



PROJECT DOCUMENT

Project Title: Strengthening the Capacities of the Rwanda Peace Academy.

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Implementing Agencies: Ministry of Defence/Rwanda Peace Academy

Brief Description


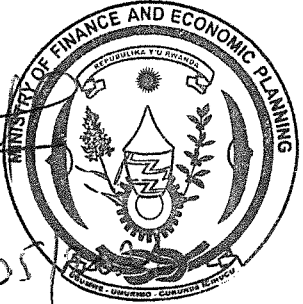

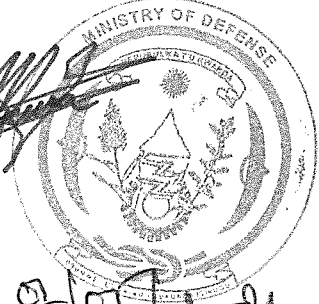


The project "**Strengthening the Capacities of the Rwanda Peace Academy**" is in line with the National Strategy for Transformation (NST) focus on transformational governance as a key priority to achieve social and economic transformation by 2024. The Project document is developed in close collaboration with the Ministry of Defence and the Rwanda Peace Academy (RPA). This project attempts to address the prevailing capacity gaps in conflict prevention, conflict management, peacekeeping and peacebuilding in Africa as outlined in the Rwanda Peace Academy Strategic Plan (2016-2021) and experience learned from the implementation of previous projects supported by the Government of Japan and the United Nations Development Programme. The expected results are in line with the National Strategy for Transformation (NST1), the Sustainable Development Goals, Especially Goal 16 and Goal 5, as well as the African Agenda 2063.

The overall objective of the project is to strengthen the capacities of the Rwanda Peace Academy to become a centre of excellence in peacekeeping training within the region by among others improving its training and financial sustainability capacities. Capacity building in peacebuilding and peacekeeping will go a long way in addressing capacity gaps and will in the long run contribute to the attainment of sustainable peace in the region.

The project will further enhance the financial sustainability of the Rwanda Peace Academy and reduce continuous dependency on external partners. This will be achieved through the development of tailored curriculum for the training at the Rwanda Peace Academy as well as the promotion of peer learning and exchange with other peacekeeping and peacebuilding training centres in Africa. Lastly, the project will support peer learning exchange with sister peacekeeping and peacebuilding training institutions from the African continent, from experience sharing, networking and increased capacity that will be key for RPA financial sustainability.

Networking, experience sharing, and exchange aims at developing the capacity of RPA personnel in curricula and training development and management as well as financial sustainability of RPA.

Agreed by (Signatures)

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LIST OF ABBREVIATIONS AND ACRONYMS

APSTA	: African Peace Support Trainers Association
ASF	: African Standby Force
ASSET	: Association of Security Sector Reform Education and Training
AU	: African Union
CPD	: Country Programme Document
EAC	: East African Community
EASF	: Eastern Africa Standby Force
GoJ	: Government of Japan
GoR	: Government of Rwanda
HACT	: Harmonised Approach to Cash Transfer
HIV/AIDS	: Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IAPTC	: International Association of Peacekeeping Training Centres
IT	: Information Technology
MDGs	: Millennium Development Goals
MINADEF	: Ministry of Defence
MINECOFIN	: Ministry of Finance and Economic Planning
NIM	: National Implementation Modality
NST	: National Strategy for Transformation
PR	: Public Relations
PSO	: Peace Support Operations
RPA	: Rwanda Peace Academy
RRF	: Results and Resources Framework
SBAA	: Standard Basic Assistance Agreement
SDGs	: Sustainable Development Goals
TOR	: Terms of Reference
UN	: United Nations
UNDAP	: United Nations Development Assistance Plan
UNDP	: United Nations Development Programme

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I. DEVELOPMENT CHALLENGE

1.1. SITUATIONAL ANALYSIS

The Rwanda Peace Academy (RPA) is a regional peacekeeping training and research institution. The establishment of the RPA was informed by the need to deliver training that focuses on practical elements of peacekeeping and peacebuilding and that uses real world situations and scenarios drawn from current peace support operations. More importantly, it was also informed by Rwanda's active and significant contribution to regional and international peacekeeping. Rwanda is the second largest African Troop and Police Contributing Country to the UN peacekeeping operations and the 4th largest globally. The RPA equips the military, police and civilian personnel mainly from the Eastern Africa Standby Force (EASF)¹ region with the competences and knowledge required to meet Africa's present and future complex peace and security challenges. In so doing, the RPA contributes to the full operationalization of the EASF and consequently, the African Standby Force (ASF). In particular, the Academy contributes to the enhancement of national, sub regional and regional capacity for conflict prevention, management, resolution and peace building. The RPA is the only peacekeeping training centre in Rwanda that trains the military, police and civilians.

Currently, the RPA is recognized by the EASF as one of its regional peacekeeping training Centres. The RPA is a member of the International Association of Peacekeeping Training Centres (IAPTC) as well as the African Peace Support Trainers Association (APSTA). The East African Community (EAC) has designated the RPA as the peacekeeping training institution charged with the training of personnel from corrections/prison services of the EAC Partner States in the area of peace support operations.

