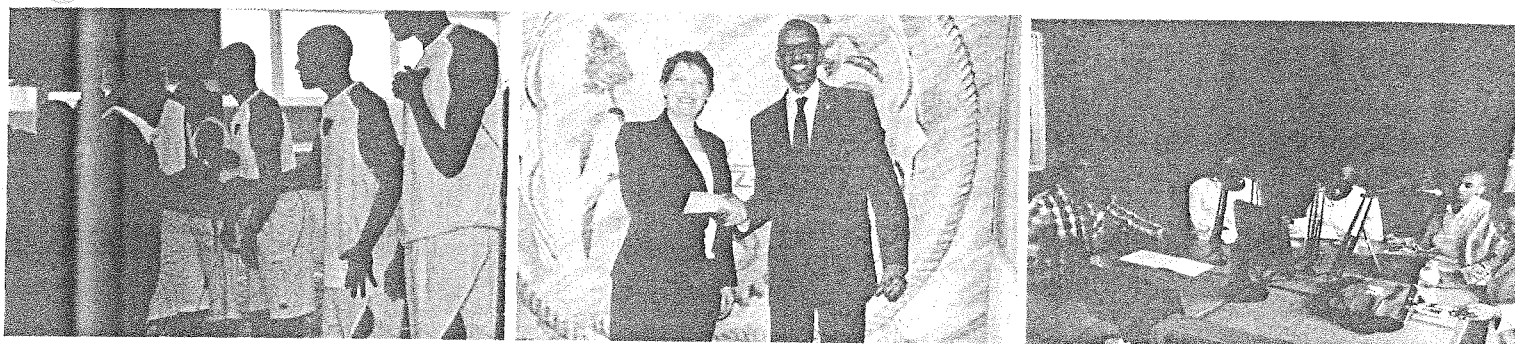# 2013-2018

United Nations
RWANDA
Unity *in* Diversity

COUNTRY: RWANDA

JOINT PROGRAMME DOCUMENT

DEEPENING DEMOCRACY THROUGH STRENGTHENING CITIZENs PARTICIPATION AND ACCOUNTABLE GOVERNANCE (DDAG)

Government of Rwanda

&
One United Nations - Rwanda

Programme Duration: 5 years Start date: 1st July 2013 – 30th June 2018 Fund Management Options: Pool Fund Managing or Administrative Agent : UNDP	Total estimated budget: **13,183,503** Out of which: o Funded Budget: USD 9,642,303 o Unfunded budget: USD 3,541,200
	Sources of funded budget o Government: in kind- (USD 300,000) o UNDP Core Resources: USD 7,095,000 o UN Women Core resources: USD 403,600 o One UN Fund: USD 2,143,703(Swedish funds) o Other sources: Foundations

Names and Signatures of national counter parts and participating UN organizations

National Coordinating Authorities	UN Organization
Name: Prof Anastase SHYAKA Signature: Rwanda Governance Board Date and Seal	Name: Mr. Auke LOOTSMA Signature UNDP Date & Seal
Name: Mr. Peacemaker MBUNGIRAMIHIGO Signature: Media High Council Date & seal	Name: Ms. Diana OFWONA Signature: UN Women Date & Seal
Name: Ms. Immaculée MUKARURANGWA Signature: Parliament Date & Seal	Name: Mr. Lamin MOMODOU MANNEH Signature: Resident Coordinator on behalf of OHCHR Date & Seal
Name: Mr. Anicet KAYIGEMA Signature: National Forum for Political Organization Date & Seal	Name: Mr. Lamin MOMODOU MANNEH Signature Resident Coordinator on behalf of UNV Date& seal
Name: Mr. Charles MUNYANEZA Signature National Electoral Commission Date & Seal	Name: Mr. Lamin MOMODOU MANNEH Signature Resident Coordinator on behalf of One UN Date & Seal
Name: Amb. Claver GATETE Signature: Government Coordinating Agency (MINECOFIN) Date & Seal	

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List of Acronyms

CRC	Citizen Report Card
CSO	Civil Society Organizations
DP	Development Partners
EDPRS	Economic Development and Poverty Reduction Strategy
GoR	Government of Rwanda
HGI	Home Grown Initiative
IPG	Inclusive Participation in Governance
JGA	Joint Government Assessment
LGMS	Local Governance Monitoring System
MA	Managing Agent
MHC	Media High Council
MINALOC	Ministry of Local Government
MSG	Mobile School of Governance
NAM	National Assessment Mission
NEC	National Electoral Commission
NFPO	National Forum for Political Organization
NIM	National Implementation Modality
OHCHR	Office of the High Commissioner for Human Rights
PSGG	Programme for Strengthening Good Governance
RGB	Rwanda Governance Board
RGS	Rwanda Governance Score Card
UNDAF	Unite Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNV	United Nations Volunteer
UNW	United Nations Entity for Gender Equality and the Empowerment of Women

Executive Summary

The purpose of this joint programme is to deepen democracy and strengthen citizen participation and accountability in governance, building on the foundation laid by the two predecessor programmes (Programme for Strengthening Good Governance/PSGG and Inclusive Participation in Governance/IPG I). It addresses the challenges in democratic governance especially in reinforcing inclusive participation and strengthening political accountability by addressing the issues of political participation, media-sector reforms and use of evidence based governance and planning.

This joint programme is aligned to the programming cycle of the Government of Rwanda and the One UN through the EDPRS II (2013-2018) and the UNDAP (2013-2018). The joint programme is intended to efficiently respond to the national priorities as expressed in the EDPRS II and the UNDAP for the period 2013-2018. The programme will specifically contribute to the achievement of Result 2, Outcome 1 of the UNDAP which is *"Improved accountability and citizen participation in sustainable development and decision making process at all levels."*It lays special focus on women and youth in their increased participation in decision making and development processes. The joint programme has four main components which include: inclusive participation, accountability of institutions, evidenced based governance and capacity building of national coordinating authorities in order to improve their performance.

The outcomes of the programme are that citizens will be able to access more public information and policy makers will use evidence based information for decision making as well as for planning their own development; that services to citizens will be delivered in a timely manner and of high quality at all levels and there will be gender parity in leadership at all levels. This will eventually result into a more peaceful and democratic society, where freedoms and human rights are fully protected and respected and management of public affairs, including resources is conducted in a more effective, accountable and transparent manner at national and decentralized levels.

The direct beneficiaries of this programme are institutions that are involved in its implementation as they will have their capacities built. These include: the Rwanda Governance Board, the Media High Council, and the National Forum for Political Organization, the Rwandan Parliament, the National Electoral Commission, as well as the Media Associations[1] supported through the Rwanda Governance Board. Furthermore, other Government institutions will benefit through data, reports and assessments produced by the programme. The media fraternity will have its capacity built in order to engage in self-regulation and more professional journalistic practices. The citizens of Rwanda are the primary beneficiaries of the programme as the expected outcomes will deepen democracy, open up political space for dialogue and engagement as well as ensure free flow of information that will enhance citizen capacity to make decisions. It will also provide a mechanism for constantly giving feedback on government performance at all levels.

This joint programme will be funded through a pool fund mechanism of the One UN Fund. The UN partners in this programme include UNDP, UN Women, UNV and OHCHR. These agencies and programmes will contribute their core resources and/or technical expertise to the programme. In addition, funds will be mobilised bilaterally through the One UN mechanism within the framework of the United Nations Development Assistance Plan (UNDAP). A mechanism to manage the fund (Managing Agent) will be established as well as a coordination mechanism through the Programme Steering Committee.

As mentioned above, the implementing partners of the programme are the Rwanda Governance Board, which will implement components related to generating evidence based research and assessment such as the production of the Rwanda Governance Score Card(RGS), the Joint Governance Assessment as well as the Citizen Report Card, Mobile School of Governance and media reform activities; the Media High Council is responsible for media capacity building activities; the Rwandan Parliament is responsible for legislative and oversight components, the National Forum for Political Organisations will work towards strengthening the political engagement and dialogue among the youth and women and the National Electoral Commission will be responsible for delivering free, fair and credible parliamentary, local level and presidential elections , which will be conducted during the life of the programme.

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[1] *These include but are not limited to the: Association of Rwandan Journalists responsible for media self-regulation and other media entities like Maison de la Presse, Forum for Private Newspapers, Rwanda Editors Forum and ARFEM*

1.0 SITUATIONAL ANALYSIS

In the last ten years, Rwanda has experienced a period of steadfast growth and socio-economic progress despite its difficult history. In the area of governance, Rwanda has made significant advances in national reconciliation, law and order, accountability as well as in the rebuilding and strengthening of national capacities for good governance particularly through home grown initiatives such as Gacaca, Abunzi, Imihigo and ubudehe concepts. Notable advances have also been made in public sector reforms and decentralization as well as in anti-corruption measures. Despite this progress, the following areas of governance and inclusive participation provide challenges and opportunities for further deepening programming support.

