UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Rwanda

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Project Title: Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda
Project Number: 00114606/00112561
Implementing Partner: RGB, CSOs
Start Date: 01/10/2018 End Date: 30/06/2023   **PAC Meeting date:** Sept 20th, 2018

Brief Description
While much has been achieved through increased citizens participation in development processes in many thematic areas that were targeted by the previous programme "Strengthening Civil Society Organizations (CSO) for Responsive and Accountable Governance in Rwanda", the level of CSOs capacity for policy advocacy is still limited. In addition, most CSOs still face financial, human resource and sustainability challenges that limit their capacity to influence policies and strategies and to hold the state accountable. People with disability and other vulnerable or marginalised groups including SGBV victims, unemployed women, and the youth are most exposed to shocks and their vulnerability limits their full participation in decision making processes. Strengthened CSOs will play a key role in advocating for more inclusion of those marginalised groups for their engagement in development processes and decision making.
The new CSO strengthening programme will build on the achievements of the previous programme by 1) strengthening capacities of CSOs in various areas, with a special focus on capacities to mobilize resources and build meaningful partnerships; 2) strengthening engagement of CSOs in policy dialogue and advocacy; and 3) reinforcing a conducive institutional environment to enable CSOs to effectively deliver on their mandates.
In order to achieve this, a meaningful and targeted capacity building strategy with implementation plan will be designed and rolled out to strengthen CSOs capacities in various areas of challenge both at macro level- legal and policy framework as well across the three areas of focus for CSOS being advocacy, capacity development and representation. This plan will among others be informed by the capacity development plan to be developed by the Rwanda Civil Society Platform focussing on individual CSOs, umbrella CSOs and The Rwanda Civil Society Platform. A specific focus will be placed on skills to mobilize resources and to form and sustain meaningful partnerships, as this has been identified as a priority weakness amongst CSOs in Rwanda to be addressed with urgency. Independent research and assessments will be conducted to inform planning, and policy making in relation to national development and good governance. Based on these research and assessments, the program will support the dissemination of findings and support conducting policy dialogues with the aim of engaging all key stakeholders in issues relevant to the wellbeing of the people both in terms of development as well as participation and inclusion in public processes as well as further promoting accountability. Micro-grants will be provided to CSOs for implementing projects in 10 thematic areas. The programme will also develop a virtual space in the form of a "One Stop Portal" to facilitate interaction as well as access to information. The ongoing work on the policy framework regulating the CSO landscape in Rwanda will be further supported.
The Rwanda Governance Board (RGB) will be supported to fulfil its mandate of strengthening the capacities of CSOs. Throughout the programme, Gender Equality and Human Rights will be mainstreamed in all activities of the programme. Innovative opportunities will be explored and implemented to build a strong community of CSOs in Rwanda which is empowered to be the voice of the voiceless and a strong advocate for the achievement of the SDGs with the full participation of the people in Rwanda.

Contributing UNDAP/CPD Outcomes:		

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Outcome 6: "By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services."
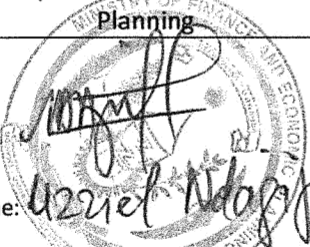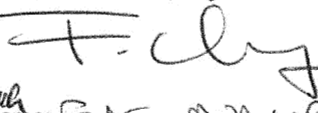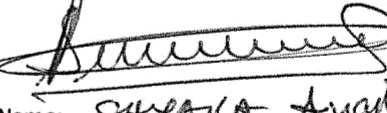
Indicative Output(s):

Output 1: CSOs have required capacities to increase public participation and angagement including in development and democratic processes
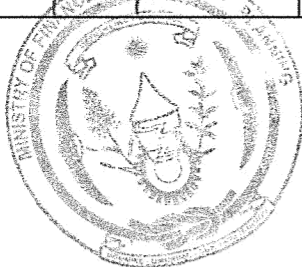
Output 2: An enabling institutional environment is created for CSOs to effectively deliver on their mandates

Output 3: Project management and oversight strengthened

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

Agreed by (signatures):

