UNDP COUNTRY COOPERATION: 2004-2008

PROJECT PROFILES

Government of Rwanda
United Nations Development Programme
UNDP COUNTRY COOPERATION: 2004-2008

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The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The Millennium Development Goals include 8 goals, 18 targets and over 40 indicators. The UN General Assembly has approved these as part of the Secretary-General’s Millennium Roadmap.

**Goal 1: Eradicate extreme poverty and hunger**
- Reduce by half the proportion of people living on less than a dollar a day
- Reduce by half the proportion of people who suffer from hunger

**Goal 2: Achieve universal primary education**
- Ensure that all boys and girls complete a full course of primary schooling

**Goal 3: Promote gender equality and empower women**
- Eliminate gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015

**Goal 4: Reduce child mortality**
- Reduce by two thirds the mortality rate among children under five

**Goal 5: Improve maternal health**
- Halve the maternal mortality ratio

**Goal 6: Combat HIV/AIDS, malaria and other diseases**
- Halve the number of people living with HIV/AIDS
- Halve the number of new infections

**Goal 7: Ensure environmental sustainability**
- Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
- Reduce by half the proportion of people without sustainable access to safe drinking water
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

**Goal 8: Develop a global partnership for development**
- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction—nationally and internationally
- Address the least developed countries’ special needs. This includes tariff- and quota-free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction
- Address the special needs of landlocked and small island developing States
- Deal comprehensively with developing countries’ debt problems through national and international measures to make debt sustainable in the long term
- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available the benefits of new technologies—especially information and communications technologies
INTRODUCTION

The Programme Environment

Genocide’s Sway

Starting in 1959, Rwanda was wracked by ethnic massacres, which culminated in the genocide of 1994, when more than 800,000 were killed in 100 days. Beyond the unimaginable human loss, not a single national institution or socio-economic resource was left untouched by the maelstrom, during which more than a million people fled the country and as much as a third of the population of 8 million was internally displaced. Most acute in the toll was the loss of professional skills, particularly so in the applied sciences, technology, public administration and management. Also felt most profoundly in the fallout was the effect of the tragedy on the national psyche—the shattering of confidence of Rwandans in each other, in their state and Government institutions and in the international community, whom Rwandans believe failed them in their hour of need.

New Order

The adoption of a new Constitution and the successful conclusion of presidential and parliamentary elections in 2003 brought to a close the post-war political transition that had been led by the Government of National Unity (GNU), set up in 1994 under the terms of the Arusha Peace Accord. The GNU made national unity and reconciliation, poverty alleviation, good governance and human resource development benchmarks of its administration.

Today, the post-genocide reconstruction and development phase is underpinned by two key policy instruments: Vision 2020, adopted by the Government in 2000, and the United Nations Millennium Development Goals (MDGs), also adopted in 2000. Vision 2020 is a holistic blueprint encapsulating the essence of the Government’s development philosophy, outlook and the sum of its policy directions. It spells out the poverty reduction strategies and specific political, social and economic steps—in infrastructure investments, technical skills development, grass-root empowerment, land reform, modernization of agriculture, etc.—that must be pursued to transform Rwanda from its current Least Developed Country (LDC) status to that of a Middle Income Country by year 2020. Likewise, the UN-sponsored MDGs delineates 10 key policy goals covering, among others, poverty reduction, universal education, and gender equality, that must be pursued by all countries—with particular emphasis on the developing countries—in order to achieve sustainable human development.

The Goal is Growth and Sustainable Development

UNDP has been a staunch partner in Rwanda’s development for decades, Vision 2020 and the MDGs, among others, are principal policy frameworks for the design of UNDP’s current Country Program support. UNDP has been a premier provider of development advice, advocacy and grant support. It has honed its expertise over the years to become an invaluable agent for aid coordination and a conduit for bringing in “best practices”, so much so that today it is considered to be “the developing countries’ development organization”.

Tapping into a vibrant in-house culture of regular assessments and branding, UNDP has been able to stay at the forefront of the promotion of the development goals of our era; from crisis prevention and recovery, democratic governance and poverty reduction to the halting of environmental degradation, control of the spread of HIV/AIDS and bridging of the digital divide. The accent is on helping countries find and share solutions to these challenges and to make a difference in people’s lives.

UNDP draws directives and priorities from the Millennium Development Goals whose lynchpin is to cut world poverty by half by 2015. The cooperation in Rwanda’s post-war and nation building priorities dovetail with the very concerns of UNDP and the expertise it has on offer.

The bulk of UNDP’s contribution in Rwanda between 1994 and 2001 went to assist the Government implement its Emergency Reintegration and Reconstruction Programme, covering the international response to the intense demands posed by the repatriation and integration of more than two million refugees, national recovery, capacity-building of institutions and democratization. UNDP draws Rwanda’s priorities in the PRSP 2002-2005 which identifies the key objectives that need to be attained for Rwanda to become a middle-income country by 2020 and in which actions are set within the overall vision of the country’s development set out in its Vision 2020.

Under the current United Nations Assistance Framework (UNDAF) and Country Cooperation Framework (CCF) 2002-2006, UNDP is focusing on Government programs that consolidate and expand recent gains—particularly in capacity-building in Government institutions, in democratization and good governance and in poverty reduction and development, with special attention to the needs of the most disadvantaged in the population.

Macharia Kamau
UNDP Resident Representative
1. **GOALS, JUSTIFICATION AND LINKAGES**
Rwanda is working hard to institutionalize democratic and representational governance—and the Rwandan Parliament has a crucial role to play in this process. As such it has a central place in Rwanda’s Vision 2020 and the PRSP. The new parliament is yet to develop into a fully institutionalized institution: the current parliament suffers from a number of constraints, the major ones being (i) weak capacity to conduct research into the bills brought before the House for debate, (ii) parliamentary work is hindered by insufficient library facilities, (iii) lack of or insufficient modern communication equipment and facilities such as computers and (iv) shortage of parliamentary staff within commissions. The current parliament has the highest proportion of women MPs in the world (48% in the lower house and 30% in the upper house) and a specific capacity-building program for them is vital.

2. **STRATEGY**
The strategic principles of the project relate to building the requisite capacity of Parliament to perform its priority functions effectively—through a relevant and efficient capacity-building programme for all relevant Parliament staff. Special emphasis will be laid on strengthening the various commissions, who play a crucial support role for parliamentary and Government decision-making. The recent increase of female parliamentarians will also require significant attention in order to make sure that these new MPs fully understand and take advantage of their roles, opportunities and responsibilities.

3. **OBJECTIVES**
- Strengthen capacities of Parliamentary Commissions in their core functional areas.
- Build capacities of Women’s Caucus in order to ensure that they can effectively represent their constituencies and carry out their oversight functions.
- Build capacities of parliamentarians on specific issues of importance such as how to ensure that the various programmes and policies are poverty sensitive, monitoring of budget execution in line with PRSP, and ensuring that cross-cutting issues such as HIV/AIDS and gender are included, etc.

4. **EXPECTED OUTPUTS**
- A comprehensive capacity-building programme designed and implemented for MPs and other parliament personnel (workshops, seminars, courses, etc.).
- Regular visits by parliamentarians to grassroots constituencies organized.
- A study visit to a neighboring parliament organized for a selected group of recent parliamentarians.
- Code of conduct elaborated for Women’s Caucus.
- Monitoring tools developed for parliamentarians on a number of key issues.

5. **STRATEGIC PARTNERSHIPS**
The Project will be co-financed by NORAD. The World Bank is providing some support to the Parliament through its multi-sector capacity-building programme, and it has been agreed that joint steering committee meetings will be held to ensure proper coordination.

6. **BUDGET US$**

<table>
<thead>
<tr>
<th>2005</th>
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</tr>
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<tbody>
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<td>150,000</td>
<td>325,000</td>
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</table>

The efficient administration of justice features prominently in Rwanda’s Vision 2020 as well as the PRSP. The Ministry of Justice has a central role to play in ensuring that the justice sector works and that it properly coordinates among the various institutions. For this to happen, the Ministry must have the requisite capacity for providing both technical support and oversight to a number of institutions.

2. **OBJECTIVES**
- Streamlining and strengthening of the administration of justice.
- Better coordination among the numerous actors in the justice area for greater efficiency.
- Strengthen the capacities of judicial personnel.
- Increase the access to justice for the poor and disadvantaged.
- Legal system updated for greater consistency.

3. **STRATEGY**
Through a combination of capacity-building exercises and technical support, MINIJUST will be supported in taking on its responsibilities in a more efficient manner. The emerging Justice Sector Strategy will form the basis for support. Key areas of responsibility for MINIJUST include coordination, oversight and monitoring, as well as direct technical support to other institutions. A key area to be developed in 2005 is access of the poor to justice and legal aid.

4. **EXPECTED OUTPUTS**
- National training program for judges and prosecutors in each of the 12 provinces designed and implemented in matters relating to their professional obligations and ethics.
- A number of court buildings rehabilitated, including the standardized provision of each justice building with basic infrastructure such as computers, desks and related materials.
- A programme of affordable or free legal advice to the poor and disadvantaged designed and implemented.
- Laws protecting the most vulnerable constituencies reviewed and updated.
- All laws brought up to date with new regulatory principles and codes of conduct.
- A structure designed and implemented for greater coordination in the justice sector.

