RWANDA PEACE ACADEMY

United Nations Development Programme/Rwanda

PROJECT DOCUMENT

Project Title: Strengthening the Capacities of the Rwanda Peace Academy.

UNDAP/CPD Outcome(s): *Human rights, justice, and gender equality promoted and implemented at all levels.*

Expected Project Outcome(s):

a. The knowledge and skills of the military, police, prisons/correctional service and civilian personnel from the Eastern Africa Standby Force (EASF) member states in the area of conflict prevention, management, resolution and peacebuilding at the national and regional levels are enhanced.

b. The ability of the RPA to plan and identify the short and medium-term needs of the institution and what it wants to achieve in the next five years is enhanced.

c. The research capacity of the RPA is developed, one research paper and one policy document are produced, and the capacity of RPA personnel to conduct good research without external guidance is enhanced.

Expected Output:

RPA capacities to plan, conduct research, and strengthening national, regional actors in conflict prevention, conflict management, conflict resolution and peacebuilding enhanced.

Executing Entity: United Nations Development Programme

Implementing Agencies: Ministry of Defence/Rwanda Peace Academy

Brief Description

This project will consist of three components:

- Capacity building through the training of national and regional actors (military, police, and civilian personnel) in the area of peace support operations;
- Development of research capacity of the RPA through recruitment of a Senior Researcher and Strategic Advisor; and
- Development of a five-year strategic plan for the Rwanda Peace Academy.

Programme Period: 1 May 2015–31 July 2016

Key Result Area (Strategic Plan): Inclusive and Effective Democratic Governance
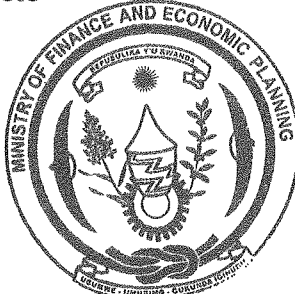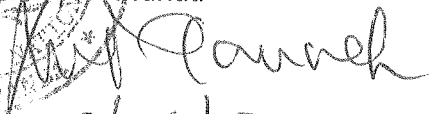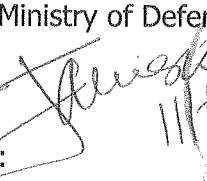
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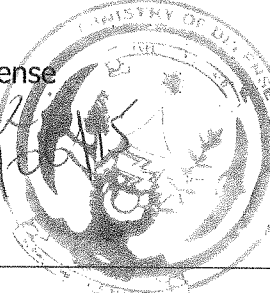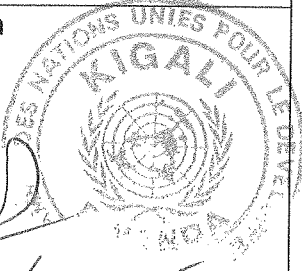
Start date: 1 May 2015
End Date   31 July 2016

PAC Meeting Date   26/05/2015
Management Arrangements: National
                                    Implementation (NIM)

Total resources required: 587,381 USD
Total allocated resources: 587,381 USD
Unfunded budget ....
- Source of funded budget
    - GoJ :   537,381 USD
    - UNDP: 50,000 USD

GoR: In-kind contribution

National Coordinating Authorities	UN Organization
Name: Amb. Claver Gatete Title: Minister Institution: MINECOFIN Signature: Date & Seal:	Name: Mr. Lamin Momodou Manneh Title: Resident Coordinator Institution: One UN Rwanda Signature: Date & Seal: 03/06/15
Name: General James Kabarebe Title: Minister Institution: Ministry of Defense Signature: Date & Seal:	Name: Mr. Auke Lootsma Title: Country Director Institution: UNDP Signature: Date & Seal 1-6-2015

ABBREVIATIONS AND ACRONYMS

APSTA	:	African Peace Support Trainers Association
ASF	:	African Standby Force
ASSET	:	Association of Security Sector Reform Education and Training
AU	:	African Union
CP	:	Country Programme
EAC	:	East African Community
EASF	:	Eastern Africa Standby Force
EDPRS	:	Economic Development and Poverty Reduction Strategy
GoJ	:	Government of Japan
GoR	:	Government of Rwanda
HACT	:	Harmonised Approach to Cash Transfer
HIV/AIDS	:	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IAPTC	:	International Association of Peacekeeping Training Centres
IT	:	Information Technology
MDGs	:	Millennium Development Goals
MINADEF	:	Ministry of Defence
MINECOFIN	:	Ministry of Finance and Economic Planning
NEX	:	National Execution
NIM	:	National Implementation Modality
PR	:	Public Relations
PSO	:	Peace Support Operations
RPA	:	Rwanda Peace Academy
RRF	:	Results and Resources Framework
SBAA	:	Standard Basic Assistance Agreement
TOR	:	Terms of Reference
UN	:	United Nations
UNDAP	:	United Nations Development Assistance Plan
UNDP	:	United Nations Development Programme

