United Nations Development Programme
Country: <u>Republic of Rwanda</u>
Project Document

Project Title :	**Building National and Local Capacities for Disaster Risk Management in Rwanda**
UNDAP Outcome(s):	Outcome 1.3: Rwanda Has In Place Improved Systems For: Sustainable Management Of The Environment, Natural Resources And Renewable Energy Resources, Energy Access And Security, For Environmental And Climate Change Resilience, in line with Rio+20 recommendations for Sustainable Development.
	Outcome 4.1: Reduced Negative Impact and Improved Recovery Of Affected Populations As Result Of Humanitarian Crises
Expected Output(s): *(Those that will result from the project)*	Output 1.3.2 Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation
	Output 1.3.3 Capacity of national and local institutions to reduce disaster risks strengthened
	Output 4.1.1 National capacity for emergency/humanitarian preparedness and response at all levels strengthened.
Executing Entity:	United Nations Development Programme (UNDP)
Implementing Agencies:	Ministry of Disaster Management and Refugee Affairs (MIDIMAR)

Brief Description

The proposed project is a Disaster Risk Management capacity development initiative. It builds upon the Project Initiation Plan signed in 2011 and which implementation is ending by June 2013. It aims to develop capacities for DRM at all three-tiers: at the enabling environment, organizational and individual. The proposed project is geared towards helping the Government of Rwanda to strengthen its DRM capacity, enhance preparedness and reduce risks, and achieve its global commitment to the Hyogo Framework for Action (HFA) and the MDGs. The proposed project will have five inter-related outputs. It will support institutional capacity strengthening of MIDIMAR and local DDMCs reinforce national coordination mechanisms for DRM and raise public awareness. In addition, the proposed project will aim to support mainstreaming of DRR in development plans and key relevant policies and building risk knowledge through a comprehensive risk assessment and development of the country's National Risk Profile. Furthermore, the project will support the establishment of the end-to-end early warning systems and it will pilot a risk reduction strategy based on vulnerability reduction and risk mitigation measures. The proposed project will adopt a multi-hazard approach and will ensure a multi-stakeholder engagement during its lifecycle. MIDIMAR will be the primary implementing partner for the project.

Programme Period:	2013-2018	Total resources required	$8,845,459.7
		Total allocated resources (Year1):	$853,027.12
Key Result Area (Strategic Plan)	_____	Regular (UNDP) – for 5 years	$3,853,027.12
Atlas Award ID:	_____	• Other:	
Start date:	July 2013	o WB-EU_ACP	$ 653,955
End Date	June 2018	o Donor: _____	
		o Donor _____	
PAC Meeting Date	_____	o Government _____	
		o Unfunded budget: $ 4,338,477.66	
Management Arrangement	MIDIMAR with UNDP support	In-kind Contributions (MIDIMAR): $300,000.00	

Agreed by (Government: MINECOFIN):

Agreed by (Implementing Partner: MIDIMAR):

Agreed by (UNDP):

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ACRONYMS

ACP	African, Caribbean and Pacific Group of States
AWP	Annual Work Plan
BCPR	Bureau for Crisis Prevention and Recovery
CA	Capacity Assessment
CBDRM	Community-Based Disaster Risk Management
CCA	Common Country Assessment
CCPD	Common Country Programme Document
CD	Capacity Development
CDR	Combined Delivery Report
CfW	Cash-for-Work
CO	Country Office
DDMC	District Disaster Management Committee
DDMO	District Disaster Management Officer
DM	Disaster Management
DRA	Disaster Risk Assessment/Analysis
DRM / DRR	Disaster Risk Management / Disaster Risk Reduction
DSA	Daily Subsistence Allowance
EDPRS	Economic Development and Poverty Reduction Strategy
EIA	Environmental Impact Assessment
EU	European Union
EWS	Early Warning System
FACE	Fund Authorization and Certificate of Expenditures
FfW	Food-for-Work
FGD	Focus Group Discussion
HACT	Harmonized Cash Transfer
HFA	Hyogo Framework for Action (2005-2015)
IEC	Information, Education and Communication
LOA	Letter of Agreements
MDG	Millennium Development Goals
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
NDRAMS	National Disaster Risk Assessment and Monitoring System
NDRMP	National Disaster Risk Management Plan
NEOC	National Emergency Disaster Operations Centre
NIM	National Implementation Modality
NISR	National Institute of Statistics of Rwanda
NPDRR	National Platform for Disaster Risk Reduction
PAC	Project Appraisal Committee
PDNA	Post Disaster Need Assessment

PIP	Project Initiation Plan
PPR	Project Progress Report
QPR	Quarterly Project Report
RCC	Rwanda Red Cross
REMA	Rwanda Environment Management Authority
RMA	Rwanda Meteorology Agency
SBAA	Standard Basic Assistance Agreement
SDMC	Sector Disaster Management Committee
SOP	Standard operating procedure
SPIU	Single Project Implementation Unit
TWG	Technical Working Group
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
WB	World Bank

TERMINOLOGY

Acceptable risk: The level of potential losses that a society or community considers acceptable given existing social, economic, political, cultural, technical and environmental conditions.

Biological hazard: Process or phenomenon of organic origin or conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Climate change[1]: A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.

Disaster A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disaster risk management: The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.

Disaster risk reduction: The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

The disaster risk reduction framework[2] is composed of the following fields of action:

- Risk awareness and assessment including hazard analysis and vulnerability/capacity analysis;
- Knowledge development including education, training, research and information;
- Public commitment and institutional frameworks, including organisational, policy, legislation and community action;
- Application of measures including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems including forecasting, dissemination of warnings, preparedness measures and reaction capacities.

Early warning: The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss.

Emergency management: The organization and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps.

Epidemic: An epidemic is the occurrence of more cases of a disease or a health event than expected at that place and at that time in a specific population or community

Exposure: People, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

Geological hazard: A geological process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Geological process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

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[1] According to the United Nations Framework Convention on Climate Change definition:
http://unfccc.int/files/documentation/text/html/list_search.php?what=keywords&val=&valan=a&anf=0&id=10

[2] See: "Living with Risk: a global review of disaster reduction initiatives", UNISDR, page 23

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Hydro-meteorological hazards: Process or phenomenon of atmospheric, hydrological or oceanographic nature that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Land-use planning: The process undertaken by public authorities to identify, evaluate and decide on different options for the use of land, including consideration of long term economic, social and environmental objectives and the implications for different communities and interest groups, and the subsequent formulation and promulgation of plans that describe the permitted or acceptable uses.

Mitigation: The lessening or limitation of the adverse impacts of hazards and related disasters.

Monitoring: The continuous or periodic review and overseeing by stakeholders of the implementation of an activity, to ensure that input deliveries, work schedules, target outputs are proceeding according to plan.

Natural hazards: A natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Preparedness: The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.

Prevention: The outright avoidance of adverse impacts of hazards and related disasters.

Public awareness: The extent of common knowledge about disaster risks, the factors that lead to disasters and the actions that can be taken individually and collectively to reduce exposure and vulnerability to hazards.

Recovery: The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.

Refugee: Any person who is given a refugee status in accordance with the present law or with international conventions relating to the Status of Refugees.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Response: The provisions of emergency services and public assistance during or immediately after a disaster in order to, save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

Risk: The combination of the probability of an event and its negative consequences.

Risk assessment: A methodology to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend.

Socio-natural hazard: The phenomenon of increased occurrence of certain geophysical and hydro-meteorological hazard events, such as landslides, flooding, land subsidence and drought, that arise from the interaction of natural hazards with overexploited or degraded land and environmental resources.

Technological hazards A hazard originating from technological or industrial conditions, including accidents, dangerous procedures, infrastructure failures or specific human activities, that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

I.   SITUATION ANALYSIS

Rwanda is a landlocked country situated in the Great Lakes region of East Africa. It is bordered by Uganda, Tanzania, Burundi and the Democratic Republic of Congo (DRC). It is a small country with an area of 26,338 square kilometres and a population of about 12 million people; Rwanda's population density is considered amongst the highest in Africa.

Known as "the land of a thousand hills", Rwanda is at high elevation, with a geography dominated by mountains and hills, five volcanoes, twenty-three lakes throughout the country and numerous rivers, some forming the source of the River Nile. The variety of the landscapes in this green country is dominated to the north by volcanoes and bordered by Lake Kivu to the west. Its vegetation ranges from dense equatorial forest in the north-west of the country to tropical savannah in the east. There are also high altitude forests.

The altitude of Rwanda is in the ranges from 1000-4500m above sea level. The rainy seasons are from March to May and from October to November with the average of 110-200 mm per month.

a) Rwanda's Hazard Profile

The country's topography and its natural environment shape to a large extent the natural hazards to which it is prone. Natural hazards in Rwanda are categorized as: (a) hydro-meteorological, (b) geological, and (c) biological and technological. The country is vulnerable to a wide range of natural hazards such as floods, flash floods, landslides/mudslides, drought, storms, lightning, earthquake, volcanic eruption, fires and epidemics. Threats of secondary hazards such as famine resulting from long droughts also remain a potential.

Over the last two decades, the frequency and intensity of natural hazard-induced disasters, particularly floods and droughts, have significantly increased (See table 1). In more recent years, floods and landslides have also become more frequent. These disasters have caused the loss of lives, the displacement of affected population as well as damage to infrastructures (roads, bridges, houses, schools, and other properties), crops and a serious environmental degradation. Owing to a confluence of factors such as the fast-phased development trend trekked by the country, rapid urbanization (though both are positive elements if viewed from a development lens), the growing population, and the escalating impacts of climate change

Table 1: Disasters in Rwanda for the period 1994 to 2013[3]

Disaster	Date	No Total Affected
Drought	1996	82,000
Drought	1999	894,545
Mass movement of population *(due to volcanic eruption)*	2002	300,000
Flood	2002	20,000
Drought	2003	1,000,000
Flood	2003	7,106
Flood	2007	4,000
Flood	2008	11,346
Mass movement	2010	5,937
Flood	2011	3,608
Flood	2012	11,160

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[3]EM-DAT: The OFDA/CRED International Disaster Database - www.em-dat.net–UniversitéCatholique de Louvain - Brussels – Belgium; corrected with MIDIMAR data.

evidenced by extreme weather events and erratic climatic conditions; Rwanda's disaster risk profile has increased significantly.

Climate-induced hazards such as floods and droughts are the top two disasters which occurred in Rwanda over the past two decades and affected over 2 million people[4]. This demonstrates how climate change is exacerbating disasters in the country. *Box 1* elaborates on the strong linkages of climate change and disasters which alludes further to the interdependence of climate change adaptation and disaster risk reduction.

Box 1. Climate Change and Disasters

It is impossible to be absolutely certain about all the disaster-related effects of climate change, owing to the intrinsic uncertainty in the climate projections, the diverse and rapidly changing nature of community vulnerability, and the random nature of individual extreme events. However, there is plenty of information on the serious impacts of events that have occurred in past decades, and on this basis alone there is much to be concerned about.

Some of the likely consequences are the following:
- ✓ Increased drought in some regions will likely lead to land degradation, damage to crops or reduced yields, more livestock deaths, and an increased risk of wildfire. Such conditions will increase the risks for populations dependent on subsistence agriculture, through food and water shortage and higher incidence of malnutrition, water-borne and food-borne diseases, and may lead to displacements of populations.
- ✓ Increased frequency of high precipitation in some regions will trigger floods and landslides, with potentially large losses of life and assets. These events will disrupt agriculture, settlements, commerce and transport and may further increase pressures on urban and rural infrastructure.
- ✓ Increases in the number and intensity of very strong cyclones (typhoons and hurricanes) will affect coastal regions, with potentially large additional losses of lives and assets.
- ✓ Sea-level rise, coupled with coastal storms, will increase the impacts of storm surge and river flooding and damage livelihood systems and protective ecosystems.
- ✓ More heat waves will increase the number of deaths, particularly among the elderly and other vulnerable groups.

In **Rwanda**, based on the current observations and the climate predictions, it is estimated that Climate change will result in an increasing trend in rainfall intensity and in increasing temperatures.
- ✓ An increase in rainfall intensity is likely to cause floods which can result in landslides, crop losses, health risks and damage to infrastructure.
- ✓ Temperature rise may result in more frequent droughts which would impact crop yields, food security and export earnings.
- ✓ Higher temperatures might severely impact the tea and coffee sectors as an increase in the temperatures would result in higher altitude required to grow tea and coffee which may reduce the land available to grow tea and coffee and could result in land conflicts
- ✓ Other likely impacts of higher temperatures are: an increase the spread of vector-borne, air-borne and water-borne diseases, human and animal health

In Rwanda, it is estimated that extreme weather already negatively impacts the economy and climate change could result in annual economic costs of just under 1% GDP by 2030[1]"

(1). Rwanda Green Growth and Climate change Resilience. National Strategy for Climate Change and Low Carbon Development, October 2011.

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[4]See Table 1 above for the data source.

b) The Disasters that hit the Country

Floods in 2005 and 2007 in Musanze and Rubavu resulted in the damage of infrastructure, agricultural losses, environmental degradation, population displacement and fatalities. In 2012, incessant heavy rains resulted in floods and landslides in different parts of the country which caused the destruction of public infrastructure, people's properties and damaged crops ([see Annex IV](#)). Just this year, a cumulative total of 58 people died; 61 people injured, 2422 houses destroyed, 11 roads, 4 bridges as well as 3 dykes have been destroyed; 2227 ha of crops have been washed away and 25 schools have been damaged as of March 2013(MIDIMAR).

Based on initial disaster data compiled by the MIDIMAR, floods and landslides are most common in the Northern and Western part of the country. Landslides and mudslides are common in the Northern, Southern and Western parts of the country. The landslides and mudslides that affected the districts of Musanze, Rusizi, Rustiro, Nyabihu and Burera in 2010 to 2011 at various degrees resulted in the destruction of houses and crops and the loss of lives.

