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| **Progress Report**  **Reporting Agency: UNDP Country: Rwanda** | |
| **Project title:** | Programme for Strengthening Good Governance (PSGG) |
| **Implementation partners:** | The Media High Council (MHC)  The National Human Rights Commission (NHRC)  The National Unity and Reconciliation Commission (NURC)  The National Women’s Council (NWC)  The Office of the Ombudsman (OO)  Parliament |
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# Background and context

## Overview of the Programme for Strengthening Good Governance

In April 2007, the United Kingdom, Department for International Development (DFID) and the United Nations Development Programme (UNDP), jointly initiated the Programme for Strengthening Good Governance (PSGG).

The programme aims to strengthen the accountability and responsiveness of key institutions to deliver on the Economic Development Poverty Reduction Strategy (EDPRS) objectives.

The programme is built around a shared agenda between the Government of Rwanda, DFID and the UNDP, which gives weight to the need for good governance, in particular the development of a responsive and accountable state. Through PSGG, support is provided to:

* The Media High Council (MHC);
* The National Human Rights Commission (NHRC);
* The National Unity and Reconciliation Commission (NURC);
* The Office of the Ombudsman (OO); and
* The Parliament.

In August 2008, in order to promote gender equity, the gender component was introduced into the PSGG. This saw a sixth implementing partner being brought on board, enlarging the scope of the programme’s interventions to include the National Women’s Council (NWC).

The gender component is both: horizontal, or cross-cutting, to ensure that gender is integrated or mainstreamed into all other PSGG implementing partner initiatives; and vertical or ‘stand-alone’, with its own set of activities and lower level results, that contribute to the broader PSGG objectives.

## Structure of this report

The purpose of this report is to justify the expenditure, report on achievements and map out the plans for the next period of the PSGG. Last report that was submitted to DFID from UNDP covered the period from Q4 2009 to Q1 2010, and this report covers the reporting period from the beginning of Quarter 2 2010 to the end of Quarter 4 2010, i.e. 1 April 2010 to the 31 December 2010.

The report is structured as follows:

Section 1: Background and context;

Section 2: Overview of activities to date at the programme management level;

Section 3: Overview of activities and results by implementing partner;

Section 4: Financial implementation.

Section 5: Overview of next steps on the PSGG;

Section 6: Financial implications 2011

# PSGG Programme Management Activities and Results

## Introduction

This section provides an overview of the key activities undertaken at the programme management level during the reporting period. This includes: recruitment of PSGG programme manager, the development of the 2011 work plans; continued implementation of the Performance Monitoring and Evaluation Plans (PMEPs); and, the implementation of the gender component.

## Recruitment of PSGG Programme Manager

The recruitment of the PSGG Programme Manager was initiated in April 2010. Following UNDP recruitment procedures the position was advertised, after which a long list and short list exercise was conducted by UNDP Democratic Governance Unit. A final list of 5 candidates was retained for interviews. UNDP and DFID participated in the interview process and the Programme Manager started on the 20th December 2010.

## Programme Monitoring and Evaluation

The M&E consultant was recruited in May 2010 to oversee and coordinate the development of two key governance assessments: The Rwanda Reconciliation Barometer (RRB) and the PSGG Institutions Performance Survey.

1. To collect and analyse information that would be used to assess the current level and status of Unity and Reconciliation sixteen years after genocide,
2. To assess the performance capacity of the institutions that have received assistance to implement governance policy

It was decided that in order to strengthen the credibility of the report, a team of national and international experts were to be selected. The process was open for international bidding and the successful institutions were Institute for Justice and Reconciliation (IJR) from South Africa and *Institut de Recherche et de Dialogue pour la Paix* (IRDP) from Rwanda.

The data collection for the two reports was undertaken as one process. Built into the methodology was collaboration with a technical committee comprising of representatives from all IPs as well as development partners.

### Rwanda Reconciliation Barometer

The Rwanda Reconciliation Barometer (RRB) was finalized in October 2010. The study has emerged from the need for a quantitative monitoring tool that would allow the Commission to access the most current public opinion on the progress and pitfalls of the country’s national reconciliation programme, Such a tool would allow it to respond in a more targeted way to social fault lines and, in the longer term, may serve as an early warning system to potential sources of societal friction. Public opinion around national reconciliation has, thus far, been an under-researched aspect in the search to understand national unity and reconciliation processes in Rwanda, and this report presents the results of exploratory research on this area[[3]](#footnote-4).

Some of the findings have in the report been linked to key areas that are critical to the state of-, and future prospects for national unity and reconciliation in the country.

**Political Culture:** Survey questions and statements therefore measured confidence in public institutions, trust in leadership, and the respect of rule of law and courts. In brief, the results indicate moderate to high levels ( more than 90%) of trust in public institutions overall (compared to generally lower levels of trust in non-governmental- and private institutions), in the country’s political leadership. The survey also recorded significantly high percentages of respondents who indicated participation or willingness to participate in citizen forums (more than 85%). The major exception to this has been in regard with the willingness to participate in actions closely associated with protest or dispute (less than 50%).

**Citizenship and Identity**: Respondents exhibited a strong preference for a national Rwandan identity (more than 97% overall) and national values, but many participants also incorrectly believed that references to ethnicity or ethnic groups are prohibited by law or instruction in Rwanda.

**Social Cohesion:** The data suggests that citizens sense significant progress in terms of forging social cohesion in the wake of the 1994 genocide (more than 92% overall). Responses suggest positive development (more than 80% overall) in terms of inter-ethnic relations and interactions, as well as the levels of trust that exist between communities that found themselves on different sides during the genocide.

**Human Security:** This hypothesis is based on the contention that under conditions of scarcity in a society with a history of ethnic friction, conflict is more likely to arise along such ethnic lines. The indicators that were used included: physical security; economic security; equality of treatment and access; freedom of expression; and respondents’ hope for the future. Respondents reported relatively high levels of physical and economic security; a majority felt that great strides have been made in all respects since 1994; and there was significant approval of the overall direction of the country (more than 90% overall). It was, however, evident that positive public evaluation for human security was less emphatic than that for most other hypotheses tested.

**Transitional Justice:** Most respondents felt that significant strides were made in terms of the creation of domestic transitional justice measures. As far as the International Criminal Tribunal for Rwanda (ICTR) is concerned, the survey found that although most Rwandans were aware of its purpose and evaluated it positive (nearly 60%), close to a quarter were not in a position to wage an opinion on its effectiveness.

**Understanding the past:** The results show that a considerable majority (87.0%) agreed that in the sixteen years following the genocide, most of the major issues related to its causes and consequences have been frankly discussed and understood. However, a significant percentage of respondents (almost 39.9%) believe that there are people in Rwandan society that would still perpetrate acts of genocide if given the opportunity.

The RRB instrument has set baseline indicators for future surveys. The results that it has rendered should, as a result, also be regarded as baseline findings that do not point to an improvement or decline in the evaluation of the particular indicators. This can only be done when subsequent surveys are being compared against this first round. The report, therefore, recommends that the NURC endeavours to ensure a regular update of this instrument in order to track the current, but also new indicators, should emerge. In addition, and as mentioned above, it is recommended that this quantitative data should be supplemented by qualitative approaches, such as focus groups, to further probe the factors that inform these survey responses.

### PSGG Institutions Performance Survey

Many institutions worldwide have developed various indices depending on the area of interest in attempting to measure governance. It is in the same spirit that NURC in collaboration with other PSGG institutions agreed to conduct a survey to measure the performance of the above PSGG member institutions, along with the Rwanda Reconciliation Barometer survey (RRB)[[4]](#footnote-5). The survey also evaluates the performance and effectiveness of these key institutions in accordance with their mandate. Their performance is assessed against the indicators set by each of these institutions and in line with citizen and stakeholder perceptions.

One of the objectives for the survey was to collect baseline data for the PSGG institutions on a range of qualitative performance indicators in their quest to promote and implement good governance in Rwanda.

Specifically, the survey was to collect perceptions of Rwandan citizens (where applicable) or PSGG institutions partners on performance of the same institutions, based on the selected indicators proposed by each of these institutions and secondly to produce a data collection report on the PSGG indicators, excluding data analysis.

This survey, that was finalized in November 2010 and validated in December 2010, finds that overall most institutions are considered by citizens and stakeholders as performing their constitutional duties effectively. However, there is a general need to decentralize services of the institutions and intensify the efforts to increasing the demand for the services offered by the PSGG institutions.

The findings from this survey along with the RRB should guide the interventions for the PSGG institutions in the following programme period. In a later section of this report the findings per institution will be highlighter as they relate to the planned activities for Q1-Q2 2011.

## Gender Component

The gender component has progressed on two main areas this reporting period: capacity building in the form of training for professional and administrative staff for all PSGG institutions. Secondly the gender mainstreaming strategies have been finalized for all institutions.