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1. SITUATION ANALYSIS

1.1 Context and Background

The Rwanda Peace Academy (RPA) is a peacekeeping training and research institution. It was established as a project in 2008 with financial support from the Government of Japan (GoJ) and the United Nations Development Programme (UNDP). The financial support was used for the construction of the training facility and purchase of furniture and IT equipment; capacity building; and public relations as well as the overall project management and administration. Currently, the RPA is recognized by the EASF as one of its regional peacekeeping training Centres. The EASF member states are; Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, and Uganda.The RPA is a member of the Association of Security Sector Reform Education and Training (ASSET). It is also a member of the International Association of Peacekeeping Training Centres (IAPTC) as well as the African Peace Support Trainers Association (APSTA). The East African Community (EAC) has designated the RPA as the peacekeeping training institution charged with the training of personnel from corrections/prison services of the EAC Partner States in the area of peace support operations.

The RPA equips the military, police and civilian personnel mainly from the EASF region with the competences and knowledge required to meet Africa's present and future complex peace and security challenges. The RPA contributes to the full operationalization of the EASF and consequently, the African Standby Force (ASF). The Academy makes its contribution by enhancing sub regional and regional capacity for conflict prevention, management, resolution and peace building by drawing on Rwanda's extensive peace building experience based on home-grown solutions and international best practices. The RPA also contributes to the development of a sub regional and regional capacity in the delivery of integrated Peace Support Operations.

Since November 2010, the RPA has conducted thirty-three (33) courses, one (1) conference, and three (3) workshops. A total of 1,088 participants (597 military officers, 148 police officers, 324 civilian officers, and 19 corrections/prisons officers) have been trained at the RPA. The limited information available to the RPA indicates that a reasonable number of participants trained by the RPA have been deployed as peacekeepers while others have been deployed in related tasks. Some of the deployed personnel have attested to the fact that the training that they received at the RPA has enhanced their performance in peacekeeping tasks and in their other related tasks particularly in the area of good governance and peacebuilding.

The RPA has also built research infrastructure of physical and electronic library. In addition, its research personnel have collected some raw data on peacekeeping that can be utilised for future research. However, the RPA research personnel lack experience and need mentoring by more experienced researchers. The RPA has also enhanced its visibility and credibility through the use of media and other communications and public relations outlets.

1.2 Lessons Learnt from the Previous Project

There are some key lessons learnt from the previous project that was also financed by the Government of Japan (GoJ) and UNDP. First, a realistic and achievable work plan is crucial for successful implementation of a project. Second, periodic monitoring, evaluation and reporting is key to successful implementation of a project. Third, collaboration and synergy among stakeholders is an important factor in any project implementation. Although the previous project was successfully implemented albeit with some delays in its implementation, the RPA still has some capacity gaps in terms of research, strategic planning, policy development, and logistical support such as transport facilities.

1.3   Project Rationale

The Government of Rwanda (GoR) is fully committed to matters of national, regional and international peace and security. The establishment of the RPA was largely informed by the fact that Rwanda offers a rich background of experiences to draw from in the area of post conflict recovery and peace building including practical case studies of homegrown solutions; the fact that Rwanda is an active contributor to regional and international peacekeeping; as well as the realization that peace and security is a prerequisite for sustainable development. One of the ways through which the GoR can contribute to national, regional and international peace and security is through the RPA.

Rwanda's commitment is in line with the UN's support for Africa finding solutions to its problems. The UNDP is committed to mainstreaming conflict sensitivity throughout its programmes and ensuring that development resources are used to reduce the likelihood of the impact of conflict on development efforts. Furthermore, all UNDP efforts are oriented towards the attainment of the Millennium Development Goals (MDGs) in which the good governance element is particularly put into consideration. The objective of good governance in Rwanda includes the maintenance of peace and security through participation in peacekeeping, and promotion of unity and reconciliation to mention but few examples.

The RPA is making a significant contribution to the enhancement of the EASF capacity through training. The participants trained at the RPA have made important contribution in the various peacekeeping missions where they have been deployed. That noted, the RPA is a young institution with a number of capacity gaps. The project will therefore enable the RPA to continue making a significant contribution in enhancing the capacity of the EASF as well as the national capacity. It will also address some of the capacity gaps in the area of training, research, strategic planning and policy development as well as the high transport costs. In so doing the project will contribute to the enhanced national and regional capacity for conflict prevention, conflict management, conflict resolution and peace building. This will in turn contribute to sustainable peace, security and development in Rwanda and in the region.

