

Project Document Format for non-CPAP Countries or Projects outside a CPAP
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**United Nations Development Programme
Country: RWANDA.**

Project Document

Project Title	Engaging men as partners in promoting gender equality and prevention of gender-based violence.
UNDAF Outcome(s):	<ol style="list-style-type: none"> 1. Good governance enhanced and sustained; 2. Health of the population is improved 3. Protective behaviours adopted and effective prevention services utilized by HIV-exposed population, especially the youth and women:
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i>	<p>Outcome 1 – capacity of human rights institutions, government and civil society to promote, monitor and report on human rights enhanced;</p> <p>Outcome 2 - Capacity of government and partners to sustain a peaceful state where freedom and human rights are fully protected and respected, enhanced</p> <p>Outcome 3 – Institutional capacity for key development actors in the areas of coordination of gender-based analysis, planning, policy formulation, monitoring and evaluation strengthened;</p> <p>Outcome 4 – Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behaviour strengthened;</p>
Expected Output(s): <i>(Those that will result from the project)</i>	<ol style="list-style-type: none"> 1. Specific characteristics and forms of masculinity per district are highlighted and used for behaviour change communication; 2. MenEngage approaches are incorporated into existing program activities of various actors of the network to promote gender equality; 3. A sustainable action men-engage network for advocacy and mass mobilization is established and strengthened at various levels; 4. The capacity of MenEngage Network organizations and partners are strengthen to implement MenEngage initiatives; 5. Rwandan men and boys are engaged at various levels in adopting appropriate strategies to increase men’s participation in promoting reproductive health, women and children’s rights protection and positive parenthood, the fight against gender-based violence, HIV infection and poverty alleviation.
Implementing Agencies:	Rwanda Men’s Resource Centre (RWAMREC) under ownership of MenEngage Network

Brief Description

The first step of this project is to conduct a formative research with men in selected districts, on the links between gender and masculinity, sexuality and health risks using gender equitable men scale (GEM). The formative research is necessary due to the fact that beliefs and attitudes are culture-specific and need to be challenged through the cultural context. Hence the identification of those beliefs, roles and attitudes is essential. The formative research will involve qualitative methods of data gathering employing key informants and in-depth interviews, mapping exercises and focus group discussions (FGD).

A number of research team members will first attend an intensive workshop of one week in Kigali by lead researchers from RWAMREC with the technical support from Men's Resource International (MRI). Specific research sites will be identified and appropriate research methods developed during the workshop. The team members will be trained in interview and other data collection techniques. The research will be jointly conducted by member organizations of the MenEngage Network. A validation workshop will be organized to exchange information on the findings.

The second stage- Training-of-Trainers and establishment of focal points

Basing on the validated findings of the research, a training module will be developed and used for training of trainers and community mobilizers. The newly trained people will act as focal points for the MenEngage Network in various areas, especially in districts and sectors. The ultimate goal is to help men adopt the approach of emphasizing men as agents of positive change and to involve men more fully in promoting gender equality and social change to halt GBV. The workshops will offer men an opportunity to reflect on their own history and experiences, to question gender attitudes and to recognize how gender inequities promote gender-based-violence and HIV/AIDS and harm their partners and themselves. Following the training men themselves will become Trainers-of-Trainers (TOTs) and will further sensitize other groups of men and youth in their respective areas.

The third stage of the project:

The last stage of the project will consist of a set of advocacy events at national and decentralized levels. These events will help the Network and other actors to increase the public awareness on the importance of involving men and boys in various gender sensitive programs in order that they recognize the roles and responsibilities of men in preventing violence, promoting health, protecting women's rights, and active participation in socio-economic development activities for more impact and sustainability. These events will target mostly political decision makers and other strategic partners in development so that this approach is widely used by various interveners.

Programme Period:	2 years
Key Result Area (Strategic Plan)	See above
Atlas Award ID:	00058566
Start date:	1 November 2009
End Date	31 October 2011
PAC Meeting Date:	02/9/2009
Management Arrangements	See in the doc.

Total resources required	\$328,000.00
Total allocated resources:	\$328,000
• Regular	\$300,000
• Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Funding from UNDP:	\$300,000.00
In-kind Contributions: equiv	\$28,000.00 (Human resources and personnel benefits)

Agreed by (Government)

Agreed by (Executing Entity):

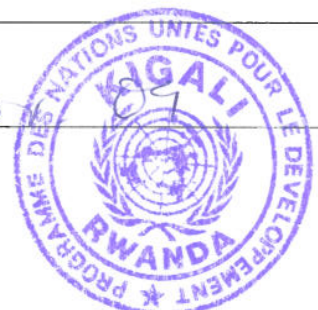
Agreed by (UNDP):



11/11/2009

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Situation Analysis

Gender-based violence (GBV) is a widely known problem that is mainly caused by men and society and individuals' negative use of masculinity. GBV directed at women and girls by men, also results in large part from women's subordinate status in society and serves- by intention or effect- to perpetuate male power and control over women. There is also ample evidence that gender inequality and the resulting economic deprivation and dependency are fuelling the HIV/AIDS pandemic in Africa.

The Government of Rwanda is very committed to promote gender equality and equity¹, prevention of gender based violence and HIV, promotion of human rights, especially women and children's rights for equitable and sustainable development as it is reflected in its commitment to implementing international conventions like the MDGs through national strategies like vision 2020 and the EDPRS. In 2003, Rwanda elected the world's highest percentage of women leaders to its national parliament with a 48.8 percent representation and in 2008 women representation in the parliament increased to 56%. However, this representation and other national efforts have not yet or hardly translated into respect of women's rights, gender equality in all spheres of life and wellbeing of families, especially, elimination of violence against women.