Droughts in Rwanda are mainly triggered by a prolonged dry season or a delay in the onset of the rainy season. Recurrent drought incidences over the past decade, between 1998 and 2000 and annually from 2002 to 2005, have caused a serious deterioration in food security and crop failure resulting in malnutrition and famine in the affected areas. Livestock production has also suffered due to water shortages and there has been a decline in both the quality and quantity of pasture.

Moreover, when water levels in northern lakes ebbed due partly to prolonged drought, the reduced hydropower supply caused the first major electricity crisis in the country in 2004, which had serious implications on the national economy.

Rwanda's forests have become particularly susceptible to fire hazards due to drought, such as the major fire outbreaks in Nyungwe National Park in 2005 and Virunga National Park in 2009. Recurrent droughts are likely to have significant impact on the environment both in terms of vegetation cover profile and soil conditions

Geologically-induced disasters such as the eruption of Nyiragongo volcano in Eastern DRC in 2002, also threatened the country with massive influx of Congolese population seeking refuge in Rubavu District bordering Goma. Though this could be regarded as indirect or secondary impact, it should not be taken with complacency. Adequate preparedness and contingency measures should be in place to deal with similar cases.

Earthquake is another geological threat to Rwanda. Available seismic information indicates that parts of Western parts of Rwanda are prone to seismic activity. In 2008, Rusizi and Nyabiheka (both in the western province) were severely hit by a 5.9 earthquake causing 39 deaths, more than 600 injuries and more than 2000 people were left homeless. There is therefore a need to focus on improving seismic monitoring capacity. Besides risk reduction measures such as public awareness and training, reduction of structural vulnerability through the construction of resistant shelters, based on enforceable building codes, earthquake warning and preparedness programs must be carried out.

Fires incidents in Rwanda are few but have caused considerable damage during their occurrence. Notable incidents include a forest fire in 2009 that spread to the top of mount Muhabura in the Volcanoes National Park, consuming 150 hectares of the park. Another more recent incident was the outbreak in Nyagatare District that consumed 30 hectares of forest and farms.

There is compelling anecdotal evidence of extensive disaster risk in Rwanda which takes the form of small scale events that do not require national or international responses, and hence remain largely unrecorded and unnoticed. The cumulative effect of these small scale events, however, if left unattended, is likely to undermine community resilience and contribute to the accumulation of disaster risk.

c) Disaster Risks and Vulnerability of Rwanda

The vulnerability of Rwanda is largely due to its topographic and demographic characteristics. This is further exacerbated by impacts of climate change such as the increasing variability in rainfall frequencies and intensity causing climatic hazards such as droughts, floods, extreme temperatures and prolonged dry spells. According to the Baseline Information and Indicators for Rwanda, a report prepared by C4 EcoSolutions in January 2012 commissioned by REMA, climate data for 1983 to 2005 shows a trend of declining overall rainfall, interspersed with years of excessive rainfall as well as steadily increasing average temperatures from 32.7 to 35.4 ˚C. More erratic climate conditions and extreme weather events such as droughts and floods are becoming more frequent and intense in the country, thereby increasing disaster risks.

Socio-economic, cultural and physical vulnerabilities further aggravate disaster risks. Despite record-high growth recorded by Rwanda over the past decade, there still remains a high poverty incidence. The Third Integrated Household Living Conditions Survey report prepared by MINECOFIN and the National Institute of Statistics Rwanda (NISR) revealed that still about 45 percent of the country's 10.7 million people remain under the poverty line[5].This poverty rate especially in rural areas embodies the country's socio-economic vulnerability, which contributes to disaster risks when challenged by occurrence of natural hazards at an increasing frequency and intensity.

Poverty encapsulates the very core of socio-economic vulnerability of the Rwandan population with detrimental effects on the population's disaster resilience. It relegates the poorest of the poor to subsistence livelihoods, poor housing conditions, settlements built in hazard-prone areas such as steep slopes or along riverbanks and valleys, and oftentimes cause people's lack of access to social services and inadequate financial capacity to meet day-to-day living needs, and not to mention the lack of capacity to cope when disaster strikes.

Cultural factors also worsen the already grim scenarios for the most vulnerable, like for instance; families refuse to relocate to safer areas because they hold strong cultural or traditional bond with their abode or communities where they belonged, lived and cherished all their lives.

Physical vulnerability is yet another key challenge in Rwanda. The EDPRS II and several other documents have emphasized that land is the 'scarcest resource' in Rwanda. Due to limited land, people tend to settle in steep slopes, saturated hillsides, flood plains or low-lying valleys which are often catch basins of water

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[5] http://www.newtimes.co.rw/news/index.php?i=14894&a=49835

flowing from upstream. Improper and uncontrolled land use practices exacerbate physical vulnerabilities in the already rugged terrain of most parts of the country.

Growth and rapid urbanization have also overtaken Rwanda's land use planning foresight. Urban settlements in the Capital Kigali, for instance, sprouted fast that it now challenges its built-environment, land use, settlement and physical planning of the city. In the absence of a disaster risk assessments and risk profiles, infrastructures are likely to be erected without DRR considerations let alone compliance to disaster risk reduction standards (i.e. residential houses are built in areas highly vulnerable to natural hazards).

d) Rwanda's Development Framework and Key Priorities

The Economic Development and Poverty Reduction Strategy (EDPRS I) was adopted by the Government of Rwanda in September 2007to guide Rwanda's medium-term development ambitions from 2008-2012. The EDPRS is Rwanda's strategy to boost economic growth and improve the wellbeing of all citizens. The adoption of EDPRS made it possible for Rwanda to register its fastest period of growth and socio-economic progress in the history of the country. Rwanda is considered among the fastest growing economies in the world, at the same time more than a million people have been lifted out of poverty.

Population growth is stabilising and the country is making great strides towards achieving the Millennium Development Goals and middle income status. A perfect developmental "hat trick" of sustained economic growth (8% average), poverty reduction (12% points) and a reduction in income inequality were achieved over the EDPRS I period[6]. The development goals Rwanda set for itself as part of the post-Genocide rebuilding process through its Vision 2020 and the EDPRS I were favourably achieved. The current development agenda and priorities of the country (EDPRS II and Vision 2020) build on the gains achieved and aim at accelerating this growth by sustaining key foundations and milestones accomplished by EDPRS I.

Disaster Management has been mainstreamed in the EDPRS II (2013-2018) as a cross cutting issue, focusing on investment in rapid response, disaster management equipment, early warning systems, and awareness campaigns directed to residents

> ### Box 2. Hyogo Framework for Action
>
> The **Hyogo Framework for Action 2005-2015** (HFA) that came out of the World Conference held in Kobe, Hyogo, Japan in 2005 is a 10 years plan adopted by 168 member countries to make the world safer to natural hazards. That strategy aimed at spearheading the task of disaster risk reduction globally.
> The goals set by the HFA 2005-2015 were:
> - ✓ Integration of disaster risk reduction into sustainable development policies and planning,
> - ✓ Development and strengthening of institutions, mechanisms and capacities to build resilience to hazards,
> - ✓ Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery program.
> It recommended five priorities for Action, namely:
> - Ensure that disaster risk reduction (DRR) is a national and a local priority with a strong institutional basis for implementation.
> - Identify, assess and monitor disaster risks and enhance early warning.
> - Use knowledge, innovation and education to build a culture of safety and resilience at all levels
> - Reduce the underlying risk factors
> - Strengthen Disaster preparedness for effective response
> As the HFA 2005-2015 will come to an end in 2015 discussions on the preparation of the **Post Hyogo Framework for Action** is already taking place.

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[6]The 2nd Economic Development and Poverty Reduction Strategy (Draft)

of vulnerable areas. EDPRS II reiterates its recognition of the serious threat of climate change and disaster risks in the country. This highlights the importance and relevance of mainstreaming DRM into development programmes and all sector strategies as key to preserving the gains achieved and to avoid any setbacks while pursuing for sustainable development under EDPRS II. The analytical framework of key development programmes of the government has consistently emphasised that disaster and climate change risks are real and an ever growing concern in Rwanda which could erode key development gains achieved over the past years and may further impede achievement of the remaining key development goals such as the MDGs and the Hyogo Framework for Action (HFA) priorities.

One key pillar to sustain and preserve the development gains achieved by Rwanda is to ensure that disasters and impacts of climate change will not wipe away these hard earned development dividends. Often these dividends can, as evidenced by experiences in disaster-hit countries around the world, be washed away by flash floods, flooding and landslides in split seconds – that is if disaster risks are not adequately addressed or reduced.

In support of this national development framework (EDPRS II), the OneUN Rwanda will contribute and support three focus areas: Inclusive Economic Transformation; Accountable Governance; and Human Development through strategic intervention along policy development, knowledge management and capacity development as stipulated in the UNDAP (2013-2018) . Specifically, under result area 1 on Inclusive Economic Transformation is Outcome 1.4: "*Sustainable management of natural resources, clean renewable energy resources and use, environment and climate change resilience improved*" with which specific strategic areas of support include disaster risk reduction and climate change adaptation. In pursuit of this Outcome, the One UN Rwanda will assist the Government to mainstream climate change, environment, and disaster risk in national and district development plans and to establish a national platform for disaster risk reduction in line with the Hyogo Framework for Action (HFA) and the national policy. National disaster management institutions will be strengthened in the areas of early warning systems, risk identification, assessment and mapping. The Common Country Programme Document (CCPD) of Rwanda, 2013-2018 likewise reiterates these areas of support of the One UN Rwanda to the Government in pursuit of sustainable development under the EDPRS II.

e) Policy and Institutional Base for Disaster Risk Management

Over the past few years, important strides have been achieved in the area of disaster management in Rwanda. In 2010, the Ministry of Disaster Management and Refugee Affairs, the nodal ministry for disaster management, was established. This demonstrated the government's commitment to disaster management. The Government of Rwanda through the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) is paying more attention to the establishment of appropriate policy and institutional arrangements for dealing with disaster risks more effectively. In October 2012, the National Disaster Management Policy was approved by the cabinet, reiterating Rwanda's priority in DRM. The policy mandates the creation of the National Platform for Disaster Risk Reduction (NPDRR)[7]- the national coordination mechanism for disaster risk reduction in the country. Aside from the national DM Policy, MIDIMAR also developed a 5-year Strategic Plan (2012-2017). This 5 year strategic plan is built around the priorities of the HFA. The Disaster Management (DM) Law has also been drafted and approved by the

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[7] See Box 3 on page 10 for details about the NPDRR

Cabinet and is in the pipeline awaiting Parliament's deliberation for subsequent adoption into a prime statute on DRM in the country. It is expected that the passage of this law will further strengthen the government's resolve, focus and priority on DRM.

Box 3. National Platform for Disaster Risk Reduction

In line with Hyogo Framework for Action, the Rwanda National Disaster Management Policy mandated the creation of the National Platform for Disaster Risk Reduction (NPDRR) - the national coordination mechanism for DRR in the country. The NPDRR is composed of all Public Institutions and all Organisations playing a significant role in Disaster Management such as all Ministries part of the National Disaster Management Executive Committee, international donors, UN agencies, non-Governmental organisations, private sector, etc. The NPDRR is chaired by MIDIMAR and vice-chaired by the Resident Coordinator of the United Nations in Rwanda.

The NPDRR supports the Government of Rwanda and the Ministry in conducting preparedness, response and recovery activities. In particular it has the following responsibilities:

- Networking and sharing information, experiences and technical expertise nationally, regionally and internationally;
- Developing and implementing the disaster management policy and mainstream DRR in development processes such as policy formulation, socio-economic development planning, budgeting, and governance;
- Monitoring and analysis of hazard risk trends in the Country and establish baseline information for DRR, including disaster and risk profiles, national policies, strategies, capacities, resources and programmes;
- Developing and reviewing relevant preparedness, contingency and response plans in Rwanda;
- Participating in the assessment of the impacts and needs arising from disasters in Rwanda;
- Collaborating with lead institutions to monitor and respond to disasters;
- Preparing and updating manuals, guidelines, plans or other procedures for the entry and coordination of Disaster Relief and Initial Recovery Assistance;
- Compiling and updating information on existing bilateral, regional and international coordination mechanisms applicable to Rwanda, and provide technical advice to the Ministry on further development of such mechanisms;
- Develop and maintain a list of personnel nominated by the relevant Ministries to participate in Single Window International Facilitation Teams (SWIFTs) and to assist the Ministry to convene the SWIFTs immediately upon the commencement of an International Disaster Relief Period, if required for the volume of International Disaster Assistance expected;
- Developing technical quality standards for Disaster Relief and Initial Recovery Assistance;
- Adopting a disaster risk reduction approach that is holistic, comprehensive, integrated, and proactive in lessening the socio-economic and environmental impacts of disasters including climate change, and promotes the involvement and participation of all sectors and all stakeholders concerned, at all levels, especially the local community; in ensuring that DRR measures are gender responsive and respectful of human rights;
- Strengthen the capacity of SDMC and DDMC for all aspects of disaster management through decentralized powers, responsibilities, and resources;
- Develop result-oriented work plans for DRR;
- Monitor, record and report on disaster management actions at national and community levels in Rwanda

At the regional level, the East African Community established its Disaster Risk Reduction and

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Box 4. East African Community Disaster Risk Reduction and Management Strategy

The **East African Community Disaster Risk Reduction and Management Strategy (2012-2016)** has been adopted by the East African Community members (Kenya, Uganda, Tanzania, Rwanda, Burundi) in 2012 based on the Hyogo Framework for Action. Its vision is to develop a region of resilient communities in which natural and human induced hazards do not negatively impact on socio-economic development. That strategy aims at:
- ✓ Providing a framework for collaboration and partnership for the EAC Partner States in Disaster Risk Reduction and Management
- ✓ Facilitating and strengthening the Disaster Risk Reduction and Management activities of the EAC Partner States in line with the Hyogo Framework for Action (HFA) 2005-2015, the Africa Regional Strategy for Disaster Risk Reduction and those successor document

Management Strategy (2012-2016).