### Gender Training

An important aspect of the gender component has been to build the capacity of staff from the PSGG institutions in the area of gender mainstreaming. A consultant was hired to conduct the trainings based on the gender mainstreaming training needs assessment done in the previous period. The target has been to ensure that professional staff members have enough skills to mainstream gender in their daily work.

From May 25th to September 2010 the following trainings were organised and facilitated:

* Nine (9) sessions for Professional staff of all implementing partners.
* Two (2) sessions for administrative staff for Parliament two chambers
* One (1) session for NURC Commissioners.

Training manuals have also been developed and distributed to the IPs to be used for further reference for the participants.

Some of the recommendations that have come out of the trainings are to continue the training on the practical sides of gender mainstreaming, with a special focus of gender responsive planning and budgeting. Furthermore, support should be provided to the gender teams to facilitate gender mainstreaming within their institution.

### Gender Mainstreaming Strategies

In order to ensure sustainability and to strengthen the commitment of institutions to the gender mainstreaming process a consultant was recruited to assist the PSGG institutions to develop gender mainstreaming strategies. The main objectives were:

* To help clarify the vision of key constitutionally mandated institutions responsible for promoting state accountability and responsiveness to mainstream gender equality in their work.
* To provide a strategic paper for each of six Implementing Partner (IP) agencies that outlines how they should position themselves relative to wider government processes to help foster gender equality.
* To identify key gaps in gender equality for particular sectors covered by IP mandates, thereby stressing areas where IPs may make strategic contributions to reducing gender inequalities.

At present all the six institutions have developed their strategies two of which remain to be validated, this activity is planned for Q1 2011.

# Overview of activities and results by implementing partner

In addition to the above mentioned achievements the PSGG institutions have achieved important results as individual institutions towards the targets of good governance established by their respective institutions. This section outlines the activities planned for Q2-Q4 2011 as per the annual IP work plans and the previous report (March 2010) compared with the actual results and achievements of the programme. In the tables below the first column describes the planned activities as per annual work plans and the previous report submitted to DFID whereas the second column reflect the actual achievement and results for the reporting period.

## Office of the Ombudsman

In the current reporting period the Office of the Ombudsman has significantly increased its capacity to perform investigations and audits of institutions as well improved the monitoring and evaluation capacity. Some of the concrete results include finalization of baseline through PMEP data collection and study on form and level of corruption in the country. The focus of investigations has been on banks while the focus on audits has been on higher learning institutions. The Office of the Ombudsman has also made an effort in improving the knowledge about the institution and its mandate among specific groups of the population through general messages of anti-corruption and debates on how to address the phenomenon have been broadcasted via television and radio; training of media practitioners, women’s groups and youth groups.

Table 1: Table: Ombudsman's Office: Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened OO as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** The OO effectively delivers its mandate. | |
| **Activities planned 2nd- 4th Q 2010** | **Achievements/ Actual Results** |
| ***Outcome 1: Decreased incidents of injustice, including corruption, achieved, through OO investigations and referral to Prosecutor:*** | *1.1 OO institutional capacity, including staff, strengthened;*  *1.2 Citizens are informed of their legal rights and responsibilities;*  *1.3 Legal context supports promotion and prevention* |
| * Investigation on the impact of corrupt practices in the national banking system, including gender analysis * Operational audit and investigation on impact of corruption practices | **Research:** Study completed on form and level of corruptions and strategies to prevent corruption in state institutions. The study sets a baseline for corruption in the country.  **Investigation capacity:** Improved capacity to conduct audits and investigations independently. A number of investigations were conducted within banks operating in the country, and 22 branches were visited from 9 districts/3 provinces. The findings from the investigations show that service delivery is often ineffective, and that this may be linked to corrupt practices. The practice of granting credits and loans leaves room for corruption. |
| **Outcome 2: Relations between citizens and public & private institutions improved, through OO intermediation/mediation:** | *2.1 OO institutional capacity, including staff, strengthened;*  *2.2 Legal context supports transparency;*  *2.3 Citizens are informed of their legal rights and responsibilities* |
| * Production and installation of panels with anti-corruption messages * Organise training of local leaders at district level to fight corruption and redress injustices * One day meeting for each district with administrative grassroots in Kigali at districts and cells level (3 modules: land law, judicial procedures, matrimonial management). * Training of National Women Council representatives in fighting against corruption, highlighting women's issues * Strengthen the capacity of anti-corruption clubs Organise training of informal sector operators at district level to fight corruption including gender components analysis * Training of journalists and media professionals at national level in public sensitisation on anti-corruption * Publication of Umuvunyi Magazine including gender related articles * Other medias (sensitisation through radios, television and newspapers, including raising awareness of gender specific corruption issues) * Dramas through radio and public performances * One day meeting for each district with administrative grassroots in Kigali at Sector level and cells level * Organize a youth conference on fighting against corruption and injustices (highlighting gender and corruption issues * Organize anti-corruption week activities | **Sensitization:** Anti-corruption messages have been disseminated in nationwide sensitization campaigns. The campaigns have targeted the general population in order to improve the capacity to identify instances of corruption and injustice and also to identify solutions. The methods used include distribution of panels with anti-corruption messages; dissemination of communication material to be used by officials at decentralized level; radio spots on the new mandate of the OO to monitor high public officials’ code of conduct. Additionally an interactive sensitization campaign focusing on solutions to corruption took place via 2 debates broadcast on 8 radio stations. Sensitization at the local level also targeted opinion leaders and administrative staff in 10 rural districts as well as Kigali. All 30 districts have participated in competitions at Districts’ level on innovative systems for anti-corruption.  50,000 people improved their knowledge and skills in the fight against and denounce corruption and injustice. The methodology used was drama at the decentralized level, 10 districts 5000 persons per presentation.  **Capacity building of key stakeholders:** 180 persons capacity in prevention of corruption strengthened through two separate trainings: 1) Media practitioners took part in a training entitled “The Role of Media in the prevention and fight against injustice and corruption in Rwanda” and 2) members of the National Women’s Council took part in “The Role of National Council of Women in the prevention and fight against injustice and corruption in Rwanda”.  **Youth:** Strengthened focus on youth participation in fighting injustice and corruption: 87 people who represented youth organisations. 3 anti-corruption clubs have been installed during this period, as a place where people can freely access information on the systems put in place by the law to fight against corruption, using the technology in place to report cases of corruption and injustice and send their complaints online. The objective is to let people be more pro-active in their fight against corruption and injustices by knowing exactly offences related to this issue.  224 youth (students) improved their awareness on the issue of corruption. The OO considers young people as instrumental in the fight against corruption and injustice and called upon the participants to install anti-corruption clubs to help people to better understand and report cases of corruption they face. In addition, these youth will raise awareness in their natural environment in the fight against these practices. |
| **Outcome 3. Accountability & transparency of public officials in their role of managing public resources increased** | *3.1 OO institutional capacity, including staff, strengthened;*  *3.2 Legal context supports increased oversight of public officials;*  *3.3 Citizens are informed of their legal rights and responsibilities, e.g. in holding public officials accountable.* |
| * Verification and investigation on declaration of assets received at all levels * Operational audit in public institutions at all levels | **Capacity to verify/investigate declarations and conduct audits strengthened:** PSGG has improved the capacity of the OO to independently verify and investigate declaration of assets. At the end of September 2010, 180 declarations from Sectors’ Executive Secretaries have been verified.  Audits conducted of National University of Rwanda (NUR), the Kigali Institute of Education (KIE) and the Ministry of Youth. Recommendations have been communicated to the respective institutions. |
| **Outcome 4: OO’s institutional capacity to undertake its mandate strengthened** |  |
| * Certified internal audit * Establish a gender mainstreaming strategy (organised centrally by PSGG management) | **Capacity of OO staff strengthened:** OO staffs capacity strengthened in the areas of conflict management and investigation techniques through a series of trainings. Capacity has also been strengthened in the area of gender mainstreaming. |

## National Human Rights Commission

National Human Rights Commission has increased the focus on human rights capacity building and sensitization of opinion leaders and key groups of the population: Secondary Schools, Youth Council, religious leaders (priests), National Women’s Council,

Capacity of the institution to perform its mandate also strengthened through training of professional staff in gender, participation of 2 staff in international human rights training. PMEP indicators have been collected and established the baseline for measurement of performance of the institution.