5. **STRATEGIC PARTNERSHIPS**
There are a number of other partners involved in support of the Ministry of Justice, the more important being the EU and Belgium. A cluster group on justice has already been formed and will serve as the main coordination strategy among all partners. In terms of direct funding, UNDP will enter into a Cost Sharing Agreement with NORAD.

6. **BUDGET US$**

<table>
<thead>
<tr>
<th>2005</th>
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<th>Total</th>
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</thead>
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<td>180,000</td>
<td>170,000</td>
<td>530,000</td>
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</table>
CAPACITY-BUILDING AND PUBLIC SERVICE REFORM

### Objectives
- Improve the skills and competencies of civil servants.
- Strengthen the institutional capacity of RIAM, shaping it into a professional training institute for public servants and other national development partners, including the private sector and civil society.
- Modernize public service via new management systems.
- Enhance efficiency, accountability, transparency, and responsiveness to the needs and aspirations of Rwandans and external partners.

### Strategy
The focus is on institutional restructuring, human resource development, capacity-building, overhauling and redesigning of the job description and grading systems, and ICT development. Periodic training workshops, field tours, studies and feedback analysis are core methodologies and implementation tools. Use of expertise from both local and international consultants is a key strategy.

### Expected Outputs
1. Government institutions restructured for improved efficiency.
2. Relevant capacity-building programme for civil servants designed and implemented.
3. Comprehensive job description and new grading system designed and implemented.
4. New salary policy and scale designed and implemented.
5. Improved performance evaluation systems adopted.

### Strategic Partnerships
Partners may include the Government of the Netherlands, DFID and the World Bank.

### Budget US$

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
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<td>1,595,000</td>
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CIVIC EDUCATION FOR THE GRASS-ROOTS POPULATION

### Goals, Justification and Linkages
The Civic Education for the Grass-Roots Population project has its raison d’être directly in the National Constitution, Law Nº 03/99, of 12 March 1999, which established the National Unity and Reconciliation Commission (NURC). In its article (i) the role of the NURC is explicit: “organize and oversee national public debates aimed at promoting national unity and reconciliation of Rwandans”, among others. The NURC is committed to reaching every segment of the population to familiarize people with the objectives and strategy of sensitizing Rwandans about the Government’s policy directives on national unity and reconciliation. The same perspectives are embodied by the goals and objectives of Vision 2020.

### Objectives
- Sensitize people of Rwanda to the need for a shared vision of reconciliation and unity.
- Advocate for social transformation through attitudinal change to achieve durable national cohesion.
- Enhance the analytical capability of decision makers to address the issues of unity and reconciliation.
- Influence public policy and mobilize positive public opinion in support of social and economic change while restoring amicable relations among nationals.

### Strategic Partnerships
Strong partnerships with all other actors in the area of national unity and reconciliation: EU, USAID, NORAD, GTZ, CIDA, SIDA, SDC, Belgian Cooperation, World Bank and International NGOs.

### Budget US$

<table>
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<td>310,000</td>
<td>230,000</td>
<td>225,000</td>
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</table>
1. Goals, Justification and Linkages

Gacaca, a participatory system of justice, is a reworking of the traditional community conflict resolution system in which the whole society used to take part. The main objective of the Gacaca justice system is to eradicate the culture of impunity and reinforce respect of law in order to achieve national reconciliation and justice in Rwanda.

2. Objectives

- Speed up trials to do away with victims and suspects having to wait for years for justice to be done.
- Reduce the cost to the taxpayer for the upkeep of prisons.
- Facilitate participation of every member of the community to aid revelation of facts and truth.

3. Strategy

The proposed project will focus on the establishment of an electronic documentation system in the National Service of Gacaca Jurisdictions as the main activity. Some of the specific activities will include:

- Carrying out a feasibility study (or needs assessment).
- Procuring of equipment for information capturing, storage and retrieval (information will include both data and audio).
- Development of an appropriate electronic documentation system.
- Training of human resource to manage the systems.
- Information capturing, storage and making it available in a required format by the Gacaca courts.

The project is planned for an initial period of three years (2005-2007).

4. Expected Outputs

- A well functioning and efficient Gacaca electronic documentation system that will allow easy storage, access to information and retrieval of information, both data and audio, whenever required during and after the Gacaca trials.
- More efficient management of information during the Gacaca trials.
- Better Gacaca justice system with trials performed faster.
- A database about Gacaca jurisdictions.

5. Strategic Partnerships

Government of Rwanda through Ministry of Justice, National Service of Gacaca Jurisdictions, NORAD/UNDP.


<table>
<thead>
<tr>
<th>2005</th>
<th>2006</th>
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</thead>
<tbody>
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<td>170,000</td>
<td>90,000</td>
<td>710,000</td>
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</table>
community development.
- Improve household incomes through priority public investments at the local level.
- Impact on the national debate on and implementation of decentralization.

The above objectives will be achieved through providing direct budget support to Districts, coupled with capacity-building programs, thereby giving real meaning and purpose to their strategic planning exercises and building capacity through the responsibility of managing their own funds.

3. Strategy

The strategic principles of the projects are the following: promotion of essential principles of good governance; implementation of the PRSP through improved local governance; appropriation of this approach by local institutional partners (including local civil society and the private sector) and establishment of different partnerships.

4. Expected Outputs

- A capacity-building programme put in place at District level for the coordination and monitoring of an integrated planning process at District, Sector and Cell levels, which should lead to improved technical capacity among elected or appointed leaders and personnel in participatory strategic planning, project planning, management, monitoring and evaluation.
- A methodology and system for participatory planning put in place in order to strengthen civil society participation in the development process at the sub-national level (District, Sector and Cell).
- The establishment of a Local Development Fund (LDF) for the Sectors and Cells to finance their development plans: plans for the use of the LDF will be elaborated in a participatory manner, reflecting the community priorities. An LDF for the Districts will be financed under a World Bank project.
- Clarification of roles and relationships between the three levels of local Government.

5. Strategic Partnerships

Cooperating partners in the Capacity-building for Decentralization in Byumba Province project include the Belgian Development Cooperation, the Government of the Netherlands, Norwegian Agency for Development Cooperation (NORAD), Swedish Development Cooperation (SDC), UNCDF, UNDP and the World Bank. There are strong partnerships with other actors in the area of decentralization.

6. Budget US$

<table>
<thead>
<tr>
<th>Sector</th>
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<tr>
<td>Budget Target</td>
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<td>Location</td>
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<tr>
<td>Executing Agency</td>
<td>UNDP/MINALOC</td>
</tr>
<tr>
<td>Duration</td>
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</table>

1. Goals, Justification and Linkages

The Support to Decentralization and Democratization in Rwanda (SDDR) project, with the broad mandate to implement an overall decentralization program, has linkages with many of the MDGs and Vision 2020 goals.

The most direct link to the MDGs is the goal of reducing poverty, and the goal relating to gender equality. The first will be achieved through the creation of an efficient local administration, better able to provide social services in the communities. The second will be achieved through creating participatory practices at the grass-roots level to sensitize to gender equality demands. Pertaining to Vision 2020, the UNDP assisted intervention is relevant to and reflects two main goals (i) the creation of an efficient state administration through the honing of expertise and capacity-building among civil servants, and (ii) the development of an effective and responsive human resource base.

2. Strategic

The overall objective under the SDDR project is to underpin the Government’s Decentralization Policy. There are two phases, via entry points in the Government’s Decentralization Implementation Plans (DIP). Phase One covered 2001-2003. Phase Two covers 2004-2008. The main objective in the first phase was to assist in the actualization of the national decentralization strategy for poverty reduction via (i) support to the transfer of decision-making responsibilities from central Government to local Government and local civil society, (ii) support to boost the capacities of elected leaders and civil society, and (iii) support to the organization of the first democratic local and national elections. The next phase will focus more on decentralized structures—making local governments work. MINALOC still has an important role to play in the next phase of decentralization, most notably in the area of monitoring the process—but also in ensuring that methodologies that work in the field are standardized and disseminated country-wide.

3. Objectives

- Developing institutional capacity for coordination of activities and implementation of decentralization.
- Strengthen local government and grass-root operational capacities.
- Strengthen local government and grass-root
strategic capacities—establishing instruments for effective community participation in local government planning and management of resources.

- Strengthen the fiscal transfer system for local governments.
- Strengthen the Common Development Fund.
- Strengthen local government revenue capacities.
- Promote and support Sector Decentralization Policies.
- Improve capacity for Monitoring and Evaluation of Decentralization.
- Establish overall capacity-building programme for personnel leading the decentralization process.

4. **Expected Outputs**

- An functional National Decentralization Steering Committee (NDSC).
- Completed design and application of the coordination framework for all interventions in the decentralization process.
- Completion of sensitization campaign for all actors in the process, including wide dissemination of the related laws, regulations and policies.
- A comprehensive Monitoring and Evaluation system for the decentralization process in place and functioning.
- Design of a comprehensive capacity-building program for decentralization.
- Increased revenue collection at local government level.
- Larger and more stable financial transfers through the CDF to local governments.

5. **Strategic Partnerships**

Norway and the Netherlands are potential co-financing partners. Strong partnerships will be encouraged and developed with all other actors interested in the area of decentralization. Key among these are: the Belgian Development Cooperation, European Union, IFAD, Swedish Development Cooperation (SIDA), Swiss Development Cooperation (SDC) and World Bank.