Furthermore, the East African Legislative Assembly is also working on an EAC Disaster Risk Reduction and Management Bill. It is a bill to provide a legal framework through which assistance can be provided to people affected by climate change and disasters. It also aims to protect the environment through integration of comprehensive disaster risk reduction and management practices in the Community.

f) The Government's DRM Initiatives and Programs

The Government of Rwanda, through the MIDIMAR has taken the lead in the implementation of disaster risk management programmes in the country. MIDIMAR since its creation has progressively developed its institutional capacity to deliver its mandate for both disasters and refugee affairs. For the disaster management division, MIDIMAR has three units namely; Disaster Management and Coordination Unit (DMCU), Research and Public Awareness Unit (RPAU) and Single Project Implementation Unit (SPIU). Each Unit is comprised of technical staff and led by a Director, with the exception of the SPIU which is led by the Programme Manager.

Last year (2012), the Ministry formulated its 5-Year Strategic Plan which sums up the government's overall framework for a holistic approach to disaster management and refugee affairs in Rwanda. For the disaster management component, the plan covers Disaster Risk Reduction, Preparedness, Response, Recovery and Rehabilitation. The strategic Plan is the central element of the Ministry's legal and operational framework. It translates into concrete outcomes and strategic objectives or the mission (defined by draft law) and the vision (defined by policies) of the Ministry[8].The Ministry in addition developed and officially published in October 2012 the National Disaster Risk Management Plan (NDRMP), as the guiding document that will enable the government to address disaster risk management in Rwanda. This plan confirms the arrangements for preparing for, responding to and recovering from disasters within the Republic of Rwanda.

Guided by the 5-Year Strategic Plan and the NDRMP, the Ministry is implementing different programs and projects across the country at various levels i.e. at national, districts, sectors, cells. This is done through an integrated approach and in partnership and collaboration with other relevant ministries, authorities and departments, the Rwandan Red Cross and other partners. A number of programs and projects are implemented with the technical and financial support of international organizations i.e. UN Agencies, International Organizations, Bilateral Partners and IFIs. These programs and projects include: capacity building and training, public awareness raising, developing early warning systems, establishing communication systems for disaster monitoring and reporting, emergency response and disaster risk management coordination, among others. There is also a sustained effort for policy advocacy i.e. mainstreaming DRR and DRM in key policies and development frameworks and the continuous lobbying and advocacy for the passage of the National Disaster Management Law.

g) The UN/UNDP's Assistance for DRR Capacity Development in Rwanda

The UN and UNDP have been proactively promoting and advocating the need for creating a culture of preparedness since 2003 and have underlined the importance of integrating disaster risk management

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[8]MIDIMAR 5-Year Strategic Plan, 2012-2017

into the development process[9]. At the ONE UN level, a Memorandum of Understanding (MoU) has been signed in March 2012 establishing a general framework for co-operation between MIDIMAR and One UN in Rwanda in Disaster and Refugee Management programs.

Over the past two years, the UNDP had initiated its programmatic support to the Government of Rwanda on disaster risk management. In cognizance of the inadequate technical and institutional capacities within the then newly created MIDIMAR, the need for continued engagement by UNDP to support the initiatives of the Government of Rwanda is critical. In 2011, the UNDP and MIDIMAR signed a Project Initiation Plan (PIP) titled "*National Capacity Building for Disaster Risk Management Programme.*"It is an advisory, policy and technical support aimed at laying down the key foundations necessary to ensure the sustainability and viability of DRM in preparation for a more comprehensive programme on disaster risk management for which this project document is developed.

In parallel to its DRM programme, UNDP Rwanda has also contributed to the establishment of the foundation for an efficient Early Warning System for Rwanda through its Africa Adaptation Project Rwanda (AAP) and LDCF project (Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in Flood Prone Areas). The projects provided Rwanda Meteorology Agency with the up to date equipment and models for data collection, processing and weather forecasting. Automatic Weather Stations (AWSs) have been provided to be used for data collection and support for integrated watershed management in flood prone areas have been installed across the country. The Project strengthened the capacity of professionals from Rwanda Meteorology Agency, the Ministry of Agriculture and MIDIMAR in data collection, analysis, and packaging for early warning information, weather forecast for disaster management and preparedness and use of early warning information for decision-making.

Other UN Agencies also supported the Government in related aspects of disaster risk management. The World Food Programme (WFP) provided support to develop the communication systems for disaster monitoring and reporting as well as technical assistance and policy advice. The UN Habitat supported the Government of Rwanda through the Resilient Cities campaign that aims at addressing issues of local governance and urban risk. In October 2011, the MIDIMAR and UN Habitat signed an agreement which provided an avenue to support local governments in Rwanda to build resilience to disasters. Among the activities conducted included the sensitization and capacity-building campaigns. The objectives pursued under the agreement of cooperation included;1) Help local authorities in Rwanda to become more resilient; 2) Find ways to operationalize at the local level elements of the "10 point checklist" that serves as the basis of the UNISDR's Making Cities Resilient Campaign; 3) Identify a role and practical mechanisms for the local government sector to participate in the National Platform on DRR for Rwanda; and 4) Capture lessons and disseminate information to the broader disaster risk reduction community[10].

h) The Need for Sustained Capacity Development for DRR in Rwanda

Consistent with the key development frameworks and priorities of the Government of Rwanda for the next five years and coherent with its commitment to the HFA for the next remaining 2-3 years leading to 2015 and the post-Hyogo agenda, a disaster risk management programme needs to be put in place to

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[9]Project Initiation Plan (PIP): National Capacity Building for Disaster Risk Management Programme

[10]*See* http://www.preventionweb.net/english/professional/contacts/profile.php?id=9801

support activities leading towards achievement of development objectives set out in key policy strategies and programme documents. A sustained capacity development programme on disaster risk management for Rwanda is expected to have the best benefit potential. The programme framework should be anchored on the key achievements and existing capacities in disaster risk reduction and sustain on-going efforts and initiatives towards resilience through continued capacity development of institutions, organizations, communities and individuals in disaster risk management.

While key foundations towards attaining Rwanda's vision for a 'disaster resilient nation' have been put in place, specifically in the area of establishing the legal, policy and institutional systems for disaster risk management, which by-far underpins institutionalization and sustainability and while the efforts of the recent decade have mustered certain degree of public interest and political commitment for DRM in the country, much remained wanting. Still key capacity gaps and needs ought to be addressed if Rwanda is to see its sustainable development goals and objectives achieved and not eroded by impacts of disasters. DRM should therefore be sustainably and strategically recognised, prioritised and supported.

The National progress report on the implementation of the Hyogo Framework for Action (2011-2013) has revealed a range of need areas and capacity gaps requiring programmatic and strategic interventions in order to enable Rwanda to sustainably achieve significant milestones in relation to the HFA Priorities by 2015. The achievement of the HFA is also a key vehicle to help the country accelerate achievement of the MDGs, its Vision 2020 and the medium term goals as set in the EDPRS II. There is a general recognition that substantial leaps has been achieved by the Country towards institutionalization of disaster risk management bolstered by the recent approval and adoption of the National Disaster Risk Management Policy, the sustained institutional strengthening of the Ministry, the formulation of the 5-Year Strategic Plan, the establishment of the National Platform for DRR, and the approval by the Cabinet of the draft National Disaster Risk Management Law (awaiting Parliament's deliberation and adoption).

However, there still exists limited and weak capacity within the MIDIMAR and other relevant institutions of the Government to advance and operationalize the DRM agenda. It is also recognized that there is prevailing lack of coordination among relevant ministries and key stakeholders. There is still inadequate disaster risk knowledge at all levels and lack of public awareness of disasters and the corresponding risks. The absence of an end-to-end Early Warning Systems and disaster preparedness capacities at all levels are yet lingering areas which require equal priority and attention if the country is to achieve resilience and aim for reduction of risks. While it is acknowledged that DRR is a multi-stakeholder, inter-sectorial and a multi-disciplinary field, it remains not fully mainstreamed into other sectorial and local development plans and programmes. These capacity gaps cut-across the three tiers of capacity development at enabling environment, organizational and individual levels.

Some of the highlighted capacity gaps and challenges in DRM include;

- Lack of capacity to operationalize and implement the DRM policy, frameworks and strategic plans. While the DRM enabling environment has been strengthened, there is still a lag in terms of capacities at organizational and individual levels which are pivotal elements if the country is to see DRM targets/efforts realized and sustained.

- DRM still gets very minimal share in the national budget despite growing disaster threats and events that have hampered development momentum in the recent past. There is very limited budget in the Ministry for risk reduction and disaster preparedness (only 25% of the Ministry's Annual budget and only 30% from decentralised or sub-national budget). A bigger chunk of the budget allocation in the Ministry is made available (or intended) for emergency response and relief. This is a very reactive approach to disaster management and therefore would need a radical paradigm shift if Rwanda is to see DRM contribute to achieving sustainable development goals. A key challenge therefore remains to aggressively advocate for the legislation of DRM budget (which could be a specific Article or provision in the DM Law).

- Stakeholders' coordination for DRM is at its infancy stage. There were mechanisms set up before; however, these are not ably backed up by policy or legislative frameworks hence they remain largely ad hoc in nature. The National Platform for Disaster Risk Reduction (NPDRR) has only been recently established and there is still inadequate capacity among its members; let alone mainstreaming DRM into their sectorial mandates and programmes. Only some institutions have put in place DRR strategies and plans i.e. The Rwanda Civil Aviation Authority (Security Contingency plan and Aerodrome Emergency Plan), The Ministry of Health (Integrated health Emergency Contingency Plan, Terms of Reference and Composition of Health Sector Emergency Preparedness and Response Committee). The Ministry of Agriculture have set up measures to deal with Food Security issues, strategic stores are in place to be utilized during emergency situation. Mainstreaming DRR in education curricula at all levels remains a gap. There is need to sensitize and harmonize activities across relevant ministries, departments and partner organizations.

- The participation of decentralized entities in disaster management activities is still at low level; priority is given to government bodies at the national level. The Government has started to implement a comprehensive approach to develop local DM bodies. Meanwhile, the capacity of the local governments has yet to be developed to accommodate grassroots level DRR initiatives. Furthermore, there is also a huge capacity gaps at community levels. There is therefore a need to strengthen the capacities of local governments and communities. The interface of local governments being the seat of decision-making at local levels and the communities being in the frontlines of managing and coping with disasters needs to be strengthened.

- Many strategies have been put in place in disaster prone areas to protect people from existing and emerging environmental risks. A classic demonstration of this is the government's programme to relocate people to safer areas. There is however still a need to establish sustainable programmes for reducing vulnerabilities. Programmes should also be designed to ensure community ownership. There is need to encourage social development policies and plans that could reduce people's vulnerability – social safety nets and social protection programmes needs to be sustained and expanded to help address vulnerabilities. This is where participatory community based disaster risk reduction is very important in which local communities actively participates in planning and implementation.

- There is also lack of gender-based analysis of disaster impacts and risks. Even disaster data of the Ministry is not disaggregated. The differential impacts of disasters to women and men are not highlighted. There is therefore a need to deliberately mainstream gender across the DRM spectrum.

- Limited/lack of risk knowledge: Disaster risks are not factored in development planning due to the absence of a comprehensive risk assessment. There is need to conduct regular risk assessment and disseminate the risk assessment report among all stakeholders. Developing capacities for risk assessments is of paramount importance[11].

- The Disaster Loss Database needs to be enhanced: The inadequacy of the current database is due to limited financial resource and equipment to support the cost of maintenance. There is also a need for capacity development in conducting disaster loss and damage analysis for national and local staff.

- Early Warning System is still rudimentary: Forecasting, prediction and detection capacities remain insufficient (although some efforts for hardware and equipment upgrade are on-going). Let alone capacities, procedures and protocols in place to generate early warning information and disseminate warning. The need to establish an end-to-end early warning system persists. Specific priority is accorded to flood early warning system considering the impact and frequency of flash flood in the country.

- Most of the awareness campaigns and training have been limited to few targeted districts due to lack of adequate resources (financial, human and material). There is a need to replicate and expand the reach of public awareness campaigns and training across the rest of the country.

- DRR is not mainstreamed into post-disaster recovery framework. The country lacks a Response and Recovery Framework which could provide a platform for the integration of DRR in Response and Recovery.

- Disaster preparedness and contingency plans have been developed at National level but very few exist at the District level. Multi-hazard Contingency Plans for all districts are a priority. The overall challenge is that the existing DRR policies and plans have not been implemented fully and translated into capacity and institutional development. Many relevant policies and plans have been formulated at the central level, but their implementation at the district and sector levels have not been to the maximum.

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[11]Currently there is no national multi-hazard risk assessment in place however an Evidence-based Comprehensive National and District Disaster Risk Analysis Project has been designed and a joint funding from World Bank and European Union has been approved through the Global Facility for Disaster Reduction and Recovery (GFDRR). The implementation of the project is expected to start in 2013. The project is expected to produce a multi-hazard national risk assessment and a national risk profile atlas (Rwanda Risk Profile Atlas).

II. STRATEGY

a) Overall Strategy

Capacity development for DRR is the central core strategy of this proposed project. It would mainly entail interventions for improving the governance capacities for DRR in Rwanda aimed at developing capacities across the three-tiers i.e. enabling environment, organizational and individual levels. It would include sustaining support to policy development and institutionalization, capacity building, knowledge building, piloting and scaling up of successful approaches and advocacy. This will complement the national strategy and commitment to develop a 'disaster resilient nation' in addressing impacts of climate change, disaster mitigation and progressive disaster risk reduction as stipulated in the Country's EDPRS II. The project strategies are also well aligned with the Common Country Programme strategies and the UNDAP, broadly categorized into: policy development, knowledge management and capacity development. The UNDP is strategically poised to support these strategies given its long-standing commitment to fostering sustainable development through capacity development, policy support, advocacy, and mainstreaming.

b) Project Outputs

The project will have five distinctive but mutually reinforcing output as follows:

Output 1: Enhanced capacities of national and local institutions to manage disaster risks and recover from disaster events; including improved national and local coordination mechanisms

Key activities to include: DRR capacity assessment of MIDIMAR; DDMCs, SDMCs and NPDRR; development of capacity development strategy and plan and support its roll-out and implementation; strengthening the national and local coordination mechanisms for DRR and recovery, including through capacity building support for the National Platform for DRR; Development of Districts DRM Plans; programmatic and progressive capacity building/training of MIDIMAR Staff, DDMCs and SDMCs on a range of DRR and recovery technical capacities including community based disaster risk management (CBDRM) and post-disaster needs assessment (PDNA); provision of technical advisory services and programme support. Also include: setting up and strengthening the National Emergency Disaster Operations Center (NEOC) where the EW and other systems are integrated and coordinated.

