptre. p. 353. ISBN 978-1-250-10781-7. Retrieved 5 March 2022.

⁵³ Jetter, Michael; Laudage, Sabine; Stadelmann, David (June 2019). "The Intimate Link Between Income Levels and Life Expectancy: Global Evidence from 213 Years". *Social Science Quarterly*. 100 (4): 1387–1403. doi:10.1111/ssqu.12638. ISSN 0038-4941. S2CID 149648133. Retrieved 14 April 2022.

⁵⁴ "New country classifications by income level: 2019-2020". blogs.worldbank.org. Retrieved 12 May 2022.
"Low, middle & high income countries 2022 by GNI per capita". Retrieved 10 May 2022.

⁵⁵ Jump up to:^a ^b "In poor countries birth spacing affects infant mortality". Max-Planck-Gesellschaft. 5 July 2019. Retrieved 14 April 2022.

⁵⁶ Althor G, Watson JE, Fuller RA (February 2016). "Global mismatch between greenhouse gas-emissions-and-the-burden-of-climate-change". *Scientific-Reports*. 6 (1): 20281. Bibcode:2016NatSR...620281A. doi:10.1038/srep20281. PMC 4742864. PMID 2684 8052.

II. The theoretical framework

A. Description of the concepts

The above section was explained different major concepts used in this work and of course referring to different international economic law and authors' opinion for making better understandable to the readers. Thereafter, this section focuses on theoretical framework within which were explained different terminologies including the International Economic and Financial Organization, Different types of international organizations, Measure and concept of development, A review of the Policy Framework for the Economic Transformation in Rwanda, Inter-governmental organizations (IGOs), International non-governmental organizations (NGOs), and finally the Multinational enterprises which is the end of this section and now let start with the International Economic and Financial Organizations.

B. The International Economic and Financial Organizations

The three major international economic and financial organizations that supported the development of Rwanda from the time the country were liberated after 1994 genocide against Tutsi up to date; are the World Bank (WB), the International Monetary Fund (IMF), and the World Trade Organizations (WTO) arose with the General Agreement on Tariffs and Trade (GATT), it is an arrangement between countries that serves as a forum of negotiations on trade rules as well as mechanism for disputes settlements in trade issues.⁵⁷

Moreover, the World Bank and the International Monetary Fund (IMF) deal with their member countries one at a time. They have little influence with industrial countries but can affect developing countries during time of economic crisis and these countries seek foreign exchange

⁵⁷See The WTO as an International Organization, A. O. Krueger, ed. Chicago: University of Chicago Press, 1998.

resources⁵⁸. My major concern regarding the international economic organizations especially the World Bank and the International Monetary Fund is related to the subject of developing countries and policy reform particularly that of the Republic of Rwanda.⁵⁹

The International economic organization, institution drawing membership from at least three states, having activities in several states, and whose members are held together by a formal agreement, founded in 1961, one of the main aims of the Organization for Economic Cooperation and Development (OECD) is the promotion of policies to stimulate and harmonize its members' efforts in favor of developing countries.⁶⁰

The International Governmental Organizations (IGO's) range in size from three members to more than 185 (e.g., the United Nations [UN]), and their geographic representation varies from one world region (e.g., the Organization of American States) to all regions (e.g., the International Monetary Fund). Whereas some Inter-Governmental Organizations (IGOs) are designed to achieve a single purpose (e.g., the World Intellectual Property Organization), others have been developed for multiple tasks, e.g., the North Atlantic Treaty Organization (NATO). Their organizational structures can be simple or highly complex depending on their size and tasks.⁶¹

The International economic organization is the process by which states establish and develop formal, continuing institutional structures for the conduct of certain aspects of their relationships with each other in terms of trade and business to increase its economy. An international economic organization (also known as an inter-governmental organization or an international

⁵⁸See A. O. Krueger, "The Founding of the Bretton Woods Institutions: A View from the 1990s," in *The Political Economy of Comparative Development into the 21st Century*, G. Ranis, S.-C. Hu, and Y.-P. Chu, eds., pp. 335-4. Cheltenham, U.K.: Edward Elgar Publishing, 1999.

⁵⁹See the Anne Krueger, *International Economic Organizations, Developing Country Reforms, and Trade*, available at <https://www.nber.org/reporter/winter-1999/2000/international-economic-organizations-developing-country-reforms-and-trade>.

⁶⁰Corruption Perception Index, TIR 2015.

⁶¹Ibid.

institution) is a stable set of norms and rules meant to govern the behavior of economy of each states and other actors in the international system.⁶² The organizations may be established by a treaty or be an instrument governed by international law and possessing its own legal personality, such as the United Nations, the World Health Organization (WHO), the IMF and WB and many others.⁶³

International economic organizations are composed of primarily member states, but may also include other entities, such as other international economic organizations. Additionally, entities (including states) may hold observer status.⁶⁴ Notable examples include the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE), the Bank for International Settlements (BIS), the Council of Europe (COE), the International Labor Organization (ILO) and the International Criminal Police Organization (INTERPOL) all these are international organizations but are not international economic organizations.⁶⁵

Rwanda in implementation of Poverty reduction got support from UNDP/TRAC had funded MIFOTRA/ Rwanda with budget of \$903,000 and the Netherlands gave support of \$1,850,300 again UNDP-TRAC gave MIFOTRA support in 2005-2006 with a total budget of \$400,000. Rwanda in the same line got support by UNDP-TRAC of 32 percent with budget of \$1,269,565 of 68 percent and a budget given by the government of Norwegian in 2003- 2005 with fund of

⁶²Bouwhuis, Stephen (1 January 2012). "The International Law Commission's Definition of International Organizations". *International-Organizations-Law-Review*. 9 (2):451–465. doi:10.1163/15723747-00902004. ISSN 1572-3747. "International Organizations - Research Guide International Law | Peace Palace Library". Retrieved 21 August 2019.

⁶³Duffield, John (2007). "What Are International Institutions?". *International Studies Review*. 9 (1): 1–22 doi:10.1111/j.1468-2486.2007.00643.x. ISSN 1521-9488.^ "Articles on the Responsibility of International Organisations". *legal.un.org*. Retrieved 21 August 2019.

⁶⁴Intergovernmental organizations having received a standing invitation to participate as observers in the sessions and the work of the General Assembly and maintaining permanent offices at Headquarters." United Nations Department of Public Information, United Nations Secretariat.

⁶⁵Barnett, Michael and Finnemore, M. 2004. *Rules for the World: International Organizations in Global Politics*. Cornell University Press. (in French) François Modoux, "La Suisse engagera 300 millions pour rénover le Palais des Nations", *Le Temps*, Friday 28 June 2013, page 9.

\$1,295,7, a second phase of budget be given by UNDP-TRAC in 2005- 2007 with a budget of \$1,065,410 is financed by NORAD.⁶⁶

The support was given by different international economic communities in line of the government of Rwanda of eradicating poverty and in the same line UNDP/TRAC again funded Rwanda with \$388,000 in 2000-2004, combined with Swiss trust fund with \$806,685 and a Dutch trust fund of \$1,797,825 Commission and financed by a UNDP-managed basket fund with Its budget of \$4,676,874 in 2005-2006 and the budget was managed by MINALOC. In 2007-2008 Rwanda got a budget of \$ 350,000 finance from United Nations Democracy Fund (UNDEF) and to achieve poverty reduction in Rwanda each District received a budget of at least 100 million equivalents to \$180,000 for soil conservation together with reforestation Budget.⁶⁷

In the researcher's view Rwanda had received different aids or funds in support of government to transform Rwanda from developing countries towards middle income to developed countries as it is given in Republic of Rwanda Plan from 2030 up to 2050, I am hopeful that government of Rwanda will achieve it in conjunction with the international economic organizations but also with the commitment of leaders in good governance by fighting corruptions in all institutions and being accountable in all domains or institutions, in additional to this providing equal justice to all citizen.

⁶⁶Government-of-Rwanda,-'Economic-Development-and-Poverty-Reduction-Strategy,-2008-2012', Ministry of Finance and Economic Planning, Kigali, September 2007.

⁶⁷UNDP, 'Evaluation of Poverty Reduction Strategy Implementation and Aid Coordination (July2005)', Kigali, Rwanda, 2005.

C. Different types of international organizations

Some authors distinguish that there are two types of international organizations: governmental and non-governmental⁶⁸. International governmental organizations (or IGOs) are associations of states established by a treaty to pursue the common aims of their member states. An intergovernmental organization has a legal personality separate from its member states and can enter into legally binding agreements with other IGOs or with other states. The United Nations and the Organization of American States are examples of international governmental organizations⁶⁹.

The main purpose of Inter-governmental organization is to create the ratio of the number of the deaths in the year to the average total population of the Year and article 4 of the law No 05/2012 of 17/02/2012 governing the organization and functions of international Non- governmental Organizations says that the government of Rwanda and International non- governmental organizations shall engage in partnership for development of the Country.⁷⁰ Thus, article 16 of the law n° 05/2012 of 17/02/2012 governing the organization and functioning of the international non- governmental organizations says that the recruitment and management of national employees by an international non- governmental organization shall comply with the regulations governing labor in Rwanda.⁷¹

In view of the researcher, whether it is International non-governmental or international governmental all works for the development of the country or of the wellbeing of the citizen by

⁶⁸International-legal-research-tutorial, -“International-organization”-available-at https://law.duke.edu/ilrt/int_orgs_1.htm#:~:text=There%20are%20two%20types%20of,%3A%20governmental%20and%20non%2Dgovernmental.

⁶⁹International-legal-research-tutorial, -“International-organization”-available-at https://law.duke.edu/ilrt/int_orgs_1.htm#:~:text=There%20are%20two%20types%20of,%3A%20governmental%20and%20non%2Dgovernmental.

⁷⁰Article 4 of the law no 05/2012 of 17/02/2012 governing the organization and functions of international non-governmental organizations.

⁷¹Article 16 of the law n° 05/2012 of 17/02/2012 governing the organization and functioning of the international non- governmental organizations.

giving them employment and by discouraging impunity or corruption and other unnecessary behavior of whether done by authorities or citizen can do for encouraging poverty reduction in developing countries. Consequently, from the courage of the leaders in promoting or boosting the Country's economy in one hand but also promoting Human rights of the citizen or population and by doing so promoting development of the country in which suffering hunger, poverty, refugees, in regards for reducing poverty in Rwanda gives a hope of achievement.

The other category of international organization is the non-governmental organization (or NGO). NGOs are made up from private citizens. The non-governmental organization do not enter into treaties or other international agreements. The World Wildlife Fund, Greenpeace and Amnesty International are examples of non-governmental organizations⁷². Some authors distinguish three types of international organizations. It is usual to distinguish between three main types of "international organization", namely: inter-governmental organizations, international non-governmental organizations, and multinational enterprises in which distinguish measures and concept of development⁷³.

D. Measure and concept of development

Development can be measured by economic or human factors. Developing countries are, in general, countries that have not achieved a significant degree of industrialization relative to their populations, and have, in most cases, a medium to low standard of living. There is an association between low income and high population growth. The development of a country is measured

⁷²International legal research tutorial, "International organization" available at https://law.duke.edu/ilrt/int_orgs_1.htm#:~:text=There%20are%20two%20types%20of,%3A%20governmental%20and%20non%2Dgovernmental.

⁷³https://www.-google.-com/search?q=type+of+international+organisations&sxsrf=ALiCzsbKBL_mSyJ5XjCPnuG2V- &client=gws-wiz

with statistical indices such as income per capita (per person), gross domestic product per capita, life expectancy, the rate of literacy, freedom index and others.⁷⁴

The United Nations (UN) has developed the Human Development Index (HDI), a compound indicator of some of the above statistics, to gauge the level of human development for countries where data is available. The UN had set Millennium Development Goals from a blueprint developed by all the world's countries and leading development institutions, to evaluate growth. These goals ended in 2015, to be superseded by the Sustainable Development Goals.⁷⁵

The concept of developing the nations is found under one term or another, in numerous theoretical systems having diverse orientations for example, theories of decolonization, liberation theology, Marxism, Liberalism, anti-imperialism, modernization, social change and political economy. Another important indicator is the sectoral changes that have occurred since the stage of development of the country. On an average, countries with a 50% contribution from the secondary sector (manufacturing) have grown substantially. Similarly, countries with a tertiary sector stronghold also see a greater rate of economic development⁷⁶.

Decolonization depicts the notion of the active resistance against colonial power a shifting of power towards political, economic, education, cultural, psychic independence and power that originate from colonized nations' indigenous culture. Liberalism theory generally refers to a theory applied to the core concerns of marginalized communities in need of social, political, or economic equality and justice.⁷⁷ Marxism Theory is a social, political, and economic theory

⁷⁴Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". The Data Blog. The World Bank. Retrieved 22 October 2016.

⁷⁵Page1, Heikie; Ranke, Karen; Hempel, Fabian; Köhler, Jonas (11 July 2014). "The Use of the Concept 'Global South' in Social Science & Humanities". Humboldt University of Berlin. Retrieved 6 October 2016.

⁷⁶Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". The Data Blog. The World Bank. Retrieved 22 October 2016.

⁷⁷Liberation-theology,-available-at

https://www.google.com/search?q=what+is+the+concept+of+liberation+theology&ei=snr5y-dfgaax9u8pm82l6ag&oq=what+is+the+concept+of+theology&gs_lcp=cgxnd3mtd2l6lxnlcnaqargbmguiabcabdigcaa

originated from Karl Marx that focuses on the struggle between capitalists and the working class. Marx revealed that the power in relationship between capitalist and workers were inherently exploitative and would inevitably create class conflict and should be ceased.⁷⁸

Anti-imperialism Theory resisted formally and informally means of control by stronger over weaker nations. Such resistance to empire emerged both in the colonies themselves and in the ruling metropolises.⁷⁹ Modernization theory refers to a body of theory that became noticeable in the 1950s and 1960s in relation to understanding issues of economic and social development and in creating policies that would assist economic and social transition in poor countries.⁸⁰ Modernization theory casts development as a uniform evolution route that all societies follow, from agriculture, rural, and traditional societies, to postindustrial, urban, and modern forms and the here bellow is A review of the Policy Framework for the Economic Transformation in Rwanda.⁸¹

E. A review of the Policy Framework for the Economic Transformation in Rwanda

Rwanda has implemented several policies to shape its economic transformation agenda and these policies continue to evolve depending on changing needs of the economy. Rwanda's vision is to

qfhaemgyiabaweb4ycagaebqyhqhapmgyiabaweb4ybggaebqyhjigcaaqfhaemgyiabaweb4ycagaebqyhqhapmgyiabaweb46cggaeecq1gqqsankbahngafkbahbgabkbahggabqygzzygzgjlvoaxabeacaackciahjabazmtmzgbakabaqabacgbcmbabaq&scient=gws-wiz-serp, accessed on 11/10/2022.

⁷⁸Marxism-is-a-social,-political,-and-economic-theory,-available-at <https://www.google.com/search?q=marxism+theory&oq=Marxism&aqs=chrome.1.0i512110.2741j0j9&sourceid=chrome&ie=UTF-8>. Accessible on 11/10/2022

⁷⁹Fabian-Hilfrich,-Anti-imperialism-and-anti-colonialism,-available-at <https://onlinelibrary.wiley.com/doi/epdf/10.1002/9781118455074.wbeoe120>. Accessed on 11/10/2022.

⁸⁰ Robert N. Gwynne, Modernization Theory, available at <https://www.sciencedirect.com/topics/social-sciences/modernization-theory> Accessed on 11/10/2022

⁸¹Bradshaw, 1987; Escobar, 1995; Chirof and Hall, 1982; Shrum, 2000.

build a knowledge-based economy and to become a private sector led middle income country by 2020. Rwanda's ambitious program for development is encapsulated in Vision 2020.⁸²

The Economic Development and Poverty Reduction Strategy (EDPRS) is the mid-term framework to implement the Government's long-term development agenda, the EDPRS is based on three pillars designed to accelerate economic growth and promote human development: Sustainable growth for jobs and exports - investing in improving the climate for business investment, thereby achieving private-sector growth. In the shorter term the priority is reinforcing the productive and export potential of the agricultural sector, but in the longer term the goal is to diversify the economy by promoting the non-farm sector.⁸³

The Vision 2020 Umurenge was a pro-poor rural development and social protection program and achieved economy growth. It aimed to eliminate extreme poverty by 2020 through releasing the productive capacity of the very poor in the Republic of Rwanda. It included public works, credit packages and direct support and is implemented at village level using participatory methods; Good economic governance is seen as a precondition for poverty reduction and development by creating a comparative advantage in 'soft infrastructure' (good governance and institutional arrangements important for private investors), thus, compensating for Rwanda's relatively poorly developed hard infrastructure and disadvantaged geographical location. It is usual to distinguish between three main types of "international organization", namely: inter-governmental organizations, international non-governmental organizations, and multinational enterprises. Following point start with tackling on Inter-governmental organizations (IGOs).⁸⁴

⁸²Van Hoyweghen, Saskia, 'The Urgency of Land and Agrarian Reform in Rwanda', *African Affairs*, Vol. 98, No. 392, July 1999, pp 353-372.

⁸³*Rwanda Ministry of Finance and Economic Planning 2007*

⁸⁴(Ministry of Finance and Economic Planning 2007).

F. Inter-governmental organizations (IGOs)

The yearbook of International Organizations, which aims to identify and list all intergovernmental organizations, defines such bodies as:

- Being based on a formal instrument of agreement between the governments of nation states.
- Including three or more nation states as parties to the agreement.
- Possessing a permanent secretariat performing ongoing tasks.

The view of the Economic and Social Council of the United Nations concerning intergovernmental organizations is implicit in its Resolution 288 (X) of 27 February 1950:

*"Any international organization which is not established by intergovernmental agreement shall be considered as a non-governmental organization for the purpose of these arrangements."*⁸⁵

The resolution was concerned with the implementation of Article 71 of the United Nations Charter on consultative status of non-governmental organizations, and it was amplified by Resolution 1296 (XLIV) of 25 June 1968: "including organizations which accept members designated by government authorities, provided that such membership does not interfere with the free expression of views of the organizations"⁸⁶.

The matter is complicated by the fact that, pursuant to Article 12 of the regulations of the General Assembly of the United Nations the Secretariat publishes (in the UN Treaty Series) every instrument submitted to it by a Member State, when "*so far as that party is concerned, the instrument is a treaty or an international agreement within the meaning of Article 102*"⁸⁷. The terms "treaty" and "international agreement" have not been defined either in the Charter or in the regulations. Furthermore: "*It is the understanding of the Secretariat that its action does not*

⁸⁵Resolution 288 (X) of 27 February 1950.

⁸⁶Resolution 1296 (XLIV) of 25 June 1968.

⁸⁷(Note in UN Treaty Series, Vol; 748).

confer on the instrument the status of a treaty or an international agreement if it does not already have that status..." This difficulty is compounded by the delays (often of many years) before a treaty is published in the UN Treaty Series. Further complications arise from⁸⁸:

The increasing number of "international agreements" in which one or more of the parties is a constituent state (e.g. Quebec) of a federal state system (e.g. Canada). This matter was not resolved by the Vienna Convention on the Law of Treaties.

Lateralization of treaties when several states act together to aid another state under a "multilateral" treaty signed by all of them.

Agreements in which one of the parties is itself an intergovernmental organization (thus "multilateralism" the agreement) acting to establish an intergovernmental institute in a particular country (thus "lateralization" the agreement), of which the government is one of the parties to that agreement (e.g. many United Nations Educational, Scientific and Cultural Organizations (UNESCO) agreements with individual developing countries to establish regional research Centers).

Agreements signed on behalf of national government agencies or departments which, in the case of purely technical matters, may not fully engage the state; the resulting organizations may then define themselves as "non-governmental".⁸⁹

In practice therefore, the researcher assume that an organization is intergovernmental if it is established by signature of an agreement producing obligations between governments, whether that agreement is eventually published. If any organization declares itself to be non-governmental, it is accepted as such by the researcher. All the organizations established by agreements to which three states, or more are parties are therefore included.

⁸⁸(giving effect to Article 102 of the Charter).

⁸⁹Vienna, 1969).

The following adoption of Resolution 334 (XI) of 20 July 1950, it was agreed with the UN Secretariat in New York that bodies arising out of bilateral agreements should not be included in the Yearbook (although they may be included in Type G or N).⁹⁰

A detailed re-examination of this matter by Singer and Wallace questioned this conventional definition. They argue: *It may be objected, of course, that bilateral organizations should not be included on the grounds that they are not "really" IGOs, as we usually conceive of them because they result from "contractual" rather than "law-making" treaties. There are two points to be made here: One, this objection is met by us in that mere treaties or pacts are excluded by other criteria. We only urge that an organization's bilateral character cannot of itself be grounds for exclusion. Further, such exclusion would not only leave out such important organizations as the North American Air Defense Command (NORAD) but would also force us to drop such multilateral organizations as the Rhine Commission when historical circumstances temporarily reduced the membership to two.*"⁹¹

Singer and Wallace also consider the distinction between IGOs and NGOs in the case of "mixed" organizations, some of whose delegations are appointed by governmental agencies or ministries and some by private bodies such as corporations⁹². They conclude that *it would be unreasonable to exclude organizations simply because several of their members were not national states. Instead, we adopted the criterion employed by the UN Economic and Social Council (ECOSOC): whether the organization was created by a formal instrument of agreement between the governments of national states.*"⁹³

⁹⁰Lall,Ranjit.-2017."Beyond-Institutional-Design:-Explaining-the-Performance-of-International Organizations." *International Organization* 53: 699-732.

⁹¹Singer and Wallace.

⁹²Lall,-Ranjit.-2017."Beyond-Institutional-Design:-Explaining-the-Performance-of-International Organizations." *International Organization* 53: 699-732.

⁹³Multilateral Organisation Performance Assessment Network (MOPAN), 'Rwanda Country Report', 2004.

There appears to be some conflict here with the Economic Organization Social and Cultural (ECOSOC) definition of a non-governmental organization, namely: *Any international organization which is not established by inter-governmental agreement shall be considered as a non-governmental organization for the purpose of these arrangements, including organizations which accept members designated by government authorities, provided that such membership does not interfere with the free expression of views of the organization.*"⁹⁴

They also object to the inclusion of associations or confederations of IGOs as constituting additional IGOs on the grounds that such bodies are not independent. They exclude treaties or agreements administered by another international economic organization (such as the various special unions of the International Union for the Protection of Industrial Property). Finally, in cases where two separate IGOs claim jurisdiction over the same domain (e.g the Commission Europeenne du régime du Danube, Rome, and the Danube Commission, Budapest), only the organization "*with evident de facto control over the domain*" is included and the bellow is tackling with International non-governmental organizations (NGOs).⁹⁵

G. International non-governmental organizations (NGOs)

A clear and unambiguous theoretically acceptable definition of international NGOs remains to be formulated. Much research on these bodies is based on those described in the *Yearbook of International Organizations*. The criterion for inclusion in this volume is based on the ECOSOC definition of NGOs (noted above) which, however, fails to define the meaning to be given to "international organization". The editors of the *Yearbook* have therefore, developed a set of seven rules designed to identify an international NGO in terms of aims, members, structure,

⁹⁴Askwith, Michael and Claudine Zaninka, 'Report of the Mid-Term Review Mission of the UNDP Country Cooperation Framework for Rwanda 2002 -2006', Kigali, Rwanda, 2004.

⁹⁵Simmons, Beth; Martin, Lisa (2002). *International Organizations and Institutions. Handbook of International Relations. Thousand*. Thousand Oaks, CA: Sage Publications. p. 94.

officers, finance, autonomy, and activities. The intent has been to include only those bodies oriented to three or more countries⁹⁶.

Skjelsbaek in reviewing the growth of NGOs using the above definition regrets the use of " *a legalistic criterion to distinguish between intergovernmental organizations (IGOs) and international non-governmental organizations (NGOs)*. This criterion defines IGOs as organizations established by inter-governmental treaty, as specified in the United Nations Economic and Social Council (ECOSOC) resolution of 1950, regardless of the character of their membership. Most but not all IGOs include only governmental members, and in practice many NGOs have both governmental and non-governmental members." ⁹⁷

He concludes that the *Yearbook* list of NGOs is somewhat different form, and more restrictive than, a list of organizations compiled according to minimum criteria for "transnational" which he puts forward, namely: "At least two different countries must be represented in the organization and one of the representatives must not be an agent of a government." The editors of the *Yearbook* responded in part to these and other pressures in the 1977 edition by splitting the range of international organizations into two groups, the first based on the original criteria and the second on looser criteria, discussed below. They still exclude pure bilateral bodies (e.g a "Franco-German" association).⁹⁸

The abbreviation "INGO" tends to be used by the academic community, whereas "NGO" is favored by the United Nations system. "NGO" tends to be used by the academic community to refer to national NGOs.

⁹⁶Potter, Pitman B. (1935). "The Classification of International Organizations, I". *American Political Science Review*. **29** (2): 215. doi:10.2307/1947502. ISSN 0003-0554.

⁹⁷Skjelsbaek, *op.cit.*,p.12.

⁹⁸Lall, Ranjit. 2017. "Beyond Institutional Design: Explaining the Performance of International Organizations." *International Organization* 53: 699-732.

The organizations themselves, in those few cases where they use the term (rather than a more specific term such as trade union, voluntary agency, etc...), use "NGO" and never "INGO"⁹⁹ but also Multinational enterprises also is bellow explained.

H. Multinational enterprises

As with IGOs and NGOs, there is no clear definition of multinational or transnational corporations. A study by the United Nations Secretariat lists many proposed definitions. (5) Much data is available about the several hundred most economically powerful corporations likely to constitute the basis for any list. The editors of the *Yearbook of International Organizations* have published the results of their survey to determine probable numbers in term of different criteria based on the distribution of subsidiaries between countries¹⁰⁰ and in 1976 published such information as one section of their experimental *Encyclopedia of World Problems and Human Potential*¹⁰¹.

The controversy, discussed below, over the term to be applied to such bodies goes beyond the issue of whether one or other word is more appropriate for designated entities. Sahlgren notes that *"Even among those using the terms "transnational corporations" or "multinational enterprises", for instance, there is still a wide margin of disagreement as to which entities are or are not included...some would like to see partly or wholly-state owned enterprises excluded from the scope of the term "transnational corporations"...others have argued that such enterprises*

⁹⁹Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". *The Data Blog*. The World Bank. Retrieved 22 October 2016.

