



PROJECT DOCUMENT
Rwanda



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Project Title: Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda

Project Number: 00114606/00112561

Implementing Partner: RGB, CSOs

Start Date: 01/10/2018 **End Date:** 30/06/2023

PAC Meeting date: Sept 20th, 2018

Brief Description

While much has been achieved through increased citizens participation in development processes in many thematic areas that were targeted by the previous programme “Strengthening Civil Society Organizations (CSO) for Responsive and Accountable Governance in Rwanda”, the level of CSOs capacity for policy advocacy is still limited. In addition, most CSOs still face financial, human resource and sustainability challenges that limit their capacity to influence policies and strategies and to hold the state accountable. People with disability and other vulnerable or marginalised groups including SGBV victims, unemployed women, and the youth are most exposed to shocks and their vulnerability limits their full participation in decision making processes. Strengthened CSOs will play a key role in advocating for more inclusion of those marginalised groups for their engagement in development processes and decision making.

The new CSO strengthening programme will build on the achievements of the previous programme by 1) strengthening capacities of CSOs in various areas, with a special focus on capacities to mobilize resources and build meaningful partnerships; 2) strengthening engagement of CSOs in policy dialogue and advocacy; and 3) reinforcing a conducive institutional environment to enable CSOs to effectively deliver on their mandates.

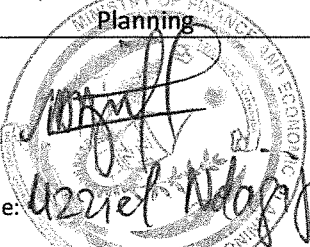

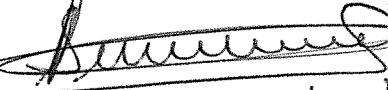
In order to achieve this, a meaningful and targeted capacity building strategy with implementation plan will be designed and rolled out to strengthen CSOs capacities in various areas of challenge both at macro level-legal and policy framework as well across the three areas of focus for CSOS being advocacy, capacity development and representation. This plan will among others be informed by the capacity development plan to be developed by the Rwanda Civil Society Platform focussing on individual CSOs, umbrella CSOs and The Rwanda Civil Society Platform. A specific focus will be placed on skills to mobilize resources and to form and sustain meaningful partnerships, as this has been identified as a priority weakness amongst CSOs in Rwanda to be addressed with urgency. Independent research and assessments will be conducted to inform planning, and policy making in relation to national development and good governance. Based on these research and assessments, the program will support the dissemination of findings and support conducting policy dialogues with the aim of engaging all key stakeholders in issues relevant to the wellbeing of the people both in terms of development as well as participation and inclusion in public processes as well as further promoting accountability. Micro-grants will be provided to CSOs for implementing projects in 10 thematic areas. The programme will also develop a virtual space in the form of a “One Stop Portal” to facilitate interaction as well as access to information. The ongoing work on the policy framework regulating the CSO landscape in Rwanda will be further supported.

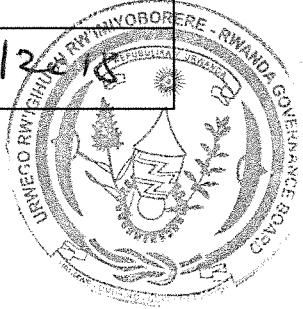
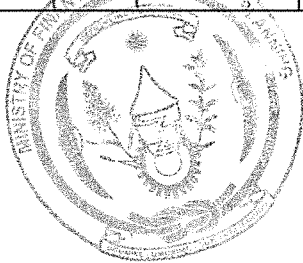
The Rwanda Governance Board (RGB) will be supported to fulfil its mandate of strengthening the capacities of CSOs. Throughout the programme, Gender Equality and Human Rights will be mainstreamed in all activities of the programme. Innovative opportunities will be explored and implemented to build a strong community of CSOs in Rwanda which is empowered to be the voice of the voiceless and a strong advocate for the achievement of the SDGs with the full participation of the people in Rwanda.

Contributing UNDAP/CPD Outcomes:
 Outcome 6: "By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services."
Indicative Output(s):
Output 1: CSOs have required capacities to increase public participation and engagement including in development and democratic processes
Output 2: An enabling institutional environment is created for CSOs to effectively deliver on their mandates
Output 3: Project management and oversight strengthened

Total available resources:		5,540,989
Total resources allocated:	UNDP TRAC:	4,262,580
	Donor (UNDP FW):	
	Donor:	
	Government:	1,278,409
	In-Kind:	

Agreed by (signatures):

Government Ministry of Finance and Economic Planning	United Nations Development Programme	Implementing Partner Rwanda Governance Board
 Name: Uzziel Ndagijimana	UNDP RESIDENT REPRESENTATIVE  Name: FODE NDIRAYE	CEO / RGB  Name: SHYAKA Anatase
Date: 06/11/2018	Date: 07/10/2018	Date: 10/10/2018



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I. DEVELOPMENT CHALLENGE

Background

Since the 1994 Genocide against the Tutsi, Rwanda has been on a steady road to social and economic development. The country has sustained an average economic growth of 8 percent and poverty rate has dropped from 44.9% in 2010/2011 to 39.1% in 2013/14.¹ This development performance has been derived from sustained growth across all sectors of the economy.

This steady progress has been enabled by a reformed and strengthened Governance sector. The assessment of the core Economic Development and Poverty Reduction Strategy (EDPRS) II indicators highlighted that the Accountable Governance indicator, together with productivity and youth employment, had the highest number (50%) of achieved targets.²

However, despite substantial progress in the Governance sector, there are still persistent challenges related to citizen participation and accountability. Studies have revealed that citizen participation in decision-making processes stands at 63.4% and the level of citizen satisfaction regarding their participation in decision making is at 45.5%.³ Citizen satisfaction with participation in the preparation of district budgets and plans is only 47.7%.⁴ International governance indicators also show that, voice and accountability remain one of the areas lagging behind in Rwanda's development.⁵ In the country's new National Strategy for Transformation 2017-2024, the Government has identified citizen participation as a key area for further improvement.

Civil Society Organizations: Significance and challenges

Civil society, as the 'third' sector of governance, constitutes an increasingly crucial element of accountability and citizen participation. The success of development and participatory governance depends on a robust state, a dynamic private sector and an active civil society with healthy levels of civic engagement.

In Rwanda, the number of national CSOs has multiplied in recent years, reaching a current total of about 2000. Civil Society exists but in various forms and capacity levels. There is a plurality of formal, informal, national, local, weak, relatively strong organizations, which represent and advocate for different interests and interest groups.

CSOs are strongly recognized by the Government of Rwanda as an important pillar of Good Governance. The role of CSOs is emphasized in EDPRS II under the theme *Accountable Governance* in three main functional areas: i) *monitoring and tracking government actions*, ii) *citizen empowerment and participation in decision making* and iii) *monitoring and ensuring effective service delivery*.