Output 2: DRR mainstreamed into national/district/sectorial plans and policies; and capacities on DRM Planning enhanced

Key activities to include: Identify entry points for DRR mainstreaming based on UNDP's Framework for DRR/CCA Mainstreaming, including identification of priority sectors for DRR mainstreaming; Development of DRR Mainstreaming Planning module; DRR mainstreaming into district development plans; mainstreaming of DRR in selected sectorial development plans and relevant policies i.e. in school curriculum, land use plans, building codes; Development of DRR mainstreaming guidelines and training; provision of technical advisory and programme support.

Output 3: A functioning national disaster risk assessment and monitoring system (DRAMS) established

Key activities to include: Development of the National Risk Assessment Framework, develop evidence-based national hazard risk profile and national risk assessment, establishment of the damage and loss data base/National Disaster Observatory, enhancing national capacities for undertaking risks assessments and establish a national coordination and governance mechanisms for the effective functioning of the integrated national disaster assessment and monitoring system in Rwanda.

Output 4: End-to-end early warning systems established and operational

Key activities to include: Resource mobilization to support establishment of EWS; comprehensive and systematic inventory of EWS in Rwanda i.e. Assessment of EWS; support to capacity building of RMA on warning monitoring (prediction), analysis and forecasting to include upgrade of both software and hardware components of existing hydro-meteorological equipment and facilities; series of stakeholder's workshops and consultations to: set up institutional arrangements specifying roles and responsibilities and chain of protocols for early warning, develop EW SOPs at all levels, establish specific warning criteria for each type of hazards (i.e. rainfall-induced floods, flash floods and landslides), develop the communication/ Information protocols, procedures and flow chart for early warning messages.

Output 5: Reduced community vulnerabilities and increased household resilience in selected high-risk districts and increased public awareness on DRR

Key activities include: Support for the implementation of disaster preparedness and vulnerability reduction measures in selected high-risk districts/areas (i.e. research on cost-effective community based mitigation measures; retrofitting of community infrastructures in high-risk zones and promote household resilience through CfW/FfW scheme and other incentive mechanisms; and promote a culture of disaster preparedness and prevention through sustained support to building public awareness on DRM.

c) Institutional Mechanisms for Project Implementation

The Ministry of Disaster Management and Refugee Affairs (MIDIMAR) is the project's implementing partner. As an elaboration of the PIP signed in 2011, this project will build on the existing Project Steering Committee (PSC). The PSC however could be expanded under this project to include representation of the NPDRR (in addition to MIDIMAR), and other responsible agencies who are direct partners for some project components such as the Rwanda Meteorological Agency (RMA). The RMA will be engaged as responsible agency for the sub-component of Output 4: "Early Warning Systems established and operational". The Ministry of Education (MINEDUC) will be engaged as a cooperating partner for the public awareness building sub-component of Output 1. The media organizations will also be involved as coordinating partner for relevant project sub-components of this output. The Rwanda Red Cross (RRC), having a widest reach and institutional presence at local levels including cells and *Umudugudus* across the country and with the track record of implementing community based disaster risk management activities, will be engaged as cooperating agency for developing communities' disaster preparedness capacities. Specific tripartite partnership and cooperation agreements will be signed between and by the MIDIMAR, the UNDP, and a relevant cooperating/responsible entity for this purpose. Overall project management will be the responsibility of the MIDIMAR with oversight and technical support from the UNDP.

d) The Scope of the Project

A comprehensive capacity development for disaster risk reduction programme is envisaged by the national government through the leadership of the MIDIMAR. These interventions anchored on the five priorities of the Hyogo Framework for Action (HFA) are seen as crucial to address the problems and gaps as stated.

The approval of the revised National Disaster Management Policy last year is a key foundation which laid down the requisite enabling environment for advancing disaster risk reduction in the country. It is reinforced by the explicit integration of disaster management and DRR in the EDPRS II. While the enabling policy architecture has been put in place, it is also recognized that inadequate institutional and technical capacities in key government institutions, in particular MIDIMAR, hamper this momentum and derail the achievement of important building blocks towards realization of the HFA goals and the country's own vision of a disaster resilient nation. In an attempt to address this growing concern, the project will support a comprehensive capacity development of MIDIMAR. It will sustain initial capacity building efforts undertaken in the recent past through provision of support to basic and advance technical training and coaching/mentoring on a range of DRR technical themes.

The capacity building interventions will build on the results and recommendation of the capacity assessment of MIDIMAR which will be commissioned under this project. The project will also sustain provision of technical and policy advisory services and programme support (initiated under the PIP) through a DRR Specialist and a Programme Officer who would provide support to project implementation, monitoring and resource mobilization.

There is also a weak coordination among DRR stakeholders owing to technical capacity gaps and lack of understanding of respective roles and stakes in DRR among ministries and institutions. In order to address this gap, the project will strengthen and sustain the National Platform for Disaster Risk Reduction through organization development, defining and clarifying roles and responsibilities and sustain its functionality and operations through provision of both technical backstopping and financial support. Under this component, the project will also rally support and advocate for the eventual passage of the DM Bill by the Parliament.

The need for public awareness and knowledge building on DRR is another crucial area of support. Public awareness will also be a parallel component of the interventions so that as national capacities are developed and policies/frameworks are put in place, the general population are made aware of disaster risks and the consequences of ignorance and inaction. It will then muster community's (people's) capacities to engage the duty-bearers to deliver on their mandates and hold mutual accountability. Public awareness will also do a lot in terms of harnessing community involvement, participation and responsibility to look after their welfare. With adequate support, communities will play a huge role in disaster preparedness. The project will continue supporting public awareness campaigns and strategies which had been started under the PIP.

Complementing the national DM policy frameworks which had been put in place, Rwanda also has developed its National Disaster Risk Management Plan (NDRMP). This however had not yet cascaded vertically to the local government levels. Thus the project would likewise provide strategic support to

developing the local district DM Plans in all the 30 districts and facilitate vertical integration of DRR. Moreover, the project would also support horizontal integration or mainstreaming of DRR into sectorial ministries and relevant policies at national levels.

Building risk knowledge is another important component of this project. The project through approved funding support by World Bank- European Union ACP will support capacity building for disaster risk assessments including developing DRA methodology, tools and guidelines. Technical training on DRA will also be part of the project component. Ultimately, this project will support the development of the National Disaster Risk Atlas of Rwanda which is an important key reference document for development planning and policy making for disaster risk reduction.

The project will also seek to complement the on-going initiatives to establish the early warning systems (EWS) in the country. While the initial efforts (as jointly initiated by REMA, RMA and MIDIMAR) focus on enhancing forecasting capacity – [with support to both upgrade of hardware and software components] and generation of the early warning by the RMA of hydro-meteorological hazards, there still remain critical capacity gaps. A very evident gap is how to make these early warning messages reach the last mile and for recipients of early warning to know what actions to take if given a warning advisory. The project will support the enhancement of early warning capacity through the establishment of the end-to-end early warning systems, developing capacities for warning monitoring (prediction), analysis and forecasting, develop communication protocols dissemination of early warning and enhance community based early warning systems in villages and communities.

The project will also support disaster risk mitigation measures and vulnerability reduction projects in selected high-risk districts, in cognizance of the importance of a parallel strategy of building capacity for effective disaster risk management on one hand, and the need to ultimately address vulnerabilities to reduce disaster risks, on the other.

e) Sustainability Strategy

The results of this project will be sustained by strategically positioning this within the government's broader programme for DRM and MIDIMAR's 5-Year Strategic Plan.

Moreover, a key priority of the MIDIMAR, which is supported by UNDP, is to see the DM Bill deliberated and passed by the Parliament into Law. The enactment of the DM Law will further lay down the legal and institutional framework of disaster risk reduction and management in the country, which is seen as important and crucial step to sustain DRM efforts.

The capacity development of MIDIMAR which is a key objective of this project will also ensure that its DRM mandate is competently and sustainably operationalized and implemented. The amount of in-house technical capacities that would be developed within and among the civil servants in MIDIMAR and at local government levels will surely muster a roster of individuals with DRR competency/capacity.

The institutionalization and strengthening of the NPDRR is another assurance of sustainability of this effort. The multi-stakeholders' engagement being fostered through the NPDRR mechanism ensures broad support to DRM within the whole strata of the bureaucracy.

The active engagement and involvement of the Local Governments and communities across the different components of the project also lays down key foundations for the DRM initiatives and efforts to be sustained and mainstreamed across all levels both horizontally and vertically. Specifically, on the deployment of District Disaster Management Officers under Output 2 on mainstreaming DRR in district disaster management plans, the project support will only be for two years. By the end of second year under project support, it is envisioned (and will be deliberately worked out and agreed with Government) that the latter will take over and sustain and institutionalize it by including the DDMOs in the regular annual budget of the Government entity (which is either MIDIMAR or the concerned District Local Government). Deliberate discussion on this regard will also be undertaken with the Ministry of Local Government (MINALOC) as the latter have oversight function on the local governments. It is important that the mainstreaming of DDMOs as part of the regular posts/staff of government should be mutually agreed upon between and by the Local Governments, MINALOC and MIDIMAR. One of the key success indicators of this project is having DDMOs mainstreamed in the government structure (either at Districts or Ministry) supported by state budget.

The partnership with Rwanda Red Cross, known for its long-standing institutional presence on the ground and with adequate support from the entire Red Cross/Red Crescent community at the international level, is a very positive indication of sustainability and complementation.

Finally, the vulnerability reduction and risk mitigation measures output is piloted under this project. The lessons, experience and processes which will result from this initiative will be documented, shared and subsequently be advocated for replication by relevant ministries, the private sector, non-governmental organizations, the local governments and the communities. Efforts will also gear towards institutionalizing and mainstreaming this initiative into the MIDIMAR's strategic plan and integrated in both national and local disaster risk management plans. The EDPRS II could be a take-off point to advocate for inclusion of vulnerability reduction and risk mitigation measures as integral part or strategy of key programmes and projects of the government.

f) Resource Mobilization Strategy

The proposed project has a total budget requirement of US$8,845,459.77for 5 year project duration. This figure is an all-inclusive budget for the implementation of all components and outputs as well as programme support costs, technical advisory and mission costs, communications and operations, and programme management, monitoring and evaluation. The budget prioritization is reflected in the distribution across the five key outputs, as shown in the graph below:

Budget Distribution Per Output

Output 5 20%
Output 4 13%
Output 3 15%
Output 2 2%
Output 1 50%
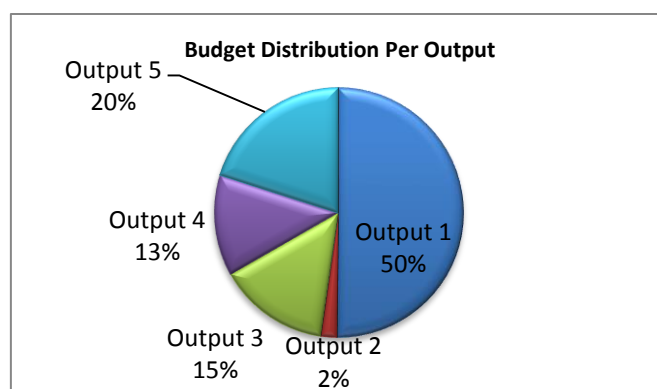
The project budget will be financed through the following sources: the funds UNDP will provide from its core resources; the approved funds from WB-EU-ACP to cover the Output 3 sub-component on risk assessment; the funds that MIDIMAR would mobilize from other donors (i.e. African Development Bank is one potential donor and a proposal is already being developed); and the funds that UNDP would mobilize from BCPR, other development partners and third-party donors. The One-UN Fund is another window for accessing funds to support this project. The Government will also supplement the project overall resources through its in-kind contribution which is calculated in monetary terms and reflected in the overall project budget summary.

The project resources framework has been developed on the basis of the funding necessary to achieve the results identified reflected herein in terms of project intended outputs, each of which have a number of key activities and actions deemed necessary to achieve the relevant Output. These outputs (results) were identified and prioritised based on the in-depth gaps and needs analysis as elaborated in the situational analysis section of this project document.   The cost of key activities have been calculated using the cost parameters used by the MIDIMAR in its prior experience in implementing projects which was cross-referenced with the costing tool used for the UNDAP 2013-2018. The project budgets are indicative and represent the basis for resource mobilization.