Rwandan cultural values portrayed a respectable man as the one with integrity, taking care of the weaker and vulnerable (especially women and children), protector of the family and the entire community, upholding positive social and cultural norms among others. Unfortunately, a number of men have lost this identity as they are culturally uprooted and generally regarded as the main source of violence inflicted mostly to women and children. According to the Rwanda 2005 demographic and health survey; more than one-third of women (31 percent) in Rwanda have suffered from physical violence since 15 years of age. In 19 percent of the cases, women suffered from acts of violence during the last 12 months. In 47 percent of the cases, the perpetrator of these acts of violence was the husband or partner. Recent numbers of rape cases in 2008 that were revealed by the national police showed that averagely 10 women/girl-children were raped everyday in Rwanda with approximately 85% of the victims under 18 years old. It should be noted that many cases still go unreported especially in rural areas due to strong cultural beliefs some of which reinforce violence against women and children such as early forced marriages, other forms of violence including; sexual abuse, infanticide, physical abuse, emotional or psychological abuse, harassment/intimidation, torture, neglecting and abandoning a child, and many others².

In general the justification for the greater inclusion of men has been based on the argument that focusing the gender analysis only on women brings out the cultural basis of female gender-identities but leaves the impression that male gender identities are natural. This gives them false stability and misses the opportunity to assert that they too need to change. More specifically it is an imperative that greater involvement of men is necessary because;

a) Much of gender work is based on stereotypes: men are seen as universally bad and women as universally good. Therefore, excluding men gives them little chance to challenge these stereotypes, b) Excluding men can increase hostility between men and women and can cause men to sabotage or block efforts to improve women's lives, c) Lack of male involvement can mean that women's "empowerment" projects have little impact: teaching women about their rights may be ineffectual if they cannot exercise those rights at home. Equally, it is no use to encourage women to attend health services for adequate family planning or other reproductive health services if the husband is not part of the effort, or if at the end of the day the husband is the only decision maker on issues related to sexual relationships.

This proposal responds well to the UNDP vision for gender promotion and its Gender Strategy (GES) that states in paragraphs 45-47 that it will support multi-sectoral and multi-agency approaches³ to addressing the many needs of survivors of sexual violence and work on the establishment of prevention mechanisms that promote gender equality, reduce the risk and vulnerability of women and girls and provide opportunities to address gender-based violence.

I. STRATEGY

The project will use three main strategies to achieve its objectives; dissemination of the newly promulgated law that repress GBV acts, organize training for trainers on MenEngage Strategies, organized mass mobilization events and creation of focal points at all levels, and carry out advocacy and lobby initiatives for public awareness and support.

¹ UNDAF 2008-2012 for Rwanda.

² Demographic and Health Survey (DHS), 2005.

³ UNDP Gender Strategy (GES), 2006.

RWAMREC will strive to empower men and boys through training as trainers to act as social change agents. The first step will consist of conducting a formative in all districts to determine how the events will be organized and who will be involved. This activity will allow us to get a sense of what are the specific characteristics of masculinity for each district and what are the main points of focus for subsequent actions.

The second strategy will all be about raising awareness of the national MenEngage member organizations through male training of trainers' workshops. It is recognized that a male trainer is not effective simply by being a man, but must demonstrate a good understanding of the gender concepts and be assertive, sensitive and rely on the workshop approach. The trainer also needs to be able to use practical examples from participants' situations using them to demonstrate the need for gender equity. It is thus essential that the participants benefit from a detailed program focusing on the more general issues that is related to gender equality, health and positive and healthy parenthood promotion, women and children's rights promotion, GBV and HIV/AIDS prevention, as well as some practical skills necessary for becoming successful trainers. The workshops are based on the idea of working with the "non violent" men and those who from their own will wish to change their behaviours, to examine their personal experiences, reflections and turning points in order to reach persuasively those men who may be violent towards their female partners and display various risk behaviours.

The training module will be based on the results of the formative research conducted prior to the workshops. In general the workshops will attempt to:

- Create an atmosphere which encourages men to critically reflect on their own understanding of gender relations and gender issues with regard to their attitudes and behavior.
- To encourage the participants to challenge patriarchal nature and attitudes and behavior patterns (sexual and other) and to consider the effect of their behaviors on themselves and other people.
- Discuss the expectations and fears of men that generate violence in couple social relationships.
- Discuss men's perception of conjugal violence. Knowing in depth their ideas about couple relationships is critical to our educational work.
- To collectively evolve a vision of an equitable and gender just family, community and society and to develop a strategy to move towards its realization.
- Analyze the various forms of masculinity; reveal the violent forms, and work towards changing them.
- Reveal and question the values promoting or glamorizing violence — competition, hardness, insensitivity, idolizing winners in war, beliefs on labor division, etc.
- Develop and value fatherhood; develop the skills and qualities of fatherhood among men and boys.
- Help men to abandon their violent behavior by establishing support and therapy services and providing appropriate therapies by peer men.
- Encourage men to establish their own groups and voluntary activities to combat men's violence against women, and support such movements (Focal Points).

The third strategy will consist of conducting mass mobilization campaigns to raise awareness of the public about engaging men in gender equality issues. Other specific advocacy sessions will be organized for strategic political leaders for support and scale up at national level. This will help the MenEngage Network establish focal points and develop good working relationships with other actors at all levels - central and decentralized levels. The campaign will focus on strategies on involving men and boys in national socio-development like health and promotion of gender, and awareness of the law that prevents and punishes GBV acts in Rwanda that was promulgated in April 2009.

II. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>Outcome 1 – Institutional capacity for key development actors in the areas of coordination of gender-based analysis, planning, policy formulation, monitoring and evaluation strengthened;</p> <p>Outcome 2 - Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behaviour strengthened;</p> <p>Outcome 3 – capacity of human rights institutions, government and civil society to promote, monitor and report on human rights enhanced;</p> <p>Outcome 4 – Capacity of government and partners to sustain a peaceful state where freedom and human rights are fully protected and respected, enhanced</p> <p>Outcome Indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> Public, private and civil society partnership for women’s economic empowerment strengthened. Institutional, technical and operational capacity of public and private sectors and civil society organizations to mobilize, stimulate and promote individual and social changes for GBV and HIV prevention improved; Capacity of health services and community based organizations to promote optimal health, family planning, nutrition and hygiene practices strengthened; Capacity and mechanisms for conflict prevention, peace-building and reconciliation at district and sector levels strengthened; Capacity of community-based Organizations, faith-based and traditional leaders in community participation strengthened. capacity of human rights institutions, government and civil society to promote, monitor and report on human rights enhanced; <p>Applicable Key Result Area (from 2009-11 Strategic Plan):</p> <ol style="list-style-type: none"> 1) Good governance enhanced and sustained; 2) Health of the population is improved; 3) Protective behaviours adopted and effective prevention services utilized by GBV and HIV-exposed population, especially children and women. <p>Partnership Strategy</p> <p>RWAMREC will be acting as the coordinating secretariat of the national MenEngage Network member organizations who will play a significant role in implementing the project through their decentralized partner organizations at community level. Women organizations members of PROFEMME will be part of the effort to engage and sensitize women to take advantage of the positive-minded men accepting to change their behaviours and advance the cause of a positive masculinity in our society. The MenEngage Steering Committee will oversee the overall management of the project; including planning, implementation, monitoring and evaluation of the project through the project secretariat (RWAMREC). Periodical meetings (six month period) will be held to monitor the project implementation process, and advise new project orientation and corrective measures. RWAMREC will work closely with the National Police and the Rwanda Defence Force in order to reach as many men as possible. The project will also enable RWAMREC to develop and strengthen sustainable partnership with local leaders for support and effective implementation at decentralized levels.</p> <p>Project title and ID (ATLAS Award ID):</p> <p>Project title: Empowering and Engaging men as partners of women in promoting gender equality to effectively prevent gender-based violence.</p> <p>Project ID:</p> <ol style="list-style-type: none"> 1. Specific characteristics and forms of masculinity per district are highlighted and used for behaviour change communication; 2. MenEngage approaches are incorporated into existing program activities of various actors of the network to promote gender equality; 3. A sustainable action men-engage network for advocacy and mass mobilization is established and strengthened at various levels; 4. The capacity of MenEngage Network organizations and partners is strengthened to implement MenEngage initiatives; 5. Rwandan men and boys are engaged at various levels in adopting appropriate strategies to increase men’s participation in promoting reproductive health, women and children’s rights protection and positive parenthood, the fight against gender-based violence, HIV infection and poverty alleviation.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS) October 2009-September 2011	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS/Cost
<p>Output 1: Specific characteristics of gender equitable men and forms of masculinity per district are highlighted and used for behaviour change communication;</p> <p>Baseline: no research on masculinity was ever conducted in Rwanda, so no information about it.</p> <p>Indicators:</p> <ol style="list-style-type: none"> Terms of reference for the formative research are developed and approved by the MenEngage Steering Committee member organizations A report document is produced on formative research activities. 2 validation workshops are organized to share findings of the formative research number of meetings of the MenEngage steering committee to oversee the implementation of the project activities quality of decisions taken by the steering committee to orient the project implementation 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> -Conduct a formative research on gender equitable men and masculinity in each district - Share the report on Gender Equitable Men and masculinity features is produced and shared 	<ol style="list-style-type: none"> Activity Result: Capacity for conducting a formative research on masculinity is enhanced: <ul style="list-style-type: none"> A preparatory training for 60 researchers to conduct research activities Action A rapid assessment/formative research is conducted effectively <ul style="list-style-type: none"> Develop a survey questionnaire and avail other research materials recruit research Team and organize field research work the findings of the formative research are shared with other stakeholders <ul style="list-style-type: none"> analysing the data collected and produce the research report Organize a two day validation workshop (in 2 phases) the research activities are well coordinated and supervised <ul style="list-style-type: none"> ensure overall management and facilitation of the research activities 	<p>MenEngage Network & Steering Committee member organizations, the department of statistics of the National University of Rwanda, PROFEMME and RWAMREC.</p>	<p>Researchers, research tools and materials, honorariums for researchers and other contractual services, transport and accommodation.</p> <p>Cost: \$113,000.00</p>
<p>Output 2: MenEngage approaches are incorporated into existing program activities of various actors of the network to promote gender equality;</p> <p>Baseline: MenEngage approach is a completely new concept in Rwanda, no single organization or institution uses it.</p> <p>Indicators:</p> <ol style="list-style-type: none"> Number of organizations-institutions supported to integrate the MenEngage Approach Actions undertaken by beneficiary organization to promote MenEngage 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Capacity building needs assessment for target partners, - Training of 300 representatives from partner organizations and institutions. <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Training of 500 representatives from partner organizations and institutions - Follow up and hands-on support for the trained trainers within their own organizations or institutions -Monitoring of training scale up 	<ol style="list-style-type: none"> Activity Result: Capacity building for strategic partners to mainstream MenEngage is reinforced <ul style="list-style-type: none"> help organizations to assess themselves to identify gender gaps identify areas for integration of MenEngage approaches Activity Result: MenEngage workshops are effectively organized for integration in existing programs: <ul style="list-style-type: none"> Preparation of training modules conduct trainings on MenEngage approaches (direct members of the Network and other stakeholders) Monitoring and technical assist. for the second generation training activities 	<p>RWAMREC</p>	<p>Contractual services to provide capacity building</p> <p>Cost: \$34,400.00</p>
<p>Output 3: A sustainable action men-engage network for advocacy and mass mobilization is established and strengthened at various levels;</p>	<p>Targets (Year 1)</p> <ul style="list-style-type: none"> - Mobilization of political leaders as a joint action with the MenEngage Network; - Organization of 2 advocacy events at national level. 	<ol style="list-style-type: none"> Activity Result: creation of MenEngage focal points at central and decentralized levels <ul style="list-style-type: none"> Identify areas for integration of MenEngage approaches and develop appropriate advocacy message for specific targets; 	<p>RWAMREC in collaboration with the MenEngage Network Steering committee and PROFEMME</p>	<p>Transport fares, mobilization materials, and other filed allowances</p>