Government Ministry of Finance and Economic Planning	United Nations Development Programme	Implementing Partner Rwanda Governance Board
Name: Uzziel Ndagijimana	UNDP RESIDENT REPRESENTATIVE Name: FODE NDIAYE	CEO /RGB Name: SHYAKA Anastase
Date: 06/11/2018	Date: 5/11/2018	Date: 15/10/2018

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I.   DEVELOPMENT CHALLENGE

Background

Since the 1994 Genocide against the Tutsi, Rwanda has been on a steady road to social and economic development. The country has sustained an average economic growth of 8 percent and poverty rate has dropped from 44.9% in 2010/2011 to 39.1% in 2013/14.[1] This development performance has been derived from sustained growth across all sectors of the economy.

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

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

Civil Society Organizations: Significance and challenges

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

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

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

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

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

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[1] EICV 3 (2010/2011) and EICV 4 (2013/2014)
[2] Rwanda Common Country Analysis 2017, pp 3.
[3] Citizen Report Card CRC 2017
[4] Citizen Report card 2017
[5] For example in the Millennium Challenge Corporation (MCC) 2011 Score Card for Rwanda, "voice and accountability" is one of the very few aspects that scored below the median.
[6] Civil Society Development Barometer (CSDB) 2015
[7] Civil Society Development Barometer (CSDB) 2015

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

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

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

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

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

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

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[8] Rwanda Common Country Analysis 2017 pp.14

Lessons from previous interventions

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

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

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

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

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

II.   STRATEGY

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

Sustaining recorded gains around CSO strengthening in Rwanda

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

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

Strategic principles

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

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

The first element focuses on facilitating national and community participation in democratic and development processes, including people living with disability, youth and women as well as groups which require special attention due to their economic or social status. The programme will contribute to the strengthening of civil society to enable them to adequately represent the voice of the people of Rwanda in policy and decision making. In addition to the direct support to CSOs[9], through research and policy dialogue, it will also support relevant governance stakeholders, the media, the civil society, research institutes, think tanks and academia to ensure that duty bearers respond to the needs of the people in an efficient and timely manner and rights holders are empowered to contribute to public processes also. Involvement of national and local stakeholders will be considered not only for inclusion purposes but also for reinforced accountability mechanisms.

Stronger and inclusive national ownership

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

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

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

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

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

<u>**UN principles**</u>

The programme will also follow UN programming principles:

✓ **Leaving No One Behind**

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

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

✓ **Human Rights, Gender Equality and Women's Empowerment**

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

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

✓ **Sustainability and Resilience**

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

✓ **Accountability**

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

Alignment with national priorities

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

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

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

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

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

Theory of Change and Problem Tree

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

2030 Impact

Ensuring responsive, inclusive, participatory and representative decision-making at all levels (SDG16)

Expected Outcomes

Strengthened Civil Society Organizations for Responsive and Accountable Governance in Rwanda

Outputs

Strengthened capacities of CSOs in various areas, with a special focus on capacities to mobilize resources and build meaningful partnerships **(CAPACITIES)**

Strengthened engagement of CSOs in policy dialogue and advocacy **(VOICE)**

Reinforced conducive institutional environment to enable CSOs to effectively deliver on their mandates **(CONDUCIVE ENVIRONMENT)**

Problems

Low level of citizen participation in development and democratic processes

Limited human and institutional capacity of CSOs to represent the voice of all and hold government accountable

Immediate Causes

Low level of people's satisfaction with participation in government programmes (58.9%)

Citizens are not adequately involved in public/democratic processes

Limited participation of women, youth and PWD in decision making

Citizens limited awareness of rights and obligations

Social stereotypes

Gender stereotypes

Limited access to information

Limited capacities of CSOs to engage the state (64.2%)

Limited capacities of CSOs to engage the private sector (64.2%)

Weak private sector-civil society relations (48.4%)

Limited citizen participation in CSOs (40.10%)

Inexistence of policy framework for CSOs

Limited CSOs technical and financial resources

Limited capacities of CSOs to mobilize resources and form partnerships

CSOs heavy dependency on donor funding

Limited capacities of CSOs to conduct research and analyze policy

Root causes

Poverty

Collapse of institutions, systems, structures and human capacity after the 1994 genocide against the Tutsi

