

GOVERNMENT OF RWANDA



UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)



Project Title: *Support to Special Activities through Evidence-Based Policy Research and Advocacy in Support of MDG Initiatives in Rwanda*

(Direct Execution by UNDP Country Office – Rwanda) – DEX.

Brief Description: The overall objective of the project is to support the Government of Rwanda's emerging crosscutting initiatives and promote advocacy on strategic development issues through the production and dissemination of key national documents. The Project has the following sub-components, in support of: (1) Production of Rwanda's National Human Development Report (NHDR); (2) Production of the Rwanda MDG progress report 2011; (3) Production of the UNDP Annual Report.

The main national beneficiary institutions of the project include the Ministry of Finance and Economic Planning and the Rwanda National Institute of Statistics (NISR).

Support to Special Activities through Evidence-Based Policy Research and Advocacy in Support of MDG Initiatives in Rwanda

Country: **RWANDA**

UNDAF Outcome(s)/Indicator(s):

- Policy and socio-economic planning based on quality and disaggregated data strengthened
- # of surveys/studies/ assessments/reports produced for policy planning

Expected Output(s)/Indicator(s):

- Capacity to monitor MDGs and development results through the production of NHDRs and MDG reports enhanced

[INDICATORS] # of NHDR and MDGs report produced

Executing Entity: UNDP, Kigali Rwanda

Implementing Agencies: UNDP, Kigali Rwanda

Other Partners: Ministry of Finance and Economic Planning, National Institute of Statistics of Rwanda and National University of Rwanda

Programme Period:	<u>2011 - 2013</u>
Programme Component:	<u>Poverty Reduction and MDG Achievement</u>
Project Title:	<u>Support to Special Activities through Evidence-Based Policy Research and Advocacy in Support of MDG Initiatives in Rwanda</u>
Project Code:	
Project Duration:	<u>2011 - 2013</u>

Total budget:	USD 1,030,000
Allocated resources:	
• Government	_____
• Regular	UNDP TRAC USD 1,030,000
○ Donor	_____
○ Donor	_____
○ Donor	_____
Unfunded budget:	_____

Agreed by

Date

Signature

Name and Title

On behalf of UNDP: _____

On behalf of Government of Rwanda: _____

13 APR 2011



Aurélien A. Agbenonci
UNDP Resident Representative

Kampeta SAYINZOGA
Permanent Secretary and Secretary to the Treasury

Part I. Situation Analysis

I.1 Country Context

Rwanda is a landlocked country situated in the Eastern Africa. It is surrounded by Uganda to the East and North, Tanzania to the East, Burundi and the Democratic Republic of Congo to the South and West respectively. It has a surface area of 26,338 square kilometres of which 35% is arable with permanent crops and pasture. The country is characterised by uneven mountainous terrain where average altitude is 1500 metres above sea level.

With the current population around 10 million (World Bank) estimate, 2009, Rwanda is one of the most densely populated countries in Africa. The annual population growth is currently estimated at 3% (Reference to the MDGs 2007 Progress Report for Rwanda).

The Government of Rwanda is committed to the promotion of the country's social and economic development and poverty reduction as the long term goals as defined in the Government's long term strategy "Vision 2020". The Government is committed to reducing poverty through preserving macroeconomic stability, boosting economic growth, and implementing policies targeted at improving the livelihood of the poor. The Government of Rwanda made achieving the MDGs central to its policy framework, as defined in the EDPRS 2008-2012. This commitment is reflected in the targets, and the scale of sector priorities. The Vision 2020 Umurenge (VUP) programme has been successfully scaled up to 60 sectors. Rwanda has made progress towards achieving MDGs two three and six overcoming major setbacks during the genocide in 1994. This progress has been due to political commitment at the highest level, and international support for well designed and executed national scale programs.