1.4   Project Outputs and Activities

Output 1: Capacities of regional and national actors in conflict prevention, conflict management and peace building enhanced

Activity Result 1: Conduct six courses with regional participants totalling to 180 military, police, and civilian personnel.

The RPA will conduct six courses in the area of peacekeeping operations. Participants will be drawn from EASF member states. South Sudan may be invited to send some participants for training. Two courses will have duration of 2 weeks each while the remaining four courses will take one week each.

Activity Result 2: Procure a Mini-bus Van (Hiace).

The RPA training facility is located 6 kilometres from Musanze, a town in Northern Rwanda about 87 Kilometres from Kigali, the capital city of Rwanda. Currently, the RPA has one big bus (30 seats) that is used for transporting course participants and sometimes facilitators/trainers from Kigali International Airport to Musanze and back. Since the RPA has no accommodation facility, course participants and some facilitators stay in commercial hotels in Musanze and have to be transported from Musanze to the RPA training facility and back on a daily basis.

Through experience, course participants and foreign facilitators do not arrive in the country on the same day or time. Because of this situation, the RPA hires a smaller mini - bus van to transport few

participants from the airport to Musanze. Furthermore, the courses usually have 30 participants each. This also means that the RPA has to hire a smaller vehicle for transporting facilitators from Musanze town to the RPA training facility and back on a daily basis during the duration of training. This is expensive. Procurement of a mini – bus van (Hiace) would therefore reduce transport costs and consequently, the training costs.

Output 2: A Five –Year (2015 – 2020) Strategic Plan for the Rwanda Peace Academy developed.

The RPA has a vision, mission, objectives, core values and a motto but these are not enough. The RPA must identify where it wants to be in the next 5 years and how it intends to get there. The RPA has also to understand clearly the environment in which it is operating, as well as the institutional strengths, weaknesses and opportunities. It must also identify its stakeholders and the resources that will enable it implement its strategies. The RPA cannot be propelled to greater heights therefore without a comprehensive forward-looking plan that can guide its planning and operations and around which its partners can be mobilised.

Output 3: Capacity of RPA to conduct research, and to plan is enhanced.

Activity Result: Recruit a Senior Researcher and Strategic Advisor to conduct one research, produce one policy paper, mentor RPA junior researcher (s) and provide strategic advice to the RPA.

Currently, the RPA has one researcher who is junior and unexperienced. The researcher has collected some raw data in the area of peacekeeping and also provided advice on the building of a research platform. Little has also been done in the area of policy development as well as strategic planning. Recruitment of a Senior Researcher and Strategic Advisor will therefore enable the RPA to come up with a research paper and policy document in the areas of peacebuilding, policy development and strategic planning. It will also enhance the capacity of the RPA personnel who will be working with him/her to conduct good research and to develop good policy papers with minimum external guidance. Building upon the achievements and capacities that the RPA acquired throughout the project, the RPA and MINADEF are exploring the possibility of the GoR covering the cost of the Senior Researcher and Strategic Advisor in the absence of further external support to further strengthen the capacity of the RPA.

1.5Strategy

Within the UNDAP 2013-2018, the project links to the **UNDAP Output 2.2.5 Enhanced mechanisms for sustainable peace consolidation, unity and reconciliation"**, through which the capacity of the RPA and its partners in the areas of conflict prevention, management, resolution and peacebuilding should be built.

Rwanda's outstanding gender–mainstreaming policy will be used as a resource for various training programmes for national and regional course participants. Gender mainstreaming will for instance be considered in the selection of participants and the type of course. Other key elements that will be mainstreamed in the programme include HIV/AIDS, human rights and social inclusion. In addition, the Project is in line with the National Capacity Building Strategy and in particular, entrenching democratic governance and the rule of law, ensuring peace and security, unity and reconciliation as well as inclusive and accountable governance.

In order for the RPA to make effective contribution, it requires financial support to enable it to contribute to the capacity building of the military, police, and civilian personnel from the EASF member states. The RPA also needs financial support to enable it to build the requisite research capacity. In addition, it requires financial support to enable it to develop a strategic plan that will give it a strategic direction for the next five years. The above outputs and activities cannot be realised without cooperation and collaboration with various stakeholders and partners.