Mindset

Results and Partnerships

Expected Results

The programme is expecting results in 3 main areas:

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

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

- **Output 1**: CSOs have required capacities to increase public participation and engagement including in development and democratic processes[10]
- **Output 2:** An enabling institutional environment is created for CSOs to effectively deliver on their mandates
- **Output 3:** Project management and oversight strengthened

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

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

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[10]   Adapted from CPD Output 4.1

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

- Independent **research and assessments** will be conducted to inform planning, and policy making in relation to national development and good governance. A gender audit of CSOs will also be conducted. Based on these research and assessments, the program will support the dissemination of findings and conduct **policy dialogues** with the aim of engaging all key stakeholders in public processes and further promote accountability and transparency at institutional level and beyond. Considering Rwandas strong commitment to SDGs particularly their pilot role in SDG16, research and assessments will be supported to further promote the role of CSOs in the implementation of the global agenda both in terms of implementation as well as accountability. (contributes to VOICE and CAPACITIES).

- **Micro-grants** will be provided to CSOs for implementing projects under the following thematic areas:
    - Human rights and gender equality
    - Family cohesion, child protection, anti-SGBV & child abuse
    - Legal aid and mediation
    - Civic education and voter's education
    - Social protection and public health
    - Citizen participation, accountability and service delivery
    - Cooperatives development, youth, employment and culture promotion
    - Capacity building of organisations, including the media sector
    - Protection of the environment for green growth and climate resilience
    - Extension services in Agriculture and Livestock

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

- The programme will develop a virtual space in the form of a **"One Stop Portal"** to facilitate interaction as well as access to information. The portal centre will 1) provide information regarding resource mobilisation opportunities including open calls for proposals, donor intelligence, etc.); 2) facilitate knowledge sharing on past CSO interventions including success stories, photo gallery and video, and 3) act as a learning resource center (contributes to INSTITUTIONAL ENVIRONMENT and CAPACITIES and VOICE)

- The ongoing work on the **policy framework** regulating the CSO landscape in Rwanda will be further supported (contributes to INSTITUTIONAL ENVIRONMENT)

- As main implementing partner on the programme, RGB will benefit from continued support and institutional capacity strengthening to deliver effectively on their mandate (contributes to INSTITUTIONAL ENVIRONMENT)

- UNDP, leveraging its role as a convenor of development partners, will seek to bring Development Partners together to **coordinate** support to CSOs drawing on the findings and recommendations of the CSO capacity assessment (contributes to INSTITUTIONAL ENVIRONMENT).

- UNDP will also strengthen engagement with major CSO platforms, including the RCSP and RENGOF, to identify critical support needs and help mobilise the support/resources/partnerships needed to strengthen these institutions and the broader CSO community (contributes to INSTITUTIONAL ENVIRONMENT).

Key changes expected at the end of the project

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

- CSOs have required capacities to increase public participation and engagement including in development and democratic processes[11]
- An enabling institutional environment is created for CSOs to effectively deliver on their mandates

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

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

Resources Required to Achieve the Expected Results

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

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

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

Partnerships

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

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[11] Adapted from CPD Output 4.1

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

Stakeholder Engagement

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

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

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

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

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

South-South and Triangular Cooperation (SSC/TrC)

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

Knowledge and Innovation

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

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

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

Sustainability and Scaling Up

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

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

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

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

Risks and Assumptions

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

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

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

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

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

III.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

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

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

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

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

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

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

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

Project Management

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

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

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

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

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

Results Framework

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

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

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

Indicator 4.1: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
Baseline: 77.01% (CRC 2016)
Target: 85%

Indicator 4.2: Percentage of people satisfied with access to public information
Baseline: 78.21% (RGS 2016)
Target: 84%

Indicator 4.3: Citizen satisfaction with quality of service delivery.
Baseline: 70.9% (CRC 2017)
Target: 80%

Citizen satisfaction regarding participation in planning, disaggregated by gender and age
Baseline: 47.7% (CRC 2017)
Target: 80 %

Vibrancy of CSO in policy formulation (RCSDB)
Baseline: 67.3% (RGS 2017)
Target: 80%