However, citizen perception regarding the ability of CSOs to hold state and private corporations accountable is only at 64.2%⁶, although increased from 48% in 2012. The same barometer indicates moderate ability of CSOs to influence public policy and engage with government (72.3%) and low vibrancy of non-state actors in engaging in political decision and policy processes (59.7%). CSO's effectiveness in meeting societal needs is only at 58%.⁷

These low figures indicate that CSOs in Rwanda are not adequately delivering on their functional areas as outlined in the EDPRS. This is mainly due to various challenges they face: Rwandan CSOs demonstrate

¹ EICV 3 (2010/2011) and EICV 4 (2013/2014)

² Rwanda Common Country Analysis 2017, pp 3.

³ Citizen Report Card CRC 2017

⁴ Citizen Report card 2017

⁵ For example in the Millennium Challenge Corporation (MCC) 2011 Score Card for Rwanda, "voice and accountability" is one of the very few aspects that scored below the median.

⁶ Civil Society Development Barometer (CSDB) 2015

⁷ Civil Society Development Barometer (CSDB) 2015

disparities in internal capacities, but generally, they face similar challenges regarding the external environment in which they operate as well as their own internal organizational capacities. These challenges are identified through several national surveys, previous project experiences, and an independent assessment of local CSO capacity needs conducted in 2018. They are further explained in the paragraphs below.

In the area of **external environment**, the challenge relates mostly to the ongoing reforms in the policy and legal framework regulating CSOs in Rwanda. The main regulatory legal framework for CSOs in Rwanda is Law No 4/2012 (NGO Law). The law is due for revision but awaits a CSO policy framework, which is currently under development. The work to draft a policy document has started. In order to respond meaningfully to these ongoing regulatory reforms, awareness raising and capacities of CSOs and stakeholders will be required. Other challenges in this area include the inadequate established coordinating mechanism to address capacity development of CSOs, to facilitate documentation and knowledge management of CSO interventions, and to communicate CSO funding opportunities. These challenges result in insufficient access to both information and resources by CSOs in Rwanda.

In the area of **internal organizational capacities**, the challenge relates mostly to inadequate systems, procedures and processes, technical and financial management capacities. Most CSOs in Rwanda are small with limited financial and human resources, which poses challenges for effective project management. Many CSOs face difficulties in attracting staff with relevant competencies which coupled with limited commitment of the members, result in a lack of required skills to implement projects effectively. Most CSOs are unstable due to unpredictable financial conditions, as at least 79% of CSOs are donor funded.⁸ This heavy dependence on donor funds poses challenges for sustainability of interventions as well as staff retention. Due to insufficient technical capacity, effective financial management of grant funds is problematic and there's a lack of transparency in publishing financial accounts.

The limitations are manifold when it comes to **engagement in policy dialogue and advocacy**. CSOs in Rwanda focus mainly on short-term, service delivery type of activities and have limited capacities to engage meaningfully with government, private sector, and other stakeholders. Advocacy capacities are compromised due to limited research skills, limited citizen outreach and English language barriers, as well as insufficient capacities in usage of social media for awareness and advocacy purposes. This low participation of CSOs in policy formulation and advocacy generates concern for social inclusion, in particular marginalised groups such as people with disability may not be included in the process of development planning and implementation.

In the area of **partnerships and resource mobilization**, addressing the challenges is urgent, as they affect sustainability and effectiveness of the organizations. There is a lack of collaboration with International NGOs and even between national CSOs themselves. CSOs have limited capacity in evidence-based programming and planning which compromises their ability to meaningfully respond to proposals. Their abilities to raise additional resources to sustain project interventions are limited. The use of social media for resource mobilization is very low.

Rwandan CSOs however have shown great resilience and innovation in working towards overcoming these challenges and, with support from various partners and donors, are taking strides towards becoming more sustainable and effective. The CSO landscape is gradually evolving from a service delivery approach towards a more blended approach including an advocacy agenda. It is important to further support and accelerate this positive evolution.

⁸ Rwanda Common Country Analysis 2017 pp.14

Lessons from previous interventions

Based on the Independent Country Programme Evaluation of UNDP's last CPD, the previous UNDP supported programme "Strengthening Civil Society Organizations (CSOs) for Responsive and Accountable Governance in Rwanda", which was launched in 2014, substantively contributed to improving the CSO environment in Rwanda. It created a unique framework to coordinate and support CSOs, which increased Government and Development Partners' trust in CSOs.

The 2014-2018 programme cycle achieved much but also exposed lessons learned and challenges. For example, due to the big number of CSOs that qualified for financial support in diverse thematic areas, the financial and human resources of the predecessor programme were scattered. Following two rounds of call for proposals, 88 CSO grantees were financially supported through micro-grants for one year projects. In order to achieve more sustainable results, the December 2017 end of project evaluation of the CSO strengthening programme recommended to reduce the number of micro-grants but to increase their project duration.

Another challenge was that the capacity building trainings were organised in limited time, without prior needs assessments for each grantee. The trainings focused more on technical skills for project implementation and accounting and less on soft skills such as policy formulation including research and analysis, advocacy, negotiation as well as SDG monitoring and implementation. While capacity building has been provided in financial management and reporting and Gender Equality and Human Rights mainstreaming, some CSOs still face challenges in terms of quality reporting. In addition, no institutional diagnosis or baseline study on the grantees' capacities was done making it difficult to measure the impact of the capacity building activities. The final Programme Evaluation pointed to continued capacity building needs in the area of CSOs' institutional strengthening, advocacy, engagement with Government and people, and exposure to international best practices.

While the previous programme strengthened the capacity of CSOs supporting people with disability, only few districts were covered. It was recommended to expand this support to other districts, since people with disability, mainly the youth, still face various forms of discrimination in their communities. Also the gender equality focus should be scaled up as it remains a challenge mainly due to cultural stereotypes that hinder women's social development and participation.

Informed by the identified challenges and lessons learned from the predecessor programme cycle, the new programme (2018-2023) will further support and accelerate the strengthening of CSOs for responsive and accountable governance in Rwanda, in line with international human rights commitments signed by Rwanda.

II. STRATEGY

The objective of the CSO strengthening programme is to create an environment for CSOs to play a prominent role in policy design and reforms, to represent the voice of the people and to hold state and corporates responsive and accountable. This will be achieved if CSOs have the required capacities, tools and mandates to represent the interests of the people of Rwanda. In order to achieve this, the following strategies will be applied.

Sustaining recorded gains around CSO strengthening in Rwanda

With due consideration to the progress made over the past years, the new programme will further support the capacity building of CSOs with more attention to research and advocacy skills, institutions and networks building, knowledge and resource mobilization, and engagement in public processes. The programme will build on the national achievements as well as the achievement of the predecessor programme and maintain current partnerships and further engage relevant stakeholders with the aim of building efficiency and

synergy around CSOs strengthening in Rwanda. In addition to the various partners who were members of the programme steering committee, the programme will open doors to new public and private institutions, international NGOs as well as development partners.