For the sustainability of the project gains, the RPA in partnership with the Ministry of Defence will mobilise the required human and financial resources to implement the 5 year Strategic Plan for the Academy. The enhanced capacity of the RPA in research and planning will be an asset for sustaining the project gains and future programmes at RPA.

2. RESULTS AND RESOURCES FRAMEWORK

UNDAP/CPD Outcome 2. JUSTICE, GENDER EQUALITY AND HUMAN RIGHTS: Human rights, justice and gender equality promoted and implemented at all levels.

Programme Outcome 1: The knowledge and skills of the military, police, prisons/correctional service and civilian personnel from the Eastern Africa Standby Force (EASF) member states in the area of conflict prevention, management, resolution and peacebuilding at the national and regional levels are enhanced.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	ACTIVITIES	RESPONSIBLE PARTIES	INPUTS	ASSUMPTIONS
Output 1: Capacities of regional and national actors in conflict prevention, conflict management and peace building enhanced **Indicators:** - Number of regional actors trained in peace support operations. - Level of satisfaction of course participants for the quality of courses. **Baseline:** - 1,088 personnel (597 military, 148 police, 19 prison/correctional service, and 324 civilian officers). - 93% Level of satisfaction of course participants for the quality of courses. **Targets:** - 1268 military, police, prisons/correctional service, and civilian officers - 97 % level of satisfaction of course participants for quality of courses **Indicators:**	**Activity Result 1:** Conduct six courses with regional participants totalling to 180 military, police, and civilian personnel	- *MINADEF/RPA* - *UNDP* - *MINECOFIN*	*375,422 USD*	▪ Qualified and competent trainers are available within the sub-region ▪ EASF Member states avail participants in line with the training schedule.

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-Percentage of women participants in training Baseline: 25% Target: 30%				
Indicator - Level of transport cost (Transport cost reduced by 67% after procuring a mini bus van) **Baseline** -Hiring a mini bus van for a two week course: 1,540 USD -Hiring a mini bus van for a one week course: 770 USD **Target** - Vehicle hiring cost for a two – week course by using own mini bus van reduced to 508 USD and for a one – week course to 254 USD	**Activity Result 2:** Procure and maintain a mini-bus van		*51,830 USD*	▪ A firm that can supply the required vehicle is locally available.
Programme Outcome 2: The ability of the RPA to plan and identify the short and medium-term needs of the institution and what it wants to achieve in the next five years is enhanced.				
Output 2: A Five –Year (2015 – 2020) Strategic Plan for the Rwanda Peace Academy developed. **Baseline:** Zero **Indicator:** - Availability of a validated five-year (2015 -2020) Strategic Plan for the RPA. **Target:** A five – year Strategic Plan for the RPA is available	**Activity Result:** - Developing a five – year strategic plan for the Rwanda Peace Academy. **Key Action:** Procure a firm/Consultant to develop a five-year strategic plan for the RPA.	- *MINADEF/RPA* - *UNDP* - *MINECOFIN*	*35,400 USD*	▪ A competent firm/consultant with the required contextual expertise that can develop the RPA strategic plan is available at least within the sub-region
Programme Outcome 3: The research capacity of the RPA is developed, one research paper and one policy document are produced, and the capacity of RPA personnel to conduct good research without external guidance is enhanced.				

Output 3: Capacity of RPA to conduct research, and to plan is enhanced. **Indicators:** -Number of research papers and policy documents produced **Baseline:** Zero research papers and policy documents **Target (s):** - One final and validated research paper, and one policy document	**Activity Result 1:** Recruiting and monthly payment of a Senior Researcher and Strategic Advisor **Activity Actions:** -Terms of reference for a Senior Researcher and Strategic Advisor are developed and approved - The offer is advertised and the recruitment is conducted - A contract is signed with the best candidate and monthly payment is provided	- MINADEF/RPA - UNDP - MINECOFIN	56,640 USD	▪ An expert with key competencies and experience to independently conduct research, mentor junior researchers and provide strategic advice to the RPA is available at least within the sub-region.
	Activity Result 2: Conducting one research, developing one policy paper and giving written strategic advice **Activity Actions:** - Develop one research proposal and one policy outline - Produce one validated research paper and one policy paper - Give bi-monthly written strategic advice		7,540 USD	
	Activity Result 3: Procure research materials and publicise the activities of the project **Activity Actions:** - Procure text books for the library - Produce publicity materials		12,559 USD	

