Support Project for the Rwanda Integrated Development Initiative

This project aims to support the Government of Rwanda — particularly the Ministry of local Government — to strengthen the National Human Settlement Policy and Strategy in aspects related to environment management, local governance enhancement and technology-driven local productivity. The expected result of this would be to transform the Rwanda human settlement model, in a way that accelerates the achievement of all MDGs and EDPRS targets, including drastic reductions in population growth, maternal and neonatal deaths.
Country: RWANDA

UNDAF Results: Governance, Environment, Education, Health and HIV, Sustainable growth and Social protection

Expected Outcome 1: Improved existing system of rural human settlements to achieve sustainable socio-economic development, slow down population growth and accelerate progress towards MDGs and EDPRS goals

Expected Output(s):
- An enabling policy framework to support an effective system for environment management and ecosystem conservation established
- Community (men, women and youth) participation in democratic processes and structures at District level enhanced
- Improved and sustainable productivity and income generation for all community members
- Health status of the resettled population improved and the population growth reduced within the settlement
- All children are enrolled, stay in school and complete a full cycle of basic education
- Resettled populations adopt protective behaviours and use quality HIV prevention, treatment, care and support service

Implementing partner: Ministry of Local Government

Other partners: UN Agencies / other institutions & ministries

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<th>Programme Period: <strong>2011-2012</strong></th>
<th>Total budget: <strong>1,500,000 USD $</strong></th>
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<td>Project Title: <strong>Support Project for the Rwanda Integrated Development Initiative</strong></td>
<td>Allocated resources</td>
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<td>Project Duration: <strong>2 years</strong></td>
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Agreed by Government (MINECOFIN):__________________________________________

Agreed by Implementing Agency (MINALOC): ______________________________________

Agreed by the United Nations: ________________________________________________
(on behalf of UN agencies)
1. Introduction and Project Background

Introduction
Over the past 16 years, the Government of Rwanda (GoR) initiated several policies, policy reforms and implemented sector-specific social-economic programmes aimed at improving the living conditions of the people and achieving the Millennium Development Goals. The national long-term development goals are contained in the Vision 2020 and the Economic Development Poverty Reduction Strategy, 2008-2012, (EDPRS). The overriding long-term national development objective is to transform Rwanda into a middle-income country and a knowledge-based economy by 2020. The thematic priorities and indicators included in both the EDPRS and Vision 2020 demonstrate the government commitment to achieving the Millennium Development Goals (MDGs) and the most recent data show that Rwanda is on track to achieving the MDGs on primary school enrolment, gender equality and reduction of child mortality.

In the area of human population settlements, the National Human Settlement Policy of 2004 lays out the basis for planning resettlement of populations for improved service provision, particularly for people from the mountainous areas. The policy outlines the importance of orderly population settlement in Rwanda, spelling out the benefits of improvement of access to social services where people live closer to each. This eases planning for the provision of services including health care, education, water and sanitation, electricity, and other infrastructure thus enhancing the possibility of improved quality of life and meeting the Vision 2020 and EDPRS targets and MDGs.

The Population Resettlement Law of 2008 defines the settlement procedures and lays out the obligations of the central and local government for smooth resettlement of populations. The Government has already initiated resettlement programmes in five different areas in four Provinces and City of Kigali, One in the Eastern Province (Kayonza and Rwamagana Districts), one in the Northern Province (Musanze district), one in the Western Province (Karongi District), one in Southern Province (Kamonyi District) and one in City of Kigali (Gasabo District).

In the spirit of the Paris Declaration, the UN Rwanda DaO programme 2008-2012, is based on the national priorities identified in the Vision 2020 and the EDPRS. In this context, the UN is proposing to respond to the Government’s initiative by developing a model for improved human settlements, building on experiences gained in Rwanda and other countries through South-South Cooperation. The results and experiences gained in the development and implementation of this programme will significantly contribute to Rwanda’s development goals. The UN proposes to work closely with the GoR, through the MINALOC to support the Mutobo settlement project in Musanze district, Northern Province and Kayonza/Rwamagana project in Kayonza and Rwamagana Districts, Eastern Province.

Rwanda Context
Rwanda has steadily recovered from the 1994 genocide in which up to one million of its citizens perished and the governance structures as well as socio-economic infrastructure were destroyed. The country has been applauded internationally for remarkable progress in achieving good governance and management of the environment among other achievements. Due to her efforts in the management of natural resources, Rwanda was selected at the global level to host the June, 2010 World environment day.

With a population of about 10 million people, and a land size of about 26,000 sq. kms, Rwanda has one of highest population densities (close to 400 people per sq. km) in the world. Despite land scarcity, rain-fed subsistence agriculture remains the predominant sector of the economy, contributing about 40% of Gross Domestic Product (GDP).
The government commitment to socio-economic reforms, support for private sector investment and steady foreign aid inflows (now estimated at over US$500 million per year) are pushing steadily economic and institutional recovery. In 2008, GDP growth was estimated at about 11% per capita GDP (at about US$370 per annum). In the World Bank's "Ease of Doing Business" report 2009, Rwanda catapulted from number 143 to number 67. However, private investment remains below expectations despite an open trade policy, a favorable investment climate, cheap and abundant labor, tax incentives to businesses, stable internal security, and relatively low crime rates. The limited exports as well as low domestic savings rates constrain future growth.

But despite these impressive records, enormous challenges remain; poverty remains high with the 2005 household survey, showing that about 57% percent of the population live below the poverty line; Population growth and fertility rates remaining high, at about 2.7% per annum and 4.99 children per woman of reproductive age, respectively; high maternal mortality rates at about 750 deaths per 100,000 women giving birth; and high levels of malnutrition among children, about 45% of the children in Rwanda are stunted and about 23% underweight. The combination of high population growth rates and poverty impose a lot of pressure on the limited natural resource base, particularly land, resulting in incidences of food insecurity in some parts of the country.

Within this background, promoting shared economic growth and poverty reduction are important priorities of the GoR in order to meet the long term national development objective of building a middle-income country by 2020. The GoR has developed social protection strategies aimed at uplifting the very poor in the communities. The Vision 2020 Umurenge Programme (VUP), with three key pillars: the public works programme, direct cash transfers and micro-credit scheme aim to operationlise the Vision 2020 and the EDPRS and to directly reduce poverty at the community level through the creation of employment opportunities for able-bodied poor people and providing cash to the poorest and vulnerable households. The government is also implementing the ‘one cow per family’ programme to improve the income earning potential of households.
2. Project Justification

Within the context of the UN delivering as One, it is proposed to develop a flagship intervention that brings together the UN comparative advantage, opportunity for partnership with a successful programme and the existing opportunity to support the government to comprehensively implement a key policy in a cost-effective, efficient and sustainable way. By bringing people together, especially the youth, for development, the project will contribute to peace building. The strategic result of this project envisaged as: “Improved system of rural human settlement to achieve sustainable socio-economic development, slow down population growth and accelerate progress towards achievement of MDGs and EDPRS goals”. Starting small and based on the specific entry point identified in each project site, the intervention will aim to contribute to achieving results in the five UNDAF results areas namely: Governance, HIV/AIDS, Health Populations and Nutrition, Education, Environment, Sustainable Growth and Social Protection. The project is built around and will contribute to the achievement of the GoR’s integrated development project component 3, which includes: land consolidation; soil and water management; crop intensification and livestock development; and component 4 that focuses on the promotion of off-farm activities.

The project was conceptualised as a practical approach to training in Human Rights-Based Approach (HRBA) and Results Based Management (RBM) and thus it is designed to bring to bear these principles. The in-built training component and long-term monitoring and evaluation will apply the HRBA and RBM principles to ensure that the intervention is relevant, effective, efficient and sustainable. It will also promote wider application of these principles by all project employees, graduates and visitors.

The GoR is already spearheading population resettlement for improved living conditions of the people through improved agriculture, off-farm activities and better service delivery. The UN in Rwanda aims to support these initiatives by mobilising resources and bringing to bear its technical capacity.
3. Proposed Project Sites

Specific logical frameworks for each results area have been developed and included as annexes. The following 2 sites are proposed for the project based on review on field sites and discussions with MINALOC and district authorities.

a) **Musanze/Mutobo**: Mutobo area is located in the district of Musanze in the Northern Province. Agriculture is the mainstay of the district’s economy with the main crops grown including maize, beans, potatoes and sorghum. Blesses with volcanic soils, this area is very fertile. It is important to note that the UN is currently supporting the Mutobo area community with an affordable approach to rural energy development, through a Mini Hydro Power Plant, operational from 2009 and currently serving approximately 800 households, including a primary school, a health centre as well as small business. The proposed project will seek to complement and develop the gains of this initiative.

In the health sector, the UN is supporting a number of interventions in Musanze district, estimated at over US$300,000. These include: maternal health package-institutional capacity building to render services (infrastructural rehabilitation of maternity theatres and equipment; health workers skills strengthening); modelling the mother and newborn care at home initiative (master trainers Course and adaptation of training tools); Rapid SMS Innovation-modelling - to track pregnancy and newborn life cycles; fighting malnutrition; population based events -Mother and Child Health Week; and measles catch up campaign.

b) **Kayonza/Rwamagana**: With a population of about 234,106 people, Kayonza is one of the seven districts of the Eastern Province bordering with Tanzania. Agriculture is the mainstay of Kayonza/Rwamagana’s economy - more than 90% of the active population relies on agriculture for a living. Most of the people practice pluvial agriculture using traditional methods on a small-scale basis, with no irrigation. Agricultural output depends on the amount and timing of the rains. Low fertility of soils, the non-use of manures and pesticides contribute to low agricultural output and productivity. Most of the soil is generally argilo-sandy with a soil PH of between 5 and 5.5. The main crop produced is bananas (for both home consumption and the surplus for the market). Increased intensive use of the land and good soil management are therefore needed in order to increase the agricultural production and productivity.
4. Strategic Intent and Integrated Development Framework

Overarching strategic intent
The proposed Integrated Development Project is designed with the objective of strengthening the National Human re-settlement policy and strategy in aspects related to environment management, local governance enhancement and technology-driven local productivity. Thus, the overall strategic intent for the proposed One UN Joint Project support to the GoR is aimed at improving the existing system of rural human settlements to achieve sustainable socio-economic development, slow down population growth and accelerate progress towards MDGs and the EDPRS goals.