Despite high economic growth, poverty rates have not fallen proportionately, declining only by 4 percentage points, from 60 percent (2000) to 56.9 percent (2006), and more than 80 percent of the population lives in rural areas, with the majority relying on rain-fed, subsistence agriculture on fragmented land holdings, with few modern inputs. Average real GDP growth rate that was approximately 8.5% for the last 5 years has decreased and stand at 6%, due to significant declines in Industry and Services sectors, while the inflation rate is estimated to decrease from 15.4% to 5.7%. Agriculture employs more than 90 per cent of the population and accounts for just over 40 per cent of GDP compared to about 10 per cent for manufacturing activities. Rwanda's agricultural activities consist chiefly of subsistence farming. Lack of diversification has left Rwanda vulnerable to external shocks of a climatic nature or resulting from international market fluctuations. Coffee and tea play the key role in the exports of Rwanda.

Rwanda joined the East African Community (EAC) on July 1, 2007, and the Customs Union became effective from 1 July 2010. This provides a window of opportunity for Rwanda to tap onto the investment opportunities within the region and to benefit from the EAC market. One of the biggest challenges facing Rwanda is the insufficient investment in infrastructure for energy, water and sanitation, and transportation. The combined pressures of agricultural production, high population, economic expansion and rising energy needs are increasing the environmental pressure in Rwanda. Rwanda is a leader in the region in Gender Mainstreaming and Gender Equality with Constitutional provisions ensuring political representation and participation of women.

I.2 Background

The Government of Rwanda's (GoR) medium-term strategy for economic growth, poverty reduction and human development, is set out in the "Economic Development and Poverty Reduction Strategy" (EDPRS). The EDPRS covering the five year period from 2008 to 2012, identifies the country's developmental objectives, priorities and policies through three flagship programs: i) Growth for Jobs and Exports; (ii) Governance; (iii) Vision 2020 Umurenge, that aims to reduce inequality and extreme poverty. The EDPRS is fully supported by country level stakeholders, including development partners and assigns a high priority in accelerating private sector-led growth.

Three years down the road of the implementation of the Economic Development and Poverty Reduction Strategy (EDPRS), it is clear that progress is being made.

The EDPRS results and policy matrix is organized around the three EDPRS flagship programs, which have been aligned to the three clusters (Economic, Social and Governance).

In 2007, the UNDP country office elaborated the current Country Programme (2008-2012). The Country Programme Document articulates UNDP's responsibilities with the implementation of the United Nations Development Assistance Framework (UNDAF). The UNDAF (2008-2012) conveys the UN system's response to the Government of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS). As part of the effort to improve system-wide coherence and reduce duplication, UNDP will refocus its programme around the central issue of governance, where it has a clear comparative advantage. Given UNDAF's emphasis on Good Governance, UNDP will focus its interventions in this area. In addition, UNDP will work in the area of environment in partnership with specialized non-resident agencies

A strong, coordinated response from Rwanda's development partners and the UN system is needed to meet current challenges, including the rehabilitation of the country's human and social capital, and service delivery to the poor. In order to help Rwanda meet the MDGs, a scaling-up of aid flows is currently under discussion. If implemented, this will create a whole new set of challenges in terms of strengthening public financial management and the macro-economic framework, as well as addressing institutional weaknesses in service delivery and decentralization. Finally, the long term sustainability of Rwanda's development strategy will require a deepening of the reconciliation process, and strengthening of democratic governance, as well as a mainstreamed approach to conflict prevention and peace building.

From 2005 to 2007 the Support to Increased Country Office Delivery and Technical Support Capacity project produced the following results for the in support of the Government of Rwanda:

- Africa Governance Forum VI essential documents for Rwanda were prepared
- AGF VI were organised and effectively convened in Kigali, Rwanda
- A study on "Pro-Poor Economic Policies in Rwanda" was undertaken and published;
- Rwanda's National Human Development Report (NHDR) were published;
- UNDP/RBA Women's Governance Forum was undertaken in Rwanda;
- UNDAF was prepared.