Strategic principles

The project strategy will include the following strategic principles to ensure the intended results and outputs will be achieved.

Inclusive participation in governance and promoting the voice of all stakeholders in public processes

The first element focuses on facilitating national and community participation in democratic and development processes, including people living with disability, youth and women as well as groups which require special attention due to their economic or social status. The programme will contribute to the strengthening of civil society to enable them to adequately represent the voice of the people of Rwanda in policy and decision making. In addition to the direct support to CSOs⁹, through research and policy dialogue, it will also support relevant governance stakeholders, the media, the civil society, research institutes, think tanks and academia to ensure that duty bearers respond to the needs of the people in an efficient and timely manner and rights holders are empowered to contribute to public processes also. Involvement of national and local stakeholders will be considered not only for inclusion purposes but also for reinforced accountability mechanisms.

Stronger and inclusive national ownership

The programme will ensure that adequate involvement of national partners and stakeholders in identifying priorities and implementing strategies is followed from the inception phase until the end of the intervention. The programme will largely rely on national expertise and capacities for the implementation of the interventions so that Rwandan stakeholders are empowered to take charge of their own development and promote sustainability in the CSO sector. UNDP and the Rwanda Governance Board (RGB) will be responsible for the overall implementation of the programme and ensuring that the day to day activities are implemented in accordance with the project document and results framework and budget, as well as the work-plans and related budgets as defined in the project management section here below. Attention will be paid towards ongoing reforms to ensure that the programme remains relevant in a changing context; capacities of partners will be supported to further explore the opportunities emerging from the reforms. National ownership will also be ensured through the management framework of the programme where decision making will involve national partners both at the level of the programme technical committee as well as the programme steering committee.

Strong partnership and alliance between civil society, government, donors, research institutes, academia, and think tanks

Strong partnership with civil society, the main beneficiary in the programme, will be a critical strategy to enable effectiveness of the programme. Platforms for civic engagement will be strengthened to better support public participation in national decision-making processes and contribute to shape debate on development, inclusion and human rights issues to ultimately inform and guide policy-making at the central and local levels and further promote the independence and professionalism across the CSOs fraternity. Strong partnerships with donors and UN agencies particularly OHCHR, UN Women, UNV for concerted efforts in efficiently supporting the civil society at macro and micro levels. The collaboration will also be sought to

⁹ CSOs are governed by the law no 04/2012 of 17/02/2012 governing the organisation and the functioning of national NGOs stipulates that an NGO that is identified as a CSO is an organisation which is comprised of natural persons or of autonomous collective voluntary organisations whose aim is to improve economic, social and cultural development and to advocate for public interests of a certain group, natural persons, organisations or with the view of promoting the common interest of their members.

ensure the necessary additional resources to achieve all expected outputs in the programme. Partnerships with research institutes, academia and think tanks will be strengthened to ensure knowledge generation and dissemination for evidence-based policy making, programming and planning.

UN principles

The programme will also follow UN programming principles:

✓ Leaving No One Behind

In addition, to ensure that all the people in Rwanda benefit equally from the programme interventions, the international human rights commitments including the ones resulting from the UPR process and other internationally agreed upon frameworks will be applied throughout the programme. The programme will primarily provide support to community based organizations most of which are young and with limited capacities to access funding despite the innovative projects they implement. The choice of projects will be informed by the need to tackle inequalities by giving opportunities to people falling behind in terms of development and the fulfilment of fundamental human rights. This justifies the dedicated attention the programme will pay to people with disabilities with the aim of ensuring the implementation of the UN Convention for the Rights of People with Disability.

Additionally, the programme will also put a special emphasis on the 7 poorest districts in Rwanda, identified through the recently conducted poverty assessment in Rwanda, namely Burera, Gicumbi, Gisagara, Nyaruguru, Ngororero, Nyamasheke and Rutsiro, with the aim of strengthening CSOs's contribution to local development as well as citizen's voice in public processes. Thirty percent of the available grants will be targeted towards these 7 districts. By doing so, the programme will ensure equality of all in rights and dignity and people's capacity towards a better future and the expected national transformation.

✓ Human Rights, Gender Equality and Women's Empowerment

The programme is implemented following national laws and systems as well as international standards including the SDGs and international human rights commitments. SDGs 5, 10 and 16 are among the key areas of support: ensuring that gender considerations are taken into account in all development processes and gender and human rights are among the key thematic areas of the programme. The programme will support efforts that prevent all forms of inequalities and exclusion, in particular inequalities based on sex, disability, age or geographic location. The programme will invest in ensuring that the people in remote rural areas have equal access to services and opportunities. In addition, the programme builds on the CCA's gender analysis that portrayed key gender related issues and explained immediate, underlying and root causes; it is also informed by the UN Gender Strategy and the UN joint proposal on Gender. In line with the implementation of internationally agreed policy frameworks or conventions, including the Beijing Platform for Action and the recently ratified UN Convention on the Rights of People with Disabilities, the programme will ensure that gender equality concerns are fully and consistently reflected in the programme strategy, and inequalities are adequately addressed through clearly defined activities.

Regarding gender, one of the thematic areas in the micro grant initiative is on human rights and gender equality; at least 3 CSOs per year working in this area will be supported by the programme. Additionally, the overall micro-grant programme is gender responsive as it emphasizes Gender as a crosscutting programming principle for all grantees; all grantees are required to regularly report on the level of gender mainstreaming in their projects. In light of analysing and assessing CSOs' contribution to SDG5, the programme will also conduct a Gender audit of CSOs in Rwanda. Based on the outcomes of this audit, the programme will explore ways of responding to the recommendations through the capacity development and policy dialogue activities.

✓ Sustainability and Resilience

The programme will contribute to increased sustainability of national, local and umbrella CSOs and the overall civil society landscape. The programme will strengthen CSOs involvement in local development, thereby contributing to the broader resilience of the communities in which they operate. CSOs capacities to contribute to the implementation and monitoring of the Agenda 2030 will also be strengthened.

✓ Accountability

By contributing to strengthening CSOs' capacity to hold state and corporates accountable, the programme will strengthen mechanisms of social accountability in Rwanda. A prerequisite for social accountability however is CSOs own accountability to their communities and beneficiaries, as well as their own mission, values and staff, and fellow CSOs as well as the accountability framework between umbrella organizations and their membership as well as targeted stakeholders. The programme will strengthen CSOs accountability around finances, project implementation, and around management/decision making, thereby reinforcing CSOs role in social accountability mechanisms in the country. An accountable civil society will also contribute to the implementation and monitoring of the SDG Agenda, as well as the NST at national and local level with particular focus on the identified seven poorest districts namely Burera, Gicumbi, Gisagara, Nyaruguru, Ngororero, Nyamasheke and Rutsiro.