Inclusive participation

Elections are one of the most important way through which citizens can participate in decisions that affect their lives and hold their representatives accountable for results. Remarkable progress has been made by the Government of Rwanda in this sector. According to RGS 2012, universal adult suffrage for all citizens scored 90%, while the overall quality of democracy (a competitive multiparty political system, access of political parties to open political campaign, etc.) improved to 81.03%. However, the overall score of vibrancy of non-state actors in engaging in political decisions and policy processes was evaluated at 65.51%. Further still, political parties are only represented at national level, and availability of operational political parties' bureaus at district level was as low as 30%. In addition, there is low participation of civil society in governance processes, where percentage of CSOs in influencing public policy was at 67 while CSOs holding state and private corporations accountable is at 48 % and political parties' registration and operation at 75.83%. In the area of gender empowerment, while women participation in decision making at the central government level is at 73.30 % and 62.20% at district levels, 78.91 % of the citizen expressed satisfaction with gender parity in leadership. These statistics reveal gaps in areas of political participation through political parties at lower levels, gender mainstreaming, and the need to build the capacity of civic society to engage.

In reference to elections, the UN Focal Point for Electoral Assistance conducted a needs assessment mission (NAM) in January2013, of the electoral environment in Rwanda. During the mission they observed that the NEC is technically competent and continues to enjoy public trust. None of the results of the past elections conducted under the auspices of the NEC had been disputed. In order to continue with this path, the report recommended the One UN to continue supporting the institutional strengthening of NEC in the use of ICT in election management; capacity building for staff through BRIDGE methodology; support NEC efforts in developing and conducting voter education; strengthen the role and functions of key institutions, i.e. media, civil society organizations and political parties. In addition, it recommended that UNDP convene election donor group to discuss strategies for entry point for Development Partners to support elections as well as supporting women in elections through identification of opportunities for training on technical skills.

Institutions of Accountability

The UN has been supporting parliamentary committees to carry out their oversight role with success. The support includes organizing field visits for Member of Parliament to collate views from citizens on issues of concern as well as support to some parliamentary committees. While this has been successful, follow-up and monitoring to ensure that recommendations are implemented is still weak. Further, the Joint Governance Assessment (JGA) 2008/9 recommended that capacity constraints affecting parliamentary committees need to be addressed. It further recommended an institutional capacity audit of parliament to inform committees' capacity strengthening and planning in order to perform oversight role effectively.

In terms of media as an institution of accountability, there are still challenges in accessing information from public institutions - RGS 2012, rated access to public information at 57.50%. However, a number of laws related to the media have been promulgated including the Law Regulating Media (No/ 02/2012), the Law determining the responsibilities, organization, and functioning of the Media High Council (MHC) and the Law Relating to Access to Information (No/04/2013). Their implementation is bound to change the current state and thus the need to support the implementation of these laws. Other media reforms have also been rolled out in the last year which aims at opening up space for freedom of expression, accountability, independence and media self-regulation. The JGA 2008/9 recommended that support be directed towards training to raise the standard of

investigative journalism and capacity building of the Media High Council while building the long term capacity of the media. JGA further recommended support to the role of regulatory institutions.

The UN through the PSGG and IPG programmes provided support to MHC to carry out assessments and produce two strategies (Media Capacity building Plan and the Media Gender Mainstreaming Strategy). The media capacity building strategy identifies some key capacity gaps faced by the media to include: low level of professionalism and skills/competencies among journalists; limitations to sustainability and viability of media organisations; limited knowledge of media outreach and its potential, underdeveloped professional infrastructure.

The Gender mainstreaming strategy in the Media recommends the review of the policy on media for gender sensitivity, equal treatment and recognition of capacities for men and women in the work place, promotion of a balanced and non-stereotyped portrayal of women in the media; increased awareness and capacity on gender within the media sector; equal presence and participation of women leaders in media houses (Television/newspapers/radio stations) and members of associations; gender sensitivity of production and programming in the media sector and gender sensitive monitoring and reporting tools established and implemented.

Evidence Based Governance

The ONE UN supported the Government through strengthening the capacity of RGB to generate and disseminate governance related political and socio-economic data for evidence-based policy making and planning. However, in-depth analysis and utilization of existing information for evidence-based policy making and M&E remains a challenge, especially at decentralized levels.

In addition, the ONE UN supported the Government to conduct governance assessments including the Joint Governance Assessment (JGA), the Rwanda Governance Score Card and the Rwanda Reconciliation Barometer (RRB). These assessments indicate progress in key governance areas. With regards to gaps, the RGS and RRB highlight the need for improving citizen participation in decision making and political processes as well as stimulating the civil society to provide a voice from the grass root levels. The RGS 2012, for instance highlights that civil society engagement is at 62.57%. The JGA emphasizes accountability through support to advocacy roles of civil society organizations (CSOs) and strengthening media accountability role, especially in the area of investigative journalism.

Challenges remain in analyzing and utilizing information for evidence-based policymaking and for monitoring and evaluation (M&E), especially at decentralized levels. With reference to the assessments themselves, there is need for coordination of the various assessments to ensure that the same data is not unintentionally collected via different surveys. There is also need to improve indicators with regards to disaggregation by gender, region, age and other vulnerability criteria. The results from the studies are only useful when they inform dialogue, between government and citizens as well as between national and international actors, and thus there is need for open data which is user friendly.

Capacity Building

Rwanda as a rapidly developing country has emerging institutions and the legal framework for facilitating the discharge of various responsibilities that are arising out of the development process. For instance the earlier Rwanda Governance Advisory Council was transformed into RGB; the role of MHC has also changed with the new media legislation by removing the regulation responsibilities so that it can concentrate on media capacity building. The five year capacity building strategy for the media developed with the support of UNDP, highlights the need for strengthening the wider media fraternity. There is therefore the need to build capacities of institutions with new mandates such as RGB and MHC. In addition, the Rwanda journalist Association, which now has to coordinate the media self-regulation mechanism is still a nascent organization and lacks both structure and capacity to undertake such an important activity. On the other hand, the JGA report (2008/09) recommended a capacity audit of parliament, in order to have focused capacity building of the institution and especially on the various parliamentary committees.

2.1 Context

The flagship programme on *Deepening Democracy through strengthening Citizen Participation and Accountable Governance* is conceptually grounded within the broader UN Reform Process of Delivering as One (DaO), the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008) and the Busan Aid Effectiveness Forum 2011[2]. It is programmatically aligned to Rwanda's priorities (EDPRS II and Vision 2020) in the area of Accountable Governance. It is also in line with the UNDAP (2013-2018).

Both the UNDAP and Rwanda's EDPRS II consider democratic governance as a cornerstone for economic transformation and sustainable development. Good governance, security and the rule of law is important to promote citizen participation and mobilization for development, strengthening public accountability as well as improving service delivery.

This joint programme will be implemented by the following UN agencies and programmes: UNDP, UN Women, UNV and OHCHR. UNDP will be the administrative and management agent for the purpose of the pool fund and it will be involved in the implementation of all outputs. UN Women will be responsible for a component of Output 2 and 3 in relation to supporting political parties to establish the women political wing within the structure of the parties, voter education and training of the media and implementation of the gender mainstreaming. OHCHR on the other hand will be involved in Output 2, specifically working with oversight institutions (Parliament and media) while UNV will provide technical expertise regarding community participation and engagement, in particular under Output 2. UNV will also provide technical assistance through the recruitment of a qualified UN Volunteer to support the coordination of the joint programme and capacity-building of partners in the area of citizen and community participation.

The UNDAP encourages UN agencies to reinforce synergies for the implementation of its outputs and key actions in order to effectively contribute to the achievement of outcomes. This programme will therefore interface with other initiatives within the One UN as well as with other agencies supporting similar initiatives. Internally, the Access to Justice and Civil Society Strengthening Programmes within UNDP and the Joint Programme on Gender Equality under the leadership of UN Women will contribute indirectly to the achievement of the outcomes of this programme. Additionally, bilateral partners such as Belgium and Netherlands and DFID, who are working with Parliament, will equally interface with the programme through sharing of information, best practices and also consultations to avoid duplication. USAID has also established a media and election programme which will also indirectly contribute to the results. The programme will also reach out to multilaterals such as European Union (EU) who are interested in the interface of governance with civil society and parliamentary work. The UNDP will continue to chair the Development Partners meeting on elections which will be a forum for exchanging information and exploring areas of collaboration. Partnership with civil society organizations working in the areas of good governance will also be nurtured.