The RPA was established as a project in 2008 with financial support from the Government of Japan (GoJ), the United Nations Development Programme (UNDP) and the Government of Rwanda (GoR). The initial financial support was used for construction of the training facility and purchase of furniture and IT equipment; institutional development; capacity building of military, police and civilians in conflict prevention, management, resolution, peacebuilding and public relations. Since 2015, the GoJ and the UNDP continued to provide financial support for strengthening the capacities of RPA through training of national and regional security sector actors; development of research capacity of the RPA; and the development of a five-year strategic plan for the RPA. Furthermore, financial support was provided for the development of training modules for the academy, with the purpose to enhance the sustainability of RPA as training center in peace building and conflict prevention. Although the RPA was established largely with financial support from the GoJ, UNDP and the GoR, the Academy has few other partners that support its work but most of them offer short-term support which has limited impact in building sustainable peace as aimed for with SDG16. While Africa and the World at large is focusing on further promoting sustainable development, conflict, wars and insecurity have been one of the major threats causing major setbacks towards achieving the global goals. It is therefore imperative to strengthen peace-building and peacekeeping capacities as the foundation for sustainable development. It is against this background, that the RPA focuses on EASF Region, both in conflict prevention, conflict management, resolution and peacebuilding areas.

¹The EASF member states are; Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, and Uganda.

As of today, a total of 3,409 personnel (2,063 military officers, 406 police officers, 904 civilian officers and 36 Prisons/Corrections Officers) have received training at the RPA, including 2,584 males and 825 females. 120 courses were conducted since 2010, 6 workshops and 2 Regional Conferences. Gender equality and particularly women empowerment in the area of peacekeeping and peacebuilding as well as promotion of gender parity was given priority during the trainings. Across the project's implementation, the average women participation exceeded the planned 30%. Efforts continue to be invested in increasing the number of women participating in training courses.

In 2016, a five – year strategic plan (2016 – 2021) for the RPA was developed and shared with the various stakeholders and partners. The plan identifies five strategic areas that need urgent action: 1) institutional and capacity development of the RPA; 2) strengthening and delivery of training programmes; 3) research development; 4) mainstreaming of cross cutting issues especially gender, human rights and environment; and 5) public relations and networking.

Due to limited funding, most of the set targets are lagging and affecting the performance of partner institutions and beneficiaries towards peacebuilding in and outside Rwanda. There is therefore an urgent need to accelerate the implementation of the plan before the set timeline elapses. Fast tracking its implementation will require both financial and technical resources.

The Project will therefore contribute to the implementation of the RPA Strategic Plan and, the training components in peacekeeping, peacebuilding and conflict prevention. This is crucial as the Academy is increasingly receiving a big number of requests for training in peacebuilding and peace support operations. This demand should match with resources and should also contribute to generating income for the RPA. This is particularly so with countries that are facing challenges in addressing emerging threats and crimes such as terrorism and human trafficking. In addition to the trainings, RPA's research work will enhance and deepen the understanding of the emerging threats to peace and security as well as appropriate strategies to address them.

In addition, the evolving situation in the region creates an environment requiring capacity of security organs and civilian personnel in conflict prevention, peacekeeping, peacebuilding and sustainable peace. The current project responds to the priorities expressed by the Sustainable Development Goals particularly under SDG16 on peace and justice as well as Rwanda's current National Strategy for Transformation (NST) which considers peacebuilding as a key requirement for economic transformation. The project also contributes to SDG 5 on gender and women empowerment. The project will build on the gains of the previous projects to further support the implementation the gender equality strategy of the Rwanda Peace Academy.

The existing library has few books and this limitation hampers the research efforts by trainees, trainers, researchers and stakeholders. In addition, the Academy receives external researchers and intern's majority of whom are interested in researching on peacekeeping as well as peace, security and conflict studies. While the RPA has an e-library, there are good newly published books which cannot be accessed electronically but which would enhance the research capacity of the Rwanda Peace Academy hence the need to procure them.

As a training and research centre, the RPA collaborates with some international and humanitarian agencies such as UNHCR, UNITAR (United Nations Institute for Training and Research), UN Women EASF (Eastern Africa Standby Force) and some international NGOs in the area of capacity building. Some of the agencies are also invited to share their experiences and best practices during training sessions at the RPA. However, the exchange on best practices in peace and security is still limited.

1.2. LESSONS LEARNED FROM THE PREVIOUS PROJECT

There are some key lessons learnt from the previous projects that were also financed by the Government of Japan (GoJ) and UNDP. First, a realistic and achievable work plan is crucial for successful implementation of a project. Second, periodic monitoring, evaluation and reporting is key to successful implementation of a project. Third, collaboration and synergy among stakeholders is an important factor in any project implementation. To lay the ground for financial sustainability, the building of the capacities of the RPA staff and further use of available expertise in the Ministry of Defence, the Rwanda National Police and civilians in training and research would support the organization in its efforts to respond quickly to the needs without over-relying on external expertise which is expensive to the organization. Although the previous projects were successfully implemented, the RPA still has some capacity gaps in terms of training, research, policy development, and logistical support.

In 2019, the RPA benefited from the experience from Tokyo University of Foreign Studies and this contribution brought new skills and new experiences in the training of the academy. Such partnership would be crucial if it could be maintained in future projects.

With the event of Covid-19 pandemic, RPA has learned that organising regional training courses during the Covid-19 pandemic is challenging and requires alternative option to ensure the region maintains a pool of trained personnel readily available for deployment. While the virtual training option is available, it would be challenging to conduct the virtual training due to connectivity issues in participating countries.