<p>Baseline: There is no coalition or a network that uses MenEngage approach. No single advocacy event took place with the aim of engaging men in ending GBV in Rwanda. No single sector uses MenEngage approach in Rwanda.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number and quality of advocacy events organized 2. Quality of feedback received during advocacy events 3. Number and quality of people who participated in the advocacy events 	<p>Targets (Year 2)</p> <ul style="list-style-type: none"> - Mobilization of political leaders as a joint action with the MenEngage Network at decentralized level; - Organization of 30 advocacy events at district level. - Establishment of focal points in all districts - Capacity building of district focal points 	<ul style="list-style-type: none"> Organize public mobilization campaigns; Organize specific advocacy events for political leaders at central and decentralized levels. <p>2. MenEngage advocacy events are organized and capacity of actors reinforced at district level</p> <ul style="list-style-type: none"> training of focal points at national and district levels Monitoring and distribution of documentation on MenEngage 	<p>TWSESHAMWE, MGEPROF, UN Family, District Mayors and other key partners.</p>	<p>for reach out to districts for meetings and networks.</p> <p>Cost: \$38,600.00</p>
<p>Output 4. The capacity of MenEngage Network organizations and partners is strengthened to implement MenEngage initiatives;</p> <p>Baseline: MenEngage approach is a completely new concept in Rwanda, no single organization or institution uses it.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. kind of support provided to target organizations to engage men in GBV prevention efforts, 2. Number of organization supported to institutionalize MenEngage approach 3. Number of advocacy actions undertaken by the MenEngage Network and other coalitions to proactively prevent GBV in Rwanda 4. Quantity and quality of materials provided to beneficiary organizations or institutions to integrate MenEngage into their programs/projects. 	<p>Targets (Year 1)</p> <ul style="list-style-type: none"> - Accompaniment of the newly trained trainers while training their constituents and other target groups, - Develop appropriate materials for integration of MenEngage into development programs; - provide capacity building to internalize the MenEngage approach with partner organizations <p>Targets (Year 2)</p> <ul style="list-style-type: none"> - Accompaniment of the newly trained trainers while training their constituents and other target groups, - provide capacity building to internalize the MenEngage approach with partner organizations 	<p>Member organizations of the MenEngage Network are accompanied and reinforced to engage men into their programs /projects implementation for more effectiveness and sustainability</p> <ul style="list-style-type: none"> On-job training and accompaniment of partners to integrate and implement MenEngage approach through their existing programs or projects Development of training materials specific to partner organizations Develop MenEngage guidelines for specific key sectors like health, justice and education. 	<p>RWAMREC</p>	<p>Mobilization materials, and other filed allowances for reach out to districts for meetings and networks. (same as above)</p> <p>Cost: \$42,800.00</p>
<p>Output 5. Rwandan men and boys are engaged at various levels in adopting appropriate strategies to increase men's engagement to end GBV.</p> <p>Baseline: MenEngage approach is a completely new concept in Rwanda – start from the bottom.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. quality and quantity of spill-over effects of the mobilization campaigns 2. Various actions undertaken by target people <p>Costs for audit (\$12,000), administration (\$9,000) ,M&E (\$15,000) RWAMREC's contribution to personnel benefits costs (\$10,000), and miscellaneous (\$8,000)</p>	<p>Targets (Year 2)</p> <ul style="list-style-type: none"> -4 Mass mobilization campaigns at provincial level -Mobilization campaigns in some 20 schools throughout the country. 	<p>Decision makers and ordinary citizens are mobilized to support and scale up MenEngage Approach</p> <ul style="list-style-type: none"> Organize 4 national advocacy events Sensitization in secondary and high learning institutions; Develop appropriate mobilization materials (media coverage, leaflets, etc) 	<p>RWAMREC, MGEPROF, PROFEMME and other interested partners</p>	<p>Cost for transport for reach out to districts and schools</p> <p>Cost: \$45,200.00</p>

Total

\$328,000.00

III. ANNUAL WORK PLAN

Year: November, 2009 – October 2010.