2.2 Past Cooperation and Lessons Learned

The United Nations contributed to the very positive development results Rwanda achieved over the past five years through the United Nations Development Assistance Framework (UNDAF) 2008-2012 grounded on Delivery as One. It supported policy advice and development, media reform process, capacity-building, data availability for evidence based decision making, innovations and advocacy. It also worked with decentralized institutions and implementing partners to achieve downstream outcomes.

Contribution was also made to the acceleration and deepening of democratization by creating or reinforcing responsive governance institutions and supporting the Rwanda Governance Board, the National Parliament, the

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[2]The Paris Declaration and Accra Agenda for Action are founded on six core principles, ownership, alignment, harmonization, delivering results and mutual accountability, inclusive participation.

National Forum for Political Organizations, the National Unity and Reconciliation Commission, National Electoral Commission, and the media to broaden participation. Support to the decentralization process contributed significantly to strengthening participatory governance structures at the local level and to improving the quality of local service delivery. Further, it contributed measurably to improving evidence-based policy and decision-making processes by providing substantial technical and financial assistance for producing disaggregated demographic and social statistical data. The process allowed for assessing governance areas, stimulating dialogue and responsive actions by all governance stakeholders.

Lessons learned

Various evaluation and studies[3] have shown that Delivering as One led to better alignment with government plans and priorities and enhanced cooperation among agencies, increasing the overall efficiency of the UN systems support operators. The evaluation and studies recommended that the United Nations strike a better balance between inclusiveness and the need to focus to avoid fragmentation. Programmes should focus on piloting innovations that include M&E components that document results, promote learning and allow for scaling up as well as clear exit strategies. In this case, a broader and collective UN system approach is being applied in this programme where accountability for shared strategic results and the UN's commitment to supporting national priorities and building capacities is emphasized, through the development of a coherent and cohesive 'One UN' programmes involving more UN agencies in line with the current UN reforms. The programme will also use the current Di monitoring - M&E framework -that is currently piloted in Rwanda to ensure that there is harmony and inclusiveness of all agencies implementing the programme.

It was further recommended that the United Nations focus on integrating best practices and lessons learned elsewhere into national policies, strategies and programmes by providing technical expertise and applied research; assisting with policy development; and contributing to human resource development to build better institutions. This programme will incorporate best practices and lessons learnt, in the design, implementation and monitoring of programme results and especially from the PSGG and IPG I, the predecessors of this programme. Capacity development has been built into this programme in line with One UN comparative advantage and as an exit and sustainability strategy.

Another lesson from the UNDAF implementation was that the next United Nations Development Assistance Plan (UNDAP) be more closely aligned with the Government's development strategy as outlined in the EDPRS II, beyond the usual United Nations sectors. This programme is fully aligned to the Government priorities as delineated in EDPRS II and implementing partners own strategic plans to be implemented through a national management and coordination mechanism. The programme development fully engaged national stakeholders in programmatic design, priority setting and decision making.

Other specific lessons learned from the implementation of PSGG and IPG II includes the importance of building synergy among implementing partners in the course of implementation of the programme. In this regard, areas of possible collaboration and convergence will be identified and partners such as RGB, Parliament and NEC will work together in order to strengthen results and build synergies especially on civic education. In addition, the need to align the programme with both the implementing partners strategic plans in addition to national priorities, as well as meaningful ownership of the programme at the local level through continuous engagement with the citizens at municipal levels were also important lessons.

Other lessons from the two previous programmes include taking cognizance of the fact that as citizens become more aware of their responsibilities and rights within a wider democratic space, they will demand more from the duty bearers. In terms of planning, and reporting, a lesson that came out is that timely planning and reporting will facilitate timely disbursement of funds that prevents undue delays in programme implementation. This will be managed better if there is continuous engagement between the Implementing Partners and the One UN.

2.3 The Proposed Joint Programme

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[3]Country-led evaluation 2010; Paton, W. & Soriano, C. Comparative Advantage and Stakeholder Analysis 2012.

In the spirit of Delivering as One and learning from the past, this joint programme will build upon the programmes and initiatives which the UN has already supported with the different national institutions. The following programme strategies will be adopted to achieve the agreed outcomes.

Strategy 1: Availing Evidence for Governance

By supporting the GoR to collect data on the state of governance in Rwanda, including on political participation, citizen perception on service delivery and media reform process, this project will facilitate evidence based policy making. The availability of high quality data that is rigorously and systematically collected can identify gaps and inform policy making at central and decentralized levels. The data can be either qualitative or quantitative, as long as it seeks to avail good data and thorough analysis. In order to implement these strategies, UNDP will work with RGB to conduct assessments and come up with reports and data that will be used by the Government to improve governance policies and planning, as well as make specific recommendation on the state of governance in Rwanda.

Strategy 2: Facilitating Participation and Dialogue

A second strategic element is to broaden participation through facilitating community participation in political and development processes, including women and youth. It will also support dialogue between different stakeholders such as government, civil society, political parties and media. Dialogue as a strategy enhances inclusive participation in democratic governance process and hence strengthens the political accountability of the government.

In this case, the strategy will address the recommendations from the NAM assessment and specifically to increase awareness for citizenry on elections and political participation, improve the capacity of the national election management authority to deliver free and credible elections, improve the capacity of communities, including women and youth to participate in political decision making and development processes as well as provide spaces and opportunities for political parties, citizens, media and other institutions at national and local level to meet and dialogue. The programme will also contribute to strengthening the Public Accounts Committees (PACs) established in Parliament recently. It will also assist in strengthening the District Account committees through the Mobile School of Governance.

The programme will work with National Electoral Commission, RGB, and NFPO to deliver this strategy and will involve CSOs. UNDP, UN women and UNV will take lead in this strategy, together with the Government counterparts.

Strategy 3: Strengthening Mechanisms for Accountability

A third strategy will be to strengthen national mechanisms for oversight and accountability in order to improve inclusive participation and democratic governance. Where the mechanisms do not exists such as in the case of media in Rwanda, support will be given to the national government partners, the media and civil society to establish them, in a way that respects democratic principles and human rights.

This strategy will also address the need for Parliament to be stronger in its oversight role and especially its various committees; it will also seek to establish a clear monitoring and evaluation mechanism to ensure that recommendations to various relevant authorities are implemented. The media capacity will be strengthened in order to ensure a vibrant and professional media in Rwanda, and that reforms are also implemented. Additionally, the media self-regulation framework will be elaborated, and supported for implementation. To achieve this strategy, UNDP, OHCHR and UN Women will work together with the MHC, RGB, Parliament and the Association of Rwandan Journalists will be involved.

Strategy 4: Capacity Strengthening

A fourth strategy will be to support capacity building of implementing partners in recognition of the nascent state of some of them, the change of mandate and responsibility of others as well as recommendations and

lessons from previous assessments and studies. It is therefore noted that while implementing partners have weak technical capacities, they have strong legal and constitutional mandates to undertake the activities proposed in this joint programme and therefore need to be strengthened in order to carry out the mandate effectively. In this regard, a joint programme wide assessment will be conducted to identify and prioritize gaps in the specific institutions. As a result, a capacity building plan will be drawn.

Gender and human rights as cross cutting issues are at the heart of this programme. Implementing partners working with media, political parties and parliament for instance will be supported to mainstream gender and human rights concerns. In addition, conscious efforts will be taken to assess the implications of results on women and men and any differences addressed. A rights based approach is also applied in planning, programming and reporting.

Sustainability of Results

To sustain results of this programme, capacity building has been woven through each output and result. The proposed activities in themselves are part of ongoing capacity strengthening and thus are in themselves part of building a sustainable system within the organizations. This programme is based within the capacity development framework, that emphasizes that capacity development should go beyond trainings to encompass the enabling environment of institutions and sustainability consideration. It is also understood that informed citizenry with strong oversight and accountability of institutions are strong pillars to democratic governance and thus the programme strategies will reinforce sustainability in themselves.

3.0 RESULTS FRAMEWORK

This programme responds to Outcome 1 of UNDAP in the area of Accountable Governance.

Outcome 1: Improved Accountability and Citizen Participation in sustainable development and decision-making processes at all levels.

Outputs and activities

Output 1: *National and local institutions have improved capacity for research, generation and utilization of disaggregated data for participatory and evidence-based legislation, policy and programme formulation and evaluation at all levels.*

This outcome focuses on governance related research activities and assessments. Decision makers look at data for policy and programme formulation and evaluation and therefore generating, analysing and disseminating data is a critical process for sound and successful development policies and programmes. Good data allows users to monitor whether progress is being made or not and even to predict the trends. Availability of quality data makes and ensures that the general public is well informed about good governance and accountability.