1.3 PROJECT RATIONALE

The Government of Rwanda (GoR) is fully committed to matters of national, regional and international peace and security. The establishment of the RPA was largely informed by the fact that Rwanda offers a rich background of experiences to draw from in the area of post conflict recovery and peacebuilding including practical case studies of homegrown solutions; the fact that Rwanda is an active contributor to regional and international peacekeeping; as well as the realization that peace and security is a prerequisite for sustainable development. One of the ways through which the GoR can contribute to national, regional and international peace and security is through the RPA.

Rwanda's commitment is in line with the UN's support for Africa finding solutions to its problems. The project is also in line with the UNDP commitment to mainstreaming conflict sensitivity throughout its programmes and ensuring that development resources are used to reduce the likelihood of the impact of conflict on development efforts. Furthermore, the project contributes to the country's efforts to achieve the Sustainable Development Goals (SDGs) in which good governance element is particularly put into consideration under SDG Goal 16. The objective of good governance in Rwanda includes the maintenance of peace and security through participation in peacekeeping, fighting injustices, promoting the rule of law, fighting all sorts of crimes and promotion of unity and reconciliation to mention but few examples.

The RPA is making a significant contribution to the enhancement of the EASF capacity through capacity development and training. The participants trained at the RPA have made important contribution in the various peacekeeping missions where they have been deployed. However, the

RPA is a young institution with several capacity gaps. The project will therefore enable the RPA to continue making a significant contribution in enhancing the capacity of the EASF as well as the national capacity to manage and prevent conflicts while building sustainable peace. It will also address current capacity gaps in the area of training and research. In addition, the project will build institutional capacities for financial sustainability and internal capacities to respond to the training and research needs. In so doing, the project will contribute to enhance national and regional capacity for conflict prevention, conflict management, peacekeeping and peacebuilding. This will in turn contribute to sustainable peace, security and development in Rwanda and in the region.

II. STRATEGY

The proposed project responds to the development challenges and incorporates lessons learned from the previous support to the Rwanda Peace Academy (RPA). It also responds to the priorities of the country as outlined in Rwanda's Development Vision 2050, the National Strategy for Transformation (NST), Agenda 2030 for sustainable development, and the African Union agenda 2063. The project builds on the recommendations from the previous support to RPA, including the feedback from participants from all training courses that have been conducted. The project will contribute to the African Union Agenda 2063 and its First 10-Year Implementation Plan 2014-2023 which is dedicated to the building of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena as emphasized in the country's National Strategy for Transformation (NST) which amongst its priorities has regional integration and democratic governance and peace and security as engines for sustainable economic transformation. The project will further contribute to the recently unveiled New Approach for Peace and Stability in Africa (NAPSA) by the Government of Japan at the TICAD7, through capacity building of future peace operations personnel in peace building and conflict prevention, and through strengthening the ownership and financial sustainability of the Rwanda Peace Academy.

The project is expected to contribute to the achievement of the following strategic objectives:

- Strengthened effective, inclusive and accountable governance (UNDP Strategic Plan Signature solution 2)
- NST Priority Area 2: Ensure Safety and Security of Citizens and Property
- By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security (Outcome 5 of UNDAF II, 2018-2023)
- NURC, RNP and CSOs have strengthened capacity to develop and implement evidence-based mechanisms and programmes that promote social cohesion, peace, safety and security (UNDP CPD 2018-2023, Output 3.2).

Overall, the intervention is designed to pursue strategic initiatives to strengthen the ability of RPA to continue its efforts to provide the region with trained security and civilian personnel who are readily available to be deployed in peace support missions.

The project builds its strategy around the priorities set in the National Strategy for Transformation and the UNDP Country programme which emphasize on "**strengthened capacity to develop and implement evidence-based mechanisms and programmes that promote social cohesion, peace, safety and security**" with the ultimate aim to enhance the capacities of RPA in the areas of conflict prevention, management, peacekeeping and peacebuilding. Efforts will be made to prepare a cohort of potential peace support personnel that would be deployed in conflicts prone areas in the region while reinforcing the capacities of RPA as a regional resource center on peace and security.

The project will consider the programming principles particularly human rights and gender equality, sustainability, resilience and accountability. Throughout training and research, RPA will ensure that human rights and fundamental freedoms are respected while the most vulnerable get dedicated attention in full compliance with the Agenda 2030 principle of Leaving No One Behind.

For the RPA to make effective contribution and fulfil its mandate, it requires technical and financial support to enable it to contribute to the capacity building of the military, police and civilian personnel from the EASF member states.

The overall objective of the project is to strengthen the capacities of the Rwanda Peace Academy to become a centre of excellence in peacekeeping and peacebuilding training within the region by among other others improving its training and financial sustainability capacities. The specific objective is to strengthen the training and research capacities of the Rwanda Peace Academy so that it can provide high quality training in peacekeeping and peacebuilding as well as in conflict prevention and conflict management. The project will also put in place strong monitoring systems to monitor the implementation of the project activities, share experience with other stakeholders and document best practices.

This strategy will be implemented through the following output and activities to achieve the expected results:

Output 1: Capacities of regional and national actors in peace support operations enhanced
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Activity 1: Conduct regional training in peace support operations (SGBV, POC, Gender in PSO, and Law of Armed Conflict)
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Activity 2: Conduct regional training in peace support operations (UN Staff Officers Course)

Under this output, RPA will conduct a series of peace support operations courses targeting regional participants from EASF countries. The project will support the organization of four training courses each lasting one-week on the following themes:

1. Sexual and Gender Based Violence (SGBV)
2. Protection of Civilians (POC)
3. Gender in Peace Support Operations (PSO)
4. Law of Armed Conflict.

