

Government of Rwanda

United Nations Development Programme

PROJECT INITIATION PLAN (PIP)

for

National Capacity Building for Disaster Risk  
Management Programme

Rwanda is prone to a wide range of natural disasters due to its geographic location, its vulnerability to climate change, and its population density. In the revision of its Vision 2020 and the second Economic Development and Poverty Reduction Strategy 2013-2017), The Government of Rwanda is paying more serious attention to establishment of appropriate policy and institutional arrangements for dealing with disaster risks more effectively. The UN and UNDP has been proactively promoting and advocating the need for creating a culture of preparedness since 2003 and has underlined the importance of integrating disaster risk management into the development process. Over the past two years, UNDP has supported the Government of Rwanda and contributed significantly to the development of a Disaster Management Plan of the Government of Rwanda. Since MIDIMAR has been newly created and the lack of technical capacities, the need for continued engagement by UNDP to support the initiatives of the Government of Rwanda is critical. The UN system is also in the process of developing a One UN joint programme on DRM, which will build on the foundations of UNDP support provided thus far and through this specific programme.

SIGNATURE PAGE

Country: Rwanda

**UNDAF Outcome(s)/Indicator(s)<sup>1</sup>:**  
*(Link to UNDAF outcome. If no UNDAF, leave blank)*

Disaster Management Outcome 1 - UNDAF Result 5: Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks

**Expected Outcome(s)/Indicator (s)<sup>2</sup>:**  
*(CP outcomes linked to the SRF/MYFF goal and service line)*

Effective national disaster management established and operational

**Expected Output(s)/Annual Targets<sup>3</sup>:**  
*(CP outputs linked to the above CP outcome)*

**Implementing partner:**  
*(designated institution/ executing entity)*

UNDP Rwanda

**Responsible parties:**  
*(Implementing entities)*

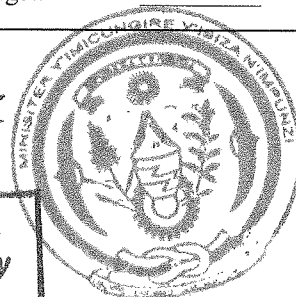
UNDP Rwanda

Programme Period: 2008-2012  
Programme Component: Capacity Development for Risk Reduction in Rwanda  
Project ID:  
Project Duration: October 2010 – September 2012  
Management Arrangement: DEX

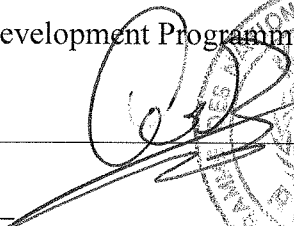

Budget  
General Management Support Fee \_\_\_\_\_  
Total budget: **US\$ 390,000**  
Allocated resources: \_\_\_\_\_  
• Government \_\_\_\_\_  
• Regular **US\$ 390,000**  
• Other: \_\_\_\_\_  
    ○ TRAC 3 \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
• In kind contributions \_\_\_\_\_  
Unfunded budget: \_\_\_\_\_

Agreed by Government of Rwanda (MIDIMAR)

  
**Antoine RUVEBANA**  
Permanent Secretary  
MIDIMAR



Agreed by United Nations Development Programme (UNDP)

<sup>1</sup> For global/regional projects, this is not required  
<sup>2</sup> For global/regional projects, these are outcomes identified in GP/RP  
<sup>3</sup> For global/regional projects, these are outputs identified in GP/RP

## **Situation Analysis**

A national policy on disaster risk reduction and prevention in Rwanda was formulated in 2002 and approved by the Cabinet in July 2003 paving the way for the establishment of a Disaster Management Unit.

The Disaster Management Unit has been transferred a number of times to various offices, including the Prime Minister's Office, Ministry of Internal Security, Rwanda National Police, and Ministry of Local Authorities. On 12 April 2010, the unit was moved to the newly created Ministry of Disaster Management and Refugee Affairs.

The Government of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020 are geared towards economic growth and achieving the MDGs. Disaster mitigation, the reduction of the impact of disasters on the citizens of Rwanda, is a central component of the drive towards sustainable development and Vision 2020.