Key strategies for the above output will consist of strengthening technical and institutional capacity to conduct, analyze and disseminate key governance related surveys. Focus will be on promoting operational research and policy dialogues which will translate data into valuable information that will help users to take informed and evidence based decisions.

To build capacity of key institutions to undertake regular assessments of public perception on various issues of governance and development, technical and financial support will be provided to the Rwanda Governance Board to conduct the annual Rwanda Governance Scorecard (RGS), which is a comprehensive governance assessment initiative that reflects a commitment to evidence-based policies and objective self-assessment.

Further, RGB will be supported to conduct 2 Joint Governance Assessments (JGA). Since the JGAs are a joint assessment between the GoR and development partners (DPs), the UN will contribute to these assessments together with other DPs. The JGA is an evidenced-based, constructive and sustained dialogue on governance issues, between the Government of Rwanda, its Development Partners and broader Rwandan society. Its aim is to establish a common understanding of the governance context informed by an assessment of progress against agreed indicators and benchmarks.

Annual Policy Dialogues will be organized by RGB to discuss issues related to political governance and provide recommendations for policy reformulations. In addition, two International conferences on Governance in Africa will be organized to share the experiences and best practices from different countries especially based on home grown solutions.

Output 2: Central, decentralized entities and communities strengthened to promote community-driven development processes.

RGB will be supported to produce a Citizen Report Card (CRC), one of the national sources of data for Rwanda Governance Score Card. CRC is a citizen perception survey assessing quality, adequacy and efficiency of public services and improves public accountability to citizens. The Mobile School of Governance will be used as an outreach programme to spearhead good governance and quality services to communities.

In addition, financial and technical support will also go towards the production of Local Governance Monitoring Systems (LGMS) whose purpose is to facilitate regular capturing and updating of data related to governance issues in local government. The results from the LGMS will help improve information dissemination on governance processes for future planning of the local government.

In order to promote strategic knowledge generation, documentation and replication of best practices in community development, further support will go towards documentation and dissemination of Home Grown Initiatives (HGIs). HGIs aim at building on the positive aspects of the Rwandan history and complement it with modern participatory techniques, which have proven their worth in community development. RGB will be supported to document key HGI initiatives including but not limited to the Gacaca Courts, Abunzi, Imihigo, Itorero and Umushyikirano. Making use of existing institutions and coordination mechanisms at central (MINALOC/National Itorero Commission) and local level, RGB will be further supported to replicate successful HGIs at community level through the Governance Centre of Excellence that will be established.

Furthermore, as a best practice in elections, NEC will be supported to conduct a study on elections and volunteerism in Rwanda in a bid to document a best practice particularly, in reduction of election costs.

Output 3: *National oversight institutions strengthened to promote and demand for accountability and transparency at all levels.*

To support the development of a vibrant and responsible media, the Media High Council (MHC) will be supported to develop training requirements for the Media in line with the 5 Year Capacity Building Plan for the media sector. The MHC will work with established institutions such as the School of Journalism and the Great Lakes Communication and Media Center to develop the training requirements and the curricula. The Ministry of Education will also be involved to ensure that the curricula and training manuals developed meet the Ministry's standards.

Further, MHC will be supported to establish a Digital Resource Centre in accordance with the current media policy adopted by the government of Rwanda which recognizes the need for media capacity building to generate competitive content in a diversified media industry. In recognition of the need to integrate Gender Mainstreaming Programs within Media Organizations, the MHC and UNDP conducted a study on a strategy to integrate gender as a cutting theme within the media capacity development. The strategy will be implemented to integrate the gender dimensions in the Rwandan Media Sector.

In order to create a forum where media experts can meet and share ideas and best practices, MHC will be supported to organize Annual National Dialogues on Media which will bring together media experts and other stakeholders with the objective of providing a platform for open debate by all stakeholders on the challenges of media development and its role of contributing to democratic development, good governance, human rights and at the same time responding to commercial imperatives that are central to the sector's sustainability.

MHC will in addition, be supported to conduct regular research for the purpose of building media capacities. Special attention will be focused on the print media which currently experiences both institutional and journalistic challenges.

'RGB will on the other hand, be supported to undertake research in order to produce the Rwanda Media Barometer - a self-assessment instrument based on a set of standard indicators for regularly measuring media development in Rwanda. This is aimed at enhancing transparency and accountability by regularly providing accurate and reliable statistics on the progress of the media development in the country which then informs media reforms.

In order to motivate journalists to engage in professional journalism, Development Journalism Award scheme will be supported through RGB. It is however expected that this Award will attract interest from other stakeholders and especially the private sector. Thus, while UNDP will continue to provide the seed funds for the awards, the sponsorship from the UN will progressively reduce to allow the corporate private sector and other stakeholders to take over in the end.

The Government of Rwanda has passed a law to promote media independence and self-regulation. To implement the law, RGB and the Media Associations will be supported to work together to create a framework for media pluralism, independence and freedom of expression, as entrenched in the laws. The media associations will particularly be technically supported to establish a structure and functioning secretariat as well as technical assistance on the framework for self-regulation. Since media association is still a nascent organization, it will be supported, for the first three years of this programme under RGB, while RGB and UNDP will be working together to improve its capacity. It is expected that after three years, MEDIA ASSOCIATION's capacity will be at a level where it will meet the HACT standards and thus the requirement to be treated as an implementing partner in its own right.

In order to take full advantage of the newly promulgated Access to Information Law and reap anticipated gains, RGB as the institution responsible for media reforms implementation will be supported to conduct stakeholder/public awareness activities with the aim of instilling knowledge of accruing rights and obligations related to the law, thereby enhancing compliance with it. The Rwanda Broadcasting Agency will be supported as part of the media reform activities.

To strengthen the capacity of institutions overseeing accountability process, Parliament will be supported to induct the newly elected deputies as well as returning deputies after the September 2013 legislative elections. After every parliamentary election, new deputies are elected who may not be familiar with the rules of engagement in parliament as well as on topical issues relevant for the effective performance of duties. In addition, the parliament will be facilitated to continuously engage the citizens on issues debated through joint civic education fora together with the National Electoral Commission.

The various parliamentary committees are expected to scrutinize and enrich draft laws tabled in parliament by the Executive as well as private members. For them to do so effectively, four committees (Committee on Human Rights, Political Affairs and Gender Committee, Senate Standing Committee on Political Affairs and Good Governance and the Senate Standing Committee on Social Affairs and Human Rights Petitions) will be supported to undertake research, field visits to the various districts in order to collate public views on particular draft laws from citizens. This feedback will then be considered at the bills analysis stage. In addition, the clerks for both houses will be supported to develop a monitoring framework to track the extent to which the feedback from the research is fed into the bills passed in parliament. The tracking will be important to improve the effectiveness of the research and also to make the reports more timely and relevant to the legislative process.

Article 87 of the Constitution stipulates that the Senate has the mandate to supervise the application of fundamental principles enshrined in Articles 9 and 54 of the Constitution of Rwanda. The senate will therefore be supported to assess the progress made in application of the fundamental principles contained in these two important articles and come up with a report to be shared.

Output 4: *Citizens, communities and media have better capacity to participate in decision making and demand for accountability and transparency at all levels.*

To implement NAM recommendations to support the long term capacity development of the electoral management authorities as well as other stakeholders, NEC and NFPO will be supported to build the institutional and human resource capacities to manage the electoral cycles. Support will go towards review of the electoral

law which will be informed by the gaps identified during the parliamentary elections in 2013. In this regard, consultative meetings with key election partners will be undertaken. The recommendations from the consultations will be shared with the executive for purposes of preparing an election law amendment bill to be tabled in parliament. The Staff and volunteers who manage elections will also be trained on how to conduct and manage elections in a responsible manner that inspires confidence from the electorate. In this regard, the 70,000 staffs who are involved in elections country wide will be trained. BRIDGE training will be undertaken to increase the number of bridge accredited staff at NEC as well as bring the political parties and media on the same level in terms of understanding election management.

NEC will further conduct a voter education needs assessment in consultation with civic and voter education partners including the civil society and political parties at the provincial and district levels. The assessment will lead to a voter and civic education strategy implemented by all stakeholders. Standard civic education curriculum, training manuals and Information Education and Communication materials (IEC), will be developed in a participatory manner. This will ensure uniformity in the content of voter and civic education delivered to the citizenry, regardless of the institution delivering the education.