Outputs	Intermediate results and Activities	TIMEFRAME				Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount
1. Characteristics and forms of masculinity in Rwanda are highlighted and used for behaviour change communication;	<p>1. Capacity for conducting formative research on masculinity is enhanced:</p> <p>-A preparatory training for 60 researchers to conduct research activities</p> <p>2. a quick survey is conducted effectively</p> <p>-Development of the survey questionnaire and other research materials</p> <p>-recruitment of research Team and organize field research work</p> <p>3. the findings of the research are published</p> <p>-analysing the data collected and produce the research report</p> <p>-organize a two day validation workshop (in 2 phases)</p> <p>4. The research activities are well coordinated and supervised</p> <p>-ensure overall management and facilitation of the research activities</p> <p>-Secure funding for the research</p>	X				UNDP	Hiring of the venue, food and refreshments, training research package (50\$ x 60 people x 3 days)	\$9,000
						UNDP	300\$ x 60 researchers x 8 days (\$300 includes research materials, transport and other allowances -perdiem)	\$113,000
			X			UNDP	Purchase of 4 laptops + acces. to facilitate field work (\$1,000 x 4)	\$4,000
			X	X		UNDP	Hiring of the venue, food and refreshments, multiplication of the report document, simultaneous translation: 80 peop. X2 days x 50\$	\$8,000
2. MenEngage approaches are incorporated into existing program activities of various actors of the network to promote gender equality;	<p>1. Capacity building for strategic partners to mainstream MenEngage is reinforced</p> <p>-help organizations to assess themselves to identify gender gaps</p> <p>-identify areas for integration of MenEngage approaches</p> <p>2. MenEngage workshops are effectively organized for integration</p>	X	X	X		RWAMREC	Salary for 2 workers for project management and coordination (\$1,500 x 2 x 12 months)	\$5,000
						UNDP		\$36,000
			X			UNDP	Transp. for needs assessment = \$100 x 10 organizations.	\$1,000
			X	X		RWAMREC	Modules (develop + translation = \$4,000 + \$8,000)	\$12,000
		X	X		UNDP	Hiring of the venue, food and refreshments, multiplication of the	\$12,000	

	in existing programs: -Preparation of training modules -conduct trainings on MenEngage approaches (direct members on the Network)			X	X					working document, simultaneous translation: (40peop.X3 days x 100\$)	
3. A sustainable action men-engage network for advocacy and mass mobilization is established and strengthened at various levels;	1. creation of MenEngage focal points at district level -lobbying local leaders for support and ownership -preparation of advocacy documents -identify key areas of intervention at local level	X	X	X	X			UNDP		Transport, field allowances and communication (\$200 x 10 dist.) Development of working documents (\$300 x10 days x 2pers.)	\$2,000 \$6,000
	2. MenEngage advocacy events are organized and capacity of actors reinforced at district level -training of focal points at district level -distribution of documentation on MenEngage							UNDP		Hiring of the venue, food and refreshments, multiplication of the working document: (30 peop.X3 days x 10 districts x 100\$/first years) Transport (\$200 x 10 districts x 1yr)	\$10,000 \$4,000
4. The capacity of MenEngage Network organizations and partners is strengthened to implement MenEngage initiatives;	Member organizations of the MenEngage Network are accompanied and reinforced to engage men -on-job training and accompaniment of partners -Development of training materials specific to partner organizations			X	X			UNDP		Transport and field allowances and working documents (\$200 x 10 organizations x 2 times/org for the first year)	\$4,000
5. Rwandan men and boys are engaged at various levels in adopting appropriate strategies to increase men's participation.	Decision makers are mobilized to support and scale up MenEngage Approach -Organize 2 national advocacy events -Develop appropriate mobilization materials (media coverage, leaflets, etc)				X			UNDP		Hiring of the venue, food and refreshments, multiplication of the working document: (80 peop. x 1 events x 100\$/person) Transport and distribution of invitations and management costs (\$1000 x 2 events)	\$9,000
Total											\$235,000

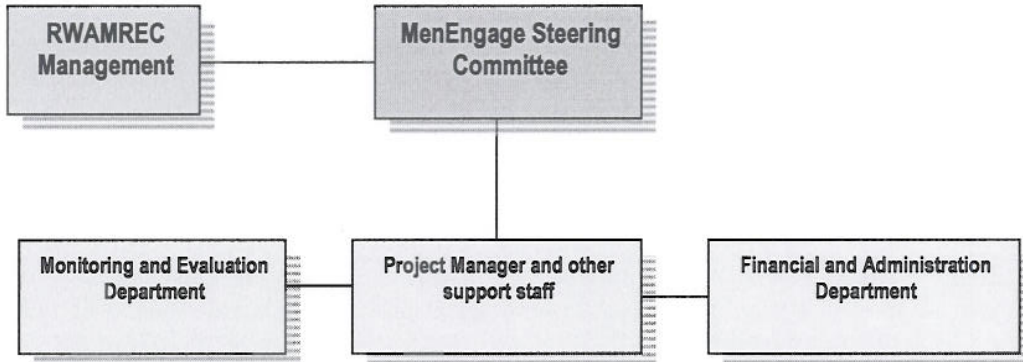
UNDP will provide \$212,000 for year 1 (November 2009-October 2010) and \$88,000 for year 2 (November 2010-October 2011), and RWAMREC will provide in-kind contribution equivalent to \$23,000 for year 1 and \$5,000 for year 2. Regarding disbursements, UNDP will pay an starting advance of 18,000 US\$ for 4th Quarter 2009 and subsequent advances will be paid quarterly based on project performance and satisfactory financial reporting as agreed in the Project Cooperation Agreement (PCA) attached to this project document.

IV. MANAGEMENT ARRANGEMENTS AND RESPONSIBILITIES

1. Management structures

The project will be implemented according to the UNDP procedures for NGO Execution (NGOEX). The Implementing Partner, RWAMREC, will make sure all project related activities and transactions are in line with UNDP Financial Regulations and Rules and the Project Cooperation Agreement signed by UNDP and RWAMREC.

As such, RWAMREC will be responsible for all payment requests and the Executive Director of RWAMREC (or person assigned by him) will be the Project Director and the principle counterpart for UNDP reporting and will sign on the reports and budget revisions as well as requests for payments.



Project Board (Steering Committee):

A project Steering Committee (SC) will monitor the project progress. The SC will convene every three months at the invitation of RWAMREC. It will review and evaluate project progress including the financial status; examine any changes to the project that would fundamentally change it; provide direction to the project management on issues on concern; if necessary, discuss, prepare and approve any amendments to the project document and budget.