Alignment with national priorities

The programme's strategy has been designed in response to the challenges raised above and the national priorities as outlined in NST1 2018-2024, especially priority 6 on "Increasing Citizens' Participation and Engagement in Development".

The programme is also aligned with the UNDAF (2018-2023) Pillar on Transformational Governance, especially under:

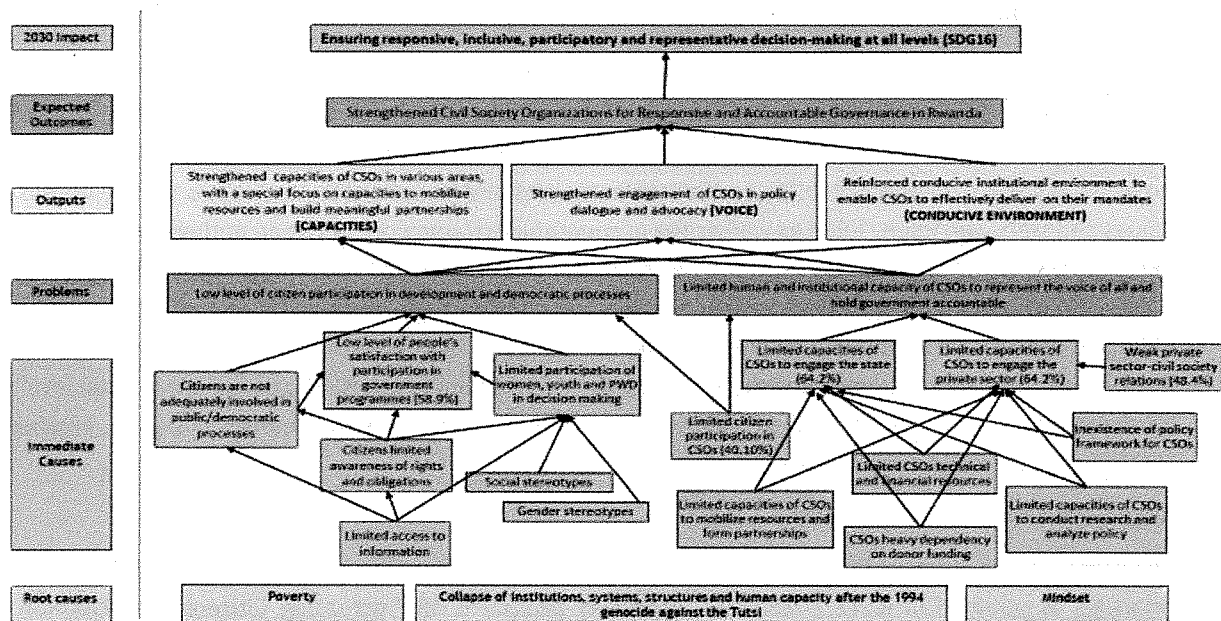
- Outcome 6: "By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services", with related CPD output
 - o Output 4.1. "NEC and CSOs have required capacities to increase public participation and engagement in democratic processes" with specific indicator on "Vibrancy of CSOs in policy formulation"

Through the work of the CSOs supported by microgrants, the programme also indirectly contributes to the UNDAF (2018-2023)

- Outcome 1: "By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all"; and
- Outcome 2: "By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change";
- Outcome 5: "By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security"

Theory of Change and Problem Tree

Informed by the problem analysis explained in section 1, the programme is built on a theory of change assumption that by investing in a more conducive environment, capacity development of CSOs and reinforcing the legitimacy of CSOs towards their communities and constituencies, then the civil society will be more vibrant and capable of holding the state and corporates accountable. This assumption also considers that in creating a conducive institutional environment to enable CSOs to effectively participate and engage in decision-making and to represent the voice of the people, will lead to a vibrant civil society that holds state and corporates accountable.



Results and Partnerships

Expected Results

The programme is expecting results in 3 main areas:

- 1) Strengthened capacities of CSOs in various areas, with a special focus on capacities to mobilize resources and build meaningful partnerships (**CAPACITIES**)
- 2) Strengthened engagement of CSOs in policy dialogue and advocacy (**VOICE**)
- 3) Reinforced conducive institutional environment to enable CSOs to effectively deliver on their mandates (**CONDUCTIVE ENVIRONMENT**)

The programme intends to achieve these overall results by working towards the following specific outputs:

- **Output 1:** CSOs have required capacities to increase public participation and engagement including in development and democratic processes¹⁰
- **Output 2:** An enabling institutional environment is created for CSOs to effectively deliver on their mandates
- **Output 3:** Project management and oversight strengthened

The activities of the programme are designed to contribute to these 3 overarching expected results and 3 outputs. The main activities planned include:

- A meaningful and targeted **capacity building strategy** with implementation plan will be designed and rolled out to strengthen CSOs capacities in various areas of challenge, including, technical areas, improve systems and processes of CSOs, financial management, communication and outreach, advocacy, research and evidence-based programming, among others. A specific focus will be placed on skills to mobilize resources and to form and sustain meaningful partnerships, as this has been identified as a priority weakness amongst CSOs in Rwanda to be addressed with urgency. The capacity building strategy will also be informed by the recently conducted (2018) independent assessment of local CSO capacity needs and the resulting capacity development plan, and any other capacity needs assessments that will be conducted in the future. The selected approach towards capacity building will be innovative and comprehensive, which besides formal trainings and

¹⁰ Adapted from CPD Output 4.1

workshops includes knowledge and information-sharing, peer learning opportunities, exposure to best practices, mentoring/twinning programmes, and provision of templates (contributes to CAPACITIES and VOICE).

- Independent **research and assessments** will be conducted to inform planning, and policy making in relation to national development and good governance. A gender audit of CSOs will also be conducted. Based on these research and assessments, the program will support the dissemination of findings and conduct **policy dialogues** with the aim of engaging all key stakeholders in public processes and further promote accountability and transparency at institutional level and beyond. Considering Rwandas strong commitment to SDGs particularly their pilot role in SDG16, research and assessments will be supported to further promote the role of CSOs in the implementation of the global agenda both in terms of implementation as well as accountability. (contributes to VOICE and CAPACITIES).
- **Micro-grants** will be provided to CSOs for implementing projects under the following thematic areas:
 - Human rights and gender equality
 - Family cohesion, child protection, anti-SGBV & child abuse
 - Legal aid and mediation
 - Civic education and voter's education
 - Social protection and public health
 - Citizen participation, accountability and service delivery
 - Cooperatives development, youth, employment and culture promotion
 - Capacity building of organisations, including the media sector
 - Protection of the environment for green growth and climate resilience
 - Extension services in Agriculture and Livestock

Through the implementation, grantees support community development and deepen their understanding of the needs of the people they represent, sensitise them on their rights (including those of marginalised groups) and promote participation in decision making and development processes (contributes to VOICE and CAPACITIES).