To strengthen the capacities of women and youth as well as the general electorate to effectively participate in political processes, the Youth Political Leadership Academy (YPLA) of NFPO will be supported to prepare the youth in political parties for leadership roles, while equipping them with the necessary skills and knowledge to meaningfully participate in national governance and development. A Political leadership Mid-level training will be designed and delivered to enhance engagement within political parties. This activity will especially focus on the youth who are not necessarily graduates, in order to build a critical mass of young people interested in political discourse.

NFPO will be supported further to establish Women Political Parties' Wings within the registered political parties in order to increase the number of women actively engaged in political activities and aspiring to take up political leadership. This activity will support efforts of political parties to fulfill the legal requirement on the gender balance in their parties. In order to strengthen political parties' capacity to engage in national issues NFPO will engage in research and prepare quarterly papers on topical issues of important to the political parties and the citizens. Political party representatives will be invited to discuss the papers presented and come up with positions on current topical issues. They will be encouraged to raise the issues with their elected leaders in parliament as well as educate the citizenry.

Political parties will also be trained in voter and civic education towards both parliamentary and presidential elections. Based on a curriculum developed jointly with the National Electoral Commission, political parties will nominate among their ranks persons to be trained as trainers/facilitators of civic and voter education. The nomination of ToTs will take into consideration gender and age so that the group trained will have men and women, as well as youth. Other vulnerable groups will be included such as persons with disabilities.

In recognition of the fact that political parties are still weak and have limited sources of funding, the UN has been supporting the NFPO in its mandate to build capacity for civil society. In this regards, NFPO will be supported to assist the political parties update their party manifestos and programmes in accordance with the legal requirement. This activity is in line with the mandate of NFPO as an organ that supports capacity strengthening of political parties.

The media has been singled out as an important player in elections given their reporting our other activities impacts on elections in terms of influencing public opinion. The media will be trained on media relations and monitoring during the elections. A code of conduct for the media in elections will be prepared and each media house and journalist will sign to it as a commitment to adhere to the code as well as to conduct their journalism in a manner that is independent, responsible and that adheres to international standards of journalism. The code of conduct will be prepared in a participatory manner. The culmination of the media training will be the signing of the code of conduct. NEC will be supported to conduct media monitoring during the electoral period. This is in recognition of the important role the media plays in leveling the ground for free and fair elections.

In order to build capacity for community engagement in decision making, RGB will be supported to conduct the Mobile School of Governance (MSG), which aims to empower local leaders and non-state actors to effectively

respond to the demands of citizens on national and societal development. Further, in line with the core mission of RGB to promote good governance principles and practices, RGB will conduct seminars targeting local government leaders, CSOs, academic institutions and private sector to disseminate RGB research findings and raise awareness on different governance indicators, national priorities, policies and programmes for better implementation at local level. To complement this activity, NFPO will also organize annual national conferences on Rwanda political philosophy, national consciousness and citizen engagement in order to promote national peace consolidation.

To improve the capacity of rural women and men in decision making, UN Women will conduct research on capacity gaps of rural women leaders in decision making positions.

Output 5: Implementing partners have a better capacity to manage the programme

The One UN, taking note of the request from all the implementing partners to build their internal capacity and recognizing her mandate and comparative advantage to provide capacity building, a programme wide capacity gap assessment will be undertaken. This will inform the priority gaps which UNDP has comparative advantage to build, while providing a basis for the institutions to rally support from other partners to fill the already identified gaps. The study will be conducted with all existing partners and a capacity building strategy will be developed.

However, during the first year of implementation, five staff will be retained at RGB in recognition of the heavy amount of work she t will be expected to implement under the programme. The staff include: a Coordinator, Media Advisor, a Governance Advisor, A Finance Officer and a Driver. The positions of the staff will be under consideration based on the outcome of the capacity assessment. All the capacity building and training initiatives will follow the human rights based approach to programming. This capacity-building exercise will further benefit from the recruitment of a qualified UN Volunteer to support the coordination of the joint programme and technical advice to partners in the area of citizen and community participation.

Meanwhile, the Programme Management Unit (PMU) at UNDP will continue to provide technical and financial assistance to the implementing partners through the retention of the Programme Specialist, Programme Associate and a Governance Advisor who will be recruited to support the programme and the UN in general. The PMU will coordinate preparation of annual and quarterly work plans and reports, funds disbursement, organize mid and end year reviews as well as evaluation; coordination and participation in continuous programme monitoring field visit as well as continuous trouble shooting with partners on challenges related to implementation.

4.0 MANAGEMENT AND COORDINATION ARRANGEMENT

For the duration of the programme, the One UN will support the implementation of this joint programme through joint work plans by the four UN agencies and programmes: UNDP, UN Women, UNV and OHCHR. Furthermore all initiatives under this programme will be part of coordinated efforts under Development Result Group (DRG 2) which in turn reports to the UN Country Team (UNCT). UNDP will be the lead and management agent within the UNCT and will liaise with other UN agencies and partners in order to ensure the coordination of these interventions. In terms of linkage with other stakeholders on inclusive governance, UNDP as the lead agency in governance will collaborate with the implementing partners in these areas and actively participate in the donor coordination groups and development partners meetings. These partners are Rwanda Governance Board, National Electoral Commission, The Parliament, and National Organization for Political Parties, the Media High Council and Association of Rwandan Journalist.

4.1 Coordination

UNDP as the lead and managing agent for this joint programme will provide leadership in terms of overall coordination, including joint monitoring and reporting. The project management structure proposed for this programme is as follows:

PROGRAMME STEERING COMMITTEE
MINECOFIN, RGB, MHC, NFPO, Parliament, NEC, MEDIA ASSOCIATION, UNDP, UN Women, OHCHR, UNV

PROGRAMME QUALITY ASSUARANCE – ONE UN AGENCIES

PROGRAMME TECHNICAL TEAM

PROGRAMME MANAGEMENT UNIT

RGB, Parliament, MHC, NEC, NFPO, MEDIA ASSOCIATION, UNDP, UN Women, OHCHR, UNV
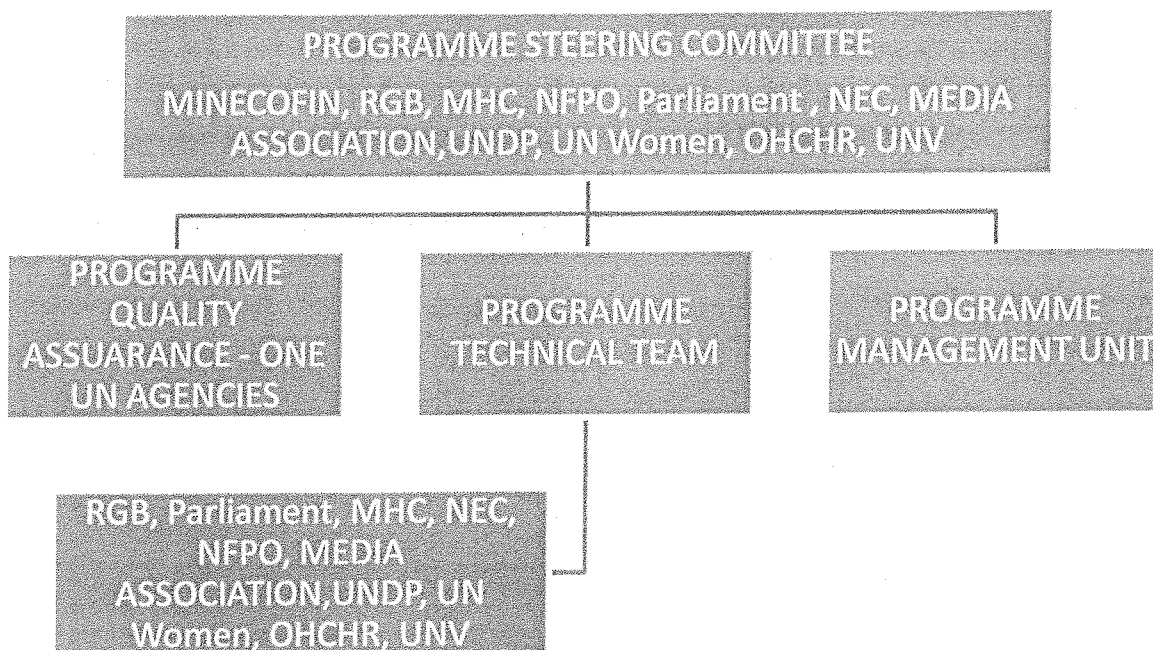
There will be a coordination mechanism under the Steering Committee (SC) which will approve the work plans, budgets and reports. The Steering Committee meetings will include all signatories to the joint programme. Development Partners and other stakeholders may also be invited.

