

**Minutes of the Local Project Appraisal Committee (LPAC) meeting for “Strengthening Civil Society Organizations (CSOs) for responsive and accountable governance in Rwanda”  
Held in the UNDP conference room, 26<sup>th</sup> February 2014.**

**Agenda:**

- Introduction by the Co-chairs
- Presentation of the programme document
- Discussions and comments from participants
- Approval of the programme & the way forward
- Closing remarks by the Co-chairs

**Members:**

1. Lamin Manneh UNDP Resident Representative and UN Resident Coordinator ( Chair)
2. Theodore Mutabazi Head of CSO and PO, RGB (Co-chair)
3. Bishop Alexis Bilindabagabo Chairperson, CPR
4. Gerald MUGABE ERM Expert, MINECOFIN
5. Me Georgine Mukayiranga Lawyer, ARDHO
6. Edouard Munyamaliza Chairperson, RCSP
7. Nadine Rugwe DGPC Head of Unit and Programme Specialist, UNDP
8. Chris Mburu Human Rights Advisor, UNHCHR
9. Judy Wakahiu Programme Specialist, UNDP
10. Jean de Dieu Kayiranga Programme Analyst, UNDP (LPAC Secretary)
11. Salma El Hag Yousif Programme Management Specialist, UNDP
12. Cecile Mupfasoni Programme Associate, UNDP
13. Alphonsine Munezero Programme Associate, UNDP
14. Afuwa Nalubwama Intern, UNDP

## **1. INTRODUCTION BY THE CO-CHAIRS**

The meeting was chaired by Mr. Lamin Manneh, UNDP Resident Representative and UN Resident Coordinator who emphasized on the important role CSOs can play in promoting accountable governance in Rwanda and the commitment of the One UN Rwanda to support that role. He commended the commitment of different stakeholders in the participatory drafting of this programme document.

The RGB Head of CSO and PO, Theodore Mutabazi, who co-chaired the meeting, appreciated the stakeholder's involvement and emphasized on the relevance of the One UN support in helping the country to achieve its vision. He reminded the participants that in EDPRS II, governance and accountability are key components and highlighted the role to be played by the CSOs to hold the State accountable for its interventions. He reiterated the commitment of the GoR to support the capacity building of CSOs to contribute to deepening democracy and accountable governance.

## **2. PRESENTATION OF THE PROGRAMME DOCUMENT**

The Head of CSO and POs in RGB presented the programme document. The programme was developed based on the findings of the Rwanda Governance Scorecard, undertaken by RGB in 2012, and the Civil Society Development Barometer, undertaken by Transparency Rwanda in 2012, and is designed to enhance the capacities of the CSOs to enable them to play their advocacy role on the rights of the vulnerable and the marginalized as well as strengthen citizen socio-economic empowerment which will be translated in the achievement of six outputs.

The six programme outputs respond to the UNDAP Result 2, Outcome 1: Accountable and citizen participation in sustainable development and decision-making processes at all levels improved.

The programme has six outputs:

- i. The capacity of local CSOs to efficiently discharge their mandate enhanced;
- ii. The realization of human rights, social justice and UPR enhanced;
- iii. The effective citizen engagement and role of CSOs in social economic development enhanced;
- iv. The capacity of CSOs including the media for playing effective watchdog role and monitoring of the service at all levels enhanced,
- v. The programme management carried out
- vi. The role of RGB as a capacity enabler for CSOs enhanced.

The programme management structure will include the Programme Steering Committee (PSC), the grant selection committee, the programme technical team and Programme Management Unit (PMU). The programme quality assurance function will be fulfilled by the UNDP. The PSC will be composed of the RGB (Chair), UNDP (Co-chair), MINECOFIN, MINIJUST, UN agencies, representative of selected CSOs umbrellas and other funding institutions. Two technical staff, the capacity development specialist and programme management specialist will be recruited initially to form the PMU; however, this team will

be supported by RGB staff in the areas of finance and operation in the framework of National implementation modality. The Grant Selection Committee which will include representatives from the CSOs, will support the PSC who will appoint its members. The grant selection committee will develop the grant selection criteria to be adopted by the PSC.

With regards to funds disbursement to the Implementing Partners, two funds disbursement modalities will be used under this programme. Funds to CSOs implementing Specific human rights activities will be directly disbursed to Implementing partners while funds for the remaining activities under this programme will be disbursed to the RGB every quarter using a direct cash transfer under National Implementation Modality (NIM) and Harmonized Approach to Cash Transfers (HACT).