- The programme will develop a virtual space in the form of a **"One Stop Portal"** to facilitate interaction as well as access to information. The portal centre will 1) provide information regarding resource mobilisation opportunities including open calls for proposals, donor intelligence, etc.); 2) facilitate knowledge sharing on past CSO interventions including success stories, photo gallery and video, and 3) act as a learning resource center (contributes to INSTITUTIONAL ENVIRONMENT and CAPACITIES and VOICE)
- The ongoing work on the **policy framework** regulating the CSO landscape in Rwanda will be further supported (contributes to INSTITUTIONAL ENVIRONMENT)
- As main implementing partner on the programme, RGB will benefit from continued support and institutional capacity strengthening to deliver effectively on their mandate (contributes to INSTITUTIONAL ENVIRONMENT)
- UNDP, leveraging its role as a convenor of development partners, will seek to bring Development Partners together to **coordinate** support to CSOs drawing on the findings and recommendations of the CSO capacity assessment (contributes to INSTITUTIONAL ENVIRONMENT).
- UNDP will also strengthen engagement with major CSO platforms, including the RCSP and RENGOF, to identify critical support needs and help mobilise the support/resources/partnerships needed to strengthen these institutions and the broader CSO community (contributes to INSTITUTIONAL ENVIRONMENT).

Key changes expected at the end of the project

At the end of the five year period, and as a result of the financial and technical assistance provided as well as in line with the output statements, UNDP expects to have achieved the following:

- CSOs have required capacities to increase public participation and engagement including in development and democratic processes¹¹
- An enabling institutional environment is created for CSOs to effectively deliver on their mandates

The above points could be further explained through the following statements:

- CSOs have increased their capacities and are adequately responding to their mandate and the particular needs of the communities they represent;
- CSOs will be more robustly and meaningfully engaged in policy dialogue and service delivery
- The CSO policy and regulatory framework will be conducive, straightforward and stable with reduced bureaucracy
- At least 150 CSO projects will have been supported through microgrants, and through that various development issues (related to climate change, social protection, civic education, health among others) will have been addressed at community level – the supported CSOs will have deepened their understanding of their communities and the needs of the people they represent
- Marginalised groups such as people with disabilities and women will be more included in development processes, with increased advocacy capacities and more access to opportunities including education, financial resources and legal aid

Resources Required to Achieve the Expected Results

The implementation of this programme will require financial resources and technical expertise to achieve the expected results. The total programme budget required for the implementation of the outputs is estimated at 6 Million US dollars, of which 4.2 Million (70%) has been secured from UNDP core resources. The remaining 1.8 million (30%) is expected to be mobilised in partnership with implementing partners and the Government of Rwanda.

As for human resources, technical staff from both UNDP and RGB will be assigned to the implementation of the programme. In that regard, the programme will recruit technical staff for RGB: two M&E specialists, and one driver to facilitate M&E visits and overall programme implementation. The capacity building activities will be coordinated by the UNDP project team, in particular the programme manager. The supported CSOs will assign responsible staff for the implementation of the programme. As required, technical support and advice will be requested from the UNDP Regional Service Center. Staff from RGB and UNDP's Management Support Unit, Operations and Communication will also support the implementation of the programme.

The services of independent consultants and experts will be sought as needed to support the research agenda, as well as aspects of the capacity building activities as deemed necessary.

Partnerships

- The CSO programme will be built on the existing partnerships with the Government of Rwanda and non-state actors including CSOs, research institutions, academia and development partners. Independent research will be conducted by experts, academia, CSOs, and other think tanks with experience in assessments and surveys to inform policy dialogues with relevant stakeholders, including government, CSOs and development partners.
- The Rwanda Governance Board will be the main Implementing Partner while other public institutions will be stakeholders in the programme. RGB will be the lead government institution and chair of the Programme Steering Committee.

¹¹ Adapted from CPD Output 4.1

- The programme will also engage other Government institutions working in the areas in which the CSOs are engaged, while mobilizing them to bring in additional resources and expertise.
- UN agencies such as OHCHR, UNV and UN Women will also contribute to the implementation of the CSO programme, through resources, information exchange and/or technical support.
- The programme will seek to collaborate with Development Partners engaged in supporting the CSO sector, including the EU, DFID, USAID, ENABEL, SIDA and others.
- The CSO programme will complement activities implemented by the Access to Justice Programme and Deepening Democracy and Accountable Governance (DDAG) Programme, in particular regarding activities that are implemented by CSOs. In such cases, resources will be allocated across the different programmes with prior approval by the project board of both programmes. The results will be communicated to both programmes with associated expenditures for accountability and reporting.

Stakeholder Engagement

The establishment of multi-stakeholder partnerships will be a strategic *modus operandi* throughout the implementation of the programme. The programme will collaborate with RGB, CSO grantees, donors and UN agencies under the same UNDAF result area. But the programme will also strengthen the existing partnership with CSOs in general, government ministries, development partners, institutions such as think tanks or research centres and academia through regular consultations, research and assessments, and policy discussions around selected thematic issues. It will seek not only the financial support but also technical expertise and the opportunity to exchange information.

As main implementing partner, RGB is responsible for delivering on some components of the programme and will coordinate the activities related to grants provision. RGB will also ensure the supported CSOs are technically empowered to advocate for policy reforms.

UNDP will ensure overall quality assurance of the programme and will directly coordinate the activities of CSO grantees working on gender and human rights, advocating for women and people with disability. The programme will explore potential collaboration with People with Disability organizations to support the implementation of the programme, including legal awareness, assistance and representation to indigent women, children, detainees and other vulnerable groups. UNDP will also coordinate the capacity building activities in the programme.

As Rwanda is a Delivering as One (DaO) country, UNDP will actively coordinate with other UN agencies and development partners working in the sector and identify the feasibility of joint initiatives in support to CSO strengthening to ensure a coherent approach to achieve development results. The objective is to benefit from synergies not just between CSO strengthening initiatives but also with UNDP's programming portfolio and the UN system in Rwanda as a whole. These agencies include OHCHR, UNICEF, UNESCO and UN Women.

The programme is also expected to bolster on-going UNDP interventions and develop synergies with the other components of the Democratic Governance Portfolio in Rwanda, particularly Component on Deepening Democracy and Accountable Governance and Strengthening the Rule of Law in Rwanda. At the same time, the programme will also benefit from expertise available in the UNDP Rwanda Poverty and Environment unit, especially regarding the CSO projects on protection of the environment for green growth and climate resilience.