Steering Committee:

The steering committing will consist of senior management (head of UN agencies or their representatives, Implementing Partners and MINECOFIN). The Chair on the side of implementing partners will be appointed during the first meeting of the Steering Committee which will be called by UNDP as the alternate chair, and the lead and managing agent of the programme. The Steering Committee will meet on a quarterly basis to assess progress and give strategic guidance to the technical committee.

Technical Committee:

The technical level committee is to be constituted as follows: Technical staff from different agencies and programmes involved (UNDP, UN Women, UNV and OHCHR) and relevant technical staff from the implementing partners. The chair on the part of implementing partners will be appointed during the first technical committee meeting. The technical committee will meet quarterly but before the steering committee to assess progress on project implementation, discuss bottlenecks and propose way forward to be presented to the Steering Committee for guidance.

Development Results Group (DRG):

Coordination within the UN agencies will be through the Accountable Governance DRG chaired by the respective chair. The Development Results Groups are an operational mechanism for coordination to ensure the development, implementation, quality, coherence and consistency of their UNDAP results, as well as monitoring and reporting on programme implementation. The DRGs, under the leadership of Heads of Agencies, in collaboration with the relevant institutions under and other stakeholders will monitor, report and review the implementation of the UNDAP results, thus the linkage with the joint programme. The DRG will also be responsible of populating data into the Di Monitoring system.

4.2 Funds management

To ensure efficient implementation of the programme, a pool fund management option will be used. In this case UNDP (acting for UNV as its administrative agent), UN Women and OHCHR, will pool funds together and UNDP as the leading agency in governance will be the Managing Agent (MA).

The Resource Flow and Management will be as follows under the pooled fund management.

Graphic illustration of fund management
for a Joint Programme with Pooled Funding
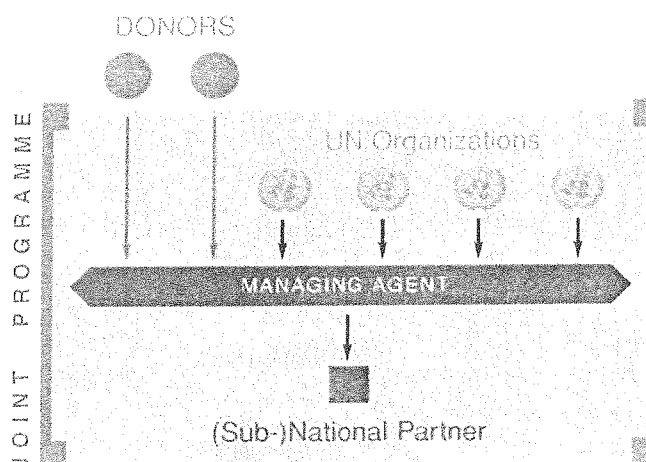
4.3 Fund Management Mechanism

UNDP, UN Women, UNV and OHCHR will sign a Memorandum of Understanding on fund management. UNDP will be accountable for supporting the national implementing partners in managing the joint programme. UNDP will also be accountable for timely disbursement of funds and supplies, and for coordinating technical inputs by all participating UN organizations. It will also follow up with the national partners on implementation, and is accountable for narrative and financial reporting to the joint programme coordination mechanism. The UNDP may engage in resource mobilization for the joint programme, in consultation with government and participating UN organizations.

Transfer of Cash to National Implementing Partners:

The implementing partners will prepare annual and quarterly work plans which will be approved by the SC. Funds will be disbursed to implementing partners every quarter using a National Implementing Modality, (NIM) and in line with the Harmonized Approach to Cash Transfers (HACT). Upon expenditure and reporting by the national implementing partners, which shall be expected every 15th day of the month after the quarter, UNDP will account for the income received to fund the joint programme in accordance with its financial regulations and rules.

UNDP will however recover indirect costs in accordance with its financial regulations and rules. This will be documented in the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).In the case of other resources, interest will be administered in accordance with the financial regulations and rules of the UNDP.

4.4 Audit

Independent audits will be commissioned by the UN system (through UNDP) and undertaken by private audit services in line with the UN guidelines and standards for auditing. Government implementing partners will cooperate with the UN agencies in monitoring and reporting on all activities supported by the direct implementation modality and cash transfers. They will facilitate access to relevant financial records and personnel responsible for cash administration. The audit will be based on cash ceilings that necessitate an audit and those whose financial management capacity requires strengthening. One per cent will be charged on the programme for purpose of the audit.

5.1 Monitoring:

Annual Work Plans (AWPs) will be developed by the implementing partners in consultation with the UN agencies. A monitoring plan with clear milestones will be part of the AWP. The DevInfo (di Monitoring), a web-based data management platform will facilitate regular and real time results based monitoring of the progress towards achieving the results. It will support informed decision making, promote transparency, accountability and the data for advocacy. All signatories to the joint programme document will participate in monitoring and evaluation and contribute to the Annual Review. Every year, a monitoring plan with a calendar will be prepared jointly with the IPs. The calendar will focus on key results and indicators which will be tracked throughout the implementation of the programme. Clear milestones will be agreed upon which will be the basis for monitoring.

Monitoring will take different forms: structured joint field visits with all UN agencies will be undertaken at least once per quarter by the Programme team from the One UN and with each of the implementing partners. It will also take the form of formal and informal meetings with the various implementing partners to discuss specific implementation challenges. It will also involve attending implementing partners' activities and interacting with beneficiaries. All structured monitoring visits will have clear objectives and a report will be prepared thereafter.

Through monitoring, activities will be continuously assessed to see if they are contributing towards the indicators for results. Any corrective measures will then be taken accordingly. This information will be fed into the DI Monitor so that achievement of results can be continuously tracked and where there is disconnect, remedial measures undertaken immediately.

In terms of risk management, the risks will be reviewed every quarter based on reports from the implementing partners and during the technical and steering committee meetings. The annual programme review will also inform risk management and mitigation measures.

5.2 Joint Programme Review:

The IPG II joint programme review will be conducted under the coordination of UNDP as the lead UN agency together with the lead government counterpart. The annual review will provide the opportunity for the UN System, the implementing partners and the donors to review the progress and contribution towards the achievement of the joint programme results. The Annual Reviews will report progress on the joint programme results (outputs and outcomes), annual targets based on M&E matrix which will ensure that the targets are relevant and updated. The review will take stock of lessons learned and good practices, highlighting key results achieved and challenges.

The reviews will provide the opportunity to assess and make recommendations related to planning, assumptions, risks and emerging opportunities; and any revisions to the Annual Work Plans, including the related strategies, partnerships and resource allocations. The feedback from the annual review will inform the annual report on progress made towards realising result areas based on the targets as well as the progress on the cross cutting issues. The feedback will also inform the annual planning processes and commitments for the year ahead including any strategic and operational adjustments required for the UNDAP.

5.3 Evaluation:

A mid-term and final evaluation of the programme will be conducted by an external evaluator. Terms of reference for the mid-term and end term evaluation will be agreed upon by all partners in the programme. The mid -term evaluation will inform and strengthen the ongoing implementation of the programme. The final evaluation will be used to guide the next programming cycle. All national implementing partners, stakeholders UN agencies and stakeholders will be involved in the evaluation.

5.4 Reporting:

The UNDP standard progress report will be used as a basis for the reporting format. Preparations for implementation, progress reports and other updates will be shared and discussed during the quarterly

programme steering committee meetings and every two months during the coordination and technical meetings of the Development Result Groups. UNDP will be responsible for consolidating quarterly and annual reports. However, UN Agencies and programmes in the programme will be expected to give their input in the reports before they are finalized. Their inputs may be in form of lessons learnt, challenges or even best practices.

The quarterly progress reports will provide a basis for managing outputs vs. expenditure. Annual reports will be prepared ad shared with all partners. A mid-term programme review will be undertaken to assess the progress towards achieving objectives of the programme. A final programme review report will be prepared upon programme completion, summarizing and evaluating project achievements in detail.

5.5 Publicity:

Upon consultation with the participating UN organizations, UNDP shall take appropriate measures to publicize the Joint Programme. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of all the implementing partners, the One UN, UNDP and all participating UN organizations, as well as other contributors to the joint programme account. UN participating agencies will also be free to use their communication channels in addition the One UN channel to publicize the programme. Emphasis will also be on use of social media for communication and publicity.

6.0 LEGAL CONTEXT

The following is the legal context of cooperation among the UN partners:

Participating UN organization	Agreement
UNDP/UN Women, UNV and OHCHR	This Programme 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 on 2nd February 1977.

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

Revisions or in addition of any of the annexes of the Programme Document

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the One UN funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by One UN 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document".