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

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

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

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

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

IV. MONITORING AND EVALUATION

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

Monitoring Plan

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

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

Evaluation Plan

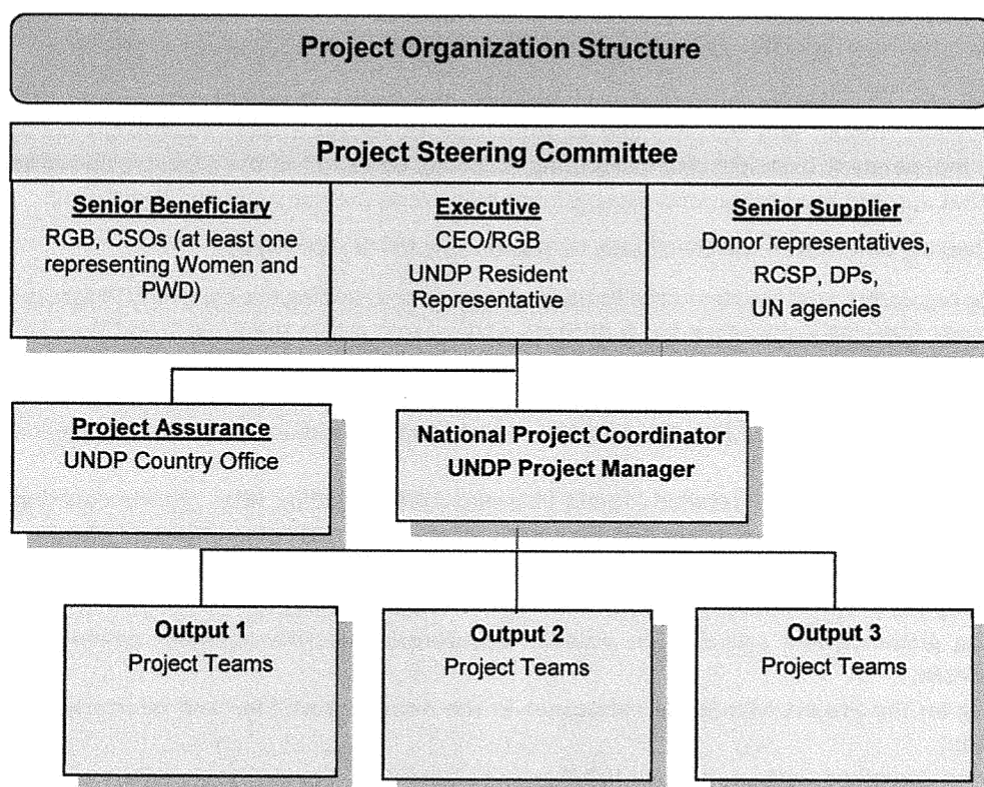| Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	One-UN partners, RGB, CSO grantees			06/2021	One-UN partners, RGB, CSO grantees	30,000 - TRAC
Final Evaluation	One-UN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

V. MULTI-YEAR WORK PLAN

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	Funding Source	TRAC	To be mobilized
		Y1	Y2	Y3	Y4	Y5				
Output 1: CSOs have required capacities to increase public participation and engagement including in development and democratic processes	1.1 Organize targeted capacity building trainings for CSOs (at least 4 per year)	55,000	55,000	55,000	55,000	55,000	RGB/UNDP	UNDP	275,000	-
	1.2 Conduct Gender Audit of CSOs in Rwanda	-	50,000	-	-	-	RGB/UNDP	UNDP	50,000	-
	1.2 Provide small grants to CSO projects on family cohesion, child protection, anti-SGBV and child abuse (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.3 Provide small grants to CSO projects on civic education and voter's education (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	240,000	210,000
	1.4 Provide small grants to CSO projects on social protection and public health (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	210,000	240,000
	1.5 Provide small grants to CSO projects on citizen participation, accountability and service delivery (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.6 Provide small grants to CSO projects on cooperatives development, youth, employment and culture promotion (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.7 Provide small grants to CSO projects on protection of the environment for green growth and climate resilience (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.8 Provide small grants to CSO projects on services in agriculture and livestock (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.9 Provide small grants to CSO projects on media/access to information (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	270,000	180,000
	1.10 Provide small grants to CSO projects on human rights and gender (includes people with disability) (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	UNDP	UNDP, GoR, Other	240,000	210,000
	1.11 Provide small grants to CSO projects on legal aid and mediation (at least 3 per year)	90,000	90,000	90,000	90,000	90,000	RGB/UNDP	UNDP, GoR, Other	240,000	210,000
	1.12 Monitoring and Communication	40,000	40,000	40,000	40,000	40,000	RGB/UNDP	UNDP	200,000	-
	Sub-Total for Output 1									5,025,000

