RWANDA PEACE ACADEMY

UNITED NATIONS DEVELOPMENT PROGRAMME/MINISTRY OF DEFENCE

SUPPORT TO THE ESTABLISHMENT OF THE RWANDA PEACE ACADEMY

PROJECT DOCUMENT

Brief Description

This project will consist of three components:

- The first one being the rehabilitation and equipment of selected infrastructures of the Rwanda Peace Academy (RPA) including the construction of a new lecture hall building.

- The second component of the project is the capacity building:
  - of the RPA staff, mainly in organisational and administrative expertise including IT but also in training capacity
  - of regional and international actors of post-conflict recovery and peace building through events at the RPA such as courses, workshops, conferences and others

- The third project component is the development and implementation of a public relations element which will enable the centre to establish itself as a regionally and internationally recognised centre of excellence.

SIGNATURE PAGE

Country: RWANDA

UNDAF Outcome (Goal 1): Good governance enhanced and sustained

Expected Project Outcomes:
I) Knowledge of and participation in post-conflict recovery and peace building processes at national and regional levels increased
II) Rwanda Peace Academy established as an international centre of excellence in peace building

Expected Output(s)/Annual Targets :

(i) **Upgraded infrastructure of the RPA meets standard for international capacity building programmes**

(ii) **RPA avails of professional, integrated personnel with adequate capacity**

(iii) **Participants to RPA programmes have enhanced capacity in post-conflict recovery and peace building**

(iv) **The RPA is regionally and internationally recognized a centre of excellence for post-conflict recovery and peace building**

Implementing partner: Ministry of Defence/Rwanda Peace Academy

Responsible parties: UNDP/MINECOFIN

Project Period:	**2009 to 2011**	Budget:	USD$ 3,000,000
		Donor:	Government of Japan
Project Component:	**Goal 1: Good governance enhanced and sustained**		
Project Title:	**Support to the establishment of the Rwanda Peace Academy**	Other donors: Government of Rwanda	Contributions in kind
Project ID:	**00063145**	Total budget:	USD$ 3,000,000
Project Duration:	**3 years**		
Management Arrangement:	**National Execution (NEX)**		

Agreed by Government Coordinating Authority (MINECOFIN): _____

Agreed by Executing Agency (MINADEF): _____

Agreed by Implementing Agency (UNDP): _____

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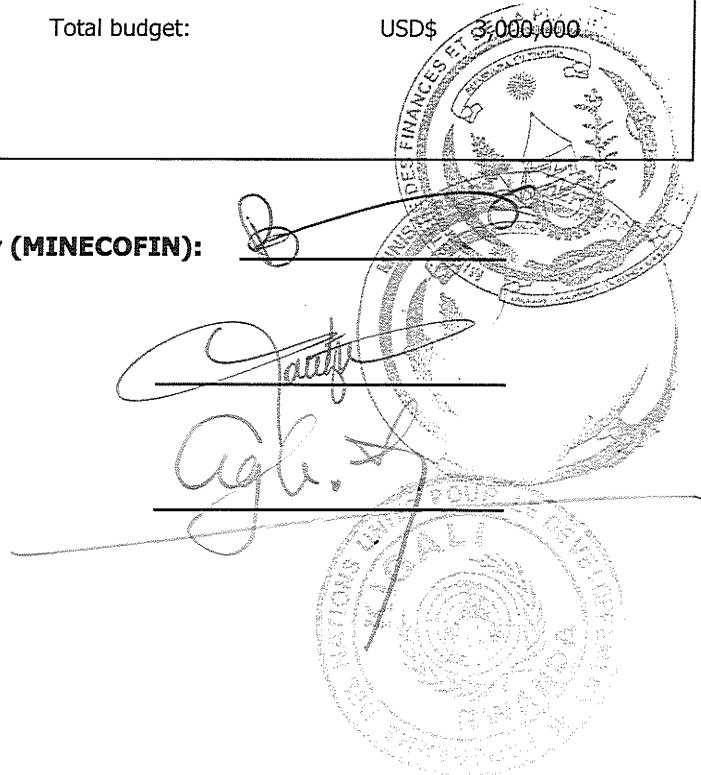
1. SITUATION ANALYSIS

1.1. Context and Background

Africa continues to suffer from conflicts which have a tremendous impact on human security and are therefore a major obstacle to sustainable development.

Numerous conflict-affected countries in Africa are suffering from unresolved conflicts which lead to recurrence and protraction, often spilling over to neighbouring countries and affecting whole regions. The resulting volatile environment weakens the structural stability of states and particularly damages human security hindering social and economic development.

Analysis of the impact of the over 20 mostly UN-led peace missions in Africa demonstrates how the short term stabilisation is often successful, while the long term stabilisation and sustainable peace in the concerned country remain a challenge.
On-going analysis has shown that the problem thereby lies in the lack of properly addressing the post-conflict peace building tasks, such as early recovery strategies, resettlement of displaced and refugee populations, Disarmament, Demobilisation and Reintegration, Security Sector Reform, judicial reforms and transitional justice, reconciliation and democratisation and elections. These tasks, however, are the cornerstone for good governance in order to guarantee lasting peace.
Due to the increasing complexity of the conflicts, standard international approaches are often inadequate but call for an increased local ownership which ensures the necessary in-depth understanding of the context.
Post-conflict recovery and peace building strategies should therefore include strong elements of capacity building for its actors. Only such targeted capacity building will enable the actors to meet the challenges of establishing a framework for good governance and lasting peace.

While training programmes for peacekeeping have been fully developed by the United Nations and are offered at various peacekeeping training centres in Africa, the training programmes for peace building are insufficient or non-existent. Therefore, increased attention needs to be given to develop such capacity building programmes which combine international standards with local experience and expertise, so as to provide practical solutions and guidelines for the African context.

1.2. Related International and Regional Initiatives

1.2.1. The United Nations

The tragic failure of the UN Peace Support Operations in both Somalia (UNOSOM 1993) and Rwanda (UNAMIR 1994) called for adjustment in international interventions in African conflicts which had become increasingly complex and needed adapted approaches. The United Nations Peacekeeping Department (DPKO) has consequently conducted a series of policy reviews and adopted a multidimensional approach to peacekeeping. Apart from establishing an integrated policy, meaning the joint planning and working of civilian, military and police actors, this approach also promotes early

planning for longer term strategies which allow the conflict-affected country to recover and build peace. International peacekeeping training programmes therefore include more and more elements of peace building know how (such as DDR, SSR, preparation of elections etc.) in order to build the capacity required to address complex conflicts and lay the ground for good governance and sustainable development.

1.2.2. The African Union

The African Union (AU), which emerged out of its predecessor organization OAU in 1999, has taken it on to promote social and economic development in Africa, while fostering peace and security on the continent. Accordingly, the AU has established relevant structures, particularly the Peace and Security Council and the AU Commission which includes the Peace Support Operation Department (PSOD). The AU has developed the concept for African Peace and Security Architecture, which also includes the establishment of rapid intervention standby elements, the African Standby Force (ASF). These five regional ASF elements are currently in the build up phase with a target to be operational by 2010. The ASF is represented over 5 regional standby elements which are placed under the relevant Regional Economic Communities. Furthermore, the AU has increasingly taken up intermediary, rapid establishments of PSO on the continent under Chapter VIII mandates by the Security Council, such as the AU missions in Burundi (AMIB), Darfur (AMIS) and Somalia (AMISOM). Following the UN DPKO policy guidelines, the AU has also adopted a multidimensional approach in its policies for peacekeeping and peace building, including the principle of integration (civilian, military and police).

1.2.3. African Peace Training Centres

Due to their increasingly significant role in PSO, several African countries have established peacekeeping training centres. Courses in these mostly military institutions are often military-dominated, which hinders the required understanding of integrated approaches to multidimensional peacekeeping and peace building. The existing centres offer insufficient numbers of courses for peace building and post-conflict recovery issues. This lack of training opportunities furthers the capacity gap in these areas.

SADC Regional Peace Training Centre (RPTC), Harare, Zimbabwe

The oldest of the African Peace Training Centres is the Regional Peace Training Centre (RPTC) in Harare, Zimbabwe. It was founded in 1996 by SADC member states in order to provide training for its peacekeepers. Denmark and the UK were major development partners to the centre. However, they withdrew their support following the contested elections in Zimbabwe. The RPTC since struggles to bypass this funding embargo by underlining its SADC accreditation as opposed to its geographical location in Zimbabwe. This leaves the RPTC with limited funding, mostly for standard peacekeeping training targeting military.

International Peace Support Training Centre (IPSTC), Nairobi, Kenya

In 2001, the Kenyan government funded the Peace Support Training Centre (PSTC) in Nairobi in order to train Kenyan military personnel for peacekeeping. The centre's main partner is the UK through the British Peace Support Team East Africa. The ongoing support has allowed the PSTC to enlarge its courses for regional participants and also offer police trainings. The German government had placed a support project through its German Technical Cooperation (GTZ) from 2004 to 2007, aiming at designing courses

which enhance civil-military coordination and mainstreaming of civilian issues into existing course curricula. Since 2008 the PSTC is striving to internationalise and has changed its name into International PSTC (IPSTC). It has since received support from additional donors, notably Canada, France and the United States who have placed several military advisors to the institution. The IPSTC offers standard peacekeeping training for mostly military participants. Contrary to other centres, the IPSTC is not attached to any regional body.