The project will further support a two-week regional training on:

1. UN Staff Officers Course.

The proposed five courses will enhance the capacities of participating countries in peace support operations since the trained personnel will be ready for deployment to peace support missions. Twenty-five (25) participants per course will receive training. A target of 125 participants (military, police and civilians/correctional services) will be trained. Out of this targeted number, 30 per cent will be females. The participants will be selected from the EASF countries from the military, police and civilian personnel. Countries will be encouraged to select both female and male participants.

The Theory of Change

The project theory of change is based on the assumption that the two-pronged investments in (a) strengthening the institutional capacity of the Rwanda Peace Academy to provide quality training to civilian and security organs personnel in peacebuilding and conflict management and prevention as a way to increase the number of personnel ready to deploy to peace support operations, (b) enhance financial sustainability of RPA to sustain the gains and expand on peacebuilding empowerment services. These interventions will contribute to the following results:

- To increase the number of peace support personnel ready for deployment to peace support operations, the project will invest in training security and civilian personnel from the region on conflict prevention, conflict management, peacekeeping and peacebuilding while ensuring an increased number of women participants.
- By applying the SDG principle of leaving no one behind, the project will ensure that programming principles mainly human rights and gender equality, sustainability, resilience and accountability will be promoted and mainstreamed to promote decent living conditions for all particularly in peace keeping set up.

Applying UN Programming principles

✓ Leaving No One Behind

In line with the Sustainable Development Goals agenda, UNDP's project has been designed with a view to ensure that no one is left behind, including women and persons with disabilities. Efforts will be made to address any potential factors that will hinder the participation women and disabilities in the training that will be conducted. The courses will be designed to also mainstream gender and disability.

✓ Human Rights, Gender Equality and Women's Empowerment

The Project is implemented following national laws and systems as well as international standards including the SDGs and international human rights commitments. SDGs 5,10 and 16 are among the key areas of support: ensuring that gender considerations are considered in all development processes and gender equality, human rights, peace and conflict prevention are the expected results from the project. In line with the implementation of internationally agreed policy frameworks or conventions, including the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Project will ensure that gender equality concerns are fully and consistently reflected in the Project strategy, and inequalities are adequately addressed through clearly defined activities that address underlying and root causes of gender inequalities.

✓ Sustainability and Resilience

The project will strengthen national capacities to contribute to the implementation and monitoring of the Agenda 2030 with focus on SDGs 16: Peace, Justice and Strong Institutions and SDG5: Achieve gender equality and empower all women and girls. End poverty in all its forms everywhere. Experience shows that achieving these goals will contribute to increasing the resilience of societies and the creation of a robust platform for lasting peace and development. Furthermore, the project will strengthen the capacities of national institutions as a foundation of resilience while ensuring that the Project gains are sustainable and environmentally friendly.

✓ **Accountability**

The Project is aligned with national priorities as defined in the National Strategy for Transformation and Vision 2020 and Vision 2050. Through research and assessment, the Project will support the development and use of transparent and robust data and information that could inform strategic choices by policy makers.

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

At outcome level, the Project is expected to contribute to the achievement of the following: **By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.**

It is designed around achieving the following output:

✓ **Output: Capacities of regional and national actors in peace support operations enhanced.**

Under this output, RPA will conduct a series of one-week course on peace support operations targeting regional participants from EASF countries. The project will further support a two-week regional training on UN Staff Officers Course. The proposed five courses will enhance the capacities of participating countries in peace support operations for a target of at least 125 (at least 30% women) newly trained officers from military, police, corrections and civilian components who are ready for deployment to peace support missions.

Key changes expected at the end of the project:

- At the end of the Project, a number of key development changes should be visible. First, the East African region will gain 125 trained people in peace building and peacekeeping who will further promote sustainable peace at national and regional levels.
- RPA will improve further its management, communication and partnership capacities thanks to continued partnership and technical support from Japan and UNDP.

3.2. Resources Required to Achieve the Expected Results

The implementation of this project will require financial resources and technical expertise to achieve the expected results. The total envelope required is estimated at **210,000 US dollars** which will be provided by the Government of Japan. The project will be implemented by a technical team from the Rwanda Peace Academy and the Ministry of Defence (MINADEF) and with the support from UNDP under the National Implementation Modality. The Implementing partner will assign project focal point to manage the project daily. These measures will ensure that the Project benefits from the internal financial and technical resources of the Implementing Partner which will promote ownership of the project. At UNDP level, the Project analyst for Access to Justice, Human Rights and Peace Consolidation will act as the Project manager of the Project, supported by the project associate, under the overall supervision of the governance team leader and head of unit. Other UNDP staff will also contribute to the achievement of Project results; these include the Project management support staff, operations and communication staff. The Project will also take opportunity of global UNDP network of experts.

3.3. Partnerships

The new project will build on the already existing partnerships with the Government of Rwanda, in particular with the Ministry of Defense, RPA, the Government of Japan, Japan Peace Center and Japanese University and the United Nations Development programme. The primary partners are MINADEF and RPA. While MINADEF will ensure the oversight of the project, the RPA will ensure the day to day implementation, monitoring and reporting of the project results.