3.   Budget: May 2015 – July 2016

Budget Summary

Item	Unit Cost (USD)	Number of Units	Total Cost (USD)	Source of Funds
1. Output 1: Capacities of regional and national actors in conflict prevention, conflict management and peace building enhanced.				
Activity Result 1: Conduct six courses with regional participants totalling to 180 military, police, and civilian personnel.				
1.1 One-week course of 30 participants each	49,650	4	198,600	GoJ
1.2Two-week course of 30 participants each	88,411	2	176,822	GoJ
Sub- Total			**375,422**	
Activity Result 2: Procure and maintain a mini-bus van.				
1.3Purchase of a mini – bus van	40,720	1	40,720	GoJ
1.4 Insurance cost for one year	1,714	1	1,714	GoJ
1.5Fuel	467/Month (Equivalent to 400 Litres/month)	12 months	5,604	GoJ
1.6 Maintenance and service including replacement of tyres	316/Month	12 Months	3,792	GoJ
Sub- Total			**51,830**	
2. Output 2: A Five –Year (2015 – 2020) Strategic Plan for the Rwanda Peace Academy developed.				
Activity Result: Developing a five – year strategic plan for the Rwanda Peace Academy.				
2.1 Cost	30,000		30,000	UNDP
2.2 Tax (VAT)	5,400		5,400	UNDP
Sub- Total			**35,400**	
3. Output 3: Capacity of RPA to conduct research, and to plan is enhanced.				
Activity Result 1: Recruiting and monthly payment of a Senior Researcher and Strategic Advisor.				
3.1 Salary (Excluding Taxes)	4000/Month	12	48,000	GoJ (38,400) and UNDP (9,600)
3.2 Tax (VAT) on the salary (18%)	720/Month	12	8,640	GoJ
Activity Result 2: Conducting one research, developing one policy paper and giving written strategic advice.				
3.3Communication (Airtime)	70/Month	12 month	840	GoJ
3.4 Travel, Accommodation &	70/day	30 days	2,100	GoJ

Meals				
3.5 Validation Workshop		1 workshop	2,000	GoJ
3.6Local Researcher/Data Collector		1 Person	2,600	GoJ
Activity Result 3: Procure research materials and publicise the activities of the project.				
3.7 Purchase of text books	70/Book	137	9,590	GoJ
3.8 Production of Publicity materials			2,969	GoJ
Sub- Total			76,739	
4. GENERAL				
4.1 Audit Cost			5,000	UNDP
4.2 UNDP Management Fee (8% of the total budget excluding UNDP support)			42,990	GoJ
Sub- Total			47,990	
GRAND TOTAL			587,381	

4. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

4.1 Management Arrangement

The project will be run in the UNDP National Implementation Modality (NIM) with the Ministry of Defence (MINADEF) as the implementing partner. This modality will enhance the project's capacity building element and strengthen project ownership by the Government of Rwanda in line with the Paris Declaration.

4.2 United Nations Development Programme

The Government of Japan will fund the project. UNDP will thereby administer the funds of the Government of Japan and will work through existing skilled staff and in particular the UNDP Rwanda Democratic Governance and Peace Consolidation Unit as well as other institutional expertise and networks to follow up and guide the project. UNDP in collaboration with MINADEF/RPA will endeavour to mobilise further resources for the programme. UNDP will also ensure that the project inputs are contributing to the expected results. UNDP will be responsible for quality assurance for effective implementation of the project outputs.

4.3 Ministry of Defence / Rwanda Peace Academy

The implementing partner of the project is the Rwandan Ministry of Defence (MINADEF). The Ministry will provide the RPA training facility in Musanze. It will also avail skilled personnel to the project and make its expertise and network available, including in the areas of accounting, procurement and human resources. The Ministry of Defence will oversee the overall project implementation. In order to achieve effective implementation, the Ministry will provide a Liaison Officer for the project. The officer will serve as a Liaison Officer between the Ministry of Defence/RPA and UNDP. He/she will ensure timely reporting particularly on expenditure in the set format and will track project implementation progress. He/she will also ensure the daily management of the project including monitoring and reporting. The Ministry of Defence management will be accountable for effective use of availed resources and will approve the fund requests, the financial reports and progress reports. MINADEF and RPA will also ensure the project inputs are contributing to the expected results as described in the project document.

4.4 The Project Steering Committee

A Project Steering Committee will be established and will be composed of the project's partners. In the case of this project, the Steering Committee will include at least a member from MINADEF (Chair), RPA, One UN/UNDP (Co-chair), the Embassy of Japan in Rwanda, National Unity and Reconciliation Commission (NURC) and the Ministry of Finance and Economic Planning (MINECOFIN). The Steering Committee will provide guidance and direction to the project implementation process according to the established detailed work-plan monitoring tool. The terms of reference (ToRs) of the Steering Committee shall be agreed upon among the stakeholders. The Steering Committee meets on a quarterly basis preferably during the 3rd week following the end of each quarter, to approve progress reports and work plans. A technical/implementation committee will also be established comprising technical staff from MINADEF/RPA and UNDP. It will meet on a monthly basis to oversee the running of the programme activities as agreed by the Steering Committee.

4.5 Fund Disbursement

The Funds disbursement will follow UNDP NIM modality procedures, in particular the Harmonised Approach to Cash Transfer (HACT). UNDP will transfer the requested funds in local currency and in line with the approved work plans and project document. A ceiling of 80% delivery on previous advance supported with valid financial and narrative report will be required for the new request for funding to be processed. A separate bank account will be opened for the project.

4.6   Procurement

In principle, Government procurement procedures will be used. To pave the way for this, the implementing partner will integrate the programme activities in their 2015/16 revised procurement plans. It should be noted, therefore, that UN procurement methods shall only be used as a last resort and on official request by the Implementing Partner.

4.7   Asset Management

All assets and equipment acquired to support the implementation of this programme will remain the property of the United Nations for the duration of the initiative, as per UN Policy on assets management and in accordance with the agreement between UN until they are officially transferred to the Government. The Government will take necessary measures to ensure that all the assets and equipment transferred will be maintained and used properly and effectively after the programme period. The approved asset inventory shall be shared with UNDP at the end of the Project.

The decision to officially transfer these assets to the Government will be taken by the Project Steering Committee. The Implementing Partners are therefore required to keep an updated inventory of all assets purchased in the framework of the programme.

4.8.   Risk and Mitigation

- ## Risk: Funding Framework

  - : Minimum risk

The overall needs of the RPA will most likely exceed the set project framework, which is defined by its current funding.

Mitigation:
The GoR will make some contribution in kind and provide some other forms of support to cover some costs.

5. REPORTING, MONITORING AND EVALUATION

5.1   Reporting

Reporting will follow the UNDP regulations and standards and in particular the Harmonized Approach to Cash Transfer (HACT). The implementing partner will have to produce quarterly progress reports (financial and narrative) in order to enable the budgeting and transfer of funds. A mid-term report and a project completion report, including a financial report, must be submitted to the Government of Japan and the UNDP. Besides these standard reports, the project will through its PR component develop a series of innovative and modern advertising materials and produce reports on events conducted.The timeline for submitting financial and progress reports to the UNDP will be the 15th following the end of each quarter.

5.2   Monitoring and Evaluation

The UNDP Country Office and MINADEF/RPA will closely monitor the project activities. In compliance with UNDP regulations, the following will be conducted:

Audit: The project will undergo an annual NIM audit as per UNDP regulations for NIM projects. This would include a review of the effectiveness of activities undertaken in relation with the funds expended in the process of each of the activities undertaken, and represents a commitment to transparency and accountability to stakeholders in general and to donors in particular.

Quarterly and Mid Term Reviews: The project will undergo quarterly and mid-term internal reviews which assess the need for adjustment in its implementation and budget revisions where necessary.

End of Project Report: A comprehensive implementation report including a financial report shall be submitted at the end of the project. The report will among other things record the successes and failures with a focus on best practices and lessons learned as basis for future project design.

Joint Field visit: The RPA, in collaboration with partners in the programme (GoJ, One UN/UNDP, MINADEF, RPA), will organise at least 2 joint field visits for the partners to witness the implementation of the project outputs.

6. LEGAL CONTEXT AND PUBLICITY

6.1 Legal Context

The project document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Rwanda and the United Nations Development Programme signed by the parties on 2 February 1977. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

The standard procedures for accounting and financial reporting for National Execution, as provided for in Financial Regulation of the UNDP Financial Manual, will apply to this Project.

Revision of the Project. The following types of revisions may be made to this Project Document, with the signature of the UNDP Management; provided the management is assured that the other signatories of the Project Document have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes of the project document;

- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but which is caused by the rearrangements of inputs already agreed to or by cost increases due to inflation. Any revision regarding the duration of the Project, the kind of activities to be conducted and the budget realignments between the defined Outputs, shall require the approval of the GoJ, and;

- Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

- In case there is a necessity to make any revision that requires the approval by the GoJ, the UNDP will make consultations with the Embassy of Japan in advance.

As per UNDP policy on management of third party cost-sharing, UNDP furthermore calculates a general management service (GMS) fee of 8% of the total project budget minus the support provided by UNDP. The GMS will be directly deducted from the project budget by UNDP.

Interest Income and Unspent Fund. The UNDP shall handle the interest income in accordance with the Japan-UNDP Agreement on the Arrangement for the Interest Income derived from the Japan-UNDP Partnership Fund. For any unspent fund balances at the end of the Project, UNDP will consult with the Government of Japan on its use.

6.2 Publicity

The Project will take all appropriate measures to publicise the initiatives and the role of Japan and One UN/UNDP in supporting the RPA's activities. Appropriate publications for visibility will be produced and distributed to relevant stakeholders, and shall display the logos of Japan and UNDP. In addition, all related publicity materials, official notices and reports, shall acknowledge that the Project was carried out with the funding from the Government of Japan in partnership with UNDP. RPA will furthermore use various media channels including video, Facebook, Twitter, RPA website, electronic and print media to publicise the work of the RPA under this project.

7. ANNEXES

7.1   Terms of Reference for a Senior Researcher and Strategic Advisor

Position:	Senior Researcher and Strategic Advisor/ Strengthening the Capacities of the Rwanda Peace Academy
Location:	Rwanda (Nyakinama/Musanze)
Languages Required:	Fluency in English and at least working knowledge in French.
Duration of Contract:	One year
Application deadline:	30 April 2015
Starting:	1 July 2015.
Salary:	Lump sum of 4,000 USD per month (excluding taxes).

Duties and Responsibilities

The Senior Researcher and Strategic Advisor will report to the Director of Rwanda Peace Academy. He/she will undertake the following duties and responsibilities:

- Undertake research and analysis in peacekeeping, peacebuilding and security;
- Build the research capacity of the RPA personnel;
- Advise the RPA on the mainstreaming of relevant issues such as gender, human rights, HIV/AIDS, social inclusion, and environmental protection;
- Participate with the RPA management in institutional planning as well as development of policies and procedures;
- Advise the RPA on resource mobilisation and financial sustainability;
- Produce written outputs that raise the profile of the RPA;
- Establish a regional and international network of institutions, organisations and partners relevant to the RPA;
- Shall be required to produce one final and validated research paper, and one policy paper.
- Perform other job – related duties as assigned by the Director of the RPA.

Competencies

- Applied research competence and/or experience in peacekeeping and peacebuilding;
- Experience in collaborative research projects including generating of research proposals and   concept papers;
- Demonstrate sound knowledge of regional and international developments in peacekeeping and peacebuilding with a particular focus on Africa- specific challenges;
- Experience in policy formulation and facilitating policy processes including organising workshops, seminars and conferences;
- Proven ability to think and plan strategically and creatively;
- Excellent writing and communication skills in English; fluency in French will be an added advantage;
- High working capacity;
- Independent, but with excellent interpersonal, team – work and staff development skills;
- Relevant publications including academic journals;
- Working knowledge and experience in peace support operations in Africa and/or peacekeeping training institutions, extensive knowledge of their set up, structures and legal frameworks;

- Computer proficiency, including working knowledge of MS Office products (word, excel and power point

Educational Qualifications

The Senior Researcher and Strategic Advisor must have at least an advanced degree (Masters) in the relevant field (s) and five years experience applicable to the duties and responsibilities listed above.

7.2 Average Budget for a One – Week Regional Course of 30 Participants

Item	Unit	Number of units	Duration (days)	Unit Rate (USD)	Total Cost (USD)
Participants					
Air Tickets (Including visas)	Person	24	N/A	700	16,800
Accommodation	Person	30	6	70	12,600
Lunch	Person	35	6	15	3,150
Dinner Allowance	Person	30	6	15	2,700
Coffee breaks (Morning and Afternoon) including 2 bottles of water per person per day	Person	35	6	10	2,100
Sub-total					**37,350**
Trainers Expenses					
Daily Subsistence Allowance (DSA)	Person	2	6	118	1,416
Expert Allowance	Person	2	5	400	4,000
Tickets and terminal expenses		1		620	620
Sub-total					**6,036**
Opening and Closing Functions					
Opening		35		10	350
Closing		35		10	350
Sub-total					**700**

Item					
Stationery and Related Consumables					
Stationery and Printing/Photocopying Consumables		1	1	1,000	1,000
Sub-total					**1,000**
Course Preparation and Coordination Costs					
Communications/Airtime for preparation, organization and coordination of the course	Lump sum		1		570
Fuel for the bus, pickup and generator	Lump sum				715
Sub-total					**1,285**
Banners, Photographs and Certificates					
Purchase of Banners	N/A	2		142	284
Hoisting of banners	N/A	1	6	15	90
Certificates	N/A		35	3	105
Printing Photos (A4)	N/A	35		5	175
Photos (A3) Plus a Frame	N/A	3		25	75
Sub-total					**729**
Maintenance Fee for Training Facilities					
Plenary Room		1	5	100	500
Syndicate Rooms		5	5	50	1,250
Auditorium		1	2	150	300
IT Equipment		1		500	500
Sub-total					**2,550**
Grand Total					**49,650**

7.3 Average Budget for a Two – Week Regional Course of 30 Participants

Item	Unit	Number of units	Duration (days)	Unit Rate (USD)	Total Cost (USD)
Participants					
Air Tickets (Including visas)	Person	24	N/A	700	16,800
Accommodation	Person	30	13	70	27,300
Lunch	Person	35	13	15	6,825
Dinner Allowance	Person	30	13	15	5,850
Coffee breaks (Morning and Afternoon) including 2 bottles of water per person per day	Person	35	13	10	4,550
Sub-total					61,325
Trainers' Expenses					
Daily Subsistence Allowance (DSA)	Person	3	13	118	4,602
Expert Allowance	Person	3	10	400	12,000
Tickets and terminal expenses		1		1,100	1,100
Sub-total					17,702
Opening and Closing Functions					
Opening		35		10	350
Closing		35		10	350
Sub-total					700

Stationery and Related Consumables					
Stationery and Printing/Photocopying Consumables			1	1,500	1,500
Sub-total					**1,500**
Course Preparation and Coordination Costs					
Communications/Airtime for preparation, organization and coordination of the course	Lump sum		1	650	650
Fuel for the bus, pickup and generator	Lump sum			900	900
Sub-total					**1,550**
Banners, Photographs and Certificates					
Purchase of Banners	N/A	2		142	284
Hoisting of banners	N/A	1	13	15	195
Certificates	N/A		35	3	105
Printing Photos (A4)	N/A		35	5	175
Photos (A3) Plus Frame	N/A		3	25	75
Sub-total					**834**
Maintenance Fee for Training Facilities					
Plenary Room		1	10	100	1,000
Syndicate Rooms		5	10	50	2,500
Auditorium		1	2	150	300
IT Equipment		1		1,000	1,000
Sub-total					**4,800**
Grand Total					**88,411**

S/No	Name of the Course or Other Activity	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Budget(USD)
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
Output 1: Capacities of regional and national actors in conflict prevention, conflict management and peace building enhanced. **Activity Result 1:** Conduct six courses with regional participants totalling to 180 military, police, and civilian personnel. **Activity Result 2:**Procure a mini-bus van (Hiace) for transporting few course participants from Kigali to Musanze and back as well as transporting course facilitators/trainers from Musanze to the RPA training facility and back throughout the duration of training.																	
1.	International Humanitarian Law and Law of Armed Conflict		X														49,650
2.	UN/AU Staff Officers Course			X													88,411
3.	Protection of Civilians in Peace Support Operations						X										49,650
4.	UN Personnel Safety and Security								X								49,650
5.	Peace Support Operations (PSO) Logistics										X						88,411
6.	Understanding Conflict and Conflict Analysis												X				49,650
7.	Procure a mini – bus	X	X														40,720

#	Activity	1	2	3	4	5	6	7	8	9	10	11	Budget
8	Insure and provide maintenance service as well as fuel for the mini – bus van		X	X	X	X	X	X	X	X	X	X	11,110

Output2: A Five –Year (2015 – 2020) Strategic Plan for the Rwanda Peace Academy developed.
Activity Result 1: Develop a five – year strategic plan for the Rwanda Peace Academy.

#	Activity	1	2	3									Budget
9.	Procure/develop the RPA Strategic Plan for 2015-2020	X	X	X									35,400

Output 3: Capacity of RPA to conduct research, and to plan enhanced.
Activity Result 1: Recruiting and monthly payment of a Senior Researcher and Strategic Advisor
Activity Result 2: Conducting one research, developing one policy paper and giving written strategic advice
Activity Result 3: Procure research materials and publicise the activities of the project

#	Activity												Budget
10.	Recruit a Senior Researcher and Strategic Advisor and pay him/her his/her salary, taxes inclusive	X	X	X									56,640
11.	Produce one researched and validated paper							X					7,540
12.	Produce one policy paper						X						
13.	Avail written strategic advice to the RPA on a bi-monthly basis			X	X	X	X	X	X		X		
14.	Procure text books	X	X	X									9,590
15.	Publicise the activities of the Project	X	X	X	X	X	X	X	X	X	X	X	2,969

General to All Outputs

#	Activity												Budget
16	Conduct external audit										X	X	5,000

Grand Total (minus UNDP Management Fee) — **544,391**