Between 2008 and 2010, the project provided, among others, the following support to the Government of Rwanda:

- Production of Rwanda National Human Development Progress Report (NHDR)
- Production of the 2010 MDG Progress Report
- Publication of the 2008 UNDP Annual Report
- Launch of the 2009 Global Human Development Report (HDR)
- Numerous Workshops/Trainings, including one on MDG Scaling Up Activities.

Managed through the DEX modality, this project provided targeted support for the development of reports that generated wide ranging debate and discussion on pertinent development issues as well as informed national policy and planning. The publication and dissemination of the Rwanda Human Development Report 2007 was a timely and a useful contribution to the ongoing debate on translating development goals in Vision 2020 and the Millennium Development Goals into effective policies and concrete action plans.

During the current programme period, UNDP will continue its contribution to evidence based policy making through the development of a follow up support project managed by the country office. This project will seek to contribute to UNDAF outcome 1.5 “Policy and socio-economic planning based on quality and disaggregated data strengthened” particularly through continued support to the development of Rwanda Info and the production of policy documents such as National Human Development Reports (NHDR) and MDG Progress Reports.

1.3. Evolving needs in the context of Delivering As One

Continued support by UNDP to the Government of Rwanda in several initiatives is crucial both at country and regional level. There is need for support in the monitoring of the progress towards the attainment of MDGs as well as the implementation of the EDPRS through the production of key national policy documents (NHDR and MDGs Progress Report). UNDP is the lead UN agency for UNDAF Result One, “Good Governance enhanced and sustained” and Result four “Environment”. Existing UNDP products (eg. NHDR) will play an increasingly important role in supporting decision-making by the UN Country Team (UNCT) as a whole.

However, the UN Rwanda Common Operational Document (COD) makes clear that Delivering as One will place new demands on UNDP. This will require an enhancement of Country Office capacities, both human and institutional. UNDP will therefore need additional advisory capacities on Governance and Environment in order to provide effective support to theme group programming and implementation in these areas, and to promote system-wide coherence in-country. In addition, UNDP will support a number of sectoral studies on Human Development and MDGs to be developed and disseminated widely and their implications for cross cutting issues (youth, gender, climate change, ...). The project will support the participation of relevant stakeholders in international conferences and meetings on HDR and MDGs, with the aim of sharing lessons and peer reviewing good practices and policies. The project will give priority to the analysis of the “off track” MDGs in the run up to 2015.

Part II. Strategy

The project's outputs are consistent with UNDP Rwanda's current UNDAF 2008-2012, which in turn is strongly linked to the Economic Development and Poverty Reduction Strategy (EDPRS). The Support to Crosscutting Activities (youth, gender, climate change, ...) for Awareness and Advocacy in Rwanda project will provide support for the production of the 2010/2011 Rwanda Human Development Progress Report and the MDG Progress Report.

The production and publication of these two reports are key representations of the CO's distinct contribution to development in Rwanda. The country office will continue to focus efforts on producing quality reports that provide reliable analysis of the national development situation. Timing for the NHDR will coincide with milestones in policy and programme planning. The NHDR will also complement important monitoring documents such as the MDG report by providing critical analysis of policies affecting MDGs.

Moreover, this project will facilitate the drafting and publishing of the UNDP Annual Report which gives an overview of UNDP activities. The project will also contribute to the dissemination/launch of the Global Human Development Report. In addition, it will allow the CO to organise different workshops/trainings in collaboration with the Government other stakeholders. The project will also provide opportunities for strengthening the country office's capacity, through staff members' participation in various trainings and workshops.

In the framework of One UN, the country office's capacity will be strengthened through the utilisation of the services of a Junior Economist with strong research analytical skills, and solid knowledge of environmental issues. UNDP being the leading institution in both the Governance and Environment theme groups in the One Programme implementation, the services of this Economist will be of outmost importance in supporting the Country Office and the UNCT through his substantive contributions to the work of the Environment and Governance theme groups.