The project will have three categories of Sources of Funding: (1) the UNDP Regular Resources committed to the project; (2) other Resources, which mainly refer to the WB-EU-ACP approved budget and the potential funding from AfDB; and (3) the Resources to be mobilized. The UNDP Regular Resources represent about 43% of the total budget required. This remain indicative, however, as it depends on annual budget programming and allocation of UNDP. The Other Resources cover about 14%. The Resources to be mobilized represent the 'funding gap" which is a significant part of about 43% of the total budget required. The areas for which mobilization effort will be launched are related to the 'funding gap'. It is for this purpose that a resource mobilization strategy to meet the gaps will be established collectively by UNDP and MIDIMAR.
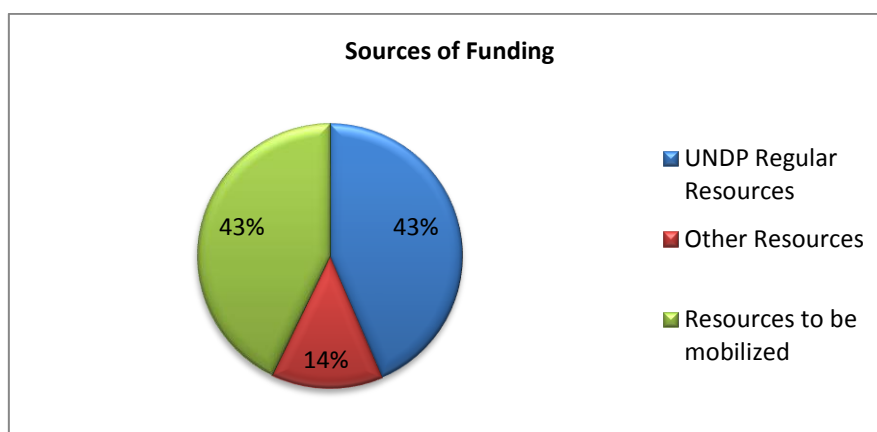
The UNDP under the leadership of the UN Country Director (with support from the UN Resident Coordinator), is responsible for resource mobilization in collaboration with MIDIMAR and other participating UN Agencies for joint resource mobilization under One-UN. The UNDP will in particular engage long-standing partners in the country such as Japan and EU and other non-traditional donors to explore potential funding windows to support this disaster risk reduction project. Internally, within the UNDP system, funding support from BCPR (i.e. TRAC 3 resources) will also be sought to cover unfunded

activities of this project. The WB-EU-ACP National Disaster Risk Reduction Programme of the Global Facility for Disaster Reduction and Recovery (GFDRR) will also be continuously engaged. Key to a potential successor support from the latter is the achievement of the results of the initial funding it has provided for risk assessment. In particular, for the component on strengthening the National Platform for Disaster Risk Reduction, potential resources will also be mobilized from the UNISDR specifically for support to activities related to the development of the post-Hyogo framework.

The MIDIMAR, for its part, will also undertake resource mobilization efforts with other potential partners, bi-lateral donors, and regional funding windows available through the African Union, East African Community (EAC) and other regional partners. A case in point is the current joint proposal being developed in partnership with the Rwanda Meteorological Agency (RMA) for possible funding support from ClimDev-Africa Special Fund (CDSF) administered by jointly by the African Development Bank (AfDB), the African Union (AU) and UN Economic Commission for Africa (UNECA).

Key to resource mobilisation will be the achievement of results and the communication of those achievements to the donors. The project will establish a monitoring system which will facilitate timely reporting of progress and results. Communicating project results will also be imbedded in the project's communication strategy, this could underpin resource mobilization efforts. The MIDIMAR's communication unit will be tapped to produce video documentary and other audio-visual materials highlighting progress and achievements in DRR and DRM (especially those directly attributable to this project). The project's periodic reports will also be made available to and accessible by donor agencies and other stakeholders.

g) Partnership Strategy

The project will seek to establish partnerships and linkages with all key stakeholders both horizontally and vertically as well as across levels i.e. global, regional, national, and local. The partnerships and linkages will promote and ensure resource optimization, knowledge-sharing, maximization of technical assistance, synergy and complementation.

Foremost, the project will build upon on-going and existing partnerships established. In particular, there exists a strong collaboration and partnership between MIDIMAR, REMA, and RMA including the Rwanda Red Cross, the Rwanda National Police (RNP) in the area of establishing the early warning systems for effective disaster preparedness. This partnership will be sustained and further strengthened under this project. Efforts are underway to also expand this partnership and involve the Rwanda Natural Resources Authority (RNRA) – specifically the Geology and Mines Department and the Integrated Water Resources Department for warning services related to geological and hydrological hazards respectively. In particular, this project will build on the achievements of the UNDP supported project "Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in Flood Prone Areas" which is implemented by REMA.

The project will also make use of the partnerships initially established by MIDIMAR with local governments (at both Districts and Sectors) in the area of strengthening local DRM capacities and support to DDMCs and SDMCs and sustain the same to ensure achievement of relevant intended results. This

partnership will be further extended to include direct collaboration with the Ministry of Local Government (MINALOC).

The collaboration with the Ministry of Education (MINEDUC) and the schools on DRR mainstreaming will likewise be sustained. Key lessons from the mobilization of schools to promote disaster awareness of the school children and the public will be replicated under this project and will be further expanded through other strategies such as promoting schools participation in the celebration of international disaster risk reduction day. DRR mainstreaming in school curriculum will also be further pursued as one priority under Output 2.

The National Platform for Disaster Risk Reduction (NPDRR) is also the broadest mechanism which will be maximized to ensure synergy and complementation and coordination of DRR activities, both as implemented through this project and other initiatives.

The project will also capitalize on the already established partnership between UNDP and MIDIMAR as laid down by the previous UNDP support provided in the area of disaster risk reduction. Under this project, however, it will be expanded to include tapping the technical expertise of the BCPR (both at regional and HQ) to support the government's efforts for disaster risk reduction and disaster risk management through UNDP Rwanda. Specifically, the project will deliberately seek to link with and maximize the UNDP-EU-WB joint initiative for developing a common Post-Disaster Needs Assessment (PDNA) tool and the Disaster Recovery Framework. It will also obtain BCPR technical guidance and assistance on Output 3 (Risk Assessment). It will likewise maximize support from BCPR for a range of training and capacity building activities (e.g. tapping the services of CADRI[12]).

It will also establish partnerships and linkages with the other UN Agencies and international organizations implementing similar DRR/DRM programmes in the country. The project will also seek to align with the regional mechanisms and strategies such as the East African Community Strategy for Disaster Risk Reduction.

h) Gender Mainstreaming Strategy

The project will seek to integrate gender across all the outputs. A gender mainstreaming note has been developed detailing how gender will be given utmost consideration in the whole project implementation and how it could be captured in terms of results (see Annex III). The Guidelines on Gender in Disaster Management of the MIDIMAR will also be extensively utilized to inform the implementation strategies and activities of the project.

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[12]CADRI is an inter-agency initiative of UNDP/BCPR, OCHA and the UNISDR secretariat, CADRI's mission is to advance knowledge of, and strengthen sustainable capacity development for disaster risk reduction worldwide.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:	

UNDAP Outcome 1.3: Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with Rio+20 recommendations for sustainable development.

UNDAP Outcome 4.1: Reduced negative impact and improved recovery of affected populations as result of humanitarian crises

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNDAP Outcome Indicators: Reduction in number of people affected in disaster-prone areas

CCPD Outcome Indicators: 1).No of sector policies reflecting environment, climate change, disaster risk reduction and gender considerations; 2) No of districts reflecting environment, climate change, disaster risk reduction and gender considerations in their development plan and budgets; 3) National Platform for Hyogo Framework Action plan in place

Baseline: 1) 2 sector policies reflecting environment, climate change, disaster risk reduction and gender considerations; 2)7 districts reflecting environment, climate change, disaster risk reduction and gender considerations in their development plans; 3) No National Platform for DRR in place

Targets: (1) 7 sector policies reflecting environment, climate change, disaster risk reduction and gender considerations; 2) 30 districts reflecting environment, climate change, disaster risk reduction and gender considerations in their development plans; 3) a National Platform for DRR established

Applicable Key Result Area (from 2014-2017Draft Strategic Plan):
Area of Work 3: Resilience-building so that countries can sustain their development gains in the face of shocks and rebound stronger. - All areas of work proposed in this Strategic Plan will help build resilience.   However, specifically to focus on the issue of a much stronger ability to prepare for and deal with the consequences of natural disasters, especially as they are exacerbated by climate change. (*Note: This section will be revised as soon as the final version of the Strategic Plan is completed*)

Partnership Strategy: *See text in preceding page*

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Enhanced capacities of national and local institutions to manage disaster risks and recover from disaster events; including improved national and local coordination mechanisms Indicator: 1. DRM capacity assessment of	*Capacity Assessment and Capacity Development (CA-CD) of MIDIMAR, DDMCs, SDMCs and NPDRR*			
	Targets (year 1) MIDIMAR's, DDMC's, SDMC's and NPDRR's capacities assessed and a capacity development strategy and plan developed	1 DRR Capacity Assessment of MIDIMAR and NPDRR including DDMCs and SDMCs *Commission a CA consultant to undertake the assessment and develop the capacity development strategy for MIDIMAR, DDMCs, SDMCs and NPDRR*	MIDIMAR *Other Partners:* NPDRR/DDMCs/S DMCs	**US$ 18,200** Consultants Costs DSA Travel & Transport Communications
	Targets (year 1-5) Roll out and implementation of MIDIMAR's capacity development plan	2 Support to activities indicated in the capacity development plan (*specific capacity building activities to be determined after the CD plan is finalised in Year 1*)	MIDIMAR *Other Partners:* NPDRR/DDMCs/S	**US$ 96,000(across 4 years)** @ *US$24,000 per year) – Year 2-5* Training Costs *(food,*

			DMCs	*accommodation, venue, training materials, equipment rental, etc)* DSA Travel expenses Facilitator/Consultant fee
MIDIMAR, NPDRR, DDMCs and SDMCs Baseline: 1. No Target: 1. Yes				
Capacity building at all levels, strengthening of institutional/legal framework and improved disaster/emergency operations and coordination				
Indicator: 2. No. of DRM training attended by MIDIMAR Staff 3. No. of MIDIMAR Staff, NPDRR Focal Points and members of DDMCs and SDMCs trained on relevant DRM skills 4. CBDRM module developed Baseline: 2. 2 training attended by MIDIMAR staff in 2012 3. No baseline available 4. No Target: 2. 5 training 3. 50 women and men trained on relevant DRM skills 4. Yes	**Targets (year 1-5)** DRM technical capacities of MIDIMAR, other relevant ministries, and local authorities developed (*with up scaling of support to capacity building in the ensuing years*)	3 Advanced DRM Training for MIDIMAR staff and DRR focal points of other ministries 4 Basic DRM Training for local authorities (i.e. DDMCs, SDMCs) 5 Technical advisory services of an International DRR Specialist (P4) – *Note: (Time/costs of DRR Advisor cut across all outputs)* 6 Programme analyst and support services - P2- Programme Officer (*Time/costs of Programme Officer cut across all outputs*) 7 Development of modules for Community Based Disaster Risk Reduction and Management (CBDRM) and training on use/application of modules for MIDIMAR, DDMCs and SDMCs *(Year 2)*	MIDIMAR/UNDP *Other Partners:* NPDRR/DDMCs/S DMCs	**US\$2,132,220** *for 5 years* Training Costs DRR Advisor Costs Project Manager Cost, Programme Analyst Costs Consultancy services costs DSA Travels Communication Supplies Coordination Costs Miscellaneous
Indicator: 5. National recovery framework and strategy developed Baseline: 5. No Target: 5. Yes	**Targets (year 1-5)** Capacities for disaster recovery developed and national recovery framework and strategy developed	8 Assessment of recovery capacities and gaps through technical advisory services and support 9 Develop the national recovery framework and strategy 10 Training for national and local stakeholders on Post-Disaster Needs Assessment (PDNA) 11 Develop early recovery and recovery plan 12 Prepare guidelines for relief, early recovery and reconstruction	MIDIMAR/UNDP *Other Partners:* NPDRR	**US\$36,000** BCPR Technical mission costs Training costs Consultancy costs DSA Travel costs
	Targets (year1-5) Sustain support to operationalize	13 Policy advocacy to include fund or budget allocation for disaster risk reduction and	MIDIMAR	

			Other Partners:	
and implement the DM Policy		preparedness in the DRM Bill 14 Technical advisory services for DM policy implementation	NDPRR	
Indicator: 6. National Disaster Operations Center established in MIDIMAR Baseline: 6. No Target: 6. Yes	Targets (year1-5) Set up the National Disaster Operations Center	15 Develop the operational, organizational and functional set up of the NDOC • *Develop protocols, standard operating procedures and operating guidelines* • *Prepare terms of reference (TOR) of NDOC staff and placement/recruitment of staff* 16 Establish the physical center and equipping it with required facilities and equipment 17 Training of staff on a range of emergency operations management skills and knowledge (i.e. Information Management, Disaster Monitoring, Communication, Emergency Coordination, etc.)	MIDIMAR	**US$120,000** BCPR Technical mission costs, Equipments, training, meeting costs,
	Improved national coordination mechanism for DRR			
Indicator: 7. NPDRR meets regularly Baseline: 7. No Target: 7. Yes	Targets (year 1-5) The National Platform for DRR activated, fully functional and meets regularly	18 High Level Meeting of the NPDRR (*once a year or as need arises*) *Convene at ministerial level and heads of agencies to discuss and agree internal policies and define strategic directions of the platform* 19 Regular quarterly meeting of the NPDRR 20 Establish a web-based portal for information and knowledge sharing of the NPDRR hosted within the MIDIMAR website (*Year 1*) 21 Year-end HFA review and updating workshop 22 Country participation in the 3rd World Conference for DRR in Sendai, Japan in 2015 (*Year 3*) 23 Support country participation in post-Hyogo regional conferences/meetings 24 Sensitization workshop on the Post-Hyogo Agenda or HFA2 (*Year 2*)	MIDIMAR *Other Partners:* NPDRR	**US$ 618,835**(*for 5 years*) Secretariat Staff cost, Coordination costs Participation to post Hyogo meetings (*3 participants once a year*) Project Staff Costs – Project Officers/Finance Assistant/Driver ($359,335) Workshop/Training costs DSA (Training), Travel (Training), Communication Costs Supplies (Training)s Miscellaneous, Monitoring & Evaluation Costs
	Development of District Disaster Risk Management Plans			
Indicator: 8. No. of Districts with DRM plans 9. DDMOs mainstreamed in the Districts/Ministry	Targets (year 1-5) 30 Districts with DRM Plans developed (@ 10 districts per year)	25 Development of District/Sector DRM Plans	MIDIMAR *Other Partners:* DDMCs/SDMCs	**US$1,152,600**(*for 5 years*) Consultancy Costs (Training) DSA, Travel costs Training/Workshop Costs Equipment rental (LCD