Table 2: National Human Rights Commission (NHRC): Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened NHRC as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** The NHRC effectively discharges its mandate:  Strengthening the rule of law through the promotion & protection of human rights | |
| **Activities planned 2nd- 4th Q 2010** | **Achievements/ Actual Results** |
| **Outcome 1 NHRC effectively conducts human rights promotion, with a particular focus on public sector agencies** | **1***.1 Key sectors and actors are knowledgeable about human rights, including rights and obligations;*  *1.2 Legal framework supports human rights promotion.* |
| * Organize training on human rights for religious leaders * Organize training on human rights for members of the Youth Council Executive Committee at the sector level * Organize training on human rights (particularly women’s rights) for members of National Women Council's Executive Committee at the sector level * Sensitizing key groups on human rights, including women’s rights (schools, prisons and ingando) * Organize and conduct training on human rights (including women’s rights) for Executive Secretaries of EDPRS sectors * Training for members of consultative meeting (two training sessions per year) on human rights issues * Organize the semi-annual and quarterly meetings of consultative meeting | **Sensitization of religious leaders:** 43 priests out of 55 prospective priests, from Nyundo catholic diocese, capacity in human rights and gender were strengthened through a three-day training. Leaders trained, made a commitment to cascade training in human rights down to their communities and congregations. This created a multiplier effect and enabled a wide range of citizens to be reached.  **Increased focus on youth and human rights promotion:** 260 persons who represent the national council of youth in the sector level of Northern, Eastern and Western Province (70% male, 30% female) strengthened their capacity in human rights. The participants committed themselves to sharing the knowledge acquired to the members of their associations.  34 secondary schools of the districts Karongi and Rutsiro (18,000 pupils’ 30%F-70%M) participated in a sensitization campaign focusing on education rights as well as the equality in term of sex drew the attention of the audience. |
| **Outcome 2: NHRC institutional capacity to undertake human rights mandates strengthened** | * 1. ***Internal staff technical and management capacity is strengthened;***   ***2.2 External strategic relations including partnerships strengthened*** |
| * Implementing complaint management software * Survey on violations of human rights | **Improved capacity in case management:** A consultant has supported NHRC staff through training in the complaint management software which has resulted in improved capacity to capture and interpret data collected from the protection officer in each of the six units of the Commission. This has also enabled the NHRC staff to collect quantitative data on most of the PMEP quantitative indicators for the NHRC. |
| **Outcome 3: NHRC effectively conducts HR protection, with a particular focus on public sector agencies** | *3.1 Human rights abuses are investigated and resolved;*  *3.2 Legal framework supports human rights protection.* |
| * Training on strategic planning, procurement and management for NHRC staff. Training would be provided by a local service provider (RIAM). * Training workshops in HR Treaty Body reporting * Produce gender training materials * Implement the gender training modules * Develop gender sensitive processes | **Improved technical capacity of NHRC staff in gender and human rights**: Professional staff of the NHRC has strengthened their capacity in gender principles and international standards, practical gender sensitivity, gender budgeting and gender mainstreaming, through a four days training.  Capacity of 2 NHRC representatives in human rights strengthened through participation in international human rights course focusing on fighting racial discrimination |

## National Unity and Reconciliation Commission

NURC have been the main actor in the governance data collection processes namely Rwanda Reconciliation Barometer and the PSGG institution performance survey. Further to this the institution has focused on decentralized activities especially through establishment of early warning committee systems and civic education through ingando/itorero and secondary school sensitization.

Table : National Unity and Reconciliation Commission (NURC): Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened NURC as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** The NURC effectively discharges its mandate in an engendered way. Rwandan citizens are active participants in NURC initiatives. | |
| **Activities planned 2nd- 4th Q 2010** | **Achievements/ Actual Results** |
| **Outcome 1: Citizens become informed actors in areas relating to unity and reconciliation** | * 1. *Civic education programmes delivered to citizens;*   2. *NURC capacity in providing civic education programmes built.* |
| * Conduct seven months solidarity camps/civic education (ingando) to youth affected by armed conflict at the provincial level * Implement publicity campaign to raise awareness of unity and reconciliation issues * Promote unity and reconciliation issues in secondary schools and universities, through debates, and sport competitions | **Itorero conducted**: 1681 people (1304 male, 377 female) were trained as trainers for “ ITORERO ry’Igihugu” and is part of the civic education on unity and reconciliation programme. The programme contributes to promoting positive values for Rwandans, finding solutions to problems related to mindset and behaviour. It also assists in changing unethical practice using lessons learned from Rwandan culture values.  **Youth involvement in unity and reconciliation debates:** NURC conducted outreach activities to secondary schools in 5 districts (with a special focus on the Northern Province). Youth were engaged in debates and sport competitions as an entry point to involve students in discussions that relate to national issues, but above all they learn a culture of mutual respect and tolerance. |
| **Outcome 2: Effective conflict management and resolution efforts contribute to unity and reconciliation** | ***2.1 NURC capacity in peace building and conflict management strengthened;***  ***2.2 Early warning mechanisms established and operational;***  ***2.3 Peace building best practice efforts contribute to unity and reconciliation.*** |
| * Operationalize the early warning system, to detect and deter violence * Train Mediators and Advisory Council Members on peace building and fighting against genocide ideology | **Early warning mechanisms for violence established:** Early warning committees on national level were trained on methods of how to deal with different conflicts in the society, and reporting them to the relevant authorities in time.  How the committee can prepare an Early warning work plan relating to how they can follow and report all acts of violence that can hinder the Reconciliation process.  **Capacity of mediators and advisory council members at decentralized level strengthened:** NURC trained Mediators and advisory council members in all 5 provinces (428 people). Mediators and Advisory council members were trained and sensitized in conflict management skills and peace building. The mediators and advisory council members are elected people in the local levels of administration with key responsibility of advising and mediating where conflicts may happen in the community where they live. They form part of NURC’s forums for Unity and Reconciliation. |
| **Outcome 3: Government, civil society and the private sector actively participate in unity and reconciliation initiatives** | ***3.1 Partnerships between NURC and stakeholders reinforced;***  ***3.2 Unity and reconciliation mainstreamed into government, civil society organisations and private sector.*** |
| No activities planned under this outcome. |  |
| **Outcome 4: NURC effectively coordinates interventions and actions promoting Rwandan Unity and reconciliation** |  |
| * Conduct an independent study/impact assessment on the national process of unity and reconciliation (NURC Unity and Reconciliation Barometer) * Reinforce district partnership networks * Capacity building for NURC staff & installation of a LAN in NURC's offices * Development of a gender mainstreaming strategy within NURC | **Rwanda Reconciliation Barometer finalized**: NURC conducted a major survey known as Rwanda Reconciliation Barometer (RRB) which was jointly done with the PSGG – PMEP. The survey was completed and the validation for the final report done.  **Gender Mainstreaming strategy developed**. |

## National Women’s Council

The structure and reach of National Women’s Council have enabled the institution to reach a vast number of people with messages of women’s empowerment and participation, numbers and subjects highlighted in table below. Additionally gender committees have been established in JADF within two districts and the capacity of the institution has been strengthened through development of communication strategy.

Table : National Women's Council (NWC): Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened NWC as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** The National Women’s Council effectively discharges its mandate in engendered way: Empowering women to more effectively participate in the social, economic and political development of the country. | |
| **Outcome 1. Targeted public and non-governmental organisations effectively promote the social, economic and political empowerment of women.** |  |
| **Activities planned 2nd- 4th Q 2010** | **Achievements/Actual Results** |
| * Strengthened institutional capacity of the NWC to mainstream gender in other government institutions * NWC advocates and influences government agencies to improve gender equity and women’s empowerment. * Training of NWC committees at the district level on EDPRS monitoring and evaluation * Build the capacity of institutions involved in EDPRS implementation, monitoring and evaluation in order to meet women's needs. * Strengthen the capacity of the district to foster the development of women. * Building the capacity of women associations (e.g. Umurenge SACCO) to support women's economic empowerment. | **Capacity of NWC committees in EDPRS monitoring strengthened:** The capacity of 1,866 Women Representatives from the Districts of Kayonza, Ngoma, Rubavu Nyamagabe, Gakenke Bugesera and Rulindo + 2,384 Women Representatives from the Districts of Kamonyi, Huye, Nyaruguru, Nyamasheke, Nyabihu, Nyarugenge, Kicukiro, Musanze have improved their knowledge of EDPRS implementation, monitoring and evaluation. The importance of this training is to enable women committees and other Women groups to more actively participate in the development process, monitor how far they have gone as far as EDPRS implementation is concerned and to lobby government officials to ensure that their interests (social, political, and economic) are taken into consideration.  **Gender committees established within JADF** in two districts (Nyamagabe, Nyaruguru) while other Mayors have committed to the process of establishing these forums. The members of this gender committee are comprised of the District staff; Civil society, private sector (Joint Action development Forum) and this will help to assess how effectively gender has been mainstreamed in every stake holder’s plans and programs working within the District.  **Capacity of NWC staff and members strengthened in the area of gender mainstreaming:** NWC staff and committee members at the National level have attained a better understanding of gender mainstreaming and are able to effectively incorporate gender into planning, monitoring and evaluation activities through training conducted in December on how to evaluate progress on gender mainstreaming in government institutions. GBT 2/98  **Mapping of organizations active in gender and women’s empowerment:** **A m**apping exercise has been conducted of institutions working in the field of gender and women promotion and protection. This document aims at reducing the duplication of efforts and wastage of resources in the field of gender equality and women’s empowerment interventions. The mapping study was presented and validated in November 2010. |
| **Outcome 2: Women have a more active role in good governance, more specifically, the development and implementation of public policy.** |  |
| * Ensure participation of women in decision-making * Sensitization of district staff in key legislation relating to gender equity | **Family planning and women’s empowerment:** NWC has strengthened the advocacy for linkages between family planning and women’s political, social and economic empowerment. 87, 325 persons have attended public conferences on family planning methods at sector levels all over the country. This activity is being conducted in community work meetings and other public shows in the sectors and Cells.  **Sensitization of population on gender based violence**: Sensitization campaigns directed at the general public and specific trainings from GBV/CP committees have been conducted in collaboration with the Forum of women Parliamentarians (FFRP). 578,643 persons were met through this sensitization campaign. The population have been informed about the different forms of violence and related penalties, and about their rights and obligations, the main participants are: women in local authorities, NWC committees on the sector level and the members of the sector consultative committees.  **Sensitization of population on laws important to women’s empowerment:** 178,732 people have received information on gender, family planning, and inheritance law at decentralized levels in December 2010. This is part of an continuous activity that is being conducted in community work meetings and other public shows in the sectors, Cells and villages  **Text book developed key laws that protect and promote women’s participation and empowerment:** land law, labour law, succession law and gender based violence law and used to sensitize the population as part of dissemination and awareness raising on these issues. |
| **Outcome 3. NWC promotes the economic, social and political interests of women.** |  |
| Develop and implement a gender capacity building plan  Develop an advocacy strategy to address women's issues and raise awareness | **Communication strategy for NWC developed**. The strategy will enable the NWC to disseminate information more effectively amongst its partners and stake holders.  Coordination meetings were conducted between the NWC at the national level and the NWC coordinators at the Provincial and District levels. |