2.1. Project components and justifications

The project has five components that include the following:

Component One: Production and dissemination of Rwanda 2010/2011 National Human Development Report:

The last National Human Development Report (NHDR) for Rwanda was produced in 2007 based on 2005/2006 data. There has been a lot of changes since then, with regards to human development and the availability of new relevant data, although no new study on poverty has yet been conducted following the Household Living Conditions survey (EICV II) of 2005/06.

The importance of a National Human Development Report (NHDR) cannot be overemphasized. The principal objective of a NHDR is to provide analytical work, based on evidence, to stimulate debate at national level, and inform decision making. It is thus noteworthy that this process is designed to be nationally owned and driven, as it has been in the past.

The 2010/2011 NHDR will analyze decentralization and its impact and prospects for human development.

Decentralization is an integral part of the Government's national development strategy as expressed in the Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS).

The Government of Rwanda is now in an advanced stage in the implementation of its decentralization programme and this NHDR will be useful to provide choices to the policy-makers and stakeholders on the way forward with regard to the final phase of the decentralization.

While UNDP is supporting decentralization processes in Rwanda, the 2010/2011 NHDR will provide information to help policy makers, researchers, development practitioners and advocates to better understand and ideally improve decentralization processes so that they can help to increase human development in Rwanda.

Component Two: Dissemination of the 2010 MDG Progress Report, Production of the 2011/2012 MDG Report

The government of Rwanda has put the Millennium Development Goals at the center of its development policy framework. Consequently, Rwanda has made impressive efforts at achieving several MDGs. This progress has been possible due to political commitment at the highest level, and international support for well designed and executed national scale programs.

The production and dissemination of the MDG progress report will help to monitor and demonstrate the strong commitment of the country to human development and poverty reduction and will show the progress that Rwanda is making towards achieving the Goals.

The MDG progress report will set out, not only the overall progress that Rwanda is making in reducing poverty and promoting human development, but also will consider inequalities between different groups in the population. It helps to highlight the progress that has been made towards achieving the Goals and especially towards achieving the 2015 Targets.

The report shows and considers what policies and programmes have supported progress towards achieving the Goals and highlights examples of successful projects and programmes. It also points out where interventions to support accelerated progress could enable the achievement of specific Targets by 2015.

Component Three: Publication of the UNDP 2009/2010 Annual Report

This component will serve to support the production and dissemination of the UNDP Annual Report which helps to show the key role UNDP has played in supporting government efforts to meet its development objectives, as defined in the EDPRS 2008-2012. The reports sets out the UNDP key results achieved and challenges faced in supporting GoR to implement the country

development goals. The report highlights significant lessons learned and provides some innovative instruments to improve the UNDP support mechanisms to enhance the quality of development assistance in support of the GoR's efforts at meeting its development priorities and objectives.

Component Four: Launch of the 2011 Human Development Report (HDR)

This component will serve to support the launch events in the country of the publication of the UNDP global Human Development Reports, which aims to frame debate on some of the most pressing challenges facing humanity. The global HDR is an independent report commissioned by the United Nations Development Programme (UNDP) which is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life.

Component Five: Workshops/Trainings on MDG, HDR and other crosscutting issues

This component will serve as a capacity building pillar of the UNDP support. A number of MDG assessments and sectoral studies of the MDGs progress will be developed and disseminated. Particular emphasis will be placed on empirical discussions and dialogue on the concept of human development and its implications for youth, gender and other cross cutting issues. The project will support the participation of relevant stakeholders in international conferences and meetings on HDR and MDGs, with the aim of sharing lessons and peer reviewing good practices and policies. The project will give priority to the analysis of the "off track" MDGs in the run up to 2015.