The programme total budget is \$ 8,619,120, it will be funded by UNDP, One UN Fund, GoR and others donors. UNDP funding amounts to \$3,000,000, One UN funding is \$2,000,000, GoR funding is \$1,500,000 and other donors' funding amounts to \$2,119,120 for five years. The funding from other donors is still to be mobilized.

### **3. DISCUSSIONS AND COMMENTS FROM PARTICIPANTS**

The discussions that followed the presentation generated the comments and recommendations below:

1. To promote better environment for the support of the CSOs, The program considers to support RGB in creating an online registration for CSOs, publishing CSOs directory and enhancing service delivery at all levels.
2. UN interventions on the areas of accountable governance and peace consolidation have been focusing on supporting Government institutions. With this programme, the UN will provide a substantive support to CSOs to reinforce their accountability and advocacy role. In addition, through this programme, the CSOs will be able to focus on specific themes: media, gender mainstreaming, gender based violence, human rights, social justice and social protection.
3. The budget of the programme is a firm commitment for UNDP, GoR and the One UN Fund for five years. For the others donors, consultations are ongoing and discussions will continue after the programme document is signed which constitutes a key mile stone in this process. There is therefore a need to speed up this signing of the programme document, and to continue with the resource mobilization efforts.
4. At the local level, the CSOs have not been able to align with the national priorities. This programme will support the Joint Action Development Forum (JADF) structures at district level to enhance CSOs role. Since CSOs are members of JADF, they will be able to align their planning to their national priorities at local level,
5. The programme intends to provide grant to CSOs on a competitive basis. However, the PSC should elaborate more on this predetermined grant allocation mechanism to facilitate more CSOs to access this funding. Access to grants on the competition basis allows transparency in grant management.
6. The programme is planning to support CSOs capacity building initiatives. However, experience with other NGOs has shown that a preconceived capacity building plan on which the targets of



the capacity building initiative have not been consulted, is predestined to fail. The beneficiaries of this programme will be involved in the planning of capacity building activities so that capacity building initiatives under this programme are demand driven.

7. A participant observed that there is general policy of setting up Single Project Implementation Units in government institutions; however, the programme is proposing the establishment of a PMU. The response to the observation is that the programme will be implemented through RGB and this programme will place only technical staff to strengthen the capacity of RGB and to provide technical inputs. This is not against the Paris Declaration as RGB will provide administrative and operational support to the programme and will lead to its implementation.
8. To effectively manage the programme, there is need to maintain management overhead below 25%, which is not apparently the case for this programme. The administrative cost of this programme does not reach the 25% recommended.
9. Ensure output 6 (budget) is aligned to the results framework by either creating a new output 6 in the RRF or distributing the activities in output six budget to other outputs accordingly. Most of them can fit into other existing output. This way, output 6 budget does not stand alone and draw unnecessary attention as part of administrative costs, which is not the case. Additionally, activities in this output will be aligned to relevant indicators/baseline for purposes of monitoring and reporting.

#### **4. APPROVAL OF THE PROGRAMME & THE WAY FORWARD**

The LPAC approved the programme document of Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda subject to any matters that may arise within one day. The next steps will be the preparation of the project work plans and their approval by the PSC.

#### **5. CLOSING REMARKS**

The UNDP Resident Representative and UN Resident Coordinator thanked the participants for their valuable comments and their contribution to the success of the LPAC and emphasized that UNDP globally works with national institutions in the area of accountable governance since UNDP believes that good governance is key to peaceful change and essential for the development of the country. The CSOs are important players in peaceful change by holding the state accountable to the social needs of the people. He reiterated that the relationship between UN agencies, the Government and CSOs should be based on mutual respect.

The Head of CSO and PO thanked the participants for their valuable contribution and reiterated the GoR commitment to supporting this programme achieve its intended results.

**Signature of LPAC Chair and Co-Chair:**

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Date: 27/02/2014

Date:

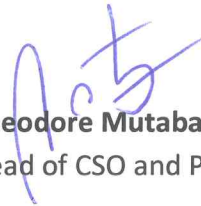
**LPAC Chair**

**LPAC Co-Chair**



**Lamin Manneh**

UNDP Resident Representative and  
*UN Resident Coordinator*



**Theodore Mutabazi,**

Head of CSO and POs, RGB

## OTHERS LPAC MEMBERS

Number	Name	Function	Institutions
1.	Lamin Manneh	UNDP Resident Representative and UN Resident Coordinator (Chair)	
2.	Theodore Mutabazi	Head of CSO and PO (Co-chair)	RGB
3.	Bishop Alexis Bilindabagabo	Chairperson	CPR
4.	Gerald MUGABE	ERM Expert	MINECOFIN
5.	Me Georgine Mukayiranga	Lawyer	ARDHO
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