



RWANDA

Kigali, 11 August, 2008

Ref. : n° .19.5.../08

Dear MIA,
Dear Madam,

Subject: Request for DEX Authorization for the Project 00061846 “Support to MDG Activities, Advocacy and One Programme Implementation”

I am pleased to submit to you the request for DEX Authorization from the Regional Director for the project 00061846 “Support to MDG Activities, Advocacy and One Programme Implementation”. The project is to facilitate UNDP support to the One Programme

I wish to also submit to you the Annual Work Plan for 2008, which has been prepared and adopted by UNDP Rwanda in collaboration with the Government Partners. Attached also are the minutes for the meeting that approved the work plan for 2008.

Kind regards.

Yours sincerely

Anthony OHEMENG-BOAMAH

Anthony OHEMENG-BOAMAH
Country Director

**Mia Seppo,
Country Programme Advisor
UNDP Regional Bureau for Africa
NEW YORK**

CC: Martin Fianu
Chief of Staff
RBA

Government of Rwanda



United Nations Development Programme (UNDP)



Support to Millennium Development Goals Activities, Advocacy and One Programme Implementation

Brief Description

The overall objective of the project is to support the Government of Rwanda in emerging crosscutting initiatives and in the promotion of advocacy through the production and dissemination of key national documents including the Rwanda's National Human Development Report (NHDR) for 2008, the MDG Progress Report 2009 and the UNDP Annual Report. The Project is also aimed at supporting the One Programme Implementation in the framework of One UN in Rwanda.

The main beneficiaries are the Government of Rwanda and ultimately the Rwandan citizens.

The project will have five components namely:

- 1. Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision making capacities;*
- 2. Advocacy through launch events;*
- 3. Strengthening of Country Office Capacities for One Programme Follow up and implementation.*

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Country: **Rwanda**

UNDAF Outcome(s)/Indicator(s): *Evidence-based policy making: Policy and Socio-economic planning guided by use of quality and disaggregated data*

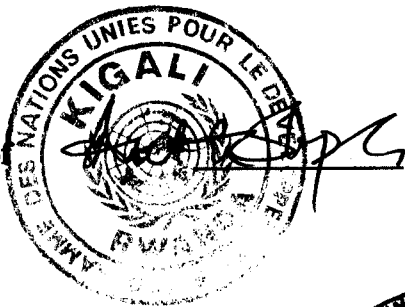
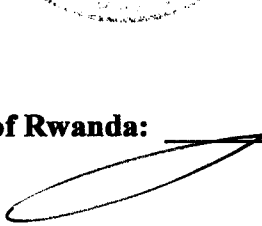
Expected Output(s)/Indicator(s): *Capacity for quality data collection / analysis / dissemination / use strengthened, NHDR Produced, MDGs in Rwanda monitored and MDG Progress Report produced, Strategic Results Annual Report for UNDP Support produced, Capacity of Office to deliver in One Programme Implementation strengthened*

Implementing partner: *UNDP Rwanda*

Other Partners: *Government of Rwanda*

Programme Period:	2008 – 2010
Programme Component:	MDGs achievement in Rwanda
Project Title:	Support the MDG Activities, Advocacy and One Programme Implementation
Project Code:	00061846
Project Duration:	2008 - 2010

Total budget:	USD 1,900,000 <i>(For three years 2008-2010)</i>
Allocated resources:	- - - - -
• Regular	UNDP TRAC USD 1,900,000

AGREED BY	SIGNATURE	DATE	NAME AND TITLE
On behalf of UNDP:		11/8/8	A. OHEMENG-BOAMAL COUNTRY DIRECTOR
On behalf of Government of Rwanda:			Hon. James Musoni Minister of Finance and Economic Planning

Part I. Situation Analysis

I.1 Country Context

Rwanda is a landlocked country situated in the Eastern Africa. It is surrounded by Uganda to the East and North, Tanzania to the East, Burundi and the Democratic Republic of Congo to the South and West respectively. It has a surface area of 26,338 square kilometres of which 35% is arable with permanent crops and pasture. The country is characterised by uneven mountainous terrain where average altitude is 1,500 metres above sea level, a relief that has made her be referred to as ‘a country of a thousand hills’.

With the current population of 9.1 million (Ministry of Finance and Economic Planning (MINECOFIN) estimate, 2007), Rwanda is one of the most densely populated countries in Africa. The annual population growth is currently estimated at 3% (Reference to the MDGs 2007 Progress Report for Rwanda).

I.2 Background

Since 1999, UNDP has supported the Government of Rwanda through different projects among them the “Support for Poverty Reduction Strategy for Rwanda and Aid Coordination”. The Project supported the preparatory process that involved carrying out preliminary studies on existing poverty projects, micro-finance projects and the impact of macro-economic policies on poverty reduction and training of Government personnel. Through the project’s support, the Interim Poverty Reduction Strategy Paper (PRSP) was completed in 2000, allowing Rwanda to qualify for HIPC decision point and related interim debt relief. In 2001, the full fledged PRSP was completed, tabled before Development Partners, and approved for extended support. The project then helped formulate a comprehensive Programme of support for PRSP implementation in 2002.

Following the above, the country office through the “Support to Rwanda’s Special Initiatives for Poverty Reduction and Promotion of Good Governance”, Project Number 00044208 the following were among the areas in which the Government of Rwanda was supported:

- Supported the formulation of a Three Year Project to support the Implementation of the NEPAD/APRM Programmes in Rwanda;
- Formulated a three-year TOKTEN Volunteer Programme;
- Formulation of a Youth Employment Promotion Five year Action Plan for Rwanda;
- Supported implementation of Atlas and ERP Preparedness for the Rwanda Country Office.
- Rwanda hosting of the Sixth African Governance Forum (AGF VI) in 2006;
- A Study on “Pro-Poor Economic Policies in Rwanda” was undertaken and published;
- Rwanda’s National Human Development Report (NHDR) 2007 was published;
- UNDP/RBA Women’s Governance Forum organised in Rwanda;
- UNDAF (2008-2012) which conveys the UN system’s response to the Government of Rwanda’s Economic Development and Poverty Reduction Strategy (EDPRS) was formulated.

2007 saw the finalization of Rwanda’s second generation PRSP - the Economic Development and Poverty Reduction Strategy (EDPRS). The EDPRS acts as the medium term planning framework for all development interventions in Rwanda over the period 2008 – 2012. Rwanda’s UNDAF

covers the same period and was designed to respond directly to the needs set out in the EDPRS, and in the context of the Delivering as One Country Pilot.

1.3 Evolving Needs in the context of Delivering as One

Continued support by UNDP to the Government of Rwanda in several initiatives is crucial both at country and regional levels. There is need for support in the monitoring of the progress towards the attainment of MDGs as well as the implementation of the EDPRS through the production of key national policy documents (NHDR and MDGs Progress Report).

UNDP is the lead UN agency for UNDAF Result One, “Good Governance enhanced and sustained”. Under this result, there is need for support which will contribute to the outcome 1.5 “Policy and socio-economic planning based on quality and disaggregated data strengthened”. Existing UNDP products (e.g. NHDR) will play an increasingly important role in supporting decision-making by the UN Country Team (UNCT) as a whole.

The UN Rwanda Common Operational Document (COD) makes clear that Delivering as One will place new demands on UNDP. This will require an enhancement of Country Office capacities, both human and institutional.¹ UNDP will require additional advisory capacities (e.g. on governance and gender) if is to provide effective support to theme group programming and implementation in these areas, and to promote system-wide coherence in-country.

The formulation, monitoring and evaluation of UNDP’s activities in the context of the One Programme demand more specialized monitoring and evaluation (M&E) capacities, recognizing that the form of joint programming envisaged by the One UN pilot brings with it additional complexities in this area.