With the support of UNDP, the Government put together the National Disaster Preparedness and Contingency Plan (7 December 2009). This plan confirms the arrangements for disaster risk management and for preparing for- and responding to disasters within the Republic of Rwanda as required by the Constitution, 2003 as amended to date and other laws. UN agencies are members of the Disaster Management Task Force described in the plan.

Since the Vision 2020 was developed, Rwanda has implemented strong policy reforms which have driven high and steady rates of economic growth averaging 6% to 7%, with a peak of double digit growth rate in 2008 (11.6%). The implementation of EDPRS has helped the country to reduce poverty and develop economically; significant progress has been made in a number of development areas, a number of targets have been already achieved and others are on track to be achieved.

From the time the current Vision 2020 was launched, a number of new development opportunities and challenges have emerged which need to be taken into consideration. Some key aspects of sustainable development such as climate change, disaster risks, access to energy and clean water, rural habitat development; suitable infrastructures were not given much consideration as prerequisite of national development.

From the Disaster Risk perspective, climate change will have profound consequences on Rwanda. As we plan for social transformation and economic growth we need to combat the already existing impacts of climate change like floods, droughts, landslides to mention and the revised Vision 2020 will therefore need to integrate issues related to climate change and disaster risk reduction.

The EDPRS 2 (2013-2017) is currently under development. Within this context, the One UN is committed to ensuring that the next UNDAF (2013-2017) is fully aligned to the national planning processes as well as the priorities set out in the second EDPRS. Alignment with Government priorities identified in the next EDPRS provides an important opportunity for the UN system in Rwanda to show its commitment to the principles and practices of the Paris

Declaration and the Accra Agenda for Action. Alignment with government priorities will also help to strengthen the role of UN agencies in processes of donor harmonization, donor coordination and division of labor.

**Strategy:**

A One-UN Joint Programme on Disaster Risk Management (DRM) is currently being developed to support the Government of Rwanda to implement its disaster risk management and climate change agenda. The strategy of this project will feed into the joint programme by contributing towards setting up and making operational national, provincial and district level disaster management structures. The newly established Ministry of Disaster Management and Refugee Affairs (MIDIMAR) requires advisory, policy and technical support to make fully operational at the national, provincial and district levels, Capacity development at the provincial and district level is also crucial to ensure the sustainability and viability of DRM. This project will contribute the following:

- Development a disaster risk reduction policy, increased capacity for risk reduction, which includes knowledge management, training and learning and mainstreaming gender into the disaster preparedness policies and strategies
- Development of a five-year strategy for the MIDIMAR and disaster needs assessment
- Ensuring the integration of risk reduction into development and post-disaster recovery plans, which includes formulation of policy, strategies, legislation and institutional frameworks as well as tools and methodologies.
- Increased investment in risk reduction, which encompasses advocacy, awareness and resource mobilization

Through the provision of the above mentioned advisory and technical support the following output targets are envisaged to be achieved through this project.

- Formulation of a national policy framework,
- Capacity developed of MIDIMAR and local authorities (focus on Western Province)
- One UN programme in place on Disaster Risk Management