The project derives from the GoR initiative of transforming human settlements in Rwanda and accelerating the achievement of all MDGs and the EDPRS targets, including reductions in population growth, maternal and neonatal deaths. The GoR is already implementing human resettlement projects in Kayonza/Rwamagana and Musanze Districts with the aim of creating a model of development through agriculture transformation, improved off-farm activities and service delivery. The project will benefit from lessons derived from the Songhai Agricultural Model in Benin, and is developed along the lines and concept of integrated development. The Songhai Agricultural Model is centered on rural development and entrepreneurship with strong forward and backward linkages between agriculture, industry and economic sectors. Indeed, the model aims at providing simple alternatives that foster creativity and homegrown approaches to production, based on resources and capabilities in the country and region. In the spirit of South-South Cooperation, the UN family in Rwanda in partnership with the GoR has identified the Songhai Model (Annex 4) as a fitting case of innovation that can be adapted to the Rwandan context in support of enhancing agricultural productivity for economic growth and poverty reduction.

The proposed integrated development program has identified the following corresponding outcome result areas in support of this intervention model and strategic intent:

1. Environment: An enabling policy framework to support an effective system for environment management and ecosystem conservation established
2. Governance: Community (men, women and youth) participation in democratic processes and structures at district level enhanced
3. Sustainable Growth and Social Protection: Improved and sustainable productivity and income generation for all community members
4. Health, Nutrition, Water and Sanitation and Population Control: Health status of the resettled population improved and the population growth reduced within the settlement
5. Education: All children are enrolled, stay in school and complete a full cycle of basic education
6. HIV: Resettled populations adopt protective behavior and use quality HIV prevention, treatment, care and support services
The above chart presents the project specific hierarchy according to the UN priorities. The results in blue will be implemented in the first phase while the results in yellow will be implemented in the second phase. The logical framework and the results area in the rest of the document will be based on the UNDAF result hierarchy.
Rwanda’s post genocide reconstruction, reconciliation and economic development processes have been anchored on a fundamental change in governance and on measures to enhance population participation in the development of the country. Rwanda has made significant advances and has shown a strong commitment to rebuilding and strengthening national capacities for good governance through institutional capacity building, law and order; public sector reform and decentralization as well as anti-corruption measures. Governance issues have been a key element on the agenda of the Government and are defined as priorities in both the EDPRS and the Vision 2020 Strategic Documents. Similarly, Rwanda has equally made significant progress in the area of peace and reconciliation, restoration of law and order, and democratization.

Despite the progress there is still a visible lack of capacity in some governance institutions which will require more sustained engagement and partnerships. For instance, there is an obvious lack of capacity in many districts regarding the quality and numbers of staff to assure efficient delivery of services to community members. Most importantly, districts are further constraint by the lack of adequate financial resources to undertake development projects in direct support of local communities.

Peace is as an essential element of sustainable development. Promoting and nurturing a culture of peace is a long-term commitment for the Government and people of Rwanda. A culture of peace is a set of values, attitudes, modes of behavior and ways of life that reject violence and prevent conflicts by tackling the root causes. Indeed, Rwanda has made significant progress in its peace building efforts, reconciliation, and restoration of law and order and democratization. Enhancing a culture of
peace will come from turning individual hearts and minds away from hatred, bitterness and exclusion towards mutual respect, tolerance, justice and sustainability.

Consequently, the proposed intervention will seek not only to promote integrated sustainable economic and social development but will equally seek to foster a culture of peace through education, promote respect for all human rights, ensure equality between women and men, foster democratic participation, advance understanding, tolerance and solidarity as well as support participatory communication and the free flow of information and knowledge.

Fostering and promoting democratic governance is a major development agenda for the government of Rwanda and the United Nations and hence constitutes one of the key pillars of the UN support to the Government of Rwanda under the UNDAF result “good governance enhanced and sustained”. Democratic governance is central to the achievement of the Millennium Development Goals, as it provides the enabling environment for the realization of the MDGs and, in particular, the elimination of poverty. Improving the quality of democratic institutions and especially of the decentralized governance structures and processes, and managing the changing roles of the state and civil society should underpin national efforts to reduce poverty, sustain the environment, and promote human development.

In Rwanda, the decentralization policy has established participatory governance structures at the lowest level of governance and is contributing to improvements in the quality of service delivery to the Rwandan population. However, good local governance systems require engaged and empowered local communities capable of articulating their needs and participating in setting priorities, making decisions, and monitoring and implementing programs. Effective local governance systems provide leadership for the local community, build trust and maintain open and accommodating relationships with local stakeholders. Additionally, effective local government pays special attention to promoting the participation of marginalized groups in community processes.

Decentralization can facilitate popular participation in both planning and the implementation of development activities, thereby not only creating a more democratic society but also making projects and programs more relevant to local demands and engendering local commitment and, in some cases, contributions in the form of money or manpower. Secondly, decentralization may speed up the process of decision making, since decisions can be made locally without reference to a higher level, and so enable administration to be efficient, effective, flexible and responsive to local needs. Furthermore, decentralized governance is essentially a contributing factor in the process of partnership formation because it strengthens the capacity of the state at the local level where it can most effectively work together with non-governmental actors. It is at the local level that there are the greatest natural spaces for public choice, the greatest potential advantages from the community participating, both in determining its needs and in contributing to their being met. Partnerships between local governments (DAs) and community-based organizations bring new resources to poverty reduction initiatives and have the potential to generate self-reinforcing patterns of change. Hence, decentralization and local governance results in a more effective and efficient use of resources and is viewed as the key to improving the planning and implementation of community development and facilitating partnerships as well as popular participation in the development process.

Role of the UN and Partnerships
Through the One UN Integrated Development project, the UN will ensure that appropriate governance mechanisms are mainstreamed into the project by promoting effective community participation in the design, implementation, monitoring and evaluation of all activities related to the project. Within the context of improving existing rural human settlements to achieve sustainable
socio-economic development in Rwanda, the mandate and functions of local government should be exercised in a way that has a positive impact on the socio-economic development of communities, in particular meeting the needs of the poor and on the growth of the local economy.

Consequently, the proposed project will align “the community” with recommended structures in the decentralization process. This is especially appropriate in view of the project goal to strengthen the capacity of local governance structures to manage development through participatory means. The project intends to develop an effective strategy that would facilitate involvement of all stakeholders within the two selected areas in Musanze and Kayonza/Rwamagana Districts.

The intervention recognizes that a comprehensive capacity building programme is required to ensure that the districts and the corresponding target communities are able to take charge of the various programme activities. Consequently, the project will seek to build to the capacity of the Districts to efficiently manage and implement environmental policies in the context of rural human settlement.

Three Outputs will contribute to enhanced community participation in democratic processes and structures at District level. These are:

1. Gender-sensitive and evidence-based programme planning, management and M&E capacities of District strengthened
2. Mechanisms for inclusive community members participation in decision making and implementation established and continuously strengthened
3. Public, private and CSO partnerships for vulnerable groups’ socio-economic empowerment established

The project will thus: (i) provide technical support to the district for the establishment of a task force for the implementation of sustainable rural settlement, (ii) provide financial and technical support to the district to ensure sustainable operation and management of eco-friendly systems, and (iii) provide for the establishment of public, private and CSO partnerships for vulnerable groups.
In 2009, the total estimated number of people living with HIV in Rwanda was 169,200 (146,100 - 193,400), including about 22,000 (11,100 - 34,200) children [Source: EPP/Spectrum national estimates, 2010]. The Rwanda Demographic and Health Survey 2005 (RDHS 2005) provides the most recent figure for HIV prevalence, estimated at 3.0% in the general population aged 15-49. HIV prevalence is significantly higher in urban areas (7.3%) than rural areas (2.2%) and in women (3.6%) than in men (2.3%) [Source: RDHS 2005]. Data sourced from sentinel surveillance of pregnant women attending antenatal consultation (ANC) found an HIV prevalence of about 4.3% in pregnant women in 2007. The percentage of young pregnant women who are HIV infected remains high, with 3.7% prevalence among women aged 15-24, and 5.1% prevalence for women aged 15-19.

Young people aged 15-24 have relatively low HIV prevalence compared to the general population, but young women have higher rates of infection than young men. In urban areas, young women (15-24) have 3.9% prevalence versus 1.1% for young men, and 1% versus 0.3% in rural areas. The gender difference is particularly striking for women and men aged 20-24, where women have a five times higher prevalence (2.5% versus 0.5%) [Source: RDHS 2005]. Most at risk populations for HIV infection are identified as commercial sex workers (59% prevalence in Kigali, BSS 2010 preliminary data); HIV sero-discordant couples (2.2% of heterosexual couples in Rwanda are HIV sero-discordant as per RDHS 2005); prisoners; truck drivers; and men who have sex with men (MSM).

Rwanda has scaled-up its HIV response and aligned interventions to a new results-based National Strategic Plan on HIV and AIDS (NSP) 2009-2012 that sets ambitious targets for prevention, treatment, care and support. It has further adopted a multisectoral approach and mainstreamed the HIV response throughout all public sectors in the Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012 and Rwanda Vision 2020. The country has also consolidated coordination of the HIV response and engaged all stakeholders in the fight against HIV and AIDS through the National AIDS Control Commission (CNLS). The NSP 2009-2012 acts as a reference document for all partners in the HIV response-related work. It includes well defined impacts, outcomes and outputs, results and targets, as well as outlining the contribution of all the different
stakeholders in the fight against HIV and AIDS. Three overarching results drive the NSP with regard to prevention, care and treatment, and impact mitigation by 2012:

1. To halve the incidence of HIV in the general population;
2. To reduce morbidity and mortality of people living with HIV; and
3. To ensure people infected and affected by HIV have the same opportunities as the rest of the population.