6. **Budget US$**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Total</th>
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<td>135,100</td>
<td>1,220,000</td>
<td>601,800</td>
<td>1,955,500</td>
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</table>

**Decentralization in Umutara Province. Support to the Districts of Kahi, Kabare, Gario and Muvumba**

- Increase access to potable water.

4. **Expected Outputs**

- Improved local government capacity for planning and implementation of local development plans.
- An additional 270 hectares of land cultivated in Muvumba, Kahi and Kabare districts—with an emphasis on environmental sustainability.
- Construction of six buildings/warehouses for storage and sale of agricultural products in Districts of Muvumba, Kahi and Kabare.
- Scale-up and strengthen six Agricultural Business Associations in Muvumba, Kahi and Kabare.
- Construction of a rice processing facility/factory in Muvumba, with an capacity to treat 2000 tonnes.
- Construction of 10 wells in Kahi and Kabare districts.

5. **Strategic Partnerships**

The project is financed entirely by the Italian Government, but close linkages and cooperation will be made with the IFAD-funded projects in Umutara Province as well as with the Belgian Cooperation funded projects in Kigali-Ngali and others in neighboring Byumba Province, assisted by UNDP and World Bank.

6. **Budget US$**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Total</th>
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<td>135,100</td>
<td>1,220,000</td>
<td>601,800</td>
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Promotion of Human Rights and Capacity-Building of Judicial Personnel

<table>
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<th>Sector</th>
<th>Justice and Human Rights</th>
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<tr>
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<tr>
<td>Executing Agency</td>
<td>Ministry of Justice</td>
</tr>
<tr>
<td>Duration</td>
<td>2004-2006</td>
</tr>
</tbody>
</table>

2. Objectives
• Improve professionalism and promote stability in the judicial system by strengthening the judicial personnel’s capacity to identify and rectify injustices.
• Promote and enhance an environment that favours respect for the fundamental laws of the land, including upholding of all other guidelines and obligations that restore respect for and the application of the rule of law.
• Promote a vibrant human rights culture.

3. Strategy
Strategies being pursued are measures that dovetail with the Government’s expressed needs for training and capacity-building in the judiciary. These are priority undertakings in the bid to foster the requisite environment for the rule of law, peace and security and sustainable development.

4. Expected Outputs
• Greatly improved skills of all judicial personnel.
• Comprehensive knowledge and grasp of the principles and functioning of the Gacaca system, laws for the protection of child rights, family and succession laws, as well as laws or values against women discrimination and sexual abuse.
• Legal assistance made accessible to the poor to enhance justice.
• System and practice for progress and impact assessment in judicial reform in place.
• General and operational awareness about the national programme on imprisonment and its alternative penalties.

Sensitization and Legal Aid with Respect to Sexual and Gender-based Violence

<table>
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<th>Sector</th>
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</tr>
<tr>
<td>Duration</td>
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</table>

1. Goals, Justification and Linkages
Clinique Juridique is a legal aid clinic under the law faculty at the National University of Rwanda in Butare, which provides legal aid free of charge to indigents and trains authorities and communities on legal issues. The Sensitization and Legal Aid project supports the Clinique Juridique in nationwide sensitization of sector authorities and individual advice to communities on sexual violence against children, gender-based violence and the rights of children and women under Rwandan law in general. It will enable Clinique Juridique to provide legal assistance on a pilot basis in the most severe cases. Sexual and gender-based violence is connected with sensitivity and stigma in Rwanda, and the project seeks to achieve behavioral change through the transfer of knowledge of the law and legal assistance to individuals through individual advice and legal representation in the most severe cases.

2. Objectives
• Strengthening the rule of law and national capacity to promote and protect human rights.
• Improve access to justice for women and child victims of sexual and gender-based violence, promote the rights of women and children.

3. Strategy
One hundred and sixteen third year law students will train staff of all 1,545 sectors of the country to respond to cases of sexual and gender-based violence. Legal aid is given to victims in the most severe cases, who are identified as a result of the training in three provinces.

4. Expected Outputs
• Increased awareness of sexual violence against

5. Strategic Partnerships
The project is a joint project between UNFPA (10,000 US$), UNICEF (30,000 US$), and UNDP (35,000 US$). The three agencies contribute to the project financially according to a joint work plan. The partner is Clinique Juridique, the National University of Rwanda.

6. Budget (US$)

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<table>
<thead>
<tr>
<th>Provinces</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>45,000</td>
<td>40,000</td>
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</table>

By 2003, more than 110,000 Rwandans suspected of crimes of genocide were being held in overcrowded prisons across the country. Many had been held for as long as nine years. The decimation of the judicial system in the war had gravely crippled the judicial system’s capacity for handling such an overwhelming load of detainees. In this regard the rule of law and the respect of human rights were being compromised, a situation which the authorities considered untenable but were constrained to countenance in light of the equally important need to end impunity and mete out justice, particularly for the genocide “survivors”, (i.e. the kith and kin of the victims of the massacres). Conscious of this dilemma the policies and strategies of the new Government in the justice sector put a premium on the search for restorative justice, respect for the rule of law and protection of basic human rights—values that are now enshrined in Vision 2020.
Housing for Reconciliation, Urgent Sites and Service Schemes in Kigali

<table>
<thead>
<tr>
<th>Sector</th>
<th>Resettlement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>US$ 241,729</td>
</tr>
<tr>
<td>Location</td>
<td>Kigali</td>
</tr>
<tr>
<td>Funding Agency</td>
<td>UNDP</td>
</tr>
<tr>
<td>Executing Agency</td>
<td>Municipality of Kigali</td>
</tr>
<tr>
<td>Duration</td>
<td>1 year</td>
</tr>
</tbody>
</table>

1. **Goals, Justification and Linkages**
   - Access to clean water is a basic human right and the CCA 2000 reinforces this. This project is designed to meet the target of MDG 7, i.e. to reduce by half the proportion of people without access to safe drinking water. Under Vision 2020 every Rwandan should have access to clean potable water by 2020 as against 52% of the population in 2000. The Housing for Reconciliation, Urgent Sites and Service project, which debuted in 1998, responds to a critical demand for housing created by the displacement of thousands of inhabitants in several localities who have vacated homes they occupied on the return from exile of the rightful owners after the 1994 war and genocide. The beneficiaries are displaced persons in Kimisange and Rugarama sectors, in Gikondo and Nyamirambo Districts respectively. They are part of a total of four resettlement sites of the Housing for Reconciliation, Urgent Sites and Services Schemes, funded from a United States contribution to the UNDP Trust Fund. The water supply input is a continuation of earlier activities not completed by the close of the project in 2000. Some US$ 241,574 out of the budgeted US$ 550,000 remained and it was then recommended to use it provide water under the scheme.

2. **Objectives**
   - Provide potable water to the population of Kimisange and Rugarama.
   - Reduce the number of hours per day that women and children spend in water collection from distant sources.
   - Improve the health of the population, by eliminating water borne disease.
   - Build the capacity and management skills of CDCs and water committees through training workshops.
   - Increase awareness in health and hygiene through community-based training.

3. **Strategy**
   - The strategy adopted for the implementation of the project is working with the national water provider, ELECTROGAZ. A contract has been signed between the Kigali City Council and ELECTROGAZ for the implementation of the project. The rationale behind this approach is to allow ELECTROGAZ to increase the quantity of clean water in the Kigali water network.

4. **Expected Outputs**
   - A contractor for technical works in place.
   - Water committees established and members trained in both districts.
   - Beneficiaries trained in water management, hygiene and sanitation.
   - A functional water system provided and connected to the existing water network.

5. **Strategic Partnerships**
   - The funding agency is UNDP, the MVK is the executing agency, while technical assistance will be provided by the national power company, ELECTROGAZ.

6. **Budget US$**
   - 2004: 241,729

Resettlement and Reintegration in Gisenyi

<table>
<thead>
<tr>
<th>Sector</th>
<th>Resettlement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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</tr>
<tr>
<td>Location</td>
<td>Gisenyi (Gaseke, Kayove, Gasiza, Mutura, Kanama)</td>
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<tr>
<td>Executing Agency</td>
<td>MINALOC</td>
</tr>
<tr>
<td>Duration</td>
<td>2003-2005</td>
</tr>
</tbody>
</table>

1. **Goals, Justification and Linkages**
   - The Resettlement and Reintegration in Gisenyi project (Project 00014659) is supporting the GoR to provide shelter for 3,500 families in five resettlement sites. The beneficiaries have been removed from the endangered Gishwati Forest to residential plots in districts surrounding the forest. The initiative forms part of the solution to problems emanating from the 1994 war and genocide and is linked to the programmatic pursuit of MDG 1 and MDG 7: eradication of extreme poverty (by half) among the population living under the poverty line and the promotion of environment sustainability respectively. The productive management of land and basic infrastructure is one of the six pillars of Vision 2020, and the protection of environment is a cross-cutting theme in all UNDP-assisted programme activities.

2. **Objectives**
   - Promote self-help shelter construction.
   - Sensitize the local population on environment protection.
   - Initiate small income-generating projects among the beneficiaries.
   - Set up basic infrastructure (such as water systems, rain water catchments and rehabilitation of feeder roads) in resettlement sites.
   - Promote the use of energy-saving cooking stoves and ecological briquettes.