Furthermore, UNDP will, as the Administrative Agent of the One Fund, see increased demands imposed on its finance and procurement departments. This will require additional staff and dedicated support to the development and strengthening of operational systems relating to the agency’s role as Administrative Agent.

1.4 Intended beneficiaries

It is clear that Delivering as One will increase the impact and efficacy of all UN assistance provided to Rwanda. In most instances, the immediate beneficiary is the Government of Rwanda, though other implementing partners (NGOs, civil society) also play a role in supporting the attainment of the MDGs in Rwanda. The ultimate beneficiary of all UN assistance to Rwanda is, of course, the Rwandan citizen. Through the enhancement of CO capacities for delivery (and as One Fund Administrative Agent), this project will support the delivery of development assistance by the UNCT.

This project also supports the work of the UN in Rwanda through the preparation and publication of analytic works (e.g. the NHDR), and in doing so, also strengthens national capacities to undertake and utilize such work – for example, through a partnership with the National Institute of Statistics of Rwanda (NISR). Such analytic work also contributes more broadly to the

¹ These needs have been the subject of significant in-country discussion, and are broadly reflected in the UN Rwanda Capacity Assessment which is now being finalized by DALBERG Consultants.

development planning and decision-making processes of the Government, which are coordinated by the MINECOFIN.

Part II. Strategy

2.1 Anchoring the project

The project will serve to track national progress in achieving the MDGs, and support the delivery of assistance (by both UNDP and other One UN agencies) that targets the attainment of the MDGs in Rwanda.

The different outputs planned in the project are consistent with UNDP Rwanda's current UNDAF 2008-2012, which is linked to the Economic Development and Poverty Reduction Strategy (EDPRS). The project will contribute to the implementation of One Fund in the framework of the One UN in Rwanda. Through the support of the project, the country office will utilize services of a Governance Advisor; a Monitoring and Evaluation Expert; a Communication Officer; and the MDGs Support Expert to follow up on MDGs awareness, advocacy and monitoring related activities.

The publication and dissemination of the Rwanda Human Development Report 2007 was a timely and useful contribution to the ongoing debate about how to translate the development goals in Vision 2020 for Rwanda and the Millennium Development Goals into effective policies and concrete action plans. The report is intended to stimulate debate and dialogue around a set of issues. This project will serve to produce a Rwanda Human Development Progress Report and the MDG Progress Report to set out the national progress in achieving the eight MDGs based on national targets tailored to Rwanda's development circumstances.-The main argument of the two reports is that the MDG can be achieved in Rwanda.

This project will serve to publish the UNDP Annual Report which gives an overview of UNDP activities. This project will also serve to launch and disseminate the Global Human Development Report and to organise different workshops/training for the Government and/or country office. The project will also provide in-house capacity building through trainings/workshops/seminars.

In the framework of One UN, the country office's capacity will be strengthened through the utilization of services of the following:

- Governance Advisor: UNDP is the chair of the Governance theme group in the One Programme implementation. The services of a Governance Advisor will be utilized for one year to support the office and strengthen the capacity in Governance Policy related issues;
- MDG Support Expert and Communication Officer: In regards to Monitoring and Supporting efforts to achieve the MDGs in Rwanda, the country office will utilize services of an MDG Support Expert who will also be the focal point for all MDG related activities.
- Gender Expert: Due to the urgency to ensure that Gender is mainstreamed and in line with the UNDP Corporate Gender Strategy, services of a Gender expert who will be the focal point for Gender related activities will be utilized;
- Finance Officer, Procurement Expert and an M&E Expert: UNDP being an Administrative Agent for the One Fund in the implementation of the One Programme, services of the

Finance Officer and Procurement Expert for one year will be utilized to strengthen the country office operations unit's capacity for effectively delivery of services accordingly. Also to reinforce the capacity of the office to better report and monitor the implementation of the One Programme, the services of an M&E Expert for one year will be utilized;

- **Communications Officer:** Services of the communications expert will be utilized to ensure that UNDP plays its role of communication. This is one of the weak areas of the country office and it's important that in the context of the One UN Programme implementation, the said services are secured urgently.

Recognising that the posts above are relatively short-term in their nature, it is anticipated that the individuals retained should focus on the development of Country Office capacities, both in the form of a transfer of knowledge to permanent CO staff. An emphasis will also be placed on the development and refinement of Country Office systems and procedures to support Delivering as One (for example in finance, procurement and M&E), recognising that once these systems are in place and functioning effectively, staffing requirements will be in reduced.

It is also anticipated that national institutions should assume a greater lead in the development of analytic products such as the NHDR and MDG Status Report over the period of the project, allowing for these works to be produced with reduced inputs from UNDP staff. Medium-term assistance of the sort foreseen by this project therefore seeks to strengthen national ownership and capacities for future analytic work relating to the MDGs.

2.2. Project components

The project has three components that include the following:

Component One: *Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision making capacities;*

Component Two: *Advocacy through launch events;*

Component Three: *Strengthening of Country Office Capacities for One Programme Follow up and implementation.*

Planned 2008 Activities

- Publication of the 2007 Strategic Results Annual Report for UNDP Support. This report is the strategic communications tool that reports on how UNDP is utilizing the resources from partners and how the resources have been put to proper use in supporting the Government programmes;
- Organise a launch of the HDR 2008;
- In the framework of One Programme, the Country Office will be supported by a Monitoring and Evaluation Expert, A Governance Advisor for Governance Policy related activities, MDG Support Expert to follow up on MDG activities, a Communication Officer, a Gender Expert, a Finance Officer, and a Procurement Expert;
- Organisation of workshops/trainings for in-house capacity building and implementing partners.

Planned 2009 Activities

- Publication of the 2008 Strategic Results Annual Report for UNDP Support;
- Organise a launch of the HDR 2009;
- Facilitate the Ministry of Finance to produce a Rwanda's National Human Development Progress Report (NHDR) 2009;
- In the framework of One Programme, the Country Office will be supported by a Monitoring and Evaluation Expert, A Governance Advisor for Governance Policy related activities, MDG Support Expert to follow up on MDG activities, a Communication Officer, a Gender Expert, a Finance Officer, and a Procurement Expert;
- Organisation of workshops/trainings for in-house capacity building and other Government of Rwanda initiatives.

Planned 2010 Activities

- Publication of the 2009 Strategic Results Annual Report for UNDP Support;
- Organise a launch of the HDR 2010;
- Facilitate the National Institute of Statistics to produce an MDG Progress Report 2010;
- Support to the Country Office through the services an MDG Support Expert and a Communication Officer to follow up on MDGs activities, and a Gender Expert to follow up on Gender related activities;
- Organisation of workshops/trainings for in-house capacity building and other Government of Rwanda.

Part III. Management and Execution Arrangements

3.1 Execution Modality

The project shall be directly executed by the UNDP Country Office in Kigali/Rwanda under the Direct Execution (DEX) modality. Use of the DEX modality is most appropriate, given the internal UN interface imposed on UNDP by Delivering as One, and the internal capacity development needs identified.

3.2 Project Management

UNDP shall designate a Programme Officer who will be responsible for overseeing the day-to-day implementation of the project in accordance with this project document and any subsequent revisions to annual work plans. The Programme Officer is responsible for ensuring adherence to UNDP Programme and Operational Procedures in the implementation of the project. This includes responsibility for regular reporting through ATLAS, and the production and dissemination of quarterly progress reports.

3.3 Arrangements for Oversight and Reporting

A Project Board provides oversight in all aspects of the project, and retains ultimate responsibility for its successful implementation.

The Project Board comprises the following members:

- UNDP Country Director (Chair);
- UNDP Deputy Country Director / Operations;
- UNDP Heads of Programme Units;
- A representative of MINECOFIN;
- A representative of NISR.