The adoption of an evidence-driven, results-based National Strategic Plan for HIV and AIDS reflects the government of Rwanda’s commitment to achieving real impact that is measurable through improved health outcomes. Recent years have seen a rapid scale-up of clinical-based services, including extensive achievements in providing access to ART and PMTCT that are well above regional rates. Yet, clear challenges still remain for Rwanda to meet its targets by 2012, particularly with regard to HIV prevention.

Role of the UN and Partnerships
The UN agencies are supporting Rwanda to ensure a conducive environment, good coordination, the planning of an evidence-based HIV response and its monitoring and evaluation. Special focus is for HIV prevention: behavioural and clinical HIV prevention among the general population, including youth, and for most at-risk populations such as sex workers. Another strategic area of support is impact mitigation for OVCs and people living with HIV to provide them with the same social and economic opportunities than the general population. Besides, technical support includes the treatment and care areas on issues such as national guidelines, planning, quality assurance, and resources mobilization. The UN agencies work in strong partnerships with the government, civil society and other donors/partners at the national and local levels. The division of labour and complimentarily across agencies ensure a leading role in all the key areas of the support to the multi-sectoral HIV response.

In the existing One UN Integrated Development project, the aim is to ensure that the full package of HIV prevention, treatment and care and impact mitigation services is offered to resettled populations and larger communities. Given their strategic advantage, the UN will provide technical and financial support to carry out an exercise of “knowing the epidemic” and “knowing the response” in the concerned areas. The “know your epidemic” assessment will define the epidemiological specificities of the areas of concern that may require an adapted HIV prevention response, for instance in term of which population groups are the most at risk for HIV infections. The “know your response” side of the exercise will help identifying gaps in the current HIV response, in terms for HIV prevention services but also HIV treatment, care, support and impact mitigation. Once gaps will be identified, with the UN technical and financial support, the HIV response will be accelerated in the locations of concern so to ensure full implementation of the national strategies and targets as defined in the NSP 2009-12. Actions will be planned and monitored in full coordination with the existing HIV structures at the national and in particular at the district level (CDLS and existing health facilities).
4.2B Health, Population and Nutrition

In Rwanda, despite an impressive reduction in infant mortality from 86 in 2004 to 62 per 1000 live births in 2008, the Maternal mortality ratio remains high at 750/100,000 live births (RDHS, 2005) far away from the EDPRS\(^1\) target of 600/100,000 live births. Geographical access has improved with the construction and rehabilitation of 3 new District Hospitals and 14 health centres, but approximately 23\% of patients still have to walk for more than one hour or more than 5km to reach the nearest health facility (World Bank Rwanda, 2009). Up to 48\% of Rwandan women deliver at home assisted by non-skilled attendants and only less than 4\% of women attend the 4 antenatal care visits while only 10\% of them come for post natal care (IDHS, 2008). There exists large urban-rural variations – in the central province of Kigali (including the Kigali City), assisted delivery is as high as 66\% but as low as 48\% in the Northern Province.

The percentage of women between 15 and 49 year using modern contraceptive methods impressively increased from 10 to 27\% (IDHS, 2008) but this is still low and far from the EDPRS target of 70\%. Total fertility rate decreased from 6.1 to 5.5 between 2005 and 2007 and unmet family planning needs stood at 38\% in 2008. Total fertility rate has been reported to be strongly correlated with the level of education. Women with no education have an average of 2.6 more children than women who have a secondary education or higher.

Rwanda’s expanded program on immunization is cited among the best in Africa. Rwanda was also amongst the first African countries certified to have eliminated polio and controlling neonatal and maternal tetanus as well as measles. In April 2009, Rwanda also became the first GAVI-eligible

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\(^1\) EDPRS refers to Rwandan Economic Development and Poverty Reduction Strategy and targets by 2012
IDHS= Interim Demographic Health Survey.
RDHS= Rwanda Demographic Survey.
country in Africa to introduce the pneumococcal vaccine into its routine immunization programme, thereby hoping to reduce by 20% the number of children who die each year.

Nevertheless, many Rwandans continue to die of diseases that are easily preventable, hygiene practices need to be improved and high maternal mortality remains a major cause of concern. This why the UN supports the delivery of quality basic social services, including water and sanitation and tackles chronic malnutrition.

The UN supports Government programmes to strengthen health systems, create a qualified public health cadre, an efficient system of drug and equipment procurement and promote policies and practices for an integrated package of maternal, child and adolescent health services. The UN also assists in pre-positioning supply to respond to epidemics and other emergencies. The UN provides supplementary feeding to school children, refugees and pregnant and breastfeeding women, malnourished children and people living with HIV.

Role of the UN and Partnerships
UN promotes the human right of every woman, man and child to enjoy a life of health and equal opportunity. Extreme poverty subjects women and men to a lack of real choices, opportunities and the basic services needed to improve their situations. Women often suffer disproportionately, due to violence, discrimination and the burden of poor reproductive health. UNFPA works with many partners to promote sustainable development, and ensure universal access to reproductive health services and information and population data with a focus on more vulnerable groups

UN will seek to provide a more sustainable approach to the ongoing work with local population and opportunity for improving access to sexual and reproductive health services.

The project will be implemented in close collaboration with government and especially decentralised authorities, women’s associations and community based structures. Civil society organisations engaged in agriculture will be critical partners for both policy dialogue and implementation. UN agencies will jointly support the successful implementation of the project including support to monitoring and evaluation.

The outcomes that will contribute to the result in Health are:
- Capacity of health services and community-based organizations to promote optimal health, family planning, nutrition and hygiene practices strengthened;
- Increased knowledge and capacities in HIV prevention, in the use of family planning, and in access and use of sexual and reproductive health services.
4.3 Education

Education has been widely recognized as being central to human development and as a key to attaining the Millennium Development Goals. It is one of the most powerful instruments for reducing poverty and inequality. The Government of Rwanda and the development partners are strongly committed to achievement of the MDG 2: Achieving universal primary education, and MDG 3: Promote gender equality and empower women. These commitments are appropriately reflected in long term development framework of Rwanda, the Vision 2020, and clearly articulated in the Economic Development and Poverty Reduction Strategy for the period 2008-2012 (EDPRS).

Indeed Rwanda is on track to achieve MDG 2 target of universal primary enrolment by 2015, and is complemented for its rapid recovery from the 1994 war. The primary school enrolment for boys and girls is very high at 93% and 95% respectively, a key feature in ensuring access to quality, equitable and effective education to all Rwandans as a national priority. Furthermore, the completion rates have been improving steadily since 2000 but still remain quite low at 53%, while drop-out rates have been falling steadily from 16.6% in 2001 to 13.9% in 2007 and repetition rates from 21% in 2002 to 17.7% in 2007. Currently, the GoR is looking into the main causes of the low completion rates. A major reason cited by many teachers and parents is the poor quality of education, and corresponding low learning and achievement levels.

In 2003 the Government adopted a policy of fee-free Nine Years Basic Education to ensure that all children access education. In 2009, realizing that though the access has greatly improved there were still challenges like low completion rates and high drop-out rates, the Ministry of Education (MINEDUC) initiated an acceleration of the 9 Year Basic Education Policy. This has the potential to benefit all children including vulnerable children who may routinely drop out and rarely continue after the 6 years primary education. Finally, MINEDUC recognized the Child Friendly School (CFS) approach as a best practice in Rwanda, and decided that key elements of this approach, which has been piloted successfully by UNICEF in 54 schools, should be mainstreamed throughout the education system. The CFS model has as such been adopted by the MINEDUC as a standard for the
scale-up of interventions in the education sector countrywide and for fast tracking the implementation of nine years basic education. In addition to that all primary schools should be developed within the child friendly approach; also education management, financing and planning should be governed by CFS principles\(^2\). MINEDUC is now committed to make every school child friendly by the end of 2015.

Role of the UN and Partnerships
Within the Education system, MINEDUC and its related agencies (including the IGE, NCDC and TSC) play the role of the overall sector coordination, development of sector policies, setting standards and norms; the districts as well as decentralized levels are responsible for the implementation of government policies; and the UN is instrumental in supporting the Government in achieving education results in the framework of the One UN Programme in Rwanda. Within the Education Sector the UN supports the Government to ensure that all children in Rwanda leave basic education equipped with the skills needed for a knowledge-based economy. Specifically the UN is supporting the Government in four key areas namely:

1. Access – ensuring that all children are enrolled in school;
2. Retention – ensuring that all children stay in school, complete the full cycle and do not drop-out for any reasons;
3. Achievement – ensuring that children achieve good results and leave school equipped with essential skills and knowledge for adult life and;
4. Effective system – ensuring that the education system is well managed.

In the existing One UN Integrated Development project, the aim is to ensure that all children are enrolled, stay in school and complete a full cycle of basic education. This will benefit the whole community, directly supporting school children and teachers. It will also have impact at the district level regarding the target of having all schools in Rwanda child friendly by 2015. Furthermore, it is expected that increased access to basic education, particularly for girls and vulnerable groups of children such as those with disabilities, will lead to enhanced opportunities and improvement of human rights. The project also aims to strengthen national and local government capacities to plan, coordinate and monitor education programmes.

Two outcomes should lead to this result, namely:

1. Child Friendly School standards in place in the existing school in the resettled community;
2. Community empowered for sustainable behavior and social change on the value of education especially for girls in the resettled community.

\(^2\) In the context of Rwanda a CFS is defined by the following principles; inclusiveness; safe protective and health promoting environment; gender sensitive approaches; effective with children and involved with the community.
4.4 Result Area: Environment

Rwanda's ecosystems are diverse and 90% of the Rwandan population is directly dependant on these for their livelihoods. Despite international recognition for good management of natural resources, high levels of poverty and increasing population growth have imposed a lot of pressure on the already severely limited natural resource base. To ensure a fundament for sustainable growth and agricultural development, greater measures needs to be taken in order to protect the environment and natural resources, particularly within local communities. The Government of Rwanda aims to combat environmental challenges through integration of MDG principles in its national development agenda. Several policies and programs, focused on the management of natural resources, conservation and biodiversity and efficient use of energy have been put in place. Despite these efforts, critical challenges such as the restoration of degraded land, loss of biodiversity, soil erosion, water pollution and poor disposal of solid waste remain a challenge.