ECOWAS Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra, Ghana

The probably most prominent centre in Africa is the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana. It was funded in 2004 and is the one of the reference training centres for ECOWAS. According to the regional agreement of ECOWAS member states, the KAIPTC conducts training programmes for the operational level, the military term for implementation level. Since its foundation it has had significant donor support, mainly from the UK but also from Germany, France and Switzerland who have posted military advisors to the centre. Additionally it receives on-going support from other donors and international organizations which use it to conduct training courses there. Contrary to the other centres, the KAIPTC has a variety of courses which target peace building issues. It also has an important share of permanently or temporarily posted international and regional civilian advisors who contribute to developing courses which address the integrated approach to multidimensional peacekeeping. One of the biggest challenges for the KAIPTC is the reality of the mainly francophone ECOWAS member countries as opposed to the centre being an Anglophone institution.

Ecole Militaire pour la Paix (EMP), Bamako, Mali

The only francophone training centre is the Ecole Militaire de la Paix (EMP) in Bamako, Mali which is also accredited to ECOWAS. The institution receives support from the French and Canadian governments who have placed military advisors to the centre. According to the regional agreement of ECOWAS, the EMP targets in its trainings the tactical level (military term for lower implementation level) and trains mostly military personnel.

1.2.4. Donor Perspectives

After a shift from cold-war influence, the conflicts in Africa have developed into more complex profiles, leading to multifaceted challenges which could no longer be addressed with traditional peacekeeping. The inadequacy of Peace Support Operations (PSO) in the early 90s led to traumatic experiences for contributing countries, mainly the United States who were shocked to see footage of cheering Somalis dragging the dead body of an American soldier through the streets of Mogadishu. Many donor nations have consequently reviewed their personnel contribution policies to PSO in Africa and prefer to focus on capacity building of African peacekeepers. The emerging African Union with its strong angle in peace and security is a welcomed new partner and receives significant funding from international partners as do most of the regional peace training centres.

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Several donor forums, particularly the G8 have included specific commitments to Africa, which always feature prominent elements of support to the enhancement of peace and security. A series of declarations are thereby acknowledging the necessity of stability as a basis for sustainable development. This recognition has been underlined through many donors' experiences having had their long-term development projects ruined and significant contributions annihilated through the impact of conflict.

The signatories of the Millennium Development Goals, particularly donor nations, are fully aware that good governance ensuring stability and peace are one of key success factors for the timely reaching of the set goals. Accordingly, building and enhancement of capacities for good governance is a major domain for donor support.

Furthermore, many guidelines both at national as well as international level limit the donations of development aid to civilian structures only. Purely military structures, such as most of the peace training centres in Africa, are thereby not easy to target for support, except if a donor country wishes to provide military support. This situation does not address the above described need for integrated training supporting the multidimensional approach which is necessary to tackle complex conflicts. Accordingly, a more integrated approach of peace training centres or complementary, specialized centres would be welcomed by most donors.

1.3. UNDP Mandate

The United Nations Development Programme fully recognizes the interdependence of development and peace and has given particular focus to post-conflict recovery and peace building strategies, which manage the sensitive phase between emergency and development. Accordingly, it has formed a specialized unit, the Bureau for Crisis Prevention and Recovery (BCPR) which assists conflict-affected countries to address their challenges. UNDP thereby particularly focuses on capacity building through connecting the countries to knowledge, experience and resources. UNDP thereby particularly enhances local ownership while making international expertise and networking available.

One of UNDP's most significant assets in providing advice on post-conflict recovery and peace building is the fact that it is permanently present in the partner countries and accompanies them throughout the entire conflict cycle with a long term perspective. UNDP has therefore a better knowledge of the local situation and dynamics and can, over its international network, provide targeted support meeting the real needs. This outstanding capacity of UNDP has been taken up by the new integrated approach of Peace Support Operations (PSO) structures, whereby the UNDP Resident Representative is appointed as the Deputy Representative of the Secretary General in order to advise the Special Representative on the particularities of the concerned country and make use of the established relationship with its government. The UNDP Resident Representative adopts thereby a trilateral function as the head of UNDP, the deputy head of the PSO and the coordinator of the UN Country team. This particular profile makes UNDP the best qualified element of the UN family to address post-conflict recovery and thus build the bridge from emergency to lasting peace.

1.4. The Rwandan Context and the Rwanda Peace Academy
1.4.1. Rwandan Context

Following the tragic Genocide in 1994 which had left the country totally devastated in all aspects, the Government of Rwanda (GoR) was faced with tremendous challenges in post-conflict recovery and peace building needs. A very strong political will of the GoR ensured the continued focus on achieving lasting peace and stability for the country. Due to the complexity of challenges in the post-conflict situation, the GoR had to come up with a series of new and adapted policies in order to tackle the particularities of the context. It thereby developed several innovative approaches which took up some of the pre-colonial heritage and adapted them to the new situation while matching them up with international and regional best practice. These approaches resulted in a series of

Ms. Fatuma Ndangiza, Executive Secretary of the Rwanda National Unity and Reconciliation Commission, explains the Rwandan reconciliation policy to international course participants (Photo: RMA)

unique post-conflict and peace building policies, including first and foremost a strong reconciliation policy, which established the "Ingando" as problem-solving reconciliation workshops and the National Unity and Reconciliation Commission as its custodian. The seemingly intractable challenges in transitional justice were tackled with the "Gacaca" policy: a traditional judicial system taken up from the country's pre-colonial heritage which was adapted to try genocide suspects in lower offence categories at community level. This innovative measure assisted in bringing the justice system to the grassroots level and thus increasing the speed of judging the tremendous numbers of genocide suspects while fostering ownership and participation. Along the same lines, the "Abunzi" or mediation committees were established in order to address disputes at grass roots level and find solutions there rather than taking these cases further to the anyways overloaded courts dealing with the genocide cases. Efforts in security sector reform include the implementation of a DDR process, the transformation of the paramilitary gendarmerie into a civilian community police being a cornerstone to fight the pre-conflict impunity and the establishment of an appropriately sized professional national army with an outstanding policy of integrating former opposition armed elements. These processes were endorsed by

Gen. J Kabarebe, Rwanda Defence Forces, Chief of Defence Staff, lecturing on the integration policy of former opposition armed elements during the first DDR Course (Photo: RMA)

a comprehensive review of the legal system, leading to a constitution reform and successfully conducted democratic elections. All policies were part of a well reflected comprehensive recovery and peace building strategy, which systematically mainstreamed them in all endeavours while fostering nationwide participation down to grassroots level, civic education and nation building through a fully integrated approach

whereby policy development as well as implementation is done jointly by civilian, police and military structures of the government alongside civil society. The success of the Rwandan post-conflict recovery and peace building strategies is demonstrated and confirmed by an innovatively reformed effective justice system, good governance fostering on-going reforms, outstanding gender balance in government structures at all levels, remarkably low corruption records, a rapid economic recovery and ongoing development, over 3 millions fully reintegrated refugees, returnees and ex-combatants, the increasingly manifested sense of unity and national identification of the previously divided Rwandan population and – most of all – security and lasting peace.

While the years of recovery requested a rather introvert focus of the GoR in order to solve its internal challenges, the consequently achieved stability has recently led to its more extrovert orientation as also manifested by the contribution to both AU and UN peacekeeping missions as one of the most significant contributor in the region.

In the framework of its own successful recovery and peace building strategies, the GoR is committed to share its experiences with other countries facing similar challenges, international experts and researchers as well as regional and international organizations. Hence the need for a peace Academy in Rwanda that can serve the region and also share experiences to the rest of world.

1.4.2. Rwanda Peace Academy

The Government of Rwanda (GoR) proposes to establish an international centre in peace building training, the Rwanda Peace Academy (RPA).
It is planned to establish it on the grounds of the Rwanda Military Academy, the RMA which is located in Nyakinama, Musanze in the northern province of Rwanda at about two hours by road from the capital Kigali. The compound is an area of approximately 2 km^2, including a central administration building, several class room buildings, accommodations as well as sports grounds and canteens. This makes the academy a very conducive learning environment which
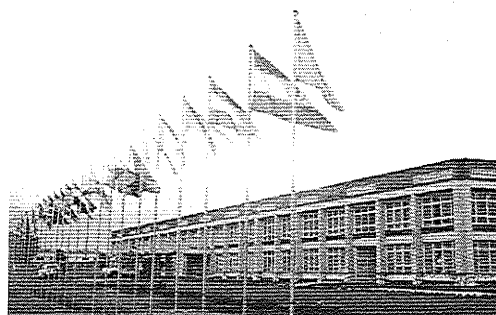

Main administration bloc of the premises (Photo: RMA)

encourages the participants to remain at the premises, a factor that contributes to better bonding among them during the time of the stay and furthermore continue the discussions on the learned subjects and their related personal experiences.