¹⁰⁰Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". *The Data Blog*. The World Bank. Retrieved 22 October 2016.

¹⁰¹Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". *The Data Blog*. The World Bank. Retrieved 22 October 2016.

*display characteristics and motivations that are essentially identical with those of privately-owned enterprises."*¹⁰²

1. Comment on organizational existence

Identification of "international organizations" raises problems concerning what is meant by the "existence" of an organization in terms of different perspectives.

2. Legal of International non-governmental organizations

International non-governmental organizations in Legal terminology have no existence in international law. The International non-governmental organizations are organisations "outlaws". One Legal study of international organisation notes That *"Des associations revêtant les formes d'une organisation internationale peuvent être créés par des personnes de droit privé ou de droit non étatique... Mais, n'étant pas formés par des Etats, ce ne sont pas là des organisations internationales au sens stricte des termes."* Those NGOs recognized by the United Nations under Article 71 of the Charter acquire a measure of legal significance. It is important to note however, that NGOs which are recognized as existing by one IGO are not necessarily recognized as existing by another even if both IGOs form part of the UN system. There have also been attempts to extend the interpretation of the status of private persons in international law to cover collectivities¹⁰³.

It is interesting to note that multinational corporations are "non-governmental organizations" having no existence in international law despite efforts within the framework of the European Economic Community. This creates an embarrassing situation for the United Nations which for political reasons is obliged to examine "international" entities whose legal existence it cannot

¹⁰²Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". The Data Blog. The World Bank. Retrieved 22 October 2016.

¹⁰³The United Nations under Article 71 of the Charter.

recognize. (The practical consequence is that the United Nations, unit studying such bodies cannot send a questionnaire to them)¹⁰⁴.

Ironically, since the UN Charter does not distinguish between profit-making and non-profit making bodies, the only way that the UN Commission on Transnational Corporations may be able to relate to such bodies is under Article 71 governing relations with NGOs.¹⁰⁵ Within the European Community, at least, this situation may be altered if the recently approved European convention on the recognition of the legal personality of international non-governmental organizations is ratified.¹⁰⁶

3. Political Organizations with a so-called "universal" membership

Political Organizations with a so-called "universal" membership such as the United Nations, have considerable difficulty in recognizing the existence of "regional" bodies such as the Council of Europe, the Organization of American States: Democracy for peace, security, and development (OAS), or the Organization for Economic Cooperation and Development (OECD) and in establishing any working contact with them.¹⁰⁷ This has been due to suspicion within the universal bodies that the regional bodies could only reflect a partisan, political viewpoint which would disturb the delicate balance of power amongst the universal body's membership. Such political reasoning may also be used to reinforce legal arguments concerning NGOs when the suspect organization does not have members from all the countries represented in the universal body.¹⁰⁸

¹⁰⁴Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". *The Data Blog. The World Bank*. Retrieved 22 October 2016.

¹⁰⁵The United Nations under Article 71 of the Charter

¹⁰⁶Microeconomic Foundations of the Competitiveness of Nations, Regions, and Firms, *Journal of International Business Studies*, vol. 37, no.2, pp. 163–175.

¹⁰⁷Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". *The Data Blog. The World Bank*. Retrieved 22 October 2016.

¹⁰⁸Subbotina, T., Sheram, K., (2000) *Beyond Economic Growth*, International Bank for Reconstruction and Development, World Bank, Washington D.C.

A UNESCO/UNITAR in its International expert meeting on the study of the role of international organizations in the contemporary world¹⁰⁹ reluctantly concluded that NGOs were also international organizations but for political reasons could only acknowledge that multinational corporations "engaged in activities which affected international organizations" and therefore, such relations could not be neglected, although the corporations could not be considered as a phenomenon. (The main purpose of the meeting was to specify the contents of a series of textbooks for widespread use).¹¹⁰

4. Impact

Presumably because of a desire to simplify the international system to a point at which it becomes comprehensible and quantifiable, there is a tendency to use a measure of political or economic impact as a means of determining whether to give attention to an organization or organizational category. A body, therefore, exists to the extent that it has impact. Since many international bodies do not act to have an impact in a manner which would be considered significant to an economist or to a political scientist, they are frequently ignored in studies from such perspectives¹¹¹.

Keohane and Nye note that the impact of inter-societal interactions and transnational actors in international affairs has often been ignored both in policy-oriented writings and in more theoretical works, and that when they have been recognized they have often been consigned to the environment of interstate politics, and relatively little attention has been paid to them in their own right or to their connections with the interstate system¹¹².

¹⁰⁹Geneva, in 1976.

¹¹⁰Leichter, J., Mocchi, C., Pozzuoli, S., (2010) Measuring External Competitiveness: An Overview, Working Papers, No. 2 - April 2010, Ministry of Economy and Finance, Italy.

¹¹¹Fantom N, Khokhar T, Purdie E (15 April 2016). "The 2016 edition of World Development Indicators is out: three features you won't want to miss". The Data Blog. The World Bank. Retrieved 22 October 2016.

¹¹²Keohane and Nye.

Singer and Wallace, for instance, are quite explicit about exclusion of NGOs from their analysis: *"our interests (and, we suspect, those of most of our colleagues) are more concerned with IGOs than with non-governmental organizations...as an independent variable, one can hardly urge that the amount of NGOs is likely to be important in accounting for many of the theoretically interesting phenomena, which occurred in the system of the past century."* Proof of impact is therefore, required before scholarly attention can be given to the existence of the organizational phenomenon giving rise to that impact. Ironically, research and debate on international organizations and their political impact may well be conducted under the auspices of bodies excluded from the Categories of the discussion as being without impact. This leads to an effort on the part of some impact-conscious organizations, such as the Club of Rome, to define themselves as being "non-governmental" to distinguish themselves from NGOs. A countertrend has however, been stimulated with the publication edited by Keohane and Nye ¹¹³, which focuses on a wide variety of transnational interactions, including non-governmental associations, multinational business enterprises, revolutionary movements, cartels, scientific networks, and the like.¹¹⁴

5. Comment on "transnational" versus "international" 115.

It is still common practice to blur the meaning to be attached to "international organization". It is frequently taken to mean intergovernmental organizations only, although in other cases it may include NGOs but not multinational corporations. Attempts have been made to use "transnational" to clarify the situation. Thus, for Keohane and Nye "transnational interactions"

¹¹³Ibid.

¹¹⁴Salvatore, D., (2010) Globalization, international competitiveness, and growth: advanced and emerging markets, large and small countries, *Journal of International Commerce, Economics and Policy*, vol. 1, no. 1, pp. 21–32.

¹¹⁵Duffield, John (2007). "What Are International Institutions?". *International Studies Review*. 9 (1): 1–22. doi:10.1111/j.1468-2486.2007.00643.x. ISSN 1521-9488.

describe the movement of tangible or intangible items across state boundaries when at least one actor is not an agent of a government or an inter-governmental organization.¹¹⁶ They, therefore, consider that both NGOs and multinational corporations are transnational together with some contemporary revolutionary organizations, and bodies such as the Roman Catholic Church and the Ford Foundation.¹¹⁷

In discussing NGOs, Skjelsbaek states that: "*For an organization to be "transnational" two minimal requirements must be met: At least two different countries must be represented in the organization and one of the representatives must not be an agent of a government. In practice it would probably be wise to specify that at least one-half of the members of the multilateral organization should not act in governmental capacity*". Judge and Skjelsbaek have attempted to encourage use of "transnational associations" as a substitute for "international NGOs" to distinguish them from other types of transnational organizations¹¹⁸. In 1977 the Union of International Associations, following a symposium on trans nationality in relation to non-governmental organizations in Geneva in 1976 changed the name of its periodical from International Associations to Transnational Associations.¹¹⁹

The situation has however been confused by debate within the United Nations on "multinational corporations" as originally termed by the Secretariat and the business community. The Group of Eminent Persons invited to study their role noted the "strong feeling that transnational would better convey the notion that these firms operate from their home bases across national borders" transcending all forms of individual state control.¹²⁰

¹¹⁶Supra Note 115.

¹¹⁷Skjelsbaek states that: "*For an organization to be "transnational, 2002.*

¹¹⁸Judge and Skjelsbaek.

¹¹⁹Skjelsbaek.

¹²⁰Ruggie, John G. Globalization and the Embedded Liberalism Compromise, (1997).

In arguing in support of a Latin American draft resolution to ECOSOC for a UN focus on "transnational" as opposed to "multinational" corporations the point was made that: " The term " multinational corporation " had been applied both to enterprises operating in all parts of the world without a home base and to those which had a main office in one country and branches in other countries, for which the term " transnational corporations " was more descriptive. In Latin America enterprises had been established whose concerns were different from those multinational corporations, as normally understood, but whose structures were similar... It would clearly be desirable to use the term "transnational corporations " for enterprises operating from their home bases across national borders and reserve the term " multinational corporations " for those established by agreement between several countries and operating in *accordance with prescribed conditions*. " This debate subsequently led to the establishment by the Economic and Social Council (ECOSOC) coordinates the work of the 14 UN specialized agencies of a "Centre on Transnational Corporations".¹²¹

"Transnational", for the interstate community, must now bear many negative connotations originally associated with "multinational" which appears to have been "laundered". The attempt to switch from the existing descriptor for NGOs¹²², which contains a logical negative (with negative connotations in some circumstances), to "transnational" should be assessed with caution now that the latter is acquiring some negative connotations. These are not relieved by the choice of the other term of the descriptor because of problems of translation (e g "corporation" is translated into French as "société", which is used in the titles of many NGOs).¹²³

¹²¹UIA Union-of-International-Associations, -"Types-of-International-Organization"-available-at <https://uia.org/archive/types-organization/cc>, accessed on 20th September 2022.

¹²²POTTER, PITMAN B. (1935). "The Classification of International Organizations, I". *American Political Science Review*. 29 (2): 215. doi:10.2307/1947502. ISSN 0003-0554.

¹²³UIA, Union of International Associations, Supra Note 105.

CHAPTER THREE: THE LEGAL ANALYSIS OF THE CONTRIBUTION OF INTERNATIONAL ECONOMIC ORGANIZATIONS IN DEVELOPMENT OF RWANDA

This chapter presents the contribution of international economic organizations in development of Rwanda, and it has three sections including the International Economic Organizations contribute to the national development of Rwanda is section one. The influence of income generating activities sponsored by the International economic organizations can develop Republic of Rwanda is section two and finally section three is the legal and institutional mechanisms are necessary to cope with international economic organization's efforts to develop Rwanda.

I. The International Economic Organizations Contribute to Development of Rwanda

Here the researcher was concerned with whether the aid of international economic organizations will expand Rwandan development, whether Rwanda is benefiting from the aid of these international economic organizations to the extent of success in implementation of the development of Rwanda.¹²⁴

A. Rwanda is benefiting from the aid of the international economic organizations from 1994 Genocide

Rwanda is recovering from tragic human and economic destruction that has few, if any, parallels, which genocide of 1994 resulted in the destruction of the country's social fabric, its human and physical resources base, institutional capacity, and economic and social infrastructure. At least 1 million of people were killed, about 2 million fled to camps in neighboring countries, and another 1 1/2 million were displaced internally, in parallel, economic activity declined by about

¹²⁴X," Assessing the Role of International Organizations in the Development of the Social Enterprise Sector" available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022

50 percent. The Government of National Unity of Rwanda led by His Excellency Pasteur BIZIMUNGU and later replaced by His Excellency Paul KAGAME, made a coalition of the Rwanda Patriotic Front (RPF) together with other four political parties, assumed office in July 1994¹²⁵.

The new government of reconciliation and Unit has provided a bold vision for the future and is determined to reestablish peace and put effective governance on a sustainable path. Peace has been restored to most of the country, and a total of 3.8 million persons, including internally displaced and returned old- and new-caseload refugees, are being resettled and reintegrated into Rwandan society. In 1997, the government adopted a transition program to consolidate the fragile socioeconomic recovery attained during 1995-96 and lay the basis for national reconciliation, sustainable growth, participatory decision making, and poverty reduction.¹²⁶

Successful transition will require continued strong efforts by the Rwandese people and exceptional support from the international community, including the IMF, World Bank, the Breton Woods institutions and many others. To overcome the legacy of the genocide, Rwanda faces formidable challenges that justify its treatment as a special case for international economic organs' assistance. These challenges are (i) to build and develop human capital; (ii) to enhance national reconciliation, unit and stability in the sub region (to do otherwise could undermine peace and development efforts for generations); (iii) to improve the welfare of the population and reduce poverty, which would in itself facilitate the reconciliation and reintegration process; (iv) to promote an economic system that allows effective participation; and (v) to address the large external debt burden facing the country. Strong international financial and economic support is

¹²⁵PAGEL, HEIKIE; RANKE, KAREN; HEMPEL, FABIAN; KÖHLER, JONAS (11 July 2014). "The Use of the Concept 'Global South' in Social Science & Humanities". Humboldt University of Berlin. Retrieved 6 October 2016.

¹²⁶Ibid.

needed to ensure national reconciliation and a smooth transition to a sustainable development path, and to contribute to the stability of the countries in the sub region¹²⁷.

The government's strategy for high, sustainable, and equitable growth and poverty reduction is based on the following key elements: (i) maintenance of macroeconomic stability; (ii) economic diversification, export promotion, and promotion of services delivery; (iii) improvement in agricultural productivity and rural infrastructure; (iv) maintenance of export competitiveness through a further liberalization of the trade, exchange, and investment regimes; (v) promotion of private sectors, small-scale enterprises in the rural and urban areas; (vi) support for skills formation through vocational, technical, and management training programs, as well as enhancement of the role of women in Rwandan society but also in the region; and (vii) effective mobilization of domestic and foreign resources to finance investment and growth of the Republic of Rwanda¹²⁸.

The priorities for shifting the focus from emergency assistance and rehabilitation to sustainable development are to continue to address the social, political, and economic effects of the upheavals of the last decades; to return the economy to the pre-genocide level by the year 2000 through appropriate macroeconomic policies; and to reinforce public sector capacity and private sector skills. The government of Rwanda considers it imperative that the institutional and policy framework for economic growth and poverty reduction be characterized by national ownership. Moreover, this framework must be linked to the development of local human resources and institution building to enhance the capacity for designing and implementing poverty-reduction in Rwanda through the funds of the international economic organizations assessing its role in

¹²⁷ Hurd, Ian. 2018. *International Organizations: Politics, Law, Practice*. Cambridge University Press.

¹²⁸ X, "Assessing the Role of International Organizations in the Development of the Social Enterprise Sector" available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022.

development of the Republic of Rwanda and finally Rwanda is benefiting from the aids of the international economic organizations.¹²⁹

Rwanda is benefiting from the aid of the international economic organizations which boosting and accelerating growth among with agricultural productivity, supporting accountable governance and finally investing in regional integration. The international economic and financial organizations which boosting and accelerating Rwanda's growth.

The World Bank Group including the International Financial Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA) is an international financial institution which offers political risk insurance and credit enhancement guarantees. MIGA, and the International Development Association help in that challenge over the next five years? These questions shape the World Bank Group Country Partnership Strategy in assistance of Rwanda which draws heavily on close consultations with the Government of Rwanda, the private sector, civil society organizations, and international development partners and articulates how financing and knowledge will be mobilized so that Rwanda can realize its potential to lift millions of families out of poverty and become a truly modern economy and making Rwanda to achieve its dream of developed country.¹³⁰

Rwanda has made extraordinary progress in recent years. It is one of the few countries anywhere in the world that has managed a “triple crown” of fast economic growth, robust reductions in poverty, and a narrowing of inequality. The poverty rate fell from 59 percent to 45 percent in the last decade and Rwanda is now ranked as the second easiest place to do business in all Africa.

¹²⁹Barnett, Michael and Finnemore, M. 2004. *Rules for the World: International Organizations in Global Politics*. Cornell University Press.

¹³⁰New World Bank Group Development Strategy Will Help Rwanda Create Jobs, Boost Agricultural Productivity and Spur Private Sector Investments. Available at; <https://www.worldbank.org/en/country/rwanda/publication/new-world-bank-group-development-strategy-will-help-rwanda-create-jobs-boost-agricultural-productivity-and-spur-private-sector-investments>, Accessible on 21/10/2022.

This progress, so notable in this year marking the twentieth anniversary of the Genocide against Tutsi, illustrates the possibilities and opportunities for any country seeking a new path of peace and prosperity. Moving forward, Rwanda must consolidate peace and development so that ordinary citizens like Judith can look forward to a chance to realize their dreams and their children's dreams in the next twenty years.¹³¹

Rwanda can focus on second-generation economic reforms of export diversification, structural transformation, regional integration, and financial sector deepening to accelerate economic growth and boost incomes of the poorest so that Rwandans can advance in their journey to prosperity.” says DIARIÉTOU GAYE, Country Director for Rwanda. Rwanda Institutional Strengthening from World Bank initiative for the legal advancement of Women Intermediate Distribution Frame (IDF) a wiring rack located between the main distribution frame (MDF) and the intended end user devices (telephones, routers, and many others that grant and approved in June 18, 2001 with funds of equivalent to US\$400,000frw given the rising number of female-headed households and Human Immuno-deficiency Virus HIV/AIDS related orphans in Rwanda, there is increased necessity for government and civil society agencies to provide extensive legal and judicial assistance to Rwandan poor and socially vulnerable.¹³²

The International Finance Corporation (IFC) will provide investments and advisory services to help expand access to finance and support critical sectors of the economy, including agribusiness and infrastructure. “To unlock rapid and uninterrupted growth that is sustainable and inclusive, Rwanda needs to transform the drivers of growth from the public to the private sector by

¹³¹“National strategies and program for sustainable development, integrating economic, social and environmental issues as well as access to water and energy, elaborated, adopted and effectively implemented.” In: UNDP Rwanda, Annual Report 2005, Kigali, 2006.

¹³²Initiatives in Legal and Judicial Reform 2004 Edition. Available at <https://documents1.worldbank.org/curated/en/139831468778813637/pdf/250820040Edition>. Accessed on 11/10/2022.

removing key constraints,” said by OUMAR SEYDI that the, International Finance Corporation of the World Bank (IFC’s) Director for Eastern and Southern Africa: “These constraints include a small financial sector, weak infrastructure (particularly electricity), and low human capital and qualified workers. Under the strategy we aim to expand our support in responding to these challenges.”¹³³

The International Finance Corporation (IFC) will invest up to 2.6 billion Rwanda francs in a risk-sharing facility, which will enable the Rwanda Development Bank (BRD) to increase its investments in schools to 7 billion francs. The International Finance Corporation (IFC) is also designing an advisory program to help strengthen the financial, management, and educational capacities of private schools in Rwanda and develop an independent provider of education services.¹³⁴

The International Financial Corporation (IFC) Director Mr. Guy ELLENA noted, “Working with a local financial institution enables the International Finance Corporation (IFC) of the World Bank to reach a larger number of schools than could have been done directly. This investment will help Banque Rwandaise de Développement (BRD) lower its risk. We hope this approach can be replicated throughout Africa.” In addition, the International Finance Corporation (IFC) of the World Bank will provide advisory services to help the bank build capacity for conducting due diligence of educational institutions and monitor its portfolio (group). The transaction will provide local operators with access to long-term financing, enable them to build additional facilities and purchase equipment, and address some of the other economic challenges they are facing.¹³⁵

¹³³Draft Rwanda National Agoa Strategy, DAI, July 2015.

¹³⁴GC 2016 Policy Note: Maximising the impact of FDI on domestic industrial capabilities and job creation.

¹³⁵Rwandan Development Board and Rwanda Craft Industry Sector Strategic Plan (2009–2013).

The country has made many great gains in the education sector in recent years by improving the reach and quality of its school curriculum and introducing capitation grants at over 95 percent, its net enrollment rate in primary schools is already among the highest in the world. But there's much more to be done to improve enrollment in secondary schools and give Rwanda's people the skills they need to drive the country's growing economy. Rwandan Minister of Finance and Economic Planning James MUSONI said at the signing the aids of the International Finance Corporation (IFC) in Kigali, "Education is one of the main pillars of Rwanda's development and I am glad said minister that the International Finance Corporation (IFC) is contributing to the development of this sector in Rwanda. We look forward to continuing to partner with the International Finance Corporation (IFC) to further our Rwandan economic development."¹³⁶

The International Finance Corporation (IFC) Senior Manager Jean PHILIPPE PROSPER, who signed on behalf of IFC, said, "It is our hope and belief that the investment and advisory services will provide local operators with access to long-term financing, enable them to build additional facilities and purchase equipment, and address some of the other economic challenges that they have been facing." Rwanda has one of the world's fastest-growing economies, driven by economic and structural reforms and strong international support. Growth averaged 7.5 percent annually in the decade to 2018. The government has even higher goals through its National Strategy for Transformation and Vision 2050 strategy, to reach middle-income status in 15 years ahead and developed country in 30 years ahead. That will require an economic shift toward high-value, competitive sectors, particularly those that could generate exports. It also will depend on

¹³⁶Consultancy Rwanda's Market Access Strategy and Implementation Action Plan for Trade Sustainability with its potential markets, International Economics, 22 May 2015

better regional economic integration through the East African Community (EAC) and access to ports through Kenya and Tanzanian ports by Rail Ways.¹³⁷

Rwanda with private sector participation can drive one area of growth: housing, which does not depend on export markets. Demand for secure, affordable housing is surging because of fast urban population growth estimated at 5.75 percent annually, more than twice the rate of overall population growth in the country. By comparison, World Bank data shows that urban population growth globally in 2018 was 1.93 percent, nearly twice the rate of overall global population growth of 1.1 percent.¹³⁸

Furthermore, at the heart of the strategy lies the premise that the growth and other developmental dividends of the post conflict period have been skillfully harnessed, and that the transformation of Rwandan economy is underway. Rwanda is seeking to make a shift in its growth trajectory that has private sector at its vanguard. This implies investing in infrastructure (electricity, rail ways and roads), such as transport and electricity, to bring the cost of doing business down to a competitive rate and in energy, the World Bank Group will increase installed generation capacity by 450 megawatts from diversified sources to reduce the cost of doing business, attract private sector investment, and expand electricity access to all Rwandans and across the region (EAC).¹³⁹

From the understanding of the researcher once Rwanda will increase the capacity of electricity the price of the later will be decreased and increase the number of investors but also the wellbeing of population will be increasing too in this regard but equally increase agricultural productivity in the Country.

¹³⁷Impact Assessment of the Northern Corridor Performance Improvement Activities, CPCS Transcom International Ltd., March 2015.

¹³⁸*By-David-Lawrence,-available-at*

https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/news/insights/rwanda-investment-market.

¹³⁹USAID-Compete, “US Apparel End Market Analysis”, July, 2011.

B. Increasing agricultural productivity in Rwanda

Growth alone will not be sufficient, progress on inequality reduction also plays a critical part in helping meet Rwanda's goals of reducing poverty and improving people's social conditions. Well-targeted investments can help raise productivity and incomes of the lowest groups to highest income. These can include cash transfers, focusing on agricultural productivity and rural infrastructure to improve the incomes of the poorest and transform livelihoods in rural areas in a sustainable way. In agriculture for instance, the World Bank Group will aim to irrigate an additional 14,000 hectares of marshlands and hillsides and improve rural roads so that farmers can connect to new markets and increase their family incomes so that growth is inclusive, and prosperity can be shared by all Rwandans in almost equal manner.¹⁴⁰

The World Bank on 16th May 2019 had given the government of Rwanda 71 million of USA\$ approximately 64 Rwandan Billions for agricultural sector. In addition to 100 million of USA\$ that was funded to Rwanda by the same organization in 2018 in increase of agricultural sector.¹⁴¹

In only two consecutive years the World Bank had funded to Rwanda in Agriculture United State of America USA\$ 171 million, but also in supporting accountable governance.¹⁴²

C. Supporting accountable governance

Managing the wide-ranging consequences of rapid growth will also require flexibility, strong feedback loops, and capacity to respond to unforeseen developments. Building capacity at the district level will be an important ingredient in these efforts. In service delivery, the World Bank will collect citizen feedback on the quality of services at the local level, support accountable

¹⁴⁰Fruit and Tree Nut Data. USDA, Agricultural Research Service, November 2015.

¹⁴¹ Fruit Concentrate Market. MarketsandMarkets.com.

¹⁴²Government of Rwanda, 'Pilot Integrated Ecosystem Assessment Bugesera', Draft Final Report Prepared for the UNEP/UNDP/GOVERNMENT Poverty and Environment Initiative (PEI) Project, Rwanda Environment Management Authority, Kigali, Rwanda, 2006.

governance, and strengthen public fiscal management and decentralization in decision making, and access to public information to strength public accountability. In addition, with support from the World Bank, the International Monetary Fund’s (IMF) a diagnostic of money market and market making framework for government debt securities is at final stage. As result, both Re tweet (RT) is an internet slang initiative that refers to reposting of information on the social media platform.¹⁴³

The Re tweet (RT) related to the rollout of the Global Master Repurchase Agreement (GMRA). It is a model legal agreement designed for parties transacting repos and is published by the International Capital Market Association (ICMA), which is the body representing the cross-border bond and repo markets in Europe. The Global Master Repurchase Agreement (GMRA) are on track in Rwanda for completion in June and December 2022 and Rwanda investing in regional market for accelerating growth in Rwanda.¹⁴⁴

D. Investing in regional integration

Rwanda’s size and location will mean that stronger integration with regional economies will be vital for further growth. Regional integration will expand markets for potential investors and turn “land-locked” into “land-linked” in the interests of competitiveness. Countries of the region represent potential markets for exports, managers of transport corridors and facilitators of cross-border trade. Regional integration and cross-border investments could also potentially bring greater political stability and security to the region. To help Rwanda respond to these challenges, the World Bank Group will build on its current portfolio of a net commitment of almost \$600

¹⁴³International-Monetary-Fund,-Finance-and-Development,-available-at <https://www.imf.org/en/Publications/fandd/issues/2020/09/what-is-debt-sustainability-basics>, Accessible on 02 Dec 23.