3. **Strategy**
   - The project is conceived to improve the living conditions of the displaced population in an environment threatened by serious degradation. The interventions directly resolve the problem of a lack of adequate shelter and therefore relieve stress on the Gishwati Forest, an endangered national heritage site. The provision of building materials and construction expertise lies at the core of this particular intervention, as is the participation of the communities who have mobilized to provide critical inputs, such as labour and construction skills.

4. **Expected Outputs**
   - 3,500 houses constructed for the needy in the five districts concerned.
   - Potable water provided through extension and rehabilitation of the existing water supply system.
   - A management unit to run the water scheme set up in all resettlement sites.
   - The use of improved cooking stoves in the five sites improved and consumption of wood reduced.
   - All five resettlement sites provided with rural energy systems.
   - Existing feeder roads rehabilitated to improve access to market.

5. **Strategic Partnerships**
   - MINALOC (the executing agency); ATEDEC (implementing NGO); local administrations and community members in Gisenyi Province and Mutura, Gasiza, Kanama, Kayove, and Gaseke Districts of Gisenyi. Project funded by NOBAD and Japan.

6. **Budget US$**
   - 2003: 607,266
   - 2004: 290,000
   - 2005: 1,252,734
   - Total: 2,060,000
Resettlement & Socioeconomic Reintegration of Displaced Families & Other Vulnerable Groups in Kibuye

1. Goals, Justification and Linkages
The resettlement of in Rusenyi District in Kibuye (project RWA/03/B06) complements the earlier and larger project RWA/01/B05 (Resettlement and Reintegration in Gisenyi), designed to accommodate communities displaced from the endangered Gishwati Forest. The project is in line with MDG 1 and MDG 7, aimed at eradicating extreme poverty (halving the number of people living in extreme poverty) and to ensure environment sustainability (reversing the loss of environmental resources). Both are goals and perspectives enshrined in Vision 2020 of the GoR.

2. Objectives
• Provide adequate and sustainable shelter for 625 families and other disadvantaged groups.
• Protect the Gishwati Forest from further destruction.
• Reduce communal tensions and promote peace and stability in the project areas, and subsequently, in the country as a whole.

3. Strategy
The provision of building materials and construction expertise lies at the core of this particular intervention. Communities have been mobilized to provide critical inputs such as labour and construction skills. Promotion of income-generating activities through setting up local stores, which can supply seeds, tools and other agricultural equipment, installment of grinding mills for women’s associations, support of income-generating micro-projects, especially for women associations, inventory of the means that exist as income resources and setting up of revolving funds to support local initiatives, etc., are all activities to be pursued in order to achieve the objectives. Others are the promotion of agricultural innovation to increase production and acquisition of technical skills for soil and water conservation.

4. Expected Outputs
• Shelter provided for 625 vulnerable families in Kibuye.
• Potable water provided through extension and rehabilitation of the existing water system and a management unit to run a sustainable water scheme set up in all sites of Rusenyi district.
• The existing forest rehabilitated and community-based environment protection activities promoted.
• Improved cooking stoves widely used in all sites.
• Food security and self-sufficiency enhanced through diversification of food crops, vegetables and fruits and improved dissemination of seeds.
• Livestock activities improved for small-scale farmers.
• Improved access to market via the rehabilitation of feeder roads.

5. Strategic Partnerships
MINALOC (executing agency), HELPAGE (implementing NGO), local administrations and community members (participants and beneficiaries) in Kibuye Province and Rusenyi District. Project funded by NORAD.

6. Budget US$  

<table>
<thead>
<tr>
<th>Sector</th>
<th>Sustainable Resettlement and Environment</th>
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<tbody>
<tr>
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<td>MINALOC</td>
</tr>
<tr>
<td>Duration</td>
<td>1 year</td>
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</table>

Lake Kivu Gas Project Environmental Assessment

1. Goals, Justification and Linkages
Lake Kivu gas is a potential energy and feedstock resource in a country that suffers deforestation and has a huge deficit in energy sources. The gas reserves are estimated at 55 billion cu m of methane and 250 billion cu m of carbon dioxide, concentrated at depths of 250 to 300m, where the gases are trapped in stratified layers. The exploitable portion of methane is estimated at 45 billion cu m. This energy must be sold at a low cost to improve the agro-industries in the rural area and to reduce the unemployment rate. In Vision 2020, 30% of the population must have access to electricity thus contributing to poverty reduction. An effective option to overcome the deficit of energy in Rwanda and supply low-cost energy to the local population is to produce electricity from methane. Almost 50 billion cu m of methane should be exploited to produce 30 MW of electricity.

Given the peculiarity of Lake Kivu’s morphology and the absence of extraction technology of gas from water, it is imperative to assess the potential impact of large-scale exploitation and recommend mitigation measures.

2. Objectives
• Assess the impact of the project on the environment, especially on the stability of Lake Kivu, and recommend mitigation measures.
• Compare the status of the lake with and without the project, and propose sustainable alternatives.
• Recommend solutions for the Environment Management Plan in respect to capacity strengthening and training of staff, to facilitate implementation.

3. Strategy
The core activities will cover a description of the project (location, schedule of activities, life span) and identification of the key areas with potential impact on environment during the project cycle.

They will include the assembling and evaluation of present baseline data on the relevant environmental characteristics of the study area, including information on any changes anticipated before the project commences. Description of the pertinent regulations and standards governing environmental quality, health and safety, protection of sensitive areas, protection of endangered species, siting, water navigation, land use control, etc., at international, national, regional and local levels will be done.

4. Strategic Partnerships
UNDP: 75,000 US$, MININFRA Rwanda Environment Management Authority, DANE Ass. Ltd., Deutch Cooperation, the European Community.

5. Expected Outputs
• An analysis of the alternatives to the proposed project, in concept, siting, design, technology selection, construction techniques and phasing, and operating and maintenance procedures.
• A comparative study in terms of potential environmental impacts, capital and operating costs, suitability under local conditions, institutional training and monitoring requirements, as well as estimated costs of any associated mitigating measures.
• A study on the alternative of not constructing the project to demonstrate the probable environmental impact without the project.

6. Budget US$  

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<thead>
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<tbody>
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<td>UNDP, MINITERE and MINCOFIN</td>
</tr>
<tr>
<td>Duration</td>
<td>June 2004–June 2005</td>
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</table>
Sustainable Livelihood and Environment Protection

Goals, Justification and Linkages

The project promotes the conservation of Rwanda’s biodiversity by strengthening the management systems of the national parks and protected areas authorities, including their technical and financial sustainability. There are strong cooperative linkages and synergies with local, national and regional constituencies. The project is designed to be implemented over seven years and the initial one year phase covers raising awareness and laying the groundwork for the longer term interventions. This entails building constituencies at local and national levels by providing or reinforcing structures and mechanisms for joint decision-making and participation of the local communities in the management of environmental resources.

There are programmatic linkages with the MDGs: Goal 7 (promotion of environmental sustainability). Target 9 is the integration of the principles of sustainable development into country policies and programmes and the reversal of the loss of environmental resources by 2015. Vision 2020 is also addressed under this project given that the management of natural resources and environment is among the pillars of Vision 2020.

Objectives

1. Conduct legal and institutional assessments in all the protected areas.
2. Conduct needs assessments for the two key protected areas, the Volcanoes National Park and the Nyungwe Forest.
3. Develop the framework for a strategic plan for the National Protected Area system.
4. Assess long-term financial sustainability of the Protected Area Network, with reference to tourism.

5. Strategic Partnerships

The project, GEF funded, will be managed through a Project Coordination Unit that will include the ORTPN (Office Rwandais du Tourisme et des Parcs Nationaux), MINICOM, the Prime Minister’s Office and NGOs involved in the management of Protected areas. MINITERE will be the Government partner.

6. Proposed budget: US$ 297,000

3. Strategy

- Conduct studies in all protected areas in Rwanda in order to develop a proper conservation programme funded by the Global Environment Facility in 2005 is a cardinal activity. This Project Development Financing mechanism is at Block B level and is a one year project which will lead to a bigger project. The project will work with local communities and NGOs to develop systems and techniques for sustainable use of biodiversity values (including anti-poaching, local land use planning to regulate farmland, grazing land and mining interests, and improved methods of honey and other natural product gathering).

- The project boundary includes the Protected Areas (PAs), and the peripheral “interdependent landscape”: forest, plantations, tea and community cultivation areas around the PAs.

4. Expected Outputs

- A comprehensive legal and institutional assessment report of all the protected areas.
- A needs assessments report for the Volcanoes National Park and the Nyungwe Forest.
- Framework for a strategic plan for Rwanda’s National Protected Area system developed.
- Assess long-term financial sustainability of the Protected Area Network, with reference to tourism.
- A design of the full GEF project.

5. Strategic Partnerships

The project, GEF funded, will be managed through a Project Coordination Unit that will include the ORTPN (Office Rwandais du Tourisme et des Parcs Nationaux), MINICOM, the Prime Minister’s Office and NGOs involved in the management of Protected areas. MINITERE will be the Government partner.