RESULTS FRAMEWORK

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions
UNDAP Focus Area Accountable Governance					
Outcome 1: Accountability and citizen participation in sustainable development and decision-making processes at all levels improved	• Citizens satisfied with access to public information	57%	80%	Citizen Report Card, JGA, RGS	UNDP, UN Women, OHCHR, UNV
	• % of citizens satisfied with timelines and quality services at the local level	70.4% (EDPRS2)	85%		
	• Citizens satisfied with gender parity in leadership	78.9% (RGS)	80%		
Output 1: National and local institutions have improved capacity for research generation and utilization of disaggregated data for participatory and evidence-based legislation, policy formulation programming and planning at all levels.	1. Number of thematic reports generated	1) 2 Rwanda Governance Score card; 2 Citizen Report Card, 2 Rwanda Media Barometers, 1 JGA	1) 5 RGS, 5 CRC, 3 RMB, 2 JGA,	Reports, Draft bills, Policy Documents and Promulgated Laws	MHC, RGB, UNDP, OHCHR and UNW
	2. Number of districts using sex-disaggregated data for planning	2) 0	2) 30		

1.1 Key Action

Support the establishment of forums, networks for applied research and policy debates

Activities

1.1.1 Support RGB's Policy Dialogue Programme and strategic engagements
1.1.2 Organize International Conference on Governance and Democracy
1.1.3 Support media research for development and capacity building
1.1.4 Support research and produce the Rwanda Media Barometer
1.1.5 Conduct Local Governance Monitoring System (LGMS)
1.1.6 Organize Annual National Dialogues on Media

RESULTS FRAMEWORK

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions

1.2 Key Action
Build capacity of key institutions to undertake regular assessments of public perception on various issues of governance and development

Activities
1.2.1 Support research to produce the Rwanda Governance Scorecard
1.2.2 Contribute to Joint Governance Assessments (JGA)
1.2.3 Conduct operational research for evidence-based planning and programming

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions
Output 2: Central, decentralized entities and communities have strong capacity to promote community-driven development processes.	1. Number of district development plans implemented in consultation with the community achieving over 80% under Imihigo.	20 District	30 Districts	Reports, Publication, Citizen Score Card	NEC, RGB, UNDP,UNV
	2. Number of community driven best practices documented, shared and replicated.	non	10		

2.1 Key Action
Provide technical and financial support to key governance institutions for Inclusive Planning and CSO participation in national and district forums/processes.

Activities
2.1.1 Support research and produce Citizen Report Card (CRC)
2.1.2 Organize Mobile School of Governance activities in all 30 districts

RESULTS FRAMEWORK

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions
2.2 Key action Promote strategic knowledge generation and documentation of best practices in community development **Activities** 2.2.1 Document and disseminate Home Grown Initiatives (HGI) and establish the Governance Centre of Excellence 2.2.2. Document the use of volunteers in elections - Case Study					
Output 3: National oversight institutions have better capacity to promote and demand for accountability and transparency at all levels.	1. Media self-regulatory mechanism developed and implemented. 2. % of recommendations of oversight institutions implemented.	non 82% (RGS)- Parliament 40% GMO	1 90% 80%	Media Barometer, Media Code of Conduct, Monitoring Report Recommendations	RGB, MHC, Parliament, Media Associations, GMO, UNDP,UN Women, OHCHR,

3.1 Key Action

Provide Technical and Financial Assistance for capacity development for media professionalism

Activities

3.1.1   Develop training requirements for the media and conduct trainings

3.1.2   Establish and Implement a Digital Resource Centre

3.1.3   Integrate gender mainstreaming within media organizations

3.1.4   Contribute towards organization of the Development Journalism Awards

3.1.5   Support the Media and Journalists Associations

3.1.6   Support media reforms including Rwanda Broadcasting Agency

3.1.7   Support Capacity building for self-regulation

3.2 Key Action

Provide Technical and Financial Assistance for capacity development of Parliament and other oversight institutions

RESULTS FRAMEWORK

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions
Activities					
3.2.1 Support Legislation capacity strengthening and continuous engagement with citizens					
3.2.2 Support Executive oversight capacity strengthening					
3.2.3 Support to Senate's mandate to supervise the application of fundamental principles enshrined in the Constitution of Rwanda - Parliament					
3.2.4 Support research and citizen input on draft legislation					
Output 4: Citizens, communities and media have improved capacity to participate in decision making and demand for accountability and transparency at all levels.	1)% of women in key decision making positions (Central Government, Parliament, District Councils	41.7% (Central government) 36.5% (district level)	50% men/women (central government and district level)	Media reports, Media Barometer , Citizen Report Card. RGS, JGA, GMO Annual Report	RGB, MHC, Parliament, NEC, NFPO, UN Women, UNV,GMO, NWC,UNDP
	2) % of citizen satisfied with their participation in decision making.	2) 74% (RGS 2010)	90%	JGA,RGS	
4.1 Key Action					
Provide Technical and Financial support to build capacity for community dialogue and community sensitization in democratic processes					
Activities					
4.1.1 Create awareness on government policies and disseminate research findings					
4.1.2 Organize Conference on Political Philosophy and National Consciousness					
4.2 Key Action					
Provide Technical and Financial support to political parties and electoral stakeholders with special focus on women and youth to strengthen their capacities to effectively participate in political processes					
Activities					
4.2.1 Support Youth Political Leadership Academy trainings					
4.2.2 Support NFPO to design and implement political leadership mid-level trainings					
4.2.3 Support establishment and activation of Women Political Parties Wing					

RESULTS FRAMEWORK

Result hierarchy	Indicators	Baselines	Targets	Means of verification	Responsible Institutions
Output 5: *Implementing partners have better capacity to manage the programme*	1. Improved delivery rate of the programme 2. Timely and quality reporting	To be established after the assessment		Reports, Human Resource structure maintained.	UN Women, UNDP, UNV, OHCHR, RGB, MHC, Media Associations, GMO,NFPO, NEC, Parliament

5.1 Key Action

Undertake Programme wide capacity assessment

Activities:

5.1.1   Support to Programme Implementation Unit at RGB

5.1.2   Programme wide capacity assessment

5.1.3   Prioritize and support capacity building of IPs

5.2 Key Action

Provide technical and management support to the programme

Activities :

5.2.1   Programme Management Unit Support (PMU)

5.2.2   Undertake programme monitoring

5.2.3   Undertake Annual Review of the Programme

5.2.4   Undertake annual audit, mid and end term evaluation

5.2.5   Support publicity of the programme

PROGRAMME BUDGET

UNDAP Focus Area: Accountable Governance

Expected Outcome: : Improved Accountability and Citizens' Participation in Sustainable Development and Decision Making Processes at all Levels

Output1: National and local institutions have improved capacity for research, generation and utilization of disaggregated data for participatory and evidence-based legislation, policy formulation and planning at all levels.

Result hierarchy	Key Implementing Partners	Responsible Agency	Planned Budget in USD			Timeframe				
			Total Budget	Requested to One Fund & CS	Agency contribution UNDP&UNW	Y1	Y2	Y3	Y4	Y5
1.1. National Policy Dialogue Program and strategic engagements	RGB	UNDP	125,000	60,000	65,000	35,000	30,000	20,000	20,000	20,000
1.2 International Conference Program	RGB	UNDP	200,000	100,000	100,000	140,000	20,000	20,000	10,000	10,000
1.3 Media research for development and capacity building	MHC	UNDP	131,732	56,732	75,000	52,244	30,000		29,488	20,000
1.4 Rwanda Media Barometer	RGB	UNDP	115,000	100,000	15,000	15,000	10,000	75,000	10,000	5,000
1.5 Rwanda Governance Scorecard	RGB	UNDP	300,000	100,000	200,000	60,000	60,000	60,000	60,000	60,000
1.6 Joint Government Assessment	RGB	UNDP	100,000	50,000	50,000	50,000			50,000	
Subtotal			971,732	466,732	505,000	352,244	150,000	175,000	179,488	115,000

Output 2: Central, decentralized entities and communities have strong capacity to promote community-driven development processes.