¹⁴⁴Recently renamed the Ministry of Land, Environment, Forestry, Water and Mines.

million and invest \$1 billion or more new resources in the next five years to support Rwanda's journey to prosperity.¹⁴⁵

The Multilateral Investment Guarantee Agency (MIGA) is a member of the World Bank Group. The MIGA provides political risk insurance (guarantees) for projects in a broad range of sectors in developing member countries, covering all regions of the world. *The Multilateral Investment Guarantee Agency (MIGA)* is a member of the World Bank Group. The MIGA provides political risk of insurance (guarantees) for projects in a broad range of sectors in developing member countries, covering all regions of the world. The MIGA was created in 1988 to promote foreign direct investment into developing countries to support economic growth, reduce poverty, and improve people's lives.¹⁴⁶

The Multilateral Investment Guarantee Agency (MIGA) fulfills this mandate by offering political risk insurance (guarantees) to the investors and lenders. As a multilateral development agency, The MIGA only supports investments that are developmentally sound and meet high social and environmental standards. The MIGA applies a comprehensive set of social and environmental performance standards to all projects and offers extensive expertise in working with investors to ensure compliance to these standards. The MIGA promotes foreign direct investment (FDI) into developing countries to support economic growth, reduce poverty, and improve people's lives in all corners of life.¹⁴⁷

The Multilateral Investment Guarantee Agency (MIGA), which is a member of the World Bank Group, has issued guarantees of up to US\$37.1 million to a fund for African Infrastructure

¹⁴⁵USDA, National Agricultural Statistics Service, March 20, 2015.

¹⁴⁶Consultancy Rwanda's Market Access Strategy and Implementation Action Plan for Trade Sustainability with its potential markets, International Economics, 22 May 2015.

¹⁴⁷Rwanda-and-world-bank,-available-at

<https://www.google.com/search?q=MIGA&oq=MIGA&aqs=chrome..69i57j0i27113.2904j0j4&sourceid=chrome&ie=UTF-8>. Accessed on 11/09/2022.

Investment Fund III(AIIFIII) managed by African Infrastructures Investment Managers (AIIM), one of Africa's largest infrastructure-focused private equity fund managers and a member of Old Mutual Alternative Investments (OMAI). The guarantees cover the fund's equity and quasi-equity/shareholder loan investments in Bboxx Capital Limited's (Bboxx) subsidiaries in Rwanda, Kenya, and the Democratic Republic of the Congo (DRC) for up to 10 years ahead.¹⁴⁸

The Multilateral Investment Guarantee Agency (MIGA) has already issued guarantees for two of analog-to-digital conversion (ADC's) investments in Rwanda. These guarantees are supporting a capital increase in Banque Rwandaise de Development S.A. and an investment in Societé Inter-bancaire Monétique et de T-Compensation au Rwanda (SIMTEL), an electronic payment transactions provider. Washington had provided to the Multilateral Investment Guarantee Agency (MIGA), the political risk insurance arm of the World Bank Group, has announced that it would help facilitating this organ with up to \$150 million of investments to small businesses in sub-Saharan Africa as part of its ongoing response to the global financial crisis.¹⁴⁹ According to a statement from the World Bank offices in Kigali, the agency has entered into an innovative contract with the African Development Corporation (ADC), a business development company largely capitalized by German investors.¹⁵⁰ The funds was provided to develop the sectors of agriculture in four main areas such as Policy and Organization Reform, enabling agriculture Commercialization, Delivery of Improved Agricultural Value chain services and efficiency in

¹⁴⁸Africa Solar Industry, Associations available at <http://afsiasolar.com/miga-support-helps-bboxx-deliver-clean-off-grid-solar-energy-in-central-and-east-africa/>.

¹⁴⁹Specific examples identified include: General Cross cutting Actions: Chilean Wine (see Section 4.2); Trade Facilitation & Promotion: Governmental Partnership in the U.S. (see Section 4.4); Branding: Korea's Public-Private Brand Strategy (see Section 4.5); Finance & Investment: Costa Rica's CINDE (see Section 4.6); Human Capital Development: UNCTAD/WTO International Trade Centre's Quality Management Program (see Section 4.8); Leveraging Gender, Youth & Environment: The National Open Apprenticeship Scheme in Nigeria (see Section 4.9); Business Environment: Singapore's Enterprise One (see Section 4.10); Leveraging Technology: Sectoral Synergies in India (see Section 4.11).

¹⁵⁰The New Times/ Rwanda's Journal, Available at <https://www.newtimes.co.rw/article/16575/global-financial-crisis-rwanda-benefits-from-wbas-150m-financial-crisis-abail-outa>.

public Expenditure to leverage Private Sector Financing.¹⁵¹ Below is influence of income generating activities sponsored by the International economic organizations how it can develop Republic of Rwanda.

II. The influence of income generating activities sponsored by the International economic organizations can develop Republic of Rwanda

This part of the research examines the contribution of international financial or economic organizations to the development of the social enterprise sector in Rwanda and assesses the types of programs and policies international economic organizations are using to promote this agenda globally¹⁵² as results indicate the international economic organizations' support to the social enterprise sector has consisted primarily of providing financial resources, notably grants. However, the international economic or financial organizations' contributions to developing sector-specific policies have been limited. Furthermore, many programs that are supported by international economic organizations remain largely unassessed.¹⁵³

A. The assessment of the types of programs and policies of the international economic organizations to support the development of Rwanda

The results indicate that the international economic organizations' support to the social enterprise sector has consisted primarily of providing financial resources, notably grants. However, international economic organizations' contributions to develop different sectors in Rwanda

¹⁵¹Agriculture Sector Program 4 Program, available at <https://www.minecofin.gov.rw/news-detail/rwanda-and-world-bank-sign-us-71-million-grant-to-support-agriculture-transformation>

¹⁵²-International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-availableat <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁵³X,” Assessing the Role of International Organizations in the Development of the Social Enterprise Sector” available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022

require specific policies which should be put in place but unfortunately are yet limited. Furthermore, many programs that are supported by the international economic organizations remain largely unassessed. The work proposes a set of policy recommendations directed primarily to international economic organizations and the public administration, to improve and enhance the development of the social enterprise sector in Rwanda.¹⁵⁴

Despite strong market-oriented policies, Rwanda's economy is not yet well integrated into regional and global markets. Rwanda is landlocked position; deficient infrastructure and small domestic market with limited purchasing power have held back foreign direct investments to be slow in investment. Thus, at the same time, a strong national currency, sustained by the high level of development assistance, has favored imports and discouraged exports. Official economic statistics do not fully record trade by the informal sector, which constitutes a significant proportion of economic activity in Rwanda.¹⁵⁵

It is particularly significant in regions adjacent to the Democratic Republic of the Congo and Burundi, where Rwanda has an important trade surplus in both goods and services. Other positive signs include imports of capital goods in last two years that have grown faster than imports of consumption of goods. Much more hope is placed on the integration into the East African Community, which was planned for completion in 2007. While the Government of Rwanda admits that adjustment to competition from the larger economies of Kenya, Tanzania and Uganda will be challenging, it is convinced that long-term gains will outweigh the costs. The investment needs Rwanda's ambitious economic policy goals imply vast investments in economic and social infrastructure, as stipulated in their Long-term Investment

¹⁵⁴International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-availableat <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th Septembre 2022.

¹⁵⁵ VNG International, 'Rwanda Decentralization Strategic Framework (RDSF) 2007-2011', The Hague, January 2007.

Framework/Portfolio and EDPRS as results the Long-term Investment Framework/Portfolio document points out, securing financing is one of the country's biggest challenges.¹⁵⁶

B. The Contribution of International Financial Organizations to Development Policymaking of Rwanda

This party identifies the roots of developing countries' current demands at the World Trade Organizations (WTO) and International Monetary Funds (IMF). Development concerns have been progressively captured by international economic law and its institutions to the detriment of public international economic or financial law, a displacement that affected the substance of international economic or trade and financial regulation and its relationship with development in Rwanda. Developing countries raised very early on their concerns regarding the unequal distribution of international trade and financial continually sought remedies for these imbalances through traditional public international law, multilateral organizations, and inter-governmental negotiations.¹⁵⁷

By contrast, the developed states used the IMF¹⁵⁸, the World Bank and the General Agreement for Trade and Tariff (GATT)¹⁵⁹, as an engine of conducting and disseminate industrial country norms and standards within the domestic legal orders of developing states especially the IMF which has three principal functions and activities within which surveillance of financial and monetary condition in its member states or countries and of the world economy, provide financial assistance to help countries overcome major balance of payment problems and provides

¹⁵⁶ Mid-term Review of the Support to Capacity Building and Civil Service Reform in Rwanda', August 2003.

¹⁵⁷ Ballabola, Stella, 'Perceptions about the Gacaca Law in Rwanda,' Centre for Conflict Management, Butare, Rwanda.

¹⁵⁸ Dees, Progovernment and Anderson, Beth. 2006. "Enterprising Social Innovation: The Intersection of Two Schools of Practice and Thought".

¹⁵⁹ Duke University Fuqua School of Business Alumni Newsletter. December 2007. "J. Gre Governmenty Dees Honored for Lifetime Achievement in Social Entrepreneurship".

technical assistance and advisory services to member states or countries and achieve these goals through MDGs (Sanford, 2004).¹⁶⁰

Rwanda's Vision 2020 aimed to transform the country from a low-income to a middle-income country but today shifted to 15 years ahead in 2030. It defined the following six pillars for development: in Reconstruction of the nation and its social capital, in Transformation of agriculture, in Development of an efficient private sector, in Comprehensive human resources development, in Infrastructural development, in Promotion of regional economic integration and cooperation Rwanda's first in Poverty Reduction Strategy Paper PRSP (2002-2005) was very much in line with their Vision 2020. Through stakeholder consultations, it identified six broad priority areas. Ranked in descending order of importance, these were: rural development and agricultural transformation, human development, economic infrastructure, governance, private sector development, and institutional capacity building.¹⁶¹

In formulating these policies, the Government of Rwanda (Government) has emphasized on the Millennium Development Goals (MDGs),¹⁶² the MDGs have been perceived as serving the same purpose of Vision 2020 and sometimes even as a subset of the Vision 2020 objectives. An independent evaluation of the Poverty Reduction Strategy Paper (PRSP) of 2002- 2005 found the Poverty Reduction Strategy Paper (PRSP) to be relevant to Rwanda's development needs, although its treatment of poverty issues could have been more reduced comprehensively.¹⁶³

Stakeholders appreciated the transparency of the Poverty Reduction Strategy (PRS) preparation process, although the process could have been more participatory while still ensuring ownership by MINECOFIN connection to other Rwanda ministries. The Stakeholders also valued the public

¹⁶⁰Sanford, 2004.

¹⁶¹X," Assessing the Role of International Organizations in the Development of the Social Enterprise Sector" available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022.

¹⁶²British Council. "Is Social Enterprise at a Crossroads? The findings of COI Research published."

¹⁶³Karisimbi Partners, 2014, Encouraging Growth of SMEs through Public Procurement.

sector reforms called for the Poverty Reduction Strategy (PRS) although lack of capacity limited in their implementation. The absence of reliable monitoring data made it difficult not only to assess impacts but also to adjust policies in an effective and sustainable manner.¹⁶⁴

A second-generation of Poverty Reduction Strategy (PRS) and the EDPRS was prepared following the evaluation mission.¹⁶⁵ The EDPRS is the medium-term overall policy framework for 2008-2012, had been drawn on Vision 2020 and the MDGs and be complementary with the Long-term Investment Framework/Plan. The sectorial policies and strategies have been synchronized with the EDPRS.¹⁶⁶ Key elements of the EPPRS are: in a public investment program aimed at systematically reducing the operational costs of business and increasing national capacities to innovate and strengthen the financial sector and Various measures to “release the productive capacity of the poor in rural areas have been put in place,” such as public works, promotion of cooperatives, credit packages and direct support.¹⁶⁷ Finally, the UNDP Rwanda’s contribution to achieve MDGs and reducing poverty as it is explained here below.

C. UNDP Rwanda’s contributions to achieve MDGs and reducing poverty

The United Nations Development Program (UNDP), United Nations (UN) organization formed in 1965 to help countries eliminate poverty and achieve sustainable human development, an approach to economic growth that emphasized these organs to improve the quality of life of all citizens in all over the World while conserving the environment and natural resources. The

¹⁶⁴Government-of-Rwanda,-‘Preliminary-Poverty-Update-Report:Integrated-Living-Conditions-Survey’,-National Institute of Statistics, December 2006.

¹⁶⁵International-monetary-Fund,-“Rwanda—Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-availableat <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁶⁶X,” Assessing the Role of International Organizations in the Development of the Social Enterprise Sector” available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022.

¹⁶⁷International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available- at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

UNDP works in about 170 countries and territories, helping to achieve the eradication of poverty especially in countries with low income as developing countries such as Rwanda, and the reduction of inequalities and exclusion of extreme poverty and hunger.¹⁶⁸

D. In support of UNDPs Rwanda’s contributions to achieve MDGs

The UNDP linked its interventions related to achieve the MDGs in Rwanda and reduction of poverty through a focus on two development outcomes: in “Ministry of Finance able to effectively be monitoring poverty trends and formulate policies, strategies and plans to address poverty issues in all citizens of Rwanda.” in “National Human Development Report (NHDR) prepared addressing national priority issues in Rwanda.” The UNDP country office has the Strategic Planning and Economic Management Unit in charge of these outcomes. Its most important partner institution has been MINECOFIN/ Rwanda, though projects have also been implemented through the Rwandan Ministry of Commerce (MINICOM).¹⁶⁹

The Ministry of Infrastructure (MININFRA) and the Rwandan Secretariat of New Partnership for Africa’s Development (NEPAD), the UNDP strategic collaboration with MINECOFIN/Rwanda started in the mid-1990s and continued into this decade with a series of projects that provide complementary forms of support. The ‘Formulation of National Poverty Strategy’ Project (1999-2005), with a budget of \$914,223 for the period, was financed through the Treatment and Research Aids Centre (TRAC) funding and was managed by the UNDP with direct execution modality¹⁷⁰.

¹⁶⁸*Multidimensional Poverty Index shows how people experience poverty in very different ways, 2022, available at <https://www.undp.org/>.*

¹⁶⁹Safari, V. Theodore Murenzi, Draft Report on Rwanda road transit time, cost and distance survey along the Northern and Central corridors, Kigali, July 2014.

¹⁷⁰International-monetary-Fund, -“Rwanda—Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”, -available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

The Support to ‘Poverty Reduction Strategy Implementation and Aid Coordination’ Project (2002-2005) with a budget of \$1,199,689 from the Treatment and Research Aids Centre (TRAC) was implemented by MINECOFIN. The Interim Support Project to MINECOFIN Capacity Building Initiatives by 2005 received funds of \$734,835 from TRAC and was implemented by MINECOFIN/Rwanda. This project was a bridging phase between preceding and subsequent projects. The ‘Implementation of the Strategic Development Plan and Establishment of a SWAP [Sector Wide Approach] for Economic Governance’ Project (2006-2008) has a budget of \$6,130,709 co-financed by UNDP-TRAC (19.6 percent), Department for International Development (DFID) ¹⁷¹ (71.9 percent) and the European Commission (8.5 percent) of the Rwanda budget was provided to speed the middle-income objectives. ¹⁷²

Furthermore, this objective is implemented by MINECOFIN/Rwanda in running different project focusing the capacity building of each citizen of Rwanda. Thus, the comprehensive technical assistance and training are delivered in all main areas of MINECOFIN, with an emphasis of skills transfer. The goal of the project is to support establishment of a Sector-Wide Approach Program to donor support for economic governance allowing for a merging of the two basket funds within MINECOFIN/Rwanda currently financed by different developmental financial partners¹⁷³.

Only the ‘Support to Poverty Reduction Strategy is in coordination with Implementation and Aid Coordination’ project has been evaluated. The evaluation report published in May 2005

¹⁷¹International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁷²International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁷³X,” Assessing the Role of International Organizations in the Development of the Social Enterprise Sector” available at <https://openknowledge.worldbank.org/handle/10986/26345>, ACCESSED ON 20TH September 2022.

concludes that the project was relevant, efficient, had positive impacts, and was relatively sustainable, thanks to investments in capacity development. In addition to the projects mentioned above, the UNDP supported MINECOFIN/Rwanda through ‘Support to Rwanda’s Special Initiatives for Poverty Reduction’ Project with a budget of \$785,000 from UNDP-TRAC funds for years 2005-2006¹⁷⁴.

The project consisted mainly of contributions to the organization of the Sixth African Governance Forum, organized in Kigali in May 2006 and preparation of the Rwanda National Human Development Report (NHDR)¹⁷⁵ still underway. The ‘Support to the National Institute for Statistics of Rwanda’ Project will be financed by a UNDP managed basket fund. Its \$11.5 million budget is provided by the Department for International Development (DFID) country program in Rwanda from 2000 to 2005, European Commission and the World Bank funded the project which was expected to start in 2007 and had been last in three years ago¹⁷⁶.

The project had been assisted in developing and strengthening a permanent statistical capacity in Rwanda. Until recently, most of the activities in this field have been donor-driven, ad hoc systems. The ‘MINICOM/Rwanda had Capacity Building Project’ launched in September 2006 with a duration of two years and was given fund of \$545,885 is financed by United Nations Commission for Trade and Development (UNCTAD) and implemented by MINICOM/Rwanda.¹⁷⁷

The ministry was funded with unique objective of promoting Rwanda in participation to global and regional markets. For this end, it has carried out the Diagnostic Integrated Trade Study. Main

¹⁷⁵International-monetary-Fund, “Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”, -available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th Septemebre 2022.

¹⁷⁶Multilateral Organization Performance Assessment Network (MOPAN), ‘Rwanda Country Report’, 2004.

¹⁷⁷Askwith, Michael and Claudine Zaninka, ‘Report of the Mid-Term Review Mission of the UNDP Country Cooperation Framework for Rwanda 2002 -2006’, Kigali, Rwanda, 2004.

components relate to capacity building through studies, training, and technical assistance. ‘Support to the Implementation of the Rwanda Transfer of Knowledge Through Expatriate Nationals (TOKTEN) Volunteer Program’ is being implemented by the Ministry of Public Service and Labor (MIFOTRA) with a budget of \$307,500, for the period 2005-2007 of which half is UNDP-TRAC funds and the other half from the Government of Japan¹⁷⁸.

The project aims to use capacities of Rwandan professionals living in Diaspora, mainly in North America. So far, it has organized two-month assignments for 28 individuals. According to the Ministry, the project had had very positive results, and its main challenge is the financial sustainability, the ‘Support to MININFRA/Rwanda in ICT’¹⁷⁹. The Information and Communications Technology Policy and e-Government’ project had given a budget of \$545,885 for the period 2005-2006, financed by UNDP-TRAC. MININFRA/Rwanda implemented the project in the same year. The project had had three components: preparation of a national ICT plan, participation in the world ICT summit, and creation of an information kiosk for rural areas.¹⁸⁰

The Ministry is exploring the possibility of a new phase, focusing more on implementation issues. While there is no monitoring and evaluation (M&E) information to assess the project’s impact, MININFRA/Rwanda looks upon it very positively. Limitations in funding and project management skills were seen as the main challenges.¹⁸¹ The ‘Support to the Implementation of NEPAD Program in Rwanda’ project covers the years 2005-2007 and had a budget of

¹⁷⁸International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁷⁹International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th Septembre 2022

¹⁸⁰ Assessment of Development Results Evaluation of UNDP contribution in Rwanda, available at <https://erc.undp.org>, accessed on 11/10/2022.

¹⁸¹ Supra note Page 150.

\$2,426,050 co-financed by UNDP-TRAC and the Department for International Development (DFID). The project is conceived to strengthen the Rwandan Secretariat of the NEPAD. Its main achievement had been to contribute to the African Peer Review Mechanism that reviewed Rwanda's performance and published its report in 2006¹⁸².

The purpose of the Peer Review Mechanism is to identify African best practices for mutual learning, identify governance gaps, and propose an action plan and timeline to bridge gaps. The outcomes of the Rwanda African Peer Review Mechanism have been key inputs into the development of Rwanda's the Economic Development and Poverty Reduction Strategy of Rwanda (EDPRS), currently underway. There is clear recognition of UNDP contribution to the socio-economic development of Rwanda at various levels of the Government. The most frequently cited areas of achievement are capacity building (material inputs, training, and studies) and aid coordination¹⁸³.

The Government appreciates not only UNDP outcomes but also its modus operandi. The UNDP is said to be flexible and responsive to the government's needs and its operations are well aligned with government policies. According to many Government officials, the UNDP stands out from other donors in this respect. The number of partners expressed concerns regarding UNDP operations, including the proliferation of small projects with limited budgets that are often difficult to ascertain. Partners also reported finding UNDP administrative procedures complicated and bureaucratic, with relatively high transaction costs.¹⁸⁴

¹⁸²International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99-2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022

¹⁸³International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁸⁴ Supra note 150.

The respective roles and responsibilities of different UN organizations were not always clear, and this also created confusion for some partners. The UNDP does not always make optimal use of its technical advisory capacities, because much time must be devoted to project management tasks. In summary, UNDP capacity development results with MINECOFIN/Rwanda have been significant results. Some capacity building initiatives ¹⁸⁵(such as the TOKTEN project) have even been innovative.¹⁸⁶ The UNDP support to MININFRA/Rwanda from 2005- 2007 to formulate a National Information and Communications Infrastructure plan and e-Government Program constitutes important groundwork, though its effects to date are still difficult to assess. In general, field-level interventions by the UNDP have not been evaluated enough and there is little collection of evidence on the impact of the UNDP interventions among local populations.

187

Information available to the evaluation suggests that UNDP interventions are relevant, but their impact is limited in quantitative terms.¹⁸⁸ The UNDP project portfolio is increasingly moving ‘upstream’, towards supporting central and regional level government institutions. This means that the impact among local populations is becoming indirect and even more difficult to assess. According to various non-governmental organization (NGO) representatives, including the Rwandan Association of Local Government Authorities, UNDP support at the local level is not seen much because UNDP mainly works through central government.¹⁸⁹

¹⁸⁵International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁸⁶Supra note 150.

¹⁸⁷International-monetary-Fund,-“Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01”,-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

¹⁸⁸Supra note 150.

¹⁸⁹Ibid.

The overall support to MINECOFIN is one of UNDP's largest interventions in Rwanda. The Ministry appreciates the comprehensiveness of this support and considers UNDP activities adequate in relation to Government priorities. As the bulk of inputs are in training and technical assistance, sustainability of its effects should be a primary concern.¹⁹⁰ Rwanda had been collaborated with the UNDP to strengthen the woman and other vulnerable groups and this international organization had provided to Ministry of Gender and Family Promotion (MIGEPROF) with funds of US\$ 400,000. Thus, the amount was given to support and increase the household of woman and HIV/ AIDs related to orphans in Rwanda the traumatic experiences that surrounded by genocide which increased the need for legal aids. The purpose of the grant is to support the efforts of the government and civil society of Rwanda to launch the gender responsive in legal reform process as defined in the Legal Action Reform Plan.¹⁹¹

The formulation of National Poverty Strategy Project of 1999 to 2005, with a budget of 914,223US\$ given by Target for Resources of Assignment from Core (TRAC) funding was managed by the UNDP with direct execution modality. The support for poverty reduction of Rwanda is a strategy which implement and aids coordination project of 2002 to 2005 with a budget of US\$ 1,199,689 from Target for Resources of Assignment from Core TRAC project implemented by MINECOFIN. The interim support project to MINICOFIN capacity building initiatives received US\$ 734,835 given by TRAC and was implemented by MINICOFIN and this project was bridging phase between preceding and subsequent projects.¹⁹²

¹⁹⁰Human-Rights-Watch,-'Rwanda-Gacaca-Trial-Condemns-Activist-to-Prison',-Human-Rights-News,-30-May2007, availableonlineat<http://www.hrw.org/english/docs/2007/05/30/rwanda16024.htm>.

¹⁹¹Human-Rights-Watch,-'Human-Rights-Watch-World-Report-2006-Rwanda',18-January-2006,-available-online at:<http://www.unhcr.org/cgi-bin/texis/vtx/refworld/rwmain?docid=43cfaea611>.

¹⁹²UNDP,-'Strengthening-Capacities-of-the-Rwandan-Human-Rights-Commission',-Project-Document,-Kigali,-Rwanda, July 2005.

Furthermore, to the project mentioned above, the United Nations Development Program (UNDP) supported with Rwanda's special initiatives in Poverty Reduction by funds of a budget of US\$785,000 and this fund was to support African governance organized in Kigali by May 2006. Thus, in the same line the UNDP had supported Rwanda with US\$ 11.5 Million in project of poverty reduction in Rwanda and the entire amount was given to MINICOFIN.¹⁹³ The UNDP/TRAC again had given to the Ministry of Information and Communication Technology (MININFRA/ Rwanda) a fund of US\$ 545,885 for a period of 2005 to 2006 in capacity building to promote Rwanda in participation in global and regional markets to carry out the Diagnostic Integrated Trade Study and the main components relate to capacity building through different studies trainings and technical assistance in the domain of trade.¹⁹⁴

In doing so Rwanda had gone a support of fund from UNDP in 2004 through MINALOK financed budget of US\$ 100,000 which given for Support the Decentralization of public institutions but was given with other sources of funding administered with other donors' organizations and this support will continue for the community development of Byumba from 2004 up to 2008 with total budget of US\$ 6,650,000 given by UNDP/TRAC in coordination with United Nations Capital Development Fund (UNCDF). The support of the Eastern Province for Rural Development project is being implemented by the MINALOC IN 2006-2008 with supporting budget of US\$ 2,379,830 totally funded by government of Italy.¹⁹⁵

To support the implementation of Rwanda Transfer of Knowledge through Expatriate Nations (TOKTEN) the volunteer Program is being implemented by the Ministry of Public Services and

¹⁹³National Unity and Reconciliation Commission, 'EvaluationandImpactAssessmentReport', December 2005.

¹⁹⁴Institute for Justice and Reconciliation, 'Evaluation and Impact Assessment of the National Unity and Reconciliation Commission', Final Report, December 2005.

¹⁹⁵Kitu Cha Kaba, a Report of the Fact Finding Mission Organized, 2006.

Labor MIFOTRA with a budget of US\$ 307,500 for the period of 2005-2007 in which half of the budget was given by UNDP/TRAC. The NEPAD had funded to Rwanda in 2005-2007 with a budget of US\$ 2,426,050 in poverty reduction and the report was published in 2006.¹⁹⁶

In the researcher's understanding, Rwanda is achieving MDGs and progressively reducing poverty through different aids especially that given by International Communities including UNDPs, UNDP/TRAC and other funds given by international economic and financial organs such as the World Bank and the International Monetary Fund (IMF) which have provided a great amount to support budget in line of Poverty reduction and from 2000 up to now Rwanda had increased its GDP or improving its MDGs in line of achieving development of Rwanda.