South-South and Triangular Cooperation (SSC/TrC)

Through learning and experience sharing, the new programme will explore South-South and triangular cooperation opportunities. Similar regional projects will offer an opportunity for information exchange and learning.

Knowledge and Innovation

The programme will promote evidenced-based management and knowledge sharing. Success stories and lessons learned will be published on websites as well as on social media. Independent research to inform policy dialogues will be produced and widely disseminated, to contribute to the knowledge base on development issues in the country.

New ideas will be promoted including the setup of a one stop portal for resource mobilisation through a well-established platform which will contain all information on donor intelligence and available resource mobilisation opportunities. Innovative strategies for capacity building activities will be explored.

The option of an ICT Based monitoring system to support the monitoring of CSOs projects will be explored and implemented.

Sustainability and Scaling Up

The programme will be implemented under National Implementation Modality (NIM) and will use national systems including procurement and financial management rules and regulations. The programme will promote ownership of the interventions by national partners to ensure sustainability of the results achieved.

Through the capacity building trainings, CSOs will learn to be more strategic regarding their own organisational sustainability. Also, throughout the programme activities (capacity building trainings, policy dialogue, field visits, etc.) networks of CSOs will be built/strengthened.

In addition, UNDP will support RGB to institutionalise/document the programme activities such as CSO capacity assessment, capacity building training, guidance on reporting and accounting, etc.

The support to the CSO/NGO policy and law will also seek to ensure an enabling policy and institutional environment that is conducive to the long-term development of the CSO sector. Through this programme, innovative tools and systems will be created or strengthened to pave the way for sustainability for the activities supported

Risks and Assumptions

Based on the Risk Log attached to this project document, the programme will face primarily political, and financial risks that might impact on the delivery of results. The programme will monitor and manage risks on a regular basis. The risk log will be updated as appropriate; at least on a quarterly basis and included in quarterly reports. In addition, the Project Steering Committee will address the programme risks and follow up on relevant actions as recommended during its meetings. The mid-term evaluation will also provide a critical point for in-depth stock-taking of risks and relevant actions.

The programme assumes that the Government of Rwanda will continue to promote citizen participation in decision making and development processes. It also assumes that development partners will understand the value added of the programme and invest resources in its implementation.

The programme assumes that a sufficient number of national CSOs in Rwanda will apply for the grants available through the programme.

The programme assumes that the security and safety situation in the country as well as the neighbouring countries will remain stable to enable effective implementation of the programme.

The programme assumes that the planned financial and human resources will be availed on time.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will be executed through the National Implementation Modality (NIM) with RGB as the lead Government agency and Chair of the Project Board. Some components will be implemented directly by UNDP. These include the support to CSOs working on Gender and Human Rights including those on disability, as well as the capacity building activities.

RGB and UNDP will be responsible for the overall implementation of the programme and ensuring that the day to day activities are implemented in accordance with the project document and results framework and budget, as well as the work-plans and related budgets.

The Implementing Partners will be accountable to the Project Board and UNDP for the resources that will be submitted to their project accounts for the implementation of project activities. In this regard, UNDP ensures compliance to Harmonised Approach to Cash Transfer (HACT) requirements towards efficient financial and

result based management acknowledges financial and operational autonomy of each institution. After having received the budget from UNDP, RGB - as IP - will be responsible for the transfer of funds to the beneficiary CSOs to ensure adequate implementation of the project.

The Implementing partners will ensure that essential staff are appointed to ensure adequate project implementation, coordination and supervision, and that a focal person with liaison responsibilities is selected to represent the Implementing partners whenever requested by UNDP.

The implementation of the Human rights related projects including those on gender and disability will be implemented directly by UNDP and UNDP will also be responsible for the oversight and quality assurance of the programme. However, the work plans for all programme outputs will be prepared by the technical teams and approved by the joint Project Board.

UNDP will also enter into a partnership with CSOs, think tanks or research institutions for the conduct of independent surveys and assessments. In this respect, before entering such partnership, UNDP will carry out a competitive-based process, including a Capacity Assessment of selected partners, followed by an Expression of Interest (EOI), and then a Request for Proposal (RFP). This process will increase transparency, accountability and cost efficiency, including value for money.

Project Management

The project will have a national scope, and based on decisions from the project Steering Committee, selected locations in Rwanda can be targeted. The implementing partner, RGB, will provide working space and equipment for its project team. The program will also support the cost of two monitoring and evaluation specialists and one driver who will support the program implementation at RGB level.

The coordination of the project activities and outputs will be ensured through the Project Steering Committee and ad hoc monthly coordination mechanisms that include the implementing partner and other relevant stakeholders.

Coordination with other UNDP and UN projects will be done by the Governance Team of the UNDP country office and information will be shared during the regular One UN Results Group three (3) on transformational governance.

The project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

As per UNDP global guidelines of Direct Project Costing (DPC), the project staff contribution to the implementation of the project will be directly charged by the UNDP for the cost of the program specialist and the programme Associate, guided by the annual Country Office Workload Study Survey. The Implementation Support Services will also directly be charged on the project budget as per UNDP Financial rules and regulations.

Results Framework

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and CSOs that develop evidence-based policies and deliver quality services.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicator 4.1: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group

Baseline: 77.01% (CRC 2016)

Target: 85%

Indicator 4.2: Percentage of people satisfied with access to public information

Baseline: 78.21% (RGS 2016)

Target: 84%

Indicator 4.3: Citizen satisfaction with quality of service delivery.

Baseline: 70.9% (CRC 2017)

Target: 80%

Citizen satisfaction regarding participation in planning, disaggregated by gender and age

Baseline: 47.7% (CRC 2017)

Target: 80%

Vibrancy of CSO in policy formulation (RCADB)

Baseline: 67.3% (RGS 2017)

Target: 80%

Applicable Output(s) from the UNDP Strategic Plan: 2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

Project title and Atlas Project Number: Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS		
			Value	Year	Year1	Year2	Year3	Year4	Year5		FINAL	
Output 1: CSOs have required capacities to increase public participation and engagement including in development and democratic processes	1.1 Number of CSO projects in 10 thematic areas supported	Programme reports	88	2018	30	30	30	30	30	30	150	Programme reports No risk for measuring
	1.2 Gender audit conducted and recommendations formulated	Audit report	No	2018	No	Yes	Yes	Yes	Yes	Yes	Yes	Audit report No risk for measuring
	1.3 Number of targeted capacity building trainings for CSOs organized	Training Reports	16	2018	4	4	4	4	4	4	20	Training reports No risk for measuring
	1.4 Number of policies influenced by supported CSOs	Programme reports	2	2018	2	2	2	2	2	2	10	Collected through analysis of grantees' quarterly progress reports Risk: difficult to define and measure 'influence'