In terms of the Project's relationship with other development partners, UNDP aims to foster a collaborative and open approach, working together with the development partners to resolve substantive challenges and ensure synergy with other (UN and non-UN) projects and programmes, cognisant of the respective roles and comparative advantages of each in pursuit of common goals. General principles for partnership will include information-sharing, cooperation, coordination, and consultation, strengthening national capacities to work with other donors/development partners, as well as joint planning, monitoring and evaluation wherever possible.

Building on UNDP extensive expertise and network and through the Global Policy Network (GPN), the project will leverage the technical expertise from the UNDP COs, Regional Service Centre for Africa (RCSA) and UNDP Headquarters for effective implementation of project activities. The project will opportunities of exchanging information with other peace centres in the Region.

Key partners in the family in particular UN Women, UNITAR and UNHCR will remain close partners of UNDP in the implementation of this Project. As Rwanda is a Delivering as One (DaO) country, the Project will be implemented as part of the One UN Joint Work Plans and will report to Development Results Group 3 of the UNDAP. The project is also expected to bolster on-going UNDP interventions and develop synergies with the other components of the Transformational Governance Portfolio and other UN interventions which contributes to the same UNDAP Outcome as this project.

3.4. Stakeholder Engagement

This project is built on the feedback from RPA stakeholders participants to various training courses that have been conducted by RPA in recent years. The project is also built on the priorities from the National Strategy for Transformation, a national framework that has been designed after wide consultations at all levels of the society.

Throughout the implementation of the project, regular feedback will be sought from key stakeholders in the Project, especially trainees, researchers and stakeholders. The various training sessions and study visits will open doors for further consultations with stakeholders and that will inform the implementation of the project. The Project will also use the joint field visits and regular monitoring visits to gather feedback from the stakeholders.

3.5. Risks and Assumptions

The project assumes that the Government of Rwanda will remain committed to supporting the project and that participating countries send qualified personnel and take into account gender considerations. It is also assumed that there will be no fundamental changes in either the internal or external environment that could negatively influence this prioritisation and commitment. Based on the Risk Log, the Project could face political, institutional, financial and operational risks that might impact on the delivery of results. Key risks include:

- Limited resources allocated to the project compared to the need in training future peace operation personnel;

- Fluctuation of prices on the market could affect the budget planning and affect the achievement of results.
- The impact of the Covid 19 pandemic including on international travels.

The project will monitor and manage risks on a regular basis. The risk log will be updated as appropriate and at least on a quarterly basis and included in quarterly reports. In addition, the Project Board will address the project risks and follow up on relevant actions as recommended during its meetings.

3.6. South-South and Triangular Cooperation (SSC/TrC)

There is immense potential for UNDP and RPA to engage with other stakeholders and implementing partners on SSC and TrC, particularly with institutions in countries which may interest and/or experience working on issues relating to peace and security, violence against women and girls, as well as in conflict management.

3.7. Knowledge and Innovation

The project is primarily envisioned to facilitate capacity building for security personnel and civilians in peacekeeping, peacebuilding and conflict management. This knowledge transfer is key for future peacekeeping personnel, whether in peace support operations or in-home settings. To address the issues of limited availability of consistent data in the sector of peacebuilding to inform policy making and actions, the previous project carried out an assessment on the role of women in peacebuilding whose findings will stimulate policy discussion. The availed data will inform development plans and strategies. The assessment will also provide a platform for information sharing and the identifications of best practices that could be replicated in other settings.

3.8. Sustainability and Scaling Up

The project will be implemented under National Implementation Modality (NIM) and will use national systems including procurement and financial management rules and regulations. To the greatest extent possible, change processes themselves will be institutionalised to ensure their sustainability long beyond the life of the Project, and will be linked together to enable cross-institutional learning and boost resilience to fluctuations within individual institutional environments.

Genuine national ownership of the development process is necessary to ensure sustainability and build systemic resilience. Focus on financial sustainability will be ensured including several partnership and resource mobilization activities. This will allow RPA to improve its income generation capacities while expanding the partnership network for more technical and financial resources. It is assumed that the project will be able to garner sufficient national ownership to ensure that all interventions are fully internalised by national counterparts. UNDP is committed to promoting national ownership at every step and supporting national actors and stakeholders in adopting only applicable and sustainable models.

The project is closely aligned with the Government of Rwanda's national development goals and strategies, including Vision2020 and Vision 2050, and the National Strategy for Transformation (2017-2024). By doing so, the Project aims to ensure proper buy-in and support at every level, with a view to maximising impact and sustainability of the different activities and interventions.

Investing in developing the skills and knowledge of people is an inherently sustainable approach, provided it is appropriately targeted and well-delivered. The training of staff aims at continuously improving the levels of their skills and knowledge, and the benefits of investment in training efforts are never lost, as beneficiaries absorb the knowledge they have acquired and apply it to their work situations.

There are several ways in which the Project aims to contribute to the sustainability of its capacity development interventions, by focussing on developing the institutional and individual capacities in a manner that empowers the targeted counterparts with increased professional skills and improved systems and strategies. The formulation of a gender strategy for RPA is in this line.