The Steering Committee will consist of:

- Executive Director of RWAMREC (or designate)
- UNDP Resident Representative/Country Director (or designate)
- Representative from CEPEX
- Representative from UNIFEM
- Other members of the MenEngage Network Steering Committee

Project Assurance:

Project assurance is the responsibility of each Project Board member and this role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role will be held by the UNDP Program Officer.

Project Manager:

The project will be managed by RWAMREC. The Project Management Unit will comprise the Project Manager, an Administrative and Finance Officer, an M&E Officer and other support staff. The Project Manager at RWAMREC will be responsible for running the project and be the contact person for the UNDP Program Officer.

2. Responsibilities

RWAMREC will serve as the Implementing Agency of the project. RWAMREC inputs will consist of:

- Ensuring the participation of the relevant RWAMREC staff in the Project Steering Committee and other working groups established by the project as appropriate.
- Making available relevant national staff for in-country and international training and project assignments as necessary.
- Providing a Project Manager for the life of the project, and counterparts for each of the project objectives respectively.
- Being responsible for implementation of project activities, achievement of project objectives, outcomes and results in conformity with the project document. In conformity with UNDP rules and regulations and in close collaboration and consultation with UNDP, being responsible for the mobilization of all inputs (i.e. personnel recruitment, trainings, procurement, etc.).
- UNDP will provide the RWAMREC with necessary training, manuals, and information to facilitate the setting up of proper working procedures according to the NGO Execution modality and UNDP rules and regulations.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- 1 On a six month basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- 2 An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- 3 Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- 4 Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format agreed between RWAMREC and UNDP according to the Atlas standard report format.
- 5 A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- 6 A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- 1 **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- 2 **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and develop a strategic plan for the following 3 years in accordance with the recommendations of the National Consultation meeting on MenEngage. This action plan will serve as a pilot phase for another three year strategic plan that will be developed in the last quarter of this year. For this end, a project evaluation will be done to prepare the ground for the second phase basing on lessons learnt. This evaluation will be commissioned by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress will be made towards outputs, and how these remain aligned to appropriate outcomes. The evaluation will be conducted at the end of this project.

Quality Management for Project Activity Results

OUTPUT 1: Characteristics and forms of masculinity in Rwanda are highlighted and used for behaviour change communication;			
Activity Result 1 (Atlas Activity ID)	Capacity for conducting research on masculinity is enhanced:	Start Date: November 2009 End Date: March 2010	
Purpose	To enable researcher collect quality data on masculinity		
Description	Training of researchers		
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
1. findings of the research on masculinity reflect the reality of the situation on the ground	Supervision reports, feedback from participants in the validation workshop.	During and towards the end of the research (April-May 2010)	
2. the level of knowledge and understanding of masculinity concepts of the research team	Run a pre- and a post-test of research candidates in order to know their knowledge about the research work to be done.	Before and after the training (March 2010)	
Activity Result 2 (Atlas Activity ID)	a quick survey is conducted effectively	Start Date: November 2009 End Date: March 2010	
Purpose	To collect useful data that will enable us to mobilize the population to promote positive masculinity (evidence-based sensitization)		
Description	Conduct research on masculinity in 15 districts by 30 researchers.		
Quality Criteria	Quality Method	Date of Assessment	
1. sound and effective collection of data on the ground as will be directed by RWAMREC and partners	Supervision reports, research procedures and methodology	During the research on masculinity (March-April 2010)	
Appropriate use of questionnaires and group focus discussions/interview	Supervision reports, and quality of data on questionnaires used	Before and after the research activities (March-April 2010)	
Activity Result 3 (Atlas Activity ID)	the findings of the research are published	Start Date: April 2010 End Date: May 2010	
Purpose	Raise awareness on masculinity aspects in Rwanda for a positive change		
Description	Analyse the data collected, compile and publish the report on masculinity		
Quality Criteria	Quality Method	Date of Assessment	
Quality of the findings in the research document	The quality of feedback from participants to the validation workshop	During the validation workshop (April 2010)	
Findings are share and owned by as many people as possible	Number of participants to the validation workshop	During the validation workshop (April 2010)	
Activity Result 4 (Atlas Activity ID)	The research activities are well coordinated and supervised	Start Date: November 2009 End Date: April 2010	
Purpose	Ensure full facilitation and follow up of the implementation of the research findings		
Description	Coordinate and facilitate all activities pertaining to the research on masculinity		
Quality Criteria	Quality Method	Date of Assessment	
The steering committee is capable of monitoring the implementation of the project	Management meetings held	Monthly management meeting (November 2009- October 2011)	
The research activities are fully implemented on timely manner	Implementation calendar	December 2009	

OUTPUT 2: MenEngage approaches are incorporated into existing program activities of various actors of the network to promote gender equality;		
Activity Result 1 (Atlas Activity ID)	Capacity building for strategic partners to mainstream MenEngage is reinforced	Start Date: July 2010 End Date: October 2011
Purpose	To empower organizations who need to mainstream MenEngage approaches into their own programs	
Description	Conduct needs assessment and train partner organizations in MenEngage approaches	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Partner organization have the capacity to integrate and implement MenEngage approaches as part of their existing programs	Analysis of program documents with MenEngage lens, the quality of interventions on the ground (activity reports). The quality of documentation availed for this end.	Towards the end of the project (October 2011)
Activity Result 2 (Atlas Activity ID)	MenEngage workshops are effectively organized for integration in existing programs:	Start Date: July 2010 End Date: October 2011
Purpose	To build the capacity of partner organizations to mainstream and implement MenEngage initiatives	
Description	Training of organizations to implement MenEngage initiatives	
Quality Criteria	Quality Method	Date of Assessment
1. the knowledge acquired enables beneficiary organizations to effectively engage men in their development activities to promote gender equality	Activity reports from partners organizations Test of knowledge will be done by beneficiary organizations during training	October 2011
2. program documents of partner organizations have integrated MenEngage dimensions	Analysis of program documents of partner organizations	October 2011
Activity Result 3 (Atlas Activity ID)		Start Date: Jan 2011 End Date: October 2011