6. Proposed budget: US$ 297,000

2004

(Regional Micro-Hydropower Capacity Development & Investment in Rural Electricity Access in Sub-Saharan Africa)

1. Goals, Justification and Linkages

Electrification in Rwanda is extremely low; 80% of the available power is allocated to the capital, Kigali, while the rural areas account for about 1% of access. Even the capital experiences daily power cuts due to a 50% supply deficit. There is only 28.75 MW installed capacity in Rwanda, while an additional volume is acquired via IPP hydrop power plants at 8 US cents per kWh.

- Poverty reduction and economic growth is seriously hampered under these conditions. Some progress can be made by developing renewable energy potential either as IPP projects for grid interconnections or as isolated community-based small-scale projects from hydropower systems by having them recognized as worthy of private and public capital investment in Sub-Saharan Africa to local, national, international and multilateral agencies.

2. Objectives

- Demonstrate the technical, institutional, legal, financial, environmental and social soundness of new approaches to the production, use and delivery of micro-mini-hydropower to increase electricity access in rural and peri-urban settings.
- Validate the financial/economic viability and investment-worthiness of innovative micro-mini-hydropower supply approaches in the African context.
- Mainstream successfully proven approaches to rural electrification through micro-mini-hydropower systems by having them recognized as worthy of private and public capital investment in Sub-Saharan Africa to local, national, international and multilateral agencies.

3. Strategy

The preliminary phase of this project is being funded by the Global Environment Facility (GEF), to conduct studies that will allow the funding of a full
regional project that will be co-financed by the ADB, GEF, IEPF and other donors. The project will seek to provide a basic level of decentralized productive electricity services that allow targeted local rural economies to develop and that will serve as a magnet for investment, growth and migration, at a price that the community can afford and can finance on a self-sustaining basis with the catalytic support from the GEF. Environmental concerns of poor and vulnerable groups are addressed in: (i) poverty diagnosis; (ii) national poverty reduction strategies/PRSPs, sectoral policies and plans, and budgetary frameworks; and (iii) poverty monitoring systems.

4. Expected Outputs
- Full project report and plan indicating the feasibility (removal of the barriers) for adoption of micro-mini-hydropower technologies.
- Indicators to the reduction in long-term implementation costs in vis-à-vis the deployment of micro-mini-hydropower systems on a large scale in the participating countries.
- Sensitized, well-informed and primed decision-makers, potential project promoters as well as the target beneficiaries on the feasibility and benefits of the project.
- Improved national capacity to integrate the environmental concerns of poor and vulnerable groups into national planning and policy frameworks for poverty reduction.

5. Strategic Partnerships
The project is co-financed by the ADB, the GEF, the IEPF and UNDP. Each sponsoring institution (UNDP-GEF, ADB and IEPF) will take the lead in the preparation of activities where it has a clear comparative advantage.

6. Budget (for Rwanda) US$
The preparatory phase of the project will cost 300,000 US$ for the 10 countries covered by the project while the next phase will cost up to US$ 30 million for all countries involved.

<table>
<thead>
<tr>
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<th>2006</th>
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<td>1,5 m</td>
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</tbody>
</table>

2. Objectives
- Promote poverty eradication through support to farming communities and NGOs involved in micro-projects for environment protection and ecologically sustainable development.
- Empower local communities for leadership and good governance.
- Strengthen capacities of local institutions for collective action in the areas of marketing, resource mobilization and advocacy.
- Build farmers’ entrepreneurial skills for sustainable income generation.

3. Strategy
Participatory workshops are the main means used for developing capacities for PDM. Much effort is going into the mainstreaming of the PDM approach in all existing A2N-funded projects. Funding, or the lack of it, has been a major constraint. The original budget proposed was US$ 1,226,100. The amount available for a start is US$ 110,000. The required 2004-2006 budget for the support and promotion of the Participatory Development Management approach for the achievement of the Millennium Development Goals is US$ 1,000,000.

4. Expected Outputs for 2004
- A national organization (A2N-Rwanda) formed.
- PDM programs developed at national and district levels.
- PDM pilot project launched and running in selected communities.
- Pilot projects monitored and evaluated.

5. Strategic Partnerships
The project is co-financed by the ADB, the GEF, the IEPF and UNDP. Each sponsoring institution (UNDP-GEF, ADB and IEPF) will take the lead in the preparation of activities where it has a clear comparative advantage.

6. Budget US$

<table>
<thead>
<tr>
<th>Year</th>
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<th>2005</th>
<th>2006</th>
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</thead>
<tbody>
<tr>
<td>Amount</td>
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<td>400,000</td>
<td>550,000</td>
<td>1,000,000</td>
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Decentralization and Environment Management Project

Sector: Decentralization/ Environment and Natural Resources Management

Budget: US$ 3,675,000

Location: MINITERE, REMA and all provinces and districts

Executing Agency: UNDP and MINITERE

Duration: 2004-2007

1. Goals, Justification and Linkages

The goal under this project is capacity-building for sustainable management of environmental and natural resources, using decentralization as a development tool. The programmatic thrusts include supporting capacity development at the Ministry of Lands, Environment, Forestry, Water and Natural Resources (MINITERE) to implement environment policies and enable it to support the devolution of decision-making and planning for environmental management to the districts. It will also support the integration of environmental and natural resource issues into district development planning and budgeting.

To reinforce this, information, education and training support will be provided to the Provinces, District Councils, the Community Development Committees (CDCs) and other elected leaders and officials in the districts to enable them create positive attitudes and behavior in the communities for the management of environmental and natural resources. As a means of easing population pressure on the environment, additional support is provided to implement priority measures identified in the District Development Plans (DDPs) through the promotion of innovative environmental practices at the community level. The project will strengthen the districts and CDCs by building their capacity to identify, develop and implement viable environmental practices, as well as to mobilize and manage resources for these initiatives.

2. Objectives

The project builds on the opportunities offered by decentralization to enhance the capacity for sustainable environmental and natural resource management. It seeks to enhance environmental management capacity, especially at district level, and initiate local development activities that provide alternative livelihoods in order to reduce the pressure on the environment in Rwanda’s environment. Its development objective is to integrate environment with development and promote sustainable livelihoods using decentralization as a delivery mechanism.

3. Strategy

The available funding, which is provided by UNDP, UNFPA and SIDA, will be used for the funding of the first, i.e. Preparatory Phase. It will cover activities that will be undertaken in preparation of the capacity development activities for the districts. The Second Phase will focus on integrating environment and natural resource management into the work of the DDPs and implementing the environment priority measures identified by the DDPs. Key activities of the Preparatory Phase include:

- Developing standards and guidelines for the devolution of environment management to the districts.
- Undertaking a study on the relation between population, poverty and environment.
- Developing communication tools such as posters, brochures and booklets on environmental policies and legislation.
- Developing a training module and training of project field staff to support the districts in building their capacity.

- Strengthening of REMA by assessing its capacity, reviewing its organizational strategy, supporting the recruitment of personnel and the formulation of performance contracts, reporting functions, etc.
- Formulating a medium-term strategy for REMA.
- Training Government officials on Strategic Environment Assessment (SEA) and integrating SEA into several project activities.
- Supporting the establishment and the operation of the Project Management Unit (PMU).

4. Expected Outputs of the First Phase

- Standards for the devolution of environmental services and a user-friendly practical guide for the integration of environmental issues into the district development plans.
- An improved understanding of the relation between population, poverty and environment amongst decision-makers and elected leaders in the districts.
- An increased level of public environmental awareness through training, education and public awareness activities. For this purpose popular versions of environmental policies and laws and other public awareness material will be developed.
- Improved understanding of three pilot provinces and all the districts within these provinces on how to address local environmental management issues. This will be confirmed by their active role in the undertaking of environmental initiatives at the district level. They will demonstrate a greater role in the education of the people within their districts, which will lead to increased awareness of environmental issues and community involvement in addressing environmental problems.
- Strengthened capacity of REMA, particularly in the area of organizational management and coordination of environmental issues, but also in technical areas such as the Environment Impact Assessment and public awareness raising.
- Strengthened capacity of districts to integrate environment management into the DDPs and to implement the priorities identified in the DDPs, by initiating, developing, implementing and managing environmental initiatives and/or projects at the district level, in partnership with communities.
- Medium-term strategy completed for REMA’s Strategic Planning and Project Management Unit.
- Capacity to provide high quality technical support to the Provinces and Districts for the management of the environment strengthened for REMA’s Provinces/Districts Coordination Support Unit.

5. Strategic Partnerships

During the Preparatory Phase the Project Management Unit, with the support of UNDP, will seek additional funding for the implementation of the district level activities of the Second Phase of the project. Core cooperating bodies include: UNDP, funding organization; SIDA, funding organization for components on Strategic Environment Assessment (US$ 50,000); UNFPA, co-financing organization of a study on the relation between population, poverty and environment in Rwanda (US$ 35,000); MINITERE, the executing agency; NGOs/CBOs, the implementing partners.

6. Budget

<table>
<thead>
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<th>Component</th>
<th>Amount</th>
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<td>SIDA:</td>
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<td>UNFPA:</td>
<td>US$ 35,000</td>
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<td>Budget for 2004:</td>
<td>US$ 267,050</td>
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Co-funding of an amount of US$ 2,914,175 is required for the funding of Phase 2, which includes additional activities that have been identified in the project document.
3. STRATEGY
A viable entry point is the review of national Investment Policy and harmonization with the Investment Code. Thus policy formulation forms a good chunk of the measures to be pursued. Much effort also goes into mobilization of donor partnership for co-financing of projects or activities.