Role of the UN and Partnerships
Under Delivering as One, the UN is committed to continue supporting Rwanda in providing strategic and catalytic support for effective management of the environmental resources and the conservation and use of land for sustainable development. In the ONE UN Integrated Development Project, the UN aims to improve existing systems of rural human settlement, based on integrated and sustainable use of natural resources. Thus, the result area Environment will provide a foundation for the sustainable approach of the project.

By collaborative planning with Musanze and Kayonza/Rwamagana District, community based resource management, and implementation of viable environmental practices for production will lie at the heart of the project. In collaboration with the two districts, the UN will contribute to poverty reduction and economic development through sustainable use and management of natural resources. This will be implemented in two human settlements with the long-term vision of fostering community’s capacity to plan, manage and ultimately benefit from environmentally sound development activities.

In this project the UN is committed to contribute towards environmental sustainability through the promotion of sustainable and equitable livelihoods and production methods by ensuring that natural resources are utilized for poverty reduction and economic transformation in a manner that does not degrade them. Tackling environmental degradation is an integral part of socioeconomic
transformation and will equally constitute a major focus of this intervention. It’s possible to protect the environment and improve people’s livelihoods at the same time in a more practical, cost-effective and sustainable way using simple innovative techniques.

The project will stimulate emergence of local natural resources based enterprises, which will provide employment for local people, enabling them to earn income. It will provide jobs through diversification of activities in direct financing of more small scale projects to construct biogas, eco toilets, fish ponds, plant grasses of the community important support bee keeping, keeping and making of crafts, etc. In addition, other initiatives to enhance the quality of life for the rural poor, for instance the “one-cow-per-family” initiative, will be introduced in the setting of the environmentally sustainable approach.

In the One UN Integrated Development Project, three outcomes will contribute to the result in Environment. These are:
1. Strategy and action plan for environment management developed and implemented in Musanze and Kayonza/Rwamagana Districts in the context of rural human resettlement
2. Capacity of Musanze and Kayonza/Rwamagana District to efficiently manage and implement environmental policies in the context of rural human resettlement improved
3. Ownership and capacity of communities for sustainable environment management strengthened

Ultimately this will lead to substantive and measurable improvements in environmental conditions, such as improved quality of life, more sustainable resettlement initiatives, and land use management. It will also reinforce existing and emerging environmental capacities within multiple levels of government and various civil society organizations, especially within the two districts. Furthermore, individual capacity development will be reinforced through training, education, new approaches that encourage innovation, adaptive management and learning-by-doing. By strengthen the environmental governance, including improving institutional arrangements, it also includes promoting accountability, leadership, gender equality and human rights, and further foster an environment of creativity and innovation for sustainable solutions in an African society.
Recent studies have shown that the majority of Rwanda’s population lives below the poverty line, and that food insecurity and malnutrition remain huge challenges for the population (CFSVA, 2009). There is also a large portion of the population who is considered vulnerable, including many children- and female-headed households. Recurring droughts, environmental degradation and changing climatic conditions has further contributed to food insecurity and associated health problems. Furthermore, with close to 90% of the population directly depending on subsistence agriculture for survival, defenselessness against climatic and economic shocks has become an obstacle to growth by hindering accumulation of assets and aggravating the problem of inter-generational transmission of poverty.

The GoR is leading the development and promotion of a long term economic and social progress to reduce poverty and achieve food and nutrition security in the country. The agricultural sector is responsible for generating more than 33% of Rwanda’s GDP\(^3\), making it one of the country’s most important economic sectors and integral to achieving the goals set out in the national strategies, Vision 2020 and the EDPRS. Through this strategic framework, the Government of Rwanda gives high priority to the creation of improved safety nets for the poorest and the most vulnerable people, and achieving sustainable economic growth and social development. The Strategic Plan for the Transformation of Agriculture (PSTA II) constitutes an essential framework for achieving the objectives related to food and nutrition security and increase and diversification of household incomes. As a confirmation of the GoR’s commitment to agricultural production and food security, the share of the agricultural budget increased from about 3% in 2004-2005 to 6.7% in 2009 (MINECOFIN). In line with national sustainable development objectives, the Government of Rwanda (GoR) has adopted a number of policies and strategies to enhance agricultural productivity, generate

\(^3\) 33,8% in June 2010 (Agricultural Sector Performance Report FY 2009/2010, MINAGRI)
off farm employment and promote value added export. The GoR has also designed a national strategy for social protection characterized by a pooled social assistance fund, which aims to reduce fragmentation of donor resources and improve coordination and alignment for effective delivery of social assistance to the most vulnerable households. Eligible households will be able to move into more sustainable means of self-support by participating in livelihoods enhancement schemes that gradually afford households the opportunity to participate in formal social insurance mechanisms and enable them to contribute to the formal market economy.

Aimed at strengthening the capacity of the poor to participate productively in the economy, the national strategies on economic growth and social protection will address comprehensively challenges of vulnerability, fully in line with the MDGs and Vision 2020 and integrated into the decentralization framework. These strategies entail the following interventions:

1. Strengthened social safety nets for the poorest and most vulnerable who will be most affected by the socioeconomic consequences of economic growth;
2. Access to sustainable self-support mechanisms to enable the poorest and most vulnerable to move out of the poverty trap and productively participate in the generation of economic growth; and
3. Enhanced coverage of formal insurance mechanisms.
4. Improved agriculture productivity and promotion of off farm employment,
5. High value and diversified export promotion.

Role of the UN and Partnerships
The UN is supporting the GoR in achieving goals related to economic and social progress set forward in the national frameworks. As one of five Result areas in the UNDAF, the UN is working to ensure that the Rwandan population benefits from food security and economic growth, including productive employment, and is less vulnerable to natural, social and economic shocks. The strategy proposes an integrated approach to risk management and self support, aimed at reducing the occurrence of shocks, mitigating the impact of shocks, and promoting long-term solutions to reduce vulnerability. The strategy is articulated around the following four axes:

1. Production & Income: Intensified and diversified production for increased income generation and food security, with focus on innovations and greater value addition; Economic Governance & Trade Facilitation: Gender-sensitive access to domestic and international markets and financial services for small producers and micro, small and medium enterprises (MSMEs); Social Protection: Effective social protection system in place to promote equity and socio-economic inclusion of the most vulnerable groups;
2. Disaster Management: Effective disaster management system in place to minimize risks and respond to shocks.

The Integrated Development Programme (IDP) is an ongoing pilot project for the promotion of integrated socio-economic development in Rwanda. It seeks to reduce poverty and promote growth and human development in the target areas. The programme is an extensive attempt to transform communities in the target areas through a series of integrated interventions. The various interventions have been classified in five broad areas. Two of these areas are directly linked to the One UN Programme Result 5: “Rwandan population benefits from food security and economic growth, including productive employment, and is less vulnerable to natural, social and economic shocks”. These are areas where the UN believe it has a good comparative advantage and can most efficiently assist the GoR in implementation of the IDP. The two components the UN suggests as an entry point for support is to the following:

- Increasing agricultural productivity through the use of better technologies and more efficient use of natural resources;
• Raising rural incomes through the introduction of value-added activities that include agro-processing, off-farm activities, and facilitation of rural-urban trade;

In the Rwanda Integrated Development Initiative, the UN proposes to provide technical and financial support to the two components above, starting in 2011. The outcome is that the local community, including the most vulnerable groups, are experiencing an improved agricultural production, and able to use appropriate technologies and renewable energies for increased/improved food and non-food production processing and marketing. The approach for a more efficient agricultural production system, as well as promotion of techniques for processing agricultural produce, will be based on the Songhai model for integrated development in Benin. At the heart of this model is a holistic and integrated approach to production, by strengthen and ensure linkages between the primary, secondary and tertiary production. The model ensures improved and sustainable productivity and income generating opportunities. By strengthening the primary production system in the targeted areas, including land consolidation, water harvesting, introduction of improved seeds/saplings and appropriate use of fertilizers and pesticides, the local communities are stimulated to increased and enhanced production. To ensure appropriate exploitation of the increased produce, appropriate techniques for processing needs to be determined and introduced in the community. This will in turn contribute to increased knowledge and capacities, and increased income generating opportunities for the community members. The new technologies to be introduced will be based on the needs and opportunities in the local community, with a focus on processing of local produce. Furthermore, the introduced techniques should be cost-effective, easy to use and maintain, and environmentally friendly. To ensure the sustainable use of the introduced technologies, the District will be supported to establish and run a training centre in the local community, focusing on applying the new technologies introduced. The District will also be supported in carrying out trainings for trainers in the local community, specifically in improved farming systems and processing techniques that has been or will be introduced. Inclusion of the most vulnerable will be ensured at all steps, and in order to ensure social protection for those not able to physically, financially or actively partake in the introduced activities, support will be provided to include them in social protection schemes.

The UN envisions that the assistance through the Rwanda Integrated Development Initiative could introduce eight main activities in the selected pilot areas, targeting the two mentioned IDP components:

• Activity 5.1.1: Provide technical and financial support to carry out a participatory feasibility study, including agriculture, land use, employment opportunities, institutional organization, energy, introduction of new appropriate technologies and industries
• Activity 5.1.2: Support the establishment of a multipurpose hall that could accommodate an ICT Kiosk and be used by for various activities and (Health Centre esp for Kayonza)
• Activity 5.1.3: Provide technical assistance to the Ministry of Local Government in support of the IDP project
• Activity 5.1.4: Provide technical support to Umurenge saccos in financial management, business plan analysis
• Activity 5.1.5: Establish two greenhouses in each of the targeted Umudugudu, with production of vegetables and training of selected beneficiaries (including women and youth) in appropriate farming techniques
• Activity 5.1.6: Put in place a monitoring system for food security and nutrition
• Activity 5.1.7: Support the expansion of Mutobo mini-hydro power to the capacity of 300 KW
• Activity 5.1.8: Contribute to job creation for youth, women and other vulnerable groups through mobilization and skills development and support to women & youth cooperatives in Musanze and Kayonza Districts
5. Management Arrangements and Coordination

5.1 Management and Coordination

The Ministry of Local Government is the designated government agency responsible for the overall management and coordination of the Integrated Development Project. Other government ministries are equally involved and will have lead roles in the implementation of specific outputs. NGOs and civil society organizations will be partners in the implementation of program activities under this UN initiative.