Baseline: 8. 7 Districts with DRM Plans 9. No (zero) DDMOs mainstreamed in the District/Ministry Target: 8. 30 Districts with DRM Plans 9. 30 DDMOs mainstreamed in the Districts/Ministry				projector, Computers) Supplies, Coordination Costs, District DM Officers Costs ($864,000), District DM Officers Operations Support Costs
Output 2: DRR mainstreamed into national/district/sectorial plans and policies; and capacities on DRM planning enhanced Indicator: 10. No sectorial policies/plans with DRR integrated/mainstreamed Baseline: 10. None Target: 10. 3 relevant policies reflects DRM elements	**Targets (year 1-5)** Sectorial plans/policies with DRR mainstreamed and integrated	26 Identification of entry points for DRR mainstreaming based on UNDP's framework for DRR/CCA mainstreaming 27 Development of DRR Mainstreaming guidelines 28 DRR mainstreaming in other sectorial ministries and policies i.e. EIA, schools curricula, building codes, land use plans, etc. 29 Review of the District development plans for DRR mainstreaming 30 Provision of technical advisory services and programme support	MIDIMAR/UNDP *Other Partners:* NPDRR	**US$190,000**(*for 5 years@ US$ 38,000 per year*) Consultancy Costs (Training) Training/Workshop Costs Equipment rental (LCD projector, Computers) Supplies Coordination Costs BCPR Technical Mission Costs
Output 3: A functioning national disaster risk assessment and monitoring system (DRAMS) established Indicator: 11. National Risk Assessment Framework developed 12. National disaster risk profile developed 13. National disaster observatory established in MIDIMAR Baseline: 11. No 12. No 13. No	**Targets (year 1)** National Risk Assessment Framework (NRAF) developed to guide the development of national DRAM system	31 National stocktaking of existing risk assessment and information 32 Development of National Risk Information e-library 33 Development of a Country Situation Report on DRAM in Rwanda 34 Development of the NRAF document	MIDIMAR/UNDP	**US$ 50,000**
	Targets (year 1) Evidence-based national hazard risk profile developed through comprehensive National Risk Assessment	35 Develop methodology, tools and guidelines for disaster risk assessment and monitoring in Rwanda 36 Develop training modules on disaster risk assessment 37 Training of Trainers at national and district levels on DRAM 38 Undertake a comprehensive national hazard assessment and mapping 39 Undertake a comprehensive national risk (exposure, vulnerability, and loss) assessment and mapping by	MIDIMAR/UNDP *Other Partners:* NPDRR/DDMCs/ SDMCs	**US$ 663,955** (WB-EU-ACP) Consulting services Project Team Costs (Project Manager, Project Assistants, Vulnerability and loss/ impact Analyst, Mapping specialist) Task team supervision cost Coordination and liaison Publication of report (Hardcopy) Publication of report on CD-ROM Field surveys Costs

Target: 12. Yes 13. Yes 13. Yes		engaging relevant national stakeholders 40 Develop the applications of the national risk profile, such as in developing a National Risk Reduction Strategy, territory or land-use planning, etc. 41 Conduct of monthly Technical Risk Assessment Working groups meetings 42 Validation workshops and meetings 43 Writing and launching of the Rwanda Risk Profile		(Enumerators, Team leaders, Copies of Questionnaires, other data collection costs) Training manual printing Equipment (Handheld GPS and ArcPad, Laptop), Vehicle rental, Drivers Costs, Comm. costs (i.e. air time) Project launch costs
	Targets (year 2-3) A National Disaster Observatory (NDO) established within MIDIMAR for an integrated and systematic collection, storing, analysis and dissemination of disaster information	44 Development of an integrated national disaster database 45 Development of a national network for disaster registration 46 Development of unified methodologies, tools and guidelines for collecting, compiling disaster damage and loss data 47 Development of a set of applications for effective disaster/emergency management, such as instant damage and loss mapping, early warning and early action, contingency planning, etc. 48 Provision of technical training to Disaster Informants on collecting and reporting disaster damage and loss	MIDIMAR *Other Partners:* NPDRR/DDMCs/SDMCs	**US$ 300,000** Technical experts' mission costs Training costs Consulting services Cost of Equipment and software
	Targets (year 4-5) National coordination and governance mechanism established to ensure the effective functioning of the integrated national disaster risk assessment and monitoring system (NDRAMS) and national institutional capabilities developed to ensure the sustainability of disaster risk assessment and monitoring in Rwanda	49 Clarification and legalization of the role, mandate and main responsibilities of relevant national stakeholders in the established national disaster risk assessment and monitoring system in Rwanda, under the leadership of MIDIMAR 50 A series of National stakeholders workshops organized and facilitated to ensure stakeholder engagement and enhance national coordination mechanism 51 Development of a formal education programme on disaster risk assessment and management (scholarships for masters or diploma in relevant specializations e.g. GIS Courses?) 52 Establishment of a training center within MIDIMAR to provide training on disaster risk assessment and its use in decision making	MIDIMAR *Other Partners:* NPDRR/DDMCs/SDMCs	**US$ 300,000**
Output 4: End-to-end early warning systems established	**Targets (year 1)** Resources mobilized to support	53 Updating of Project Proposals on EWS including identification and liaising with potential third-party	MIDIMAR/UNDP	**US$ 1,355,223** *(across 4 years; may*

and operational	establishment of Early Warning Systems			*change depending on external or third party resources mobilised)*
Indicator: 14. Institutional arrangements or chain of command for early warning; roles and	**Targets (year 2-5)** Comprehensive and systematic Inventory for EWS in Rwanda	54 Commission conduct of comprehensive assessments of the early warning systems and capacities in Rwanda	MIDIMAR *Other Partners:* RMA/REMA/RNRA/RNP/RDF/RRC	
responsibilities and protocols not defined 15. EW communication/ dissemination plan developed Baseline: 14. No 15. No Target: 14. Yes 15. Yes	**Targets (year 2-5)** Core system implementation (include consensus on the nature and form of the early warning system, design its core elements, and commence initial strengthening and pilot testing EWS operations	55 Stakeholders Workshops and consultations (series of) to undertake the following: ▪ Set up institutional arrangements specifying roles and responsibilities and chain of protocols for early warning ▪ Development of EW SOPs at all levels ▪ Establish specific warning criteria for each type of hazards (i.e. rainfall-induced floods, flash floods and landslides) ▪ Develop the communication/Information protocols, procedures and flow chart for early warning messages 56 Reinforcement of MIDIMAR Capacity in Disaster Communication System	MIDIMAR *Other Partners:* RMA/REMA/RNRA/RNP/RDF/RRC	
	Targets (year 2-5) Integration of the EWS to the disaster risk management mechanisms	57 Sensitization activities on the EWS at national, sectoral and community levels	MIDIMAR *Other Partners:* RMA/REMA/RNRA/RNP/RDF/RRC	
Output 5: Reduced community vulnerabilities and increased household resilience in selected high-risk districts and increased public awareness on DRR	**Targets (year 1)** Resources mobilized to support implementation of pilot vulnerability and mitigation measures	58 Preparation of project proposals and submission to potential third-party donors/funders.	MIDIMAR/UNDP	**US$ 1,000,000** *(for a period of 3 years, starting on the 2nd or 3rd year of the project and depending on external or third party resources mobilised)*
Indicator: 16. No. of community infrastructures retrofitted 17. No. of households benefited from CfW/FfW 18. % of women participated in CfW/FfWs Baseline:	**Targets (year 2-3)** Evidence-based research on suitable and cost-effective disaster mitigation measures produced	59 Research on suitable and cost-effective mitigation or adaptation measures to hydro-meteorological hazards in Rwanda (i.e. river training, bioengineering technology solutions, water reservoir downstream for water collection --- the latter is transforming climate change impacts and disaster risks into benefits e.g. collection of water from heavy rainfall and water flows from upstream. Could be used as source of water for drought-prone areas)	MIDIMAR *Other Partners:* NPDRR	

16. *No baseline available* 17. *No baseline available* 18. *No baseline available* Target: 16. 10 community infrastructures retrofitted 17. 200 households 18. 30% of women participated in CfW/FfWs	**Targets (year 2-3)** Disaster-resilient community infrastructures and livelihoods	60 Community infrastructure improvements (disaster proofing/retrofitting of school buildings, health centres, markets, etc.) 61 Carry out research to identify climate resilient livelihoods (farm-based or off-farm enterprises) in selected districts 62 Provide financial support to selected climate – resilient livelihoods venture 63 Support the creation of market linkages	MIDIMAR *Other Partners:* NPDRR	
	Targets (year 2-3) Promote household resilience through incentive mechanisms and Cash-for-Work schemes	64 Cash for Work or Food for Work Schemes for communities (with priority to women and unemployed working age youth) involved in tree planting, terracing, etc. 65 Incentives for production of tree seedlings and coir production or other materials used for mitigation projects	MIDIMAR *Other Partners:* NPDRR	
	Improved public awareness on DRM			
Indicator: 19. % of Rwanda's population aware of DRM, disasters and disaster risks 20. No. of schools with DRR School Clubs organized Baseline: 19. *To be established under this project* 20. *To be checked/confirmed* Target: 19. Increased by 30% from the baseline 20. Increased by 30% from the baseline	**Targets (year 1-5)** The population are more aware of disaster risks and can articulate the basics of disaster risk reduction	66 Baseline study to determine level of public awareness on DRR 67 Support for regular TV/Radio programme and productions on DRM 68 Support for publication of DRM articles in national broadsheets 69 Development and production of public awareness materials i.e. brochures, pamphlets, flyers, video documentaries, info-boards, etc.	MIDIMAR *Other Partners:* NPDRR	**US$ 812,426.77 (***for 5 years*) Cost of radio/TV program/production Publication/printing/ production of public awareness materials Consultancy services Training/Workshop Costs DSA, Travels, Communication Costs (Airtime, Monthly Subscription for Toll Numbers (SMS & Voice) Cost of public awareness campaign activities Costs of IEC materials Programme Coordination and Management Costs (SPIU) – 7%, Audit Costs, Project Evaluation Costs, 1% Communication Costs (UNDP)
	Targets (year 2) An engaged and involved media to stimulate public awareness and promote a culture of disaster resilience amongst the population	70 Sensitization and training of media personnel and journalists on DRM and CCA	MIDIMAR *Other Partners:* NPDRR	
	Targets (year 1-5) Strong community involvement in sustained public education and awareness campaigns including awareness building in schools	71 Public awareness activities during International DRR Day; launching of a disaster preparedness week in Rwanda 72 DRR education and awareness campaigns in schools (i.e. with DRR school clubs)	MIDIMAR *Other Partners:* NPDRR	

BUDGET SUMMARY PER OUTPUT

Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Total per output
Output 1	704,211	1,194,411	1,018,411	718,411	538,411	4,347,623
Output 2	38,000	38,000	38,000	38,000	38,000	190,000
Output 3	663,955	350,000	150,000	150,000	-	1,313,955
Output 4	173,768	-	200,000	400,000	581,455	1,181,455
Output 5	260,427	123,000	403,000	373,000	653,000	1,812,426.77
TOTAL BUDGET	**1,840,361**	**1,705,411**	**1,809,411**	**1,679,411**	**1,810,866**	**8,845,459.77**

IV. ANNUAL WORK PLAN

Year: July 2013 – June 2014

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
And baseline, indicators including annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Enhanced capacities of national and local institutions to manage disaster risks and recover from disaster events; including improved national and local coordination mechanisms									
Indicator: 1. DRM capacity assessment of MIDIMAR, NPDRR, DDMCs and SDMCs Baseline: 1. No Target (Year1): 1. Yes	Capacity Assessment of MIDIMAR, DDMCs, SDMCs and NPDRR - *Preparation of Terms of Reference* - *Recruitment of consultant* - *Roll-out of the capacity assessment of MIDIMAR* - *Meeting for presentation, validation of capacity assessment results and adoption of the capacity development strategy/plan*	X	X			MIDIMAR/ UNDP	UNDP	Consultant	12,000
								DSA	2,700
								Travel	2,500
								Meeting cost	1,000
									18,200
Indicator: 2. No. of DRM training attended by MIDIMAR Staff 3. No. of MIDIMAR Staff, NPDRR Focal Points and members of DDMCs and SDMCs trained on relevant DRM skills Baseline: 2. 2 training attended by MIDIMAR staff in 2012	Advanced DRM Training for MIDIMAR staff and DRR focal points of other ministries	X		X		MIDIMAR	UNDP	Training Costs	12,000
	Basic DRM Training for local authorities (i.e. DDMCs, SDMCs)	X	X	X	X	MIDIMAR	UNDP	Training Costs (all inclusive) for 10 Districts @4,400 per District	44,000
	Technical advisory services of an International DRR Specialist (P4)			X	X	UNDP	UNDP	Technical Advisor (UNDP Staff Costs)	115,000[13]
	Programme analyst and support services –(P2) in UNDP			X	X	UNDP	UNDP	Programme Officer (UNDP Staff Costs)	60,000[14]

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[13]Cost of Technical Specialist is only for 6 months as the remaining 6 months for 2013, costs are already committed under the PIP

[14]Cost Programme Officer is only for 6 months as the remaining 6 months for 2013, costs are already committed under the PIP