## Parliament

Parliament has through the PSGG improved the capacity in a number of areas including strengthening the research unit, development of the strategic plan and learning from study tour to China. Furthermore the outreach to communities and increased focus on community dialogue has been part of the achievements of this reporting period; including progress made on parliamentary radio that will improve the communication between Parliament and the general population.

Table : Parliament: Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened Parliament as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** Parliament effectively discharges its mandate:  Legislative drafting, executive oversight and citizen representation (voice). | |
| **Outcome 1:** Legislative drafting & policy analysis capacity strengthened | **Indicators:** *1.1 Human resources strengthened including both members and support staff;*  *1.2 Technical support services provided to individual members and commissions.* |
| **Activities planned Q2-Q4 2010** | **Achievements/ Actual Results** |
| * Revision of the Parliament’s Strategic Development Plan (PSDP) * Improving knowledge and skills of MPs and staff in legislative review and analysis * Analysis of the implementation of laws passed and their impact on the population (CD) * Seminar on International Day of Democracy on the role of Parliament in consolidating democracy - 200 participants * Strengthening the Research Units of both Chambers with research tools and skills including gender analysis * Strengthening the Planning and M&E Offices, Senate and CD | **The Parliament Strategic plan 2010-2015 has been approved** by both Bureaus of Parliament. An internal workshop is to be organised which will be facilitated by Consultants (Global Insight Consulting & Research firm) for validation.  **Capital market bill:** Knowledge and skills of MPs and staff improved in the area of legislative review and analysis related to the capital market bill The purpose of the workshop on Capital Market organised by the Chamber of Deputies was to increase the capacity of MPs on how Capital market operate in Rwanda.  **Dialogue with the population at decentralized levels on political accountability:** MPs outreach to citizens strengthened as 98 Members of Parliament (Senators and Deputies) in a group of four persons visited 30 districts of the country in conjunction with the International Day of Democracy under the theme of *Political accountability: Forging links between parliaments and citizens*. Meetings held in all districts with CSO, Media, local leaders, District counsellors, Political leaders in districts, Heads of secondary school, Private sector and  Religious leaders.  **Capacity of members of the research unit strengthened** in the understanding of role and functions of Parliament in order to better perform legislative research activities to equip Members of Parliament with quality information for effective decision-making  Other research conducted includes:  i)A comprehensive analysis of the National Budget was done and report was used by Senators to make different amendments on the budget, ii)Research conducted on Health Sector Policy (monitoring of implementation of health services, rules, procedures and regulations of “RAMA and Mutuelles de Sante”), iii) Research on Family Planning: Policy and strategic plan, iv) Research on Norms and Standards in Health Services v) Proposal on the revision of the Rwandan Constitution of 4/06/2003 as revised to date vi) Analysis on Electoral Code, Penal Code, Laws of Contracts vii)Commission of inquiry on FARG. A comprehensive report was sent to the office of the President of the Senate  **Cooperation between parliaments strengthened:** Study tour organized to China by the Senate Standing Committee on Foreign Affairs, Cooperation and Security, from 6th to 14th December 2010. The visit to China was conceived within the context of the responsibility of the Senate Committee on Foreign Affairs, Cooperation and Security to contribute to the enhancement of cooperation between Parliament of Rwanda and parliaments of other countries.  The Parliament delegation was comprised of: Hon. Senator Munyamugisha Valens the head of Standing committee of foreign affairs, Cooperation and Security, Hon. Senator Mukantagara Stephanie, Hon Deputy Nikuze Nura, Rwigema Constantin (Committee Clerk) Rusanga Dieudonne (Project Coordinator). The delegation met Mr. Zhai Jun (Vice Minister of Foreign Affairs), the Chinese standing committee of National People Congress (NPC) and the members of NPC at provincial level of Hainan |
| **Outcome 2: Executive oversight capacity strengthened including Senatorial mandates** | ***2.1 Human resources strengthened including both members and support staff;***  ***2.2 Technical support services provided to individual members and commissions.*** |
| * Organisation of meetings between Parliamentarians and the population to debate draft bills in progress, voted laws, national policies, and listen complaints * Research on the implementation of government programmes and their impact on the population (disaggregated by sex) * Workshop on budget analysis (Senate and CD) including gender responsive budget * Development of a Parliament of Rwanda budgetary oversight handbook (including gender responsive budgeting) * Publish Senate reports on the supervision of the implementation of fundamental principles on multipartism and social justice * Workshop retreat on good governance for Senators and Deputies on the theme of the contribution of Parliament to unity and reconciliation * Workshop for 27 technical staff (committee clerk & researchers on report writing and analysis) | **Field visits as part of dialogue and verification of implementation of development policies conducted:** The Senate Committee on social affairs had field visits to 11 districts to assess issues relation to population growth, decentralization of health services, participation of community in reproductive health programs and to identify challenges faced in implementation of health programmes and lastly to identify maternal mortality related issues and identify actions taken by the government in resolving infant and child mortality.  Members of Standing committee of Agriculture, Livestock development and Environment standing committee at the Chamber of Deputies have planned to visit all 30 districts of the country, one sector per district.  Prior to the field visits in districts, MPs held discussions with officials of Ministry of local government, Ministry of finance, Ministry of Infrastructure, Central Bank and Rwanda Cooperative Agency  **2008 Audit report assessed:** A retreat of the Budget Committee of the Chamber of Deputies to assess the 2008 Auditor General report was conducted.  **The study on “Political Pluralism and Power Sharing In Rwanda”** was conceived by the Senate and commissioned to the Centre of Conflict Management of the National University for execution. Political Pluralism and Power Sharing are among the constitutional principles to which the state of Rwanda has committed itself to conform and the Constitution confers to the Senate the mission of supervising the application of those principles. Instruments that are used by the Senate to implement that supervisory mission include research.  The launching ceremony was on 3rd September, among participants were: Civil society, Religious leaders, Media, political parties and other discussants included a lawyer from Switzerland and a Communication Consultant of Commonwealth Parliamentary Association |
| **Outcome 3: Citizen representation capacity strengthened (increasing citizen voice in public decision-making** | ***3.1 Human resources strengthened including both members and support staff;***  ***3.2 Technical support services provided to individual members and commissions*** |
| * Establishing radio infrastructure * Purchase of airtime for pilot broadcasts on national radio and TV * Parliament public outreach (open days) which include gender information desk * Review parliament communication strategy to integrate gender | **Parliamentary Radio:** Progress in setting up Parliamentary Radio as frequency fee has been paid to RURA (Rwanda Utilities Regulatory Agency). RURA board will announce officially in coming days the frequency allocated to Parliament Radio  Radio team set up comprising of Publishing Director, Chief Editor Director of Programmes In Charge of Webcasting Journalist/Producer/Animator   * The Radio license has been awarded to Parliament by the Media High Council * The Radio frequency has been awarded to Parliament by the Rwanda Utilities Regulatory Agency * Parliament has set up a Radio team comprised of (Publishing Director, Chief Editor, Director of Programmes, In Charge of Webcasting, Journalist/Producer/Animator) * 1st Mission of UNESCO/Cameroon Consultants took place from 15th Dec 2010 to 23rd Dec 2010 to train Parliament radio team (report available) * Upcoming tasks (Jan 2011): Radio office space construction starting end of Jan 2011, Ordering of radio equipments: tender process in final stage. UNESCO/Cameroon engineer expected early Feb 2011 in Rwanda to supervise the above tasks * Training took place from 16th to 22nd Dec 2010 and brought 13 participants. Part of the training was organized in Butare city for the theory and practical part was organized at the Radio Contact FM premises in Kigali city. |
| **Outcome 4: Management and Gender Mainstreaming** |  |
| Development of gender mainstreaming strategy for Parliament | **Gender mainstreaming capacity:** 18 parliament administrative staff and 25 professional staff have improved their knowledge and capacities of gender mainstreaming through participation in trainings of respectively 2 and 4 days.  Parliament Gender team had 2 days retreat on 18th to 20th August to review the draft gender mainstreaming strategy and gender Parliament activities. The gender mainstreaming strategy was developed and awaiting validation. The Gender consultant was invited to brief the gender team on the gender mainstreaming strategy draft.  Capacity of MPs  2 MPs participated in training on “participative approach-micro-realization, gender and development” for three weeks in Casablanca.  The objectives of the training are:   * Develop awareness on gender mainstreaming and its contribution to poverty reduction”; * Develop skills in gender mainstreaming within development programs; * Develop skills in terms of techniques of participative approach; * Develop tools for micro-projects and micro-interventions elaboration, selection and monitoring.   As an impact of the training, we expect participant to be reinforced in regards to their parliamentary role to oversee government programs: poverty and vulnerable people, gender mainstreaming.  Participants will also develop technical skills and competences that can help them to effectively participate in the country’ development, especially within their communities as role models. |