Planned 2011 Activities

- Production of National Human Development Report;
- Organisation of the launch of the 2010 Global HDR;
- Publication of the 2010 UNDP Annual Report;
- Organisation of workshops/trainings for in-house capacity building and other CO and GOR initiatives

Planned 2012 Activities

- Publication of the 2011 UNDP Annual Report;
- Organise a launch of the 2011 Global HDR;
- Production of the 2011/2012 MDG Progress Report.
- Organisation of workshops/trainings for in-house capacity building and other CO and GOR initiatives

Planned 2013 Activities

- Publication of the 2012 UNDP Annual Report;
- Organise a launch of the 2013 Global HDR;
- Production of National Human Development Report Organisation of workshops/trainings for in-house capacity building and other GOR initiatives

PROJECT RESULTS AND RESOURCES FRAMEWORK

UNDAF Outcome: Policy and socio-economic planning based on quality and disaggregated data strengthened				
# of surveys/studies/ assessments/reports produced for policy planning by NSS				
# of District plans based on quality disaggregated data				
Strategic Plan: Poverty Reduction and MDG Achievement				
Partnership Strategy: The Country Office will work to improve the capacity of implementing partners and office staff members through annual training opportunities. Policy documents will be widely shared with partners and stakeholders through UNDP officiated launches. A report on UNDP Rwanda activities, outputs and its contribution to outcomes will be produced and disseminated on an annual basis to all interested parties.				
Project title: Support to Special Activities for Awareness, Advocacy and One Programme Implementation in Rwanda				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
UNDP Annual Report published and disseminated among partners and stakeholders	Annual Report Published (2011-2013)	Undertake consultations Publication	UNDP	Consultancy services to draft report; Services of publisher
National Human Development Report published and disseminated among partners and stakeholders	NHDR published	Undertake consultations Publication	UNDP, MINECOFIN	Consultancy services to draft report; Services of publisher
MDG progress report published and disseminated among partners and stakeholders	MDG Progress report published	Undertake consultations Publication	UNDP, NISR	Consultancy services to draft report; Services of publisher
Human Development Report disseminated among partners and stakeholders through an official launch	HDR Launched	Logistical support to organise the launch of the HDR	UNDP	Rental of space for launch
Strengthened Capacity of Country Office staff and national counterparts in results base programme management	1 Country Office retreat [2011-2013] 2 Trainings organised for CO staff and National counterparts [2011-2013]	Organisation and Logistics Workshops/training services Simultaneous interpretations	UNDP	Consultancy services to facilitate training; Training materials;

Part III. Management and Execution Arrangements

The project shall be directly executed by UNDP country office in Kigali/Rwanda (Direct Execution - DEX). This is important because planned activities cut across several Government assist the Government on the fast emerging needs.

UNDP shall designate a Programme Officer who will be the Principle Project Manager, and report periodically on its progress as per standard UNDP Programme and Project management procedures. The Terms of Reference for the Position of Project Manager can be found as an attachment to this document.

Part IV. Monitoring and Evaluation

Project monitoring and evaluation will be conducted in accordance with established UNDP procedures. The Project Manager will monitor activities to ensure that they are carried out appropriately and in a timely manner as per the work plan and budget. At the end of period 2011, UNDP shall organise an internal meeting for purposes of an Annual Project Review. UNDP shall also prepare and share the 2012 and 2013 work plan with the Government Partners through CEPEX, before submission to H/Q for approval. A quarterly Project Report (QPR) shall be prepared and shared with all partners including the UNDP H/Q. The project will also be evaluated at the end of three years, and results discussed at the LPAC meeting prior to final closure of the project.

Daily monitoring of implementation progress will be the responsibility of UNDP, based on the project's annual work plans and indicators. UNDP CO will inform partners and Head Quarters of any delays or difficulties faced during implementation so that the appropriate support or corrective measure can be adopted. Periodic monitoring of implementation progress will be undertaken by UNDP CO through quarterly meetings with national partners or more frequently as deemed necessary.