The Project Board meets on a quarterly basis to discuss progress in project implementation, provide direction to the work of the Project Officer. The Project Board must also approve any substantive change to the annual work plan or budget revision which would result in the reallocation of any sum over USD 25,000 across activities.

3.4 Production of specific key policy documents management arrangements

For some specific policy documents production like the NHDR, MDGs, there may be management arrangements outside the scope of the project for ownership purposes and the results will be reported to the project board.

3.5 Audit Arrangements

As a DEX project, this project is audited in accordance with the process for regular audit of the Country Office. Any recommendations arising from such an audit will be discussed by the Project Board, who may direct the Project Officer to take appropriate remedial action and report on this to the Board.

Part IV. Monitoring and Evaluation

The UNDP Country Office in Kigali will ensure that the Monitoring and Evaluation procedure is fully consistent with the requirements of UNDP and its partners in general in accordance to the Direct Execution (DEX). Specifically the following arrangements will apply:

- A quarterly progress report is generate in ATLAS and shared with all members of the Project Board.
- At the end of each of the years 2008, and 2009, UNDP shall organise an Internal Meeting for purposes of an Annual Project Review. Following this, UNDP shall also prepare and share the next year's work plan particularly the years 2009 and 2010 with the Project Board. The final work plans will there after be submitted to RBA for approval;
- The Project Board shall convene on a quarterly basis throughout the lifetime of the project;
- An Annual Project Report shall be prepared at the end of each of the years (2008, 2009, and 2010) and shared with the Project Board and the UNDP Head Quarters;

- A final evaluation of the project shall be carried out at the end of the project cycle by an independent consultant, and the results discussed at the project steering committee meeting prior to final closure of the project.

Part V. 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 Standards Basic Agreement refer to the Government Co-operating Agency described in the Agreement.

Part VI. Risks

The following are some of foreseen risks:

- Capacity substitution happening instead of capacity building;
- Acceptance and ownership of the policy documents that will be developed through the project by the Government;
- Timeline for the production of the policy documents;

Through the successful implementation of the project, the above risks may be could be minimized through the following:

- The experts (international and local) that will be hired will need to provide technical assistance while ensuring that transfer skills happens. In their terms of references, a training component will be incorporated;
- Wide and timely consultations, participation and consensus with key stakeholders and partners will have to be done. Involvement of MINECOFIN as well as NISR particularly at all stages of the production of the policy documents.

Annual Work Plan Year: 2008

EXPECTED OUTPUTS ² & MONITORING ACTIVITIES	Key Activities	TIMEFRAME		RESPONSIBLE PARTNER	PLANNED BUDGET				
		Q1 2008	Q2 2008		Source of Funds	Budget Description	Amount		
1. Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision making capacities	Undertake consultations for production of Strategic Results Annual Report for UNDP Support 2008			X	X	UNDP, MINECOFIN	TRAC	\$10,000	
						UNDP, MINECOFIN	TRAC	\$15,000	
	Logistical support to organise the launch of the HDR				X		UNDP, MINECOFIN	TRAC	\$20,000
					X	X	UNDP	TRAC	\$30,000
					X	X	UNDP	TRAC	\$75,000
					X		UNDP	TRAC	\$20,000
					X	X	UNDP, UNRCO	TRAC	\$75,000
					X	X	UNDP, UNRCO	TRAC	\$75,000
					X	X	UNDP, UNRCO	TRAC	\$30,000
					X	X	UNDP, UNRCO	TRAC	\$75,000
3. Enhanced Country Office Capacity for One Programme Follow up and Implementation	Services of a Finance Officer			X	X	UNDP, UNRCO	TRAC	\$75,000	
	Services of a Procurement Expert			X	X	UNDP, UNRCO	TRAC	\$30,000	
	Services of a Communication Officer			X	X	UNDP	TRAC	\$30,000	
	Services of MDG Support Expert			X	X	UNDP, UNRCO	TRAC	\$50,000	

² State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

³ List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

EXPECTED OUTPUTS & MONITORING ACTIVITIES ⁵	Key Activities <i>List all key activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description Amount
	Sundries			X	X	UNDP	TRAC	\$10,000
TOTAL								\$570,000

Indicative Annual Work Plan Year: 2009

EXPECTED OUTPUTS & MONITORING ACTIVITIES ⁵	Key Activities <i>List all key activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision making capacities	Undertake consultations for Strategic Results Annual Report for UNDP Support 2008	X				UNDP, MINECOFIN	TRAC	\$10,000	
	Publication of Strategic Results Annual Report for UNDP Support 2008		X			UNDP, MINECOFIN	TRAC	\$15,000	
	Consultations for NHDR	X				UNDP, MINECOFIN	TRAC	\$50,000	
2. Advocacy through launch events	Write-up of Chapters for NHDR		X			UNDP, MINECOFIN	TRAC	\$60,000	
	Publication of the NHDR			X		UNDP, MINECOFIN	TRAC	\$40,000	
3. Enhanced Country Office Capacity for	Logistical support to organise the launch of the HDR		X			UNDP, MINECOFIN	TRAC	\$20,000	
	Organisation and Logistics for workshops	X				UNDP	TRAC	\$30,000	

⁴ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

⁵ List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

EXERCISING OBLIGATIONS ACQUITTALS	KEY ACTIVITY	INDICATOR	RESPONSIBLE	PLAN SUPPORT		Amount
				TRAC	Budget Description	
One Programme Follow up and Implementation	Workshops/training services		X		TRAC	\$75,000
	Simultaneous interpretations for workshops		X		TRAC	\$20,000
	Services of a Governance Advisor	X	X		TRAC	\$75,000
	Services of an M&E Expert	X	X		TRAC	\$75,000
	Services of Gender Advisor	X	X	X	TRAC	\$60,000
	Services of a Finance Officer	X	X		TRAC	\$75,000
	Services of a Procurement Expert	X	X		TRAC	\$75,000
	Services of a Communication Officer	X	X	X	TRAC	\$60,000
	Services of MDG Support Expert	X	X	X	TRAC	\$60,000
	Sundries	X	X	X	TRAC	\$10,000
TOTAL						\$810,000

Indicative Annual Work Plan Year : 2010

EXPECTED OUTPUTS & MONITORING ACTIVITIES	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description
1. Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision making capacities	Undertake consultations for Strategic Results Annual Report for UNDP Support 2009	X				UNDP, MINECOFIN	TRAC	\$10,000
	Publication of Strategic Results Annual Report for UNDP Support 2009		X			UNDP, MINECOFIN	TRAC	\$15,000
	Consultations for MDG Progress Report	X				UNDP, NISR	TRAC	\$50,000
	Write-up of Chapters for the MDG Progress Report		X			UNDP, NISR	TRAC	\$60,000
	Publication of the MDG Progress Report			X		UNDP, NISR	TRAC	\$40,000
	Logistical support to organise the launch of the HDR			X		UNDP, MINECOFIN	TRAC	\$20,000
	Services of MDG Support Expert	X	X	X	X	UNDP, NISR	TRAC	\$60,000
2. Advocacy through launch events	Services of a Communication Officer	X	X	X	X	UNDP	TRAC	\$60,000
	Services of Gender Advisor	X	X	X	X	UNDP, UNRCO	TRAC	\$60,000
	Organisation and Logistics		X			UNDP	TRAC	\$30,000
3. Enhanced Country Office Capacity for One Programme Follow up and Implementation	Workshops/training services		X			UNDP	TRAC	\$75,000