		Q1	Q2	Q3	Q4				
3. No baseline available Target (Year1):	Project Manager	X	X	X	X	MIDIMAR	UNDP	Project Manager	49,044
2. 1 training 3. 10 women and men trained on relevant DRM skills									**280,044**
Indicator: 6. National Disaster Operations Center established in MIDIMAR Baseline: 6. No Target (Year 1): 6. Yes (at least NDOC initially set-up with staff and with minimum operating guidelines and protocols)	Develop the operational, organizational and functional set up of the NDOC • *Develop protocols, standard operating procedures and minimum operating guidelines* • *Prepare terms of reference (TOR) of NDOC staff and placement*	X	X	X	X	MIDIMAR	UNDP	Costs imbedded in the Technical Advisor's costs	-
									-
Indicator: 7. NPDRR meets regularly Baseline: 7. No Target (Year 1): 7. Yes	High Level Meeting of the NPDRR	X		X				Meeting/Coordination Costs	5,000
	Regular quarterly meeting of the NPDRR	X	X	X	X	MIDIMAR	UNDP	Project Staff Costs (2 *Project Officers/ Finance Staff/Driver*)	68,160
								Costs of communication (airtime) of Project Staff	3,707
								Monitoring Costs (Travel , DSA) @US$500 per staff x 4 staff x 12 months	11,000
	Year-end HFA review and updating workshop		X					Platform coordination & workshop costs	5,000
	Support country participation in post-Hyogo regional conferences/meetings		X	X	X			Participation to regl/intl post-Hyogo meetings (Travel/DSA	7,500
	Establish a web-based portal for information and knowledge sharing of the NPDRR hosted within				X			Cost of setting up the web-based info sharing and management portal	5,000

	the MIDIMAR website							Office Supplies (Consumables)	10,000
									115,367
Indicator: 8. No. of Districts with DRM plans Baseline: 8. 7 Districts with DRM Plans Target (Year 1): 8. 10 Districts with DRM Plans *(inclusive of the initial 7 which needs validation and 3 additional Districts)*	District DRM Planning workshop for 10 Districts	X	X	X	X	MIDIMAR	UNDP	Cost of Planning workshop for 10 Districts	0[15]
								Costs of Deployment of 7 DM Officers (@US$1,200/month/per staff x 12 months) – *additional 3 DDMOs will be deployed in January 2104 to cover 3 Districts*	100,800
	Development of District/Sector DRM Planning Module	X	X	X	X	MIDIMAR	UNDP	Cost of equipment, etc. to support operations of DDMOs at Districts (Laptops, printers, desks, etc)	14,000
								DDMO Operations costs i.e. Travel or Fuel Costs for Motorbikes ($250/DDMOx7x12 months); Communication Costs @$50/DDMOx7/12 months)	25,200
									140,000

Output 2: DRR mainstreamed into national/local plans, in sectorial ministries/policies; and capacities on DRM planning enhanced

Indicator: 9. No sectorial policies/plans with DRR integrated/mainstreamed Baseline: 9. None Target (Year 1): 9. 1 relevant policy reflects DRM elements	Identification of entry points for DRR mainstreaming based on UNDP's framework for DRR/CCA mainstreaming	X	X	X	X	MIDIMAR Other relevant Ministries	UNDP	Meeting/coordination Costs (BCPR Technical Mission)	2,000
								Project operations costs) Vehicle fuel and maintenance ($9,000)	9,000
	Development of DRR Mainstreaming guidelines					MIDIMAR		Meeting/coordination Costs	2,000
									13,000

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[15]The cost of planning for workshop in 10 districts has been factored in the Basic DRM Training for local authorities with a budget line of $ 88,000 (See activity 3 of output 1 above)

Output 3: : A functioning national disaster risk assessment and monitoring system (DRAMS) established								
Indicator: 11. National disaster risk profile developed Baseline: 11. No Target (Year 1): 11. Yes	BCPR Technical Mission to assist in the kick-off of the risk assessment process; training/coaching the project team	X					UNDP	BCPR Technical Mission Costs (DRA Experts)	10,000
	Develop methodology, tools and guidelines for disaster risk assessment and monitoring in Rwanda	X				MIDIMAR MIDIMAR	WB-EU ACP	All inclusive cost as indicated in the approved budget by WB-EU-ACP (refer to Project Proposal for budget details)	653,955
	Develop training modules on disaster risk assessment		X						
	Training of trainers at the national level		X						
	Training at the district level targeting 2 DDMC members per districts		X	X	X				
	Undertake a comprehensive national hazard assessment and mapping	X	X	X	X				
	Undertake a comprehensive national risk (exposure, vulnerability, and loss) assessment and mapping by engaging relevant national stakeholders		X	X	X				
	Conduct of monthly Technical Risk Assessment Working groups meetings and validation workshops			X	X				
	Writing and launching of the Rwanda Risk Profile				X				
									663,955
Output 4: End-to-end early warning systems established and operational								
Indicator: 13. Institutional arrangements or chain of command for early warning; roles and responsibilities and protocols not defined	Updating of Project Proposals on EWS including identification and liaising with potential third-party donors/funders	X	X	X	X	MIDIMAR/ UNDP		-	-
	Submission of EW proposals to potential donors/funders		X	X	X	MIDIMAR/ UNDP		-	-

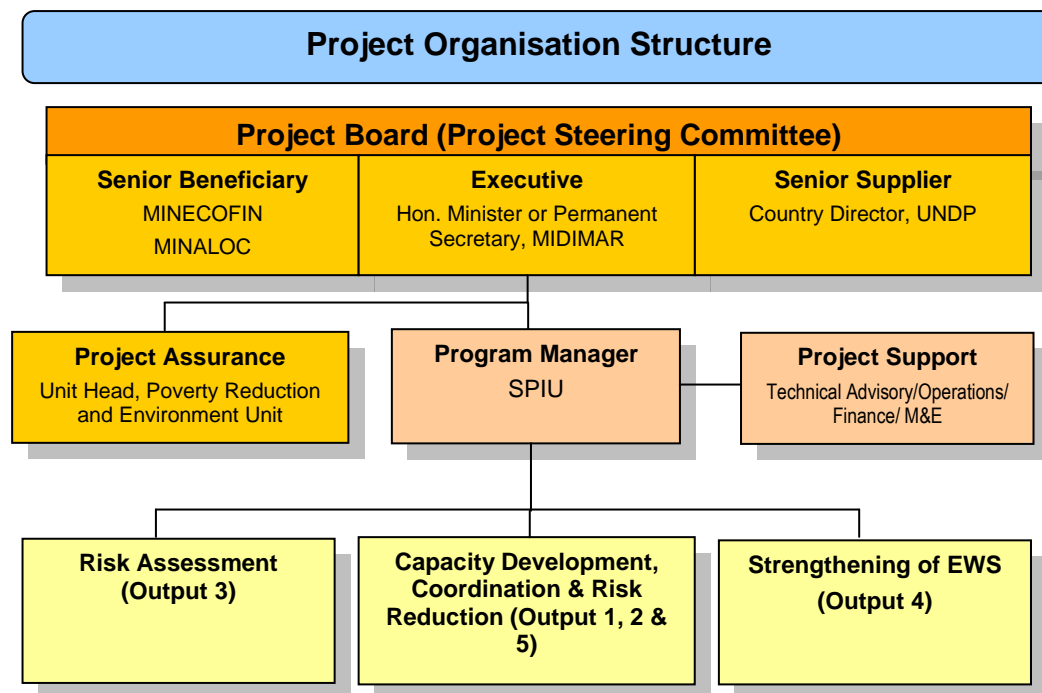|		Q1	Q2	Q3	Q4				
14. EW communication/ dissemination plan developed Baseline: 13. No 14. No	Reinforcement of MIDIMAR capacity in Disaster Communication System	X	X	X	X	MIDIMAR DDMCs/Local Gov'ts.	UNDP	Direct support to the Disaster communication System (832 people at Sector Level, Bulk SMSs, IT Support and Operator)	86,884
Target (Year 1): 13. Yes (Partially) 14. Yes (Partially)									**86,884**
Output 5: Reduced community vulnerabilities and increased household resilience in selected high-risk districts and increased public awareness on DRR									
	Preparation of project proposals and submission to potential third-party donors/funders	X	X	X	X	MIDIMAR/UNDP	UNDP	-	-
Indicator: 19. % of Rwanda's population aware of DRM, disasters and disaster risks	Support for regular TV/Radio programme and productions on DRM	X	X	X	X	MIDIMAR	UNDP	Cost of Public awareness (TV/Radio/Print)	24,000
	Support for publication of DRM articles in national broadsheets	X	X	X	X	MIDIMAR	UNDP		
20. No. of schools with DRR School Clubs organized Baseline: 19. *To be established under this project* 20. *To be checked/confirmed*	Development and production of public awareness materials i.e. brochures, pamphlets, flyers, video documentaries, info-boards, etc. - *Preparation of TOR for consultancy* - *Recruitment/ selection of consultancy firm/individual to develop the content, design, lay-out of IEC materials on DRM* - *Production/printing* - *Distribution of IEC materials*	X	X	X	X	MIDIAMR	UNDP	Costs of consultancy services for one Year	33,000
								Production/Printing of IEC materials *(First Release)*	5,000
Target (Year 1): 19. Increased by 10% from the baseline 20. Increased by 10% from the baseline	Public awareness activities during International DRR Day		X			MIDIMAR	UNDP	All inclusive activity/event costs	10,000
	DRR education and awareness campaigns in schools (i.e. with DRR school clubs)	X	X	X	X	MIDIMAR	UNDP	All inclusive activity/event costs (*cost items to be detailed later*)	5,000
	Project Coordination, Communication and Evaluation (Single Project Implementation Unit-MIDIMAR)	X	X	X	X			Project Coordination and Management Costs	97,611.50

	Project Audit				X			3,000
	1% Communication Costs						Communication Costs	14,920.62
								192,532.12
TOTAL								**US$ 1,509,982.12**

Budget Summary:	
UNDP	856,027.12
WB-EU ACP	653,955
TOTAL	**1,509,982.12**

V. MANAGEMENT ARRANGEMENTS

The proposed project is designed to be implemented over a period of 5 years in line with the current UNDAP (2013-2018). The project will have a nationwide scope and the Ministry of Disaster Management and refugee Affairs (MIDIMAR) will be the Implementing Partner for the project and accountable for the project activities and the judicious use of project funds under the guidance and oversight of the Project Board(Project Steering Committee).

The Project Board (Project Steering Committee) will be composed of three roles within the project management structure namely, the Executive, Senior Beneficiary and Senior Supplier. The Executive role will be taken by the Honourable Minister or Permanent Secretary of MIDIMAR. The Senior Beneficiary will be the Honourable Ministers or Permanent Secretaries of MINECOFIN and MINALOC (or any designated representative) representing the NPDRR. The Senior Supplier will be the Country Director of UNDP or his designated representative. These three will comprise the minimum required members of the Project Board (Project Steering Committee) hence will be the quorum for an official Project Steering Committee meeting to take place. In the course of project implementation, the Project Steering Committee could be expanded to include additional members such as donors and other ministries or institutions engaged as implementing partners.

Project Organisation Structure

Project Board (Project Steering Committee)		
Senior Beneficiary MINECOFIN MINALOC	**Executive** Hon. Minister or Permanent Secretary, MIDIMAR	**Senior Supplier** Country Director, UNDP

Project Assurance
 Unit Head, Poverty Reduction and Environment Unit

Program Manager
 SPIU

Project Support
 Technical Advisory/Operations/ Finance/ M&E

Risk Assessment (Output 3)

Capacity Development, Coordination & Risk Reduction (Output 1, 2 & 5)

Strengthening of EWS (Output 4)

Main roles and responsibilities of the Project Board (Executive, Senior Beneficiary and Senior Supplier), Project Manager, Project Assurance and Project Support are as follows:

Project Board (Project Steering Committee) will be responsible for making decisions by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board will:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Appoint a senior national Project Manager;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

Executive represents the project ownership and chairs the Project Board (Project Steering Committee). The Executive's role is to ensure that the project's focus throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive ensures that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Senior Supplier is a group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

Senior Beneficiary is a group of individuals representing the interests of those who will ultimately benefit from the project. The primary function is to ensure the realization of the project's results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. It entails the role to monitor progress against targets and quality criteria.

Project Manager (PM) has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the limits laid down by the Project Board (Project Steering Committee). The PM is responsible for day-to-day management and decision-making for the project. The PM will:
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initial activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using appropriate finance forms - the FACE (Fund Authorization and Certificate of Expenditures) (including signature of FACE forms);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board or the Project Steering Committee;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available.

Project Assurance is the responsibility of each Project Board member; but can be delegated. The project assurance role supports the Project Board through independent project oversight and monitoring functions. Project Assurance will:
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Project Support provides project administration, management and technical support to the Project Manager as required by the needs of the project or Project Manager. Project Support will:
- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer Project Board meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

At operational and project management levels, in order to ensure successful and effective implementation of the project and achievement of its intended results, this project will support the SPIU which will serve as the Project Management and Support Unit. To warrant sustainability, the government will designate a Program Manager from within the Ministry. The project, however, will support the hiring and appointment of a small project support team comprised of a Project Manager, Project Officers, Finance Assistant and a driver which will be under the supervision of the SPIU.

The recruitment of the project staff, specifically the international specialist, is imperative at this juncture given the limited technical and human resource capacity in the Ministry. The deployment of international staff including the short-term consultants is designed to ensure transfer of knowledge and skills to national staff (of the Ministry and Project Support) through coaching, mentoring and hands-on training. This will be stressed in the Terms of Reference of all international specialists and experts hired under the project.

a) UNDP Support Services

As per the SBAA and other Letter of Agreements (LOAs) between the Government of Rwanda and UNDP with respect to the provision of support services by the UNDP CO for nationally implemented programmes and projects, the UNDP CO may provide, at the request of the Implementing Partner, the following support services for the activities of this project, and recover the actual direct and indirect costs incurred by the CO in delivering such services as stipulated:
a. Payments, disbursements and other financial transactions
b. Recruitment of staff, project personnel, and consultants
c. Procurement of services and equipment, including disposals
d. Travel authorization, Government clearances ticketing, and travel arrangements
f. Shipment and custom clearance

b) Summary of the inputs to be provided by partners

The Government will make available civil servants to be part of the Project Management Unit and Support through the SPIU. Specifically, the Program Manager of the SPIU is the designated authority to run the project on behalf of the Implementing Partner. MIDIMAR will provide office space for the project staff. Regular MIDIMAR technical and administrative staff will also be involved in the implementation of project activities and will form part of MIDIMAR's input to the project. These inputs are estimated at the equivalent of a significant in-kind contribution by the government to the project.