The RMA was established in 2001 and focuses on middle career courses for military personnel. Since the engagement of the GoR in peacekeeping, the RMA was also used for pre-deployment training in peacekeeping for Rwandan military personnel. Besides that, the RMA has extended its cooperation to a variety of civilian organizations who assisted in the organization of courses at its premises: The ICRC has organized 5 courses in International Humanitarian Law and an additional related training of trainers, the British Peace Support Team East Africa several peacekeeping courses, the IPSTC together with the GTZ two courses on DDR, the GTZ in cooperation with the KAIPTC a training of trainers course on Civil-Military Cooperation (CIMIC), the United States a course on counter terrorism. The jointly by the RMA, the IPSTC and GTZ developed DDR

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course attracted an impressive number of participants from up to 30 different countries each, mostly African nations. It also respected the fully integrated training approach recommended by the United Nations and had a majority of civilian participants (60%) and smaller portions of police and military participants (40% both together), reflecting the realistic situation for DDR in the field. The course was based on the UN Standard on Integrated DDR and enriched with Rwandan country experiences in DDR. The GoR thereby made its government officials as resource persons and guest lecturers available, which contributed the practical experiences in policy making and implementation of DDR from a concerned country. This framework attracted

30 Participants' flags during the first DDR Course in 2006
(Photo: RMA)

particularly regional, neighbouring countries which face similar challenges for their respective DDR processes. The Rwanda experiences were thereby extremely appreciated and inspiring.

Following the experience of the two DDR courses and other experience in working with international partners, the GoR proposed to establish an international training centre which would focus particularly on peace building. The proposed name for the new centre is "Rwanda Peace Academy". The RPA would, besides the training courses, also organize conferences and thereby provide a forum for regional meetings on exchange of experiences in post-conflict recovery and peace building. The RPA is in position to offer courses in both English and French language, due to the bilingual profile of Rwanda.

In order to complement its capacity, the RPA would strengthen the established cooperation with the National University and thereby particularly the University's Conflict Management Centre (CCM) which contributes its research capabilities and provides the required academic inputs.

1.5. Establishment requirements

In order to establish the Rwanda Peace Academy, the facilities need to be upgraded so as to meet standards and requirements of international participants as well as for modern teaching methodologies. Therefore, selected existing buildings will need rehabilitation and refurbishment while other structures would have to be newly constructed.

Furthermore, a variety of equipment is needed in order to organize and conduct trainings. These include mainly IT materials and installations (a server, computers, printers, internet distribution points etc.) and other technical equipments such as projectors, reproduction equipments. Furthermore, vehicles will be needed for the transport of the course participants, trainers and personnel.

Besides that, the Rwanda Peace Academy will need capacity building of its personnel in the areas of administration (including organization of international air travel for participants and facilitators, management of and reporting on donor contributions and

fund raising), basically requiring the set up of a solid administration cell at the RPA which can handle international contacts at professional level. Additionally, on-going capacity building and technical advice will be needed accordingly at the level of the line ministry and other partner ministries.

Further capacity building will have to be targeted to the trainers of the institution in order to ensure international standards and adequate training methodologies. The desired integrated approach to trainings can be enhanced by ensuring a balanced mixed staffing from civilian, police and military trainers and resource persons. It will thereby be an asset for the RPA to attract regional trainers additionally and furthermore offer places for academic interns. The capacity building of the RPA staff will include the participation to courses at national and international levels as well as the participation to international conferences as appropriate. Several exchange visits, for example at sister training institutions such as KAIPTC or IPSTC, tasking organizations such as the AU PSOD or UN DPKO will be envisaged in order to establish the necessary international contacts of the RPA.

The RPA will, particularly in its establishment, need a solid support in public relations in order to get itself known internationally and promote itself. Thereby, the establishment of a website will be a key necessity. Furthermore, capacity for the production of advertising materials such as brochures, course information as well as reports are is required. Additional capacity in the handling of international media contacts will add value. This component is also required to enhance the contact to donors, thus encouraging international contributions to the institution and its programmes.

1.6. Project Rationale

According to the above described, the project will fill an important niche which will contribute to address the most needed capacity gap located at the transition phase between emergency and development, a key factor to enable good governance and lasting peace which will ultimately fund the basis for sustainable development. The selection of Rwanda as a location will provide a conducive framework, whereby the available country experiences and assets of the RPA will be combined with the particular mandate and expertise of UNDP in the subject matter. This partnership is further enhanced through related regional and international efforts aiming at the same goal.

2. STRATEGY

2.1. Partnerships and Synergies

2.1.1. Funding Partner: Government of Japan

The Japanese government has made a strong commitment to support training centres for peace building in Africa and will be channelling its funds for the respective beneficiary countries through the UNDP. This funding considers several projects and includes the proposed project for the establishment of the Rwanda Peace Academy. The

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support of Japan to Rwanda was enhanced by Rwanda's significant role in AU and UN PSO, particularly in Darfur.

Japanese funding to the RPA further falls under one of the 3 objectives of TICAD IV, namely ensuring human security including the Millennium Development Goals and the consolidation of peace and democracy. Japan has incorporated peace-building as one of the core elements in its international cooperation because it recognizes that peace and stability are a necessary prerequisite for sustainable development in Africa. This approach further consolidates the above described interrelation of peace and development, whereby post-conflict recovery and peace building strategies foster good governance as a key pre-requisite to achieve the MDGs.

2.1.2. Implementing Partner: Government of Rwanda

The Government of the Republic of Rwanda is keen to contribute with the land, infrastructures, and basic running costs (water, electricity) as well as facilities of the centre, e.g. skilled personnel, administrative services as appropriate as well as national guest lecturers providing the country's practical expertise to the courses offered. In order to establish an academic branch, a close working relationship has already been established with the Centre for Conflict Management (CCM) at the National University of Rwanda (NUR) in research and development of sustainable conflict management solutions. The centre also welcomes international academic interns who would wish to conduct research in topics of interest to RPA.

Although the RMA, where the RPA is planned to be established, is at present a military structure, and thus placed under the Rwandan Ministry of Defence, the intended new character of the institution would be mixed civil-military in order to allow close cooperation with academic researchers and experts as required by the centre's objectives. As the centre's ground is quite large, the national activities of the RMA could easily be co-located with the new Rwanda Peace Academy without mutual interference. While the Rwandan Ministry of Defence will intially remain the line ministry for the centre, close cooperation with other ministries (i.e., Foreign Affairs, National Security, Justice, as well as all other government departments) will be enhanced. The centre will be open for the permanent posting of civilian advisors according to prior agreement, as long as these will promote the objectives of the centre.

The RPA will establish an Advisory Board for the oversight of the institution's broader orientation. It will include representatives from the project partners (MOD, RPA, MINECOFIN), donors (including interested donors or friends of Rwanda) as well as UN Agencies cooperating with the project. Once established, the Board will set up its TORs and guidelines for membership.
The broader orientation oversight of the Board will include the regional political context, trends and developments at international level and relevance of the RPA's programmes. This will also include the fostering of an international network build-up including the accreditation and recognition by international organisations such as the AU and UN in particular and others as appropriate.

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2.1.3. Enabling Partner: UNDP

UNDP is committed to mainstreaming conflict sensitivity throughout its programmes and ensuring that development resources are used to reduce the likelihood of conflict impacts on development efforts. Through its specific mandate described above, it focuses on capacity building in all its projects and approaches in order to enable and strengthen governments and ensure ownership. All UNDP efforts are oriented towards the reaching of the MDGs whereby the support to good governance programmes is particularly considered. UNDP consequently supports a series of country specific strategies which tie in with the presented project's strategies, listed below:

This is further broken down into Rwanda's EDPRS whose objectives for governance include maintaining peace and security through and participation in peace keeping missions; continuing to promote unity and reconciliation among Rwandans; pursuing reforms to the justice system to uphold human rights and the rule of law and empowering citizens to participate and own their social, political and economic development in respect of rights and civil liberties including freedom of expression; it also aims to enhance accountability and transparency.

Within the UNDAF the project links into the Rwanda Country Programme Outcome 1: Rule of Law, and in particular, Country Programme Output 1.3 'capacity and mechanisms for conflict prevention, peace-building and reconciliation at district and sector levels strengthened' through which the capacity of the RPA and its partners in the areas of conflict management and conflict prevention, peace building and peace keeping should be built.

Finally, key outcomes of the Country Programme Document (CDP) programme are enhanced capacities of Government and partners to sustain a peaceful state where freedom and human rights are fully protected, and participation by the people in democratic processes and structures at national and decentralised levels is increased.
Besides these nationally oriented policies, UNDP also avails of a long and broad experience in supporting and accompanying post-conflict recovery processes and peace building efforts. These have been recorded and – due to UNDP's worldwide presence – used for comparative studies providing valuable resources for the documentation of lessons learned and best practice which are the basis for policy development and programming. With this expertise background, UNDP is an ideal enabling partner for the project to assist in the project's linkage to the broader, global context of the subject matter post-conflict recovery and peace building.