4. EXPECTED OUTPUTS
- Investment Policy Review (IPR) conducted and harmonized with Investment Code.
- National Export Strategy (NES) developed.
- Framework for integration of trade, investment, poverty reduction and sustainable human and institutional development developed.
- Framework for participation of civil society, businesspeople and other stakeholders in trade, investment and export promotion policies developed.

5. STRATEGIC PARTNERSHIPS
Implementation partnership with GoR shall be through MINICOM, RIPA, and Private Sector Federation. Strong donor partnership potential exists with USAID, European Union, DFID, ECA and UNCTAD.

6. BUDGET US$

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<th>Sector</th>
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<table>
<thead>
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<tr>
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1. GOALS, JUSTIFICATION AND LINKAGES
Rwanda’s PRSP was completed in 2001, reaching the decision point under the enhanced HIPC initiative for debt relief. Effective implementation of the PRS required capacity support, which UNDP agreed to provide in the areas of macroeconomic policies, statistics and poverty monitoring, debt management and forecasting, strategic planning and coordination. Rwanda’s long-term vision for socio-economic transformation by 2020 can only be realized through effective PRS implementation. The MDGs provide clear targets for monitoring its performance. By providing upstream policy support to the PRS, this project is consistent with all eight MDGs. It also provides support to harmonize MDG indicators with those of the National Poverty Monitoring System.

2. OBJECTIVES
- Provide capacity-building support in GoR’s policy formulation, implementation and monitoring of the PRSP.
- Review fiscal and monetary policies for pro-poor coherence.
- Train the relevant administrative officials in the formulation and implementation of pro-poor policies.
- Provide technical assistance (TA) in the negotiation, implementation and monitoring of PRGF targets.

3. STRATEGY
Technical assistance, which forms the core of UNDP intervention, shall be provided to negotiate, implement and monitor the PRGF targets for 2004. Fiscal and monetary policies shall be reviewed for pro-poor coherence and training provided on pro-poor policies and their formulation. Crucial among these activities will be the production of quarterly macroeconomic reports. The project offers strong potential for rallying most donors involved into a basket funded/co-financed project. Strategically, it could be made the first example of project harmonization.

The time frame for the project, 2002-2005, is consistent with UNDP’s CCF, and the UNCT’s UNDAF periods.

4. EXPECTED OUTPUTS
- All Sector strategies completed and harmonized with the PRSP.
- All provincial and district planning officers trained in development planning, with clear and common methodology.
- TA for establishing the new National Statistics Bureau (NSB) done.
- Publication of the Rwanda Development Indicators 2004 done.
- Publication of the Poverty report 2004 done.
- Up and running electronic network between MINECOFIN debt management servers and that of the National Bank.
- SYGAD and DEBTPRO new versions at MINECOFIN and BNR installed and the staff trained on the new software.
- TA for aid database management set up at CEPEX to manage web-based donor activity information ‘clearing house’. Covers also long term TA for support to Government/Donor Coordination and harmonization agenda.

5. STRATEGIC PARTNERSHIPS
Strong partnership with Government through MINECOFIN. The most active bilateral and multilateral donors include: World Bank, IMF, European Union, DFID, ADB, SIDA/Sweden, Netherlands, Belgium, USAID.

6. BUDGET US$

<table>
<thead>
<tr>
<th>Sector</th>
<th>Trade and Investments</th>
</tr>
</thead>
<tbody>
<tr>
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<td>2003</td>
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<tr>
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<td>633,734</td>
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<tr>
<td>2005</td>
<td>187,806</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,307,337</td>
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</tbody>
</table>
Support to the Implementation of NEPAD Programmes in Rwanda

1. Goals, Justification and Linkages
Rwanda is among the first 16 countries to accede to NEPAD’s African Peer Review Mechanism (APRM) by signing a MOU in February 2003, committing to “provide all necessary resources to facilitate the processes involved at the national level, access to all the required information and stakeholders”. A National Steering Committee for NEPAD was established by presidential decree under the purview of the Office of the President, where the NSC is housed, together with the National Secretariat of NEPAD. There is also a National Commission and Focal Point for the APRM. A time frame has been drawn up to invite the Technical Review teams from the APR Secretariat. UNDP is the principal external facilitator in this process. The Government of Rwanda has requested the setting up of a UNDP-managed Trust Fund as a conduit for pledges and disbursement of funds by potential donors in support of the NEPAD/APRM implementation.

2. Objectives
- Strengthen NEPAD and APRM national institutional capacities.
- Enhance the capacities of the NEPAD Secretariat and its Steering Committee to formulate national projects consistent with the global NEPAD vision and development program.
- Promote awareness of NEPAD, its objectives and program, among Rwandans.
- Integrate NEPAD and APRM objectives into the national development planning instruments.
- Facilitate the resource mobilization strategy to support broader development needs for Rwanda under the NEPAD/APRM frameworks.

3. Strategy
Facilitation of the broader participation of stakeholders in the self-assessment exercise under the APRM, ensuring national readiness for the technical review teams under APRM, and supporting implementation of identified policy gaps after the review process are some of the key steps that would ensure effective operationalization of the NEPAD/APRM framework. The strategy of NEPAD’s secretariat’s mandate and the general vision of NEPAD is centered on seven areas, namely:
- Management support, institutional capacity-building for the NEPAD secretariat, sensitization programme, implementation of NEPAD’s programmes, APR process and country self-assessment, resource mobilization and national coordination.
- Communicate NEPAD concept and its importance to the citizens of Rwanda.
- Informing the public on a continuous basis on the work done by already established structures that are working for the attainment of NEPAD goals (APR National Commission, NEPAD/APRM National Steering Committee and NEPAD/APRM National Secretariat).
- Facilitate the national self-assessment process under the APRM.
- Establish a coordination framework for donor support to Rwanda’s NEPAD Programs.
- Facilitate adoption of APRM Review outcome for donor support.

4. Expected Outputs
The main expected result is to achieve the country’s vision and mission through the following:
- Engaging policy makers to critically assess the policies of national, as well as local authorities and encourage them to align policies to the NEPAD framework.
- Facilitate the development of bankable NEPAD projects for Rwanda.
- Strengthen and expand advocacy of NEPAD/APRM at national level and promote broader stakeholder involvement with a view to spreading awareness and reducing the information gap in relation to APRM activities in preparation for the planned APR Country Review.
- Broaden ownership of NEPAD and process by all stakeholders.
- Raise awareness among the different stakeholders on the focus areas of NEPAD namely: Democracy and good political governance, Economic governance and management, Social Economic Development and Corporate Governance.
- Communicate NEPAD concept and its importance to the citizens of Rwanda.
- Informing the public on a continuous basis on the work done by already established structures that are working for the attainment of NEPAD goals (APR National Commission, NEPAD/APRM National Steering Committee and NEPAD/APRM National Secretariat).
- Facilitate the national self-assessment process under the APRM.
- Establish a coordination framework for donor support to Rwanda’s NEPAD Programs.
- Facilitate adoption of APRM Review outcome for donor support.

5. Strategic Partnerships

6. Budget USD

<table>
<thead>
<tr>
<th>Year</th>
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<th>2005</th>
<th>2006</th>
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<td>600,000</td>
<td>600,000</td>
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</tr>
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</table>
1. **GOALS, JUSTIFICATION AND LINKAGES**

The quality and skill levels of Rwanda’s public institutions pose one of the biggest challenges to PSSs implementation and the realization of Vision 2020. The project seeks to attract home, permanently or for periodic stints, large numbers of Rwandan professionals in the Diaspora, many of whom have expressed strong interest in serving their country—as was shown in the Diaspora Convention of early 2002. The medium term challenge of attaining the MDGs, on poverty reduction to hunger alleviation, and other constituencies through multiple channels, and to HIV/AIDS and environmental sustainability, all require optimal inputs in human capital development in specialized skills and expertise. The expatriate nationals are expected to come in as short-term or for periodic stints, large numbers of Rwandan professionals in the Diaspora, many of whom have expressed strong interest in serving their country—as was shown in the Diaspora Convention of early 2002.

2. **OBJECTIVE**

- Recruit 100 TOKTEN volunteers into professional slots in Rwanda.

3. **STRATEGY**

This is a well defined and specific service delivery initiative, with strong backing and interest from the highest echelons of State and Government. Much of the input from UNDP is in the form of technical assistance for the start-up activities (of infrastructure, office and IT equipment, staffing) required to get the project up and running. There is also a strong component of programme promotion and publication activities.

4. **EXPECTED OUTPUTS**

- TOKTEN Secretariat established.
- Web-based self-registering database of Diaspora CVs, a publicity web site, public announcements, brochures, and other communication materials up and running.
- 100 TOKTEN Volunteers recruited and placed.

5. **STRATEGIC PARTNERSHIPS**

Close implementation partnership with the MINEDUC and the HRDA on behalf of the Government. Potential donors with similar programs and who possess partnership interest include the UK, Belgium and SIDA/Sweden.