Annual monitoring will occur through the Annual Review during the final quarter of each year. The Annual review will focus on the extent to which progress is being made towards the production of deliverables required to generate outputs and the identification of issues as well as their solutions. The annual review will also document lessons learned during the period. The annual review will include the participation of a UNDP management representative, MINECOFIN representative, NISR representative, CEPEX representative and the Project Manager. During the annual review, the annual review report will be validated and the annual work plan as well as budget for the upcoming year will be discussed and approved. All reports will be submitted in the standard UNDP format.

During the final quarter of the last year of project activities, a final review report will be prepared by the project manager. The final review report will summarize all activities, achievements and outputs of the project, lessons learned as well as objectives met or not met. The final review report will serve as the definitive statement of the project's activities during the project life cycle. It will

also lay out recommendations for any further steps needed to ensure sustainability of results achieved and structures established by the project. A final project review will be held to validate the final review report. The final review will also serve as an opportunity to discuss the handover of project equipment and any outstanding balances in the project budget. The final decision on project equipment and project budget balances will be made by UNDP management during the closing phase of project activities.

At the end of the project, it will be audited by a legally recognized auditor or audit firm.

The project manager and UNDP Programme Officer will work to ensure full integration of the project in the work plans and reporting systems for the UNDAF Governance Results Theme Group. UNDP will share experiences and lessons learned through the process of implementation with UN sister agencies and will seek partnership with members of the UNCT to avoid duplication, to maximize synergies and to minimize workload. The project will also be evaluated at the end of three years, and the results discussed at the Steering Committee meeting prior to final closure of the project.

Part V. Legal Context

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

Part VI. Risks and Mitigation measures

The following are some potential risks and the relevant mitigations measures to address them:

1. Timeline for the production of the policy documents;	In collaboration with our Government counterparts, UNDP will ensure and assure timely procurement of the relevant services to facilitate the production of the related policy documents.
2. Acceptance and ownership of the policy documents that will be developed through the project by the Government	Continuous collaboration and partnership with the relevant government partners and stakeholders throughout the entire process of developing the related policy documents
3. The risk for H/Q to not approve the project as a DEX.	Country Office will innovate and source alternative funding to support production of same reports and policy documents in support of the government.

Year: **2011****Annual Work Plan**

EXPECTED OUTPUTS ¹ & MONITORING ACTIVITIES ²	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. UNDP Annual Report Published	Undertake consultations	X				UNDP MINECOFIN	TRAC		\$10,000
	Publication		X			UNDP MINECOFIN	TRAC		\$15,000
2. HDR Launched	Logistical support to organise the launch of the HDR		X			UNDP MINECOFIN	TRAC		\$20,000
	Consultations	X				UNDP MINECOFIN	TRAC		\$50,000
3. Publication of the NHDR	Write-up of Chapters		X			UNDP MINECOFIN	TRAC		\$60,000
	Publication			X		UNDP MINECOFIN	TRAC		\$40,000
4. Workshops/Trainings Organised	Organisation and Logistics		X			UNDP	TRAC		\$30,000
	Workshops/training services		X			UNDP			
5. Miscellaneous	Simultaneous interpretations		X			UNDP	TRAC		\$75,000
	Sundries	X	X	X	X		TRAC		\$20,000
TOTAL									\$340,000

¹ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

² List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

Year : 2012

EXPECTED OUTPUTS ³ & MONITORING ACTIVITIES ⁴	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Publication of the UNDP Annual Report	Undertake consultations	X				UNDP MINECOFIN	TRAC		\$10,000
	Publication		X			UNDP MINECOFIN	TRAC		\$15,000
2. Production of the MDG Progress Report	Consultations	X				UNDP/NISR	TRAC		\$50,000
	Write-up of Chapters		X			UNDP/NISR	TRAC		\$60,000
3. Launch of the HDR	Publication			X		UNDP/NISR	TRAC		\$40,000
	Logistical support to organise the launch of the HDR		X			UNDP MINECOFIN	TRAC		\$20,000
4. Workshops/Trainings	Organisation and Logistics		X			UNDP	TRAC		\$30,000
	Workshops/training services		X			UNDP	TRAC		\$75,000
	Simultaneous interpretations		X			UNDP	TRAC		\$20,000
5. Miscellaneous	Sundries	X	X	X	X	TRAC			\$20,000
TOTAL									\$340,000

³ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

⁴ List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

Year : 2013

EXPECTED OUTPUTS ⁵ & MONITORING ACTIVITIES ⁶	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Publication of the UNDP Annual Report	Undertake consultations	X				UNDP MINECOFIN	TRAC		\$10,000
	Publication		X			UNDP MINECOFIN	TRAC		\$15,000
2. Publication of the National Human Development Report	Consultations	X				UNDP/MINECOFIN	TRAC		\$50,000
	Write-up of Chapters		X			UNDP/MINECOFIN	TRAC		\$60,000
3. Launch of the HDR	Publication			X		UNDP/MINECOFIN	TRAC		\$40,000
	Logistical support to organise the launch of the HDR		X			UNDP MINECOFIN	TRAC		\$20,000
4. Workshops/Trainings	Organisation and Logistics		X			UNDP	TRAC		\$30,000
	Workshops/training services		X			UNDP	TRAC		\$75,000
	Simultaneous interpretations		X			UNDP	TRAC		\$20,000
5. Evaluation	Final project evaluation				X	UNDP	TRAC		\$10,000
6. Miscellaneous	Sundries	X	X	X	X		TRAC		\$20,000
TOTAL									\$350,000

⁵ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

⁶ List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

ANNUAL WORK PLAN BUDGET SHEET (Year 2011)

Proj. ID	Expected Output	Key Activities	TIMEFRAME				Respo. Party	PLANNED BUDGET			Amount
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	
	UNDP Annual Report Published	Undertake consultations	X				UNDP MINECOFIN	04000	00012	71300 Local Consultants	\$10,000
		Publication		X			UNDP MINECOFIN	04000	00012	72500 Publications	\$15,000
	HDR Launched	Logistical support to organise the launch of the HDR		X			UNDP MINECOFIN	04000	00012	72500 Publications	\$20,000
	Publication of the NHDR	Consultations	X				UNDP MINECOFIN		TRAC	71300 Local Consultants	\$50,000
		Write-up of Chapters		X			UNDP MINECOFIN		TRAC	71300 Local Consultants	\$60,000
		Publication			X		UNDP MINECOFIN		TRAC	72500 Publications	\$40,000
	Workshops/Trainings Organised	Organisation and Logistics		X			UNDP	04000	00012	72500 Supplies	\$30,000
		Workshops/training services					UNDP	04000	00012	73100 Rent meeting rooms	\$75,000
		Simultaneous interpretations		X			UNDP	04000	00012	72500 Supplies	\$20,000
	Miscellaneous	Sundries	X	X	X	X		04000	00012	74500 Miscellaneous	\$20,000
	TOTAL										\$340,000

Annex I:

Terms of Reference for Project Management

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.

- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Steering Committee meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

Provide technical advices

Review technical reports

Monitor technical activities carried out by responsible parties

TERMS OF REFERENCE: Economist

- 1. Assignment Title: Economist**
- 2. Project Title: Development Economic issues, including the MDGs**
- 3. Duration: 1 year**
- 4. Expected starting date: March 2011**
- 5. Host Agency/Host Institute: UNDP**
- 6. Organizational Context: The Strategy and Policy Unit**
- 7. Brief Description of the Strategy and Policy Unit:**

The Strategic and Policy Unit provides substantive policy and strategic support to the UNDP Resident Representative in Rwanda and to the Rwandan Government. It is headed by a Senior Economist who is assisted by a National Economist.