2.2. Mainstreams

The project will promote and include all relevant mainstreams wherever appropriate and possible as a key enhancing factor furthering efforts to reach the EDPRS and the MDGs. This particularly applies to **gender** mainstreaming which will be considered in the staffing policies, participant selection and training modules/courses selection. The RPA will use the outstanding gender mainstreaming policy of the GoR as resource for a relevant training programme to regional international participants. The promotion and

dissemination of **Human Rights** will be a key element and mainstreamed in all programmes. **Environmental sensitivity** will be respected for the construction, rehabilitation and equipment procurement of the project and considered in the capacity building programmes through specific training modules and separate events if applicable. In the African context the mainstreaming of **HIV** is a must and will be fully taken up into the project. Thereby a specific focus will be on the interrelation of HIV spread in the conflict and post-conflict context while promoting best practice for management strategies accordingly. The RPA will ensure ongoing information and awareness on HIV to all staff and visitors. Linkages to the national and regional programmes to fight HIV as well as relevant UN Agencies will be crucial in order to link the RPA to the global efforts. Relevant training modules will be systematically disseminated at every RPA event. Furthermore, the mainstream of **social inclusion** will be one of the core themes in the capacity building programmes with a particular focus on collecting best practice and lessons learned from the African context.

Particular attention will be given to all the above mentioned mainstream topics, so as to ensure that they are constantly kept in evidence in all planning, implementation and evaluation.

2.3. Sustainability

Particular consideration will have to be given to ensure sustainability of funding so that the established institution will be able to run at the same level as during the running time of the UNDP project. Accordingly, a strong outreach is necessary from the very beginning of the project which will establish a network of partners and ensure a prominent visibility of the RPA and its efforts wherever possible. The facts that Rwanda is naturally predestined for the framework of the project and the RPA filling a sensible gap in the capacity building for peace will used as arguments for the promotion and fund raising. In this framework, it will be easy to suggest selected capacity building programmes such as courses, conferences or other to donors for funding, if possible with medium or long term commitments.

Early measures for the maintenance of constructed and rehabilitated infrastructure and equipment will be built into the capacity building efforts at institutional level in order to ensure self-sustenance at long term. This will already be considered in the procurement of equipment by assessing equipment maintenance requirements, available repair and maintenance capacity in the country as well as running costs. Relevant GoR policies such as the vehicle policy for official use will be fully considered. Close cooperation with the partner ministry (MOD) will thereby be a key requirement so as to ensure that equipment can be comfortably maintained and integrated into the ministry's inventory at long term.

A particular focus will be given to the institutional capacity building, ie. RPA staff training. All measures have to be efficiently planned and targeted in a view to ensure the smooth running of the institution on its own. Further capacity building will be extended to the MOD as required over the ongoing consulting role of the UNDP Project Officer and Technical Advisor. External specialist consultants, visiting delegations and the international contact in general will enhance these efforts. Study visits to sister

institutions and participation to international events will expose the RPA staff to global trends and provide inspiration for the development of innovative approaches towards sustainability.

Sustainability will furthermore be considered in all planning, implementation and evaluation processes of the project.

2.4. Project components

The project will consist of three main elements, notably

- **rehabilitation/establishment/equipment of adequate infrastructure**

- **capacity building of**
    - national, regional and international actors or trainers in post-conflict recovery and peace building
    - the centre's staff in administrative and organizational skills
- **A pubic relations element** which aims at ensuring the recognition of the RPA as a regional and international centre of excellence will be a third pillar of the project.

Capacity building may thereby be the most important element, due to its significance and complexity, while the infrastructural support may well be more costly but however comparatively simple to implement. The public relations element is the accompanying enhancing factor of the centre's establishment.

In more detail, the three components envisage the following:

Component 1: Infrastructural Support

One important part of the Japanese support to the RPA will be the physical rehabilitation of the centre and its infrastructure. The RMA has since its establishment in 2001 already conducted several assessments on rehabilitation needs of the existing infrastructures. Due to the size of the premises, this project will not be able to cover a complete rehabilitation of all structures. There is therefore a need to review the previously conducted studies, update them as required and thereafter prioritize the actual rehabilitation needs in a view of establishing a practically oriented, efficient infrastructure for the planned

Looted and damaged building at the premises (Photo: RMA)

capacity building programmes. From the currently available information, the priority in rehabilitation will be in enhancing the water piping system, electrical wiring and upgrading of sanitary facilities (washrooms and showers) as well as accommodations to international standards.

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Furthermore, an adequate central lecture hall will have to be newly constructed, as the currently available class rooms are rather small in size and would not be able to host bigger events.

The construction of a new accommodation block with self-contained single rooms is also envisaged.

Further to the physical rehabilitation of the buildings, equipment for the centre needs to be provided. The centre needs vehicles such as busses and minivans in order to transport guests and staff as well as run errands. Vehicle maintenance is to be included accordingly. Generators are required in order to manage casual power cuts. The rehabilitated structures, the newly constructed lecture hall and the accommodations will need to be furnished and equipped. The establishment of an internal IT network will require a server and cabling as well as computer work stations. The lecture hall will need a projector and multimedia system in order to enable the screening of films. Furthermore, reproduction equipment for course materials needs to be provided. These should include heavy duty photocopying and binding machines, laminators as well as high speed CD-copying equipment. Special printers for large formats should also be envisaged, for example for the printing of maps, posters and advertising materials.

Component 2: Capacity Building

The provision of training at the centre will be divided into two sections; one for national staff, i.e. staff of the RPA, the University, the National Police as well as civilians; the second section will be the training of regional and international staff such as AU forces and other regional and international peace missions and representatives of conflict-affected countries. The capacity building programme can include a variety of different events such as training courses, trainings of trainers, seminars, workshops, conferences and symposia. The collaboration

Inadequate furniture and equipment of a classroom (Photo: RMA)

with other training institutions such as the KAIPTC, the IPSTC and international partner organizations such as the UN (relevant agencies and particularly DPKO), the AU, the ICRC and international NGOs will enhance the quality of the capacity building programmes. According to the learning subject, the integrated approach in the participants' selection will be observed. In order to cover capacity needs at regional level, the programme will have to offer English and French events. Consequently, the RPA will have to have a bilingual administration capacity for related correspondence and communications.

Subcomponent: Capacity Building for Institutional Staff

In order to build up the capacity of the RPA, an adequate staffing policy and structure will need to be developed. Thereby, the integrated approach in staffing, thus including military, police and civilian personnel will be considered. Recruitment and selection

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processes of candidates have to be conducted. This measure will have to take already existing capacity into consideration and complement where necessary.

Once all the personnel will be posted, the capacity building efforts have to concentrate on two areas:

Capacity building of administrative staff, being the support personnel ensuring the smooth running of all organizational processes around the institution's programmes, thus including the establishment and maintenance of a communication network which will keep contact with all partners and clients, launch invitations, organize travel, visas, airport

Syndicate break out group discussion, second DDR Course 2007 (Photo: RMA)

pick ups, thereby ensuring the timely and systematic transmission of information materials accordingly. In order to facilitate this component, it is to be envisaged to let it run to a large extent over the centre's website and over email communication. Consequently, the administrative staffs need to be fully IT conversant. A particular focus will also be to develop standard operating procedures, manuals and guidelines as references for the admin staff. Management and organizational trainings will be planned so as to establish efficient working culture through planning and progress monitoring tools.

Capacity building of teaching and resource staff, being training of trainers not only concerning course contents and international standards, but also in training methodologies and standards. Furthermore, these staff will need to be trained in course design using available references and researches. Thereby training on the use of the internet as a resource as well as training in the use of computer programmes for training material design will be crucial. In order to broaden the spectrum of the staff, exchange and information gathering visits to sister training centres have to be foreseen.

Subcomponent: Capacity Building for Regional and international actors in post-conflict recovery and peace building

In order to develop and adequate capacity building programme, a training needs assessment needs to be conducted first. This assessment can well be based on the information of relevant institutions, such as the UN DPKO, the AU PSOD, UN Agencies, other international partners and conflict-affected countries themselves. The shaping of the programme and types of events is it training courses, seminars, workshops, conferences or other will result from this initial assessment. Training contents and subjects of events will thereafter need to be designed and developed accordingly. In case the RPA staff would not be able to meet the requirements in expertise for a particular theme, external short term experts will have to be contracted. The offered events will promote participation from African countries, but also allow international participants as appropriate. According to the event, the participation should strive to be balanced for civilian, police and military participants. According to the event subject and contents, this balance may occasionally prefer one particular element of participants. In order to measure the quality of the provided programmes, the RPA will develop adequate monitoring and evaluation systems which will contribute to continuously enhance professionalism of the offered events. Furthermore, the RPA will establish a participants' data base and follow up regularly on the registered persons. This data base

will also allow assessing the impact of the capacity building programmes in using the so established communication network in order to follow up on the implementation of the acquired knowledge by participants in their daily work.