In line with the government’s directive to use single project implementation units, the IDP project will be directly implemented under the coordination of the Ministry of Local Government. The national coordinator of the IDP will act as the project coordinator and will be responsible for coordinating all the components and activities of the project. He/she will ensure timely delivery of program outputs and effective linkages with other programs to ensure optimal and well synchronized results. This person will report directly to a Steering Committee.

**National Steering Committee:** The project will use the existing national structures to effectively coordinate and manage the implementation of the IDP project. A national steering committee will provide overall oversight for the implementation of the project. The IDP Ministerial Committee comprising the following ministries MINALOC, MINECOFIN, MINAGRI, MINELA, MINIFOM, MININFRA, MINICOM, and Governors. The UN Resident Coordinator will represent the UN at the Committee in relation to the UN support to the IDP project. The SC will meet quarterly or as deemed necessary review progress made, ensure that program implementation is in consonance with laid-down procedures and work-plans, and would make recommendations for strengthening the implementation. A TOR will spell out details of responsibilities.

**National Technical Committee:** The National Technical Committee will provide technical guidance and supervision for the implementation of project activities. The committee will comprise of members from the same ministries above and will be chaired by the Permanent Secretary in MINALOC. The UN will be represented at the National Technical Committee by a designated UN Agency. On the UN side, a UN **Technical Coordination committee** will be established representing all UN agencies involved in the IDP project. The UN Technical Coordination Committee will meet regularly to effectively coordinate the respective UN agencies support for the project. The ToR for both committees will outline the details of their roles and responsibilities as well as the inter relationship. The ToR of the National Steering Committee can be found in Annex 7.

**Implementation Committee:** All project activities will be implemented at the District or Provincial levels and hence the role of the implementation committee will be to directly supervise and ensure the effective implementation of project activities. This committee will be chaired by the Executive Secretary of the Province and composed of District vice Mayors, District Executive Secretaries, the IDP project team, UN designated agency among others.

The **UN Technical Working Committee** comprising technical representatives of participating agencies will ensure that all component activities of the joint initiative are agreed upon through a common work plan. The role and responsibilities for coordination of the various interventions of each participating UN agency along with the production a single consolidated report will be documented. A designated UN agency will be responsible for coordinating the activities of the UN TC and will interface with the government TC as well as the National Coordinator. All participating agencies will share the cost of coordination. The ToR of the UN Technical Working Committee can be found in Annex 7.
5.2 Fund Management Arrangements

The preferred financing modality for this project will be a parallel fund management arrangement where all participating UN agencies supporting the project will pull and manage their own funds either from core or from the ONE Fund. Under this option, a joint/common work plan document will be developed and agreed upon by all agencies in consultation with the government as well as a consolidated budget showing the inputs from the various agencies involved. Each participating agency will prepare a budget consistent with its procedures, covering mutually agreed upon outputs that will be managed by the agency. The UN Technical Committee will be responsible to prepare a consolidated program budget showing the budget components of each participating UN agency. The consolidated budget will inform the National Steering Committee about the projected flow and utilization of funds as well as the potential shortfalls or funding gaps. In addition to allocation from the One Fund, participating agencies are also encouraged to fund specific outputs using agency core and/or vertical resources. In order to ensure smooth financial flows, all participating agencies will
make their contributions for the following year known at least by October of the current and will make the funds available by February of the respective year.

Each UN agency will account for the funds received from the One Fund to fund it project output activities in accordance with its financial regulations and rules. A funds and activity monitoring tool will be developed to ensure accurate accountability of the funds raised and disbursed. Consistent with current practices, each agency will be responsible for auditing its own contribution to the program.

An indicative budget has been prepared, amounting to about USD 1.5 million over a period of two years. The UN budget/financing will be integrated into the GoR budget, but arrangements will be made to earmark the funds for the specific interventions to be supported by the UN. This will help ensure predictability to the GoR and ease accountability for results.

5.3 Role of participating UN agencies

The areas of intervention of the participating agencies as well as their role in the management and coordination structure is presented in the table 1 below. The detailed budget per agency is presented in figure 8.

UNDP will be active in the three different results, namely governance, environment and sustainable growth and social protection. Within the governance field, UNDP will provide technical support for the establishment of a rural settlement strategy, for the sustainable management of eco-friendly systems and for the Umurenge saccos.

In the environment field, UNDP will develop a strategy and action plan for environment management, will support districts to effectively manage and implement environment policies and will strengthen the ownership and the capacity of communities for a sustainable management.

Finally, UNDP will contribute to the sustainable growth and social protection area by providing technical and financial support to carry out a participatory feasibility study and will support the construction of a multipurpose hall.

UNDP, with the higher total budget and the biggest number of activities, will be the lead agency. As the lead agency, it will chair the UN Technical Working group and will represent the participating UN agencies to the National Technical Committee (NTC).

The other UN agencies, namely FAO, WFP, UNIDO and ILO will only be active in the area of sustainable growth and social protection according to their comparative advantage.

FAO will contribute to the project by establishing two greenhouses for the production of vegetables. WFP will be in charge of putting in place a monitoring system for food security. UNIDO will support the expansion of the Mutobo mini hydro-power while ILO will contribute to JO creation for youth, women and other vulnerable groups through mobilization and skills development and support to cooperatives.
**Table 1: Detailed role of the UN agencies**

<table>
<thead>
<tr>
<th>Agency</th>
<th>Results</th>
<th>Areas of intervention</th>
<th>Budget 2011 ($)</th>
<th>Role in the management arrangements and coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDP</strong></td>
<td>Result 1</td>
<td>Provide technical support for the establishment of a sustainable rural settlement strategy</td>
<td></td>
<td>UN Lead Agency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide technical and financial support for the sustainable management of eco-friendly systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Result 4</td>
<td>Develop a strategy and action plan for environmental management</td>
<td>1.020.000</td>
<td>Chair of the UN Technical Working Group (UNTWG)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support districts to effectively manage and implement environment policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strengthen ownership and capacity of communities for a sustainable environment management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Result 5</td>
<td>Provide technical and financial support to carry out a participatory feasibility study</td>
<td></td>
<td>Will represent the UN at the National Technical Committee (NTC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support the establishment of a multipurpose hall</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide technical support to Umurenge saccos</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide technical assistance to the Ministry of Local Government in support of the IDP project</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FAO</strong></td>
<td>Result 5</td>
<td>Establish 2 greenhouses for production of vegetables in each targeted district</td>
<td>100.000</td>
<td>Member of the UN Technical Working Group (UNTWG)</td>
</tr>
<tr>
<td><strong>WFP</strong></td>
<td>Result 5</td>
<td>Put in place a monitoring system for food security</td>
<td>20.000</td>
<td>Member of the UN Technical Working Group (UNTWG)</td>
</tr>
<tr>
<td><strong>UNIDO</strong></td>
<td>Result 5</td>
<td>Support the expansion of hydro power</td>
<td>200.000</td>
<td>Member of the UN Technical Working Group (UNTWG)</td>
</tr>
<tr>
<td><strong>ILO</strong></td>
<td>Result 5</td>
<td>Contribute to job creation for youth, women and other vulnerable groups through mobilization and skills development and support to cooperatives</td>
<td>150.000</td>
<td>Member of the UN Technical Working Group (UNTWG)</td>
</tr>
</tbody>
</table>
5.4 South-South Cooperation

South-South cooperation – collaboration between developing countries - is a growing and dynamic phenomenon, an important process that is vital in confronting shared challenges. Indeed, South-South Cooperation is recognized as a key mechanism for the development of countries of the south. Led by emerging giants India, Brazil and South Africa (IBSA) the South is a tremendous source of tested solutions to development challenges including the Millennium Development Goals (MDGs).

South-South approaches are central to the work of the UN. The global cooperation framework promotes South-South cooperation by, for example, linking country, regional and global programmes, which enables greater South-South exchange and cooperation across regions. In an effort to strengthen the mainstreaming of South-South cooperation in the operational activities of the United Nations development system, the UN family in Rwanda in partnership with the GoR has identified the Songhai Model as a fitting case of innovation that can be adapted to the Rwandan context in support of enhancing agricultural productivity for economic growth and poverty reduction. There is ample evidence to affirm that the basic concept of South-South cooperation is having a positive impact on global, regional and national policies and actions relating to trade, investment, monetary and financial arrangements and on human development in general in the developing world. Indeed, as the number of regional and sub-regional groups working to foster economic integration in the South grows, so must efforts be made to expand the scope of South-South and triangular partnerships within the framework of such collaborative arrangements.

Since joining the East African Community, Rwanda has been very instrumental in seeking to strengthen mutual diplomatic and socio-economic ties through embarking upon a new EAC custom union that would unite their currently dissimilar trade policies around a single, common external tariff regime that will allow unimpeded intra-regional trade, while eliminating non-tariff barriers enforced by the East African Countries. Rwanda also provides instructive lessons within the region and Africa in general on a variety of fronts and a number of countries through south-south exchanges have benefitted from the Rwandan experience of peace, reconciliation, reconstruction and development. Within the context of the Songhai development model, coupled with improved information flows, strategic planning and effective mechanisms to assure development, South-South
cooperation could help to meet the Millennium Development Goals by drawing on the resources and expertise existing in the South, particularly in the countries that have recently realized rapid socio-economic development. Furthermore, the growing participation by the private sector and non-governmental and civil society organizations in promoting South-South cooperation is a welcome development to be encouraged and strengthened in South-South and triangular initiatives.

5.5 Cross-cutting Issues

Cross-cutting issues are concerns that have been identified as particular development priorities, and are sustainability issues on which the GoR wishes to direct a strategic focus. Consequently these issues are also special drivers within the UN development work in Rwanda.