### Project Results and Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
National Disaster Reduction and Response System Operational				
<b>Applicable MYFF Service Line:</b> Sector-specific, national and/or regional expertise developed covering disaster preparedness planning and/or mitigation of risks and vulnerabilities.				
<b>Partnership Strategy:</b> The project would be undertaken in cooperation with MIDIMAR, line ministries and local authorities The Disaster Risk Specialist would keep regular contact with the UN Sister Agencies, which are involved in the Disaster Management Task Force and the future One UN programme, as well as the concerned National/International NGOs and other stakeholders.				
<b>Project title and ID (ATLAS Award ID):</b>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
Capacity developed of MIDIMAR and local authorities	Establishment and launching of National Institute of Disaster Management (NIDM), the Provincial Disaster Management Authorities (PDMAs) and the District Disaster Management Authorities (DDMAs) in 20 high priority districts with a clear vision, mission, policy and plans.	<ul style="list-style-type: none"> <li>• deploy an international Disaster Risk Reduction Specialist for one year .</li> <li>• Initial multi-day DRR orientation workshop for the Ministry of Disaster and Refugees and other relevant stakeholders to clarify DRR concepts, global protocols and division of labor</li> <li>• One-day initial DRR training workshop for local authorities</li> <li>• a workshop and consultancy to inventory and evaluate available information on disaster impacts and risks which would feed into EDPRS/UNDAP and One UN programme</li> <li>• Capacity assessment of and with key stakeholders against risk management requirements and priorities defined on</li> </ul>	These activities would be implemented by UNDP Pakistan as part of NCBDRM project and UN Joint Programme on DRM.	Personnel DRR Specialist US\$ 180,000  Consultants US\$ 70,000  Training US\$ 50,000 Travel US\$ 40,000  Vehicle US\$ 40,000  Equipment US\$ 10,000

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### **Management Arrangements:**

The project would be undertaken in cooperation with MIDIMAR. Close liaison would also be maintained with the Provincial Governments and Districts. The Advisor would keep regular contact with the other UN Agencies, which are partners in the Joint UN Disaster Risk Management Programme as well as the concerned National/International NGOs.

MIDIMAR is not yet cleared to participate in the Harmonized Cash Transfer (HACT) system as it is awaiting a formal external capacity assessment. Based on a approved Annual Work Plan, however, funds may be transferred to MIDIMAR through a Letter of Agreement (LOA). The LOA will spell out the conditions and milestones governing the transfer of funds.

### **Legal Context:**

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and the UNDP, signed by both parties. The host country implementing agencies shall, for the purpose of the Standard Basic Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revision may be made to this Project document, only with the signature of the UNDP Resident Representative, provided that he/she is assured that the other signatories of the Project document have no objections to the proposed changes:

- a) Revisions or in addition of any of the annexes of the Project Document.
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or caused by cost increases due to inflation, and
- c) Mandatory annual revisions, which rephrase the delivery of agreed Project inputs, or increase expert or other costs due to inflation, or take into account expenditure flexibility

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## **Annex 1: TOR for the Specialist**

### **Background**

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UNDP works closely with governments in disaster-risk countries to build capacities at the national, sub-national and local levels for reducing disaster risk. A major role of the UNDP/Bureau for Crisis Prevention and Recovery (BCPR) is to support UNDP Country Offices in the formulation and implementation of programme and projects for disaster risk reduction. As part of this support, UNDP/BCPR fields Disaster Reduction Specialist in selected high disaster-risk countries.

Under the overall guidance of the Country Director of the UNDP Rwanda Country Office and technical guidance of the BCPR Regional Disaster Reduction Advisor Johannesburg, the NDRA is responsible for providing technical advice and support to the development and implementation of disaster risk reduction programmes in Rwanda. As such, the Specialist will be located in the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) and will be reporting directly to the Permanent Secretary of the MIDIMAR.

The position requires high degree of technical knowledge of disaster risk reduction, ability to quickly analyze and understand the country context, build partnerships, develop innovative solutions and mobilize regional and global knowledge to meet the specific country needs.

### **Description of Responsibilities:**

#### *Programmes*

- Provide policy advice and technical input for the design, development, and implementation of national disaster reduction risk reduction initiatives in support of the MIDIMAR.
- Develop sustainable and integrated capacity-development related initiatives for MIDIMAR, Districts, Sector Disaster Committees and DMTF members as well as developing an appropriate implementation plan.
- Map out likely scenario's and review the Government of Rwanda's capacity in responding to disasters, and existing contingency mitigation plans.
- Identify specific needs and demands in different technical areas – risk identification, urban risk management, pre-disaster recovery planning – and help build partnerships at the national, regional or global levels to meet those needs.



Where possible, serve as a broker in harnessing regional and global support through UN/UNDP to respond to such needs.