UNDP CO will commit its Regular (Core) Resources under the current CPD/UNDAP. BCPR's contribution to the project will be sought including both funding and technical assistance. Other third-party (non-core) resources will also be mobilized to support the unfunded activities/components, in addition to the already approved funding from WB-EU ACP for Output 3 (Risk Assessment).

UN agencies can bring in to the project: research, experiences, and tools in capacity development; relationships with governments and access to development partners; a neutral and objective perspective in supporting standard approaches and methods; as well as staff, networks, and experiences on the ground in developing countries. The UN brings a corporate body of knowledge and experience in strategic, results-based project management in the area of disaster risk reduction, poverty, and environment.

The National Platform for DRR and other Multi-Sectoral Technical Working Groups provide a common platform and forum for information sharing and coordination. The project intends to use this forum for effective coordination.

c) Audit Arrangements

Audit will be conducted in accordance with the UNDP NIM Audit policies and procedures, and based on UNDG's Harmonised Cash Transfer (HACT) policy framework.

d) Agreement on intellectual property rights and use of logo on the project's deliverables

These will be retrained by the employing organization of the personnel who develops intellectual products, either Government or UN/UNDP in accordance with respectively national and UN/UNDP policies and procedures.

VI. 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

➢ On a quarterly 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.

➢ 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.

➢ 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.

➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ 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

➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

➢ **Annual Project Report**. An Annual Project Report shall be prepared by the Project Manager and shared with and approved by the Project Steering Committee. As minimum requirement, the Annual Project 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.

➢ **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 appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

➢ **HACT Spot Checks and Project Monitoring:** During the course of the project implementation, spot checks and monitoring visits will be conducted.

Others

➢ **External Project Review:** The project will be subject to an external project review towards the end of its 2nd Year or beginning of its 3rd year. This will be the mid-term project evaluation. The exercise will be carried out to assess the performance of this project, progress achieved so far and assess if the project outputs and deliverables need adjustment. Detailed quarterly and annual work plans as well as progress reports on the activities realized will be prepared for each of the Outputs. The abovementioned documents will have to be, agreed upon and certified by the Project Steering Committee. The Project Manager with assistance from the Technical Advisor will be responsible for completing the relevant sections of the project quarterly progress report as well as the annual progress report using a specific standard format. And end-of-project evaluation will also be conducted to assess and gauge achievements and results of the project including measuring key outcomes achieved and progress towards impacts. The end-of-project evaluation will substantially inform the Final Report of the project.

- ➤ **Final Report:** A final report will be compiled and submitted to UNDP within three months of the termination of this project. This report shall give a summary of the actual outcomes, outputs and deliverables compared to the planned outcomes, outputs, and deliverables. The report shall also give an assessment of project's efficiency.
- ➤ Only the Output or components which are funded will be subject for monitoring, periodic review and evaluation.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Rwanda and the United Nations Development Programme (UNDP). The host country and the implementing agency shall, for the purpose of the Standard Basic Assistance Agreement refer to the Government Co-operating Agency described in the Agreement.

ANNEX I   RISK LOG

#	Description	Date Identified	Type	Impact (I) & Probability (P) Note: scale 1-5 (5 being the highest)	Countermeasures/ Mngt response	Owner	Submitted or updated by	Last Update	Status
1	A major disaster occurring would hinder project implementation in affected districts	May 2013	Environmental	The annual rainy season and other natural hazards may result to another disaster affecting the population. This would hinder or delay project implementation as focus would be diverted to responding to the current emergency I: 3 P: 3	- Lessons learned and experience from the previous early recovery activities could be drawn and inform the strategies on how to tackle/approach any disaster that may occur. - Develop a disaster contingency plan so as to be ready with response when a disaster strikes thus limiting the implications/effects to project implementation	Project Manager			
2	Lack of technical capacities within the IP to implement project activities	May 2013	Organizational	The IP is a relatively new ministry and it recognizes its limitations in terms of technical capacities on disaster risk management. This if not addressed is very likely to affect project implementation I: 3 P: 3	- The project will hire fulltime staff to implement the project - A DRR Technical Advisor is also on board to provide this much needed technical expertise to the Ministry - Close monitoring and tracking of implementation of planned activities and provide technical guidance on a regular basis - Organization of regular project meeting to discuss the issues, refine the management/action plans and implementation strategy	Project Manager			
3	Necessary operational support such as the recruitment of staff and contracting of consultants or professional services are not provided in a timely manner	May 2013	Operational	It does often take a long time to recruit staff or procure goods and services I: 3 P: 1	- Develop a clear HR recruitment plan for the project and UNDP could provide backstop (if required) to the IP in some operational matters i.e. preparation of documents, evaluation, minutes of meetings in order to expedite the process of hiring project staff	Project Manager			
5	Certain decision making and / or activity implementation delayed	May 2013	Organizational Operational	This will undermine confidence in the project. It will also entail cost implications I = 2 P = 1	- Regular monitoring and project meetings to address matters requiring critical and expedient decisions - Provide feedback to management and get management to give the required "push" for critical decisions to be made expeditiously	Project Manager			

ANNEX II INITIAL MONITORING AND COMMUNICATION PLAN

Types of Monitoring and Communication Action	Types of Stakeholders	Method of Monitoring and Communication	Due/Timeline for Each Type of Monitoring and Communication	Date of Completed Action	Status of Action
Annual Work Plans	Project→UNDP	Report	Annually		AWP developed
Annual Procurement and HR Plan	Project→UNDP	Report/document	Annually		
Quarterly work plans and progress reports	Project→UNDP	Report	Quarterly		
Monthly Project Work plan, Financial and Progress Report	Project	Report/document	Monthly		
Monthly project meeting	Project—UNDP	Face-to-Face	Monthly *(signed minutes to be submitted within 5 working days)*		
Project Steering Committee Meeting Report	Project →UNDP	Report	Quarterly		
Updated risk, issue, lessons learned logs and communication and monitoring plan	Project→UNDP	Report	Quarterly		Initial Risk Log developed; Monitoring and communication plan developed
Audit	UNDP→Project	Visit, Report	Annually*(For project expenditure reaching $600,000 per annum)*		
Audit Implementation Action Plan	Project→UNDP	Report	At least quarterly		
Spot Check	UNDP→Project	Visit, Report	Quarterly		
Annual review meeting and progress reports	Project→UNDP	Report	Annually		
Quarterly Project Combine Delivery Report	UNDP→Project	Report	Quarterly		
FACE (Fund Authorization and Certificate of Expenditures) Form and other POA documentations, including monthly Bank Reconciliation record, advance record	Project→UNDP	Report/documents	Quarterly		
UNDP Monthly Exchange Rate	UNDP→Project	Document	Monthly		
Quarterly Project Direct Payment List	Project→UNDP	Report/document	Quarterly		
Evaluation	UNDP→Project	Visit, Report	Mid-term and end of project		

ANNEX III   PROJECT'S GENDER MAINSTREAMING NOTE

Gender mainstreaming is a cross-cutting strategy of the project. It will endeavour to mainstream gender in all disaster risk management and risk reduction initiatives, policies, strategies and activities. In specific terms, the project will address gender equality, women's empowerment and participation in its outputs, activities and indicators as outlined below:

Output 1: Enhanced capacities of national and local institutions to manage disaster risks and recover from disasters; including improved national and local coordination mechanisms. Gender perspectives and issues will be addressed as follows:

- The capacity assessment of MIDIMAR will endeavour to identify differing capacities and capacity gaps of women and men staff of the ministry. The assessment process will also specifically look at how gender is mainstreamed in the ministry's work. The consultation process would include a balance of women and men among the KI respondents and participants to FGDs, including validation of findings, etc.
- All capacity building or training activities of the project will endeavour to provide equal opportunities for women and men participation. It will also ensure a balanced women and men participation in different capacity development, training and sensitization activities. The project will ensure, at its utmost, to include slots for both women and men in training opportunities offered at regional and international levels. Gender modules shall also be deliberately planned and included in all disaster risk reduction and management training activities supported by the project.
- The component on strengthening the National Platform for Disaster Risk Reduction, it would be ensured that there is gender-balanced representation among the Focal Points in its composition. Strengthening the coordination mechanisms from national to local levels will seek to address gender representation in the disaster management committees, including the multi-sectoral technical working groups.

Output 2: DRR mainstreamed into national/districts/ sectorial plans/policies; and capacities on DRRM planning enhanced

- The module development and the actual roll-out of the Disaster Management Planning at national and district levels will give key consideration to gender differentiated risks and vulnerabilities in disasters and ensure that women are equally or proportionately represented in the planning working groups, tasks forces and implementation
- In the development of DRR mainstreaming strategy in sectorial ministries and policies, specific reference will be made to the MIDIMAR's gender mainstreaming strategy developed in 2012 and endeavour to integrate such in the project's mainstreaming activities

Output 3: A functioning national disaster risk assessment and monitoring system (DRAMS) established

- The risk assessment process, including the methodology and tools which will be developed under this output will be gender-proofed i.e. risk analysis and vulnerability analysis will have to be gender-disaggregated and that specific differentiated analysis of disaster risks to women and men would be highlighted.
- In developing capacities for risk assessments and risk analysis and development of risk and vulnerability maps, the methodologies and tools developed and used would outline differential analysis of women and men's vulnerabilities. The vulnerability assessments will have to take into account sex, age, religion, location, disability, ethnicity, health status and access to basic social services. Risk assessment reports will seek to highlight gender issues and perspectives and such be taken into consideration when developing disaster preparedness plans.

Output 4: End-to-end early warning systems established and operational

- The development of Standard Operating Procedures for early warning and emergency response operations will have both direct and indirect benefit to women and men as it would enhance disaster preparedness and effective response which is expected to reduce the burden on women to cope and manage disaster impacts. An improved early warning system and basic knowledge of communities to respond in a timely, coordinated and appropriate manner do contribute to avoid or at least minimize losses and damages.

- The early warning system that is envisioned to be developed through the support of this project will be responsive and sensitive to the different needs of women and men; guidelines and protocols should ensure that early warning information reaches the last mile especially the most vulnerable i.e. women and children, female-headed households

Output 5: Reduced community vulnerabilities and increased household resilience in selected high-risk districts and increased public awareness on DRR. Specific activities that have direct implications to women issues and gender perspectives will be implemented as follows:

- All proposed small-scale mitigation and vulnerability reduction projects will take into consideration the differential impacts of disasters and development to women and men. The project activities will consider the involvement and participation of women both as contributor and as beneficiaries. It will also strategically endeavour to target female-headed households as priority beneficiaries for incentives and cash-for-work schemes.

- The interventions and project strategies will endeavour to engage women in the management and oversight of the project, specifically on monitoring, thereby promoting women's leadership.

- Women and men will be equally and/or proportionally represented in consultation process in developing the public awareness campaign plans and strategies. Specific awareness modules and IEC materials will be designed emphasizing gender issues in disaster management and response.

ANNEX IV   RWANDA DISASTER STATISTICS 2012

DISASTER DAMAGES BY DISTRICT (Jan –Dec 2012)[16]

Individual Households' Properties

District	Deaths	Injuries	Crops (Ha)	Damaged and destroyed Houses
BUGESERA	2	0	165	141
BURERA	0	0	0	3
GASABO	2	1	21	179
GATSIBO	2	19	0	35
GICUMBI	3	2	159	52
HUYE	1	0	20	135
KAMONYI	0	4	0	55
KARONGI	1	8	0	78
KAYONZA	0	0	15	85
KICUKIRO	3	0	3	10
KIREHE	1	0	0	65
MUSANZE	4	0	719	138
NGOMA	0	0	0	28
NGORORERO	2	0	54	297
NYABIHU	8	0	868	227
NYAGATARE	0	3	0	73
NYAMAGABE	5	0	29	72
NYAMASHEKE	5	16	0	49
NYANZA	2	0	2	45
NYARUGENGE	0	2	0	20
NYARUGURU	2	0	3	0
RUBAVU	10	10	321	753
RUHANGO	2	14	0	25
RULINDO	0	20	40	1
RUSIZI	8	16	142	481
RUTSIRO	9	7	20	0
RWAMAGANA	0	0	0	129
Total	**72**	**122**	**2,580**	**3,176**

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[16]Source: Database of MIDIMAR

DISASTER DAMAGES BY DISASTER TYPES (Jan –Dec 2012)[17]

(Individual Households' Properties)

Disaster Type	Died	Injured	Houses Damaged and Destroyed	Crop Land (Ha)
Land slides	12	0	177	399
Floods	24	26	1163	1883.5
Fire	0	0	1	20
Heavy rains	0	2	129	17
Heavy rains & Winds	7	1	1705	260.6
Thunderstorms & Lightning	29	93	1	0
Total	72	122	3176	2580.1

INFRASTRUCTURES AND OTHER PROPERTIES (JAN-Dec 2012)[18]

(Infrastructures, Business, and Public Properties)

No	BRIDGES	SCHOOLS			Religion Buildings	Local Gov't Office Buildings	Other properties	Market
		Schools	*Rooms*	*Sanitary*				
NGORORERO	*3*	*2*	*10*			*1*		
GICUMBI					*1*			
NYAMASHEKE					*1*			
MUSANZE	*2*							
KIREHE		*1*	*3*			*1*		
KAYONZA		*3*	*4*		*2*			
RWAMAGANA		*2*	*5*		*4*	*1*		
GATSIBO		*1*	*1*			*1*		
RUBAVU		*3*	*Buildings Flooded*					*1*
BUGESERA		*1*	*1*					
NYAGATARE		*1*		*36*				
NYANZA		*1*	*4*	*3*				
KARONGI		*2*	*6*	*9*			*1*	
GASABO					*1*			
BURERA		*1*						
BURERA		*1*	*4*				*1*	
RUSIZI		*1*	*6*		*2*			
HUYE						*1*		

[17]Source: Database of MIDIMAR

[18]Source: Database of MIDIMAR