E. Rwanda in Reducing Poverty

There had been an informal alignment between UNDP strategy and the MDGs that had been expressed in various plans over the years. Nevertheless, the mid-term review of the UNDP CCF in 2004 found that Center for Consumer Freedom (CCF), makes no specific mention of the MDGs, even though UNDP and the UN system are required to contribute to their attainment and report on progress towards reaching them¹⁹⁷.

The UNDP prepared the MDG Status Report of 2003 together with the Government. Its publication generated much publicity and has helped raise national awareness of the MDGs. Since then, the MDGs have been present in the development dialogue but not always in a systematic and organized manner.¹⁹⁸ While the MDGs are commonly perceived in Rwanda as

¹⁹⁶Maina, Chris and Edith Kibalama, Searching for Sense and Humanity for a Better Rwanda, 2007.

¹⁹⁷International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th Septembre 2022.

¹⁹⁸International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th Septembre 2022.

universal goals, some interlocutors questioned the significance of their role in the Government's development strategy.¹⁹⁹

The MDGs emphasize the social sectors, while official development policy in Rwanda stresses economic growth. Key government documents, such as Vision 2020 and the Long-term Investment Framework/Plan, emphasize on economic factors much more than the MDGs do. The concerns were also expressed regarding the high costs of attaining the MDGs²⁰⁰. The new MDG follow-up report was prepared following the evaluation teams visit. The UNDP has made a valuable contribution to this MDG analysis by managing the basket fund that supports the National Institute of Statistics of Rwanda.²⁰¹

The implementation of the Tactical Development Plan and the Establishment of Sector Wide Approach (SWAP) for the Economic Governances' project of 2006 to 2008 had gone a budget of US\$ 6,130,709 given by UNDP-TRAC of (19.6 percent), Department for International Development (DFID) of (71.9 percent) and the European Commission (8.5 percent) and all these funds was implemented by the MINECOFIN/ Rwanda. The comprehensive technical assistance and training are delivered in all main areas of MINECOFIN/Rwanda with an emphasis in skills transfer to all members of ministry. Only the support to poverty Reduction Strategy was implemented and Aid Coordination project has been evaluated and the evaluation report had published in May 2005 concluded that the project was relevant, efficient and had a positive impact and was relatively sustainable.²⁰²

¹⁹⁹ Ibid.

²⁰⁰International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022

²⁰¹International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022

²⁰²UNDP, 'Evaluation of Poverty Reduction Strategy Implementation and Aid Coordination (July 2005)', Kigali, Rwanda, 2005.

F. Assessment factors affecting Rwanda's attainment of development

These outcomes projected by the UNDP are narrow in scope and their attainment does not necessarily translate into poverty reduction if other key conditions, such as economic growth and poor spending, are not also met²⁰³. The first targeted outcome related to monitoring poverty trends and formulating policies, strategies, and program to address them has been largely completed by the UNDP and has made a significant contribution to this outcome²⁰⁴.

The second outcome preparation of the Rwanda National Human Development Report (NHDR) of 2018 has not been fully achieved as the product has not been published on schedule. The most recent Rwanda NHDR available at the time of the evaluation dated from 1999. A new NHDR was subsequently published during 2007. Rwanda has made good progress over the last two decades since the enormous challenges faced in the aftermath of a genocide that destroyed the entire social and economic fabric of this country. The Republic of Rwanda have benefited from rapid economic growth, reduced poverty, more equality, and increased access to services including health and education.²⁰⁵

To reduce poverty in Republic of Rwanda will be possible only through the hard work and dedication of millions of Rwandans supported by friends of Rwanda. Our progress strengthens the belief that our development ambitions towards the Vision 2050 can be achieved with our concerted efforts. The Second Economic Development and Poverty Reduction Strategy (EDPRS 2) is a launch into the home strait of Rwandan Vision 2050. We are faced with new challenges of

²⁰³P. Herbel, *Der international Unternehmensjurist -- ein vaterlandsloser Geselle?*, in I. Schwenzer (Ed.), *Schuldrecht, Rechtsvergleichung und Rechtsvereinheitlichung an der Schwelle zum 21. Jahrhundert: Symposium aus Anlass des 65. Geburtstag von Peter Schlechtriem 1*, at 9 (1999); P. Mankowski, *Überlegungen zur sach- und interessengerechten Rechtswahl für Verträge des internationalen Wirtschaftsverkehrs*, 2003 *Recht der Internationalen Wirtschaft* 2.

²⁰⁴Alesani, -Daniele- (17December2013).- "International-Institutions.-Classification-and-main characteristics". *Management of International Institutions and NGOs: Frameworks, practices and challenges*. Routledge. p. 24. ISBN 9780415706650.

²⁰⁵UNDP Rwanda, 'UNDP Rwanda Strategic Positioning, 2008.

ensuring greater self-reliance and developing global competitiveness. Conscious of these challenges, we forge ahead knowing that working together, we always overcome²⁰⁶.

The EDPRS 2 period is the time when our private sector is expected to take the driving seat in economic growth and poverty reduction. Through this strategy we will focus government efforts on transforming the economy, the private sector, and alleviating constraints to growth of investment. We will develop the appropriate skills and competencies to allow our people particularly the youth to become more productive and competitive to support our ambitions²⁰⁷.

We will also strengthen the platform for communities to engage decisively and to continue to develop home grown solutions that have been the bedrock of our success. These are fundamental principles as we work to improve the lives of all Rwandans in the face of an uncertain global economic environment. As we take this important step ahead in our future, let us increase our determination to become makers of history, to shape our development and elevate Rwanda into a new era of prosperity that will be celebrated for generations through our present and future joint efforts²⁰⁸.

In the view of the researcher the development of Rwanda as it is the focus of the government's leaders and its people is possible and will be achieved only by Using all funds given by the International Economic and Financial Organizations in manner that promoting accountability in all levels of governance including offices of Auditor General and initiate this office in all levels

²⁰⁶International-Monetary-Fund,-Rwanda:-Poverty-Reduction-Strategy-Paper"-available-at <https://www.imf.org/external/pubs/ft/scr/2013/cr13360.pdf>, accessed on 20th September 2022.

²⁰⁷International-monetary-Fund,-"Rwanda—Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

²⁰⁸Alesani,-Daniele-(17December2013)."International-Institutions.-Classification-and-main characteristics". Management of International Institutions and NGOs: Frameworks, practices, and challenges. Routledge. p. 24. ISBN 9780415706650.

from up to down for monitoring the use of budget in all department to avoid misuse and robbery of public funds by doing so Rwanda will achieve development very fast.

G. Concern of the UNDP Support for the capacity development of Rwanda

There is a general appreciation that the UNDP has made major contributions in capacity building (e.g. at MIFOTRA/Rwanda). The Supreme Court estimates that people's confidence in justice has improved²⁰⁹. However, some criticize that capacity development activities have been excessively focused on training, carried out in a scattered fashion, use a high number of external consultants, and do not always have a lasting effect. Some critics recognize that, in many cases, the problem may have been in the Rwandan government's limited capacity to absorb capacity development support. Sustainability issues receive little attention in the UNDP supported interventions²¹⁰.

The national execution modality mechanism is expected to promote national ownership and sustainability but, in practice, this does not always occur. Only a subset of the few available project evaluations has explicitly dealt with sustainability. In certain areas of Rwanda, the capacity building for decentralization is not yet sustainable. In Gicumbi for instance the project, of the district administration is assisted by a project coordination unit. If the latter disappeared, the district would have difficulty to manage a direct relationship with the donors. While capacity development is identified as a priority area of focus, capacity deficiencies at all levels of Rwandan administration diminish the impact of the UNDP contributions.²¹¹ Financial

²⁰⁹International-monetary-Fund,-"Rwanda-Enhanced-Structural-Adjustment-Facility Economic-and-Financial-Policy-Framework-Paper-for-1998/99--2000/01",-available-at <https://www.imf.org/external/np/pfp/rwanda/rwanda01.htm>, accessed on 20th September 2022.

²¹⁰Alesani,-Daniele-(17December2013)."International-Institutions.-Classification-and-main characteristics". Management of International Institutions and NGOs: Frameworks, practices and challenges. Routledge. p. 24. ISBN 9780415706650.

²¹¹Ibid.

sustainability is weak in almost every intervention of Government activities continue to be highly dependent on donor funding²¹².

While most current UNDP projects are managed through the national execution modality mechanism, they are not entirely integrated into the Government administrative structures. Virtually every project has a technical secretariat or project management unit in charge of its administration and the capacities of beneficiary institutions remains a major challenge. Skills transfer occurs to a limited degree, and it is not systematically included in the terms of reference of all the technical assistance.²¹³ Capacity building efforts could have a positive impact on sustainability, but this is not guaranteed. Excessive focus on training and consultancies, often with little attention paid to institutional and organizational development issues, may diminish the impact of capacity development activities. This may be the case in projects such as ‘Support to MINECOFIN’ and the ‘MINICOM.’²¹⁴

III. The legal and Institutional Mechanism are necessary to cope with international economic organizations’ efforts to develop Rwanda

The legal and Institutional Mechanism are necessary to cope with international economic organizations’ efforts to develop Rwanda must have to tackle on the Legal mechanisms, the Economic overview and the agriculture of Rwanda, the role of agriculture in development of Rwanda, the Agriculture Contribution to food and nutrition, the Education, the Infrastructure in roads and electricity, Rwanda in Trade and Business, the ICT Promotion in Rwanda, the impact

²¹²Alesani,-Daniele-(17December2013).-"International-Institutions.-Classification-and-main characteristics". Management of International Institutions and NGOs: Frameworks, practices and challenges. Routledge. p. 24. ISBN 9780415706650.

²¹³UNDP Rwanda, ‘Annual Report 2005’, Kigali, 2006.

²¹⁴National strategies and program for sustainable development, integrating economic, social and environmental issues as well as access to water and energy, elaborated, adopted and effectively implemented.” UNDP Rwanda, Annual Report 2005, Kigali, 2006.

of covid-19 pandemic towards Rwanda's economy, the UNDP's program in support to Rwanda's development, and finally the researcher will tackle on International Monetary Fund (IMF) and the world bank in support of development of Rwanda.

A. Legal mechanisms

The government of Rwanda has organic law describing in details the use of funds in a flow whereby the funds follow legal channels so as to make full supervision of public funds so that it is used following government projects, the established Article 5 in the organic law states that, the Adoption of the State Budget The budget of Central Government shall be adopted by the Chamber of Deputies, while the budget of decentralized entities shall be adopted by their respective Councils before the beginning of the fiscal year to which they relate. With regard to public institutions, classification, presentation and approval of their budgets shall be done by competent authorities provided for in laws establishing such public institutions, which shall adhere to general principles and provisions of this Organic Law²¹⁵. Article 6 – Regulations for the use of public finances. The public finances shall be used in public entities in accordance with the Law governing public procurement. Article 7 – Incurring extra budgetary expenditures All revenues, including grants and loans and all expenditures shall be included in the budget of the concerned public entity. It is prohibited to incur extra-budgetary expenditures whatever their source. Article 8 – Consolidated Fund for Central Government: A public fund shall constitute all Government funds. For effective management of the budget in the Central Government, such a consolidated fund shall constitute all revenues, including external loans and grants. However, such fund shall not include revenues received by public institutions, decentralized entities and

²¹⁵Organic Law on State Finances and Property Organic Law 12 of 2013 Legislation as at 5 November 2013 FRBR URI: /akn/rw/act/ol/2013/12/eng@2013-11-05

public funds received in accordance with specific legislation or through agreement between the Central Government and the development partners. The Minister or his/her delegate shall be the chief budget manager of the revenues and the expenditures in the Central Government consolidated fund.

The establishment of legal aid coordination framework, for the UNDP's role in aid given to Rwanda coordination reflects the frameworks of international and national aid that have emerged in recent years from 2000 to 2008, especially that provided in Paris declaration on aid effectiveness, ownership, harmonization, alignment, results and mutual accountability and the Government's aid policy, which was adopted by the Rwandan cabinet in July 2006.²¹⁶

The aid coordination unit managed by UNDP through a basket fund financed by DFID, Sweden, the Netherlands, UNDP, Canada, Switzerland and Belgium, representatives from the basket fund contributors and the Government form its steering committee and the general framework and the establishment of the common development funder this section, the researcher tries to look and understanding the problematic of choosing the domestic law of one of the parties and it is divided into three subsections as bellow displayed.²¹⁷

1. Establishment of legal aid coordination framework

The UNDP's role in aid coordination in Rwanda reflects the frameworks of international and national aid that have emerged in recent years: Paris Declaration on Aid Effectiveness, Ownership, Harmonization, Alignment, Results and Mutual Accountability and the Government's Aid Policy, which was adopted by the Cabinet in July 2006. The Government's Aid Policy draws heavily on the international process and is intended to ensure undisputable

²¹⁶ Rwanda Importing into the United States. U.S. Customs and Border Protection, 2003.

²¹⁷ Alesani, -Daniele- (17 December 2013). "International Institutions.-Classification-and-main characteristics". *Management of International Institutions and NGOs: Frameworks, practices and challenges*. Routledge. p. 24. ISBN 9780415706650.

national leadership and a commonly approved agenda. Rwanda's comprehensive and practical Aid Coordination, Harmonization and Alignment Framework offers valuable lessons to the international development community.²¹⁸

The UNDP support for aid coordination in Rwanda aims to contribute to the following development outcome of "Improved government capacity for leading the aid coordination, harmonization and alignment process for improved efficiency and poverty impact of aid." UNDP contribution to aid coordination takes place mainly through the Resident Coordinator and the ACU. The Resident Coordinator is the co-chair of the Development Partners Coordination Group and the ACU supports the External Finance Unit of MINECOFIN.²¹⁹

2. Aid coordination unit

The ACU²²⁰ is managed by UNDP through a basket fund financed by DFID, Sweden, the Netherlands, UNDP, Canada, Switzerland, and Belgium. Representatives from the basket fund contributors and the Government form its steering committee. In 2008, the ACU's set-up as a separate unit will end and it will be integrated into UNDP's broader program of support to MINECOFIN. An external evaluation of ACU is foreseen in 2007. The ACU works in three areas. First, it functions as the secretariat for aid coordination and manages the aid coordination basket fund. Second, it assists the Government in developing its capacity for aid coordination. Third, it develops tools for policy management.²²¹

The ACU's achievements include: Support to the development of an aid coordination system in Rwanda and Strengthening the capacity of the External Finance Unit in managing the aid

²¹⁸-Grinnel and Williams, Politics, and the effectiveness of foreign aid. European Economic Reviews, (1990). page 211.

²¹⁹K Marshall, L, Keough, Mind, Heart, and Soul in the Fight against Poverty, World Bank, Washington, DC, 2004.

²²⁰Alesani, -Daniele-(17December2013).-"International-Institutions.-Classification-and-main characteristics". *Management of International Institutions and NGOs: Frameworks, practices, and challenges*. Routledge. p. 24. ISBN 9780415706650.

²²¹UNDP, 'Evaluation of Poverty Reduction Strategy Implementation and Aid Coordination, Kigali, Rwanda, 2005.

coordination process and mobilizing resources for the phasing out of the ACU by the end of 2007 and Support to the creation of the Development Assistance Database and Support to the definition of the Government Aid Policy UNDP support to aid coordination has made significant contributions to national efforts to harmonize and coordinate aid flows in the country. The government and other development partners appreciate this and pointed out that the process builds trust and reinforces dialogue, supports national ownership and leadership, and provides clear rules and guidelines on delivering aid to the country²²².

The UNDP contribution has been possible because the Government and the development partners have promoted and respected the Aid Coordination, Harmonization and Alignment framework at the same time, UNDP and its ACU have contributed to the development and strengthening of the framework. Three strategic factors stand out. First, much effort has been invested in building trust, which has been reinforced through dialogue and forums. Second, the importance of government ownership and leadership has been understood and supported by all parties. Third, clear rules have been established. The Budget Support Group first prepared explicit partnership principles and now they are defined in the Government Aid Policy UNDP has also contributed to aid coordination at the cluster level. It co-chairs three sector groups: Justice, Environment and Land Use Management, Capacity Building and Public Sector Reform.²²³

²²²Potter, Pitman B. (1935). "The Classification of International Organizations, I". *American Political Science Review*. 29 (2): 215. doi:10.2307/1947502. ISSN 0003-0554.

²²³Alesani, -Daniele- (17 December 2013). "International-Institutions.-Classification-and-main characteristics". *Management of International Institutions and NGOs: Frameworks, practices, and challenges*. Routledge. p. 24. ISBN 9780415706650.

3. Reform of the existence legal framework of the aid of international economic organization

Reform of the existence legal framework of the aid of International Organization need for Harmonization and Alignment process, Paradoxically, UNDP Rwanda's strength in aid coordination entails challenges for the country office. While the UNDP caters to the Aid Coordination, Harmonization and Alignment process, it has had difficulties in aligning its own operations. The 'One UN' reform pilot in Rwanda and the alignment of UNDAF with national strategies should provide an opportunity to tackle issues such as: UNDP data initially submitted ranked low in the data quality assessment of the Development Assistance Database (it has been improving recently).²²⁴

A large proportion of UNDP funded projects still have their own parallel project implementation units. The predictability of UNDP funding could be improved in many cases; UN organizations require their own reporting format. Coordination of development assistance is a promising focal area in the UNDP portfolio. This is recognized in the country office paper on UNDP Rwanda Strategic Positioning.²²⁵

Building aid coordination capacity will be a critical step. It will also be critical for UNDP to institutionalize the key lessons that have emerged from its most successful coordination experiences in Rwanda, including the need to help the national government own their own coordination functions by establishing: A sustainable dialogue process Effective and practical tools to operate and monitor the coordination process need a robust negotiation capacity within the coordination unit Aid coordination activities will also need to be careful not to lose sight of

²²⁴Kenneth B. (1982). Foreign aid and domestic savings in less developed countries: Some test of causality. *World Development*, 15, 788-796.

²²⁵Magere D. (2014) Non-governmental organizations and agricultural development in the coastal region of Kenya; *J. Soc. Anthropol.*, 2, 181-92.

the fact that, by definition, aid coordination capacity should be strengthened principally within the government, not in a development partner agency.²²⁶

The income generating activities that sponsored by the international economic organization can have been prioritized by the Republic of Rwanda I look with more attention the agriculture, education with gender promotion (to empower woman), national trade together with international trade (industries and companies), infrastructure including road in all cities and Rural areas of Rwanda and electricity but also with the support of the International Monetary Fund and the World Bank, Rwanda has made important economic and structural reforms and sustained its steady economic growth rates for over a decade until the COVID-19 pandemic period and its impact threatened to reverse the trend. This chapter selecting the income generating activities in Rwanda as to increase rapidly the Rwandan Economy especially in the agriculture, the education, the infrastructure including roads and electricity, the trade or business, and lastly the impact of Covid-19 pandemic over Rwandan economy and the ICT promotion.²²⁷

B. The Economic overview and the agriculture of Rwanda

The economic overview of Rwanda in effort of increase its economy from developing Country towards developed country is remarkable in its plan of making Rwanda middle income by 2035 and high-income country status by 2050. The role of agriculture in development of Rwanda is on a transformation path from a low-income to a middle-income country starting by 2000 and 2016, its economy grew by 7.9 per cent per year on average, so that by 2016 it was more than 3.5 times larger than in 2009. Whereas the agriculture in contribution to food security and nutrition,

²²⁶ Omofonmwan, S. & Odi, L (2009). The Role of Non-Governmental Organizations in Community Development: Focus on Edo State–Nigeria; *Anthropologist*, 11(4): 247-254.

²²⁷ Katchi ABADIS are informal settlements created through squatting or informal subdivisions of state and private lands. These settlements have often been occupied for significant periods of time by their residents, and have grown organically, making the provision of services a challenge.

Rwanda despite substantial growth in agricultural production over the past 10 years, food security and nutrition remain a main concern. This sub section tackles on the economic overview, the role of agriculture in development of Rwanda and agriculture contribution to food security and nutrition not only to Rwandans but also the citizen of the region, but also the World and the following section start with the economic overview.²²⁸

1. The Economic overview of Rwanda

The economic overview of Rwanda which inspire to Middle Income Country status by 2035 and High-Income Country status by 2050, it plans to achieve this through a series of seven-year National Strategies for Transformation (NST1), underpinned by sectoral strategies focused on meeting of the UN's Sustainable Development Goals²²⁹.

Furthermore, the National Strategies for Transformation (NST1) followed two, five-year Economic Development and Poverty Reduction Strategies, EDPRS (2008–12) and EDPRS-2 (2013–18), during which Rwanda experienced robust economic and social performance. Growth averaged 7.2% a year over the decade to 2019, while per capita gross domestic product (GDP) grew at 5%. In 2020, however, the lockdown and social distancing measures, critical to controlling the COVID-19 pandemic, sharply curtailed the economic activities; GDP fell by 3.4% in 2020, the first major drop since 1994.²³⁰

However, Rwanda is on a transformation path from a low-income to a middle-income country, between 2000 and 2016, Rwanda's economy grew by 7.9 per cent per year on average, so that by

²²⁸The National Agricultural Research Centre (NARC) established in 1984, based in Islamabad is the largest research institution of Pakistan Agricultural Research Council (PARC).

²²⁹The World Bank in Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors, available at <https://www.worldbank.org/en/country/rwanda/overview>.

²³⁰The World Bank in Rwanda, Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors, available at <https://www.worldbank.org/en/country/rwanda/overview>.

2016 it was more than 3.5 times larger than in 2009, in the same period, GDP per capita increased from \$242 to \$72,910, and the poverty rate¹¹ fell from 60.3 to 39.1 per cent. Life expectancy at birth has increased from 48.2 years in 2000 to 64.5 years in 2015, while the child mortality rate dropped from 183/1000 to 42/1000, the youth literacy rate increased from 77 per cent in 2010 to 85 per cent in 2015.²³¹

Financial inclusion increased from 48 per cent in 2008 to 89 per cent by 2016, while mobile phone ownership increased from 6 per cent to 65 per cent between 2006 and 2014. Exports have seen rapid growth from a low base, with 13.2 per cent growth p.a. between 2000 and 2016, while imports grew on average by 10 per cent, such that imports and exports increased their combined share of the economy from 31 to 48 per cent.²³²

2. The role of agriculture in development of Rwanda

The role of Rwanda in modern World is to make Rwanda developed Country by 2050 as it is in its program or vision but also it can be achieved by boosting its agriculture and doing agriculture in modern ways but fortunately, agriculture in Rwanda remains the backbone for sustained economic growth, providing high quality livelihoods, and living standards for the population. The historical experience from Western Europe, the United States, Japan, and later in Taiwan, South Korea, China, and India, suggested that agricultural development was the precursor for subsequent industrial and service-based growth.²³³ Arguably, agricultural surplus underpinned human development and economic factors necessary for subsequent economic and social development. In this perspective, Rwanda's agriculture is central for creating growth, jobs,

²³¹The NISR Rwanda Poverty Profile Report (2015) based on EIVC 4 data defines the poverty rate as the share of the population whose total consumption is below the total poverty line (RWF 159,375 in January 2014 prices of which RWF 105,034 is for food items). Poverty is defined as the share of the population that cannot afford to buy a basic basket of goods (food and Non-food).

²³² Ibid.

²³³The World Bank: World Development Report 2008: "Agriculture for Development".

exports, and livelihoods necessary to transform the economy to knowledge based middle-income economy.²³⁴

The recent policy and investment have been raised to livestock productivity by increased adoption of improved breeds. Rwanda has made efforts to reduce the number of local cattle compared to cross breeds, for 27 Seasonal Agricultural Survey 2013A-2017A shown that 28 Rice is only suitable for limited wetland areas, however, it may not be the most competitive crop considering cheaper rice available from Asian countries 29 Yields are averages from 2014-2017 by National Institute of Statistics Rwanda (NISR) Seasonal Agricultural Survey. The Prices to calculate revenue are from E-SOKO 2016, kcal/kg are from NISR, Household Survey (Poverty Profile report) 0% 20% 40% 60% 80% 100% 120% Revenue/ha kcal/ha.²³⁵

Therefore, by introducing crossbreed cows through the Girinka Munya Rwanda program, productivity gains through improved breeds can be substantial, as evidenced by the fact that the contribution of local cattle breeds to total milk production is only 9 per cent, though they represent 43 per cent of the national cattle herd. However, breed improvements need to be backed by complementary investments such as in animal feed, feeding practices and animal health. Forty-six per cent of the meat comes from cattle while 21 per cent comes from pigs.²³⁶

The numbers and importance of pigs, poultry, and goats have been increasing, given that small-stock is less feed-intensive, they are expected to have higher growth potential in the future, and sixty-eight per cent of the chicken meat now comes from specialized broilers and layers, while 66 per cent of the eggs come from specialized layers. The improved breeds for both chicken and cattle have achieved an annual proportion of 19 per cent and 16 percent respectively and are expected to grow further. In 2016, fisheries and aquaculture contributed approximately RWF 23

²³⁴Report of NISR, National Accounts (2016).

²³⁵NISR, National Accounts 2016, resource balance.

²³⁶MINAGRI, Livestock Master plan (2017).

Bn to GDP³³. Captured fisheries were about 25,013 MT while aquaculture was 1,579 MT³⁴. Volume production in aquaculture has been growing by about 16 per cent p.a. over the past four years and substantial growth is expected in the coming years.²³⁷

In Rwanda, about 20 aquaculture enterprises are nowadays under implementation for the coming 3 years, which are expected to increase volume production to about 15,000MT by 2021. However, three fish-feed factories are under construction, which are probably to address the main preventing factor on aquaculture growth within and abroad country of the Republic of Rwanda. A comprehensive feasibility study estimates that production in aquaculture could increase to 95,000 MT over 5 years with public investments of about RWF 5.8 bn and private investment of RWF 12.7 bn. Capture fisheries have been growing by about 2 per cent in volume per year, over the past 4 years. Further growth is contingent on restocking lakes and preventing overfishing.²³⁸ Thus, the Next subsection is Agriculture Contribution to food and nutrition.