## Media High Council

Media high councils mandate has been broadened to include more focus on capacity building of the media, in addition to monitoring and regulation of media activities. In Q4 of 2011 the focus on outreach activities and communication with the various stakeholders in the media debates; practitioners, government and civil society have been strengthened.

Table 6 Media High Council (MHC): Overview of activities and results 2nd -4th Q 2010

|  |  |
| --- | --- |
| **Goal**  **Strengthened MHC as one of the constitutionally mandated institutions to increase state accountability, responsiveness and transparency in the making and implementing of public policy.** | |
| **Purpose** MHC effectively discharges its mandate: ensuring media freedom and implementing a sustainable media regulatory system. | |
| **Planned activities for 2nd-4thQ 2010** | **Achievements/ Actual Results** |
| Outcome 1: Media freedom promoted and protected: | *1.1 Promotion/protection: MHC institutional capacity is strengthened;*  *1.2 Legal and regulatory environment is improved* |
| Holding an annual media and government dialogue to facilitate co-operation/discussions on media freedom. This will also include presentation and discussion of the findings of activity 1.1  Have 80% central and local government officials sensitised on the rights and responsibilities of journalists bearing in mind gender and development issues  Hold 26 media freedom related debates and talk shows on radio stations and 6 similar shows on TV where gender-specific topics are to be included and female guests on the shows are encouraged by December 2010  Hiring short term media freedom expert | **Access to information bill:** The draft of the “Access to Information Bill” that has been spearheaded by the MHC is now at the parliament level for adoption.  **The Rwanda Press Centre** was established to act as an enabler for all members of the national and international media both private and public. The facility provides a one stop centre for information and other media related services such as accreditation.  **Media Dialogues:** MHC in collaboration with the Ministry of Information organized media dialogues that brought together Government, Civil society and the media fraternity in November 2010. The 2010 dialogue provided a platform for debate and strategizing on most best ways to deal with increase private sector investments in the media as a way to go for the media to develop and play its Forth estate role.  **Increased percentage of trained journalists:** The number of practicing journalists who are trained has risen from 27.3% in 2009 to 40% today. This can especially be attributed to the Great Lakes Media Centre (GLMC) whose first intake graduated this year and remained in the media profession. Also the fact that the new media law provides that the director and chief editor of all media organisations must be professional journalists-a condition that MHC has enforced since July 2010, a number of media organs and outlets hired trained journalists.  **Sensitization of population:** Regular shows/debates on media freedom and related issues have been aired on two radio stations (Contact FM and Radio 10). Themes of the show focused on during the 4th quarter are:   * Media and Democracy: The role of Rwandan media in building a democratic state; * Advertisement in Rwandan media: Are there any laws that regulate advertisement in Rwanda? * Journalism as a profession: State of audio-visual, print and internet media in Rwanda; * Rwandan association of sports journalists; * Code of ethics of Rwandan journalists: case of Radio Salus “Imenye nawe”; * Media Development (Rwandan print media); * Online journalism: advantages and disadvantages; |
| **Outcome 2: Media professionalism and development promoted** | *2.1 Media capacity strengthened by technical assistance and training;*  *2.2 An enabling environment for private media enterprises supported.* |
| Support the strengthening of the capacity of the professional media associations, including women's ones, to progressively advocate for their professional rights and promote professional ethics by December 2010  Encouraging media professionalism by publishing guidelines on appropriate journalistic language in general and in relation to the 1994 genocide.  Promote fair and professional management by media enterprises by December 2010  Ensuring that media monitors and the MHC board members are trained on research methods and content regulation respectively.  Strengthen the MHC capacity in fostering gender sensitive accountability by designing and implementing the Gender Mainstreaming Strategy by December 2010  Capacity building for MHC staff  Publish MHC magazine (500 copies per quarter) – Q1-Q3 | **Media High Council’s Gender Mainstreaming Strategy is available** at MHC and the mainstreaming process is being implemented from the IP to the media sector as a whole. Additionally a partnership with GMO has been established and clearly defined.  Areas of partnership between MHC and GMO clearly defined.  **12 MHC staff has been trained in gender and gender mainstreaming related issues**. |
| **Outcome 3: A sustainable media regulation system implemented** | *3.1 Concerned regulatory bodies, e.g. MHC and RMEC institutional capacity is strengthened;*  *3.2 Legal and regulatory framework is improved.* |
| Ensure that political organisations (parties) in general and women MPs in particular, have equal access to public media during the presidential campaigns and elections of 2010. | Activities ongoing will be finalized in Q1 2011 |
| **Outcome 4: Monitoring and Evaluation** |  |
| Collecting data for the following PMEPs indicator 01.1 and O1.3. | Activities ongoing will be finalized in Q1 2011 |

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# OPR follow-up

In the absence of a PSGG programme manager no systematic review has been undertaken of the OPR recommendations. However all partners participated in the process and submitted their comments/ inputs to the report. However the individual institutions and partners have taken action for most of the relevant point and where it is not done, there are planned actions for 2011. The second section of recommendation are higher level recommendations and the responsible is vaguely indicates as UNDP/DFID/Other Development Partners. These recommendations have not been included in this report but will be addressed in future forums that will look at new joint initiatives in the governance sector.

Table Overview of recommendations and actions taken since the last OPR review

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| OPR recommendation | Paragraph | Responsible | Actions taken | Actions planned for 2011 |
| 1. PSGG should support a careful reflective consideration of the National Unity and Reconciliation Commission’s (NURC) existing and possible new functions. | 26 | NURC  supported by  PSGG | No action taken |  |
| 1. PSGG Capacity development support for the Ombudsman’s Office (OO) should focus on its principal function of mediating between citizens and the state and market. | 29 | OO supported  by PSGG | Significant increase in the frequency of fields visits on the ground to handle various problems as reported to OO between the administration and the population   Improving systems for citizens sensitization in terms of reporting and fighting against power abuses and practices of injustice and corruption | Will be taken into consideration for 2011 planning and development of new PSGG programme |
| 1. PSGG capacity development in the future should go to supporting Media High Council’s (MHC) media freedom mandate, while letting MHC use its own funds to build additional capacity in the area of media regulation. | 31 | MHC supported  by PSGG | No action. Annual Work plan was developed before this recommendation. | To be taken into consideration for 2011 planning and development of new PSGG programme |
| 1. PSGG should resolve if they are going to fund a new locally recruited Parliamentary Adviser or ask the UNDP Governance Adviser to fulfil this role (while possibly being supported by the UNDP Global Programme for Parliamentary Strengthening). | 34 | PSGG | No decision has been taken |  |
| 1. The PSGG consultant leading the strategic planning process with IPs must produce results that are SMART. | 35 | PSGG | Done | NA |
| 1. There is a need to ensure that the National Women’s Council (NWC) is focused on activities that deliver the results outlined in their results framework | 37 | NWC supported  by PSGG | Comment taken into consideration for future planning | Comment taken into consideration for future planning |
| 1. There is a need for the conduct of an internal democratic governance assessment that examines the NWC structure with a view to making it more participatory, accountable, transparent and responsive to its members. | 38 | NWC supported  by PSGG | Not done |  |
| 1. The National Human Rights Commission (NHRC) should reflect and examine the effectiveness of its programmes. New areas that should be made a priority for next strategic plan period need to be carefully examined. | 41 | NHRC  supported by  PSGG | A consultant evaluates the impact of the support acquired within the framework of the PSSG on the performance of the members, the personnel and the partners of the National Commission for Human Rights. The final report will be submitted at the end of January 2011 | Organize study tours to others national Human rights institutions at regional level .This is with an aim of acquiring better news practise to improve the performance |
| 1. There is an urgent need to ensure that a new PSGG Programme Manager is recruited. | 43 | UNDP | PSGG manager recruited | NA |
| 1. There is a need to ensure that the PMEP indicators are aligned to the National Policy and Result Matrix and Joint Governance Assessment Key Performing Indicators. | 53 | PSGG | Ongoing process | Planned focus of upcoming retreat |
| 1. There is a need to ensure that the IPs are actually collecting data and information outlined in the PMEPs for the baseline – most of this work should be completed in May 2010. In May 2011 a final survey should be undertaken to assess progress against the baseline. | 56 | PSSG and  Local M&E  consultant | Baseline collected | Work with individual institutions as well as collectively to agree on timeframes/intervals for the various indicators |
| 1. The new risks identified need to be considered and placed into the PSGG risk matrix presented in Appendix 8. The PSGG management team then in turn need to actively manage these risks wherever possible | 76 | PSGG | Take into consideration |  |
| 1. Monitoring visits to the IP’s field programmes to view and assess financed activities should be undertaken | 83 | PSGG | Not done | Taken into consideration for future plan |
| 1. Reform of UNDP human resources management and project management systems is needed. | 88 | UNDP | Reform of UN not a recommendation to programme level |  |
| 1. PSGG and each IP need to begin developing an exit strategy to cope with the ending of funding in April 2011. | 100 | UNDP/DFID | UNDP will continue to work with the IPs to develop a program for the period post April 2011 | Retreat planned to discuss future collaborations |