⁶ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

⁷ List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

EXPERIMENTAL OBJECTIVES & MONITORING ACTIVITIES	KEY ACTIVITIES	UNDP	TRAC	BUDGET		
				Budget Description	Amount	
	Simultaneous interpretations for workshops	X		UNDP	TRAC	\$20,000
	Final project evaluation		X	UNDP	TRAC	\$10,000
	Sundries	X	X	X	TRAC	\$10,000
TOTAL						\$520,000

Project Results and Resources Framework

Intended outcome (s):	UNDAF Outcome: Policy and socio-economic planning based on quality and disaggregated data strengthened				
Outcome Indicators:	1. Strategic Results Annual Reports for UNDP Support for 2007, 2008 and 2009; 2. NHDR Published and launched; 3. MDG Progress Report 2009 Published and launched; 4. Global HDR for 2008, and 2009 Launched.				
Partnership Strategy:	UNDP will execute the project as a DEX. The Ministry of Finance and Economic Planning (MINECOFIN) and the National Institute of Statistics of Rwanda (NISR) are the key responsible partners and will be represented at the Project Board. UNDP will launch the policy documents including, MDG Progress Report, HDR, Strategic Results Annual Reports for UNDP Support that will be produced through the support of the project and will widely share these documents with key stakeholders as partners.				
Project Title and ID (ATLAS Award ID):	A Project to Support the Millennium Development Goals Activities for Awareness and Advocacy and One Fund Implementation in Rwanda, ATLAS Award ID: 00050181, Project ID: 00061846				
Intended Outputs	Output Target for (Years)	Indicative Activities	Responsible Parties	Budget (US \$)	
1. Production of Policy Documents (NHDR, MDG Report, Strategic Results Annual Report for UNDP Support) to strengthen decision	NHDR published and launched by end 2009 2007 Baseline Indicator: Yes; 2009 target: Yes; UNDP Annual Reports published on an annual basis 2007 Baseline Indicator : Yes; 2008 Target: Yes; 2010 Target: Yes; MDG Progress Report published by end December 2010 2007 Baseline Indicator: Yes; 2010 Target: Yes;	1.1 Publication and launch of NHDR 2009 1.2 Production of Strategic Results Annual Reports for UNDP Support for 2007, 2008, and 2009 1.3 Publication of 2010 MDG Progress Report for Rwanda 2.1 Organise launch every year (2008, 2009 and 2010) of the Global HDR	UNDP, NISR, and MNECOFIN UNDP UNDP, MINECOFIN, and NISR UNDP, MINECOFIN, and NISR	150,000 75,000 150,000 60,000	
2. Advocacy through launch events	Official launch workshop of Global HDRs undertaken on an annual basis 2007 Baseline Indicator: Yes; 2008 Target: Yes; 2009 Target: Yes; 2010 Target: Yes;	3.1 Organize training Workshops and seminars	UNDP, MINECOFIN, and NISR	415,000	
3. Enhanced Country Office Capacities for One Programme Follow up and Implementation	Number of HACT Workshops conducted per year for IPs 2007 Baseline: N/A; 2008 Target: 3; 2009 Target: 4 2010 Target: 4; Number of in-house training delivered on issues relating to One UN / HACT: 2007 Baseline: N/A; 2008 Target: 4 2009 Target: 6; 2010 Target: 6; Number of One UN Governance theme group meetings organised and chaired per year: 2007 Baseline: N/A (One Programme was being finalized); 2008 Target: 4; 2009 Target: 4; 2010 Target: 4; % of One fund resources disbursed to Agencies within one month of request: 2007 Baseline: N/A; 2008 Target: 100%; 2009 Target: 100%; 2010 Target: 100%	3.2 Procure and secure services of Governance Advisor, Procurement Expert, Gender Expert, M&E Expert, Finance Officer, MDG Support Expert and Communications Officer	UNDP, UNRCO	1,050,000	
Grand Total				1,900,000	

Annex - Terms of References



United Nations Development Programme

Governance Advisor – Job Description

I. Position Information

Job Code Title:	Governance Advisor
Pre-classified Grade:	ALD 4
Supervisor:	Country Director

II. Organizational Context

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far-reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge set by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus. In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UNCT in Rwanda started elaborating its second Common Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coherence for the implementation of the 'One Programme' model in Rwanda.

UNDP Rwanda is establishing a new organizational structure to align CO capacities with the new Country Programme priorities and expectations placed upon UNDP within the context of the One UN pilot and the Paris Declaration. UNDP is the lead UN agency for UNDAF Result One, "Good Governance enhanced and sustained". The UN Rwanda Common Operational Document (COD) makes clear that Delivering as One will place new demands on UNDP. This will require an enhancement of Country Office capacities, particularly human resources. UNDP will require additional advisory capacities on Governance if it is to provide effective support to Governance theme group programming and implementation and to promote system-wide coherence in-country.

Under the overall guidance of the Country Director, UNDP Rwanda is seeking a qualified and motivated candidate for the position of Governance Adviser, to be based in Kigali. The incumbent should possess in-depth expertise in the field of Governance area, and be of such caliber that she/he can effectively engage with high-level government officials, represent UNDP and provide advanced strategic advice on governance policies and programming.

V. Qualifications

- University degree, preferably in an area related to their sector of expertise
- Computer literacy: MSOffice package (including Access Database), e-mail and internet
- Perfect proficiency in either English or French, and a working knowledge of the other
- Management experience

VI. Reporting

- The Governance Advisor will report directly to the UN Resident Coordinator on all issues relating to UN Coordination, UNDAF, etc.
- The Governance Advisor will report to the UNDP Country Director for all UNDP specific issues;
- Annual evaluations are made in accordance with the procedures of the home organization with input from the UN Resident Coordinator, the UNCT and UNDP;

- Elaboration and implementation of cost saving and reduction strategies.
- Conceptualization, elaboration and implementation of contract strategy in the CO including tendering processes and evaluation, contractor appraisal, evaluation and negotiation of offers, management of the contract and contractor, legal considerations and payment conditions, risk assessment.
- Conceptualization, elaboration and implementation of strategic procurement in the CO including sourcing strategy, supplier selection and evaluation, quality management, customer relationship management, e-procurement introduction and promotion, performance measurement.

2. Builds capacities of internal and national counterparts for delivering professional procurement services

- Training national staff and empowering them to take full responsibilities on office procurement.
- Liaising with counterparts in government institutions for assessing their capacity gaps and elaborating programme to fill these gaps.
- Supporting the NEX procurement in the transition time and preparing phase out plan for the office to handover to the procurement business to national institutions implementing projects.

3. Ensures efficient management of procurement processes for CO, NEX/DEX projects, UN House and at the request of other Agencies focusing on achievement of the following results:

- Timely and proper preparation of procurement plans for the office and projects, establishment of the deadlines and monitoring of their implementation.
- Establishment and implementation of proper monitoring system and control of procurement processes including organization of RFQ, ITB or RFP, receipt and evaluation of quotations, bids or proposals, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulation.
- Certification of submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP).
- Management of procurement contracts and, upon delegation of responsibility, performance of the functions of **Manager Level 2** in Atlas for Purchase orders approval.
- Elaboration and implementation of the internal control system which ensures that Purchase Orders (PO) are duly prepared and dispatched. Timely corrective actions on POs with budget check errors and other problems.
- Management of the implementation of the procurement processes monitoring system and mechanisms to eliminate deficiencies in procurement.
- Supervision of preparation of cost-recovery bills in Atlas for procurement services provided by UNDP to other Agencies.
- Establishment and implementation of harmonized procurement services and elaboration of proposals on common services expansion in the UN House, introduction and management of joint procurement for the UN Agencies in line with the UN reform.

3. Ensures elaboration, introduction and implementation of sourcing strategy and e-procurement tools focusing on achievement of the following results:

- Development and management of the rosters of suppliers, elaboration of supplier selection and evaluation, quality and performance measurement mechanisms.
- Management of the e-procurement system

5. Ensures facilitation of knowledge building and knowledge sharing in the CO focusing on achievement of the following results:

- Organization of training for the operations/ projects staff on Procurement.