2.1 Citizen Report Card	RGB	UNDP	300,000	200,000	100,000	60,000	60,000	60,000	60,000	60,000
2.2 Local Governance Monitoring System (LGMS)	RGB	UNDP	100,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000

Activity	Implementing Agency	Funding	Total							
3.9 Support to the senate to supervise application of fundamental principles	Parliament	UNDP/OCHR	382,400	182,400	200,000	105,400	74,000	75,000	67,000	61,000
3.10 Support research and citizen input on draft legislations	Parliament	UNDP	191,000	91,000	100,000	35,000	39,000	39,000	39,000	39,000
Subtotal			3,363,268	1,955,668	1,407,600	757,756	600,000	795,000	625,512	585,000

Output 4: Citizens, communities and media have better capacity to participate in decision making and demand for accountability and transparency at all levels

Activity	Implementing Agency	Funding	Total							
4.1 Mobile School Governance	RGB	UNDP	350,000	150,000	200,000	50,000	100,000	100,000	50,000	50,000
4.2 Conference on Political Philosophy and National Consciousness	NFPO	UNDP	82,000	42,000	40,000	32,000		25,000	25,000	
4.3 Youth political leadership academy	NFPO	UNDP	511,000	211,000	300,000	102,200	102,200	102,200	102,200	102,200
4.4 Political leadership mid-level training	NFPO	UNDP	240,000	100,000	140,000	100,000	70,000		70,000	
4.5 Women political parties wing	NFPO/FFRP	UN Women	210,000	110,000	100,000	70,000	70,000	70,000		
4.6 Quarterly political parties' forum	NFPO	UNDP	60,000	20,000	40,000	12,000	12,000	12,000	12,000	12,000
4.7 Prepare and organize free, fair and transparent elections (law reform and volunteers' training)	NEC	UNDP	506,000	200,000	306,000	200,000		166,000	140,000	
4.8 Civic and voter education training, assessment and strategy	NEC/RGB/ Parliament	UNDP	350,800	150,800	200,000	100,800		110,000	140,000	

Activity	Institution	Partner								
2.3 Documentation and dissemination of Home grown Initiatives including Governance Centre of Excellence	RGB	UNDP/UNV	230,000	100,000	130,000	50,000	60,000	40,000	40,000	40,000
2.4 National Media Dialogue	MHC	UNDP	200,000	120,000	80,000	40,000	40,000	40,000		
2.5 Conduct a study on election and Volunteerism in Rwanda and produce a documentary.	NEC	UNDP	50,000	25,000	25,000	25,000	25,000			
Subtotal			880,000	495,000	385,000	195,000	180,000	160,000	185,000	160,000
Output 3: National oversight institutions have improved capacity to promote and demand for accountability and transparency at all levels										
3.1 Development of training requirement for the Media and conduct trainings	MHC	UNDP	611,268	411,268	200,000	137,756	60,000	133,000	160,512	120,000
3.2 Establishment and implementation of digital resource Centre	MHC	UNDP	177,000	100,000	77,000			177,000		
3.3 Integration of gender mainstreaming within media organizations	MHC	UN Women	100,000	50,000	50,000	20,000	20,000	20,000	20,000	
3.4 Development of Journalism Award	RGB	UNDP	200,000	150,000	50,000	100,000	50,000	30,000	10,000	10,000
3.5 Support to media and journalism Associations including technical assistance	RGB	UNDP	750,000	450,000	300,000	150,000	150,000	150,000	150,000	
3.6 Support Media reform Initiatives including Rwanda Broadcasting Agency	RGB	UNDP	275,000	175,000	100,000	100,000	70,000	35,000	35,000	35,000
3.7 Legislative reform support	Parliament	UNDP	250,600	120,000	130,600	50,600	50,000	50,000	50,000	50,000
3.8 Executive oversight capacity strengthened	Parliament	UNDP	426,000	226,000	200,000	59,000	87,000	86,000	94,000	100,000

Activity	Responsible party	Agency	Total							
4.9. Public awareness and training of the media on elections	NEC/MHC	UNDP/UN Women	120,000		120,000	80,000		40,000		
4.10 Political parties training for election roles and engagement	NFPO/NEC	UNDP	150,000	50,000	100,000	60,000		30,000		60,000
4.11 Updating and redesigning the political party programmes and manifestos	NFPO/UN Women	UNDP	100,000	50,000	50,000				100,000	
4.12 Feasibility study on the use of ICT in elections and implementation of recommendations	NEC	UNDP	200,000	150,000	50,000	20,000	60,000	40,000	40,000	40,000
4.13 BRIDGE training for Media, NEC and Political parties	NEC/NFPO/M HC/MEDIA ASSOCIATION	UNDP/OHCHR/UN Women	250,000	120,000	130,000	100,000		50,000	50,000	50,000
4.14 Conduct a Research on capacity gaps of rural women leaders in decision making positions	FFRP/NWC	UN Women	70,000	20,000	50,000	50,000	20,000			
4.15 Provide technical support to elected women to develop advocacy strategies and tools for gender equality and women empowerment at all district level	NWC/FFRP	UN Women	150,000	50,000	100,000	75,000	75,000			
4.16 Monitoring of media during electoral campaign	NEC	UNDP	50,000		50,000	50,000				
4.17 Support civil society to observe the 2013 parliamentary elections.	RGB/CSOP	UNDP	143,703	143,703		143,703				
Subtotal			3,543,503	1,567,503	1,976,000	1,245,703	439,200	745,200	424,200	689,200

Budget summary

Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Total per output	One UN & Cost Sharing	UNDP&UNW
Output 1: National and local institutions have improved capacity for research, generation and utilization of disaggregated data for participatory and evidence-based legislation, policy formulation and planning at all levels.	352,244	150,000	175,000	179,488	115,000	971,732	466,732	505,000
Output 2: Central, decentralized entities and communities have better capacity to promote community-driven development processes.	195,000	180,000	160,000	185,000	160,000	880,000	495,000	385,000
Output 3: National oversight institutions have strong capacity to promote and demand for accountability and transparency at all levels.	757,756	600,000	795,000	625,512	585,000	3,363,268	1,955,668	1,407,600
Output 4:Citizens, communities and media have capacity to participate in decision making and demand for accountability and transparency at all levels	1,245,703	439,200	745,200	424,200	689,200	3,543,503	1,423,800	1,976,000
Output 5: Implementing partners have a better capacity to manage the programme	905,000	880,000	880,000	880,000	880,000	4,425,000	1,200,000	3,225,000
Grand totals	3,455,703	2,249,200	2,755,200	2,294,200	2,429,200	13,183,503	5,684,903	7,498,600

output 5 : Implementing partners have a better capacity to manage the programme										
.1 Support to Programme Implementation Unit at RGB	RGB	UNDP	900,000	600,000	300,000	180,000	180,000	180,000	180,000	180,000
.2 Undertake programme wide capacity assessment	All IPs	One UN	25,000		25,000	25,000				
.3 Conduct capacity strengthening	All IPs	One UN	500,000	200,000	300,000	100,000	100,000	100,000	100,000	100,000
.4 PMU costs (Governance Advisor, Programme Specialist, Programme Associate) publicity, Reviews, End and Midterm valuation	UNDP	UNDP	3,000,000	400,000	2,600,000	600,000	600,000	600,000	600,000	600,000
subtotal			4,425,000	1,200,000	3,225,000	905,000	880,000	880,000	880,000	880,000
Grand totals			13,183,503	5,684,903	7,498,600	3,455,703	2,249,200	2,755,200	2,294,200	2,429,200

sub-total UNDP & UNW — 7,498,600

sub-total One UN & Cost Sharing — 5,684,903

Total — 13,183,503

Risk and Mitigation Matrix

Risk	Type and Impact	Probability	Mitigation
1.Withdrawal of Government's Political support to Governance	Political ;High: The project is built on an agenda shared by GoR and UNDP. It is difficult to see how the project can succeed without support of GoR.	Low: 'Nation Building and Accountable primary pillar of the EDPRS II.	Need for continued dialogue to ensure that this commitment remains central to the agenda.
2. Financial commitment by Government of Rwanda to commissions, organizations and institutions of good governance dwindles.	Financial; High/Medium: Our support to all institutions, regardless of the modality used, is predicated on being a partner to GoR, and augmenting GoR support (both political and financial) to facilitate operations. If this is withdrawn, or even lessened, then the impact on the project is potentially significant.	Medium: The main pressure affecting this will be the colossal challenge funding the EDPRS II. Support from development partners may diminish for economic rather than political reasons. There is also the possibility that GoR, seeing the donor support to these organizations rise, will cut its own contributions. This is unlikely given current partnership arrangements.	The partnership that underpins this project (including the shared vision) needs to be part of ongoing dialogue.
3.Country becomes politically unstable through external/regional shocks	Political ; Low Depends on 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
4. 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 could potentially be significantly reduced if corruption proved a problem.	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
5. Impact of project impeded by high staff turn-over (particularly amongst key personnel) in supported organizations	Organizational; Medium: The impact of this could be significant, particularly in the case of key personnel operating at a strategic level, and personnel operating at the grass-roots level with long institutional memory	Medium: A fact of life in all aspects of the public service in Rwanda, particularly in the wake of private sector growth	Profile of organizations of good governance will rise through project, incentivizing working with them.