Output 2: An enabling institutional environment is created for CSOs to effectively deliver on their mandates	1.5 Effectiveness of CSOs in influencing public policy	CSDB	72%	2018	72%	75%	75%	80%	80%	CSDB data collected biennially – progress only measurably every 2 years
	1.6 Capacities of CSOs to mobilize resources (Comparison of current financial resources with required resources to accomplish the CSO goals)	CSDB	39.70%	2018	39.70%	45%	45%	50%	50%	CSDB data collected biennially – progress only measurably every 2 years
	1.7 Effectiveness of CSOs in meeting societal needs	CSDB	64.9%	2018	64.9%	70%	70%	75%	75%	CSDB data collected biennially – progress only measurably every 2 years
	1.8 Effectiveness of CSOs in meeting needs of vulnerable groups	CSDB	59.9%	2018	59.9%	65%	65%	70%	70%	CSDB data collected biennially – progress only measurably every 2 years
	1.9. Number of CSOs with improved management systems, procedures and processes	Programme reports	88	2018	30	30	30	30	150	Collected through analysis of grantees' quarterly progress reports Risk: difficult to define and measure 'improved systems'
	2.1 Extent to which the regulatory framework governing CSOs is enabling	CSDB	73.2%	2018	73.2%	75%	75%	80%	80%	CSDB data collected biennially – progress only measurably every 2 years
	2.2 One stop platform for resource mobilization and interaction established	Platform link	No	2018	No	Yes	Yes	Yes	Yes	Link to the platform No risk for measuring
	2.3 Extent of citizen participation in CSOs	CSDB	40.58%	2018	40.58%	60%	60%	70%	70%	CSDB data collected biennially – progress only measurably every 2 years
	2.4 Number of studies related to CSO effectiveness conducted	Studies	0	2018	1	1	1	1	5	Studies and research No risk for measuring
	2.5 Number of policy dialogues conducted	Policy Dialogue Reports	5	2018	2	2	2	2	10	Policy Dialogue Reports No risk for measuring
Output 3: Project management and oversight strengthened	2.6 Effectiveness of CSO umbrella bodies	CSDB	69.3%	2018	69.3%	75%	75%	80%	80%	CSDB data collected biennially – progress only measurably every 2 years
	3.1 M&E strategy has been developed with accompanying tools, and is being implemented	M&E Strategy document	No	2018	Yes	Yes	Yes	Yes	Yes	M&E tools No risk for measuring

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	3.2 Annual programme delivery rate	Atlas reports			98%	98%	98%	98%	98%	98%	98%	Delivery rate indicated in atlas reports No risk for measuring
	3.3 Number of success stories published	Project reports	0	2018	2	2	2	2	2	10	Success stories published on social media/websites No risk for measuring	

IV. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, RGB	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, RGB	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, RGB	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, RGB	

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly progress report, annual report, and at the end of the project (final report)	UNDP, RGB	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly	UNDP, RGB	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	One-UN partners, RGB, CSO grantees			06/2021	One-UN partners, RGB, CSO grantees	30,000 - TRAC
Final Evaluation	One-UN partners, RGB, CSO grantees			2023	One-UN partners, RGB, CSO grantees	40,000 - TRAC

V. MULTI-YEAR WORK PLAN

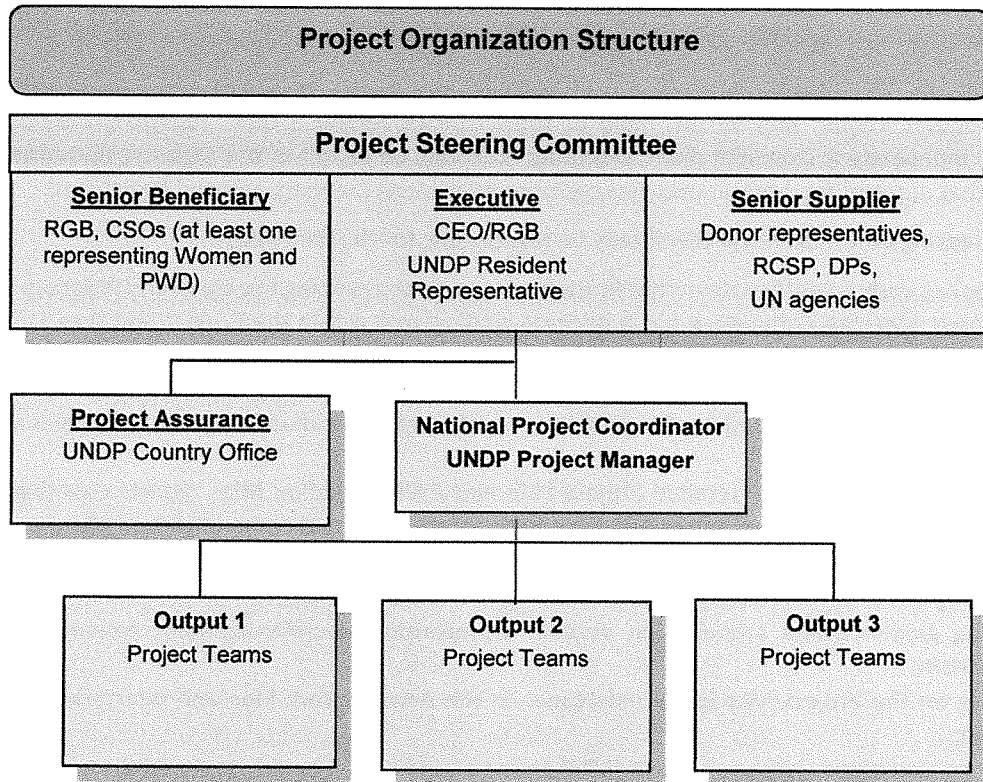
All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Funding Source		TRAC	To be mobilized	
		Output 1: CSOs have required capacities to increase public participation and engagement including in development and democratic processes	1.1 Organize targeted capacity building trainings for CSOs (at least 4 per year)	55,000	55,000	55,000	55,000		55,000	RGB/UNDP	UNDP
	1.2 Conduct Gender Audit of CSOs in Rwanda	-	50,000	-	-	-	RGB/UNDP	UNDP	50,000	-	
	1.2 Provide small grants to CSO projects on family cohesion, child protection, anti-SGBV and child abuse (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.3 Provide small grants to CSO projects on civic education and voter's education (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	240,000	210,000	
	1.4 Provide small grants to CSO projects on social protection and public health (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	210,000	240,000	
	1.5 Provide small grants to CSO projects on citizen participation, accountability and service delivery (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.6 Provide small grants to CSO projects on cooperatives development, youth, employment and culture promotion (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.7 Provide small grants to CSO projects on protection of the environment for green growth and climate resilience (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.8 Provide small grants to CSO projects on services in agriculture and livestock (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.9 Provide small grants to CSO projects on media/access to information (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000	
	1.10 Provide small grants to CSO projects on human rights and gender (includes people with disability) (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	UNDP	UNDP, GoR, Other	240,000	210,000	
	1.11 Provide small grants to CSO projects on legal aid and mediation (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	240,000	210,000	
	1.12 Monitoring and Communication	40,000	40,000	40,000	40,000	40,000	RGB/UNDP	UNDP	200,000	-	
Sub-Total for Output 1											5,025,000