# Financial implementation

The financial implementation of the programme accounts for the funds available to spend, the planned allocations and the disbursement to implementing partners. A separate sub-section on the contingency fund has been added as this fund was allocated to specific institutions for specific activities as opposed to the ordinary disbursement from DFID. However, for other purposes the contingency fund will be added to the cost –sharing funds and called “DIFD funds” (Cost share + contingency fund).

**Reporting period**

As previously stated this report will account for the period from 1st April to 31st December 2011, as the previous report from UNDP to DFID accounts for the first quarter (January 1st to March 31st 2011). The basis of the financial report are the quarterly reports that UNDP receives from implementing partners on a quarterly basis coupled with UNDPs own financial management systems data.

**Financial management stages**

In the programme cycle the funds available go through different stages of classification. For the sake of clarity the different stages are here shortly described:

***Stage 1: Allocation from UNDP and DFID***

The allocations per IPs from UNDP are given in form of the project budget at the start of the year. When UNDP receives funds from DFID these funds are also allocated to the IPs and becomes part of the IPs project budget.

***Stage 2: Disbursement from DFID to UNDP***

Funds are transferred from DFID to UNDP

***Stage 3: Disbursement from UNDP to IP***

UNDP disburses funds based on the allocation as well as implementation rate and other factors that might be considered relevant.

***Stage 4: Expenditure***

Once the IPs have received the funds they justify the expenditure in quarterly reports. It is only at this stage that the UNDP considers the funds as expenditure. This implies that if an implementing partner received funds in any given month and delays the reporting on the funds for a period of six months, it is only after these six months that it is registered as an expense. Before this date it categorized as outstanding balance with the implementing partner. It is worth noting that this is only with the cases where advances are given to the implementing partner under the national execution modality.

**Management cost and General Management Support fee (GMS)**

According to UNDP regulations all funds mobilized from partners in country is subjected to overhead cost calculated in percentage of the received funds. In the case of PSGG UNDP and DFID have agreed to set the GMS percentage at 5%. These 5% are not to be considered as part of the programme budget and are deducted from UNDP Rwanda accounts and redistributed to Regional Offices, HQ, and country office according to UNDP rules and regulations and are not to be considered as part of the programme activities budget. The management cost that appears in the financial overview of this section refers to management and coordination cost of the project at the level of the managing agent and the implementing partners.

**Management budget to support implementation**

In UNDPs financial management system no separate project has been created for the management funds as these are considered as support to the implementation of the implementing partners separate projects. In order to easily be able extract the budget and expenditure on implementing partner project in UNDPs financial management system has been allocated this budget under as specific activity. For 2010 management expenditure can therefore easily be identified. However, in the case of this report the carry-over of funds from 2009 to 2010 this amount is presented together with the Parliament project.

As a consequence of the period where there wasn’t a programme manager paid over the PSGG budget the balance on this budget is higher than for other projects. However, as the last section on financial implementation plan for 2011 will show, this balance will be redistributed among implementing partner to achieve the planned targets for PSGG.

## Funds available

Table 8 below shows the total available funds for 2010. Although this report is for the period Q2-Q4, Q1 is included in order to show the complete flow of funds from funds managed by UNDP for the financial year that starts in January 1st and ends in December 31st. This gives a more comprehensive picture of the financial movements for this period.

For the funds that were carried over from 2009 to 2010 budget in some tables, especially those including carry-over from 2009 Management costs will be seen as part of the parliament budget. For newer figures the numbers have been separated. The reason for this is that in UNDPs financial management system funds for management has to be attributed to one of the projects. The parliament has been chosen as the holder of funds that will not directly be disbursed to the IPs. However the expenditure of funds is separated with activity codes, with specific codes for management activities.

Table Annual Budget 2010 for DFID funds

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Opening Balance Cost Sharing 2010** | **February 2010 allocation** | **August 2010 allocation** | **Contingency August 2010** | **Total budgets 2010 (DFID)** |
| Management |  | 163,425 | 310,189 |  | 473,614 |
| Parliament *(including management for opening balance)* | 455,520 | 106,672 | 180,000 | 70,000 | 812,192 |
| NURC | 168,468 | 176,948 | 140,000 | 230,690 | 716,106 |
| OO | 151 | 113,420 | 198000 | 2,000 | 313,571 |
| MHC | 2,169 | 264,535 |  | 16,000 | 282,704 |
| NWC | 46,895 |  |  | 33,500 | 80,395 |
| NHRC | 5,779 | 66,165 |  | 24,000 | 95,944 |
| **TOTAL** | **678,982** | **891,165** | **828,189** | **376,190** | **2,774,526** |
|  |  |  |  |  |  |

The following table (Table 10) give an overview over the expenditures incurred in Q1 and what was the remaining budget for the following quarters for DFID and for TRAC funds.

Table Budget, expenditure and balance Q1 2010: DFID funds

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Opening Balance Cost Sharing 2010** | **February 2010 allocation** | **TOTAL (in)** | **Q1 expenditure** | **Balance after Q1** |
| Management |  | 163,425 | 163,425 | 33,856.70 | 129,568 |
| Parliament *(including management for opening balance)* | 455,520 | 106,672 | 562,192 | 56,829.68 | 505,362 |
| NURC | 168,468 | 176,948 | 345,416 | 82,934.13 | 262,482 |
| OO | 151 | 113,420 | 113,571 | 0 | 113,571 |
| MHC | 2,169 | 264,535 | 266,704 | 81.29 | 266,623 |
| NWC | 46,895 |  | 46,895 | 35,976 | 10,919 |
| NHRC | 5,779 | 66,165 | 71,944 | (3,460.36) | 75,404 |
| **TOTAL** | **678,982** | **891,165** | **1,570,147** | **206,218** | **1,363,929** |

|  |  |  |  |
| --- | --- | --- | --- |
| Table Budget, Expenditure and balance Q1 2010: UNDP funds | | | |
| **Implementing Partner** | **Annual Budget** | **Q1 expenditure** | **Balance** |
| Management Costs |  |  |  |
| Ombudsman Office (59293) | 125,000 |  | 125,000 |
| Parliament (00057139) | 510,000 |  | 510,000 |
| NWC (00069910) | 191,000 |  | 191,000 |
| NURC (00057833) | 40,000 |  | 40,000 |
| NHRC (00046259) | 230,000 |  | 230,000 |
| MHC (00060184) | 182,000 | 6,336 | 175,664 |
| **Total** | **1,278,000** | **6,336** | **1,271,664** |
|  | | | |

In the third quarter UNDP received the second to last disbursement from DFID under the PSGG programme. The 8th disbursement received by UNDP the 15th August 2010 was 1,204,379 USD, which on cost sharing (ordinary allocation) and 376,190 USD from contingency fund. The disbursement of the new funds was based on the request that was submitted as part of the previous report. The ordinary cost sharing was requested as a global amount while the contingency fund was requested per implementing partner to in order to undertake specific data collection activities.