D. Agriculture Contribution to food nutrition and other areas which can develop Rwanda

The Rwandan substantial growth in agricultural production over the past 10 years, food security and nutrition remain a concern, especially when looking at the vulnerability to shocks at the household level. Consequently, food security and nutrition are important areas for which agriculture can accelerate its efforts. While stunting and undernourishment have been reducing at a steady pace, overall stunting rates remain high by international comparison (38 per cent), and 17.8 per cent of 6–23-month-olds do not meet the Minimum Acceptable Diet. By the CARI measure, 20% of Rwandan households are food insecure.²³⁹

²³⁷NISR, National Accounts (2016).

²³⁸MINAGRI/RAB 36 RAB (2015) “Feasibility study on the development of aquaculture and fisheries project in Rwanda: Fisheries and aquaculture development project (FADP)” (investment in 2015 prices).

²³⁹NISR, Comprehensive Food Security and Vulnerability Assessment (CFSVA), (2015).

The Food Consumption score has improved from 65 per cent in 2006 to 74 per cent by 2015, but a large share of the population remains dependent on rain-fed agriculture and auto-consumption, this is very dangerous issue that Rwanda should overcome. Hence, people's ability to adequately feed themselves is vulnerable to shocks to the domestic harvest, such as periodic droughts and floods. Maintaining food security requires designated safety nets, such as a strategic grain reserve. This would help align actions for short term seasonal food assistance and long-term resilience strategy, like the distribution of small stock to most vulnerable households which have tiny plots.²⁴⁰

Primarily the agriculture plays the big role of availing food through ensuring that 30 MINAGRI, Livestock Master plan (2017) 31 Ibid. 32 Ibid. 33 NISR, National Accounts (2016) 34 MINAGRI statistics 35 MINAGRI/RAB 36 RAB (2015) "Feasibility study on the development of aquaculture and fisheries project in Rwanda: Fisheries and aquaculture development project (FADP)" (investment in 2015 prices). 37 MINAGRI statistics 38 NISR, Rwanda Demographic and Health Survey (2014/2015) 39 Ibid. 40 NISR, Comprehensive Food Security and Vulnerability Assessment (CFSVA), (2015) 41 Measured by the percentage of households that had an "Acceptable" Food Consumption Score in the CFSVA (2015) 42 Ibid.²⁴¹

Moreover, 19 production meets the diverse dietary needs of the population. Indeed, macro, and micronutrients are both essential for good nutrition. Despite the growth in production over the past 10 years, staple food production remains below the targeted consumption and is compensated by importation. It is estimated that the national production of kilo calories from crops currently stands at 1950kcal/person/day, while the official food poverty line is defined as access to 2500kcal/person/day. Secondly, agriculture plays an indirect role with respect to food

²⁴⁰Measured by the percentage of households that had an "Acceptable" Food Consumption Score in the CFSVA (2015).

²⁴¹Calculations based on NISR, Season Agricultural Survey 2016; and NISR, Population Census Projections 2012.

accessibility, stability, and use. Agricultural production is a determinant for farmers' incomes and their access to food.²⁴²

The rural area households that produce a greater number of different types of food have a better diet, on average 45 per cent, and opportunities to introduce more diversified household production exist for the most easily available sources of protein, such as eggs and fish (the least resource intensive sources of animal proteins apart from algae and insects) and for fruits and vegetables. A study undertaken by CRS46 shows that home garden produce, for instance from the kitchen gardens, is primarily consumed at the household level, rather than sold.²⁴³

Furthermore, home gardening is a useful source of income through the sale of surplus production. In addition, well-functioning food commodity markets are an important factor to secure favorable prices for consumers and farmers. However, relatively large price differences in markets across the country indicate current inefficiencies in food commodity markets, and hence untapped potential gains of trade for consumers and farmers alike.²⁴⁴

The researcher understands that agriculture in Republic of Rwanda can contribute a lot in development but once it is done in modern style especially by doing irrigations, and bring water from underground to expand it to farmers by doing so you can avoid seasonal agriculture (being depending on season) and increase production speedy whether in rain or in dry season, and every agriculture could not depend on season whether it is in North, West, Est and South they can work without depending on Season. Thus, if Republic of Rwanda is able to move from seasonal agriculture to modern agriculture, will be able to increase its income many times than it doing today. The next subsection is the education which should be modernized to contribute in

²⁴²NISR, EICV4, Poverty Profile Report 2010.

²⁴³Farole, Reis, Wagle. "Analyzing Trade Competitiveness, A Diagnostics Approach". World Bank, Policy Research Working Paper 5329.

²⁴⁴Catholic Relief Services (2016) To Consume or to Sell: A mixed-methods study on household utilization of home garden produce in Muhanga and Karongi Districts in Rwanda.

development of Country by providing necessary knowledge that required to Rwanda Sons and daughters but also to attract foreigners and increase Rwandan Capital.

1. Education

Rwanda had put in strategy of enhancing quality of learning outcomes that are relevant to all Rwandans whether socially and economically for the development growth. Rwanda should have strong progress in ensuring free access for all children to basic education as provided by the government in its priorities. The major challenge for the next seven years is to replicate the pace of progress in access in the drive to raise learning outcomes. It is, therefore, essential that children acquire basic skills in literacy and numeracy in the early grades as this form the basis for all future learning.²⁴⁵

The evidence (Nag et al., 2014) shows this is especially important for those who learn in a foreign language of instruction in later years. The single biggest determinant of learning at any given level is prior learning, and children who fail to establish the foundational building blocks of basic literacy and numeracy are at great risk of falling further and further behind as they progress through the system, although foundational skills are key. A strong, vibrant, and inclusive Technical and Vocational Training (TVET) has emerged as one of the most effective human resource development strategies that Rwanda has embraced to train and modernize the technical workforce for national development and higher education system is critical to national development. The focus under this the Education Sector Strategic Plan 2018/19 to 2023/24 of MINEDUC/Rwanda (ESSP) will be raised the quality of graduates and postgraduates, aligning programs to regional and international standards and benchmarks.²⁴⁶

²⁴⁵Catholic Relief Services. (2016). To Consume or to Sell: A mixed-methods study on household utilization of home garden produce in Muhanga and Karongi Districts in Rwanda.

²⁴⁶Fan, S., & Rao, N. (2008). Public spending in developing countries: trends, determination, and impact. Washington DC: IFPRI.

Under the education Sector Strategic Plan (ESSP), the progress will be made in applying quality assurance processes to all HEIs, public or private alike, raising the numbers of HEI academic staff who have doctorates and ensuring all staff has the necessary pedagogical skills. Rwanda's ambitions for increased regional integration mean that HEIs need to become regionally aligned and competitive, offering unique opportunities for both foreign students to study in Rwanda and for Rwandese students to pursue studies abroad. Regional benchmarking is therefore critical. Critical for empowering young Rwandans with quality of education but also empowering a mass of young female and males Rwandans with basic education in the Republic of Rwanda and by fighting illiteracy in all coming generation, you can easily achieve development and transforming Rwanda developed country.²⁴⁷

All learners achieve basic levels of literacy and numeracy in early grades and beyond, the importance of establishing literacy and numeracy in the early grades is critical, as it is these skills that provide the foundation for all future learning. Without this basis, learners are unable to progress through the system and continue into the world of work, and thereby contribute to the nation's economy. Currently in Rwanda there are children enrolled in the early grades who do not progress beyond P1 and P2 due to repetition. Because literacy is fundamental to academic learning, it is not surprising that evidence shows (Nag et al., 2014) that children who learn to read and write are much more likely to stay in school. Developing strong literacy skills and basic concepts in Kinyarwanda is also an essential pre-requisite for learners to be able to succeed when they transition to English as the language of instruction at P4.²⁴⁸

There is strong international evidence (Nag et al., 2014) that shows that more children develop academically and cognitively in their first language at an age-appropriate level, the more

²⁴⁷IMF. (2016). World Economic Outlook.

²⁴⁸International Youth Foundation. (2011). Rwanda Labour Market and Youth Survey.

successful they will be in learning in a second language. The 2017 Education Sector Analysis (MINEDUC,2017) reports LARS (2014) results at P2 showing 45.3% of the sample achieved the expected competency in literacy, and just 32.9% achieved the appropriate level in numeracy. This Education Sector Strategic Plan (ESSP) therefore, has a strong focus on ensuring learners acquire the foundational skills of literacy and numeracy in preprimary and P1–P3 which are critical for all future learning. This will be accomplished through the professional development of teachers and provision of materials for early grades, there also needs to be a focus on enhancing the quality of teaching and learning at all levels of the system to ensure that children and young people are leaving education with relevant skills.²⁴⁹

There are two official languages of teaching throughout the Rwandan educational system: Kinyarwanda in primary school (P1-P3) and English from P4 through University. French and Swahili are taught as an elective or a supplemental subject in public primary and secondary schools. Some private primary and high schools have both Francophone and Anglophone systems which use French or English, respectively, as languages of instruction at all grade levels. Students in these schools take either language as an elective or a supplementary subject.²⁵⁰

Junior Secondary School: Each year, more than 90,000 Rwandan students take the national secondary Education Ordinary Level test at the end of Junior Secondary School Form 3 (9th grade) in nine subjects. If failed, a student can retake the third year or decide to join a private school. Senior Secondary School: Most of Rwandan students attend public boarding schools, many of which are highly competitive. There are also private secondary schools in the country. Students must take a national Secondary Education Advance Level exam to graduate. In

²⁴⁹MINEDUC Report, 2017, LARS (2014): Results at P2 showing 45.3% of the sample achieved the expected competency in literacy, and just 32.9% achieved the appropriate level in numeracy.

²⁵⁰USA Embassy in Rwanda 2010 Report: Available at <https://rw.usembassy.gov/education-culture/rwanda-education-system/>.

Secondary schools advanced level, students will focus on subject combinations as follows: Physics-Chemistry-Mathematics (PCM), Physics-Chemistry-Biology (PCB), Math-Chemistry-Biology (MCB); Math-Physics-Geography (MPG), Math-Economics-Geography (MEG), History-Economics-Geography (HEG), English-French-Kinyarwanda (EFK), English-Kiswahili-Kinyarwanda (EKK), Maths-Physics-Computer Science (MPC), History-Economics-Literature (HEL), Maths-Computer Science-Economics (MCE), Biology-Chemistry-Geography(MCG), Physics-Economics-Math (PEM), History-Geography-Literature(HGL) and Literature-Economics-Geography (LEG).²⁵¹

In A-Level, students still take more courses (English, for example) in addition to the main courses of their combination, but these courses will not be examined in the national secondary school leaving exam, the secondary school transcript contains a letter or percentage grade for each subject for each of three terms, for the three years of senior secondary school (equivalent to the 10th through 12th grades). Students' Term Reports (Bulletins) contain rank in class for each subject, as well as grades for class work and end-of-term exams. The grading system is difficult: 80-100% is usually an A, a grade rarely awarded. Transcripts with all A's are unlikely to be genuine.²⁵²

Rwandans in the United States: Rwanda ranks among the top 5 countries in East and Southern Africa in terms of sending the highest number of students to the United States and the number is increasing each year. Over a five-year period, the number of Rwandan students pursuing education in the United States has increased from 465 during the 2011/12 school year, to 1,232 students in the 2017/18 school year. *Testing:* Rwanda has moved to Internet-based TOEFL, and tests can be done twice a month. There was Scholastic Aptitude Test (SAT) is the USA test that

²⁵¹Ibid.

²⁵²Report of the U.S.A Embassy Kigali 2012. Available at <https://rw.usembassy.gov/education-culture/rwanda-education-system/>.

mainly taken by students completing 12 years of education is offered five times a year (October, November, December, May, and June) and the Graduate Record Examination (GRE) is offered three times a year (October, November, and February).²⁵³

The Graduate Management Admission Test (GMAT) is not offered in Rwanda because it is a computer based. Students who want to take tests which are not available in Rwanda, or on different dates, often use Kampala, Uganda, as an alternate, as the city has several advanced centers. *Educational Advising*: The Education of the USA Advising Center in Kigali is sponsored by the Public Affairs Section of the U.S. Embassy Kigali and serves over 10,000 students per year in a wide range of programs designed to strengthen students' readiness for the U.S. higher education, broadly, as well as their application preparations. We are eager to work with U.S. higher education institutions to make it possible for more Rwandan students to enroll in the United States.²⁵⁴ The following is the infrastructure in development of Rwanda.

2. Infrastructure in roads and electricity

The Rwanda had understood the importance of infrastructure in the development of a competitive private sector. To this end, the government continues to invest heavily in infrastructure especially in roads, rail ways and air transportation. Almost a tenth of Rwanda's annual budget is committed to transport and other infrastructure. To develop a vibrant private sector, Rwanda is investing in Roads, Rail ways, and air transportation and water transport (in Oceans and Seas) infrastructure with the intent of dramatically reducing the cost of transport to

²⁵³Ibid.

²⁵⁴USA Embassy report: "We welcome recruiting or other visits to Rwanda and can readily assemble a great audience for your presentations". Available at <https://rw.usembassy.gov/education-culture/rwanda-education-system/>.

businesses and individuals to speed up its development.²⁵⁵ Rwanda in its plan of development have prioritized Rail ways; Roads and Air transportation as follows.²⁵⁶

2.1. Rail Way

Development of two major regional lines in a bid to link the country to the major seaports of Mombasa and Dar-es-salaam, Development of the Dar-es-salaam- Isaka-Kigali railway project, which will connect Kigali (Rwanda) from Isaka to the Tanzanian port of Dar es salaam. The project is estimated to cost USD 5 billion once completed. The Mombasa–Nairobi-Kampala-South Sudan -Kigali standard gauge railway line: The project is part of the Northern Corridor Integration Projects, an East African Community regional effort to develop a railway system network that will link the four partner states to stimulate trade and reduce the cost of doing business.²⁵⁷

2.2. Roads

Rwanda has improved its transport sector and has greatly enhanced over the recent past decades. The transport sector system centers primarily on the road network, with over 1210 Km being paved. The target is to pave around 500Km by 2018. The sector contributes about 7% to the GDP representing about 15% of total service deliver. Maintenance of the national paved road network is a high priority. Currently, 86% of roads are in good condition with a target to achieve 95% by 2017-2018. Projects in pipeline that will require development soon include: 80km ring-road in Kigali City, 208 km road and 140km roads in the secondary cities.²⁵⁸

²⁵⁵RDB, Investment Opportunities, available at <https://rdb.rw/investment-opportunities/infrastructure/#tab-1-2>.

²⁵⁶Rwanda has an array of incentives for investors ready to invest in the country. Available at <https://www.visitrwanda.com/investment-opportunities/infrastructure/>.

²⁵⁷MINECOFIN budget and spending data 2010.

²⁵⁸HEC-(2016).A-Report-of-the-Ranking-of-HEIs-in-Rwanda.-HEC.-Available-at http://hec.gov.rw/IMG/pdf/ranking_rwanda-final_validation_report.pdf.

2.3. The Air Transport

The country's main gateway is the Kigali International Airport, serving the domestic and several international destinations the airport is also home to the country's national carrier Rwanda-Air. The airport hosts different international airlines serving different destinations: Addis Ababa, Amsterdam, Brazzaville, Brussels, Bujumbura, Dar es salaam, Dubai, Entebbe, Johannesburg, Libreville, Mombasa, Nairobi, Istanbul and Doha, The Government plans to set up a second airport to complement Kigali International Airport. The new airport will provide both extra capacity for passenger transport and cargo freight which is Bugesera International Airport (BIA) project involves the construction of a new airport in Rilima and Juru localities of the Bugesera District in the Eastern Province of Rwanda, approximately 23 km to the southeast of Kigali City.²⁵⁹ The next is Trade and Business which is crucial to speed up development of any developing countries but Rwanda in particular.

3. Rwanda in Trade and Business

The country of Rwanda has increased its business activities especially in agricultural goods are currently ranked 41st in the world and 2nd in Africa for the overall business environment. This is a result of numerous reforms undertaken over the past several years aimed at creating an enabling environment for businesses such as improving the ability to open a business, trading across borders, and increasing transparency in business hall country. With respect to agriculture, the World Bank's "Enabling the Business of Agriculture" assesses the regulatory environment for private agricultural operators across countries.²⁶⁰

Therefore, based on 2016 data, Rwanda was ranked 62 out of 189, and first in East Africa. The country ranks above average in the areas of finance, transport, and water. On the other hand, the

²⁵⁹MINECOFIN ODA reports 1015.

²⁶⁰FAO MAFAP (2017) Measuring the impact of land consolidation on consumption patterns and nutrient availability: evidence from Rwanda.

country performed below average in the indicators on seed, fertilizer, machinery, markets, and ICT. Challenges identified by the report include obstacles affecting the timely release and production of high-quality seed by the formal seed supply system; regulatory bottlenecks limiting access to fertilizer, including fertilizer registration, import and quality control; regulatory barriers limiting access and use of agricultural machinery by farmers, in particular, requirements for tractor import, registration and inspection, testing and standards; and lastly laws and regulations that discourage smallholder producers and agribusinesses from accessing domestic and foreign markets.²⁶¹

Furthermore, Rwanda has made significant headway with land tenure and administration, with far-reaching institutional and structural changes. It is the only African country to conduct a successful nationwide systematic Land Tenure Regularization (LTR) program, having demarcated, adjudicated, and registered nearly all individual land holdings between 2004 and 2012. This Land Tenure Regularization (LTR) has afforded Rwanda the 12th position globally on the registering property indicator of the World Bank's Doing Business report. Additionally, the Law on Matrimonial Regimes and Inheritance of 1999 as ratified today granted women the right to inherit land and gave them equal rights to matrimonial property to other male sons.²⁶²

Moreover, this had resulted in both male and female-headed households owning farmland at almost the same percentage (89 per cent in 2013/1461). Land is the principal asset for most Rwandan households. MINAGRI and further institutions in the agriculture sector remain committed to the continuous improvement of the business environment in the sector; more precisely by acting as market enablers.

²⁶¹BNR, Formal Exports and Informal Cross-Border Trade Statistics.

²⁶²MINAGRI, E-soko data 2016. "For instance, over the course of 2015, the median price of fresh milk in Rutsiro District was 137 per cent below the median price in Rusizi District while median prices of Irish potatoes were roughly 50 per cent lower than in Rusizi District. These figures are medians over the year, hence disregard short-term local price shocks".

This includes improving procedures and access to information for investors, promoting public-private partnerships, and mitigating fiduciary risks through continuous institutional upgrading and reforms.²⁶³

4. Industry

The industry in Rwanda has a productive enterprises or organizations that produce goods, services, or sources of income in country, we can find a detailed information on Manufacturing companies in Rwanda, including financial statements, sales and marketing contacts, top competitors, and firm graphic insights. Dun & Bradstreet gathers manufacturing business information from trusted sources to help you understand company performance, growth potential and competitive pressures. View manufacturing company profiles in Rwanda as below.²⁶⁴

The factory that are working yet in Rwanda is Brasseries et Limonaderies du Rwanda (BRALIRWA) limited located in Kigali city and Rubavu district, in northern province has sales revenue (\$m) of \$114.74m; Africa improved foods Rwanda limited located in Kigali, Rwanda has sales revenue (\$m) of \$49.06m; Sulfas-Rwanda industries ltd located in Kigali, Rwanda has sales revenue (\$m) of \$42.00M; MM & RJD company ltd work in Kigali, Rwanda has sales revenue \$26.89m and many others as enumerated above for the facilitation of the goal of Leader of transforming Rwanda Developed country by 2050 As the USA did in previous years.²⁶⁵

²⁶³MINECOFIN (2013). Economic and Development and Poverty Reduction Strategy II, 2013-2018. Kigali: Republic of Rwanda.

²⁶⁴Manufacturing Companies in Rwanda, available at <https://www.dnb.com/business-directory/company-information.manufacturing.rw.html?page=1>.

²⁶⁵Search the Dun & Bradstreet Data Cloud, USA, covering hundreds of millions of business records to discover insights about companies of interest to you. Or, search our industry directory to view highlights from our industry reports to gain visibility into growing markets and understand trends and forecasts. Use industry insights to target companies based on size, location, competitors and more. Our industry analysis tools help sales teams research prospects' business challenges, call preparation questions, industry forecasts, and more. Available at <https://www.dnb.com/business-directory.html#CompanyProfilesPageNumber=1&ContactProfilesPageNumber=1&DAndBMarketplacePageNumber=1&IndustryPageNumber=1&SiteContentPageNumber=1&tab=Company%20Profiles>.

Major industries in Rwanda including Mining which is one of Rwanda's essential industries is an industry which earned the country roughly \$68 million in 2010, some of the essential minerals in Rwanda including tin and tungsten, most of Rwanda's minerals are sold to other nations, and in 2010 they accounted for roughly 15% of the country's total exports, in 2010, the most critical mineral in Rwanda was tin ore as it earned the country \$42.2 million and the Colten earned the country \$18.48 million while tungsten ore earned the country \$7.1 million, the most important mine in Rwanda is the Rutongo mine which produces more than 100 tons of tin each month.²⁶⁶

The Energy generation also is the one of Rwanda's key industries which is renewable energy being used to meet most of the country's energy requirements, the Rwandese government estimated that in 2016, more than 50% of the electricity used in the country was generated from hydropower of Nyabarongo power station and Rukarara hydroelectric power station which are some of Rwanda's most essential hydropower projects and solar power is also one of Rwanda's most essential sources of energy since it was used to produce more than 8% of the electricity used in the hall country.²⁶⁷

4. Fishing

Rwanda is a landlocked nation, but fishing is still one of the most important activities carried out within the country. The Rwandese government estimated that the fishing industry employed more than 200,000 people in a variety of jobs such as fishing and processing the fish. Some of the most common species of fish in the country include the Nile Tilapia, the Tanganyika sardine,

²⁶⁶Hazard Awareness and Critical Control Point; an internationally recognized standards system in food processing and hospitality sectors.

²⁶⁷Rwanda survey sample is not nationally representative, targeting attendees at the Kigali MIR Expo. National extrapolation of findings should therefore be done only very carefully.

and the barbus. In Rwanda fishing is primarily carried out in Lake Kivu, at 1,040 square mile lake that Rwanda shares with the DRC.²⁶⁸

The other areas fishing of interest in Rwanda is carried out in Lake Mugesera, Lake Muhazi, Lake Ruhondo and Lake Burera. The Rwandese fisheries department estimated that wild fisheries provided approximately 9,000 tons of fish each year. In recent years, Rwandese fishermen have begun practicing aquaculture which, according to the Rwandese government contributed 4,000 tons of fish to the country.²⁶⁹

6. Tourism

Rwanda in 21st century, the tourism industry has been one of the country's most vibrant industries. According to the Rwandese government in 2010, more than 660,000 people visited the country. At the time, the tourism industry earned the country more than \$200 million which was an increase of roughly 14% from the sector's earnings in 2009. In 2017, the tourism sector increased to contribute roughly 13% of the country's gross domestic product and employed more than 130,000 people.²⁷⁰

After genocide of Tutsi in Rwanda, in 1994 the government of Rwanda has worked hard to promote the country as a global tourist destination. One of the measures that the Rwandese government put in place to improve the country's tourism sector was partnering with Arsenal, a soccer team from England. The deal between Rwanda and Arsenal would last for three years, and the country would be able to leverage Arsenal's global popularity to increase the number of tourists who visited the country.

²⁶⁸Booth, J., 2004: Personal communication, provided excerpts from Rwanda: Land of Eternal Spring, ORTPN, Kigali, 1974.

²⁶⁹The methodology for calculating tourism receipts may change in the next year, to account for people coming to Rwanda solely to visit family and friends. This is likely to reduce tourist visitor estimates by as much as 60%. Under this methodology, total exports including tourism and fishing for 2009 were \$260M.

²⁷⁰UNWTO World Tourism Barometer – available at <http://www.unwto.org/facts/eng/barometer.htm>.

The Rwandese government announced that because of the deal with Arsenal, the number of visitors from the UK had increased by over 20%. Tourists are mainly attracted area to Rwanda by the country's wildlife, particularly hippos and mountain Gorillas. Several international hotels have been set up in Rwanda to take advantage of the large number of tourists visiting the country.²⁷¹

Tourism constitutes about 6 per cent of global goods and services exports, and about 30 per cent of global service exports alone. In 2007, there were over 900 million international tourist arrivals bringing receipts of \$856 billion. Africa had a 5 per cent share of these arrivals at just over 44 million arrivals generating \$28 billion in receipts. Rwanda is part of the East African regional market. This market receives around a quarter of sub-Saharan African tourism receipts when South Africa is excluded, with tourism revenues at 1 UNWTO World Tourism Barometer around \$1 billion in Kenya in 2007(accounting for around 10 per cent of Kenya's GDP), close to \$1 billion of revenues in Tanzania and just under \$500 million in Uganda.²⁷²

Rwanda's tourism industry accounts for a significant portion of foreign revenue. Current estimates for tourism revenue in 2007 and 2008 make up almost as much as the entire export base - \$209 million in 2008 compared to \$262 million for official exports. This makes the industry very important for Rwanda's macroeconomic stability and prospects of economic growth. Furthermore, as Figure 1 shows, between 2000 and 2009, 20 per cent or 258 billion RWF of foreign direct investment (FDI) went into the hotels and leisure sector, commensurate with the tourism industry. Local investment was also significant in tourism, with 140 billion RWF or 16 per cent of total local investment between 2000 and 2009 going to hotels, restaurants, and tourism. Again, this contribution of the sector to investment, totaling approximately \$700

²⁷¹RDB and SNV, Tourism Market Research for Rwanda 2009: A survey of tourists, tour operators and accommodation. 21 August 2009.

²⁷²IPAR, Examining Rwanda's culture of mediocrity. 2009.

million in a ten-year period demonstrates the large role the tourism industry is now playing in the Rwandan economy.²⁷³

7. The ICT Promotion in Rwanda

In Rwanda it had been promoted the ICT as both cross-sectoral tools as well as a sector. This cross-cutting characteristic is one of the main reasons why a coherent, harmonized, and over-arching National ICT Strategic Plan is needed. Signature initiatives such as SMART housing; SMART cities (optimal space utilization, connected cities, broadband, internet of things); Smart Village; are some of the key initiatives that will be implanted under the strategical plan of Rwandan development. Furthermore, the strategic Plan seeks to strengthen innovation ecosystem and wider ICT adoption to increase productivity and competitiveness throughout the society and to create “full and productive employment and decent work” for Rwandans both at the high value ICT and technical services/ industry and various ICT enhanced/enabled sectors.²⁷⁴

However, Rwanda to attain long term developmental goals and Africa in general, such as the Sustainable Development Goals (SDG), Rwanda’s Vision 2050 and African Union’s common goals under the agenda 2063, it is essential to maximize the power of ICT as a true enabler of socio-economic development. Since the year 2000, Rwanda has gradually propelled the growth of its ICT sector through various national policies, plans and initiatives; as a result, Rwanda has made impressive progress in establishing telecommunications infrastructure and provision of telecom which resulted in a huge revenue generation since the businesses are well established.²⁷⁵

The telecom sector in Rwanda has generated a total investment of 590.4 billion RWF over the period 2001-2015. In the same period, the Government of Rwanda has aggressively implemented

²⁷³VAT registered firms that have made at least one positive sale in the past 12 months, 2017.