As the cross-cutting issues require management actions which go beyond traditional approaches, it is imperative to mainstream them into the planning process of the joint intervention, ensuring that the approach is well targeted and will achieve the expected outcomes and outputs. Cross-cutting issues require action in multiple fields and should thus be integrated into all areas of the intervention. The UN has identified four cross-cutting issues of major importance for development: environmental sustainability, gender equality, HIV/AIDS and social inclusion. In the joint intervention, the UN wishes to tackle the cross-cutting issues, both directly and indirectly, by addressing them directly in Outcome areas, or ensure mainstreaming under outputs and activities.

It is at the local level that cross-cutting issues, and how they are managed, most directly impact on service users. Thus, at this level a wide variety of government bodies and agencies interact to provide services to address issues such as environmental sustainability, gender equality, HIV/AIDS and social inclusion.

In order to successfully mainstream the cross-cutting issues in programmes and project and to effectively address gender inequalities within all areas of interventions, cross-cutting aspects need to follow all stages of the programming cycle, and be managed at a local level. From identifying the intervention area, planning, implementing and monitoring and evaluation of the activity, the cross-cutting issues should be taken into consideration. To ensure this, environmental sustainability, gender equality, HIV/AIDS and social inclusion will be monitored closely in the M&E framework.
6. Essential Tools

6.1 M&E Framework

The project is proposing to use the log frame below (see Annex 2) for programme/project monitoring. The framework intends to bring together a clear, concise and accessible statement of all of the key components of the integrated development project; It indicates the logic of how the project is expected to work, separating out the various levels in the hierarchy of objectives, and helping to ensure that inputs, activities, outputs and objectives are spelled out in a consistent way;

It is important to note, however that where baseline data do not exist, it is expected that the participatory feasibility study to be commissioned in the first phase of implementation provides the data.

It provides a basis for monitoring and evaluation by identifying indicators of success and a means of quantitative or qualitative assessment, which will be essential for joint reporting on implementation.

6.2 Strategic Long Term Research and Evaluation Plan

The Implementing team will submit both narrative and financial reports to the Technical Committee and Steering Committee on a quarterly basis. The reports will detail the progress towards outcomes and outputs, challenges and lessons learned. The financial reports will be submitted on an agreed upon format and will detail expenditure against agreed budget lines and future needs. An annual progress report will be submitted reflecting on the progress towards the outcomes for the year and will form the basis of the preparation of the work plan for the preceding year.

There will be periodic joint field missions (and reports submitted based on an agreed upon format), during which the monitoring team will: conduct meetings with the key stakeholders including local government officials; will have focus group discussions and interviews with community members and other stakeholders. This will strengthen local government engagement whilst building capacity in both the coordination and M&E of the project supported activities. The Technical Committee will work closely with the Programme Implementation team to ensure there is capacity building and collaboration with local governments for sustainability.

The Technical Committee will facilitate a bi-annual review meeting with the stakeholders of the projects with the review meeting focusing on the progress towards results, learning and feedback and looking forward.

There will be asset management to ensure proper management and effective and efficient utilisation of resources. The monitoring system will look at the accountability mechanism put in place to ensure that project inputs are managed following accepted standards.

A midterm and end line evaluation will be conducted using external consultants. Supporting Agencies will be encouraged to jointly recruit the external consultant The Technical Secretariat will work closely with the implementation team in the development of the evaluation Terms of Reference and recruitment of the consultant. The results of the evaluation will be shared with all participating Agencies, government and development partners in the form of workshop and reports.
Annex 1: Budget

<table>
<thead>
<tr>
<th>Result hierarchy</th>
<th>Agency</th>
<th>Main Stakeholders</th>
<th>UNDAF Corresponding Output</th>
<th>Budget 2011 ($)</th>
<th>Budget 2012 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result 1 Governance - Capacity of Musanze and Kayonza/Rwamagana districts to efficiently manage and implement environmental policies in the context of rural human resettlement improved</td>
<td>UNDP</td>
<td></td>
<td></td>
<td>90.000</td>
<td></td>
</tr>
<tr>
<td>Output 1.1 Provide technical support to the district for the establishment of a task force for the implementation of sustainable rural settlement as per developed strategy</td>
<td>UNDP</td>
<td></td>
<td>1.3.1</td>
<td>70.000</td>
<td></td>
</tr>
<tr>
<td>Activity 1.1.1. Training of districts officials in planning, gender sensitive budgeting and monitoring of Imihigo and DDPs</td>
<td>UNDP</td>
<td>Districts</td>
<td>1.3.1</td>
<td>50.000</td>
<td></td>
</tr>
<tr>
<td>Activity 1.1.2. Provide technical assistance to PFM (Public Financial Management) committees in the two districts</td>
<td>UNDP</td>
<td>Districts</td>
<td>1.3.1</td>
<td>20.000</td>
<td></td>
</tr>
<tr>
<td>Output 1.2 Provide financial and technical support to district to ensure sustainable operation and management of eco-friendly systems (Mini-hydro, biogas, eco-san ...)</td>
<td>UNDP</td>
<td></td>
<td>1.3.1</td>
<td>20.000</td>
<td></td>
</tr>
<tr>
<td>Activity 1.2.1. Provide TA for the operationalization of the CMC (community management committees) including management of common resources (electricity)</td>
<td>UNDP</td>
<td>Districts</td>
<td>1.3.1</td>
<td>20.000</td>
<td></td>
</tr>
<tr>
<td>Result hierarchy</td>
<td>Agency</td>
<td>Main Stakeholders</td>
<td>UNDAF Corresponding Output</td>
<td>Budget 2011 ($)</td>
<td>Budget 2012 ($)</td>
</tr>
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<td>---------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Result 4 Environment - An Enabling policy framework to support an effective system for environmental management and ecosystem conservation established</td>
<td>UNDP</td>
<td></td>
<td></td>
<td>400.000</td>
<td></td>
</tr>
<tr>
<td>Output 4.1 Strategy and action plan for environmental management developed and implemented in Kayonza and Muzanze districts in the context of the rural human resettlement</td>
<td>UNDP</td>
<td></td>
<td>4.2.1</td>
<td>100.000</td>
<td></td>
</tr>
<tr>
<td>Activity 4.1.1. Establish tree agro-forestry nurseries tree planting along the roads, soil erosion &amp; land use management</td>
<td>UNDP</td>
<td>REMA Districts</td>
<td>4.2.1</td>
<td>80.000</td>
<td></td>
</tr>
<tr>
<td>Activity 4.1.2. Develop and disseminate a resettlement public awareness strategy for Musanze and Kayonza districts</td>
<td>UNDP</td>
<td>REMA Districts</td>
<td>4.2.1</td>
<td>20.000</td>
<td></td>
</tr>
<tr>
<td>Output 4.2 Capacity of Musanze and Kayonza districts to effectively manage and implement environment policies in the context of rural human resettlement</td>
<td>UNDP</td>
<td></td>
<td>4.2.2</td>
<td>150.000</td>
<td></td>
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<tr>
<td>Activity 4.2.1. Support communities and public areas to build eco-san toilet facilities to improve sanitation</td>
<td>UNDP</td>
<td>REMA Districts</td>
<td>4.2.2</td>
<td>150.000</td>
<td></td>
</tr>
<tr>
<td>Output 4.3 Ownership and capacity of communities for sustainable environment management strengthened</td>
<td>UNDP</td>
<td></td>
<td>4.2.3</td>
<td>150.000</td>
<td></td>
</tr>
<tr>
<td>Activity 4.3.1. Support communities to improve and use sustainable cooking stoves systems by using locally available resources e.g. stones &amp; biogas</td>
<td>UNDP</td>
<td>REMA Districts</td>
<td>4.2.3</td>
<td>150.000</td>
<td></td>
</tr>
<tr>
<td>Result hierarchy</td>
<td>Agency</td>
<td>Main Stakeholders</td>
<td>UNDAF Corresponding Output</td>
<td>Budget 2011 ($)</td>
<td>Budget 2012 ($)</td>
</tr>
<tr>
<td>------------------</td>
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</tr>
<tr>
<td>Result 5 Sustainable Growth and Social Protection - Improved and sustainable productivity and income generation for all community members</td>
<td>UNDP FAO</td>
<td>ILO WFP UNIDO</td>
<td>5.A.1.1</td>
<td>1.000.000</td>
<td></td>
</tr>
<tr>
<td>Output 5.1. Local community, including the most vulnerable groups, able to use appropriate technologies and renewable energies for increased/improved food and non-food production processing and marketing. (Songhai model)</td>
<td>UNDP FAO</td>
<td>ILO WFP UNIDO</td>
<td>5.A.1.1</td>
<td>1.000.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.1. Provide technical and financial support to carry out a participatory feasibility study, including agriculture, land use, employment opportunities, institutional organization, energy, introduction of new appropriate technologies and industries</td>
<td>UNDP</td>
<td>Districts</td>
<td>5.A.1.1</td>
<td>50.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.2 Support the establishment of a multipurpose hall that could accommodate an ICT Kiosk and be used by for various activities and (Health Centre esp for Kayonza)</td>
<td>UNDP</td>
<td>District</td>
<td>5.A.1.1</td>
<td>30.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.3 Provide technical assistance to the Ministry of Local Government in support of the IDP project</td>
<td>UNDP</td>
<td>MINALOC</td>
<td>5.A.1.1</td>
<td>400.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.4. Provide technical support to umurenge saccos in financial management, business plan analysis</td>
<td>UNDP</td>
<td>MINECOFIN</td>
<td>5.A.1.1</td>
<td>50.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.5. Establish two greenhouses in each of the targeted Umudugudu, with production of vegetables and training of selected beneficiaries (including women and youth) in appropriate farming techniques</td>
<td>FAO</td>
<td>MINALOC MINAGRI</td>
<td>5.A.1.1</td>
<td>100.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.6. Put in place a monitoring system for food security and nutrition</td>
<td>WFP</td>
<td>MINALOC MINAGRI</td>
<td>5.A.1.1</td>
<td>20.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.7. Support the expansion of Mutobo mini-hydro power to the capacity of 300 KW</td>
<td>UNIDO</td>
<td>MININFRA EWASA District</td>
<td>5.A.1.1</td>
<td>200.000</td>
<td></td>
</tr>
<tr>
<td>Activity 5.1.8. Contribute to job creation for youth, women and other vulnerable groups through mobilization and skills development and support to women &amp; youth cooperatives in Musanze and Kayonza Districts</td>
<td>ILO</td>
<td>MINALOC PAJER</td>
<td>5.A.1.1</td>
<td>150.000</td>
<td></td>
</tr>
</tbody>
</table>
## Annex 2: Logical Framework