Table DFID disbursement to UNDP

|  |  |
| --- | --- |
| Ordinary allocation/disbursement | 828,189 USD |
| Contingency fund | 376,190 USD |
| **Total received** | **1,204,379 USD** |

The distribution of the cost sharing funds/ordinary allocation was based on the implementing partners work plan, their implementation rate and reporting on previously received funds as well as the original project document. The contingency fund was allocated the various project budgets in UNDPs financial management systems based on the request submitted to DFID.

Table Available funds for Q2- Q4: DFID funds

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Balance after Q1** | **August 2010 allocation** | **Contingency August 2010** | **Available DFID funds for Q2-Q4** |
| Management | 129,568 | 310,189 |  | 439,757 |
| Parliament *(including management for opening balance)* | 505,362 | 180,000 | 70,000 | 755,362 |
| NURC | 262,482 | 140,000 | 230,690 | 633,172 |
| OO | 113,571 | 198,000 | 2,000 | 313,571 |
| MHC | 266,623 |  | 16,000 | 282,623 |
| NWC | 10,919 |  | 33,500 | 44,419 |
| NHRC | 75,404 |  | 24,000 | 99,404 |
| **TOTAL** | **1,363,929** | **828,189** | **376,190** | **2,568,308** |

## Contingency Fund

The contingency fund was requested through the March 2010 report that included the plan for the next DFID disbursement (see table 17 below). The contingency fund was requested to support some key data collection needs for the governance sector as a whole and some for baseline and data collection for the individual institutions.

Table Contingency fund request

|  |  |
| --- | --- |
| **Data collection method** | **Original Request from contingency** |
| Implementation of the JGA survey | 70,000 |
| Implementation of the NURC Barometer (to collect remaining PSGG qualitative data) | 230,690 |
| **Individual IP quantitative data collection needs (included in 2010 work plans)** |  |
| MHC | 16,000 |
| NHRC | 24,000 |
| NWC | 33,500 |
| OO | 2,000 |
| **Total** | **376,190** |

As the funds were requested were only received in August most activities related to data collection had started and at least partially funded before the contingency fund was received by UNDP. Hence the source of funding differs from the original plan. Table 18 below shows the actual source of funds and the expenditure.

Table Source of funds for data collection activities

|  |  |  |  |
| --- | --- | --- | --- |
| **Data collection method** | **Activity status** | **Source of funds** | **Expenditure** |
| Implementation of the JGA survey | Activity completed | UNDP /TRAC | 28,588 |
| Implementation of the NURC Barometer (to collect remaining PSGG qualitative data) | Activity completed | DIFID (contingency) | 129,000  (+86,000 obligations) |
| **Individual IP quantitative data collection needs (included in 2010 work plans)** | |  |  |
| MHC | Activity completed | DFID (Q1 balance) | 12,492 |
| NHRC | Activity completed | UNDP/TRAC | 23,765 |
| NWC | Activity completed | DFID contingency | 14,076.53 |
| OO | Activity completed | UNDP/TRAC | 0[[5]](#footnote-6) |
|  |  |  | **293,922** |

## Total funds disbursed and balance remaining

The disbursements from UNDP to IPs are done on a quarterly basis, but subject to review of request and of implementation of previously disbursed funds. The IPs has to report at least 80% implementation of funds on the activities for which they were requested. The next table (Table 15) provides an overview of the dates of the last disbursement of funds to IPs per fund.

Table Date of last disbursement per fund and IP

|  |  |  |
| --- | --- | --- |
| **IP** | **UNDP** | **DFID** |
| Office of the Ombudsman | 27/10/2010 | 27/10/2010 |
| Parliament | 22/10/2010 | 22/10/2010 |
| National Women Council | 22/9/2010 | 22/9/2010 |
| National Unity and reconciliation Commission | 21/9/2010 | 21/9/2010 |
| National Human Rights Commission | 30/11/2010 | 10/02/2010 (Gender)  20/10/2009 |
| Media High Council | 08/9/2010 | 18/2/2010 |

Table 16 below show the expenditures that have been justified by IPs Q2-Q4 as well as new allocations given in Q4 not yet justified (reports expected from IPs by 10th January). This also entails that advances given to implementing partners in Q1 might be reported in the next reporting period as this is when the expenditures from IPs were justified in UNDP financial management system. The dates of last disbursements remain as indicated in tale 15 above. Table 16 also shows the budget balance at the end of 2010.

The expenditures also include shift of funds between projects in the financial management systems. These shifts are done in cases where funds were advanced from one project to another or, as in the gender component; the funds were advanced from one project but replenished from a cost sharing modality from other projects. The last column shows budget revisions that have been done between projects and the current distribution between projects as it stands on UNDP accounts.

Table Disbursement and balance Q2-Q4 2010: DFID funds

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Available DFID funds for Q2-Q4** | **Disbursement to IP (DFID funds Q2-Q4)** | **Balance** | **Budget Revision** |
| Management |  |  |  |  |
| Parliament *(including management )* | 1,195,120 | 488,960 | 706,160 | 1,061,835 |
| NURC | 633,172 | 267,147 | 366,025 | 289,223 |
| OO | 313,571 | 299,019 | 14,552 | 1,132 |
| MHC | 282,623 | 63,885 | 218,738 | 2,686 |
| NWC | 44,419 | 61,534 | -17,116 | (352) |
| NHRC | 99,404 | - | 99,404 | 33,239 |
| **TOTAL** | **2,568,308** | **1,180,546** | **1,387,763** | **1,387,763** |

Table 17 shows the budget, expenditure and balance for Q2-Q4 2010 as it relates to UNDP funds.

Table Budget, Disbursement and Balance Q2-Q4 2010: UNDP funds

|  |  |  |
| --- | --- | --- |
|  | **UNDP budget Q2- Q4** | **UNDP Disbursement** |
| **Q2- Q4** |
| **Management** | 0 | 41,719 |
| **Parliament** | 510,000 | 298,680 |
| **National Unity and**  **Reconciliation Commission** | 40,000 | 38,419 |
| **Office of the Ombudsman** | 125,000 | 121,933 |
| **Media High Council** | 175,664 | 175,164 |
| **National Women’s Council** | 191,000 | 190,016 |
| **National Human Rights Commission** | 230,000 | 202,123 |
| **TOTAL** | **1,113,309** | **1,068,054** |

|  |  |  |  |
| --- | --- | --- | --- |
| Table Total budget, disbursement and balance for 2010 |  |  |  |
| |  |  |  |  | | --- | --- | --- | --- | |  | **DFID** | **UNDP** | **Total** | | **Total budget 2010** | **2,774,526** | **1,278,000** | **4,052,526** | | **Total disbursement to IPs (Q1-Q4)** | **1,386,764** | **1,074,390** | **2,461,154** | | **Balance** | **1,387,762** | **203,610** | **1,591,372** | |  |  |  |

# Overview of the next steps of PSGG

## Introduction

This section provides an overview of key activities foreseen by the IPs and the PSGG management. The planning for the 2011 is affected by the end of the PSGG as per the MoU and the project document: 27th April 2011. However, UNDP will continue to provide support to the PSGG institution, hence the IPs have been requested to plan for the first six months of the year to ensure continuity of activities into the next phase of the PSGG programme.

### Programme period

## The PSGG programme closes officially, according to the MoU with DFID, on 25th April 2011.

## In order to ensure smooth transition into the next programme to support good governance UNDP has agreed to extend the programme period until October 31st 2011. This includes extending the contracts for the project coordinators. Nevertheless, the last disbursement from UNDP to IPs will be Q2 2011. DFID funds will be disbursed in Q1 and all activities planned on this fund must be implemented before the end of the programme, the abovementioned date. The remaining period will be used to implement last activities of the PSGG, write up end of programme report and evaluate the programme comprehensively. The same period will also be used to develop and finalize the new programme document in order to plan for 2012 activities in a timely manner.

### Fund Management

As the project document for PSGG indicates the end of the program as April 2011 and DFID has communicated that will mean the end of support to activities on DFID funds. UNDP as fund managers will give priority to DFID funds disbursement for Q1 activities in order to respect the time constraint for spending the committed funds. In order to ensure sustainability for the achievements and ongoing processes for PSGG institutions UNDPs commitment to the program will be extended to Q2 of 2011, while the new programme development process is going on.

The balance of DFID funds currently with UNDP will be utilizes for some strategic activities that benefit the entire governance sector and also to support the Annual Work plan implementation of the IPs. The considerable balance for IPs of the management funds due to delay in recruitment of PSGG programme manager is likely not to be absorbed by management costs. UNDP would like to reallocate these funds to strategic activities that would benefit the sustainability of the programme.