²⁷⁴Ministry-of-information-technology-and-communications,-available-at https://www.minict.gov.rw/fileadmin/user_upload/minict_user_upload/documents/policies/ict_sector_plan_18-24.

²⁷⁵National Strategy for Transformation -I (2017-2024), MINECOFIN.

many Information Communication Technology (ICT) projects and initiatives to energize growth and development of its society and its priority economic sectors. The ICT Gross Value Addition (GVA) for Rwanda's economy grew at an average of 21.1% annually over the period 2000-2015. A higher value of ICT-driven GVA implies an increasing share of the ICT sector in the national economy.²⁷⁶

The Gross Value Added (GVA) of ICT sector has grown at a rate much faster than the other major sectors of the economy in Rwanda. For instance, other sectors like agriculture, services and industry grew at an average of only 5.5 to 8 per cent annually over the same period. Within the ICT sector, Telecommunications remains the largest contributor to the ICT sector has grown ~75 per cent. However, since 2006, the GVA of the ICT services industry has been growing at an average rate that is faster than the growth of the telecommunications industry.²⁷⁷

In the researcher's understanding the ICT can be one of the way to speed up Rwanda's development once it is empowered by the government in all District of the country and the ministry in charge can shows sectors which should be taken as priority in this domain to make ICT the real deal of business which can generate more income in future than today and make Rwanda developed Country as it was in Australia, New Zealand, United Kingdom, Ireland, Canada and Singapore all these countries became the most industrialized in World by ICT but Covid-19 had impacted Rwanda Economy as stated bellow.

8. The impact of covid-19 towards Rwandan economy

The World Bank (WB) has contributed to Rwanda's Corona Virus Disease (COVID-19) response and vaccination efforts by providing support in the following areas: Procurement of

²⁷⁶Forward Looking Joint ICT Sector Review Report, 2017-2018, MITEC.

²⁷⁷Cornell University, INSEAD, and WIPO (2017): The Global Innovation Index 2017: Innovation Feeding the World, Ithaca, Fontainebleau, and Geneva.

diagnostic tests and equipment, health supplies, and Personal Protective Equipment (PPE), as well as support for the implementation of public health measures adopted by the government to curtail the spread of the virus and limit its impact and contaminations; Procurement and deployment of COVID-19 vaccines. World Bank financing has so far supported the procurement of 3.6 million doses (15% of all doses received in the Country), enough to fully vaccinate up to 1.8 million people (14% of the population); Since the kick-off of the vaccination campaign in March 2021, over 9.17 million people (70% of the population of Rwanda) have been reached with at least one dose. This includes 8.93 million people (68.5% of the population) who have been fully vaccinated, and 5.5 million people (42%) who had received a booster dose as of the end of June 2022.²⁷⁸

In the understanding of the researcher the World Bank had contributed to saving lives of Rwandan People in providing vaccination of Covid-19 pandemic none could intervene in such way except the World Bank which supported Rwanda in 68,5% in saving lives of Rwandans in time of this Pandemic. However, the World Bank support the World in its development in one hand but also Rwanda which was supported by the same organ by receiving many aids and support in many ways including vaccination of Covid-19 pandemic and other financial support for moving Rwanda from developing Country to developed Country as other International Economic and Financial organizations did.

9. Development Challenges

Rwanda's public-sector led development model has shown its limitations, with public debt increasing significantly in recent years. Rwanda's heavy reliance on large public investments (at

²⁷⁸The World Bank in Rwanda. Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors. <https://www.worldbank.org/en/country/rwanda/overview>.

13% of gross domestic product (GDP) in 2019) has led to substantial fiscal deficits financed through external borrowing. Consequently, the debt-to-GDP ratio rose to 56.7% in 2019 (from 19.4% in 2010) and was estimated to have reached 71.3% of GDP in 2020, following an increase in borrowing needs due to the pandemic.²⁷⁹

External financing through grants, concessional and non-concessional borrowing, has played a key role in financing public investments. Going forward, the private sector looks set to play a bigger role in helping to ensure economic growth. Low domestic savings, a shortage of skills, and the high cost of energy are some of the major constraints to private investment. Stronger dynamism in the private sector will help to sustain high investment rates and accelerate growth. Promoting domestic savings is viewed as critical, along with inclusive growth. The momentum in poverty reduction has weakened in recent years, increasing the urgency to design a medium-term public investment strategy to achieve a more efficient allocation of resources geared toward projects critical for broad-based and inclusive economic recovery following the pandemic²⁸⁰

10. Social Context

Rwanda's era of strong economic growth was accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality and near-universal primary school enrollment. A strong focus on homegrown policies and initiatives has contributed to significant improvement in access to services and human development indicators. Measured against the national poverty line, poverty declined from 77% in 2001 to 55% in 2017, while life expectancy at birth improved from 29 in the mid-1990s to 69 in 2019. The maternal mortality ratio fell from 1,270 per 100,000 live births in the 1990s to 290 in 2019. The official inequality measure, the

²⁷⁹MINEDUC (2017). Education Sector Analysis.

²⁸⁰ The World Bank in Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

Gain index, declined from 0.52 in 2006 to 0.43 in 2017. However, the COVID-19 crisis is dramatically increasing poverty and threatening human capital.²⁸¹

The headcount poverty rate is likely to rise by 5.1 percentage points (more than 550,000 people) for 2021, compared to the no-COVID scenario. The combination of poorer nutrition, limited health services, learning losses from school closures, and the likelihood that some children (particularly adolescent girls and children from poor households) may never return to school because of the pause in education during COVID-19 has the potential to threaten decades of progress in the development of human capital in Rwanda, as elsewhere.²⁸²

Rwanda has recently enjoyed strong economic growth rates, created new business prospects, and lifted people out of poverty. The Government of Rwanda is actively working to develop the economy and reform the financial and business sectors – improving the business climate dramatically between 2010 and 2016, increasing its rank from 139 to 62 on the annual World Bank Doing Business Report. Rwanda’s major foreign exchange earners include mining, tourism, coffee, and tea, and continued growth in these sectors will be critical for economic development and poverty reduction. USAID investments focus on enhancing private sector competitiveness with a focus on increasing market access and supporting the Government of Rwanda in removing barriers to private sector growth.²⁸³

In the staple crops, dairy and horticulture sectors, USAID help farmers to expand their markets to increase their product’s competitiveness in the region and support private businesses to grow their supply chain network. USAID also supports the growing role of the private sector along the fertilizer supply chain through facilitation of policy reforms to allow the private sector to take the

²⁸¹ The World Bank in Rwanda, Rwanda has achieved impressive development gains since the 1994 genocide and civil war, available at <https://www.worldbank.org/en/country/rwanda/overview>. Accessed on 11/13/2022.

²⁸² BNR, Annual Financial Stability Report 2015/16.

²⁸³The World Bank in Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

lead in the fertilizer imports and distribution industry. The USAID also is helping Rwanda benefit from regional trade within the East African Community, by improving trade facilitation policies, increasing the competitiveness of Rwandan products, and upgrading infrastructure at border posts. As a landlocked country, efficient and effective trade with neighbors like Uganda, Tanzania, Burundi and the Democratic Republic of Congo will be essential if Rwanda is to meet its goal of becoming a middle-income country by 2020. USAID support resulted in a 46% reduction in time for goods to clear customs; 64% reduction in export release time; and a \$225 reduction of import cost per truck²⁸⁴.

The USAID works closely with the Government of Rwanda to implement activities that promote increased trade. USAID's Trade and Investment Hubs are designed to reinforce regional and bilateral efforts to strengthen Africa's economic competitiveness and assist countries to take greater advantage of the trade opportunities provided by the African Growth and Opportunity Act (AGOA) and other global trade initiatives. Through the East Africa Trade Investment Hub (EATIH), USAID facilitated the development of the Rwanda AGOA Action plan in 2016. The EATIH programs include trade capacity building, improvements to the private sector enabling environment, better market access and opportunities, trade facilitation, food security programs, and export promotion support for African products.²⁸⁵

Moving forward, USAID will support the development and implementation of a roadmap for attracting private investment in agriculture, targeting market opportunities to improve and upgrade within key value chains. This work seeks to increase smallholder incomes and assist in moving Rwanda from an agriculture-based economy to a knowledge-based economy. Finally, to

²⁸⁴ The World Bank in Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

²⁸⁵ Based on Rwanda's economic progress, there has been some discussion that this GDP per capita target might be increased; however, as of this writing, the official Vision 2020 target is still set at US\$900 (assuming population growth rate of 2.5-3%)

promote biodiversity conservation, USAID works in Nyungwe National Park to implement education programs promoting conservation and to foster alternative livelihoods for communities surrounding the park by increasing their access to finance²⁸⁶.

E. UNDP's program in support to Rwandan development

The period assessed between 2000 and 2006 was characterized by continued, rapid transition. The UNDP Country Cooperation Framework (CCF) for the period 1997 to 2000 was extended through 2001. In this period, the UNDP played a broad range of roles defined by the diverse needs of a 'post-emergency response'. In the second CCF, which covered 2002 to 2006, UNDP focused on supporting government efforts to re-start longer term development processes²⁸⁷. The third CCF, which was being developed at the time of the evaluation, will be aligned with and guided by a strong second generation national Poverty Reduction Strategy (PRS) the Economic Development and Poverty Reduction Strategy (EDPRS) and by Rwanda's designation as one of the pilot countries for UN reform.²⁸⁸

1. UNDP's SUPPORT IN RWANDA

Field work undertaken by the UNDP Evaluation Office consisted of a preliminary scoping mission in October 2006 and a full evaluation mission in January and February 2007. This timing allowed the Assessment of Development Results (ADR) recommendations to be considered in the development of the new UNDP Country Program Document for Rwanda, presented to the UNDP Executive Board in September 2007. The evaluation team gathered a wide range of data,

²⁸⁶<https://www.usaid.gov/rwanda/economic-growth-and-trade>.

²⁸⁷The World Bank in Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

²⁸⁸UNDP, ASSESSMENT OF DEVELOPMENT RESULTS EVALUATION OF UNDP CONTRIBUTION available at <https://www.oecd.org/countries/rwanda/41105593.pdf> accessed on 10th October 2022

validating perceptions derived from these data with additional qualitative and quantitative data and analyses. More than 110 stakeholder interviews were conducted with direct beneficiaries and senior government officials, officers of UNDP and other UN organizations active in Rwanda, other development partners with relations to UNDP in Rwanda, representatives of civil society organizations active in Rwanda and other key informants with no direct involvement in UNDP activities.²⁸⁹

The fundamental evaluation questions were: What are UNDP Rwanda's main achievements in its areas of intervention? What have been/what should be UNDP Rwanda's core roles and focus? What are the capacities of UNDP Rwanda? How much coherence and synergy are achieved among UNDP Rwanda's programming areas? Contributions to Rwandan development were assessed in the five areas of focus for UNDP support: The Millennium Development Goals (MDGs) and poverty reduction, democratic governance, crisis prevention and recovery, responding to HIV/AIDS, and environment and energy. MDGs and poverty reduction: UNDP's project portfolio in general is moving 'upstream', towards supporting central and regional level government institutions²⁹⁰.

Field-level UNDP interventions have not been evaluated enough and there are few data on the poverty reduction results of UNDP interventions among local populations. While difficult to assess, information available to the evaluation suggests that UNDP interventions at field level are relevant, but their impact is limited in quantitative terms. Support to the Ministry of Finance and

²⁸⁹Rwanda importing into the United States, a Guide for Commercial Importer.

²⁹⁰The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

Economic Planning is one of the largest UNDP interventions in Rwanda. The ministry finds the support comprehensive and adequate in relation to government priorities²⁹¹.

The UNDP efforts to develop capacity in this ministry have been successful and some UNDP initiatives, such as the TOKTEN project, have been innovative. UNDP support to the Ministry of Infrastructure (from 2005 to 2007) to formulate a National Information and Communications Infrastructure plan and e-Government Program constitutes important groundwork, though the effects to date are difficult to assess. UNDP prepared the MDG Status Report of 2003 together with the Government of Rwanda²⁹².

Its publication generated much publicity and helped raise national awareness of the MDGs. Since then, the MDGs have been present in the development dialogue but not always in a systematic and organized manner. Key government documents emphasize economic factors much more than do the MDGs²⁹³. UNDP contributed to a new MDG follow-up report prepared in 2007 by managing a basket fund for the National Institute of Statistics of Rwanda. Democratic governance: Most of UNDP disparate contributions in this area have been well targeted and government stakeholders consider them particularly relevant. The effects of UNDP contributions have not yet fully materialized due to several strategic and administrative difficulties. The attainment of targeted outcomes has been influenced by diverse factors and has been partially satisfactory.²⁹⁴

²⁹¹The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors. Available at [UNDP.org/evaluation/documents/ADR/ADR_Reports/Rwanda/ExecutiveSummary-ADR_Rwanda](https://www.undp.org/evaluation/documents/ADR/ADR_Reports/Rwanda/ExecutiveSummary-ADR_Rwanda). Accessed on 11/13/2022.

²⁹²The World Bank in Rwanda, Supra Note 227.

²⁹³UNDP, assessment of development results evaluation of UNDP contribution, available at <https://www.oecd.org/countries/rwanda/41105593.pdf> accessed on 10th October 2022.

²⁹⁴UNDP/-Rwanda-executive-summary,-available-at [UNDP.org/evaluation/documents/ADR/ADR_Reports/Rwanda/ExecutiveSummary-ADR_Rwanda](https://www.undp.org/evaluation/documents/ADR/ADR_Reports/Rwanda/ExecutiveSummary-ADR_Rwanda). Accessed on 11/13/2022.

The Crisis prevention and recovery: UNDP results in this area have been mixed. Its activities are not without risk and these risks need to be carefully assessed. Yet this is also one of the areas where a neutral UN organization like UNDP has its greatest comparative advantage. UNDP should continue to help the Government of Rwanda address ongoing challenges, especially those related to the promotion and protection of human rights. Responding to HIV/AIDS: There is a lack of reliable data on UNDP results in this area, UNDP expenditures in the sector are not large in relation to national needs, though a substantial portion of UNDP's core resources has been devoted to Rwanda's HIV/AIDS response.²⁹⁵

Additional funds have been mobilized from the African Development Bank. UNDP's comparative advantage in this area vis-à-vis other UN organizations will need to be more clearly elaborated. Environment and energy: Recent UNDP support has made modest contributions to its targeted outcome in this area, though evaluation information is, once again, unavailable. The ADR confirmed UNDP contributions to the elaboration of strategies, most notably through support for the Economic Development and Poverty Reduction Strategy (EDPRS) process, but not yet to the adoption or implementation of these strategies. UNDP has also helped the government make environmental concerns more visible. The Poverty Environment Initiative, for example, helps to ensure that the Government of Rwanda's emerging EDPRS will be a sustainable development strategy.²⁹⁶

The UNDP Rwanda's performance was also assessed in several cross-cutting areas: These included areas of particular concern for the Government of Rwanda and other development partners: aid coordination; institutional capacity development; gender mainstreaming;

²⁹⁵Forbes, V.E. and Calow, P. (2002) Population growth rate as a basis for ecological risk assessment of toxic chemicals. *Philos. Trans. R. Soc. Lond. Ser. B* 357, 1299–1306.

²⁹⁶ The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

environment; and two issues of particular concern for UNDP, the coherence, and synergies within UNDP thematic programs and between UNDP program and other UN organization programs, and the effectiveness of UNDP monitoring and evaluation. UNDP Rwanda's most impressive results have occurred in those areas where the Government of Rwanda is also relatively strong: aid coordination and gender mainstreaming as results in other areas, such as institutional capacity development, promoting environment as a cross-cutting issue, monitoring and evaluation of UNDP support, and achievement of coherence and synergies among UNDP and UN program have been more mixed. Aid coordination, harmonization and alignment are particularly strong in Rwanda due to strong government leadership and UNDP support in these areas has been highly effective²⁹⁷.

While gender-specific projects have been undertaken, with impressive results, there is little direct evidence that gender issues and their impact on project beneficiaries are systematically considered in other UNDP supported projects. It is hoped that UNDP Rwanda's recent gender audit will enable it to correct this anomaly. Many UNDP contributions to helping government partners develop capacities were cited during the evaluation, but there is no systematic approach to capacity development or to measuring progress towards well defined capacity development objectives²⁹⁸.

The UNDP Rwanda's decision to support the emerging 'National Integrated Skills Development Policy' and a national capacity development strategy to be closely linked to the EDPRS is a promising development. The Poverty Environment Initiative, implemented jointly by UNDP and

²⁹⁷The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and Energy sectors.

²⁹⁸The World Bank in Rwanda.

Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture, and transport sectors.

United Nations Environment Program, has provided environmental input into the frameworks being developed for EDPRS in agriculture, health, water and sanitation, justice, private-sector development, social protection, environment, gender, and HIV/ AIDS. While this cross-sectoral analysis offers guidance for orienting these sectors, it is too early to assess the development results of this work²⁹⁹.

The Senior Management of the country office views the creation of a monitoring strategy and tools as a priority for strengthening UNDP capacity. UNDP Rwanda's efforts in this area need to be synchronized with and supported by UNDP Headquarters. Development of methodologies and tools should be accompanied by strengthening of human resources. The greatest coherence among the five UNDP programming areas is among those units working on different dimensions of governance.³⁰⁰

The member agencies of the UN country team aim to ensure complementarities and avoid duplication through regular meetings of heads of UN organizations and a Rwanda UN Development Assistance Framework (UNDAF) task force established to define UN-wide strategic outputs, coordinate efforts at the project and program level and promote joint programming. Some UN organizations observed that UNDP gets involved in areas where it does not have the capacity or expertise, such as demographic data collection and next is reading The UNDP's strategic partnerships in Rwanda.³⁰¹

²⁹⁹The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, and agriculture sectors.

³⁰⁰Cho, D. S., Moon, H. C. (2000) From Adam Smith to Michael Porter: Evolution of Competitiveness Theory, Korea: Asia-Pacific Business Series.

³⁰¹Ministry of Finance and Economic Planning Rwanda Official Development Assistance Report 2016.

2. The UNDP's strategic partnerships in Rwanda

The most Government representatives express a high degree of confidence in UNDP as a partner. For example, MINALOC believes that UNDP enjoys much good will within the government and contributes to Rwanda's development through general support as well as with specific inputs. UNDP is further appreciated for being uncomplicated and a good interlocutor. According to MINALOC, other donors sometimes try to impose their models of decentralization that are not always appropriate for Rwanda. There is also a perception among some government officials that the country office's relative autonomy in decision making gives it an advantage over some development partners that need to consult their head offices for most decisions.³⁰²

The country office in Rwanda has effective working relationships with the Government of Rwanda, and the government considers UNDP contributions to be very relevant in different funded domain. However, UNDP contributions have sometimes been delivered with less-than-optimal efficiency, particularly in governance and environment. The main problems have been shortcomings in program administration, management, and financing. Overall, UNDP has made important progress towards a more sustainable long-term development approach, though several UNDP projects still play gap-filling roles. The dispersion of the program across many small projects in multiple thematic areas impedes efforts to improve the quality of program administration and technical expertise in core areas.³⁰³

The UNDP support, Rwanda and its development partners have made considerable progress in the harmonization and alignment of development cooperation and their experience should be of interest to the international community. Systematic performance monitoring is lacking in most UNDP interventions. This has a direct negative impact on their relevance and efficiency.

³⁰²MINAGRI, NISR and WFP, Comprehensive Food Security and Vulnerability analysis (CFSVA) 2015.

³⁰³FAO, IFAD, UNICEF, WFP, WHO, The State of Food Security and Nutrition in the World 2017, Building resilience for peace and food security, 2017.

External factors that will greatly shape UNDP's strategic environment in coming years are the new architecture of aid, including the 'One UN' approach being piloted in Rwanda, and regional and national stability. Participation in the One UN reform pilot will enhance the status of UNDP in Rwanda.³⁰⁴

Thus, it will also place greater pressure on the country office to improve its performance and to address areas of chronic weakness shared by many UNDP country offices, such as human resource management, administrative and technical services, and monitoring and evaluation. Partners in and outside the UN system in Rwanda expect more clarity from UNDP regarding the nature of its role in Rwanda. The situation in Rwanda's crowded rural areas and in surrounding countries, particularly the Democratic Republic of the Congo and Burundi, will remain critical determinants of Rwanda's stability. UNDP Rwanda must stay well informed of these dimensions of Rwandan reality. Lessons learned: Strong government ownership and leadership greatly accelerate progress towards effective alignment and harmonization of international cooperation. Systematic capacity development, including training and skills transfer, needs to be an integral part of any project, regardless of its technical contents or institutional set-up.³⁰⁵

The Chronic administrative and management deficiencies, if not addressed effectively, can undermine partners' faith in the country office's capacity to provide high quality support. Recommendations: If environment is to be retained as one of two areas of focus for UNDP under the new UNDAF, then the country office needs to enhance its capacity to provide strong technical and policy support and to participate effectively and consistently in the national dialogue on environment, development, and poverty. UNDP should launch a dialogue with the Government of Rwanda with the aim of expanding UNDP partnerships with Rwandan civil

³⁰⁴World Bank Group. 2015. Doing Business Economy Profile 2016: Rwanda. World Bank, Washington, DC.

³⁰⁵MINIRENA, ENR Sector progress report 2013-2017, 2017.

society organizations. UNDP also needs to ensure an ongoing dialogue and careful monitoring in response to reports of tensions surrounding the ended operations of the Gacaca system. Project designs need to be based on initial analyses of problems and clear objectives defined together with stakeholders.³⁰⁶

The Project documents should follow UNDP guidelines as well as international standards. The role of steering committees in project design should be clarified and strengthened with the objective of enhancing national ownership and sustainability. With support from headquarters, the country office needs to establish a robust, functional monitoring and evaluation system that systematically generates ‘lessons learned’ then ensures these are reflected in program management and design decisions. National ownership and the sustainability of results should be strengthened by ensuring that on the job training and skills transfer activities figure prominently in the terms of reference of all technical assistance contracted by UNDP Rwanda. Autonomous project implementation units can impede national ownership and sustainability.³⁰⁷

They should be replaced, where possible, with technical assistance that works directly within government institutions, using and adapting their systems and mechanisms for project management. The country office should prepare a strategy to phase out autonomous project implementation units in collaboration with the concerned government institutions and development partners. The results of the gender audit should be used to raise the profile on gender in UNDP Rwanda’s portfolio from an ‘incidental concern’ to a core issue. This should build on UNDP successful support to women politicians in Rwanda.³⁰⁸

³⁰⁶Public Summary Document, US Leaders’ Summit on Refugees 20 September 2016, Rwanda see page 8.

³⁰⁷United Nations Development Program 2016, Human Development Report.

³⁰⁸Economic Inclusion of Refugees in Rwanda, A Joint Strategy the Ministry of Disaster Management and Refugees and UNHCR for furthering Economic Development in Host Communities through Refugee Self-Reliance (2016-2020) <http://www.unhcr.org/rw/wp-content/uploads/sites/4/2017/02/Economic-Inclusion-of-Refugees-in-Rwanda-Final-Version>.

The UNDP should sharpen the focus of their program, concentrating on areas within the second UNDAF framework where UNDP can bring the most value added while strengthening corresponding in-house capacities. The country office needs to strengthen their human resource planning and management, with headquarters' support. The country office also needs to improve its capacity for ensuring that clear and useful funds are well managed and allocated in favorable and suitable domains to speed-up development in Rwanda. Financial information can be shared with the government and cost sharing partners in a timely and effective manner.³⁰⁹

The UNDP should help the Government of Rwanda foster harmonization and alignment among those development partners still pursuing the project approach. UNDP should explore the option of facilitating pooling of technical assistance from different development partners. UNDP needs to clearly identify its role in each context where it intervenes, ensuring that other members of the UN country team and other development partners in Rwanda understand what role UNDP Rwanda is playing in any given situation.³¹⁰

The UNDP should focus on roles where it can achieve maximum coherence and synergies with the program of partner agencies. UNDP can help the Government of Rwanda enhance national and regional stability. In the context of One UN, the country office should look for opportunities to play non-traditional roles in UNDP areas of focus. For example, it should consider options for strengthening cross-border programming links that might help stabilize the Kivu region. Nationally, UNDP should continue its support for strengthening the rule of law and the

³⁰⁹Public Summary Document, US Leaders' Summit on Refugees 20 September 2016, Rwanda see page 8 available at https://refugeesmigrants.un.org/sites/default/files/public_summary_document_refugee_summit_final_11-11-2016. Accessed on 11/13/2022.

³¹⁰Ministry of Health, Health Management Information System, 2015 page 200.

decentralization process. Enhanced ties between UNDP and Rwanda's civil society organizations are needed to improve UNDP capacities in these areas.³¹¹

The UNDP programs are highly relevant to Government's needs. Numerous senior actors in the Rwandan government and public administration confirmed the high degree of coherence of UNDP program with their government's needs. The current debate on Rwanda's development strategy focuses on the emerging EDPRS, where there are two important trends: the promotion of nonagricultural economic growth and social protection. Partners' and observers' assessments of Rwanda's development policy vary significantly. All agree that the government is in a hurry, obliging its international partners to work hard to keep up with them. Some consider Government's development policy too ambitious and not sufficiently realistic. However, many agree that Government displays a strong commitment to development issues in general.³¹²

In 2006, the UNDP's key strategy instruments were the first CCF 1998-2001 (of which this evaluation covers only last two years), the second CCF 2002-2006 and the first UNDAF. A midterm review of the second CCF in 2004 concluded that while many of the UNDP programs are relevant to Government policies, the linkage between the second CCF and key government plans is not well articulated. Conversely, there are several indications of a high degree of relevance: the current UNDAF preparation process draws clearly on the concurrent EDPRS process. With operation of the One UN reform and the designation of Rwanda as a pilot country, the UNDAF has gained in importance and many expectations are attached to the new UNDAF, currently in preparation. Capacity building is one of the key areas of the Government's

³¹¹See-Law-No.13-ter/2014-of-21/05/2014-relating-to-refugees,-available-at

http://minispoc.gov.rw/fileadmin/templates/Documents/doc/RALSA_LAW. Accessed on 11/13/2022.