Component 3: Public Relations Concept

This project element is one of the major enabling factors to guarantee the recognition and perception of the RPA by external, international partners including donors, sister peace training centres, regional and international organizations and bodies as well as countries which are confronted with post-conflict and peace building challenges. The PR concept will also foster the contact to local, regional and international press.

The establishment of a website will thereby be a key element in order to link the RPA with the global related players. Production of advertising materials, such as brochures, folders, course information sheets and souvenirs will further the purpose. A regular

Participants of the first international DDR course promote the institution with their course T-Shirts and Caps (Photo: RMA)

contact with selected press houses through the production of press releases and conduct of briefing meetings is another important element. The PR concept will enhance donor information and top up regular reporting through the organization of specific events, such as open days, general information receptions and other donor briefings. In order to excel in this particular component, outstanding professionalism and knowledge of adequate, modern communication techniques is a must in order to produce innovative products, such as advertising DVDs or interactive CDs. Aside from the provision of information on the events and news at the RPA, reporting on the broader impact of the capacity building programmes should be considered in order to demonstrate how beneficiaries of the programmes use the acquired knowledge in the practical, day to day work.

2.5. Project structure

2.5.1. Results and Resources Framework (RRF)

The following RRF is for the purpose of project planning a rough outline. The project annual work plan will be jointly elaborated with the project implementing partners and thereby list all elements with more detail.

Risks and mitigation are listed separately in chapter 4 of this document.

All figures are in USD.

SUPPORT TO THE ESTABLISHMENT OF THE RWANDA PEACE ACADEMY (RPA)

Outcome I: Knowledge of and participation in post-conflict-recovery and peace building processes at national and regional levels are increased.

Outcome II: The RPA is regionally and internationally recognized as a centre of excellence for capacity building in post-conflict recovery and peace building.

Outcome Indicator I: Reduction of conflict recurrence in Africa

Outcome Indicator II: The regional and international demand for the RPA's capacity building programmes exceeds the participation opportunities offered

Component 1: Infrastructural Support

Component Indicator: Upgraded infrastructure of the RPA meets standards for international capacity building programmes

Output 1.1. Infrastructure assessments are reviewed, complemented and priorities for upgrading are defined and agreed

ACTIVITIES	TIMEFRAME (12 Quarters / 3 years)	COST	VERIFICATION	ASSUMPTIONS
1.1.1. Recruit expert consultant	X	50,000	• Expert is recruited and operational	• Expert with required capacities is locally available
1.1.2. Review existing assessments	X		• Assessment studies are completed	• Existing studies provide extensive information in order to speed up the overall assessment effort
1.1.3. Conduct additional assessments on the spot	X		• Expert spends not less than 3 weeks at the premises	
1.1.4. Issue updated report	X		• Prioritization and selection of rehabilitation activities is conducted	
1.1.5. Set priorities on upgrading needs	X		• Work plan for upgrading of infrastructure is available and matches related budget previsions	
1.1.6. Produce implementation plan for upgrading of infrastructure	X			

Output 1.2. Rehabilitation works are completed according to work plan

ACTIVITIES	TIMEFRAME	COST	VERIFICATION	ASSUMPTIONS
1.2.1. Upgrading of selected buildings	X	200,000	• Facilities are upgraded • Infrastructure allows installation of additional project-funded equipment	• The upgrading work plan has detected all factors in order to ensure a realistic time frame for the required works
1.2.2. Improvement of electrical wiring	X		• The appropriate framework for the hosting of international events is established	• Skilled contractors can be sourced in the required timeframe
1.2.3. Improvement of water piping system	X			
1.2.4. Upgrading of sanitation facilities and wash rooms which meet international standards	X			

Output 1.3. Requirements for additional buildings are assessed

Activity	Timeline	Budget	Indicators	Assumptions
1.3.1. Expert consultant produces documentation for tendering	X		• Tender process is well prepared and runs smoothly	• Competitive selection singles out the best option for new buildings • Tender process is not slowed down through unforeseeable delays
1.3.2. Launch of tendering process	X			
1.3.3. Selection of successful bidder	X			

Output 1.4. Newly required building(s) are constructed

Activity	Timeline	Budget	Indicators	Assumptions
1.4.1. Construction of new buildings	X X X	1,300,000	• Modern and adequate buildings complement the existing structures at the RPA premises • Local firms and manpower are included in the construction activities and build their capacity • Local women are particularly considered for employment • Environment friendly materials are used for the construction • No damages or deteriorations of the newly established structures are recorded	• RPA capitalises on the new structures for its programmes • Local firms avail of the required capacity for the planned constructions • Local women are in demand of employment in construction works • Environment friendly materials are available and do not increase construction cost beyond the budget framework • RPA implements the maintenance strategy
1.4.2. Design maintenance strategy plan for the new buildings in view of RPA ownership and sustainability	X			
1.4.3. Application of maintenance strategy	X X X X			

Output 1.5. RPA's infrastructures are adequately equipped

Activity	Timeline	Budget	Indicators	Assumptions
1.5.1. Conduct needs assessment	X X	150,000	• Assessment conducted • Detailed information on procurement requirements available • Equipments procured in a timely and cost effective manner	• Expertise on equipments to be procured is available • Procurement processes are based on experience and professionalism of procurement unit in charge
1.5.2. Procure equipment according to assessment	X			

Output 1.6. An IT network is fully established and operational

ACTIVITIES	TIMEFRAME	COST	VERIFICATION	ASSUMPTIONS
1.6.1. Hiring of IT consultant/consultancy firm	X	10,000 (equipment cost included above)	• Required IT equipment is established and operational • Network structures are available for use	• RPA is keen on using the IT network for its internal and external communications • The infrastructure and equipment upgrade measures enable the smooth running of the IT network
1.6.2. Conduct needs assessment for IT network	X			
1.6.3. Procure materials and equipments accordingly	X X			
1.6.4. Launch of network structure	X			

Component 2: Capacity building

Component Indicator I: RPA avails of professional, integrated personnel with adequate capacity

ACTIVITIES	TIMEFRAME (12 Quarters / 3 years)	COST	VERIFICATION	ASSUMPTIONS
Output 2.1. Staffing structure is designed				
2.1.1. Hire consultant/consultancy firm	X	30,000	• The concept for an adequate staffing of the RPA is available • Terms of Reference for RPA staff produced • Evaluation report on comparison of existing staff profiles against proposed TOR is available • Mainstreams, particularly gender, is considered in the staffing policy	• Consultant/firm avails of required contextual understanding for the elaboration of an adequate staffing structure • Integrated staffing including civilians, police and military has been agreed at policy level and is fully supported through seconding of staff • Stakeholders are committed to endorse RPA staffing policy and contribute with accordingly professionally qualified staff secondment
2.1.2. Elaborate integrated staffing structure	X			
2.1.3. Produce terms of reference	X			
2.1.4. Assess existing staffing structure against proposed structure and identify gaps	X			

Output 2.2. Additionally required personnel is recruited

Activity	Timeline	Cost	Indicators	Assumptions
2.2.1. Conduct recruitment and selection process of additionally required staff	X		• The staff effective is complete • Adequately qualified staff is selected and posted under particular consideration for gender equality while specifically encouraging equally qualified women candidates to apply	• Stakeholders contribute fully and timely to the selection process and posting

Output 2.3: Staff training needs are assessed and trainings organized accordingly

Activity	Timeline	Cost	Indicators	Assumptions
2.3.1. assess staff capacity	X	10,000	• RPA staff qualifications meet requirements as set in staffing policy	• RPA staff is keen on improving their skills through learning
2.3.2. identify training needs accordingly	X		• A minimum of 6 relevant training programmes has been successfully conducted	• Providers of relevant training programmes are locally available
2.3.3. establish and implement a training plan accordingly	X X X X X X		• Mainstreams are fully considered in all training programmes • Specific programmes on selected mainstream issues are conducted as appropriate, but particularly HIV	• Training plan is implemented according to set timings

Output 2.4. A performance oriented staff policy is developed and implemented

Activity	Timeline	Cost	Indicators	Assumptions
2.4.1. Design a performance and result oriented staff management policy	X	Cost covered in consultancy	• Performance and result-oriented staff management policy available and implemented by RPA leadership • Relevant monitoring tools are developed and used	• Staff management policy can provide the necessary incentives to attract staffs interest and cooperation
2.4.2. Develop monitoring tools accordingly	X			• RPA fosters an open and constructive relationship between leadership and employees
2.4.3. Conduct staff team building events	X X X X X X X X		• RPA staff is more motivated to contribute to the promotion of the institution and develops corporate identity	• Integrated staffing policy is appropriately communicated and supported