IV. PROJECT MANAGEMENT

4.1 Cost Efficiency and Effectiveness

The Project will be executed in line with the National Implementation Modality (NIM), with all project outputs implemented by the Rwanda Peace Academy. Only quality assurance activities will be implemented by UNDP. In particular, the project will follow the NIM modality with the Ministry of Defense as Implementing Partner and Chair of the Project Board (Steering Committee). UNDP will Co-chair the Project Board (steering committee). As implementing partner, MINADEF will also be responsible for the overall implementation of the programme, ensuring that the work plans and day to day activities are implemented in accordance with the Project document resource and results framework and budget. The Project Board will also promote collaboration and synergy among stakeholders for cost efficiency and effectiveness. The Implementing partner and UNDP technical teams will prepare the work plans which will be reviewed and endorsed by the project board.

The Implementing Partner will ensure that essential staff are appointed for adequate project implementation, coordination and supervision, and that a focal person with liaison responsibilities is selected to represent the Implementing Partner whenever requested by UNDP. The project management and oversight will be implemented directly by UNDP as part of its oversight and quality assurance role. However, the work plans for all three outputs will be approved by the joint Project board.

4.2. Project Management

The project will be national in scope and implemented based on the decisions of the project board. The Implementing partner will provide working space and equipment for their Project teams. Reporting will follow the UNDP regulations and standards and the Harmonized Approach to Cash Transfer (HACT). The implementing partner will produce quarterly progress reports (financial and narrative) for UNDP in order to enable the budgeting and transfer of funds. The timeline for submitting financial and progress reports will be the 15th following the end of each quarter.

The Funds disbursement will follow UNDP NIM modality procedures, the Harmonised Approach to Cash Transfer (HACT). UNDP will transfer the requested funds in local currency and in line with the approved work plans and project document. A ceiling of 80% delivery on previous advance supported with valid financial and narrative report will be required for the new request for funding to be processed. A separate bank account will be opened for the project.

The coordination of this project's activities and outputs will be ensured through the Project Board and regular coordination mechanisms by project teams from UNDP and RPA. The Project will be subjected to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. An independent audit will be commissioned by UNDP to review the project accounts and financial statements and provide an independent opinion.

The UNDP based Project manager will be responsible for technical and advisory services in this area of practice, overall quality assurance and supervision of the Project implementation. He/she will be responsible for coordination of the Project, planning, monitoring and evaluation as required. He/she will also be responsible for building the capacities of implementing partner teams in Project management principles. Moreover, he/she will ensure that the Project achieves the highest quality standards in terms of quality and value for money. She/he will assist in identifying potential areas for resource mobilisation and promote communication and information sharing, engaging UNDP and IPs communication teams to communicate the Project results.

As per UNDP guidelines on Direct Project Costing (DPC), the UNDP Project staff (Program analyst and Program Associate) contribution to the implementation of the Project will be directly charged to the Project, based on the annual Country Office Workload Study. The Implementation Support Services will also be directly charged to the Project budget as per UNDP financial rules and regulations. For funds from sources other than UNDP Core resources, an 8% general management services (GMS) fee will be charged on expenditures as per UNDP global cost recovery policy. UN coordination levy (1%) will be applied as per the established rules.

For any balance financed by Japan at the end of the project, the country office shall consult with the local Embassy of Japan (EoJ) on its use. The interest income generated by Japanese funding will be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund. A final narrative and preliminary financial report will be prepared in a manner to correspond to the activities in the Result Framework (based on specific indicators and measurable targets) and be submitted to the local EoJ within three months after the project completion date. A progress report would be submitted to the local EoJ if it is requested and/or necessary (e.g. in the case for no-cost extension). A final financial report will be prepared and submitted to the local EoJ within a year after the project completion date. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

4.3 Procurement

In principle, Government procurement procedures will be used. To pave the way for this, the implementing partner will integrate the programme activities in their 2021/2022 revised activity and procurement plans. It should be noted, therefore, that UN procurement methods shall only be used as a last resort and on official request by the Implementing Partner.

4.4 Asset Management

All assets and equipment acquired to support the implementation of this project will remain the property of the United Nations Development programme for the duration of the initiative, as per UN Policy on assets management and in accordance with the agreement between UN until they are officially transferred to the Government. The Government will take necessary measures to ensure that all the assets and equipment transferred be maintained and used properly and effectively after the project period. The approved asset inventory shall be shared with UNDP at the end of the Project. The decision to officially transfer these assets to the Government will be taken by the Project Steering Committee. The Implementing Partners are therefore required to keep an updated inventory of all assets purchased in the framework of the project.

4.5 Visibility of Japan

The Rwanda Peace Academy and UNDP will develop communication materials to publicise the project results and the work of Rwanda Peace Academy in general. Various communication tools will be used including print, broadcasted media and social media.

All reports and other communications materials (banners, leaflets, presentations, etc.) will bear both the Japanese national flag with its logo "From the People of Japan", and UNDP logo. The official logo of Japan will also be displayed on supplies procured with Japan's funding and publications produced under the project. The RPA will use media and other communications and public relations outlets to ensure visibility of the programme results as well as their sponsors through both visual and audio channels of communication. All the information will also be hosted on the RPA Website. Regular and timely use of social media mentioning Japan's involvement will be used by RPA and UNDP. The RPA and UNDP will involve officials of the Embassy of Japan in major events organized in the framework of the project including workshops and site visits to the projects.