6. **BUDGET US$**

<table>
<thead>
<tr>
<th>Year</th>
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<th>2006</th>
<th>2007</th>
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**Rwanda E-Government Project**

1. **GOALS, JUSTIFICATION AND LINKAGES**

The Government of Rwanda recognizes the economic potential of Information and Communication Technology (ICT) and has mainstreamed it in both Vision 2020 and the ICT-led Socioeconomic Development Policy and Plan for Rwanda (NICI-Plan), adopted by the cabinet in 2000. The proposed Rwanda e-Government Project will contribute to Rwanda’s national prosperity in numerous ways such as financial savings as a result of reduced costs of Government operations and enhanced revenue collection, reduced redundancy by integration of Government systems and leveraging common facilities, improved services to citizens and other constituencies through multiple channels, and economic development through catalysis of the ICT service sector.

2. **OBJECTIVES**

- Strengthen ICT capacity to support core functions performed by ministries.
- Develop a human resource base to develop utilize, maintain and manage the e-Government programme.
- Create sound and consistent e-transaction laws and management practices.

3. **STRATEGY**

The Rwanda e-Government project will run for a period of three years, starting in 2005 and ending in 2007. The specific activities for selected pilot ministries that will be implemented starting 2005 are:

- Development and implementation of a training program to cover top management, technical, and user cadres.
- Establishment of an ICT infrastructure and provision of back office, front office and online systems to support inter-ministry e-services.
- Provision of e-mail and web hosting in each of the pilot ministries.
- Development of standards for the acquisition, development, management, support and use of ICTs in Government.
- Enacting of electronic transaction laws.

4. **EXPECTED OUTPUTS**

- Core ICT competencies in civil service.
- Larger user base.
- Ministries networked and connected.
- Functioning and efficient database systems for Government.
- Ministries with web presence.
- Well functioning and efficient framework for Government ICT Investment and Management.
- Electronic transaction laws.

5. **STRATEGIC PARTNERSHIPS**

The Rwanda Information Technology Authority (RITA), Ministry of Infrastructure (MININFRA), Economic Commission for Africa (ECA), International Telecommunication Union (ITU) and other donors.

6. **BUDGET US$**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Total</th>
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Support to Aid Harmonization, Alignment and Coordination in Rwanda

<table>
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<th>Coordination</th>
</tr>
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<tbody>
<tr>
<td>Budget</td>
<td>USD 2,502,550</td>
</tr>
<tr>
<td>Location</td>
<td>MINECOFIN &amp; Resident Coordinator’s Office</td>
</tr>
<tr>
<td>Executing Agency</td>
<td>UNDP</td>
</tr>
<tr>
<td>Duration</td>
<td>2004-2007</td>
</tr>
</tbody>
</table>

1. Goals, Justification and Linkages
The pursuit of “Development Effectiveness” is now, squarely, at the centre of the development discourse. Various initiatives have enjoined the major international actors—donor governments, national partners and multilateral agencies—to improve aid efficiency through better harmonization, alignment and coordination. These include the resolutions of the Monterrey Consensus (2002), the Rome Declaration on Harmonization (2003), the Strategic Partnership with Africa, and the Multilateral Development Banks’ Joint Memoranda on Managing for Development Results (2003, 2004).

The signatories are giving more attention to ways in which such international agreements can be implemented at the country level. They also reflect the recognition of the need to reduce the administrative burdens placed on beneficiary governments. Common to the agreements is the principle of country ownership and the need for donors not only to rationalize and align their aid framework between each other, but more importantly, to align them with the recipient country’s operational frameworks and reporting schedules. All this done, the overall gain would be a greatly improved effect and impact of development assistance in Rwanda, in support of the national priorities of poverty reduction, and the international commitment to meet the Millennium Development Goals.

2. Objectives
• Improve the implementation capacity of Government in the area of aid delivery and management.
• Increase awareness amongst Government and donors of potential efficiency gains and cost savings resulting from the implementation of a harmonization agenda.

3. Strategy
Through the delivery of key outcomes, outputs, and activities this project will result in improved aid efficiency in support of poverty reduction. The core concern will be rationalization and steps that would facilitate a reduction of transaction costs for Government-donor interaction resulting from i) efficiency savings from a reduction in duplicative activities; ii) increased delivery rates and; iii) rationalization of certain donor processes, where possible through aligning them behind Government systems. It will support the development of a common national vision for aid effectiveness in line with the Rome Declaration on Harmonization of Aid and other international agreements and work towards the alignment of development assistance around the Poverty Reduction Strategy and Millennium Development Goals. It will also include the establishment of a monitoring and evaluation mechanism for aid effectiveness in Rwanda.

Other specific measures will include convening a high level forum for Government-donor coordination activities, the Development Partners Cooperation Group (DPCG), the clarification of the mechanisms for sectoral consultation, an annual Development Partners Meeting between Government and headquarters representation, and mobilization of resources for the activities via a trust fund.

• Establishment of an Office for Development Partnerships responsible for the following tasks:
  • Support to the Development Partners Cooperation group and related donor-Government consultative mechanisms, including the establishment of an associated web site.
  • Development of a technical working group for the Harmonization and Alignment for Programmes and Projects and associated activities, including initiating the development of indicators and pilot reviews for coordination in specific sectors.
  • Establishment of a multi-donor basket fund for Aid Coordination, Harmonization and Alignment.

5. Strategic Partnerships
Partnership with the Government of Rwanda, and in particular those parts of Government involved in coordination activities, and bi-lateral and multilateral donors. In 2005-7, this will be expanded to include civil society.

The Swiss Development Cooperation has made a firm commitment for 100,000 USD while discussions are underway with other partners including the Canadian International Development Agency (105,000 USD), the Netherlands Cooperation (amount not specified) and DFID (500,000 USD).

6. Budget USD

<table>
<thead>
<tr>
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Support to the Preparation of the International Conference of the Great Lakes Region on Peace, Security, Democracy and Development

<table>
<thead>
<tr>
<th>Sector</th>
<th>Peace and Security</th>
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<tbody>
<tr>
<td>Budget</td>
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<tr>
<td>Implementing Agency</td>
<td>Ministry of Foreign Affairs and Regional Cooperation through the Rwanda National Preparatory Committee</td>
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<tr>
<td>Location</td>
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<td>Fund Manager</td>
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</tr>
<tr>
<td>Duration</td>
<td>2 years</td>
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</tbody>
</table>

1. Goals, Justification and Linkages

The Great Lakes has been plagued by violent conflicts since the early 1990s and the need to set up a peace-building and development body linking the countries in the region (Burundi, DRC, Kenya, Rwanda, Tanzania, Uganda and Zambia) has been a recurrent idea ever since. Under the auspices of the UN and the African Union the countries held the first recurrent idea ever since. Under the auspices of the UN and the African Union the countries held the first Peace and Security, Democracy and Good Governance, Development and Economic Integration; Social and Humanitarian Affairs.

2. Objectives

The long-term outcome, which this project aims to contribute to, is peace, security, democracy and development in the Great Lakes region. Specific objectives of this project are the following:

- Offer technical support to the National Preparatory Committee.
- Establish monitoring and evaluation systems of the implementation of various agreements and plans of action and programmes at national and regional levels.
- Establish a process to provide linkages, information sharing and collaboration with the UN, AU and other relevant bodies.
- Ensure gender mainstreaming in all project activities.

3. Strategy

The office of the Special Representative to the Secretary General or the Commission of the African Union constituting the Secretariat of the ICGLR identified the main regional activities, approved national activities relevant to the preparatory process and forwarded these documents to the co-chair of the Group of Friends of the Great Lakes Region for funding approval.

A Trust Fund has been set up to streamline and harmonize the collective financial and technical assistance in support of the ICGLR. UNDP is the financial manager of the fund, with the Kenya Country Office acting as coordinator of all assistance to the ICGLR.

All participating Country Offices are authorized to disburse funds earmarked for country activities by the National Preparatory Committee. Through UNDP Rwanda’s Atlas system, the Resident Coordinator’s Office disburse these funds to the National Preparatory Committee, provides substantive technical support in the organization of various meetings in the run-up to the Regional Summits and provides to UNDP Kenya regular activity reports of the NPC and funds disbursement reports.

Regional activities included: Regional Women’s Meeting, a series of Regional Preparatory Committee Meetings, a Youth Specialized Meeting, and a meeting for Civil Society Organizations and Non-Governmental Organizations. Meetings for the Ministers of Foreign Affairs, and a Summit of the Heads of State and Government shall be held at the end of November 2004 to put in place a Declaration on Principles, Policies, Orientations and Directives for peace, security, good governance, economic development and regional integration in the Great Lakes Region. Following these meetings, a series of Meetings of the Inter-Ministerial Standing Committees will be set up on Peace, Security, Democracy and Development as part of the Great Lakes Region Initiative to run through the year 2005.

4. Expected Outputs

- A well-informed NPC on internal and regional conflict development issues.
- National policy document on Peace-Building, Democracy and Economic Development Initiative in the Great Lakes Region.
- National mobilization for peace and security, democracy and good governance throughout the entire ICGLR Process.
- Strengthened common understanding and cooperation among the region’s constituent states and the international community.
- Information sharing platforms; linkages with both international and regional bodies will be established.
- A cross-section of Rwandans will have the opportunity to participate and own the initiated process.
- Members of the Great Lakes will be better informed on the Rwandan situation on issues pertaining to democracy and good governance, peace and security, development and regional integration and social and humanitarian issues.