VI. Recruitment Qualifications

Education:	Master's Degree or equivalent in Business Administration, Public Administration, Finance, Economics or related field.
Experience:	5 years of relevant experience at the national or international level in procurement management. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of web based management systems
Language Requirements:	Excellent command of written and spoken French and/or English with a good knowledge of the other language.

- Participate in a range of CO processes to adjust current formats to include gender perspectives and to monitor progress in mainstreaming in resource mobilisation, MoUs, contracts, CAP processes, evaluation missions and ToRs.
- Develop a communication plan on gender in UNDP statements and communication with partners.

Knowledge creation and capacity transformation

- Arrange bi-annual gender mainstreaming trainings for new UNDP staff and project staff
- Update unit specific briefing folders on gender and ensure that each unit are informed about updates, specifically to new staff.
- Provide new unit members and consultants with gender mainstreaming checklist and other tools.
- Training plan developed on gender and integrated into CO General training plan, including targeting in-house women targeted capacity building.
- Following and monitoring a pilot project to ensure true mainstreaming.

Monitoring and Evaluation

- Ensure that each programme unit implement and report on a set of gender interventions in their programmes.
- Ensure that each unit sets yearly targets on gender and reports on them. Monitoring programme units' progress in integrating gender into their programme and M&E. Each unit reports on gender resources at the end of the year.
- Review gender performance of each unit on gender.
- Ensuring that all RCAs and ToRs include gender mainstreaming and promotion of gender equality.
- Conduct a yearly review of performance on gender with HoUs and senior management – compile results into yearly report to share with GTF and RBA.

Processes and Operations

- Assist HR to develop strategy to achieve 50/50 in professional level positions.
- Gendered aspects in recruitment and appraisal procedures analysed and modified to ensure competitiveness of both women and men.
- Introducing HR to exit interviews.
- Work/life balance plan of action implemented.
- Ensure that GTF develops a database on women professionals.
- Work with UN security cell to revise the field and security policies to cater for the different needs of women and men.
- Work with HQ to code gender components in existing and future projects and programmes in Atlas.

Partnerships and Joint Initiatives

- Participate in the GTF and report progress to senior management.
- 16 Days of Activism.
- International Women's Day.

Management and Reporting

- Participate in the preparation of the Unit's annual work plan, specifically with regards to gender mainstreaming, gender equality and women's empowerment interventions within the Country Office.
- Ensure full implementation of work plan and prepare periodical reports (annual/quarterly/monthly, both narrative/progress and financial reports) as requested;
- Ensure proper documentation of experiences and lessons learned.

Competencies

Corporate:

- Demonstrates integrity and fairness;
- Displays cultural sensitivity and adaptability;
- Shows strong corporate commitment;
- Demonstrated commitment to UNDP's mission, vision and values.

Functional:

- In-depth substantive knowledge of gender equality issues in the context of development planning for socio-economic development and poverty reduction and the achievement of the MDGs;
- Knowledge of 'state-of-the-art' approaches, good practices, monitoring and evaluation standards;
- Ability to transfer knowledge and skills to colleagues and partners;
- Strong communication skills; written and oral;



UNITED NATIONS DEVELOPMENT PROGRAMME

Millennium Development Goals Support Expert - Job Description

I. Position Information

Job Code Title: **Millennium Development Goals Support Expert**
Pre-classified Grade: ALD 3
Supervisor: CD

II. Organizational Context

At the 2005 UN World Summit all countries made the commitment to develop and begin to implement MDG-based development strategies. In response UNDP has launched the MDG Support Initiative to assist countries in preparing national strategies. The initiative will comprise global and regional MDG teams which will work in UNDP country offices to provide services to governments in three broad categories: (i) MDG-based diagnostics, needs assessments and planning; (ii) widening policy options and choices; and (c) strengthening national capacity to deliver.

These TOR are developed for 9 country-level specialists in Africa to work with the MDG Support team here in NY and develop national MDG-based development strategies. This initial roll out in 9 countries will support RBA's strategy to develop similar programme in its remaining 33 countries in the region. Technical support will be provided by the regional and global MDG Support teams and the regional teams of the Earth Institute based in Bamako and Nairobi.

III. Functions / Key Results Expected

The MDG Support Expert will work closely with and receive policy guidance from the CD, the RBA senior macroeconomic advisor on the MDGs, and the regional and global MDG Support teams. The incumbent will have four sets of primary responsibilities:

- (i) Support the implementation of Quick Impact Initiatives and other national-scale programs**
 - Support the identification and monitor the implementation of Quick Impact Initiatives and actions for the African Green Revolution that are consistent with and supportive of the national development strategy. Examples include national malaria control programs, bed net distribution campaigns, locally produced school meal programs, and village health worker scale-up.
- (ii) Support the scaling up of the Millennium Village projects**
 - Ensure that lessons learnt from the Millennium Village initiative are shared with the government and UN Country Team and help to inform the design of the country's MDG-based development strategy.
 - Work with UNDP and members of the UN Country Team to ensure that lessons learnt from the design and implementation of the Millennium Villages and the national MDG-based development strategy inform the strategy for scaling up Millennium Villages to district (or equivalent) and higher administrative levels.

IV. Impact of Results

Governments at the country level and UN country teams are provided with effective support in preparing MDG-based national development strategies and are supported in the implementation of these strategies.

Competencies:

Corporate:

- Demonstrates integrity and fairness by modeling UN values and ethical standards
- Proven ability to interact and to establish and maintain effective working relationships both as a team member with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.
- Shows strong corporate commitment.
- Promotes the vision, mission and strategic goals of UNDP.

Functional:

- Demonstrated ability to conduct sector needs assessments as a part of MDG-based planning, and manage, improve and adapt needs assessment tools.
 - Demonstrated ability to communicate effectively and collaborate with senior government colleagues in MDG-based planning.
 - Demonstrated capacity to perform outstanding research.
 - Broad and thorough understanding of the analytical and policy issues of international development and at the country level.
 - Broad and thorough understanding of the major economic challenges at the country level and capacity to develop with the Government strategies to address them.
 - Demonstrated ability to excel in a multi-cultural team environment.
 - Familiarity with UNDP corporate and field level organization, as well as the UN system and the role of key institutions in the field of international development.
 - Strong results orientation, with an established record of capacity to prioritize and manage resources and time to deliver high quality products;
 - Ability to handle a wide variety of activities and to work effectively in a team environment under tight deadlines.
 - Flexibility in responding to changing priorities in a fast-paced environment.
 - Ability to supervise other work streams, as necessary, including the establishment of timelines and deliverables.
- Demonstrated initiative and ability to work independently and generate final products of high quality.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Advanced degree in development related field.
	<ul style="list-style-type: none"> • Minimum of 5-7 years of policy experience in country, including substantial experience in working with senior policymakers.



UNITED NATIONS DEVELOPMENT PROGRAMME

M&E Specialist - Job Description

I. Post Information

Job Code Title: **M&E Specialist**
Pre-classified Grade: ALD 4
Supervisor: Country Director

II. Organizational Context

UNDP Rwanda is establishing a new organizational structure to align CO capacities with the new Country Programme priorities and expectations placed upon UNDP within the context of the One UN pilot and the Paris Declaration. The CO has decided to strengthen quality control and oversight of UNDP Programme delivery and results. These functions will be carried out under the overall guidance of the Country Director (CD). Recognizing the importance of these functions and that they are a shared responsibility for which all staff are accountable and to which all staff contribute, the CO has decided to have one or two staff who will coordinate the implementation of these functions with staff across the office. Programme Officer for Quality Control and Oversight will work in particular with the Finance Unit, the Implementation Support Center and all Programme Units.