<table>
<thead>
<tr>
<th>Result hierarchy</th>
<th>Indicators, Baseline, Target</th>
<th>Means of verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
</table>
| **Result 1 Governance - Capacity of Musanze and Kayonza/Rwamagana districts to efficiently manage and implement environmental policies in the context of rural human resettlement improved** | **Indicators:**  
1. Nber of district officials trained (1.1.1) (1.1.2)  
2. Nber of trainings conducted (1.1.1) (1.1.2)  

**Baseline:**  
1.  
2.  

**Targets:**  
1.  
2.  | **Programmes report Training report**                                                                                                                                  | **Risks:**  
Effective local authorities involvement                                                                                                             | **Assumptions:**                                      |
| **Output 1.1** Provide technical support to the district for the establishment of a task force for the implementation of sustainable rural settlement as per developed strategy | **Activity 1.1.1. Training of districts officials in planning, gender sensitive budgeting and monitoring of Imihigo and DDPs**                                                                                           |                                                   | **Assumptions:**                                      |
| **Activity 1.1.2. Provide technical assistance to PFM (Public Financial Management) committees in the two districts** | **Activity 1.1.2. Provide technical assistance to PFM (Public Financial Management) committees in the two districts**                                                                                           |                                                   | **Assumptions:**                                      |
| **Output 1.2** Provide financial and technical support to district to ensure sustainable operation and management of eco-friendly systems (Mini-hydro, biogas, eco-san ...) | **Activity 1.2.1. Provide TA for the operationalization of the CMC (community management committees) including management of common resources (electricity)**                                                                 | **Programmes report Minutes of the CMC meetings** | **Risks:**  
Effective local authorities involvement                                                                                                             | **Assumptions:**                                      |
<table>
<thead>
<tr>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
</tbody>
</table>
### Output 4.1
Strategy and action plan for environmental management developed and implemented in Kayonza and Muzanze districts in the context of the rural human resettlement

#### Activity 4.1.1. Establish tree agro-forestry nurseries
- Baseline:
  - Assumptions:
  - Targets
  - 1.
  - 2.

#### Activity 4.1.2. Develop and disseminate a resettlement public awareness strategy for Musanze and Kayonza districts
- Baseline:
  - Assumptions:
  - Targets
  - 1.
  - 2.

### Output 4.2
Capacity of Musanze and Kayonza districts to effectively manage and implement environment policies in the context of rural human resettlement

#### Activity 4.2.1. Support communities and public areas to build eco-san toilet facilities to improve sanitation
- Baseline:
  - Assumptions:
Output 4.3
Ownership and capacity of communities for sustainable environment management strengthened

Activity 4.3.1. Support communities to improve and use sustainable cooking stoves systems by using locally available resources e.g. stones & biogas

<table>
<thead>
<tr>
<th>Indicators:</th>
<th>Programme report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Nber of household using sustainable cooking stoves systems</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
</tr>
</tbody>
</table>

**Targets**
1. 
2. 
3. 

**Baseline:**
1. 
2. 
3. 

**Assumptions:**

**Risks:**
- Effective local authorities involvement
- Lack of training of communities in the use and the maintenance of cooking stoves systems
<table>
<thead>
<tr>
<th>Result 5 Sustainable Growth and Social Protection - Improved and sustainable productivity and income generation for all community members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 5.1.</strong> Local community, including the most vulnerable groups, able to use appropriate technologies and renewable energies for increased/improved food and non-food production processing and marketing. (Songhai model)</td>
</tr>
<tr>
<td><strong>Activity 5.1.1.</strong> Provide technical and financial support to carry out a participatory feasibility study, including agriculture, land use, employment opportunities, institutional organization, energy, introduction of new appropriate technologies and industries</td>
</tr>
<tr>
<td><strong>Activity 5.1.2</strong> Support the establishment of a multipurpose hall that could accommodate an ICT Kiosk and be used by for various activities and (Health Centre esp for Kayonza)</td>
</tr>
<tr>
<td><strong>Activity 5.1.3</strong> Provide technical assistance to the Ministry of Local Government in support of the IDP project</td>
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<td><strong>Activity 5.1.4.</strong> Provide technical support to umurenge saccos in financial management, business plan analysis</td>
</tr>
<tr>
<td><strong>Activity 5.1.5.</strong> Establish two greenhouses in each of the targeted Umudugudu, with production of vegetables</td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
</tr>
<tr>
<td>1. Participatory feasibility study carried out (5.1.1)</td>
</tr>
<tr>
<td>2. Multipurpose hall that could accommodate an ICT Kiosk established and operational (5.1.2)</td>
</tr>
<tr>
<td>3. Number of trainings conducted (5.1.4)</td>
</tr>
<tr>
<td>4. Number of micro-credits provided (5.1.4)</td>
</tr>
<tr>
<td>5. Number of business plan made (5.1.4)</td>
</tr>
<tr>
<td>6. Number of established greenhouses with productive/sustainable vegetable production at the end of the project period (5.1.5)</td>
</tr>
<tr>
<td>7. Number of beneficiaries skilled in appropriate farming techniques for greenhouse production (5.1.5)</td>
</tr>
<tr>
<td>8. Monitoring system for food security put in place (5.1.6)</td>
</tr>
<tr>
<td>9. Capacity of Mutobo mini hydro power of 300KW (5.1.7)</td>
</tr>
<tr>
<td><strong>Programme report</strong></td>
</tr>
<tr>
<td><strong>Study report</strong></td>
</tr>
<tr>
<td><strong>Risks:</strong></td>
</tr>
<tr>
<td>Effective local authorities involvement</td>
</tr>
<tr>
<td><strong>Assumptions:</strong></td>
</tr>
<tr>
<td>-</td>
</tr>
</tbody>
</table>
and training of selected beneficiaries (including women and youth) in appropriate farming techniques

Activity 5.1.6. Put in place a monitoring system for food security and nutrition

Activity 5.1.7. Support the expansion of Mutobo mini-hydro power to the capacity of 300 KW

Activity 5.1.8. Contribute to job creation for youth, women and other vulnerable groups through mobilization and skills development and support to women & youth cooperatives in Musanze and Kayonza Districts

<table>
<thead>
<tr>
<th><strong>Indicators:</strong></th>
<th><strong>Districts statistical records</strong></th>
<th><strong>Risks:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number and quality of new jobs created</td>
<td>Project monitoring and evaluation reports</td>
<td>Delay in the funds disbursment</td>
</tr>
<tr>
<td>2. of youth engaged in productive activities sustainable</td>
<td>IP periodic reports</td>
<td>Funds are available timely, contract with IP is signed timely</td>
</tr>
<tr>
<td>3. # of youth accessing the services supported VSL, coops and MFI’s</td>
<td></td>
<td>Effective local authorities involvement</td>
</tr>
</tbody>
</table>

**Targets:** 750 jobs for youth, women and other vulnerable people per District
## Annex 3: Risk Matrix

<table>
<thead>
<tr>
<th>IDENTIFIED RISK</th>
<th>PROBABILITY : High (H), Medium (M), Low (L)</th>
<th>MITIGATION MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment of the identified districts</td>
<td>Low</td>
<td>Continued positive momentum. Ensure that the relevant committees meets regularly and reports to the Steering committee.</td>
</tr>
<tr>
<td>GoR Financial commitments reduced</td>
<td>Low</td>
<td>Strong commitment of the national institutions to be sustained. The project is already implemented by Government and shall remain active</td>
</tr>
<tr>
<td>Project management unable to meet reporting obligations</td>
<td>Low</td>
<td>Terms of reference clarify the role and duties of the Project manager and senior technical advisor</td>
</tr>
<tr>
<td>Limited capacity absorption (first year of implementation)</td>
<td>Low</td>
<td>A list of activities for the current year to be prioritized. The project is very likely to spend the 500,000 USD the first year of implementation</td>
</tr>
<tr>
<td>Failure to mobilize additional funding</td>
<td>Medium</td>
<td>Project technical committee to design a financial mobilization strategy</td>
</tr>
<tr>
<td>Sustainability of the project</td>
<td>Medium</td>
<td>The initial timeframe of the project is two years and further discussions will be needed to chart the next steps (possible exit or scale up strategy)</td>
</tr>
</tbody>
</table>
Annex 4: Summary of the Songhai Model

Songhai is a holistic socio-economic model of a sustainable agricultural community with integrated production of primary, secondary and tertiary production of food crops, horticultural crops, aquaculture and animal husbandry. Over the years, Songhai has fully integrated, (forward and backward integration), to establish an entire supply chain from input and bio-technology through processing to export marketing.

Liquid human wastes are harvested by microbial agents and water hyacinth that mine the nutrients, stop the obnoxious smell and produce bio-gas which is in turn used to generate power for use in the community. Other water plants in the sewage cycle enter into the animal husbandry food chain while the nutrient rich substrate are pumped into the drip irrigation system as well as used in maggot production. The maggots are a key dietary component in the fish production. Poultry droppings as well as animal remains are consolidated in an open air system for intensive maggot production.

Bio-technology – is the heart of Songhai technology platform. A seeding programme, seedling multiplication, grafting and propagation schemes are supporting a range of food crops, cash and horticultural crops. A dynamic fish nursery produces large numbers of tilapia and cat fish fingerlings and Juveniles. The careful cross-breeding of poultry, grass-cutters, guinea fowls, pigs, snails, turkey, ducks, quail, goats and rabbits, etc. produces fast growing animals and high-quality animal products.

Other inputs involve organic fertilizer production from recycling of food waste and from direct composting in rather short 45-60 days cycle in open air controlled composting which is believed to get to the temperature regime in excess of 65 degree centigrade and long enough to destroy the human and animal pathogens. The organic fertilizer granules are in turn used in transplanting.