V. RESULTS FRAMEWORK

<p>Intended Outcome: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security Outcome indicators as stated in the Country Project Results and Resources Framework, including baseline and targets:</p> <p>Indicator 3.2. Citizens trust in security organs Rwanda National Police (RNP) Baseline (2016): 89.78% Target : 94% Citizens trust in security organs (RDF - added) Baseline (2017): 99.1% Target: 99.9%</p> <p>Level of cohesion and mutual trust among Rwandans Baseline (2017): 75.8% Target: 93.87%</p>				
<p>Applicable Output(s) from the UNDP Strategic Plan: Output: Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict.</p>				
<p>Project title: Strengthening the Capacities of the Rwanda Peace Academy</p>				
Expected outputs	Output Indicators	Activities	Proposed budget (USD)	Data Collection methods and risks
<p>OUTPUT 1: Capacities of regional and national actors in peace support operations enhanced</p>	<ul style="list-style-type: none"> 1.1: Number of additional regional actors with enhanced skills in peace support operations ✓ <i>Baseline: 3,525 military, police, prisons/correctional service, and civilian personnel trained (2021)</i> ✓ <i>Targets: 3,625 military, police, prisons/correctional service, and civilian personnel trained (2022)</i> 1.2: Level of satisfaction of course participants with the quality of 	<p>Activity 1: Conduct regional training in peace support operations (SGBV, POC, Gender in PSO, Law of Armed Conflict) Activity 2: Conduct regional training in peace support operations (UN Staff Officers Course)</p>	<p>210,000</p>	<p>Annual reports, training evaluation reports Training reports Risks: late submissions of reports; lack of disaggregated data</p>

	<p>COURSES.</p> <ul style="list-style-type: none"> ✓ <i>Baseline: 95% Level of satisfaction of course participants with the quality of courses (2019)</i> ✓ <i>Targets: 96% level of satisfaction of course participants with the quality of courses (2022)</i> 		
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VI. MONITORING AND EVALUATION²

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following monitoring plan:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by Project management.	UNDP, RPA, MINADEF, EoJ	N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, RPA, MINADEF, EoJ	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively	At least annually	Relevant lessons are captured by the Project	UNDP, RPA, MINADEF, EoJ	N/A

²² AS this is a one-year project, the evaluation is not required. Progress will be assessed during the annual review and continuous monitoring.

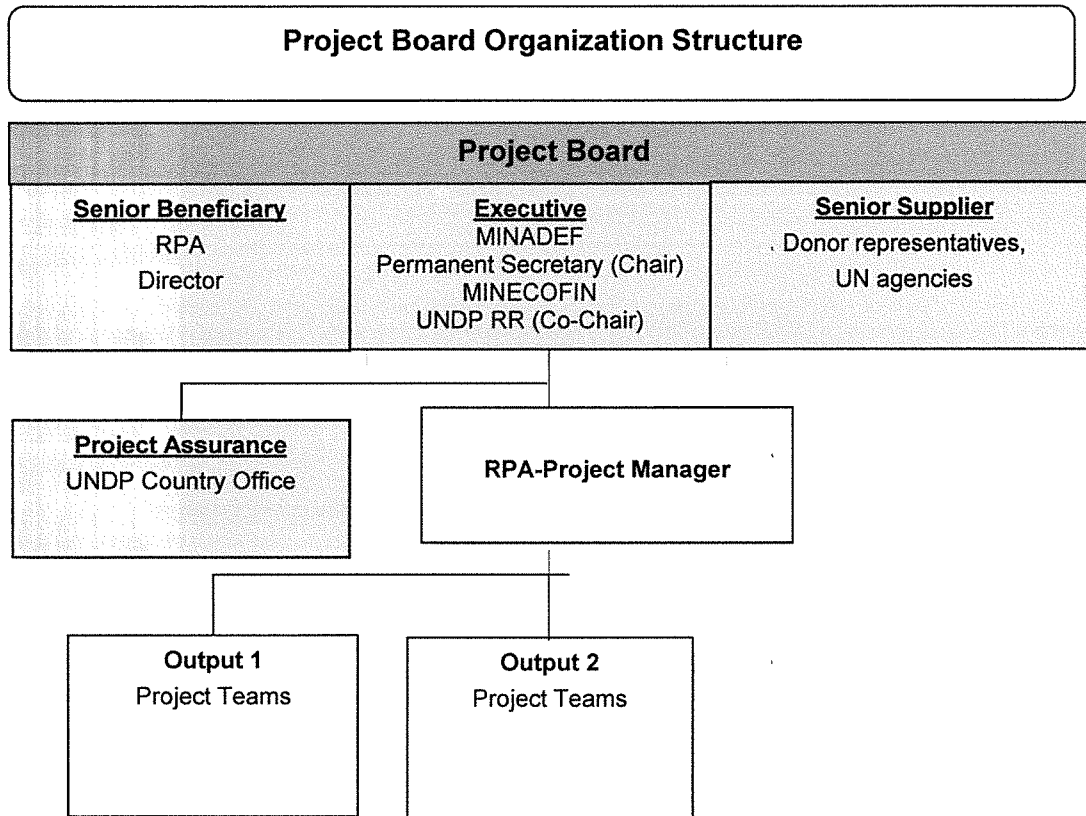
	sourced from other projects and partners and integrated back into the Project.		team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve Project performance.	UNDP, RPA, MINADEF, EoJ	N/A
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Bi-annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, RPA, MINADEF, EoJ	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. UNDP CO will submit final reports (Final Report June 2022 and Final Financial Report March 2023) to the government of Japan. Prior to the official submission to the GoJ, the internal clearance of report is required by RBA TICAD Unit.	Annually		UNDP, RPA, MINADEF, EoJ	
Project Review (Project Board)	The Project's governance mechanism will hold regular project reviews to assess the progress of the project, the Project Board shall hold an end of Project review to capture lessons learned and discuss opportunities for scaling up and to socialize	Bi-annually	Discuss any quality concerns or slower than expected progress and identify and agree on management actions.	UNDP, RPA, MINADEF, EoJ	2,000 \$