III. Functions / Key Results Expected

Roles and responsibilities:

Under the overall guidance of the Country Director, the Monitoring and Evaluation Expert will be responsible for :

- Ensuring continuous, consistent and sufficient monitoring of project and programme activities including providing guidance and tools for effective monitoring visits;
- Coordinating annual results reporting and annual target setting exercises;
- Advising staff, projects, programmes and counterparts on M&E systems, approaches, guidelines and procedures;
- Guiding the quality assurance of evaluation products and preparation of management responses;
- Facilitating integration of lessons and good practice emerging from M&E reports; Uploading and maintenance of the evaluation plan in Evaluation Resource Center (ERC);
- Ensure knowledge sharing of lessons and good practice emerging from M&E reports with CO and project staff as well as UNDP globally through networks;
- Facilitating use of RBM tools in programmes and projects;
- Updating the Atlas programme-tree linking projects with Country Programme Outcomes;
- Ensuring Capacity building of national staff who will be working as programme quality control and oversight team in the CO;
- ATLAS Data Quality Dashboard monitoring and follow-up;

V. Competencies

Corporate Responsibility & teamwork:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP
- Plans, prioritizes, and delivers tasks on time
- Participates effectively in a team-based, information-sharing environment, collaborating and cooperating with others
- Responds flexibly & positively to change through active involvement

People Skills:

- Recognizes and responds appropriately to the ideas, interests, and concerns of others
- Sets clear performance goals and standards; executes responsibilities accordingly

Partnering & Networking:

- Seeks and applies knowledge, information, and best practices from within and outside UNDP

Results-Orientation:

- Plans and produces quality results to meet established goals

Innovation & Judgment

- Contributes creative, practical ideas and approaches to deal with challenging situations
- Pursues own personal and professional development
- Strives for quality client-centered services (internal/external)

Communication:

- Demonstrates effective written and oral communication skills

Job Knowledge & Expertise

- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with all colleagues.
- Dependability, reliability and initiative
- Is motivated & demonstrates a capacity to pursue personal development & learn

VI. Recruitment Qualifications

Education:	Master's degree in one of the following disciplines: social sciences, international development, economics and communications;
Experience:	<ul style="list-style-type: none"> - Minimum 7 years professional experience in projects' administration, project management with familiarity with Results Management Tools. - Experience in Project Management using Atlas will be an asset
Other skills :	<ul style="list-style-type: none"> - Excellent drafting skills - Strong leadership, interpersonal, analytical and communications skills and follow up with a wide range of people in a diplomatic manner; - Ability to work in a pressured environment with strict deadlines; - Evidence of ability to manage for results; a self-starter, able to multitask and successfully balance and priorities responsibilities; should also be detail-oriented, organized, and proven leadership role in the context of a UNDP Country Office; - Good understanding of the UN Reform.
Language Requirements:	<ul style="list-style-type: none"> - Excellent command of written and spoken English and good knowledge of French;

- Assist in developing solution to address operational weaknesses.
- Assist the development of procedures to address internal control and operational weaknesses;
- Develop and /or enhance the existing UNDP audit recommendation implementation and follow –up matrix.

C. Quality control:

- Review MoUs with partners, Government Departments;
- Review cost-sharing agreements with donors, trust fund arrangements and other funding modalities to ensure adherence to UNDP rules and regulations;
- Review programme implementation modalities;
- Provide timely reports to management on CO performance & make recommendations for improvement, including benchmarks;
- Review project filing systems, identify problems, make recommendations;
- Ensure projects are in the correct stages of activity and assisting in the proper closure of projects both operationally and financially;
- Advise management on possible changes needed in implementation guidelines (NEX Manual);
- Review CO structure and delegation of authority for continued relevance.
- Ensure adequate budgetary control of the NEX/DEX project's expenditures and commitments in

conformity with UNDP procedures;

- Assist Projects Managers in implementing (compliant) administrative, financial and programmatic reporting frameworks;
- Control the preparation of appropriate management and administrative corporate documents and their conformity with UNDP rules. Ensure through spot checks and appropriate systems that relevant procedures and supporting documents are exhaustive and consistent (Purchase Orders, etc);
- Analyses and monitors overall programme financial situation; identifies and monitors resources availability for programme activities and resources planning, reporting on status of project financial expenditure, and alerting Programme staff/management on shortfalls and over-expenditures.
- Revises the Resource Planning Framework as required. Synthesizes and generates financial information on overall programme resources.
- Forecasts monthly, periodically, or as needed, status of EB resources, Delivery and income generated on cost sharing, non-core, core programme Resources, assessing impact of expenditures on resources planning.
- Ensures appropriate cost-recovery mechanisms and formulas are in place;
- Calculates and formulates the CCF Resource Mobilization Table and programme outlines. Maintains data on resource mobilization activities and special funds; Generates related information and reports; advises staff on Resource Mobilization procedures - e.g. accounting to donors, payment of overhead; Attends meetings with donors on reporting, etc.
- On behalf of Programme Section, creates, manages, monitors CPMP or other (automated) data reporting format on management actions, evaluations, tripartite reviews, etc.
- Monitors project cash flow to determine funds availability for advances and payments. Verifies, clears, certifies¹, "approves"² and processes funds' advances and or direct payments for all projects in Atlas
- Proposes and carries out apportionment of cost sharing resources, maintaining strict control of cost sharing income, ensuring compliance with payments schedules and reconciling Headquarters' income records with country offices. Interprets and applies various formulas and agreements with donors, ensuring compliance with the payments schedule, and apportioning as appropriate.
- Verifies analyses and reconciles various expenditure reports from the country office, Headquarters and Government, and recommends follow-up/remedial action. Maintains expenditure ledgers and updated approval levels by source of funds;
- Generates, interprets resource-management reports for decision-making, strategic planning. Jointly

Corporate Responsibility & teamwork:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP
- Plans, prioritizes, and delivers tasks on time
- Participates effectively in a team-based, information-sharing environment, collaborating and cooperating with others
- Responds flexibly & positively to change through active involvement

People Skills:

- Recognizes and responds appropriately to the ideas, interests, and concerns of others
- Sets clear performance goals and standards; executes responsibilities accordingly

Partnering & Networking:

- Seeks and applies knowledge, information, and best practices from within and outside UNDP

Results-Orientation:

- Plans and produces quality results to meet established goals

Innovation & Judgment

- Contributes creative, practical ideas and approaches to deal with challenging situations
- Pursues own personal and professional development
- Strives for quality client-centered services (internal/external)

Communication:

- Demonstrates effective written and oral communication skills

Job Knowledge & Expertise

- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with all colleagues.
- Dependability, reliability and initiative
- Is motivated & demonstrates a capacity to pursue personal development & learn

VI. Recruitment Qualifications

Education:	Masters Degree in Business Administration, Finance or Accounting or any other similar field;
Experience:	<ul style="list-style-type: none"> <input type="checkbox"/> Minimum 7 years professional experience in projects' administration, project management, financial management and audit management within the UN Organization, private sector or International NGOs <input type="checkbox"/> Financial management experience in Atlas will be an asset
Other skills :	<ul style="list-style-type: none"> <input type="checkbox"/> Excellent knowledge of project management, audit track, accounting and budgetary procedures and techniques, procurement of goods and services, stocks and assets control as per UN regulations and rules; <input type="checkbox"/> Excellent knowledge of issues pertaining to multi-donors funding, related reporting systems, especially within the context of large fiduciary funds administered by the United nations or UNDP more specifically; <input type="checkbox"/> Excellent knowledge of computer standard applications (Word, Excel, Outlook and PowerPoint) ; <input type="checkbox"/> Good knowledge and understanding of local working conditions in a Post Conflict situation; <input type="checkbox"/> Ready to work under extremely in a stressful environment <input type="checkbox"/> Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships <input type="checkbox"/> Cultural sensitivity, inter-personal skills and ability to work smoothly under pressure;
Language Requirements:	<input type="checkbox"/> Excellent command of written and spoken French and/or English with a good knowledge of the other language;



United Nations Development Programme
Communications Officer – Job Description

I. Position Information

Job Code Title:	Communications Officer
Pre-classified Grade:	ALD 3
Supervisor:	Country Director

II. Organizational Context

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge set by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus. In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UNCT in Rwanda started elaborating its second Common Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coherence for the implementation of the 'One Programme' model in Rwanda.