³¹²World Economic Forum, Global Gender Gap Report 2017, <https://www.weforum.org/reports/the-global-gender-gap-report-2017>.

development strategy. It is also a central element in UNDP support, though an element that is still not sufficiently well structured.³¹³

In Rwanda's National Capacity Building Program was initiated in 2002 with UNDP support and led to the creation of the Human Resources and Institutional Development Agency. The Agency has been assigned a central role in Government capacity building strategy, although it is not currently supported by UNDP. The CCF for 1998-2000 was extended until the end of 2001 to harmonize with the government's PRS process and the programming cycle of all other UN organizations in Rwanda. The CCF for 2002-2006 was the object of a mid-term review in 2004, but the CCF was not explicitly adjusted to reflect this review's recommendations.³¹⁴

The Changing Rwandan needs and priorities are reflected instead in newer strategy documents. Thus, the emerging UNDAF draws its direction from both the UN Reform and the EDPRS. Examples of UNDP program of the second CCF that are highly relevant to Government policy priorities include: support for the External Finance Unit, the PRS and EDPRS processes; the development of environmental policy and integration of environmental concerns into the EDPRS; capacity development in the justice sector; and the decentralization process.³¹⁵

The numerous government testimonials confirmed that UNDP program is demand-driven and meeting the needs of Government plans. Their effect is diminished by weaknesses in project implementation and constraints and unpredictability in UNDP financing. UNDP's approach in the first half of the evaluation period was not entirely based on an explicit and coherent strategy, notwithstanding statements in some of their strategy documents. The approach stemmed from the post-1994 situation in which emergency response, gap filling and reconstruction operations

³¹³Government of Rwanda Gender Monitoring Office, Consolidated report on key gender gaps in EDPRS 2 Sectors, March 2017.

³¹⁴UNDP, -Economy-growth-available-at

https://www.unocha.org/sites/unocha/files/NWOW%20Booklet%20low%20res.002_0. Accessed on 11/13/2022.

³¹⁵Understanding Rwanda's Export Sector, International Growth Centre, S. Gathani, D. Stoelinge, M. Savini. 2013.

prevailed. It is largely for this reason that many stakeholders now criticize UNDP for following a strategy that is driven by discrete projects and funding opportunities.³¹⁶

Today, there is an embryonic process of strategy definition in the country office that reflects the need to make more detailed and concrete strategies for key issues, such as human resources management, and cross-cutting issues like gender, environment, M&E, and capacity development. Above all, there is an effort underway to define UNDP's strategic position in the Rwandan development context in coming years. UNDP anticipation of and response to changes in the Rwandan development context has varied over the years. From 2001, UNDP's role was largely focused on reconstruction and gap filling. Since 2001, UNDP has focused increasingly on development support activities and has established the current program units vibrant.³¹⁷

The aid coordination has played a growing role since 2005. The country office's implementation capacities and approaches have fluctuated during the evaluation period, largely because of the attention given by the senior management to these issues. Since 2002-2003 internal capacity development has been dealt with more systematically, although much remains to be done. The country office Learning Plan of 2006 defines training needs for 26 employees of the Operations Department and 19 employees of the Program Department. The areas of training needs range from administrative systems (Atlas) to English and French languages, ICT skills, procurement procedures, and project cycle management.³¹⁸

3. The general framework and the establishment of the common development fund.

Under this section, the researcher tries to look and understanding the problematic of choosing the domestic law of one of the parties. This section is divided into three subsections including

³¹⁶Impact Assessment of the Northern Corridor Performance Improvement Activities, CPCS Transcom International Ltd., March 2015.

³¹⁷USAID-Compete, "US Apparel End Market Analysis", July, 2011.

³¹⁸Republic of Rwanda, Revised National Export Strategy December 2014.

recreating the general framework, the establishment of the Common Development Fund, and the International Economic Organization in support to Rwandan Decentralization and it start with recreating the general framework.

4. Recreating the general framework

A general institutional framework for the implementation of decentralization was created in the first phase. The MINALOC and its Decentralization Management Unit were assigned as the executors of the process. A Common Development Fund was established to development investments of the decentralized entities and to channel donor funding for this purpose. The Rwandan Association of Local Government Authorities was created to represent the interests of the districts. MINECOFIN has since become more active in the current phase of the decentralization. The Intergovernmental Fiscal Relations Unit of MINECOFIN coordinates local taxation.³¹⁹

It channels 5 percent of the national budget to the districts and transfers funds earmarked for the districts. Rwanda's decentralization policy is delivered through the Decentralization Implementation Program. Several donors financed it, and UNDP has had a key role in its management and capacity development. The approach of the Decentralization Implementation Program, sometimes seen as too centralized and supply driven, is being reviewed. It is now viewed as one element of a broader Rwanda Decentralization Strategic Framework that includes other actions for the aid coordination, harmonization and alignment process is particularly strong in Rwanda due to strong government leadership, government development policies that development partners consider credible, clear Government Aid Policy, coordination of the

³¹⁹World Bank (2004): Rwanda: Tracking Poverty Reduction Spending: Second Assessment and Action Plan (SAAP)", mimeo, November, p. 43

process by MINECOFIN and the effective work of the ACU, as well as the limited number of development partners and good consensus among them in the Rwandan context.³²⁰

Almost all development partners recognize that UNDP and ACU have played instrumental roles in donor coordination. UNDP's role stems from the situation in the 1990s when most development partners did not have representation or significant delivery capacity in Rwanda and thus, channeled their contributions through the UNDP.³²¹

Other contributing factors are UNDP's perceived neutrality and its capacity to provide short-term expertise in a wide range of areas. UNDP also occupies a trusted position in coordinating between the government and its development partners. An assessment of factors influencing the attainment of the UNDP expected outcomes in aid coordination. If UNDP support in this area has been highly effective and aid coordination, alignment and harmonization in Rwanda might not have progressed to their current level without UNDP involvement. UNDP's contribution to aid coordination demonstrates that significant effects do not necessarily depend on voluminous funding, but on skill and understanding of the context combined with a vision, commitment, and adequate expertise.³²²

5. The establishment of the Common Development Fund

The establishment of the Common Development Fund has facilitated the financing of several local government initiatives. Districts are now regularly preparing project proposals for submission to the Fund especially, the years 2007-2011. The Rwanda Decentralization Strategic Framework has strong links with the EDPRS as a self-evaluation during the EDPRS preparatory

³²⁰ Potter, Pitman B. (1935). "The Classification of International Organizations, I". *American Political Science Review*. 29 (2): 215. doi:10.2307/1947502. ISSN 0003-0554.

³²¹ Potter, Pitman B. (1935). "The Classification of International Organizations, I". *American Political Science Review*. 29 (2): 215. doi:10.2307/1947502. ISSN 0003-0554.

³²² Yaw, A. & Andrew, P. *The Role of Non-governmental- Organizations in Rural Development*, 1994, page 254.

work identified the following achievements of the first phase of decentralization: the laws and policies have been elaborated relating to elections, administrative functions, community development, and fiscal and financial decentralization. Administrative and financial management structures and procedures have been put in place and Local elections are held regularly.³²³

The establishment of the Common Development Fund has facilitated the financing of several local government initiatives. Districts are now regularly preparing project proposals for submission to the Fund and the Donor confidence is being gained through the establishment of a structure targeting the coordination of the decentralization process. The Rwandan Association of Local Government Authorities is ensuring advocacy and lobbying. The districts have been regularly preparing their annual budgets, the Fiscal and financial decentralization policy and transfers have been introduced to progressively match the increase in district responsibilities. However, according to the same source, important challenges remain, including Low fiscal potential in local governments Weak financial potential and revenues, Poor service delivery, Weak institutional coordination, Un-coordinated and un-harmonized financial support.³²⁴

6. The International Economic organizations in support to Rwandan decentralization

It started in 2000 when the Government first adopted its decentralization policy; this support has continued through various phases and is one of the largest interventions of the UNDP's Governance Unit. MINALOC appreciated this support and is keen to ensure it will continue when the decentralization strategy enters its third phase in 2012. In many ways, the second phase of Rwanda's decentralization program, which is now taking place, will be the test of the whole policy. This new phase will be wider in scope, involving many more actors than the first phase. It

³²³ Alesani, -Daniele-(17-December-2013). "International-Institutions.-Classification-and-main characteristics". *Management of International Institutions and NGOs: Frameworks, practices and challenges*.

³²⁴ 'Mid-term Review of the Support to Capacity Building and Civil Service Reform in Rwanda', August 2003.

aims to mobilize resources and services and target them directly to local governments and communities. In this regard, the outcomes of UNDP support are likely to mature slowly and depend on several factors, such as capacities at sub-national levels, allocation of resources to local governments and communities, relevance of district and local development plans vis-a-vis needs and priorities of the populations, as well as complementarily with other funding sources.³²⁵

Decentralization of the line ministries is a particularly challenging dimension of the NDP support for decentralization and community development in Byumba addresses needs and priorities of the target groups at the local level. The district administration of Gicumbi appreciated the support from UNDP. It believes that family incomes have increased, district tax income has increased, capacities have been improved, and administrative systems are stronger. The financial support channeled through District Development Plans not only contributes to local investment but also strengthens management systems and increases local ownership in actions.³²⁶

The Rwandan Association of Local Government Authorities stressed the importance of supporting local governments through finance for their own development plans, which is the strategy of the project in Gicumbi/ Rulindo. The micro-projects at the community level have improved cattle breeding, stoves, road construction, repair and maintenance of terraces and water supplies. Government partners appreciate the responsiveness and flexibility of UNDP program. Their relevance has been enhanced through the participatory approach followed during project preparation. Normally, project ideas come from the government, and this ensures their relevance to the Government. They are then analyzed with stakeholders to make sure they match the

³²⁵UNDP, 'Strengthening Capacities of the Rwandan Human Rights Commission', Project Document, Kigali, Rwanda, July 2005.

³²⁶National Unity and Reconciliation Commission, 'Evaluation and Impact Assessment Report', December 2005.

strategic objectives of all parties. Most of the target groups within the government perceive UNDP program as highly relevant.³²⁷

7. The need for comprehensive strategy

The country office needs a comprehensive and practical strategy. Currently, there is a need to identify and analyze those changes that are likely to affect UNDP in coming years. The emerging internal strategy definition process needs to be consolidated in this regard. While the current UNDAF process is vital for the whole UNCT, it will not provide all the answers that UNDP Rwanda needs. Based on fundamental guidelines, such as the MDGs and the UNDAF, the country office needs a comprehensive and practical strategy framework that can help it strengthen links between its broad policy orientations and its operational systems and mechanisms. This will help the UNDP country office reinforce and maintain its competitiveness in the current Rwandan context in which UNDP contributions, like those of other development partners, will be under increasing scrutiny to determine what they add to Rwanda's development process.³²⁸

8. International economic organizations in boosting energy and clean environment in Rwanda

First Rwanda its priority in recent decade is environmental priorities for the reconstruction of post-war Rwanda's capacity for environmental governance began with the creation of the ministry of land, environment, forestry, water and natural resources in 1999 and the UNDP in this regard has provided contributions to sustainable environmental and development growth to support the country in different types of environmental management activities for example of the

³²⁷Maina, Chris and Edith Kibalama (editors), 'Searching for Sense and Humanity for a Better Rwanda, 2005.

³²⁸World Bank, 'Monitoring and Evaluation Support to Rwanda's Multi-Country HIV/AIDS Program Report', November 2006.

agency's rapidly evolving relationship with the Government, environment did not appear in either the first or second CCFS, nor does it appear in the 2002- 2006 UNDAF, yet environment now figures prominently in the draft UNDAF for the period 2008-2011. However, the researcher is going to explain this subtopic in the following first by Rwanda's environmental priorities and second by UNDP Contributions to sustainable development.³²⁹

a. Rwanda's environmental priorities

The reconstruction of post-war Rwanda's capacity for environmental governance began with the creation of the Ministry of Land, Environment, Forestry, Water and Natural Resources (MINITERE) in 1999. Much of MINITERE's operational responsibilities have now been transferred to the Rwanda Environmental Management Authority, which has a mandate to oversee management of the country's land, environment, water, and forests. The Rwanda Environmental Management Authority has grown from an office of four people to several dozen staff in the past several years.³³⁰ Yet, it remains understaffed and under-skilled in relation to the country's evolving needs and the emerging regulatory and policy framework. Rwanda's Vision 2020 strategy recognizes the imperative to ensure the environmental sustainability.³³¹

Ability of development; this imperative did not emerge as clearly in the country's first PRSP where environment was treated as a cross-cutting issue but marginalized de facto, during the first PRS, environmental issues were not priorities, for example, little analysis was done of the critical links between rural environmental degradation and rural poverty as a result, environmental management received less than 1 percent of the government's budget under the first PRSP.

³²⁹World Bank, "Voices of the Poor", www.worldbank.org/poverty/voices/index.htm. Last accessed 21 November 2002.

³³⁰World Bank, "Household Surveys for Poverty Monitoring", www.worldbank.org/poverty/index.htm. Accessed on 20 August 2002.

³³¹UNDP and Rwanabubu, (Youth Association), did not have a single woman working on the project 2008.

However, environmental sustainability concerns are emerging more clearly in the succeeding strategy, the EDPRS that is currently being developed.³³²

Rwanda's decision makers are more aware of the economic costs of different forms of environmental degradation, water and energy inefficient technologies, poor soil and water management, water pollution, etc. Environmental management has emerged as a real development issue for decision makers and, from the perspective of the MINITERE at least, increasing numbers of senior management understand the complex dynamic relationship between environmental degradation and economic performance. There has been progress in capacity development, particularly with the creation of environmental and land use laws and regulations.³³³

The country also recently launched an ambitious process of developing decentralized environmental management capacities. A powerful indicator of the commitment to developing this local capacity is in the engagements made to the President of Rwanda by each district political head. In 30 districts, the district heads have committed to specific environmental management targets and actions, such as soil conservation measures, tree planting, improved stoves and so on. Each district budget will now include at least 100 million francs (roughly \$180,000) for soil conservation as well as reforestation budgets. However, many local governments will be hard pressed to mobilize the human resources necessary to deliver effectively on these commitments.³³⁴

³³²Organic Law Defining the Modalities of the Protection and Management of the Environment, Law on Urban Development, the Draft National Policy of Urbanization, and the Kigali Industrial Environmental Management Framework.

³³³UNDP Rwanda, 'Annual Report 2005', Kigali, 2006.

³³⁴ National strategies and programs for sustainable development, integrating economic, social and environmental issues as well as access to water and energy, elaborated, adopted and effectively implemented." In: UNDP Rwanda, Annual Report 2005, Kigali, 2006.

b. UNDP Contributions to sustainable development

Growing support from UNDP Rwanda for different types of environmental management activities is a good example of the agency's rapidly evolving relationship with the Government. Environment did not appear in either the first or second CCFs, nor does it appear in the 2002-2006 UNDAF. Yet environment now figures prominently in the draft UNDAF for the period 2008-2011.³³⁵ Support for refugees and returnees during the first CCF, mostly support to the MINALOC for resettling displaced populations, continued during the second CCF, when it was eventually encompassed within an emerging environment portfolio. These activities were a continuation of earlier work in resettling and providing sustainable livelihoods for returnees in the late 1990s. These projects contributed significantly to UNDP Rwanda's targeted development outcome of "Comprehensive and sustainable reintegration program for IDPs [internally displaced persons, returning refugees and ex-combatants elaborated and in place at national and local levels."³³⁶

Support for resettlement and reintegration in Gisenyi and Kibuye provinces (now both within the newly formed Western Province) under the second CCF assisted returning populations in achieving long-term socio-economic integration. Development of new communities included construction of permanent residences with water and energy supply, environmental management protection activities such as hillside terracing, provision of basic social infrastructure including health and education services, and income-generation opportunities. In Gisenyi, 3,500 families were resettled into permanent communities; 625 families were resettled in Kibuye. These people

³³⁵ Government of Rwanda, 'Pilot Integrated Ecosystem Assessment Bugesera', Draft Final Report Prepared for the UNEP/UNDP/GOVERNMENT Poverty and Environment Initiative (PEI) Project, Rwanda Environment Management Authority, Kigali, Rwanda, 2006.

³³⁶ Honey. USDA, National Agricultural Statistics Service, March 20, 2015.

had been living in primitive temporary camps for years, with support from the World Food Program (WFP).³³⁷

This earlier generation of ‘sustainable livelihood’ projects met the priority needs of marginal populations, but there are concerns about the longer-term sustainability of new communities. For example, one of two settlements supported in Kibuye still didn’t have a potable water supply at the time of this evaluation. Local government bodies trained to support these new communities have been assigned to new jurisdictions with the latest decentralization. Major components of these resettlement projects were focused on energy, including household woodlots to provide alternate energy sources and protect forest resources, especially the natural forests of protected areas. They introduced improved wood stoves and supported experiments in solar energy and household level rainwater harvesting. They also supported improved soil management practices such as different forms of terracing and anti-erosion hedges.³³⁸

F. International Monetary Fund (IMF) and the World Bank in support of development of Rwanda.

The main difference between the International Monetary Fund (IMF) and the World Bank lies in their respective purposes and functions. The IMF oversees the stability of the world’s monetary system, while the World Bank’s goal is to reduce poverty by offering assistance to middle-income and low-income countries. The IMF fosters international financial stability by offering policy advice, monitoring economic and financial developments and advising countries, financial assistance, loans and other financial aid to member countries, capacity development. The role of the International Monetary Fund (IMF) is to; improve and promote global monetary cooperation

³³⁷ Republic of Rwanda, Revised National Export Strategy December 2014.

³³⁸ Draft Report on International Economics, Analysis of export infrastructure, in Rwanda and of EU market for specific products, 2015.

of the world, to secure financial stability by eliminating or minimizing the exchange rate stability, to facilitate a balanced international trade, to promote high employment through economic assistance and sustainable economic growth. the World Bank helped Rwanda, and the country has rapidly expanded access to electricity from 6% in 2003 to 65% in 2023. The World Bank mobilized resources, financed generation, transmission, and distribution of power including from renewable sources, and is helping fuel economic growth.

1. The International Monetary Fund (IMF)

The relation between Rwanda and the IMF is seen in its Agenda and Rwanda has placed a high priority in agenda with the IMF. The close policy dialogue with the IMF has helped skills quick policy responses to external shocks, including withdraw of donor support in 2012, which accelerated efforts and technical advice to increase domestic revenues, as well as increase and diversify exports to reduce reliance on currency aid inflows. From Post- Conflict, Rwanda is maintaining macroeconomic stability, in the face of various external shocks that occurred in after period of Genocide of 1994 in Rwanda. Rwanda has sought almost continuance intensive program with IMF engagement since 1995.³³⁹

The close policy dialogue with the IMF Rwanda has speed up the policy response to external shock including a withdrawal of donor's support from 2012, which had accelerated efforts and technical advice to increase not only domestic revenues but also to diversify export to reduce reliance on hard currency aid inflows.³⁴⁰

³³⁹The IMF Signal, required by donors providing budget support, was also a reason, but arguably could have been achieved through less-intensive forms of engagement. Additional IMF financing has been recently provided in early 2020 in response to the COVID-19 pandemic.

³⁴⁰See <https://www.imf.org/en/Publications/CR/Issues/2019/07/03/Rwanda-Staff-Report-for-2019-Article-IV-Consultation-and-a-Request-for-a-Three-Year-Policy-47089>.

The Rwandan government with the IMF recommended domestic adjustment policies to demand for imports allowing greater exchange rate adjustment policies to contain demand for imports and allowing greater exchange rate adjustment supported by containment of public spending and tighter monetary stance. The budget and Central Bank policies were adjusted respectively according to what had been agreed between government of Rwanda and the IMF.³⁴¹

Rwanda had been engaged with the IMF which has increasingly handled as a partnership, with less bidding and directive policy prescriptions, but this has required pushing the envelope of the tradition modes of operation, both within the IMF and Vis-a-vis other development partners. For instance, in three years signaling non-financing program agreed between Rwanda and IMF in 2019, they were a technical agreement that medium-term financing and spending goals should be modestly loosened, while maintaining public debts at manageable levels, to support implementation of Rwanda's new development strategy.³⁴²

Rwanda is aided by the IMF from 1994 to 1995 at around \$700 Million a year is a heavily aid dependent. In immediate aftermath of the genocide but then averaged around \$ 340 Million a year about \$40 per Head until the last few years, when it has begun to increase again. In recent years' aid of the IMF had financed about of half of Rwanda's total budget, in substantial off-budget aid (particularly in the health sector). In this context, as the earlier Poverty Reduction Strategy Paper (PRGFs) shows the debate on Rwanda's macroeconomic strategy that took place is of particular interest.³⁴³

The debate was at its most intensive around the programs in 2002 and early 2003, and resumed again in 2004 but previous adjustment efforts supported by program under the PRGF and earlier

³⁴¹IMF Fiscal Affairs Department Public Expenditure Assessment Tool.

³⁴²See <https://www.imf.org/en/Publications/CR/Issues/2019/07/03/Rwanda-Staff-Report-for-2019-Article-IV-Consultation-and-a-Request-for-a-Three-Year-Policy-47089>.

³⁴³ International Monetary Fund (IMF). 2022a. Regional Economic Outlook, Middle East, and Central Asia. October.

ESAF had been quite successful where growth had been strongly increased and inflation equally reduced strongly from about 50% in 1995 to 2001 and external reserves rebuilt to quite high in 6 months of imports but Exports remained low compare to the import which range to 4-6 percent of the GDP.³⁴⁴

The broad economic strategy underlying the IMF-Supported Program was that set out the government's Poverty Reduction Strategy Paper (PRSP), completed in 2002. Sustaining strong economic growth was seen as the key to poverty reduction and, with 80 percent of the population living in rural areas, agriculture was key focus for achieving poverty reduction and productivity increase.³⁴⁵ The Strategy to achieve sustained growth included a strengthening framework for private sector activity through institutional reform and maintaining macroeconomic stability. Policies to encourage export promotion considering the low and venerable starting point were given increase emphasis over time and were pushed strongly by the IMF. Rwanda's low savings rate strengthened domestic revenue effort equally by reducing donor funding make Rwanda to rebuild its Economy without foreign aids in current days.³⁴⁶

Article VI Capital Transfers Section: 1. Use of the Fund's general resources for capital transfers
(a) A member may not use the Fund's general resources to meet a large or sustained outflow of capital except as provided in Section 2 of this Article, and the Fund may request a member to exercise controls to prevent such use of the general resources of the Fund. If, after receiving such a request, a member fails to exercise appropriate controls, the Fund may declare the member ineligible to use the general resources of the Fund. (b) Nothing in this Section shall be deemed:

³⁴⁴International Monetary Fund (IMF). 2022b. "Feeling the Heat: Adapting to Climate Change in the Middle East and Central Asia". Departmental Paper No 2022/008". International Monetary Fund, Washington, DC.

³⁴⁵Irwin, T. 2015. "Getting the Dog to Bark: Disclosing Fiscal Risks from the Financial Sector." IMF Working Paper 15/208, International Monetary Fund, Washington, DC.

³⁴⁶Matta, S., S. Appleton, and M. Bleaney. 2019. "The Impact of the Arab Spring on the Tunisian Economy." World Bank Economic Review 33 (1): 231–58.

(i) to prevent the use of the general resources of the Fund for capital transactions of reasonable amount required for the expansion of exports or in the ordinary course of trade, banking, or other business; or (ii) to affect capital movements which are met out of a member's own resources, but members undertake that such capital movements will be in accordance with the purposes of the Fund.

Section 2. Special provisions for capital transfers: A member shall be entitled to make reserve tranche purchases to meet capital transfers. Section 3. Controls of capital transfers Members may exercise such controls as are necessary to regulate international capital movements, but no member may exercise these controls in a manner which will restrict payments for current transactions or which will unduly delay transfers of funds in settlement of commitments, except as provided in Article VII, Section 3(b) and in Article XIV, Section 2 of this Agreement³⁴⁷.

2. The World Bank in support of developing countries including Rwanda

The World Bank provides its support through three I-PRSPs were considered by the Executive Boards of World Bank and Fund between February and early August 2002.³⁴⁸ Each country demonstrated strong commitment and broad ownership and made use of some degree of participation.³⁴⁹ Cape Verde used a number of earlier participatory and nationally based poverty reduction plans as launching pad for it include civil society and other stake holders. Like many of the I-PRSPs all three were relatively length documents and in this respect went beyond the scope expected. While the countries have discretion to produce longer I-PRSPs, this recent expected reinforces the staffs' earlier concern about countries limited institution capacity being

³⁴⁷ International Monetary Fund Article of Agreement 2020, accessible at <https://www.imf.org/external/pubs/ft/aa/pdf/aa.pdf>, available on 02/09/2024.

³⁴⁸ Cape Verde, Côte d'Ivoire, and the Democratic Republic of Congo (DRC). Another I-PRSP, by the Federal Republic of Yugoslavia was considered by the Boards in the middle of August.

³⁴⁹ Although broad-based participation is not expected at the I-PRSP stage, most countries to date have organized some degree of participation in preparing these documents.

directed towards I-PRSPs documents preparation at the expense of ongoing work in developing full PRSPs.³⁵⁰

Nine full PRSPs have been completed since last joint Review including Albania, Gambia, Guinea, Guyana, Malawi, Rwanda, Vietnam, Yemen, and Zambia and these countries represent a more regionally diverse group, including countries from Europe and Central Asia, East Asia, and the middle East, and some emerging from conflict. Researcher analysis suggest that the progress that characterized the first ten full PRSPs in the findings of the joint review remains valid, for instance in Rwanda and Vietnam produced and disseminated the PRSPs I their local languages which is good to make understanding the deal to all their citizen in one hand but also to own the deal in their hands.³⁵¹

The World Bank country studies include agricultural reform in Chad and Malawi and utility reform in Guyana, Mongolia, and Pakistan, while the DFID pilots include Armenia, Honduras, Mozambique, Rwanda and Uganda and initial pilot will be discussed in small technical workshop of the countries of the World Bank in Oct 24.³⁵² The PRGF Supported programs are also increasingly drawing on the action plans of countries see for instance that of Cameroon, Lesotho, Mali, Mauritania, Nicaragua, and Rwanda.³⁵³ In Rwanda for instance substantial assistance will be needed for full implementation of the monitoring and evaluation arrangement

³⁵⁰The DRC produced a 100 page I-PRSP.