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

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Organization Structure

Project Steering Committee		
Senior Beneficiary RGB, CSOs (at least one representing Women and PWD)	**Executive** CEO/RGB UNDP Resident Representative	**Senior Supplier** Donor representatives, RCSP, DPs, UN agencies

Project Assurance UNDP Country Office	**National Project Coordinator** **UNDP Project Manager**

Output 1 Project Teams	**Output 2** Project Teams	**Output 3** Project Teams

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

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

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

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

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

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

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

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

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

VII.   LEGAL CONTEXT AND RISK MANAGEMENT

IX.1. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and UNDP, signed on 02/02/1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

IX.2. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
    a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
    b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Programme Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Programme Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partners shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

I.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Steering Committee Terms of Reference and TORs of key management positions**

6. **On-granting Clause**

Design & Appraisal Stage Quality Assurance Report

Form Status: Approved	
Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00117198
Portfolio/Project Title:	Strengthening CSOs
Portfolio/Project Date:	2019-01-01 / 2023-06-30

Strategic   **Quality Rating: Exemplary**

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

⦿ 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

◯ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

◯ 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence: The project has a well-elaborated theory of change, specifying how the expected change will be attained (see attachment).

List of Uploaded Documents

#	File Name		Modified By	Modified On
1	CSO_TheoryofChange_2083_101		gertie.steukers@undp.org	10/31/2019 9:33:00 AM

2. Is the project aligned with the UNDP Strategic Plan?

◯ 3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. (all must be true)

⦿ 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

◯ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option

if none of the relevant SP indicators are included in the RRF.

Evidence: Areas of alignment: eradicate poverty in all its forms and dimensions, and accelerate structural transformations for sustainable development. Signature solution: strengthen effective, inclusive and accountable governance.

List of Uploaded Documents

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No documents available.

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

◉ Yes
◯ No

Evidence: The project is aligned to the CPD/UNDAF outputs, and activities are part of the joint workplan of the UN Results Groups on Transformational Governance.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

Relevant

4. Do the project target groups leave furthest behind?

- ◉ 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- ◯ 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- ◯ 1: The target groups are not clearly specified.

Evidence: The project focuses on strengthening capacities of CSOs to advocate for their communities, including the most marginalized. Through the micro-grant programme there is a deliberate focus on persons with disabilities, women, youth, and the poorest districts of Rwanda.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

○ 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

○ 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

○ 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence: Yes, the project builds on lessons learnt during the implementation of the first phase of the project, and the evaluation of this project. There is a specific section in the project document outlining these lessons.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

○ 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

○ 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed

engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

○ 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence: Other DPs in Rwanda engage with civil society, however due to corporate requirements they cannot always reach the smaller community based CSOs. This UNDP CSO project's primary focus is therefore on strengthening capacities of these community based CSOs. In this regard, UNDP and other DPs complement each other when it comes to supporting civil society in Rwanda.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

Principled   **Quality Rating: H**

7. Does the project apply a human rights-based approach?

◉ 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

○ 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

○ 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence: Human rights is a key focus area of the programme and HRBA is mainstreamed in all the activities of the programme. The programme supports efforts that prevent all forms of inequalities and exclusion, in particular inequalities based on sex, disability, age or geographic location. Through this programme, UNDP also supports the domestication of the International Convention on the Rights of Persons with Disabilities

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

8. Does the project use gender analysis in the project design?

◉ 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

○ 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

○ 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence: Gender concerns are taken into account throughout the programme. The results framework includes specific activities on gender, and gender is a cross-cutting issue throughout the implementation framework. In addition, the programme builds on the CCA's gender analysis that portrayed key gender related issues and explained immediate,

underlying and root causes; it is also informed by the UN Gender Strategy.