Within the context of the UN reform, a United Nations Communications Group (UNCG) that will endeavour to promote the concept of 'One UN'. The rationale behind the creation of the UNCG is to strategically communicate the collective UN story in order to achieve the greatest public impact. The UNCG, in collaboration and coordination with the 'One UN' Steering Committee and Heads of Agencies (HoA), will boost the impact of UN Agency Programmes in the areas of Development and/or Humanitarian Assistance in Rwanda, in response to national needs and priorities, and support the implementation of activities in line with the MDGs herewith securing a key role for the UN system.

The UN reform brings all the UN programmes and assistance activities together. One of the critical tools at the country level is the communication, which if used effectively will enhance the UN image and its outreach to the public. UNDP Rwanda is establishing a new organizational structure to align CO capacities with the new Country Programme priorities and expectations placed upon UNDP within the context of the One UN pilot and the Paris Declaration.

The UN Rwanda Common Operational Document (COD) makes clear that Delivering as One will place new demands on UNDP. This will require an enhancement of Country Office capacities, particularly human resources. UNDP will require additional capacities in the area of communication to effectively participate in the UN Communications Group.

Under the overall guidance of the Country Director, UNDP Rwanda is seeking a qualified and motivated candidate for the position of Communications Officer, to be based in Kigali.

V. Qualifications

- **Advanced University degree (Masters preferable) in Communications, journalism or related fields;**
- **Extensive experience in preferably more than one media; Understanding of development paradigms and socio-political situation in the region;**
- **International experience an asset, especially with the United Nations System, familiarity with UN, MDG's and other global initiative; Highly developed intercultural communication skills. Prior experience in Sub-Saharan Africa will be considered an asset;**
- **Written and spoken English and French;**
- **Computer Skills: General Microsoft Office software. Working knowledge of Website software is essential.**



RWANDA

Minutes of the Local Project Appraisal Committee (LPAC) meeting for “Support to Millennium Development Goals Activities, Advocacy and One Programme Implementation”

held in the UNDP Conference room on 16th July 2008

The meeting started at 15:00hrs and was chaired by Mr. Anthony Ohemeng-Boamah, the UNDP Country Director.

The Agenda for the meeting was as follows:

1. Introduction
2. Presentation of the Proposed Project Document
3. Discussions
4. Conclusions and Recommendations

1. Introduction

Mr. Ohemeng-Boamah welcomed members and thanked the participants for honoring the invitation. He briefly informed that the project will support the Government of Rwanda in emerging crosscutting initiatives and also in the production of advocacy documents. He informed members that UNDP will require capacities to enable it support the EDPRS implementation and also better facilitate the One UN process. The UNDP country office capacities will be strengthened in areas such as finance, procurement, communication. He also informed members that the project will be directly executed by UNDP as a DEX. The Chair urged the members to focus on the LPAC check list which is the guiding document for any approval of a project.

The chair then requested Mr. Jean Paul Rwabuyonza to present the Project Document.

2. Presentation of the Proposed Project Document:

Jean Paul then presented the project document. He outlined briefly what the proposed project document contains.

Jean Paul informed participants that the project has been formulated to ensure that the Government of Rwanda is supported due to evolving needs in the context of Delivering as One in the One Programme Implementation. It's therefore deemed critical to support the monitoring of the progress towards the attainment of MDGs as well as the implementation of the EDPRS through the production of key national policy documents (NHDR and MDG Progress Report for

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Rwanda). The proposed project will be executed as DEX because of the nature of the crosscutting initiatives to be supported such as the production of national policy documents, strengthening of the capacity of the Country Office to deliver in the implementation of One programme, and others as outlined in the project document.

Following Jean Paul's presentations, there were discussions and comments by the members as recorded in the next section of these minutes.

3. Discussions

The discussions that followed the Jean Paul's presentation generated comments and recommendations below:

In general the LPAC agreed with the objectives of the project. The members were also quite supportive of the need for such a vehicle to enable UNDP to administer its substantive and administrative roles effectively in the One UN process. The meeting noted further that the advocacy instruments that will be generated through the project document are important tools and there was need for effective collaboration with government to ensure that they are owned and used.

The LPAC endorsed the use of the core resources noting that there were no alternative sources for funding except the limited administrative fees that UNDP was again putting back to support the One UN process.

The meeting felt the support project was timely given the need to move with speed to accompany the One process in which UNDP has a very important role.

The following specific comments were also noted in the discussions:

- The UNDP Country Director informed members that the key policy documents to be produced are not for UNDP but are key tools for supporting the achievement of Government priorities in the EDPRS and Common Operational Document;
- The representative from CEPEX commented that given the fact that the project will be executed directly as a DEX, how will the ownership of the key documents such as the MDGs Progress Report be jointly owned. In response to the CEPEX representative, members suggested that similar arrangements used before for the production of the previous MDG report may be used for example NISR may be given a contract to produce the document and funds disbursed directly to NISR;

He also suggested that in the management arrangements, there may be need for more regular oversight meetings than what has been specified in the proposed project document. In relation to the CEPEX's representative comment, members recognized the fact that the production of some documents like the NHDR, MDGs will require their own management arrangements outside what has been specified in the project document;

- Members noted that in the project document, there are some activities with the timeframe of 2008 quarter 1 and Quarter 2 yet we are now in July 2008. They recommended that



the timeframes be revised accordingly given the fact that the proposed project will commence later in the year;

- The draft project document stated Rwanda's 3% population growth in the project document was questioned by the members. Some members were of the view that the official estimate is at 2.6%. Members suggested that the most recent official figures for Rwanda's Population growth be verified may be with the NISR and indicated in the document accordingly;
- An observation was made as to whether there was an official request from the Government for the anticipated support for the proposed DEX project. In response to this observation, the UNDP Country Director indicated that the activities to be financed by the project are meant to advance UNDP's work to better support the Government. This falls in line with the objectives of the Common Operational Document which has been endorsed by the Government. The Country Director also informed members that on the One UN Steering Committee, the Government is represented and since the activities are geared at supporting the One Programme Implementation, there is no need for a formal request as such from Government as UNDP is obliged to deliver on its commitments to the Government and Rwanda through the One UN Programme;
- The meeting was of the view that some sections of the project document be polished a bit particularly the sections Evolving needs in the context of Delivering as One (Section 1.3).

It was suggested that the Project Board composition should reflect the partnership with the Government. There were observations as to what extent some of the activities could be moved into the existing NEX Projects. On this members suggested that it's better for UNDP to roll out the planned activities through a DEX arrangement for example, it's easier for UNDP to source the required expertise in consultations with the Government and deliver on a timely manner.