The documents produced by the Unit are widely dispatched to the all stakeholders, including Government Departments, donors and other development partners. The Strategic and Policy Unit produces an Annual Report on the Economic performances of Rwanda, supports and contributes to the production of the National Human Development Report and the Millennium Development Goals report.

The Strategy and Policy Unit of the Rwanda UNDP Country Office is self-managed as a Network under the direct responsibility of the Senior Economics Advisor. The Senior Economist is responsible for the delivery of the team. Within an annual corporate plan, Each Member of the team will have to perform the objectives and results of his work plan.

8. Description of Duties and Responsibilities:

Under the direct supervision of the Chief Economist, the Economist undertakes the following tasks and functions in Development Economic issues

- Contributes to the policy dialogue and resource mobilization efforts of the office; drafts and contributes to preparation and negotiation of policy framework papers, preparation and follow-up of round table consultations and preparation of concise reports to UNDP headquarters on the major outcomes of these events.
- Provides, in consultation with other unit member(s), policy advice to the country office on issues related to the macro-economy and aid coordination. Participates in activities and programmes related to capacity development and other general development related capacity building efforts.

- Analyses and assesses the socio-economic and political environment, maintaining continuous dialogue with partners to provide development advisory services, identify catalytic areas eligible for UNDP support and intervention, and develop programme/project proposals in light of declared national priorities and UNDP strategic focus areas.
- Monitors trends in development of macro-economic and aid coordination activities, preparing yearly reports. Collect economical, financial and social data with national institutions.
- Negotiates designs and formulates programme and project documents in designated thematic areas or sectors (including establishment of monitoring mechanisms, introduction of performance indicators/ success criteria, targets and milestones); provides assessment of counterpart support capacity.
- Provides substantive inputs in the elaboration of the new country programming frameworks and initiatives, such as the Common Country Assessment (CCA), the UN Development Assistance Framework (UNDAF), the Country Cooperation Framework paper (CCF), the Common Country Programs for Development (CCPD), the Joint Office Model (JOM) and in the mid-term and annual reviews.
- Contributes to content of Strategic Results Framework (SRF) and Results Oriented Annual Report (ROAR) in the area of macro-economy and aid coordination
- Elaborates relevant sections of office management plans, briefing materials for RR/RC as required, briefing and debriefing with Headquarters, UN agencies, bilateral donor staff, and consultants on mission or assignment (including programme preparation in liaison with Government)
- Formulates programme support and project documents in the fields of macro-economy. Participates in programme/ project formulation, monitoring and evaluation missions; draws up terms of reference for project/sectoral evaluation missions.
- Drafts speeches relating to the macro-economic and aid coordination aspects of UN and UNDP's role in respect to Rwanda; provides information on best practices to the Communication specialist.
- Support of the follow-up on the implementation of EDPRS and Vision 2020 in Rwanda.
- Participates in the elaboration of the National Reports on Human Development, follow-up on the Millennium Development Goals.

9. Results/Expected Output:

Upon completion of the assignment and successful achievement of the tasks and responsibilities listed above, the Economist will gain substantive experience in:

- Analyzing socio-economic and macro-economic data from a development policy perspective;
- Drafting national reports MDGs and Human Development and establishing a country profile.
- Undertaking household surveys, elaborating poverty profiles and identifying indicators for Poverty Monitoring;
- Understanding the linkages between economic growth and poverty

10. Qualifications/Requirements:

- A Post Graduate academic background in Economics / Economics Development/ or Macroeconomics Analysis, with substantive knowledge in Statistics.
- A Masters degree in the above areas
- Proven commitment to development issues
- At least one year experience within the UN system

Key Competencies of the assignment:

- Easy processing of statistics/ econometrics by personal computer and suitable software.
- **Fluency in English and French.**
- Good Analytical competency.
- Ability to adapt to different cultural, social and Political environment.

11. Conditions of Service

A One year contract.