List of Uploaded Documents

#	File Name	Modified B

No documents available.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

○ 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

◉ 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

○ 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence: SESP has been duly carried out and is signed by relevant authorities. The project activities have no adverse impact on the environment. In the micro-grant programme, it has been emphasized that CSOs need to consider environmental impact as a crosscutting issue throughout the implementation of their projects. In addition, Climate change and environmental protection is also one of the 11 thematic areas of the micro-grant programme.

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No documents available.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

- ◉ Yes
- ○ No
- ○ SESP not required because project consists solely of (Select all exemption criteria that apply)

- ☐ 1: Preparation and dissemination of reports, documents and communication materials
- ☐ 2: Organization of an event, workshop, training
- ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences
- ☐ 4: Partnership coordination (including UN coordination) and management of networks
- ☐ 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- ☐ 6: UNDP acting as Administrative Agent

Evidence: The SESP was duly carried out and approved by project stakeholders.

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	PPM_SocialandEnvironmentalScreeningChecklist_CSO_2083_110	Low	Human Rights	Final	gertie.steukers@undp.org	10/31/2019 9:47:00 AM

Management & Monitoring

11. Does the project have a strong results framework?

◉ 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)

○ 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)

○ 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence: The Results Framework is clear and contains indicators and targets that allow to measure progress against expected results.

List of Uploaded Documents

#	File Name	Modified By	Modified On

| 1 | CSO_ResultsFramework_2083_111 | gertie.steukers@undp.org | 10/31/2019 10:26:00 AM |

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

⦿ 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

○ 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)

○ 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence: Section on implementation and management arrangement is clearly defined. The TORs of the project board
are part of the project document and define the role and responsibilities of the board members.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

○ 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

◉ 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

○ 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence: A risk analysis was done and is annexed to the programme document

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	CSO_RiskLog_2083_113	gertie.steukers@undp.org	10/31/2019 10:30:00 AM

Efficient   **Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:
i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
iii) Through joint operations (e.g., monitoring or procurement) with other partners.
iv) Sharing resources or coordinating delivery with other projects.
v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

◉ Yes

○ No

Evidence: A section on Cost Efficiency and Effectiveness is elaborated in the project document. Resource efficiency is considered in the project, for example, some of the project staff (coordinator, accountant, driver etc) at the level of the IP is shared between two UNDP governance projects. This also helps to create synergies between the two projects.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

15. Is the budget justified and supported with valid estimates?

⦿ 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

○ 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

○ 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence: A multi-year budget at activity level is available, with realistic resource mobilization targets. Estimated costs are defined using benchmarks from similar project activities. Adequate costs for M&E and communication have been

included.

#	File Name	Modified By	Modified On

No documents available.

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

◉ 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

◯ 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

◯ 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence: All running and projects costs have been included in the budget.

List of Uploaded Documents

#	File Name	Modified By	Modified On

Effective   **Quality Rating: Highly Satisfactory**

17. Have targeted groups been engaged in the design of the project?

○ 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

● 2: Some evidence that key targeted groups have been consulted in the design of the project.

○ 1: No evidence of engagement with targeted groups during project design.

○ Not Applicable

Evidence: One of the marginalized groups strongly supported by the programme are Persons with Disabilities. This priority focus was included following prior engagement with Persons with Disabilities through the predecessor programme.

List of Uploaded Documents

#	File Name	Modified By	Modified On

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to

achieve the intended results and/or circumstances change during implementation?

◉ Yes
○ No

Evidence: Following the project's monitoring and evaluation plan, results and project interventions will be monitored regularly, allowing for flexibility and adjustments of the project plan.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

◉ Yes
○ No

Evidence: Gender concerns are taken into account throughout the programme. The results framework includes specific activities on gender, and gender is a cross-cutting issue throughout the implementation framework. In the micro-grant programme, it has been emphasized that CSOs need to consider gender equality as a crosscutting issue throughout the

implementation of their projects. In addition, Gender equality is also one of the 11 thematic areas of the micro-grant programme.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

Sustainability & National Ownership   Quality Rating: **Highly Satisfactory**

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- ⦿ 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- ○ 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- ○ 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence: The IP, RGB has been proactively engaged in the design of the project jointly with UNDP.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

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21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

◉ 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

○ 1: Capacity assessments have not been carried out.