The meeting noted through its discussions that while the administrative fees from the One UN Fund was not sufficient to fully fund the additional requirements to deliver on the One UN commitment, it was necessary to use some of the core funds for such activities. The LPAC also raised the possibility of sourcing other funds for activities which could be interpreted as UNDP internal or specific;

The meeting also recommended that all terms of references for the key positions as annexed to the project document need to be refined and a capacity development element incorporated. On this comment members fully supported the refining of the Terms of References to clearly show that these positions are solely meant to build capacity. Also, following the HACT assessment, the proposed experts are required to build the capacity of some of the Institutions;

- The members of the LPAC noted in the discussions that the services for the key experts to be secured need to be correctly costed, using standard costing formats, this is mainly for output 3 in the results and resources framework;

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Following the discussions, the members verified point by point while making comments and recommendations the LPAC check list to see if the project conforms to the requirements for approval. The following section summarizes the LPAC member's final conclusions and recommendations.

4. Conclusion and Recommendations

Project conformity

The proposed project conforms to the Country Operational Document (COD). The project will help the Government deliver on its priorities. The proposed project will also help UNDP to be more efficient and deliver in the context of One UN Programme Implementation.

Key Issues

The following are some of the issues in summary that were observed during the LPAC meeting:

- The management arrangements will need to be revised as recommended by the members particularly the project board, indicating that some activities like the production of some documents will require their own management arrangements for ownership purposes. This will be clarified and clearly stated in the project document;
- Members agreed that some sections of the project document will be rewritten to reflect the context and to match the capacity. Also some sections will be rephrased to indicate that the proposed project is not for UNDP but it's aimed at enhancing the capacities for delivering in the One Programme;
- Some of the terms of reference will be rewritten to reflect the capacity development component in the context of delivering in the One Programme and also to build the capacity of the Institutions following the HACT Assessment;
- The work plans for 2009, and 2010 are indicative.

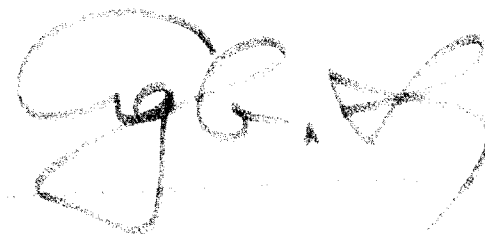
Final Conclusion and Recommendation of the LPAC

LPAC concluded that, upon integration of the above comments, they propose that the Resident Representative approve the project document and submit it to the government for its endorsement.

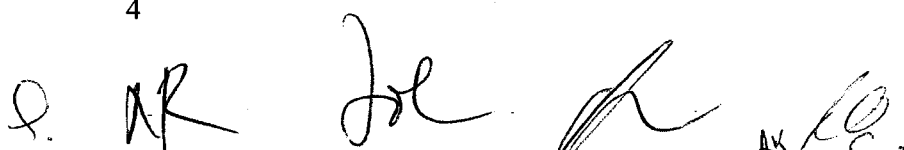
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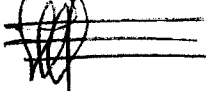

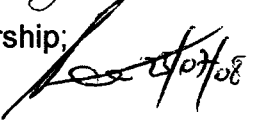
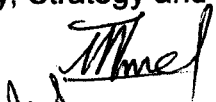
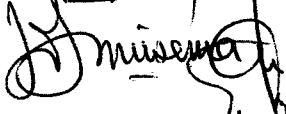
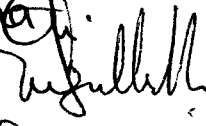
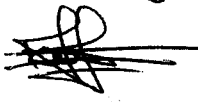

24/07/2008



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List of participants of the LPAC included:

1. Anthony Ohemeng-Boamah, Country Director – Chairman; 
2. Safiou Eso Ouro-Doni, Deputy Country Director/Operations; 
3. Robin Ogilvy, Head of Aid Coordination Unit (Support Project to MINECOFIN); 
4. Jean Paul RWABUYONZA, Advisor on Economic Policy, Strategy and Partnership; 
5. Ronald NKUSI, Representing Government (CEPEX); 
6. John MUSEMAKWERI, Head of Environment Unit; 
7. Eugene NKUBITO, Programme Specialist, Public Management Unit; 
8. Aline KAYITESI, Programme Associate, Quality and Oversight; 
9. Richard MUSINGUZI, Programme Manager, Support Project to NISR – Reporter; 



III. A Checklist for Use by the Project Appraisal Committee (PAC) in their Review of Project Documents

Note: In general, please use I. Checklist for Quality Programming above as applicable in the review of draft project documents. Other key questions which relate to project document format are highlighted below.

QUESTIONS		HIGH	MEDIUM	LOW	COMMENTS
1. Cover Page (to be signed by the Government, UNDP and Executing Entity)					
a.	Is the RRF consistent with the programme priorities and strategy given in Part 3?	√			
b.	Does the cover page contain all elements (e.g. expected outcomes and indicators, etc.) outlined in the standard project document format?	√			The cover page is consistent with the standard UNDP Project document format
2. Situation Analysis					
a.	Has a capacity assessment been conducted?	√			The proposed project builds on other capacity assessment like for One UN
b.	Is the RRF consistent with the programme priorities and strategy given in Part 3?	√			
c.	Does the cover page contain all elements (e.g. expected outcomes and indicators, etc.) outlined in the standard project document format?	√			All elements are included
d.	Does the Situation Analysis provide a convincing rationale for the proposed project?	√			Specifically in the context of One UN as well as in a way that the project will support the monitoring of MDGs through the production of policy documents
e.	Is it analytical and substantiated (or hyperlinked) by data/measurable indicators?	√			
f.	Does the Situation Analysis articulate the project's link to the country programme document (CPD) and Country Programme Action Plan (CPAP) in the case of harmonized countries/global programme document (GPD)/regional programme document (RPD)? Does it state the problem to be addressed (e.g. in terms of needs for capacity development) and provide a reference to the relevant outcome in the CPD+CPAP/GPD/RPD?	√			There is a clear link to Country Operational Document (COD) in the context of



QUESTIONS		HIGH	MEDIUM	LOW	COMMENTS
niche)?					
d.	Does the project strategy provide explicit links to the broader country programme and UNDAF strategies?	√			
e.	Does the strategy explain how UNDP will support policy development, strengthen national capacities, and build partnerships to ensure that there are lasting results?	√			
f.	For cost sharing projects, does the project strategy describe the rationale for donor assistance and how they support the outcomes?	N/A	N/A	N/A	N/A
4. Results and Resources Framework (RRF)					
a.	Does the RRF reflect the desired outcome and indicators as stated in the CPD?	√			This is in the context of One Programme implementation
b.	Are the outputs well defined? Do they correspond to products or services delivered by the project? Does each output include baseline and indicators?	√			Clear Baseline indicators have been specified in the RRF
c.	Does the RRF include annual output targets where necessary to clarify the scope and timing of the outputs?	√			
d.	Are activities defined as results that can be measured?	√			
e.	Have Atlas considerations been reviewed when defining the RRF? Will the RRF be easily transferable to the Atlas project management module?	√			The RRF has been well defined in such away that it is transferable to the Atlas project management module
5. Annual Workplan					
a.	Are the outputs well defined? Do they correspond to products or services delivered by the project? Does each output include baseline and indicators?	√			The outputs have been defined with realistic timeframes
b.	Are activities defined as results that can be measured?	√			All activities are result oriented and measurable
c.	Have Atlas considerations been reviewed when defining the AWP? Is the AWP output/activity structure consistent with the Atlas project setup?	√			The ATLAS considerations have been



QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
a. Have the standard legal clauses been applied in this project?	√			The legal clauses have been applied in accordance to the Standard Basic Assistance Agreement between the Government of Rwanda and UNDP
9: ANNEXES				
a. Has the Risk Analysis been completed using the standard format?	√			Risks have been identified and suggestion of mitigation strategies clearly specified
b. Have additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the implementing partner) been attached to the project document?	N/A	N/A	N/A	The project will be solely financed through TRAC resources, there are no anticipated cost sharing funds