5. Strategic Partnerships

The Group of Friends of the Great Lakes Region made Netherlands and Canada co-chairs, with Belgium, European Commission, France, Japan, South Africa, UK and the USA as members of the Board of Trustees, the Office of the Special Representative to the Secretary General and the African Union Representative to the Great Lakes, UNDP, OCHA, UNICEF, UNHCR and UNECA, IMF, World Bank and the AfDB, the Governments of Burundi, the Democratic Republic of Congo, Kenya, Rwanda, Tanzania, Uganda, Zambia, Sudan, Angola, Central African Republic and the Republic of Congo.

6. Budget US$ 587,754

<table>
<thead>
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<th>Year</th>
<th>Amount</th>
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<td><strong>587,754</strong></td>
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H.E. Paul Kagame, President of the Republic of Rwanda, with Macharia Kamau, UNDP Resident Representative, and other staff members of UNDP Rwanda.
Mainstreaming HIV/AIDS Control in the Media

1. Goals, Justification and Linkages

In Rwanda, about 13% of the adults, between 15-49 years old, are infected with HIV/AIDS. Women are particularly at risk of an HIV infection because of cultural practices, economic deprivation, and women’s higher biological predisposition to the virus.

The Government is implementing a multi-sectoral HIV/AIDS plan of action involving the private and public sectors and civil society, harnessing social, political and religious structures in the fight against HIV/AIDS. The strategy includes an aggressive program of information, education and communication, testing and counseling, promotion of preventive methods and devices, treatment of STD/STI, PMTCT, care of people with HIV/AIDS, research and development, and regional collaboration in the campaigns. A significant number of organizations and donors have been providing support. The project will help mobilize the population and stakeholders and contribute to achieving the Millennium Development (MDG) Goal 6 “Halt and reverse the spread of HIV/AIDS by 2015”. It has linkage to other MDGs, in particular those related to poverty reduction and infant mortality.

A crucial link is missing: the news and mass media. Mainstreaming HIV/AIDS into the mass media has been woefully inadequate in Rwanda. Managers of the print and electronic media channels are ready to contribute their bit in the fight against the pandemic, however, they often lack the ability (technical knowledge in the subject matter) and wherewithal (adequate materials, resources) to do their work effectively.

There is a need for capacity building in the areas of individual and community response as the effectiveness and impact of the national response in the fight against HIV/AIDS depends largely on the ability of the population and the local administration units to access information on the pandemic.

2. Objectives

- Sensitize the media on the current situation of HIV/AIDS.
- Mainstream HIV/AIDS into the normal business of the media.
- Amplify information on HIV/AIDS to all sectors of society and especially to people who need them the most.
- Contribute to the behavior change of the population towards HIV/AIDS.

3. Strategy

Workshops, seminars, and increased access to relevant, up to date publications and data sources will provide the basis of training and capacity-building for journalists and other news media practitioners on the HIV/AIDS pandemic (definition of the disease and status worldwide, in sub-Saharan Africa and in Rwanda). Strengthening networks via advocacy campaigns to enjoin all stakeholders including Government policy makers, parliamentarians, the multilateral agencies, NGOs and donor foundations will be a central thrust of the strategy. Field visit sponsorships, inside and outside of Rwanda, will be offered to media practitioners to expose them to the full dimensions of the pandemic and the ongoing responses. The fields of knowledge and skills that will be transmitted and shared include: transmission routes of the pandemic diseases, opportunistic diseases such as tuberculosis, malaria, oral thrush, herpes zoster, preventive measures including the information on existing programs and their role in fighting HIV/AIDS.

4. Expected Outputs

- Fifty journalists trained in HIV/AIDS and Reproductive Health.
- Network of journalists fighting HIV/AIDS strengthened.

5. Strategic Partnerships

Principal stakeholders including media managers, Government policy makers, line ministries, parliamentarians, UNAIDS and others multilateral agencies, NGOs, research institutions, donor foundations, community leaders, religious leaders, youth and student associations, etc.

6. Budget

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
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<tr>
<td>Duration</td>
<td>2005-2006</td>
<td></td>
<td></td>
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</tbody>
</table>
1. Goals, Justification and Linkages

In Rwanda about 13% of the 15-49 year age group is infected with HIV. Women are at a higher risk of infection than men due to some gender specific nefarious practices, economic deprivation, and women’s higher biological and epidemiological predisposition to the virus. This project seeks to provide people living with HIV/AIDS (PLWHA) and other affected people with some material relief and technical support, especially, financial aid to facilitate income-generating activities to enable them to play a role in the economic life of the country. The intervention includes increased access to drugs for PLWHA.

Rwanda’s HIV/AIDS control policy recognizes a correlation between poverty and HIV/AIDS, given that poor people, especially women and girls, often resort to adverse practices such as prostitution to meet the cost of basic needs (food, clothing, shelter) and these contribute to the spread of STIs and HIV. Also, UNDP prioritizes personal capacity development as key to empowering PLWHA and getting their voices heard.

The project will cover six provinces: Kigali Town, Kigali Ngali, Butare, Byumba, Gisenyi and Umutara. It has linkages with the economic development policies and the pursuit of Vision 2020 targets. It equally will help to achieve Millennium Development Goal 6: “Halt and reverse the spread of HIV/AIDS by 2015”. Other MDG’s are those relating to poverty reduction and reduction of maternal and infant mortality.

2. Objectives

- Empower PLWHA by facilitating their access to life skills.
- Train Trainers of Trainers (TOT) in the following cottage industry activities: chalk, soap and nail manufacturing.
- Train selected PLWHAs in basic entrepreneurship and management skills to ensure the sustainability of their chosen cottage industry ventures.
- Train 21 TOT who will ensure the supervision of the capacity-building of PLWHA in seven provinces covered by the project.
- Provide machines, tools and start-up raw materials.

3. Strategy

The crux of the project is how to launch, facilitate and amplify the self-reliant initiative of the PLWHA in running chalk, soap or nail manufacturing projects in their homes and other living areas in order to address their socio-economic problems. An inherent aspect is how to bring about attitudinal and behavior change vis à vis the HIV status of the families, communities and the nation as a whole.

The key components of the initiative include training of people living with HIV/AIDS in chalk, nail and soap manufacturing. The success of the project hinges on the identification and successful training of the trainers (TOT) who will supervise the Capacity-Building for PLWHA project in the selected seven provinces. These projects will sustain themselves through profits generated by sales of the produce.

Advocacy for the protection of the rights and security of PLWHA is a strong component of the project, to help do away with discriminatory practices (stigmatization, job loss, and demands for HIV status as a precondition for employment, etc.). Equally important is the ethical dimension in HIV/AIDS control. Action in this area is aimed at incorporating poverty and gender factors into the activities.

4. Expected Outputs

- The project will build the capacity of PLWHA.
- Small-scale industries run by PLWHA will be in operation in all project locations.

5. Strategic Partnerships

UNDP will mobilize financial resources to train PLWHA in chalk, soap and nail manufacturing, project management and marketing. CNLS will put in place mechanisms to select the beneficiaries for training. Trainers from the Institute of Innovation and Technology Transfer of the Kigali Institute of Science, Technology and Management (KIST) will conduct training in skills for chalk manufacturing and project management, and marketing of related products to ensure sustainability of the project.

6. Budget US$

<table>
<thead>
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<tbody>
<tr>
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</table>

Life Skills Support for People Living with HIV/AIDS: 
Chalk, Soap and Nail Manufacturing
1. Goals, Justification and Linkages

The project RWA/03/003 (PS 00014662) helps create an enabling environment for the national response to the AIDS pandemic and provides capacity-building support for the National AIDS Commission (CNLS), focusing on planning, management and coordination of the national response to HIV/AIDS. It also addresses institutional and structural strengthening needs. The goals and perspectives are in line with Vision 2020, specifically, “the Full Development of Human Resources”, with the objective of reducing the HIV/AIDS prevalence rate from 13% to 8% by 2020, an undertaking equally expressed in MDG 6 (to halt and begin to reverse the spread of HIV/AIDS by 2015).

2. Objectives

- Provide capacity-building support for the CNLS.
- Provide planning, management and coordination support of the national response to HIV/AIDS.
- Address institutional and structural strengthening needs.

3. Strategy

This project creates an enabling environment for response to the HIV/AIDS pandemic by providing support in a multi-sectoral response. Therefore, it involves public, private, NGOs, CBOs and Faith Based Organizations. National UNV as well as researchers on AIDS will be trained on HIV/AIDS mainstreaming techniques and methodologies. Measures that will respond to the need for qualified people and the strengthening of structures at all levels and among the various segments of society will be pursued.

4. Expected Outputs

- A coordination system developed for the CNLS.
- Two impact assessment studies developed.
- Thirty income-generating micro-projects for People Living with HIV/AIDS developed and financed.
- Beneficiaries (groups or community members) receiving this support trained in micro business administration and management.

5. Strategic Partnerships

This project is a good example of the partnership between stakeholders. It is implemented by CNLS and provides capacity-building support to decentralized structures (CPLS, CDLS, as well as Community entities). WFP is providing food to the associations. This project creates an enabling environment for the national response to HIV/AIDS in Rwanda.

6. Budget US$  

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