○ Not Applicable

Evidence: The project is a capacity strengthening programme and has a clear strategy to do so. These include capacities of the IP, RGB, as well as capacities of civil society organizations and umbrellas.

List of Uploaded Documents

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No documents available.

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22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

○ Yes

○ No

○ Not Applicable

Evidence: The project will be implemented through the NIM modality. Through the IP, national systems will be used for recruitment, procurement, financial management, monitoring, etc.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

○ Yes

○ No

Evidence: A section on sustainability and scaling up is included in the prodoc. The programme will promote ownership of the interventions by national partners to ensure sustainability of the results achieved. In addition, UNDP will support RGB to institutionalise/document the programme activities such as CSO capacity assessment, capacity building training,

guidance on reporting and accounting, etc. Resource mobilization targets have been defined.

List of Uploaded Documents

#	File Name	Modified By	Modified On

No documents available.

QA Summary/LPAC Comments

After integration of minor comments and revisions, the LPAC endorsed the CSO project document and recommended it for signature.

Annex 2: SES Report

Annex 3: Risk Analysis

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

Annex 4: HACT Assessment

Annex 5: ToRs of PSC members

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

Annex 6:

On-Granting Provisions Applicable to the Implementing Partner

Whereas the Implementing Partner ("IP") has been selected by UNDP and the Government to undertake grant-making activities under the Agreement in accordance with the Project Document (Annex A), the IP agrees to be bound by the following additional provisions:

1. **Grant Award Process**

1.1 The IP shall be fully accountable for the completion of all grant making activities in accordance with its financial regulations, rules and policies, to the extent that they are consistent with UNDP's grant policies and Financial Regulations and Rules. If they are not consistent, UNDP's grant policies and Financial Regulations and Rules must be followed.

1.2 The IP shall conduct an assessment of grant recipient proposal(s) against set selection criteria established in the Project Document or in the call for proposals, and shall submit eligible grant proposal(s) to the Project Board or designated grant selection committee for consideration and final selection.

1.3 The IP shall ensure that:

   a. the grant award process is organized in a fully transparent manner that guarantees impartiality and equal treatment to all applicants;

   b. all stages of the grant award process are formally documented through standardized checklists and forms;

   c. grants are awarded in accordance with formal rules of procedure, including adequate due diligence policies and processes;

   d. the evaluation process is based solely on the established criteria for eligibility, selection and exclusion as indicated in the call for proposals;

   e. the grant recipient is duly organized and in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;

   f. all applicants are notified in writing of the grant award outcome;

   g. the grant award decision is made public within a reasonable timeframe following its issuance;

   h. grant funds are channeled transparently and effectively to grant recipients;

   i. no grant is awarded retroactively for activities already started or completed at the time of the application; and

      j.   procedures are in place (and set forth in any agreements the IP enters into with grant recipients pursuant to this Agreement) to:

         i.   recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and

        ii.   suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations.

1.4 Funding provided by the IP to any individual grant recipient shall not exceed $150,000 per individual grant and $300,000 on a cumulative basis within the same programme period.

2. Managing and Monitoring Performance of Grant Recipient(s)

2.1 The IP shall supervise and monitor the grant recipient's activities and its achievement of specified results pursuant to the grant proposal selected by the Project Board or designated grant selection committee, including the schedules set forth therein.

2.2 The IP shall measure the grant recipient's performance based on results achieved against agreed performance targets in the grant agreement. Performance shall be monitored and assessed through the progress narrative and financial reports specified in Section 3 below.

2.3 The IP shall ensure that each deliverable for which a grant recipient is responsible for achieving has an effective performance target against which the grant recipient must report periodically and which the IP will monitor through regular reporting, at least on an annual basis.

2.4 UNDP may, during the term of the Agreement, undertake various independent assurance measures (such as spot checks or audits) regarding the IP's activities that are the subject of this Agreement, including monitoring and oversight, as well as independent assurance measures of the Responsible Party (where applicable) and grant recipients' programmatic and financial activities.