Activity	Timing						Cost	Indicators	Assumptions
3.3.4. Produce reference materials for RPA (manuals)		X	X						• Africa-orientation in materials considered • Mainstreams considered in materials throughout • Selected mainstream subjects considered in extra modules or stand-alone events
Output 3.4. RPA's capacity for the professional organization and conduct of courses is built									
3.4.1. Production of standard operating procedure (SOPs) for the organization and conduct of courses		X	X	X	X			• SOPs developed and available for all concerned staff • Organisational processes run smoothly and are professionally handled • Participants to events appreciate the RPA's servicesl	• Staff is keen to promote a customer-oriented image of the RPA • RPA leadership oversees and manages the staff performance quality accordingly
3.4.2. Production of standard information materials for participants to events		X	X	X					
Output 3.5. Capacity building events such as courses, seminars, conferences etc. are conducted									
3.5.1. Launch event invitation and related application process		X	X	X	X	X	X	50,000	• Advertising and invitation process for events are launched timely and professionally	• Required commincation structures, particularly email, are available at customer level
3.5.2. Select participants		X	X	X	X	X			• Participants selection is conducted professionally including promotion of women participants	• Administrative project and organisational structures are adequate for the organisation of complex international travel
3.5.3. Organise travel for participants		X	X	X	X	X			• Travel arrangements are done in timely and cost-effective manner	• An enabling network and partnerships can be established with facilitators external to the project such as for example travel agencies
3.5.4. Transmit event information and preparation package to participants		X	X	X	X	X			• Participants have received packages timely • Up to 4 training courses per year are conducted	
3.5.5. Conduct event		X	X	X	X	X			• Minimum 3 other events (conferences, workshops etc.) are conducted • Newly established IT structures are used and enhance all related processes	

Output 3.6. An evaluation system for the impact of the RPA's programmes is developed

Activity								Cost	Indicators	Assumptions
3.6.1. Assess needs and options					X			65,000 Related costs are also covered in training consultant and IT consultant budget, as well as IT equipment	• Evaluation assessment conducted • Evaluation tools developed and applied • Data base reflecting the desired analysis established and used • Evaluation results are used for course review processes	• IT equipment and know how for the establishment and use of the data base are available • Adequate software for evaluation processes of training institutions is available
3.5.2. Develop standard evaluation tools for the institution					X					
3.6.3. Develop follow-on evaluations on the participants' use of the acquired knowledge		X	X	X	X	X	X			
3.6.4. Develop a data base accordingly					X					
3.6.5. Feed back results into review of training programmes and events		X	X	X	X	X				

Output 3.7. Reference materials of capacity building events are produced

Activity								Cost	Indicators	Assumptions
3.7.1. Integrate feed back from evaluations into planning for design of materials such as handbooks, field guides, case studies and other		X	X	X	X	X		50,000	• RPA avails of internationally recognized reference materials • Reference materials are available for download from the RPA website • Number of customers visiting the website, browsing materials and downloading materials can be recorded internally for monitoring purposes of RPA	• Evaluation data base fully functional • Materials can be produced in a cost effective manner • Required IT capacity and is available
3.7.2. Produce materials accordingly		X	X	X	X	X	X			
3.7.3. Disseminate materials			X	X	X	X				

Component 3: Public Relations

Component Indicator: The RPA is regionally and internationally recognized as a centre of excellence in post-conflict recovery and peace building capacity building programmes

ACTIVITIES	TIMEFRAME (12 Quarters / 3 years)												COST	VERIFICATION	ASSUMPTIONS
Output 4.1. A public relations strategy for RPA is produced															
4.1.1. Hire a PR consultant or consultancy firm	X												10,000	• Consultant hired • Assessment conducted • PR strategy available	• Consultant with expertise in advertising for training centres at international level in the relevant RPA context can be sourced and contracted
4.1.2. Elaborate PR requirements and possibilities	X														
4.1.3. Produce a PR strategy plan accordingly	X														
Output 4.2. An RPA website is established and managed															
4.2.1. Hire consultant or firm	X	X											5,000	• RPA website established • Website avails of elements which enhance the evaluation processes of RPA • Records report a minimum of 100 visitors to the website per day • The majority of clients learns from the RPA over the internet (as per records of correspondence)	• Consultant has the necessary capacity to fully exploit all options and possibilities of website design for the promotion of RPA
4.2.2. Elaborate concept of website	X														
4.2.3. Design and set up website accordingly	X														
4.2.4. Manage website professionally	X	X	X	X	X	X	X	X							
Output 4.3. Advertising materials are produced															
4.3.1. Collect ideas for advertising materials	X												100,000	• Assessment conducted • Materials designed and produced • Local population, particularly women's groups and other associations (ex-combatants?) are considered for the	• Creative interests from stakeholders are available • Local population avails of capacity to produce items according to provided designs and ideas • Companies for
4.3.2. Produce materials	X	X	X	X	X	X									
4.3.3. Establish souvenir shop at the RPA which sells materials		X													

Activity									Cost	Indicators	Assumptions
4.3.4. Disseminate materials to participants, visitors, donors etc.	X	X	X	X	X	X	X	X		• souvenir production Souvenir products are designed for the furthering of mainstreams through slogans etc. • Souvenir shop established and frequented by participants • Numbers and types of purchased souvenirs are recorded and considered for the orientation of future designs	production of standard advertising materials are locally avaialbe
Output 4.4. Advertising events are organized and conducted											
4.4.1. Develop a plan of events	X								150,000	• Event calendar established • A minimum of 3 annual events conducted successfully • RPA opening event attracts participation of senior representatives	• The 2hrs driving distance of the RPA does not hamper participation to events • Donors and international representatives are interested in the RPA's profile
4.4.2. Conduct an opening event for the RPA			X								
4.4.3. Conduct events such as open days, press briefings, press conferences and other		X	X	X	X	X	X	X			

Total costs referring to RRF   2,265,000

Other costs as per budget (Chapter 6.2.)   735,000

Total project cost   3,000,000

3. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

3.1. Management Arrangement

The project will be run in the UNDP NEX modality with the Ministry of Defence (MOD) as the implementing partner. This modality will enhance the project's strong capacity building element.

3.2. UNDP Role

The project will be funded by the Government of Japan. UNDP will thereby administer the funds of the Government of Japan and will work through existing skilled staff, to follow up and guide the project. At the same time a Technical Advisor being a subject matter expert mainly advising the MOD and the RPA as well as a project manager ensuring the timely reporting to donors in the set formats and advising the national counterparts in the production of the required reports will be recruited. Both project staffs will be answering to the UNDP Rwanda Head of Democratic Governance Unit who will be the link to the UNDP senior management and complement managements efforts to fostering high level contacts with the MOD and GoR and donors. UNDP at large will contribute by making its institutional expertise and network available as appropriate.

3.3. Partner Role

The implementing partner of the project is the Rwandan Ministry of Defence (MOD). It will provide its land and structures in Nyakinama as well as skilled personnel to the project and make its expertise and network, particularly in the facilitation with other structures of the Government of Rwanda, available. This includes the particular cooperation with the Conflict Management Centre of the NUR. The GoR will furthermore contribute its own expertise in the subject matter expertise in post-conflict recovery and peace building. Cooperation of all required GoR bodies and will enhance the project implementation as appropriate.

3.4. Other mechanisms

A Project Steering Committee will be established and be composed of the project's implementing partners. In the case of this project, the Steering Committee will include MOD, RPA, UNDP, Representative from the Japanese Embassy in Kenya, NURC and MINECOFIN (CEPEX). The Steering Committee will provide guidance and direction to the project implementation process according to the established detailed work plan monitoring tool. The ToRs of the Steering Committee shall be agreed among the stakeholders within the first six months of the project.
A technical/implementation committee will meet fairly regularly to oversee the running of the programme activities as agreed by the Steering Committee.

3.5. Project Management

The project will be under the direct responsibility of the Head of UNDP's Democratic Governance Unit who will report to the UNDP Management. The Head of unit will complement UNDP senior management efforts of making high-level contacts with the project partners and ensure the smooth project implementation at policy and strategic level.

The project will specifically recruit a national **project manager** for a term of one year renewable. He/she will be the officer accountable for the project. The Project Officer will work under the overall direction and supervision of the Head of the Democratic Governance Unit and be based at the UNDP Rwanda offices. He/She will track project implementation progress and undertake some of the day-to-day management around disbursement and activity support. He/She will report administratively and programmatically to UNDP for the day to day activities. He/She reports on project progress during Steering Committee meetings. He or she will prepare progress reports in timely and required manner, and provide the information needed to agree disbursement of funds. He/she will advise and build the capacity of the national project administrator in the production of the required progress and expenditure reports.