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Output 2: An enabling environment is created for CSOs to effectively deliver on their mandates	2.1 Establish a one stop platform for information on resource mobilisation for CSOs and conduct and avail donor intelligence for CSOs	20,000	15,000	-	-	-	-	-	35,000	UNDP	RGB/UNDP	UNDP	35,000	
	2.2 Conduct policy dialogues related to thematic areas and engagement in public and democratic processes	16,000	16,000	16,000	16,000	16,000	16,000	16,000	80,000	UNDP	RGB/UNDP	UNDP	80,000	
	2.3 Conduct studies related to CSO effectiveness	25,000	25,000	25,000	25,000	25,000	25,000	20,830	120,830	UNDP, GoR, Other	RGB/UNDP	UNDP, GoR, Other	120,830	
	2.4 Assess CSOs contribution to SDGs implementation (in particular SDG 5 and SDG 16)	-	-	30,000	30,000	30,000	30,000	30,000	60,000	UNDP	UNDP	UNDP	60,000	
	2.5 Project management and administration at RGB side	60,000	60,000	60,000	60,000	60,000	60,000	60,000	300,000	RGB/UNDP	UNDP/RGB	RGB/UNDP	300,000	
	2.6 Convene periodic meetings with DPs and CSO umbrella groups to coordinate strategy and support to the CSO sector	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	UNDP	UNDP	UNDP	25,000	
	2.7 Monitoring and Communication	2,500	2,500	2,500	2,500	2,500	2,500	2,500	12,500	UNDP	UNDP/RGB	UNDP	12,500	
	Sub-Total for Output 2													633,330
	Output 3: Project management & oversight strengthened	3.1 Mid-term evaluation	-	-	30,000	-	-	-	-	30,000	UNDP	UNDP	UNDP	30,000
		3.2 End-term evaluation	-	-	-	-	40,000	-	-	40,000	UNDP	UNDP	UNDP	40,000
3.3 Acquisition of office equipment / materials (Stationery)/ vehicle maintenance		6,000	6,000	6,000	6,000	6,000	6,000	6,000	30,000	RGB/UNDP	UNDP/RGB	RGB/UNDP	30,000	
3.4 Conduct Audits and spot checks		5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	UNDP	UNDP	UNDP	25,000	
3.5 Printing and publications		8,000	8,000	8,000	8,000	8,000	8,000	8,000	40,000	RGB/UNDP	UNDP/RGB	RGB/UNDP	40,000	
3.6 Direct Project Costing		64,850	64,850	64,850	64,850	64,850	64,850	64,850	324,250	UNDP	UNDP	UNDP	324,250	
3.7 ISS		13,000	13,000	13,000	13,000	13,000	13,000	13,000	65,000	UNDP	UNDP	UNDP	65,000	
Sub-Total for Output 2													554,250	
Available TRAC														4,262,580
Government Contribution														1,278,409
To be mobilized														671,591
GRAND TOTAL														6,212,580

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project will be directed by a **Project Steering Committee**, which will be co-chaired by the UNDP Resident Representative and RGB Chief Executive Officer, who will serve as the Project Executive. The **Project Steering Committee** will meet on a quarterly basis to review the strategic direction of the Project, ensuring accountability and proper oversight. The **Steering Committee** meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the Project is not fully funded. To ensure UNDP's ultimate accountability, **Project Steering Committee** decisions should be made in accordance with corporate UNDP standards that shall ensure best value for money, fairness, integrity, transparency and effective accountability.

The **Project Steering Committee** will comprise of the following:

The Executive: the role of the Executive will be held by the UNDP Resident Representative and the CEO of RGB. The Executive is ultimately responsible for the project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: representatives of RGB and implementing civil society organizations will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the project. The role represents the interests of all those who will benefit from the project. The Senior Beneficiary role monitors progress against targets and quality criteria.

Senior Supplier: Donor and representatives of UN agencies will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function

within the **Steering Committee** is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the Programme Analyst, UNDP, and by the Head of the UNDP Governance Unit. Together, they carry out objective and independent oversight and monitoring functions on behalf of the **Steering Committee**. This role ensures that appropriate programme management milestones are managed and completed.

The Project **Steering Committee** will specifically be responsible for the following:

- Meeting regularly to deliberate on the Project's progress and revising the Quarterly Progress Reports. The Project **Steering Committee** has a decision-making role within the Project and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the Project Document. This also means that the Project **Steering Committee** can make changes to the project based on the progress reports and recommendations from project staff and partners alike;
- Revising and assessing the detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the project;
- Addressing any project-related issues as raised by the Project Manager;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next AWP;
- Appraising the Project Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the project manager and implementers;
- Ensuring full implementation of the project and assuring that all Project deliverables have been produced satisfactorily by the end of the project;
- Reviewing and approving the final project report, including lessons learnt;
- Commissioning a project evaluation (based on a consensus by the Project Board).

VII. LEGAL CONTEXT AND RISK MANAGEMENT

IX.1. 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 UNDP, signed on 02/02/1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be co-implemented by the Rwanda Governance Board, in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX.2. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Programme Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Programme Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partners shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

VIII. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Steering Committee Terms of Reference and TORs of key management positions**



Annex 3: Risk Analysis

Risk	Type and Impact	Probability	Mitigation
1. Country becomes politically unstable through external/regional shocks	Political; Low It depends on the magnitude, but even if there is regional conflict there is a high chance that internally it will be 'business as usual'.	Low Region more stable now than it has been for some time (c.f. DRC, Burundi)	Review and assess regional developments systematically
2. Required resources may not be availed and mobilized in time	Financial; Medium The programme document has been designed for the full 5 years based on the assumption that the resources committed by UNDP for 5 years (UNDP TRAC) will become available. The programme also includes recourse mobilization targets needed to reach all expected results. If all planned resources do not become available, the full intended results of the ambitious programme may not be achieved.	Medium UNDP TRAC is declining and mobilizing resources from development partners and GoR is not assured	A resource mobilization plan will be developed and continuous efforts will be made to engage DPs in the programme.
3. Funding will not reach intended recipients or will be used for purposes other than intended due to corruption	Economic; Medium/High The effectiveness of the project would be significantly reduced if corruption proved a problem, at the level of IP as well as at the level of CSO grantees	Low There is zero-tolerance to corruption on the part of GoR, and it is not a common phenomenon	Disbursement subject to UNDP audit processes, and progress/impact assessment part of M&E process

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