3. Reporting and Audit

3.1 The IP shall have in place its own systems to assess and monitor the grant recipient's activities and use of grant funds, including reporting and audit requirements.

3.2 The IP shall ensure the timeliness and accuracy of the grant recipient's reporting in relation to the grant and shall be responsible for the management of the grant recipient's audits. The IP shall determine the frequency of audits of grant recipient(s), evaluate audit quality, and monitor audit findings and any corrective measures to ensure resolution. Notwithstanding the above, UNDP shall have the right to audit or review the IP's and the grant recipient's related books and records as it may require.

3.3   The IP shall consolidate the reporting from grant recipient(s) and submit **annual financial and narrative progress reports** to UNDP no later than 30 days after the end of the year. In the event that the IP engages a Responsible Party to undertake its grant-making obligations and responsibilities (as further described in Section 5 below), the IP shall cause the RP to consolidate the **annual financial and narrative progress reports** from grant recipient(s) and submit the aforementioned to the IP no later than 30 days after the end of the year. The IP will in turn review and submit the consolidated reports to UNDP no later than 45 days after the end of each year.

3.4   The IP shall provide progress reports ("Performance Reports") including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of each year until the activities have been completed. In the event disbursement of funds from UNDP to the IP is to be made quarterly, Performance Reports should be submitted to UNDP on a quarterly basis. The Performance Reports should include a dated certification by the IP's representative with institutional responsibility for financial reporting.

3.5   The IP shall ensure that the grant recipient(s) are audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the grant recipient(s).

4.   Responsibility of the IP

4.1   The IP shall be solely liable for claims by third parties arising from the grant recipient's acts and/or omissions in the course of performing activities under the agreement entered into with the IP pursuant to this Agreement. UNDP shall assume no responsibility for the actions of grant recipients and shall in no way be held liable for third party claims arising therefrom.

5.   Engagement of a Responsible Party to Undertake the IP's Grant-Making Responsibilities and Obligations

In the event that the IP engages a Responsible Party ("RP") to undertake its grant-making responsibilities, the IP agrees to the following additional provisions:

5.1   In selecting an RP to undertake the grant-making activities, the IP shall use the same capacity assessment process and due diligence standards applied by UNDP to assess the IP's financial and grant management skills prior to signing this Agreement.[1] The IP shall select the RP in consultation with the Project Board, as such term is defined in the Project Document, and which includes UNDP and the IP.

5.2   The IP shall sign an agreement with the RP, the terms of which shall be subject to, and construed in a manner that is fully in accordance with, all of the provisions of this Agreement. The IP shall remain responsible for the acts and omissions of the RP in relation to the on-granting activities as if they were the acts and omissions of the IP.

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[1] The UNDP Partner's Capacity Assessment tool is available here - Partner Capacity Assessment.

5.3   The IP shall ensure that all provisions, commitments and performance standards that apply to the IP in Paragraphs 1 – 3 above shall apply to the RP unless otherwise agreed by UNDP.

5.4   The IP shall ensure that each responsibility contracted to the RP has an effective performance indicator against which the RP must report periodically and which the IP will monitor through regular reporting and spot-checking, at least on an annual basis.

5.5   Funding provided by the RP to any individual grant recipient shall not exceed $60,000 per individual grant and $120,000 on a cumulative basis within the same programme period.

5.6   The disbursement of grant-making funds from UNDP to the IP shall be made quarterly and in arrears upon submission to and acceptance by UNDP of the quarterly narrative and financial reports provided in Paragraph 3.4 above.

5.7   Payments from the IP to the RP must be made as Performance-Based Payments and contingent solely upon or subject to the achievement of specific results. The RP shall self-finance all or a significant portion of the grant funds necessary to achieve the required measurable results until the pre-agreed performance measures are achieved by the RP and the grant recipients, as measured and approved by UNDP.

5.8   The IP shall ensure that the RP is audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the RP.

5.9   Any attempted or purported assignment, delegation or other transfer of obligations of the IP set forth in the above on-granting Provisions shall be void and have no effect, except with the prior written consent of UNDP.