Box 1: Integrated Production Model at Songhai Centre

- The irrigation system is supported by rain fed ponds, supplemented with boreholes. The water is pumped to a large capacity overhead reservoir which takes the water through the entire fields by gravity flow. There is ample application of solar power.
- Several fish farms in lakes, ponds and canals pervade the terrain as are large housing units for the piggery, poultry, guinea fowls, grass-cutters, turkey, ducks, quail and goats. The Snail is housed in one partially fenced acre of Plantain and Banana Plantation and accordingly form part of the food chain.
- The integrated eco system is such that most vegetation are carefully chosen to supplement the diet of the animal husbandry. Cocoyam is intercropped with some trees to provide carbon sink and pave the way to a carbon free energy future.
- Primary, secondary and tertiary processing abound in the farm: cheese and dairy products, smoked chicken, fish and grass cutter, fish, assorted fruit juice, Milk evaporative concentrate; fabrication of machine spares and processing for local, national and international market.
- Training is fundamental to the Songhai business model and is implemented in a culture of “learning by doing” and whilst it take place in Songhai farm, an out-growers scheme is established in 1,000 or more Hectare farm near Parakou, offering land, housing, support, access to pooled finance with the group mutual assurance.
- High quality hospitality, catering and customer service depict the primacy of discipline and professional conduct. Songhai is a destination of choice in eco-tourism and the concept seemed appropriate in certain projects in Enugu State such as Enugu Games Reserve & Holiday Resort, Enugu State Agricultural College and Enugu State World Bank Commercial Agricultural Scheme.
**Methodology**

The development framework in support of the Songhai model is one that seeks to augment the standard of living of Africa's populations using the following methods for the creation of viable agricultural enterprises:

1. Use of local resources, traditional and modern methods
2. Hybridization of traditional and modern agricultural practices
3. Support of individual and communal responsibility and initiatives
4. Encouragement of diverse opinions

Songhai fosters an environment of creativity and innovation and attempts to re-establish a stable African society and is an example of where the principles of communal benefit replace those of personal gain. A key Songhai principle is the inclusion and support of disadvantaged youth and women in rural communities. The belief is that successful and stable communities can only be developed in a holistic way, involving all members of a community as productive and valuable contributors.

There are three integrated components to the Songhai development model:

1. Agricultural centers involved in financially and environmentally sustainable production of primary and added value products.
2. Training of entrepreneurial farmers in sustainable agricultural production
3. Outreach to a community of trained farmer graduates who manage their own farms, through a network that provides services and a route to market.
The mission appreciated the integrated nature of the project including crop production, livestock and fisheries, mechanical workshop and foundry and practical training. The project employs appropriate technology in all its production process, high level of innovation and high quality of its products. The theme ‘nothing wasted’ makes the project highly environmental friendly and highly productive. These findings helped to shape the thinking of the mission towards the implementation of the UN joint support to the Mutobo-Kayonza/Rwamagana resettlement project for Rwanda.

Proposed implementation arrangements
Management of the project will be purely on entrepreneurial basis because in order to train entrepreneurs, the trainer has to one or at least has to be practicing the same. The support of the government, community leaders and other non-governmental organisations is important in order to provide the environment for success. In this context, project management committee comprising of participants from the private sector, non-governmental organisations and the government is recommended.

Undertaking a comprehensive social mapping of the areas in which the project will be implemented in order to obtain better understanding of what is currently produced, how and how much is needed? This will help to build consensus on what needs to be done and how. It is also important to understand how many families – women, men and children will benefit directly from the initial phase of the project and those to benefit later.

The project aims to support integrated production and development, thus understanding the current community practices in production, consumption, access to basic services and social behaviour is important. For example, beneficiaries of the project should be able to send their children to school, improve their health care seeking behaviour, nutrition, hand-washing practices, etc.

Focus on training through establishing a centre of excellence in practical agricultural and mechanical training. Establishing a training centre as a wing for practical knowledge acquisition in appropriate agricultural production is critical. The community can be used as the training ground, where trainees practice the skills learned through working on the community farms. The training curriculum will be developed to cover the key subjects of crop framing, animal husbandry, fisheries, agro-forestry and appropriate technology to develop equipment and innovative ways improving productivity as well as processing of agricultural products to add value.
Partnerships with government bodies, e.g. the Ministries of Agriculture, Local Government and that of Infrastructure, the Rwanda Development Board, tertiary institutions specialising in agricultural training and non-governmental organisations will be critical in ensuring success. This will help to bring on board specialists to support training, research and exchange of new information as well placing trainees for internships.

Annex 6: The GoR Integrated Development Programme (IDP) Project Summary

1. The Integrated Development Program (IDP) is a model, pilot project for the promotion of integrated socio-economic development in Rwanda. It seeks to reduce poverty and promote growth and human development in the target areas. As a pilot, the focus is on the two sectors of Muhazi and Mukarange in the Eastern province (Rwamagana and Kayonza Districts respectively). Over a period of three years, the project seeks to transform communities in the target areas through a series of integrated interventions. The target population is Muhazi & Mukarange inhabitants with special attention on 2000 people (400 households) of three model villages (Ntebe, Kitazigurwa and Bwiza-Nyagatovu).

2. Several underlying factors have been identified as the drivers of the high poverty levels witnessed in these areas. The biggest constraint is limited access to arable land due to the high population density and the scattered land settlements found in the area. This limits the ability of farmers to produce sufficient food for their own consumption and for the market. The other underlying factor behind poverty is the high incidence of social deprivation amongst vulnerable groups including orphans and the aged. These groups in particular have no stable source of income and must be provided for through a social safety net mechanism. Another cause of poverty relates to the chronic disease burden that renders people unable to engage in productive activities. Poor medical facilities mean that communities are characterized by persistence health problems. The lack of skills is another reason for high levels of unemployment amongst community members.

3. To address these social and economic challenges, the project has a number of components that can be summarized into five broad areas:

- Mobilizing communities through education and training to be more development-oriented, self-reliant and to contribute to their own social and economic up-liftment;

- Reforming rural settlement: create larger, well organized settlements that can be better serviced by critical social infrastructure (health centers, schools, community and sports centers, access roads, etc) and modernizing rural communities through the introduction of common infrastructure, Information Communication Technologies (ICT), and the promotion of financial services that will support micro and small enterprises;

- Increasing agricultural productivity through the use of better technologies and more efficient use of natural resources;

- Raising rural incomes through the introduction of value-added activities that include agro-processing, off-farm activities, and facilitation of rural-urban trade;
• Strengthening social integration, cohesion and solidarity.

4. To realize these goals in a sustainable manner, the project will dedicate significant resources towards capacity building within the target communities. This capacity building shall occur at different levels, beginning with management training and leadership development, as well as the enhancement of basic skills for those engaged in various productive activities (crop production, animal husbandry, agro-processing, fish farming, amongst others). The main institutional mechanism for delivering these activities will be a community-based co-operative that will be created at the outset of the project. The co-operative will be governed by a board drawn from the community, while at the management level a Director General will manage an enterprise that will function along the lines of any private entity or corporation. This pilot will require US$ 5 million to be disbursed over a three year period, according to a staggered implementation approach. Project funding will be provided by the Government, the local community and Imbuto Foundation in the main, although other stakeholders including NGOs and Faith Based Organizations will be encouraged to participate in the activities.
Annex 7: Terms of References National Steering Committee and UN Technical Working Committee

**IDP- National Steering Committee (NSC)**

The project will be executed by MINALOC and MUSANZE/KAYONZA districts on behalf of government of Rwanda. The overall supervision of the project implementation shall be undertaken by a high level National Steering Committee (NSC) chaired by the Secretary General of MINALOC who will be responsible for overseeing the NSC and ensure that it’s consistent with the overall policy agenda of the GoR. The NSC shall be comprised of the following stakeholder institutions:

(a) One UN agencies participating in the project  
(b) REMA/MINIRA  
(c) MINAGRI  
(d) MINALOC;  
(e) MININFRA  
(f) Vice mayor Musanze district  
(g) Vice mayor Kayonza district  
(h) Women and youth representatives.  
(i) Province representative  
(j) Resettlement Task Force

The National Steering Committee (NSC) is expected to:

- Meet at least once every quarter (i.e. at least 4 times a year) to receive progress and financial reports, annual summary progress reports and all substantive reports and outputs and use them to review the progress of work in the project as a whole.
- Advise on implementation problems that emerge, and on desirable modifications to the work-plan.
- Monitor the implementation progress and advice on the steps to improve it.

The NSC will ensure that the following key principles are upheld:

- Monitor that responsibilities are clearly understood;
- Ensure that required resources are secured and any shortfalls are mitigated within reasonable time frame;
- Ensure that disbursements are followed up to make sure they are made on time and without complications;
- Verify that work on project implementation is progressing as planned, and any problems are anticipated and addressed in time;
- Verify that work is progressing according to budget plans and that expenditures are in accordance with the project plan expectations;
- Ensure that work progress is reported comprehensively and on time with critical analysis included;
• Ensure that all stakeholders are involved throughout the project implementation;
• Ensure that communication within and between those involved in the project is open and reasonably frequent;
• Ensure that the project meets its needs (both short and long term) without compromising quality;
• Ensure that the project continues to meet political expectations, cognizant of the dynamic policy and institutional environment.

UN Technical Working Committee

The UNTWC shall be chaired by UNDP and shall meet on quarterly basis. This UN Technical Committee shall be composed as follows:

(a) UNDP,
(b) FAO;
(c) UNIDO;
(d) ILO;
(e) WFP;
(f) UN HABITAT

The UN technical Working Committee is expected to:

• Provide technical expertise and guidance to all project components, and support the project management unit in the coordination of the implementation of planned activities
• Be specifically responsible for the technical inputs into the development of all outcomes; including carrying out critical project activities with the project team
• Ensure One UN joint program principles are adhered to
• Provide technical inputs in the coordination of the multi-stakeholder coordination mechanism at all levels and other relevant institutions
• Serve as a mentoring and back stopping function of the steering committee
• Advise on key policy and legal issues pertaining Joint project implementation;
• Engage on and contribute to policy dialogues at all levels
• Undertake regular reporting in line with project management guidelines.
• Ensure that the agency division of labour is well coordinated