OUTPUT 2: A sustainable action men-engage network for advocacy and mass mobilization is established and strengthened at various levels;		
Activity Result 1 (Atlas Activity ID)	creation of MenEngage focal points at district level	Start Date: January 2011 End Date: October 2011
Purpose	To reach out and mobilize as many men as possible through focal points at decentralized level.	
Description	Lobby local leaders, train focal points, provide useful information for the mobilization effort	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Local leaders respond positively, own and implement MenEngage initiatives	Level of participation of local leaders in creating focal points at decentralized level	As mobilization activities advance (ongoing)
Activity Result 2 (Atlas Activity ID)	MenEngage advocacy events are organized and capacity of actors reinforced at district level	Start Date: July 2010 onward End Date: October 2011
Purpose	Raise awareness of local leaders and the general population and institutionalize MenEngage approaches at district levels	
Description	Organize mass mobilization campaign at each district level	
Quality Criteria	Quality Method	Date of Assessment
The general public is aware of the benefits of engaging men in socio-development programs and gender equality	The feedback received from local population and local leaders to advance MenEngage approaches through priority development	October 2011 During and after the mobilization campaigns

	programs of district	
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OUTPUT 2: The capacity of MenEngage Network organizations and partners is strengthened to implement MenEngage initiatives;		
Activity Result 1 (Atlas Activity ID)	Member organizations of the MenEngage Network are accompanied and reinforced to apply MenEngage approach	Start Date: July 2010 End Date: October 2011
Purpose	To help various organizations and institutions integrate MenEngage approaches into the existing programs and implement them.	
Description	On-job-training and accompaniment during their training of their partner organizations on the ground. Training materials and documents will be availed for this end.	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Partner organizations have the capacity to integrate and implement MenEngage approaches through the existing programs	The quality of partners documents after integration of MenEngage approach, the quality of training and mobilization by beneficiary organizations.	As training and capacity building activities advance (ongoing) July 2010 – October 2011

OUTPUT 2: Rwandan men and boys are engaged at various levels in adopting appropriate strategies to increase men's participation.		
Activity Result 1 (Atlas Activity ID)	Decision makers are mobilized to support and scale up MenEngage Approach	Start Date: January 2011 End Date: October 2011
Purpose	To engage political leaders, development partners at national level, media, and other strategic partners to support and scale up mobilization on MenEngage.	
Description	Organize advocacy events at national level involving political leaders and other decision makers at national level.	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
1. MenEngage approach is widely and politically adopted as an effective strategy to end GBV, promote positive parenthood, and implement programs that are gender sensitive	The quality of recommendations adopted at the end of the advocacy events, the number of leaders who participated in the advocacy events, and the level of ownership observed	During and after the advocacy event (October 2011)
2. The quality of messages formulated to advocate for the MenEngage approach for gender equality, and the fight against gender-based violence.	Messages released by local media, the kind of support received from participating organizations, the level of ownership declared by various partners.	During and after the advocacy event (October 2011)

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Rwanda and UNDP. This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and the UNDP, signed by both parties. The host country implementing partner shall, for the purpose of the Standard Basic Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revision may be made to this Project document, only with the signature of the UNDP Resident Representative, provided that he/she is assured that the other signatories of the Project document have no objections to the proposed changes:

- Revisions of, or any addition to the annexes of the Project Document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or caused by cost increases due to inflation, and
- Mandatory annual revisions, which rephrase the delivery of agreed Project inputs, or increase expert or other costs due to inflation, or take into account expenditure flexibility
- Inclusion of additional annexes and attachments only as set out here in this project document.

Security

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

OFFLINE RISK LOG



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Cultural beliefs may stand on the way of mobilization efforts for gender promotion, especially amongst rural dwellers	Since long in our usual work	Socio-cultural	Mobilization efforts can be severely opposed/ rejected. I= 4 P= 3	Mobilization efforts will target political and opinion leaders and other influential people at community level	General public	RWAMREC	September 2009	<i>It is just a projection: Action will be taken when time comes</i>
2	MenEngage is a matter of attitude change and requires a long time or may not happen in few years	Since long in our usual work	Socio-psychological	Attitudes change is very slow I= 4 P= 2	This project serves as a trigger for future action as will be developed in the next strategic plan.	General public	RWAMREC	September 2009	No activity done so far: Continuous sensitization will be needed
4	The promulgation of the gender-based violence prevention contains loopholes and is not sufficiently brought to the public attention	5 months ago	political	Mobilization would be incomplete I= 4 P= 2	MenEngage Network will advocate for urgent promulgation of the gender-based violence law and distribution nationwide.	The Government of Rwanda	RWAMREC	September 2009	Advocacy will be done very soon to take advantage of the existing political will in this regard
5	Insufficient participation and ownership by local governments for effective institutionalization of this initiative at community level	In the process of designing this project	political	Reach out to the population can be very limited I= 4 P= 1	A quick assessment will inform our initiatives at level of each district in addition to advocacy efforts for full support and ownership of MenEngage at district level	Local leaders	RWAMREC	September 2009	No activity done so far: Action will be taken when time comes
6	Insufficient funding of the project and the follow-on strategic plan	In the process of designing this project	Financial	The strategic plan cannot be implemented I= 3 P= 3	The Steering committee and RWAMREC will strive to develop healthy relationships with development partners	The S.C of MenEngage Network and Donors	RWAMREC	September 2009	Still under control at this stage of very beginning
7	Scarcity of human resources to carry out nationwide campaigns	In the process of designing this project	Human and financial	Insufficient people devoting their time to MenEngage initiatives I= 3 P= 3	Intensify mobilization for more volunteers and resources, especially for field activities	RWAMREC and the entire MenEngage Network	RWAMREC	September 2009	The need of more volunteers and adequate resources is badly felt.