- Analyze the socio-economic environment, disaster-risk and institutional context to provide advisory services in the field of disaster reduction, identifying catalytic areas where disaster risk reduction can be integrated and add value to other, ongoing or planned UN/UNDP support interventions.
- Assist MIDIMAR in coordinating UN/UNDP disaster reduction efforts with the other ISDR system partners – government agencies, UN agencies, the World Bank, national and international NGOs, academic and technical institutions -- at the country level. Where suitable (such as in One-UN Pilot Countries), serve as a resource for the ISDR system in ensuring that the national government receives a coherent package of support from the System.
- Support MIDIMAR in identifying and following up on potential opportunities for resource mobilization in support of disaster risk reduction programmes. This may include support from bilateral development partners, the international financial institutions, as well as resources from Government of Rwanda.
- In post-disaster situations, in coordination with the Regional Disaster Reduction Advisor (and other support available from regional and global level) advise the Country Office on recovery issues including: utilization of emergency grants; post-disaster assessments; formulation of early recovery frameworks/ programmes; reorientation, as appropriate, of existing CO programmes to meet recovery needs; and planning for longer term recovery.

#### *Knowledge management*

- Distil lessons learned and good practices and share them with the CO, the UNCT, BCPR, the CPR Network and the wider disaster reduction community of practice. Participate in regional and global practice development meetings on disaster risk reduction.
- Mentor UNDP/ UN system staff members and/ or project personnel working on disaster reduction issues

#### *Policy*

- Advocate, promote awareness and understanding of the links and mutually supportive goals and objectives of disaster reduction, sustainable development and the achievement of the Millennium Development Goals.
- As appropriate, on behalf of UNDP/ UN system provide policy level advice to MIDIMAR in development of institutional, legislative and policy frameworks for disaster risk reduction.

- As needed, based on country level experience, provide inputs for the formulation of UNDP/ UN system policy, guidelines and practice notes on disaster risk reduction and recovery. Report on key trends in UNDP/ UN system programme portfolio at the country level and its policy implications.
- Facilitate advocacy efforts related to mainstreaming disaster reduction into UNDP/ UN system supported development initiatives in the country.

### **Competencies:**

- Integrity and fairness -- embodies UN values and promotes the well-being of all individuals regardless of gender, religion, race, nationality, or age.
- Cultural sensitivity and adaptability – communicates effectively with and relates to people of different cultures, demonstrating an ability to see issues from other perspectives.
- Strong corporate commitment - works to achieve the goals of UNDP as a whole making significant contributions to corporate priorities or initiatives led by other UNDP offices and bureaus

### *Functional*

- Knowledge of the international disaster reduction system
- Knowledge of country's hazards, vulnerabilities and risks
- Ability to provide inputs for disaster risk assessment and its application to risk management decision-making

### *Managerial*

- Ability to build strong relationships with external actors – cultivate productive relationships with donors, partners and other important institutions and individuals
- Excellent oral and written communication skills
- Ability to anticipate and understand client needs, formulate clear strategic plans, prioritize interventions, and allocate resources according to priorities
- Ability to develop innovative solutions - encourages and contributes creative solutions to address challenging situations

### *Behavioral*

- Ability to establish effective working relations in a multicultural team environment
- Resourcefulness, initiative, and maturity of judgment

### **Qualifications :**

- Advanced university degree in social sciences or discipline relevant to disaster reduction with internationally recognized contributions to the theory and practice of disaster reduction.
- Proven record of achievement over 7 years of increasingly responsible experience in planning and managing technical co-operation strategies and relevant advocacy programmes in disaster reduction, emergency response and post-disaster recovery. Extensive field experience in disaster environments and an in-depth knowledge of issues in the country.
- Application of theoretical knowledge in the design, management and evaluation of complex, multi-disciplinary capacity building programmes involving national governments, civil society and international organizations. Well proven analytical and writing skills. Demonstrated abilities and contributions to policy and guideline formulation, resource mobilization, team building, team leadership and management, preferably in a capacity related to the UN system. Experience in establishing inter-organizational networks and partnerships at the operational level.

Fluency in English and/or French essential.