	Project results and lessons learned with relevant audiences.								
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VII. PROJECT WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1 2021	Q2 2021	Q3 2022			Budget Description	Amount
Output 1: Capacities of regional and national actors in peace support operations enhanced	Activity 1. Conduct regional training on SGBV		X		RPA/MINADEF	GoJ	Transport, accommodation, catering, consultancy, stationary	32,527.75
	Activity 2. Conduct regional training in protection of Civilians		X		RPA/MINADEF	GoJ	Transport, accommodation, catering, consultancy, stationary	32,527.75
	Activity 3. Conduct regional training on gender in PSO			X	RPA/MINADEF	GoJ	Transport, accommodation, catering, consultancy, stationary	32,527.75
	Activity 4. Conduct regional training on Law of Armed Conflict			X	RPA/MINADEF	GoJ	Transport, accommodation, catering, consultancy, stationary	32,527.75
	Activity 5. Conduct regional training on UN Staff Officers Course				X	RPA/MINADEF	GoJ	Transport, accommodation, catering, consultancy, stationary
	Sub-Total for Output 1							181,319
PROJECT MANAGEMENT AND OVERSIGHT								
Direct Project Costing								
	Programme analyst							5,000
	Programme associate							4,000
Project Monitoring								1,200
Communication for results								1,000
General Management Services (GMS) - 8% of the total budget								15,402
Coordination Levy-1% for Japan Funding								2,079
	Sub - Total Project management and Oversight							28,681
	TOTAL							210,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be directed by a **Project Board / Project Steering Committee**, which will be Chaired by the Permanent Secretary of MINADEF and co-chaired by the UNDP Rwanda Resident Representative, who will serve as the **Project Executive**. The Project Board will meet on a periodic basis (half-yearly or more frequent if needed) to review the strategic direction of the Project, ensuring accountability and proper oversight. The board meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the project is not fully funded. To ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value for money, fairness, integrity, transparency and effective accountability.

The Project Board will comprise the following:

The Executive: the role of the Executive will be held by the MINADEF Permanent Secretary and the UNDP Resident Representative. In its executive role, MINADEF will be supported by the Ministry of Finance and Economic Planning (MINECOFIN) as the government entity in charge of development cooperation hence they will be part of the project board. The Executive is ultimately responsible for the Project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the Project gives value for money, ensuring a cost-conscious approach to the Project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: representatives of RPA will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the Project. The Senior Beneficiary role represents the interests of all those who will benefit from the Project. The Senior Beneficiary role monitors progress against targets and quality criteria. The Implementing partners will certify the Combined Delivery Reports (CDRs) on annual basis following the annual calendar year (January-December) in line with Atlas CDR reports calendar.

Senior Supplier: Donor and representatives of UN agencies will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the UNDP Project Manager, and by the Head of the UNDP Governance Unit. Together, they carry out objective and independent oversight and monitoring functions on behalf of the Board. This role ensures that appropriate Project management milestones are managed and completed.

The Project Board will specifically be responsible for the following:

- Meeting regularly to deliberate on the Project's progress and revising the Quarterly Progress Reports. The Project Board has a decision-making role within the Project and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the Project Document. This also means that the Project Board can make changes to the Project based on the progress reports and recommendations from project staff and partners alike;
- Revising and assessing the detailed Project plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the Project;
- Addressing any project-related issues as raised by the Project Manager;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next AWP;
- Appraising the Project Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the Project manager and implementers;
- Ensuring full implementation of the Project and assuring that all Project deliverables have been produced satisfactorily by the end of the Project;
- Reviewing and approving the final Project report, including lessons learnt;
- Commissioning a Project evaluation (based on a consensus by the Project Board).

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

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 UNDP, signed on 02/02/1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Defense in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Risk Management

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - 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.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to

cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
 - b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

13. **Option 1:** UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

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

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

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEX: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management response	Owner	Submitted, updated by	Last Update	Status
1	Late submissions of reports;	December 31 st , 2020	Operational	Delayed reporting could lead to delayed disbursement of funds and delayed activities which result in not respecting the project timeline Probability: 2; Impact: 4	Regular monitoring by UNDP including field visits and coaching in project management	Project analyst in charge of justice, human rights and peace consolidation			
2	Delayed procurement	December 15 th , 2020	Operational	Delayed procurement either due to established rules or advertisement will affect the implementation timeline and cause low delivery of the project P =3; I = 4	All procurement processes will be initiated in the first quarter of the project and they will be closely monitored. IN exceptional cases, UNDP procurement modalities will be used	Project analyst in charge of justice, human rights and peace consolidation			
3	Impact of Covid-19 on project implementation	March 18th, 2020	Operational	Delayed implementation of activities and limited participation of regional participants P =3 ; I = 4	Efforts will be made to regularly monitor the situation of Covid-19 and ensured this is factored in the planning of project interventions	Project analyst			