Furthermore, the project will recruit an international **Technical Advisor** being a senior subject matter expert in post-conflict recovery and peace building as well as related capacity building, ideally in the African context. Relevant experience in the Great Lakes region, particularly in Rwanda will be an asset. He/she will as well answer to the Country Director and work closely with the Democratic Governance Unit and be in close collaboration with UNDP senior management and MOD. He/she will advise the MOD and RPA in expertise-related project planning, implementation and evaluation while connecting them to regional and international partners and clients. In order to ensure this ongoing advice, he/she will – according to project implementation requirements - need to be present at both the RPA in Musanze as well as in Kigali for contacts with MOD and the UNDP office. He/she will furthermore be available for inputs in expertise-related reporting issues and enhancement of donor relations, fund raising and public relations events as required. In addition to the above requirements, the Technical Advisor must have extensive experience in programme, personnel and financial management at senior management level.
The project will also recruit a national project coordinator
Both staffs will be fully fluent in English and/or French, written and spoken. They will provide high-quality advice to stakeholders with a particular focus on capacity building in view of sustainability and ensure the inclusion of mainstream considerations wherever possible.

All the above mentioned staff will be complemented by support from the wider UNDP and UN System as well as other international structures and organizations as required.

4. RISKS AND MITIGATION

- **Risk 1: Funding framework**

Risk:
The overall needs of the RPA will most likely exceed the set project framework which is defined by its current funding.
Mitigation:
The project will foster excellent donor contacts which will be supported by its PR component and contribute to fund rising.

- **Risk 2: Project timeframe**

Risk:
The timeframe of the project, three years, is a very short period in order to establish a new structure and ensure that it be internationally recognized.
Mitigation:
The project will ensure international contacts over its PR strategy and make sure to promote the RPA from the very beginning of the project. The focus has thereby to be placed to significant international structures which are custodians of peace training programmes.

- **Risk 3: Innovative project contents**

Risk:
The project opens up a new field of capacity building programmes, which are so far not yet well established. The necessary understanding of the importance of post-conflict and peace building know how might be lacking.
Mitigation:
The project will have to partner up with international and regional partners. These could be either such who directly support post-conflict and peace building processes but also partners who are active in other, related fields and welcome the capacity building as a complementary set of knowledge. This risk can additionally be managed by the PR strategy.

- **Risk 4: Sustainability**

Risk:
The RPA will need a high external input in expertise, particularly at the beginning of the project, which will ensure the international standards. After the conclusion of the project, it will be difficult to maintain the same levels. (This is also related to risk 1)
Mitigation:
The project will have to focus particular attention to the capacity building of the institutional staff. The project partner will have to contribute with staffing policies which ensure long-time assignments of staff to the project, in the ideal case for the entire project duration. Fund raising from the early project stages will ensure further, long term partner support.

5. REPORTING, MONITORING AND EVALUATION

5.1. Reporting

Reporting will follow the UNDP regulations and standards. The implementing partner will have to produce quarterly progress reports (financial and narrative) in order to enable the budgeting and transfer of funds as well as an annual report.

Besides these standard reports, the project will through its PR component develop a series of innovative and modern advertising materials and produce special reports on special events.

Aside from the reporting through products, the organization of information meetings and visits of donors and partners to the RPA will be a key component. The project will develop a good communication policy with donors and establish structures accordingly.

The RPA will furthermore position itself in relevant external publication forums and provide articles, information and advertising to websites, magazines etc. in subject matter expertise. The results of this activity will be reported to donors.

5.2. Monitoring and Evaluation

The project activities will be closely monitored by the UNDP Country Office.

In compliance with UNDP regulations, the following will be conducted:

Audits: The project will undergo an annual NEX audit as per UNDP regulations for NEX projects. This would include a review of the effectiveness of activities undertaken in relation with the funds expended in the process of each of the activities undertaken, and represents a commitment to transparency and accountability to stakeholders in general and to donors in particular.

Annual Reviews: Internal project reviews which assess the need for adjustment in its implementation and budget revisions accordingly.

Mid-term Evaluation: Comprehensive evaluation conducted jointly by internal and external experts after the first half of the project duration.

Final Evaluation: Comprehensive end-of-project evaluation by external experts recording successes and failures with a focus on best practice and lessons learned as basis for future project design.

Specific Impact Evaluations: In order to assess the broader impact of the capacity building efforts, the project will outsource specific evaluations on the de-facto application of learned knowledge of former participants of RPA events. Since such evaluations are expensive due to necessary travel and stays in relevant contexts, they will have to be coordinated with other international partners in order to enable full

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cooperation and coordination so as to cut costs. Outsourcing of such specific evaluations to international universities and research institutions may also be cost-effective options.

6. LEGAL CONTEXT AND BUDGET

6.1. Legal Context

The project document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Rwanda and the United Nations Development Programme signed by the parties on 2 February, 1977. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

The standard procedures for accounting and financial reporting for national execution, as provided for in Financial Regulation of the UNDP Financial Manual, will apply to this Project.

The following types of revisions may be made to this Project Document, with the signature of the UNDP Management; provided management is assured that the other signatories of the Project Document have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes of the project document;

- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;

- Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

- UNDP furthermore calculates a management fee of 7% of the total project budget.

6.2.Indicative budget (for 3 years)

All amounts are indicative and in USD.

RRF Reference	Expenditure Category	Amounts in USD
	1. Output related costs as per RRF	
1.1. / 1.2.	Construction consultant (national, 1 year)	50,000
1.1. / 1.3.	Refurbishment	200,000
1.1. / 1.4.	Construction of new buildings	500,000
1.5.	Equipment	500,000
1.5. / 1.6.	IT consultant (3 months)	10,000
2.1. / 2.4.	Organisational development consultant (international, 3 months)	30,000
3.4. / 2.3.	Institutional staff training	10,000
3.1.	Training expert (international, 3 months)	30,000
3.3.	Short term training experts (various profiles and timings)	50,000
3.4.	Training reference materials (trainers' handbooks and teaching materials)	5,000
3.5.	International capacity building events (including participants travel and transport)	500,000
3.6.	Evaluation, including Audit	65,000
3.7.	Reference materials for participants (course packages, readers etc.)	50,000
4.1.	PR consultant (national PR firm)	10,000
4.2.	Website designer (national, up to two months)	5,000
4.3.	Advertising materials	100,000
4.4.	Advertising events	150,000
	Total costs related to RRF	**2,265,000**
	2. Project running costs	
	Project Design costs (consultancy)	5,000
	National Programme Officer (3 years)	90,000
	National Project Manager (3 years)	90,000
	Technical Advisor (ALD 4/5, 1 year renewable)	190,000
	Vehicle and maintenance for the project duration	150,000
	UNDP management fee (7%)	210,000
	Total running costs	**735,000**
	3. Total project budget	**3'000'000**

7. ANNEXES

7.1.TORs for Project Personnel

Position:	**International Project Manager/Support to Rwanda Peace Academy**
Location :	Rwanda, Kigali and Nyakinama/Musanze
Starting :	January 2009
Application Deadline:	15 December 2008
Type of Contract :	ALD International
Post Level :	UN P4
Languages Required :	Fluency in English and French
Duration of Initial Contract :	1 year renewable

Background

Africa continues to suffer from conflicts which have a tremendous impact on human security and are therefore a major obstacle to sustainable development.

Numerous conflict-affected countries in Africa are suffering from unresolved conflicts which lead to recurrence and protraction, often spilling over to neighbouring countries and affecting whole regions. The resulting volatile environment weakens the structural stability of states and particularly damages human security hindering social and economic development.

Analysis of the impact of the over 20 mostly UN-led peace missions in Africa demonstrates how the short term stabilization is often successful, while the long term stabilization and sustainable peace in the concerned country remain a challenge.

On-going analysis has shown that the problem thereby lies in the lack of properly addressing the post-conflict peace building tasks, such as early recovery strategies, resettlement of displaced and refugee populations, Disarmament, Demobilization and Reintegration, Security Sector Reform, judicial reforms and transitional justice, reconciliation and democratization and elections. These tasks, however, are the cornerstone for good governance in order to guarantee lasting peace.

Due to the increasing complexity of the conflicts, standard international approaches are often inadequate but call for an increased local ownership which ensures the necessary in-depth understanding of the context.

Post-conflict recovery and peace building strategies should therefore include strong elements of capacity building for its actors. Only such targeted capacity building will enable the actors to meet the challenges of establishing a framework for good governance and lasting peace.

While training programmes for peacekeeping have been fully developed by the United Nations and are offered at various peacekeeping training centres in Africa, the training programmes for peace building are insufficient or non-existent. Therefore, increased attention needs to be given to develop such capacity building programmes which combine international standards with local experience and expertise, so as to provide practical solutions and guidelines for the African context.

The Government of Rwanda with support from the United Nations Development Programme proposes to establish a regional training centre for post-conflict recovery and peace building, the Rwanda Peace Academy (RPA).