³⁵¹ Accessible at www.worldbank.org/poverty/psia/index.htm.

³⁵² Actions to Strengthen the Tracking of Poverty-Reducing Public Spending in Heavily Indebted Poor Countries (HIPC). World Bank and IMF. March 22, 2002. See <http://www1.worldbank.org/publicsector/pe/newhipc>. And <http://www.imf.org/external/np/hipc/2002/track/032202.htm>.

³⁵³ 22 Government of Rwanda. 2018. Law N° 60/2018 of 22/8/2018 on Prevention and Punishment of Cyber Crimes.-Available-at https://minict.gov.rw/fileadmin/Documents/Mitec2018/Policies___Publication/ICT_Laws/Law_on_prevention_and_punishment_of_cyber_crimes.

proposed in the PRSP as it is indicated in its recent progress report whereas Mauritania highlighted weak capacity in monitoring and evaluation.³⁵⁴

In Tanzania for example has come with a number of different processes these included the preparation of PRSP, which is good and generated considerable interest, a move towards rapid decentralization and specific sector development programs; and donor support in the context of a shift from active participation the main actors and donors and also poverty monitoring Master Plan was developed to assure the reality of this deal (PRSP).³⁵⁵ In Tanzania the most important remaining challenges now is to improve data quality and to put in place mechanism to ensure the system is both accountable and transparent in order to retain the confidence of all the users.³⁵⁶

G. WORLD TRADE ORGANIZATION (WTO) IN DEVELOPMENT OF REPUBLIC OF RWANDA

The World Trade Organizations (WTO) is the only International Organizations dealing with the rules of trade between nations. However, at its heart the WTO agreements, negotiated and signed by the majority of the world's nations and ratified in their parliaments. The goal is to ensure that trade flows as efficiently, predictably and freely as possible in the World's nations³⁵⁷.

The overall objective of the World Trade Organization is narrated in its³⁵⁸ Article III Functions of the WTO: 1. The WTO shall facilitate the implementation, administration and operation and further the objectives, of this agreement and of Multilateral Trade Agreements, and shall also provide the framework for the implementation, administration and operation of the Plurilateral

³⁵⁴Recent note by Dfid Statistical Department (May 2002) investigated the overlap between MDG indicators and the leading indicators in seven full PRSPs. It found that while several of the key MDG targets are contained in most PRSPs, few of the relevant 48 MDG indicators are mentioned.

³⁵⁵Gender in the PRSPs: A Stocktaking, World Bank, PREM, Gender and Development Group, updated April 2002.

³⁵⁶See Strategic Partnership with Africa (SPA) Issues Note, May 2002.

³⁵⁷ https://www.wto.org/english/thewto_e/whatis_e/inbrief_e/inbr_e.htm

³⁵⁸ AGREEMENT ESTABLISHING THE WORLD TRADE ORGANIZATION, accessible at https://www.wto.org/english/docs_e/legal_e/04-wto.pdf, available on 02/08/2024.

Trade Agreements. 2. The WTO shall provide the forum for negotiations among its Members concerning their multiple trade relations in matters dealt with under the agreements in the Annexes to this Agreement.

The WTO may also provide a forum for further negotiations among its Members concerning their multilateral trade relations, and a framework for the implementation of the results of such negotiations, as may be decided by the Ministerial Conference. 3. The WTO shall manage the Understanding on Rules and Procedures Governing the Settlement of Disputes (hereinafter referred to as the "Dispute Settlement Understanding" or "DSU") in Annex 2 to this Agreement.

4. The WTO shall administer the Trade Policy Review Mechanism (hereinafter referred to as the "TPRM") provided for in Annex 3 to this Agreement. 5. With a view to achieving greater coherence in global economic policy-making, the WTO shall cooperate, as appropriate, with the International Monetary Fund and with the International Bank for Reconstruction and Development and its affiliated supports³⁵⁹.

The Article VIII says on Status of the WTO: 1. The WTO shall have legal personality, and shall be afforded by each of its Members such legal capacity as may be necessary for the exercise of its functions. 2. The WTO shall be accorded by each of its Members such privileges and immunities as are necessary for the exercise of its functions. 3. The officials of the WTO and the representatives of the Members shall similarly be allowed by each of its Members such privileges and immunities as are necessary for the independent exercise of their functions in connection with the WTO. 4. The privileges and immunities to be accorded by a Member to the WTO, its officials, and the representatives of its Members shall be similar to the privileges and immunities stipulated in the Convention on the Privileges and Immunities of the Specialized

³⁵⁹ IDEM.

Agencies, approved by the General Assembly of the United Nations on 21 November 1947. 5. The WTO may conclude a headquarters agreement.

From the researcher's understanding in line with the vision of the Republic of Rwanda leadership to speed up the economy of the country from the developing to developed country Rwanda became member of the World Trade Organization in and from the time it became member from 22 May 1996 and a member of GATT since 1 January 1966³⁶⁰ it has increased its economy as it is read below.

In the first quarter of 2024, the total exports to Communauté Economique des Pays de Grands Lacs (CEPGL) Member States (Burundi and the Democratic Republic of Congo and Rwanda), including re-exports, totaled US\$ 216.37 million and imports were US\$ 14.7 million. Therefore, the trade in goods surplus with CEPGL Member States was US\$ 201.90 million compared to US\$ 189.87 million registered in the same quarter of 2023 and to US\$ 194.15 million in the fourth quarter of 2023³⁶¹.

O. Summary of chapter three

This chapter discussed on the analysis of the influence of income generating activities that sponsored by international economic organization in Republic of Rwanda in line of achieving development or poverty reduction as the country is landlocked, located in high mountains and fertile without minerals and other necessary natural resources. The support of the international monetary fund and the World Bank has tremendously made Rwanda an important economic and structural reform and sustained its steady economic growth rates for over a decade until the

³⁶⁰ Rwanda and the WTO, available at https://www.wto.org/english/thewto_E/countries_e/rwanda_e.htm, accessible on 02/09/2024.

³⁶¹ Formal External Trade in Goods First Quarter 2024, available at file:///C:/Users/gsm/Downloads/2024Q1_External%20Trade%20Report.pdf, accessible on 02/09/2024.

period of covid-19 Pandemic divested the World and its impact threatened to reverse the trend in Rwanda.

Rwanda today has the economic aspired towards middle income country status by 2035 and high-income country status by 2050, its planned to achieve this through a series of seven-year national strategies for transformation (NST1), underpinned by sectorial strategies focused on meeting the UN's sustainable development goal. The country before and during covid-19 the world bank (WB) had contributed response in Covid-19 pandemic and provided vaccination support in the following areas, Procurement of diagnostic tests and equipment, health supplies, and personal protective equipment or people, as well as support for the implementation of public health measures adopted by the government to curtail the spread of the virus and limit its impact. Procurement and deployment of covid-19 vaccines, the World Bank financing has so far supported the procurement of 3.6 million doses (15% of all doses received), enough to fully vaccinate up to 1.8 million people (14% of the Rwandan population).³⁶²

Rwanda recognized the role of UNDP in development of the Country especially in its UNDP's program of support to Rwanda over the period assessed between 2000 and 2008 was characterized by continued and rapid transition. The UNDP Program had made smooth cooperation framework (CCF) with country for the period 1997 to 2000 was extended through 2001-2004. In this period, the UNDP played a broad range of roles defined by the diverse needs of a 'post-emergency response'. In the second CCF, which covered 2002 to 2006, UNDP focused on supporting government efforts to re-start longer term development processes³⁶³. The third CCF, which was being developed at the time of the evaluation, have been aligned with and guided by a strong second-generation national poverty reduction strategy (PRS) the economic

³⁶²OECD, "Trading Competitively: Trade Capacity Building in SSA,"2002.

³⁶³ The World Bank in Rwanda: Rwanda has achieved impressive development gains since the 1994 genocide and civil war. The World Bank supports the energy, agriculture and transport sectors.

development and poverty reduction strategy (EDPRS) and by Rwanda's designation as one of the pilot countries for UN reform. Moreover, the second section of the above Chapter is talking on possible legal and institutional mechanisms necessary to cope with international efforts to develop Rwanda.

Finally, this chapter was underpinned the possible legal and institutional mechanisms necessary to cope with international efforts to develop Rwandan Country in which the researcher had analyzed different aids in their legal nature of the International Organs including IMF, WB and WTO in which their support have boosted Strongly the economy of Rwanda from Genocide of Tutsi of 1994 Period up today. Finally, the last chapter is the concluding chapter and recommendation which ends with bibliography.

CHAPTER FOUR: GENERAL CONCLUSION AND RECOMMENDATIONS

The General Conclusion and Recommendation tackles on a Summary of Findings of the previous chapters (Chapter one, Two and Three), validation of Hypothesis in three given hypotheses, Recommendation, Development Results, Cross-cutting issues, Strategic Positioning in Terms of Development and finally the concluding chapter ends with Scope for future research.

I. Conclusion

In the light of previous discussion and the literature review, hypotheses have been constructed and affirmatively indicate that International economic organizations contribute to national development of Rwanda and other developing countries in general. The aids or funds of the international economic organizations and other international organs, whether financial or economic can influence the income generating activities to develop Republic of Rwanda. In the nutshell therefore, international organizations' disparate contributions in this area have been correctly directed and Government stakeholders consider them particularly relevant. The effects of UNDP contributions have not yet materialized fully due to several strategic and administrative difficulties. The attainment of outcomes has been partially satisfactory. Factors that influence the attainment of UNDP contributions to expected development outcomes around democratic governance.

The summary of findings was presented in line with research objectives and questions without forgetting the study variables. The general objective of the study was to analyze the contribution of international organizations in development of Rwanda. The challenges and benefits that Rwanda has been facing in accelerating economic growth and development were analyzed too. Thus, findings indicated that the Rwanda is accelerating economic growth and development through the contribution of aid from international organizations in economic activities

specifically trade with notable improvements as: larger market size, improved competitiveness, reduction in consumer prices, expansion of investments with member states and increased specialization to benefit from the principle of comparative advantage.

II. Summary of findings of precedent chapters

Rwanda aspires to become a Middle-Income Country by 2035 and a High-Income Country by 2050. This was achieved through establishment of organic laws that determine and governs the national use of the Rwandan funds from international funding organizations and government budget funds by giving the lines of fund usage, the country has planned a series of seven-year National Strategies for Transformation (NST), underpinned by sectoral strategies focused on meeting the UN's Sustainable Development Goals (SDGs). Over the last ten years, Rwanda has implemented a successful doing business reform agenda in order to create a favorable and competitive business environment, as a result, Rwanda jumped over 100 places in the World Bank Doing Business Index, today ranking 38th globally and 2nd in Africa. Leading sectors include energy, mining, agriculture, trade and hospitality, and financial services. Rwanda's economy is overwhelmingly rural and heavily dependent on agriculture which is mostly supported by funds from international organizations, the World banks and international monetary funds (IMF), the Rwanda Organic Law determines the use of government and international funds, Although much of the economy relies on subsistence farming, Rwanda has a mixed economic system in which there is a variety of private freedom, combined with centralized economic planning and government regulations and Laws.

However, it was also found out that there are some challenges still faced by international organizations. In relation to the extent level of implementation of the common market phase of EAC in Rwanda findings indicated that implementation of the policy in aid from the

international organizations is achieving tremendous success: Findings from the UNDP country office in Rwanda has effective working relationships with the Government of Rwanda, and the government considers UNDP contributions to be very relevant. However, UNDP contributions have sometimes been delivered with less-than-optimal efficiency, particularly in governance and environment.

The main problems have been shortcomings in program administration, management, and financing. Overall, UNDP has made important progress towards a more sustainable long-term development approach, though several UNDP projects still play gap-filling roles. The dispersion of the program across many small projects in multiple thematic areas impedes efforts to improve the quality of program administration and technical expertise in core areas. With the UNDP support, Rwanda and its development partners have made considerable progress in the harmonization and alignment of development cooperation and their experience should be of interest to the international community.

III. Validation of Hypothesis

The hypotheses view the role of the International economic organizations in contributing to the national development of Rwanda and this is in line of donations through direct aids and funds, the funds governed by Rwandan laws and used in development, the second tackles how the aids or funds of the international economic organizations and other international organs, whether financial or economic, influence the income generating activities to develop Republic of Rwanda, whereby this research specifies importance of funds and development indicators available as a signatory of fund usage, the third explains how the legal and institutional mechanisms are necessary to cope with international economic organization's efforts to develop Rwanda, this narrates how serious is the government of Rwanda lead by His excellence President

Paul KAGAME, the way laws protect funds and be used to what is entitled to do for the good of development of Rwanda, and indeed indicators already speaks, the details of each hypothesis and the way it have revealed the truth in question is narrated below;-

A. Hypothesis one

International economic organizations contribute to national development of Rwanda through direct aids and funds, currently the country Rwanda aspires to become middle income country, the Rwandan economy grew 8.2 percent in 2022 as a result of strong growth in industry, construction, services, and agriculture. Due to the COVID-19 pandemic outbreak, the Rwandan economy experienced its first recession since 1994, with a 3.4 percent GDP contraction in 2020. The development strategy of Rwanda indicates that, the country aspires to become a Middle-Income Country by 2035 and a High-Income Country by 2050.

Furthermore, it plans to achieve this through a series of seven-year National Strategies for Transformation (NST), underpinned by sectoral strategies focused on meeting the UN's Sustainable Development Goals (SDGs). The economic transformation and Integration Fund Rwanda comprised of the initial investment of £120 million through an Economic Transformation and Integration Fund (ETIF) which is for the economic development and growth of Rwanda. A separate payment of £20 million was also paid in this timeframe to support initial set up costs for the relocation of individuals. The Rwanda's vision 2050 national development strategy establishes the development framework for 2020-2050, with a midterm review envisaged in 2035 and regular reviews planned every 5 years. The overarching goals for the vision 2050 are: 1. economic growth and prosperity; and 2. high quality and standards of life for Rwandans. The sectors that contribute to Rwanda GDP are; Services sector contributed 46% to GDP, agriculture sector contributed 25% to GDP, industry sector contributed 21% to GDP while

Net direct taxes accounted for 7%. The economic achievements of Rwanda indicate that, Rwanda's economy has tremendously recovered over the last two decades.

The country registered therefore, an average GDP growth of around 8 percent per year, with a double-digit growth recorded in the last two quarters of 2019. Since 2000s, collected domestic taxes increased 20 times while the national budget increased 14 times. The USAID as an international funding organization support Rwanda country development such that, the goal for USAID/Rwanda's Country Development Cooperation Strategy (CDCS) 2020-2025 is: Rwanda has the strengthened human capital, robust private sector and accountable institutions required to advance self-reliance, the overall goal is to reach the National Development Plan of Rwanda in that, the aim of the Vision is to transform Rwanda into a middle-income country in which people are healthier, better educated, more prosperous and united much more than it is today, and that the country's economy is competitive both regionally and globally.

B. Hypothesis two

The aids or funds of the international economic organizations and other international organs, whether financial or economic, influence the income generating activities to develop Republic of Rwanda, building Rwanda income generating activities enables the country to create financial by the government of Rwanda by herself without waiting to the outside direct aids or funds, it is better to build Rwanda's economy through supporting income generating activities like agriculture exports, tourism, and mining among others and as are currently being supported by international organizations, nevertheless, the mentioned income generating activities are mostly the projects that the World Bank fund in Rwanda, the World Bank's portfolio in Rwanda currently comprises 22 national and four regional projects with a net commitment of \$3.19 billion.

Investments are in infrastructure, urban management, social protection, health, energy, and education, among others. A given example is the GIZ, the GIZ Rwanda/Burundi implements projects on behalf of the German Federal Ministry for Economic Cooperation and Development, the European Union and other commissioning authorities in the following priority areas: Sustainable Economic Development, Good Governance, Climate and Energy, Digitalization, and Extractive Governance among others. The economic Transformation and Integration Fund of GIZ to Rwanda comprised of an initial investment of £120 million through an Economic Transformation and Integration Fund (ETIF) which is for the economic development and growth of Rwanda.

A separate payment of £20 million was also paid in this timeframe to support initial set up costs for the relocation of individuals; the aim of GIZ work is to shape a future worth living around the world and that is GIZ's vision and long-term goal, GIZ also provides tailor-made, cost-efficient and effective services for sustainable development. The World Bank provides financing, advice, and other resources to developing countries in the areas of education, public safety, health, and other areas of need. Often, nations, organizations, and other institutions partner with the World Bank to sponsor development projects like agriculture, ICT, and infrastructure among others that generate income to the development of Rwanda.

The IMF and the World Bank are designed for economic cooperation. Thus, it made them shift their attention toward developing countries due to the following reasons: The IMF and the World Bank were established in July 1944 at an international conference in the United States in Bretton Woods, New Hampshire. The UNICEF in Rwanda have been working for the wellbeing of children for more than 30 years, UNICEF has been a key advocate for the realization of children's rights in Rwanda. We focus on the most vulnerable and disadvantaged children to

make sure they are given the best chance for a healthy life, a childhood of fulfillment, and protection from harm, supporting income generating activities and Rwanda long term projects will enable Rwanda to generate financial budget for herself even when international aids or funds are gone, once long term income generating activities are built well, Rwanda will no longer wait for funds outside instead it will funding other developing countries in need.

C. Hypothesis three

The legal and institutional mechanisms are necessary to cope with international economic organization's efforts to develop Rwanda; Rwanda aspires to become a Middle-Income Country by 2035 and a High-Income Country by 2050. It plans to achieve this through a series of seven-year National Strategies for Transformation (NST), underpinned by sectoral strategies focused on meeting the UN's Sustainable Development Goals (SDGs), Rwanda Development Board (RDB), is a government department that integrates all government agencies responsible for the attraction, retention and facilitation of investments in the national economy.

The vision of Rwanda Development Board (RDB) is to transform Rwanda into a dynamic global hub for business, investment and innovation. Education is a fundamental human right and an essential tool to ensure that all Rwandese citizens-women and men, girls and boys- realize their full potential. The development of human resources is one of the principal factors in achieving sustainable economic and social development. The Rwanda organic law determines the use and management of land in Rwanda. It also institutes the principles that are respected on land legal rights accepted on any land in the country as well as all other appendages whether natural or artificial.

This law gives effect to the national policy on environment, which sets out how to protect, conserve and promote the environment. It defines the responsibilities of citizen and state and

defines principles for using natural resources, such as air and water, protecting biodiversity and so many developmental laws and functions. The components of the financial laws and system in Rwanda is the sector that consists of a vast and growing array of institutions, a stock exchange, Banks, microfinance institutions, savings and credit cooperatives (SACCOs), insurance companies, and pension funds and is becoming increasingly diversified by these laws (Financial and Economic Laws).

The Consumer Protection Act in Rwanda is the law that aims at encouraging competition in the economy by prohibiting practices that undermine the normal and fair course of competition practices in commercial matters. It also aims at ensuring consumer's interests promotion and protection. The financial sector policy of Rwanda is the Rwanda Financial Sector Strategy as a long-term development strategy that governs the entire financial sector of Rwanda. The Strategy focuses on financial inclusiveness driven by Access to Finance as the Government rediscovers the benefits of savings and there are four primary components of a financial system and the main financial system components include financial institutions, financial services, financial markets, and financial instruments, the financial consumer protection refers to laws, regulations and other measures generally designed to ensure fair and responsible treatment of financial consumers in their purchase and use of financial products and services and their dealings with financial services providers and the main role of the Rwanda Competition and Consumer Protection Policy is to promote fair competition, providing consumers access to products and services at competitive prices and better quality and to create an environment, which is conducive to investment.

The Financial protection is the process of building a set of systems, savings and policies around you and your family to mitigate the harm of illness, injury, death, and fraud on your finances.

While the consumer principles are: access, choice, information, education, safety and quality, protection of economic interests, fairness and equity, redress, sustainability, privacy and representation, the financial service consumer protection law 017/2021 of 03/03/2021 relating to financial service consumer protection and this regulation specifies that financial service provider shall define the responsibilities related to financial service consumer protection to all hierarchical levels of the organization from lower staff to senior management.

A financial service provider shall accommodate consumer protection in its corporate culture to enable consumer centric decisions at all levels of decision making in the organization and shall have in place a structure of governance that ensures effective implementation of consumer protection requirements in accordance with the provisions of the law No. 017/2021 of 03/03/2021 relating to financial service consumer protection and this regulation.

IV. Recommendation

It is recommended that the funds from international organizations be used as outlined by the government organic fund budget and use, Rwanda have chosen ICT to be taken as a tool which can contribute in development of the country in different ways, one the ICT should be used as a tool which can generate income and as results it is advisable to take the Sons and daughters of country in developed countries such as America to learn this domain (ICT) to become experts in producing different software's which can assist Rwanda to monitor and avoid abuse of public finance but also to sell them in country and abroad. Therefore, the ministry in charge could put in place the rules that can promote investors to invest this domain.

The Partner states of the EAC in collaboration with their ministries in their respective countries should take it upon themselves to maintain a high potential of attaining successful co-existence and mutual benefit from the implementation of the EAC policies amongst themselves. This

would be through understanding and controlling the factors affecting their progress in implementing Poverty Reduction Paper Strategy, and emphasis on common market activities in the Region (EAC) and level of benefits which should be Wean- Wean enjoyment.

Effective compliance and follow up of the EAC programs and treaties alone will not serve their purpose if the various partner states are not mutually benefiting and embracing the progress of Poverty Reduction Paper Strategy (PRPS). Therefore, favorable relationship between the interests of partner States of the EAC should be instituted and this will be promoting the substantial improvement and attainment of the EAC goals.

Consequently, the EAC partner states should put emphasis on economic cooperation which will help them to make appropriate and suitable decisions towards the EAC progress. Because of the process of integration that is from customer union, common market, monetary union, and political federation, EAC member states should ensure that they are well incorporated throughout the whole process dealing any upcoming of barriers. This should be attained by instituting revival, 45 maintenance and stability strategies that will keep the general direction towards realization of the goals and objectives of the community to achieve its goals of developing its Region.

Since, improving the economic development in the region, the EAC partner states should try to improve on the level awareness of the opportunities available among themselves so that almost all the members concerned are mutually benefiting. In doing so, this they should also try to follow their treaties and agreements like Single Customs Union and Common External Tariff which are not yet adhered according to the protocol' stipulations. Besides high ranked development and progress of the EAC affairs guided by a well-articulated vision of a prosperous, secure, and politically united East African Community; Emphasis should be put on attainment of

the general objective of the community which is widening and deepening cooperation among the partner states in: political, economic, and social affairs for their mutual benefit.

The functions of international organizations include maintaining standards to ensure safety, helping developing countries achieve economic security, and establishing norms regarding how countries make trade agreements and resolve conflicts each other can help Rwanda country but also the region (EAC) to do so.

International Organizations and International Financial and Economic organizations should be working in helping developing countries to achieve multiple noble aims, including boosting economic prosperity, promoting social development, improving levels of well-being of the people, preserving human rights, providing humanitarian aid, protecting the environment, and safeguarding peace in country of Rwanda but also in the Region of EAC and other developing countries.

V. Development results.

If environment is to be retained as one of two areas of focus for UNDP under the new UNDAF, then the country office needs to enhance its capacity to provide strong technical and policy support and to participate effectively and consistently in the national dialogue on interactions among environment protection, development, and poverty reduction in developing countries should be taken in priority.

UNDP should launch a dialogue with the Government with the aim of expanding UNDP partnerships with Rwandan civil society organizations. Project designs need to be consistently based on initial analyses of problems and clear objectives defined together with stakeholders. Project documents should consistently follow UNDP guidelines as well as international norms and standards. The role of steering committees in project design should be clarified and

strengthened with the objective of enhancing national ownership and sustainability in portion of poverty reduction achievements in Rwanda.

VI. Cross-cutting issues

With support from headquarters, the country office needs to establish a robust, functional M&E system that systematically generates ‘lessons learned’ then ensures these are reflected in program management and design decisions. National ownership and the sustainability of results should be strengthened by ensuring that on-the-job training and skills transfer activities figure prominently in the terms of reference of all technical assistance contracted by UNDP Rwanda. Separate, autonomous project implementation units can impede national ownership and sustainability. They should be replaced, where possible, with technical assistance that works directly within government institutions using and adapting their systems and mechanisms for project management. The country office should prepare a strategy to phase out autonomous project implementation units in collaboration with the concerned Government institutions and development partners. The results of the gender audit should be used to raise the profile on gender in UNDP Rwanda’s portfolio, from an ‘incidental concern’ to a core issue. This should build on the UNDP successful support to Rwanda’s women politicians.

VII. Strategic positioning in terms of Development

The UNDP should sharpen the focus of their program, concentrating on areas within the second UNDAF framework where UNDP can bring the most value added while strengthening corresponding in-house capacities. The country office needs to strengthen their human resource planning and management, with headquarters’ support.

The country office also needs to improve its capacity for ensuring that clear and useful financial information can be shared with government and cost sharing partners in a timely and effective manner. UNDP should help Government to foster harmonization and alignment among those development partners that pursue the project approach, building on UNDP Rwanda's experience in aid coordination.

UNDP should explore the options for assuming a facilitator's role to support the pooling of technical assistance from different development partners. UNDP needs to clearly identify its role in each context where it intervenes, ensuring that other members of the UNCT and other development partners in Rwanda understand what role UNDP Rwanda is playing in any given situation. UNDP needs to focus on roles where it can achieve maximum coherence and synergies with the programs of these partners.

VIII. Scope for further Research

The future research would be the role of coordinated international funding organizations with the Rwandan governance law in stimulating economic development of regional countries of East African Community: a case study of Rwanda. This will help to clearly come up with impacts brought up by corporate arrangement of Rwandan laws and funding institutions in doing business of development in the member states and finally given recommendations of funding lines by Rwanda. Corporate governance of funders and member states has become an issue of global importance and certainly that is why I will be obligated to research on the amalgamation of the government laws and funder's laws to the promotion of development and businesses in EAC and hence zeroing in on Rwanda as a case study.

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