ANNEXES

TERMS OF REFERENCE

Background

Rwanda Men's Resource Centre (RWAMREC) is a non-government organization that was created by positive-minded men with various experiences in gender and other social development disciplines in an effort to curb the alarming situation on sexual and gender-based violence in Rwanda. The overall strategy is to engage as many men as possible to halt gender-based violence through peer influence and education to promote a positive masculinity in Rwanda.

RWAMREC in partnership with UNDP and in collaboration with the MenEngage Steering Committee intends to implement a project aimed at engaging men in Gender-based violence prevention nationwide. RWAMREC in collaboration with local governments, sister organizations and MenEngage network member organizations will take the overall responsibility of implementing the project to ensure a wider understanding and participation of all stakeholders. Therefore, RWAMREC would like to solicit applications from qualified candidates to fill the position of the Project Coordinator and Financial & Administrative Manager.

1. TERMS OF REFERENCE FOR THE PROJECT COORDINATOR

The project Coordinator will be responsible for the day-to-day implementation and coordination of the project activities under direct supervision of the Country Director of RWAMREC. The Project Coordinator will also ensure the delivery of all project outputs and outcomes as described in the project document in collaboration with other staff members of RWAMREC and stakeholders.

Overall Responsibility:

To coordinate and implement the MenEngage project activities, to ensure effective and efficient implementation of the project work plans, and build the capacity of the MenEngage Network to realize its mission.

Key tasks

- Insure the coordination, monitoring and evaluation of the MenEngage Project
- Take a lead in development of the MenEngage action plans in relation to planned activities.
- Liaise with the Country Coordinator of RWAMREC to implement work plans of the MenEngage Network.
- Organize various trainings planned in the project
- Produce periodical weekly, monthly and quarterly action plans and submit them to the Country Coordinator,
- Produce relevant reports and submit them to the Country Coordinator,
- Conduct regular follow up of the progress of MenEngage Projects activities
- Ensure follow up of the indicators contained in the M&E of work plans,
- Ensure data collection and processing as well as their accuracy and their reliability
- Ensure transmission of M&E reports to the donor and the steering committee of the MenEngage Network
- Promote good working relationships and networking with member institutions/organizations of the MenEngage Network, to share experience in the area of gender based violence prevention,
- Advise the Country Director on advocacy strategies for mass mobilization and decision making to end gender based violence,

- Participate and facilitate evaluation works for projects/program,
- Provide project technical and managerial advice to the Country Coordinator
- Perform any other duties as may be required by the supervisor in the areas of the project management.

Required Qualifications:

- To be a Rwandan by nationality
- A masters Degree or a Bachelors degree in Projects management, Economics, Management, Social Sciences or any other related discipline,
- Relevant experience of 5 years and at least 3 years of experience in projects management,
- Interested in gender and development related concept,
- Experience in networking and advocacy strategy development,
- Fluent in English, knowledge of French and Kinyarwanda is an asset,
- Computer literate: word, Excel, PowerPoint, internet

2. TERMS OF REFERENCE FOR THE ADMINISTRATIVE AND FINANCIAL MANAGER

1. DUTIES AND RESPONSABILITIES

Under the supervision of the Project coordinator, the Administrative and Financial manager will have the following duties:

1. Ensure a sound accounting of the project finances
2. Be responsible for the management of the project petty cash of the project,
3. Follow up the implementation of the project budget,
4. Develop monthly financial reports of the project expenses
5. Prepare every payment of the project activities
6. Be responsible of all bank statements and bank reconciliation of the project
7. Execute any other task assigned by the supervisor

2. Job requirements

- To be a Rwandan by nationality
- Hold a Bachelor Degree in management, Economics, Finance, Accounting
- 3 years of experience in the same work
- To be available as soon as possible,
- Fluent in English, French and Kinyarwanda
- Computer literate: word, Excel, PowerPoint, internet explorer

3. TERMS OF REFERENCE FOR THE STEERING COMMITTEE

Brief Project Description:

The first step of this project is to conduct a formative research with men in selected districts, on the links between gender and masculinity, sexuality and health risks using gender equitable men scale (GEM).

The second stage is the Training-of-Trainers and the establishment of focal points with the ultimate goal to help men adopt the approach of emphasizing men as agents of positive change and to involve men more fully in promoting gender equality and social change to halt GBV.

The third and last stage of the project consists of a set of advocacy events at national and decentralized levels to help the Network and other actors increase the public awareness on the importance of

involving men and boys in various gender sensitive programs in order that they recognize the roles and responsibilities of men in preventing violence, promoting health, protecting women's rights, and active participation in socio-economic development activities for more impact and sustainability.

Composition of Steering Committee:

The Steering Committee will consist of the following members:

- Executive Director of RWAMREC (or designate - Chair)
- UNDP Resident Representative/Country Director (or designate)
- Representative from CEPEX
- Representative from UNIFEM
- A Representative of MIGEPROFE
- Other members of the MenEngage Network Steering Committee
- Programme Manager/Rwanda MenEngage Project (Secretary)

Functions of the Programme Steering Committee

In order to achieve the programme objectives mentioned above, the Steering Committee will provide guidance to the project team, monitor its activities, ensure quality control & value for money in planning & activities ensure that Rwanda MenEngage Project activities are in line with the priorities of Government of Rwanda as expressed in the Economic Development and Poverty Reduction Strategy (EDPRS).

The Committee will meet once a quarter and when the need arises.