Duties and Responsibilities

The incumbent will report to the Head of the Democratic Governance Unit at UNDP Rwanda and undertake the following tasks:

- Provide technical subject matter expertise advice in post-conflict and peace building training to the Ministry of Defence (MOD), the Rwanda Peace Academy (RPA) and donors for the operationalization of the allocated project funds
- Build capacity in technical subject matter expertise of all partners in the project as appropriate
- Interact with the MOD, the RPA, donors and partners as necessary in order to ensure contractual compliance with donors' contribution;
- Provide the project implementation partners with substantive subject matter expertise inputs into strategic planning and decision-making;
- Provide regular programmatic reports to the donor;
- Ensure liaison and consultation with stakeholders in post-conflict recovery and capacity building for consultation and information-sharing;
- Oversee and direct the establishment of financing procedures for the allocated project funds in compliance with the rules and regulations of UNDP
- Oversee all financial and contract management of the project;
- Oversee the application of international standards in the capacity building programmes;
- Ensure the mainstreaming of relevant issues such as Gender, Human Rights, Environmental Protection, HIV and Social Inclusion
- Oversee the organization and co-ordination of fund raising events;
- Oversee all project-related procurement activities and the maintenance of an asset registry, following the rules and regulations of the MOD and participating donors whereby sustainability and environment sensitivity are to be considered;
- Oversight of and subject matter expertise contribution to audits, evaluations, monitoring and donor visits;
- Establish links and interactions with MOD, RPA, donors and the RPA Advisory Board in order to facilitate ongoing project support
- Establish a regional and international network of institutions, organizations and partners relevant to the RPA

Competencies

CORE COMPETENCIES:

- Demonstrates integrity by modeling the values and standards of UNDP project management into the implementing partner's competence
- Promotes and integrates the visions, missions and strategic goals of the RPA and of the donors when it comes to support the project
- Fosters capacity building of the implementing partners in the view of sustainability and aiming at integration of the different profiles and cultures of civilian and military structures
- Promotes local ownership and participation wherever possible and furthers national development goals
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism, displays sound understanding of international representation at diplomatic level

FUNCTIONAL COMPETENCIES:

- Demonstrates sound knowledge of: **a)** UN and donors' rules, regulations, policies, procedures and best practices in the field of project support; **b)** applicable international frameworks for peace, such as legal frameworks of the UN and AU Charters, IHL, Human Rights, Refugee Law and any other applicable in context of conflict management; **c)** post-conflict recovery and peace building

policies, strategies and lessons learned with a particular focus on regional African best practice; **d)** profiles and mandates of all actors in post-conflict recovery and peace building processes including UN, AU, international organizations, NGOs and bilateral partners with a particular recognition for local capacities such as local governments and structures as well as civil society **e)** teaching and learning methodology, modern didactics, learning aids and interactive learning including training of trainers and capacity building of training institutions **f)** regional and international developments on post-conflict recovery and peace building with a particular focus on Africa-specific challenges

- Excellent negotiation and representational skills, at senior level (with international organizations and/or diplomatic missions);
- Displays analytical judgment and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner;
- Demonstrates strong intellectual and operational capacity in providing and coordinating advisory services to stakeholders in post-conflict recovery and peace building processes and related capacity building approaches and measures;
- Builds solid client relationships with strong networking and advocacy skills;
- Focuses on impact and results;
- Demonstrates openness to change and ability to manage complexities.

PERFORMANCE MANAGEMENT:

- Demonstrated ability to multitask under pressure and to meet strict deadlines often under hardship conditions;
- Excellent organizational skills and ability to work effectively in multidimensional teams, delivering through and with others;
- Self-management, including conflict management/negotiating skills.

Required Skills and Experience

- Advanced University Degree (Masters) in Political Sciences, Law, International Relations or related field
- Min. 10 years relevant work experience, including practical field work in complex emergencies and recovery contexts as well as related programming at policy level and development and organization of related capacity building efforts and development of training contents and programmes at national, regional and international level
- Working experience in and around Peace Support Operation in Africa, extensive knowledge of their set up, structures and legal frameworks;
- Previous work experience in post-conflict contexts is essential; experience in the Great Lakes Region and Rwanda in particular an asset
- Knowledge of multidimensional actors profiles in post-conflict and peace building (national governmental structures incl. Military, Police and civilian players, NGOs, intl. Organizations, UN Agencies, bilateral partners etc.)
- Avails of a network of partner organizations, subject matter experts and knowledge of information materials (websites, literature, movies etc.)
- Proven and extensive track record in planning, implementing and overseeing relevant projects with international organization funding at senior management level
- experience in programme, personnel and financial management is a must;
- Familiarity with financial rules and regulations of the MOD/RPA and participating donors;
- Knowledge of donors' operative systems is an asset;
- Familiarity with mainstream requirements at all levels;
- Experience in donor coordination, donor government relations and experience in fund raising an asset;
- Must be fluent in English and French, both written and spoken; other languages are an asset
- Computer proficiency, including working knowledge of MS Office products (Word, Excel, Power Point), Front Page, Adobe In-Design; web-based management systems.

- Experience in the design and production of advertising materials and preparation of other visibility materials are an asset; experience with media relations an asset

Position: **Project Officer (national)/support to Rwanda Peace Academy**
Location :   UNDP Rwanda, Kigali
Starting :   January 2009
Application Deadline: 15 December 2008
Type of Contract :   SC or ALD national
Languages Required :   Fluency in English, French and Kinyarwanda
Duration of Initial Contract : 1 year renewable

Background

Africa continues to suffer from conflicts which have a tremendous impact on human security and are therefore a major obstacle to sustainable development.

Numerous conflict-affected countries in Africa are suffering from unresolved conflicts which lead to recurrence and protraction, often spilling over to neighbouring countries and affecting whole regions. The resulting volatile environment weakens the structural stability of states and particularly damages human security hindering social and economic development.

Analysis of the impact of the over 20 mostly UN-led peace missions in Africa demonstrates how the short term stabilization is often successful, while the long term stabilization and sustainable peace in the concerned country remain a challenge.

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Due to the increasing complexity of the conflicts, standard international approaches are often inadequate but call for an increased local ownership which ensures the necessary in-depth understanding of the context.

Post-conflict recovery and peace building strategies should therefore include strong elements of capacity building for its actors. Only such targeted capacity building will enable the actors to meet the challenges of establishing a framework for good governance and lasting peace.

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Duties and Responsibilities

The incumbent will report to the Head of the Democratic Governance Unit at UNDP Rwanda and undertake the following tasks:

implementation cycle e) financial and budgetary planning and management, reporting and accounting processes

- Excellent writing and editing skills in both English and French (Kiswahili additionally would be an asset), ideally with some background in public relations, full knowledge of all relevant software including photo editing
- representational skills, at senior level (with government officials, international organizations and/or diplomatic missions);
- Ability to effectively assist the project manager, high learning capacity and ability to anticipate and mitigate challenges
- Demonstrates openness to change and ability to manage complexities
- Follows all political developments in Africa related to peace processes, avails of basic knowledge on relevant structures and players while being open to build up subject matter expertise on peace building and post-conflict training

PERFORMANCE MANAGEMENT:

- Demonstrated ability to multitask under pressure and to meet strict deadlines often under hardship conditions;
- Excellent organizational skills and ability to work effectively in multidimensional teams, delivering through and with others;
- Self-management, including conflict management/negotiating skills
- Strong communication capacity in order to share information timely and effectively, openness to admit shortcomings and learn from critique

Required Skills and Experience

- Advanced University Degree in Project Management, Development studies or related field
- 3-5 years relevant work experience
- Proven and extensive track record in planning, implementing and overseeing relevant projects with international organization funding at project management level
- experience in programme and financial management is a must;
- Familiarity with financial rules and regulations of the MOD/RPA and participating donors (UNDP, GoJ);
- Knowledge of donors' operative systems is an asset;
- Knowledge and understanding of governmental, in particular military structures is an asset;
- Familiarity with mainstream requirements at all levels;
- Must be fluent in English, French and Kinyarwanda, both written and spoken;
- Computer proficiency, including working knowledge of MS Office products (Word, Excel, Powerpoint), Front Page, Adobe In-Design; web-based management systems.

7.2. Abbreviations

ASF	African Standby Force
AU	African Union
BCPR	Bureau for Crisis Prevention and Recovery
CCM	Centre for Conflict Management, Butare
CDP	Country Development Programme
CIMIC	Civil-Military Coordination
DDR	Disarmament, Demobilisation and Reintegration
ECOWAS	Economic Community of Westafrican States
EDPRS	Economic Development and Poverty Reduction Strategy
EMP	Ecole Militaire pour la Paix, Bamako
GTZ	German Technical Cooperation
IPSTC	International Peace Support Training Centre, Nairobi
IT	Information Technology
JICA	Japan International Cooperation Agency
KAIPTC	Kofi Annan International Peacekeeping Training Centre, Accra
MDGs	Millennium Development Goals
MINECOFIN	Ministry of Finance and Economic Planning
MOD	Ministry of Defence
NUR	National University of Rwanda, Butare
OAU	Organisation for African Unity
PR	Public Relations
PSOD	Peace Support Department at AU
RPA	Rwanda Peace Academy
RPTC	Regional Peace Training Centre, Harare
RRF	Results and Resources Framework
SADC	Southern African Development Community
SSR	Security Sector Reform
TICAD	Tokyo International Conference on African Development
UN DPKO	United Nations Peacekeeping Department
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme