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PROJECT DOCUMENT

Rwanda

Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Rwanda

Project Number: TBC

Implementing Partner: UNDP

Start Date: June 2020

End Date: March 2021

PAC Meeting date: TBC

Brief Description

Since the outbreak of the Covid-19 pandemic, the Government of the Republic of Rwanda has developed a national COVID-19 Preparedness and Response Plan following the guidelines and recommendations of the WHO. The goal of the plan is to enhance the country's capacity to prevent, timely detect and effectively respond to the spread of the COVID-19 pandemic in Rwanda. The total cost for the immediate scale up of operations for COVID-19 preparedness and response activities was estimated at USD 73.4 million. This, however, was for the health-related response. The Government is currently finalizing its Socio-Economic Response and Recovery and Social Protection Plans that will come at significant additional cost due to the country lockdown that has been in effect since Mid-May 2020. Rwanda was the first Sub-Saharan Africa country to go into lockdown – a move intended to rapidly mitigate against massive community spread in this small land-locked country which relies heavily on tourism and cross-border trade with its neighbours. As of 29th April 2020, Rwanda has recorded 225 cases of Covid-19, out of which 98 have recovered.

To support the Government of Rwanda in its effort to control the spread of the pandemic and address capacity gaps to timely detect and respond to the spread of the disease, UNDP in partnership with WHO have developed a joint programme to support Rwanda to effectively implement the preparedness and response activities outlined in the National plan. The joint initiative will focus on building comprehensive national preparedness and response capabilities while addressing the identified gaps. The project will also support the country to address the social and economic challenges caused by the pandemic, and which threaten to reverse the country's development gains made over the past 2 decades and undermine efforts to achieve the SDGs by 2030. Among the challenges that the country faces at this time are reduced access to food and nutrition especially by the poor, inadequate sanitation, increased unemployment due to covid-10 confinement (especially for informal workers and the poorest and most vulnerable groups including persons with disabilities and ex-combatants), sharp increases in domestic and gender-based violence, and severe financial hardship and risk of failure of SMEs and youth entrepreneurs.

In line with the UNDP Global Covid-19 response, the project interventions will contribute to the following results:

1. National Health Systems Strengthened to respond to Covid-19 pandemic
2. Enhanced inclusive and integrated crisis management and response to Covid-19
3. Addressing the human rights and socio-economic impact of COVID-19

The project will be implemented in partnership with WHO, the Ministry of Health, the Ministry of Local Government, the Rwanda Biomedical Center (RBC), the Ministry of Youth and Culture, the Rwanda Environment Management Authority, the National Commission for Human Rights and the Rwanda Correction Services. It will strengthen national capacities to respond to the threats caused by Covid-19 pandemic and mitigate the impact on social economic development and the progress toward the 2030 agenda.

Contributing Outcome (RPD):

Indicative output with gender marker:

Total resources required:	1,306,000 USD	
Total resources allocated:	UNDP TRAC:	
	Donor:	Government of Japan
	In-Kind:	

Agreed by (signatures):
UNDP
Stephen Rodriques Resident Representative of UNDP Rwanda
Date:

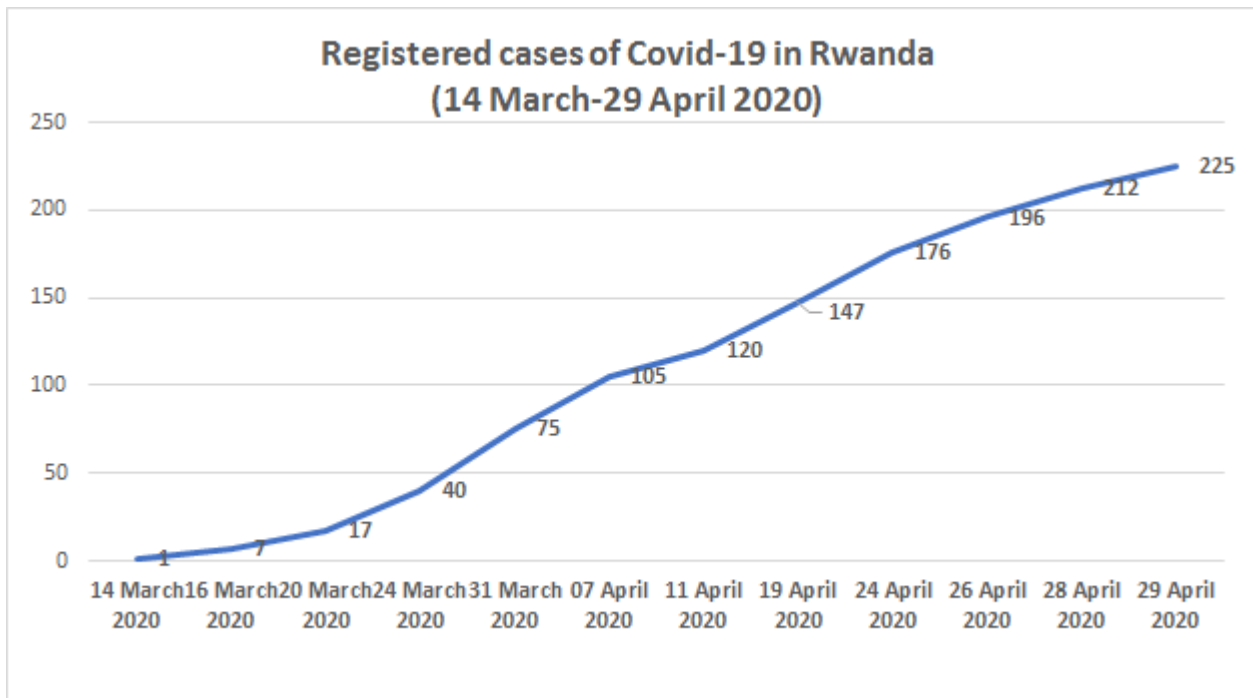
I. DEVELOPMENT CHALLENGE

1.COVID-19 has spread rapidly to almost every corner of the world. With the majority of countries in pre-surge (i.e.: small number of reported cases – bearing in mind the challenges with testing and under-reporting) and surge (i.e.: new infections rising) phase, an urgent global response across the health, development and humanitarian dimensions is needed. As a global pandemic that threatens to deepen inequalities and undo progress on sustainable development and humanitarian responses more broadly, COVID-19 is already devastating individuals, families, communities, economies and infrastructure.

2.Rwanda reported the first case of COVID-19 on 14 March 2020. Following the declaration, The Government activated the response phase of the COVID-19 preparedness and response plan to mitigate the impact of COVID-19 outbreak in the country. The National Public Health Emergency Operations Center (NPHEOC) was activated to coordinate the response efforts. The main goal of the response is to ensure prompt identification, isolation, testing and treatment of confirmed COVID-19 cases. The Government also implemented other public health and social measures including lock-down and banning public gatherings which contributed to slowing down the increase in number of cases to a level that the existing health systems could manage. When the public health and social measures are lifted, an increase in number of cases will be expected. This calls for ensuring health systems readiness through enhanced surveillance, expanded testing and improved capacity to manage confirmed cases.

3.With global data indicating a tendency for sharp acceleration in COVID 19 case numbers, Rwanda showed no exception and by April 29th, 2020, the Ministry of Health announced that the total confirmed coronavirus cases in the country was 225 cases (of whom 98 have recovered) – this is the situation approximately one month after the first case was announced in Rwanda. Since the first

case was recorded on 14 March 2020, the country has known continued rise in numbers of new cases, in particular towards the end of April 2020, as shown in the graph below:



4. The rise in new cases of Coronavirus puts more pressures on quarantine centers that do not have sufficient laboratory and Intensive Care Unit (ICU) equipment to accommodate the new wave of cases. The health system has urgent need for additional life-supporting medical equipment, laboratory equipment and other medical supplies including PPE to use in quarantine sites and during the contacts surveyance.

5. Currently, only one laboratory has the capacity to test COVID-19. Sample collection is done at multiple sites across the country including the health facilities and samples are transported to the Rwanda Biomedical Centre-National Reference Laboratory. As of 29th April, 30,095 tests had been done and the number of tests done per day has progressively increased from 300 to more than 1000. This has led to an increase in Turn Around Time from 6 hours initially to up-to 48 hours. With the lifting of the lockdown, the number of tests done is expected to increase. In view of this, the Government of Rwanda (GoR) has planned to set up 4 additional laboratories and procure 100,000 test kits. Setting up the 4 additional laboratories is estimated to cost 2,093,800 USD.

6. Confirmed cases are managed in two treatment centers with a total bed capacity of 231 beds. As of 29th April 2020, the cumulative number of confirmed cases was two hundred and twenty-five (225) of whom ninety-eight (98) have recovered and were discharged, the total number of active cases is a hundred twenty-seven (127). With the anticipated increase in the number of cases following the lifting of the public health and social measures, there is need to enhance the capacity to manage confirmed cases including severe and critical services. The ICU bed capacity in the country is 37 beds which are almost always occupied. In the treatment centers, 16 beds are reserved for ICU. The Government plans to increase the ICU bed capacity by 84 at a cost of 1,777,176 USD. Increasing the laboratory and ICU capacity also contributes to health systems strengthening since this support will go beyond COVID-19

7. The Government of Rwanda took early action. On March 18, 2020, the Rwandan Prime Minister announced a country-wide lock-down effective 20th March. This included halting all incoming commercial flights, closing of borders, and imposing extreme travel and movement restrictions within

cities and communities across the country. While these measures are deemed important to mitigate the spread of the COVID-19 pandemic, they will have immediate and longer-term impacts on the socio-economic development of the country. The impact is expected to be both more immediate and severe on those with fragile income sources – these include low-income earners, day laborers who are mainly urban informal dwellers, smallholder farmers, women, youth, rural dwellers, cross-border traders (mostly women), and persons with disabilities. Based on the preliminary socio-economic assessment done by the government for the initial two-weeks lock down alone, it is estimated that the COVID-19 pandemic has resulted in a 29% drop in FDI and a loss of 146 million USD/ 130 billion Rwandan francs in tax revenues. The government also estimates that GDP growth which was projected at over 8% in 2020 will decline to 3% or lower depending on the duration of the crisis. Current projections forecast a 60% drop in remittances. There are yet no estimates of the impact on unemployment.

8. With these negative impact on the country economy and especially the poor, there is a huge need for social protection support. While the early COVID 19 support were mostly based on the delivery of food and hygiene items, the Government of Rwanda has recently opted for cash transfers through the Savings and Credit Cooperative Organizations (SACCOs) already established at community level. This approach is not only in line with the COVID 19 prevention strategies but also it facilitates the transition to the recovery process by increasing access to finance and financial literacy at local level.

9. National data also indicates that 99.9 % of private sector companies are classified as Micro and Small enterprises with the vast majority being sole proprietorships with little income and no social security schemes. Assistance is highly needed for SMEs and cooperatives of youth, women and groups that are already vulnerable such as people with disabilities and ex-combatants.

10. Human Rights situation needs to be closely monitored during pandemic like Covid-19. However, no such support has been provided as of today, to assess human rights situation in the country during the Covid-19 crisis and beyond. An in-depth analysis of the impact of Covid-19 on human rights is required to inform policy actions to address any shortfall in the compliance of human rights commitments.

11. The prison population in Rwanda is currently around 76,000, accommodated in 13 prisons across the country. This represents a high prison population according to international standards, and this represent a high risk for the spread of Covid-19. Despite the decision of the government to release 1673 detainees from different policy stations across the country on 27 April 2020 in a bid to decongest detention facilities, the population of prisons did not change and face the risk for Covid-19 if new prisoners are brought into correction facilities. For this, the Rwanda Correction Services needs capacities quarantine newcomers and test them. They also need hygiene and protective equipment in prisons facilities. This also applies for the demobilization centers of about 2500 of ex-combatants recently repatriated from DR Congo.

12. COVID-19 related waste, especially masks and gloves used across the country and limited knowledge of citizens on how to handle this type of waste pose health and environmental risks of further spread of the pandemic and pollution. Also, gender-based violence is expected to increase under the lockdown due to the fact that members of the families are staying together 24 hours/24 hours and in several cases, sharing limited resources.

II. STRATEGY: THREE BY THREE

UNDP's offer is about safeguarding progress made on the SDGs. UNDP's programme framework is anchored in a **three-pronged approach** to support countries in responding concomitantly across

the pre-surge, surge and recovery phases, with a focus on vulnerable populations and those left farthest behind.

Prepare

- UNDP will support countries to strengthen their health systems, including by helping them procure much-needed medical supplies, use digital technologies and ensure health workers are paid.

Respond

- UNDP will support a whole-of- government and whole-of-society response by working across key sectors to slow the spread of the virus and to provide protection for vulnerable populations.

Recover

- UNDP will support countries to assess the social and economic impacts of COVID-19 and undertake take urgent recovery measures, especially for poor and marginalized groups.

UNDP's response is consistent with WHO "COVID-19 Strategic Preparedness and Response Plan" and aligned with country-specific UN responses, led by the Resident Coordinator and WHO. Building on the on-going experience from COVID-19 support in the Asia Pacific region, UNDP's experience in responding to disease outbreaks (e.g. Ebola, Zika, H1N1, SARS, MERS), and the knowledge and expert network in the respective regions, UNDP can provide support in the following **three immediate priorities**:

- 1. Health systems strengthening to respond to COVID-19;**
- 2. Inclusive and multi-sectoral crisis management and responses; and**
- 3. Addressing the Socio-Economic Impact of COVID-19**

UNDP Rwanda reprogrammed resources and mobilized internal resources to respond to COVID-19. The Health Sector was supported to purchase emergency equipment and materials (PPE), The local government was supported to provide food and non-food items to the most vulnerable, robots are under procurement to follow up of high-risk contacts, logistical support was provided to the National Police for enforcement of COVID 19 prevention mechanisms, and an assessment of the socio-economic impact of the pandemic has been conducted in partnership with other development partners and the government. Also, preliminary work on health waste management started. Guidelines for waste handling and disposal have been developed and awareness materials and plan to start collection are under discussion.

In line with the leave no one behind principle of the sustainable development agenda, priority has been given to supporting the most vulnerable. More specifically, UNDP Rwanda is working with partners to provide support to efforts in epidemiological surveillance, infection prevention and control, case management, risk communication and community engagement and socio-economic support to the most vulnerable.

III. RESULTS AND PARTNERSHIPS

1. Expected Results

In accordance with the three immediate priorities mentioned above, the project will consist of the **following three outputs.**

Output 1: National Health Systems Strengthened to adequately respond to Covid-19 pandemic
Output 1.1: Procurement services of health products including personal protective equipment (PPE) and laboratory equipment/ Provision of non-medical requirements of health sector
Output 1.2: Advisory support to governments including Ministries of Health
Output 1.3: Health waste management

UNDP's support to countries to mobilize an effective, multi-sectoral, equitable, inclusive, human rights-focused crisis response to COVID-19, is part of the wider and coordinated UN response supporting the WHO Strategic Preparedness Response Plan (SPRP). UNDP has the capacity to engage, as appropriate and when requested by affected government/s, where comparative advantage is determined, to support **resilient health systems.**

Output 1.1: Procurement services of health products including personal protective equipment (PPE) and laboratory equipment/ Provision of non-medical requirements of health sector: required for national COVID-19 responses, drawing on UNDP's procurement architecture that serves existing large-scale health programmes funded by the Global Fund and directly by governments. Procurement services with due consideration to supply-chain management include policy and technical support to enable the effective, selection, procurement, access and delivery of products needed to prevent, diagnose and treat incidents of COVID-19. Non-medical requirements are vehicles, motorbikes, bicycles, computers, communications and audio-visual equipment, generators and alternate power supplies, containers, temporary construction, stationery and office supplies.

Output 1.2: Advisory support to governments including Ministries of Health: to use existing laboratory equipment to increase diagnostic capacity for COVID-19 and for the procurement of laboratory equipment, consumables and reagents in line with Global Fund guidance and staff **reassignment of personnel on internationally supported contracts** (from global health agencies collaborating on the Global Action Plan for Healthy Lives and Well-being for All).

Output 1.3: Health waste management with the upgrading, provision, instalment of autoclaves and incinerators, and the associated training of health care workers in their use will reduce the level of exposure even if there is no evidence that direct, unprotected human contact during the handling of health care waste has resulted in the transmission of the COVID-19 virus.

Output 2: Inclusive and integrated crisis management and responses
Output 2.1: Support national and sub-national capacities for planning, coordination and crisis management
Output 2.2: Safeguarding human rights and protecting vulnerable groups
Output 2.3: Community engagement for prevention, response and social cohesion

This UNDP Policy/Programme Offer builds on UNDP's extensive work and expertise on governance, rule of law, security and human rights; early warning; disaster risk reduction, crisis management, prevention, and resilience building - applied to the COVID-19 global health emergency. This includes:

Output 2.1: Support national and sub-national capacities for planning, coordination and crisis management in areas such as:

- a. Support to national and local **multi-sectoral planning, coordination, programmatic and implementation support**, including **data/analytics for early warning and crisis management**. Special emphasis will be on supporting the non-health ministries and Government Agencies, as well as Parliaments, in the response to COVID-19.
- b. **Innovative crisis financing and fiscal measures** for the COVID-19 response across sectors and ministries, and implementation of Country Response Plans, or crisis management plans and associated financing strategies, including to mobilize resources for the response
- c. **Crisis resilience and maintenance of non-health essential services** disrupted by the required COVID-19 measures and preparing for possible scenarios at national/local level including points of entry (airport, schools, public areas);
- d. An **integrated, multi-media public information and education** offer, in line with WHO guidance which targets the general public and institutions, including local authorities. using digital solutions.

Output 2.2: Safeguarding human rights and protecting vulnerable groups:

- a. Providing policy and technical support to governments on the **human rights dimensions of public health related laws, policies and practices** adopted to prevent, control and treat incidents of COVID-19.
- b. Reduce the risk to vulnerable populations, including **prisoners, detainees and corrections officials** by providing training material on health emergency preparedness and support to contingency planning and management, as well as logistics and equipment required to address health emergencies;
- c. Training **judicial and administrative authorities** and law makers on prison/detention decongestion, e.g. increase use of bail; liberating those detained for minor offenses/administrative issues; rights-based approach to public order and protection;
- d. Support governments to work within **existing legal, community security and oversight frameworks for use of emergency powers**, including provisions for civilian oversight and ensuring any provisional arrangements are in line with international human rights standards for pandemic responses;

Output 2.3: Community engagement for prevention, response and social cohesion:

- a. **Prevention/advocacy and communication to hard-to reach areas and groups**, including the elderly, rural people, slum dwellers, migrants and mobile populations, people with disabilities, people living with HIV and ethnic minorities; mention digital
- b. Support **community engagement** in localized and inclusive response management (incl. local asset mapping and mobilization) and **promote social cohesion** in contexts of protracted refugee/displacement crises
- c. Supporting the role of **civil society organizations and the private sector (including business networks and SMEs)** in the response to COVID-19, including strategic engagement of both in disaster risk reduction, emergency preparedness, response and recovery for COVID-19; **Strengthening human-rights based approaches** to COVID19 response by working with National Human Rights Defenders and NGOs, and providing

micro-grants to CSOs especially those targeting discrimination or supporting marginalized and excluded populations.

Output 3: Addressing the human rights and socio-economic impact of COVID-19
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Output 3.1: Meso-, macro- and micro- level socio-economic impact assessments

Output 3.2: Policy and programme interventions to address the developmental impacts of COVID-19 and safeguarding progress towards the SDGs

Output 3.3: Policy and legal advisory services

UNDP focuses on **the social impact and the economic response and recovery**. Unlike the 2008 financial crisis, injecting capital in the financial sector alone is not the answer. Most fundamentally, UNDP takes a human-centered approach, especially targeting at low wage workers, small and medium enterprises, **the most vulnerable** for leaving no one behind. And that means wage support, social insurance and protection, preventing bankruptcies and job loss.

Output 3.1: Meso-, macro- and micro- level socio-economic impact assessments, with particular focus on specific sectors in accordance to country-contexts and analysis of the **gender dimensions** of COVID-19 (e.g. livelihoods, employment, access to social services) with focus on the vulnerable groups¹.

Output 3.2: Policy and programme interventions to address the developmental impacts of COVID-19 and safeguarding progress towards the SDGs; e.g. livelihoods; employment; access to basic services; social protection; fiscal stimulus packages, cash transfer schemes; etc.

Output 3.3: Policy and legal advisory services to countries to address stigma, discrimination, gender and human rights concerns in COVID-19 responses, as well as ensuring an **inclusive and rights-based approach to basic services and livelihoods**.

2. Stakeholder Engagement

UNDP's communications efforts will generate donor visibility across multiple channels. The global communication strategy for COVID-19 will be developed and disseminated throughout the target countries and regions. The Government of Japan (GOJ)'s contributions to COVID-19 will be highlighted through the most effective communications methods identified at country, regional and global levels, focusing on **Japan's strong interest to help realize human security in the field**. An additional priority will be reporting on human interest stories, which aim at highlighting and connecting the implications of UNDP's work and the contribution of GOJ with the impact on people and communities.

In agreement with GOJ, JICA, The Global Fund to Fight AIDS, Tuberculosis and Malaria, World Bank and/or UN sister agencies relevant to the themes, particularly WHO, to be identified will be engaged in the proposed activities.

UNDP Rwanda will partner with the WHO to purchase and distribute laboratory and ICU equipment and materials and will work with UNWOMEN and UNFPA on Gender-Based Violence interventions. UNDP Rwanda will implement this project with the government of Rwanda (Rwanda Correction Services, Rwanda Biomedical Center, Ministry of Local Government, Ministry of ICT and Innovation, Ministry of Youth and Culture, Rwanda Environment Management Authority, Rwanda Demobilization and Reintegration Commission and National Commission for Human Rights) NGOs and CSOs supporting people with disabilities.

¹ The vulnerable groups include healthcare workers, people in prisons and other closed settings, people over the age of 60, pregnant women, people living with disabilities and those with pre-existing health conditions that make them more vulnerable to acquiring and recovering from COVID-19, migrants and mobile populations.

IV. PROJECT MANAGEMENT

1. Cost Efficiency and Effectiveness

The project will ensure cost-efficient use of resources:

- Using the theory of change analysis to explore different options to achieve the maximum results with available resources
- Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects

2. Project Management

The whole Project will be managed from Rwanda with operational support of the relevant Regional Bureau and Japan Unit, BERA.

The Global Policy Network (GPN) will be fully utilized when appropriate and necessary.

V. RESULTS FRAMEWORK

<p>Applicable Outcome(s) from the UNDP Rwanda Country Programme Document:</p> <p>Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all</p> <p>Outcome 2: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change</p> <p>Outcome 3: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security</p>							
<p>Project title: Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Rwanda.</p>							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCES	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	June 2020-March 2021	FINAL	
Output 1: National Health Systems Strengthened to adequately respond to the Covid-19 pandemic	<i>1.1 a) Number of additional fully equipped ICU beds</i>	RBC	37	2020	10	47	Monitoring reports, Projects reports
	<i>B) Number of additional laboratory unit operational</i>	RBC	TBC	2020	1	TBC	
	<i>1.2 Tons of health waste disposed of in ec</i>	REMA quarterly and final reports	0	2020	10 tons/quarter	30 tons	Quantities to be reflected I REMA quarterly reports and final reports, field visits

	1.3 Improved data management and interpretation	Rwanda Ministry of Health Rwanda Biomedical Center, Rwanda Information Society Agency, Rwanda Utility and regulatory agency	0	2020	5 high performance computers	5 high performance computers	AI generated insights, policies influence/informed, reports generated from attained data
Output 2: Inclusive and integrated crisis management and responses	<i>2.1 Number of ex-combatants' cooperatives supported to recover from the impact of COVID-19</i>	RDRG quarterly and final reports, field visits reports	0	2020	30 cooperatives	30 cooperatives	Number of supported cooperatives to be reflected in RDRG quarterly reports and final reports, field visits
	<i>2.2 Number of young entrepreneurs supported to recover from COVID-19</i>	MYCULTURE	0	2020	40 young entrepreneurs	40 young entrepreneurs	Number of supported young entrepreneurs to be reflected in MYCULTURE quarterly reports and final report, field visits

	Number of detention facilities with appropriate equipment and facilities to stop the spread of Covid-19	RCS	0	2020	10	10	RCS report, Monitoring reports
	<i>2.3 Number of ex-combatants demobilization centers with appropriate protective equipment and materials</i>	RDRRC	0	2020	2	2	Number of supported demobilized centers to be reflected in RDRRC quarterly reports and annual report, field visit
	<i>2.4 Post COVID-19 and lockdown behaviours & adaptation identified from the social, economic, cultural & organization setup.</i>	Ministry of ICT & Innovation, Rwanda Development Board, Private sector federation, Ministry of youth & culture, Ministry of Education, Ministry of local government	0	2020	2 Districts surveyed	2 Districts surveyed	Survey report, interview guide, field visit reports, schedule of interviews & appointments secured

	2.5 Comprehensive report on new behaviours published	Rwanda Development Board, Ministry of ICT & Innovation, Private Sector Federation, Ministry of Education	0	2020	20 hard copies & online copy	20 hard copies & online copy	Field visit reports, conducted Interviews, survey report draft
	2.6 Targeted behavioural change adaptation methodologies/frameworks in place	Ministry of ICT & Innovation, Rwanda Development Board, Private sector federation	0	2020	4 adaptation frameworks	4 adaptation frameworks	Control trials, survey reports, Follow-up interview reports.
Output 3: Addressing the human rights and socio-economic impact of COVID-19	3.1 Number of poor households graduating from Ubudehe category 1 to category 2 with the project support	MINALOC	0	2020	1000	1000	Monitoring reports, progress reports
	3.2 Number of associations/cooperatives of Persons with Disabilities (PWDs) accessing financial support through cash support	CNDP/RGB	0	2020	10	10	Project report, monitoring reports
	3.3 Availability of updated data on Human right situation during Covid-19	NCHR	No	2020	Yes	Yes	Assessment Reports

									Risk: Focus on accessible areas
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VI. MONITORING AND REPORTING

UNDP will undertake monitoring and reporting on project activities in accordance with its Programme and Operations Policies and Procedures (POPP) for Project Management.

Monitoring missions will be undertaken in keeping with work plan to be developed for the project, at the planning stage.

Quarterly progress reports will be prepared, summarizing the progress of the planned activities as well as the challenges and issues to be resolved during implementation.

Final narrative report including an interim financial report will be prepared at the operational completion of the project. Final financial report will be prepared after financial closure of the project by following UNDP policy.

VII. WORK PLAN

Applicable Outcome(s) from the UNDP Rwanda Country Programme Document:				
Outcome 1: Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all				
Outcome 2: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change				
Outcome 3: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security				
Project title: Strengthening National Response to Covid-19 Pandemic				
Expected outputs	Planned activities	Descriptions of activities	Budget description	Budget amount
	Output 1: Health Systems Strengthening			
Output 1: Health Systems Strengthening	1.1 Procurement services of health equipment and products including laboratory equipment, computer equipment and personal protective equipment (PPE)	1.Support the national health system to procure additional Laboratory equipment for Covid-19 treatment centers	Purchase Laboratory equipment for the Rwanda Biomedical Center	201,000.00
		2. Provide ICU equipment for the center for Covid-19 treatment	Procure ICU equipment	190,600.00
		3. Purchase high performance computers to analyze available data from the Ministry of Health and provide predictions of the Covid-19.	Purchase computers and accessories	120,000.00
	1.2 Advisory support to governments including Ministries of Health			
	1.3 Health waste management	a. Collect, transport and dispose of face masks and gloves used in prevention of COVID-19	Purchase and distribute dustbins, hire vehicles/trucks to transport waste hire incinerators to	150,000.00

		b. Increase public awareness on collection and disposal of used masks and gloves.	burn and dispose of waste in eco-friendly way	
Subtotal for Output 1				691,600.00
Output 2: Inclusive and integrated management and responses				
Output 2: Inclusive and integrated management and responses	2.1 Support national and sub-national capacities for planning, coordination and crisis management			
	2.2 Safeguarding human rights and protecting vulnerable groups	a. Reduce the risk to vulnerable populations, including prisoners, detainees, ex-combatants and corrections officials by providing training materials on health emergency preparedness and support to contingency planning and management, as well as logistics and equipment required to address health emergencies	Provide protective equipment, thermometers, hygiene materials, build tents for isolation for prisons (100,000 USD)	80,000.00
			Provide protective equipment, thermometers, hygiene materials to ex-combatants demobilization centers (50,000 USD)	40,000.00

	2.3 Community engagement for prevention, response and social cohesion	a. Support community engagement in localized and inclusive response management (incl. local asset mapping and mobilization) and promote social cohesion	a.Support cooperatives of ex-combatants to recover from the impact of COVID-19 (USD150,000)	30,000.00
		Conduct a cross-sectoral survey to establish post COVID-19 and lockdown behaviours in different sectors in Kigali city.	Conduct a cross-sectoral survey to establish post COVID-19 and lockdown behaviours in different sectors in Kigali city.	25,000.00
		Produce a comprehensive report on emerging behaviours/post COVID-19 behaviours c. Design target specific (social/cultural/economic/organizational) behavioural change adaptation methodologies	Publish a cross sectoral report targeting changing behaviours on social, cultural, economic & organizational set-up.	5,000.00
		Strengthening human-rights based approaches to COVID19 response by working with National Human Rights Defenders and NGOs and providing micro-grants to CSOs especially those targeting discrimination or supporting marginalized and excluded populations. (TGU support to National Commission for HR?)	Assessment of the effects of Covid-19 on human rights situation in Rwanda	31,861.00
Subtotal for Output 2				211,861.00

	Output 3: Addressing the human rights and socio-economic impact of COVID-19			
Output 3: Addressing the human rights and socio-economic impact of COVID-19	3.2 Policy and programme interventions to address the developmental impacts of COVID-19 and safeguarding progress towards the SDGs	3.2: Policy and programme interventions to address the developmental impacts of COVID-19 and safeguarding progress towards the SDGs; e.g. livelihoods; employment; access to basic services; social protection; fiscal stimulus packages, cash transfer schemes; etc.	Provide lifesaving support to vulnerable populations affected by VCovid-19 pandemic (food and non-food items)	100,000.00
			Cash transfer to associations of PWDs affected by Covid-19	40,000.00
		3. Establish Toll-free helplines in Isange One Stop Centres to enable GBV victims/survivors to report incidents and receive counselling and advice/ orientation on accessing services	Procurement of equipment and expertise	60,000.00
		4. Procure PPE for IOSC personnel and clients visiting the centres	Procurement of PPE	60,000.00
Subtotal for Output 3				260,000.00
Programme budget total				1,163,461.00
DPC (4%)				46,539.00
Sub-total				1,210,000.00
GMS (8%)				96,800.00

TOTAL				1,306,800.00
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VIII. PROJECT GOVERNANCE AND MANAGEMENT ARRANGEMENT

The Project will be implemented by UNDP as Implementing Agency and the governance mechanism of the Project is defined as below.

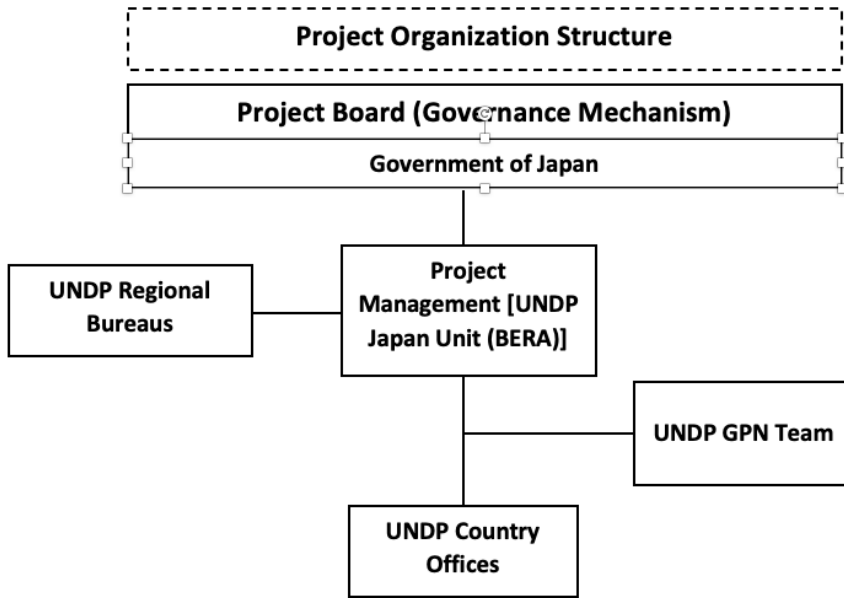
The strategic decisions proposed in this project document will be undertaken by the Project Board. The formulation, and roles and responsibilities of the Project Board include the following:

The overall accountability of the Project lies with UNDP Regional Director for Africa, who will be supported by the team in UNDP Regional Bureau for Africa, the GPN and Japan Unit, BERA in New York. UNDP Regional Bureau for Africa HQ will oversee the consolidated implementation support of the Project, specifically;

At country level, the project will be implemented under the oversight of the UNDP Resident Representative, and the project will jointly be implemented with UNWOMEN, UNFPA and WHO. A steering Committee will be established with a representation of implementing partners of each of the agencies. The National Implementation Modality will be applied.

UNDP, as the responsible body for the management of the project, will oversee all technical aspects of planning and implementing activities, fostering quality assurance, managing operational activities including procurement, finance, and human resources dedicated to the project, while ensuring that operations adhere to UNDP ethics and accountability policies, principles and standards while enabling fast implementation within the given timeline within the range where UNDP can manage.

The financial contribution from the Government of Japan will be utilized in accordance with the budget stated in this project document under UNDP's Financial Rules and Regulations. UNDP will promptly inform the Government of Japan in case that major revisions on the project budget and activities are required, responding to unforeseen circumstances.



IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the UNSMS.

2. Risk Analysis is provided in Risk Log below.
3. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the

responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the

activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.