**1) The Parliamentary Radio** was initiated in the previous period but aims at finalizing all the preparatory work by March/April 2011. The activity budget is likely to absorb the entire allocated budget (according to the first draft plan) for the Parliament, leaving no space for implementation of other important activities. Hence UNDP would like to propose that this activity be supported by the balance of cost sharing funds

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Establishing radio infrastructure** | | | **Jan** | **Feb.** | **March** | **April** |  | Unit Cost | Total RWF | Total USD |
|  | 3.1.1 | Running cost | X | X | X | X | 1 | $43,000 | 25,714,000 | $43,000 |
|  | 3.1.2 | Technical assistance | X | X | X | X | 1 | $65,886 | 39,399,828 | $65,886 |
|  | 3.1.3 | Training cost | X | X | X | X | 1 | $31,444 | 18,803,512 | $31,444 |
|  | 3.1.4 | Study cost | X | X | X |  | 1 | $10,000 | 5,980,000 | $10,000 |
|  | 3.1.5 | Equipment cost | X | X | X |  | 1 | $153,844 | 91,998,712 | $153,844 |
|  | 3.1.6 | Survey costs |  |  |  |  |  | $30,000 | 17,940,000 | $30,000 |
|  |  | **Sub-total** |  |  |  |  |  |  | **199,836,052** | **$334,174** |

**2) The Rwanda Reconciliation Barometer** was finalized in 2010, but some costs have been carried over to 2011 due to the late implementation of the activity. Additionally NURC is planning to undertake a qualitative study to follow up on some of the important findings of the RBB. These costs will also consume a large part of the NURC budget allocation, although it will benefit the entire governance sector.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Conduct an independent study**  **(Qualitative study on some results of RRB )** | | | **J** | **F** | **M** | **A** |  | Unit Cost | Total RWF | Total USD |
|  | 4.1.1 | Cost of undertaking the survey (Contractual ) | x | x | x | x | 1 | 80,000,000 | 80,000,000 | 135,593 |
|  | 4.1.2 | Cost of undertaking validation workshop (150 people 6 ws x15,000 per person) | x | x | x | x | 6 | 900,000 | 5,400,000 | 9,153 |
|  | 4.1.3 | Printing documents (200 copies \* 3,000 per copy) | x | x | x | x | 500 | 3,000 | 1,500,000 | 2,542 |
|  | 4.1.4 | Communication to districts | x | x | x | x | 30 | 30,000 | 900,000 | 1,525 |
|  | 4.1.5 | Mission allowance for NURC staff to monitor implementation | x | x | x | x | 16 | 135,000 | 2,160,000 | 3,661 |
|  | 4.1.6 | Transport NURC staff (72,000rwf x 116 days ) | x | x | x | x | 16 | 72,000 | 1,152,000 | 1,953 |
|  | 4.1.6 | Remaining balance on RRB research ( Q4 2010 Activity) | x |  |  |  | 1 | 50,740,000 | 50,740,000 | 86,000 |
|  |  | **Sub-total** |  |  |  |  |  |  | **141,852,000** | **240,427** |

**3) For the gender component** considerable progress have been made in 2010 and in order to capitalize on this progress UNDP proposes the following activities to be conducted as part of this sub-component of the project. Firstly, for the sustainability of the project UNDP proposes to strengthen the linkages between the various IPs and the Gender Monitoring Office to ensure follow-up and monitoring of the Gender Strategic Plans also after the programme closure. Additionally, the process of capacity building on gender mainstreaming that have been undertaken in the PSGG institutions represent some of the most thorough process of engendering government institutions in Rwanda. Following this argument UNDP would like to propose that this is process is well documented by producing a manual including success stories from the processes.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Documenting the gender mainstreaming process of PSGG** | | |  |  |  |  |  | Unit Cost | Total USD |
|  | 3.1.1 | Consultant to document the GM process of PSGG |  | X | X |  | 30 | 250 USD | 7,500 USD |
|  | 3.1.2 | Follow up training of IPs on Gender Strategic Plans |  | X | X |  | 6 | 10,000 USD | 60,000 USD |
|  | 3.1.3 | Printing of process/best practice document |  | X | X |  | 1000 | 15 USD | 15,000 |
|  |  | **Sub-total** |  |  |  |  |  |  | **82,500** |

**4) Management Costs**

The management expenditures for the period January to April 2011 (Programme Manager, Programme Associate and Programme Monitoring) is estimated to 70,000 USD which can also be covered by the cost sharing balance currently with UNDP. The remaining costs related to progamme management will be covered by UNDP funds for the remaining period of May-December 2011.

|  |  |
| --- | --- |
| **Activities** | **Budget** |
| Management | 70,000 |
| Gender Component | 82,500 |
| Parliament Radio | 334,174 |
| Barometer | 240,427 |
| **Total** | **727,101** |
| **IPs Activities** | **660,662** |
| **Total Balance 2010** | **1,387,763** |

**5) IPs work plan implementation**

The remaining 660,662 USD will go towards the implementation of IPs specific AWPs. Reviewing the table below you will see that the new DFID request that we will make amounts to 622,283 USD which should be equivalent to 388,927 British pounds. The IPs work plans are summarized below (also see annex II for details).

## Key PSGG activities

The three main components of the PSGG during the last phase of the programme will be to concretizes and build on the work that has been done with regards to the PMEP including the barometer and the PSGG institution performance survey, and secondly to work with the PSGG institutions to elaborate the next phase of a programme to strengthen good governance, lastly PSGG will finalize key aspect of the gender component as well as identifying the way forward.

### PMEP

PSGG will continue working with the PMEP system to ensure that it is operational and that it responds to current needs.

#### Improve baseline

The studies undertaken in this reporting period have collected important baseline information for the institutions concerned as well as for the governance sector in Rwanda. However, they only provide the starting point or baseline data from which a trend of performance for the institutions could be built. PSGG will in the 2011 work with the institutions and the sector to develop a plan for future surveys and intervals of data collection for the various indicators. This exercise will assist the government in forecasting future governance status.

The quantitative findings from the abovementioned surveys will in this period be coupled with research from a qualitative perspective (interviews, focus group discussions) should be carried out by each institution whose performance level is low (less than 70%), in order to get more insights on this challenge and find out corrective measures.

#### Consolidate work on governance indicators

The RRB survey has provided the initial position of governance on selected indicators. Subsequent inquiries will build on baseline data obtained in this survey. There is need to construct an Index that is based on measurable and result oriented indicators. Out of the indicators used for the survey, key among them that strongly influence governance could be combined in their relative weights to produce an index that would be used to measure levels of governance.

PSGG will facilitate a consultative meeting to critically review the available governance indicators and develop a framework and data collection plans. This process is contingent on broad participation of institutions and partners of the governance sector and will ideally create consensus around a few key indicators that can be considered as the basis of a national governance index/barometer index.

Recommendations from consultants involved in the RRB study has also recommended to undertake this process by aligning to the Economic Development and Poverty Reduction Strategy (EDPRS) as well as the Common Performance Assessment Framework (CPAF) so as to stay in focus with Government policy on governance.

1. Expanded indicator framework is needed to include socioeconomic dimensions in order to link governance with poverty reduction strategies such as expressed in the EDPRS:
   * the level of education disaggregated by gender and age
   * population growth
   * health indicators
   * income generation disaggregated by gender per household
   * measurement of unemployment rates disaggregated by gender
   * levels of savings per household,
   * existing investment opportunities at different levels UMUDUGUDU, AKAGARI, UMRENGE etc
   * membership to cooperatives
   * the degree to access credit to operate a business

### Post- PSGG programme design

In the post-PSGG project document DFID will no longer be a partner, but will continue to support the governance sector though other channels and means. UNDP will, however, support the continuation of some of the processes that have been initiated to ensure sustainability and to build on findings from the surveys undertaken.

A retreat is planned for all partners in order to look beyond the end of the PSGG programme period. The retreat will be the first in a series of consultations to ensure that important achievements of the PSGG are sustained. The new project design will build on the new variables and constraints of the post-PSGG situation:

1. **UNDP comparative advantage in the governance sector**
2. **Resource constraints**
3. **Survey findings**

With regards to point 3) survey findings, UNDP will focus on two main areas where the impact is expected to be strong and visible.

1. **Research and M&E:** the M&E processes and the surveys produced by the PSGG programme are important contributions to the governance sector and UNDP will support the continuation and institutionalization of these processes. Additionally other data collection needs became apparent through the survey processes and recommendations from the consultants, namely: qualitative research to give a more in-depth picture and understanding of the underlying causes to findings. Under this focus area an increased focus on dissemination of surveys/studies will also be supported.
2. **Decentralization and responsiveness:** survey findings highlighted that for most institutions the utilization of the services were low. Hence, UNDP wishes to support innovative measures to increase the demand for

Table : Timeframe for Post-PSGG programme design

|  |  |  |
| --- | --- | --- |
| **Timeframe** | **Activity** | **Responsible** |
| March 15th | Partner retreat | PSGG manager |
| April 20th | Draft of new good governance programme | PSGG manager |
| June 20th | Final project document validated | PSGG manager |

### Gender Component

As part of the activities of the Gender Component IPs have requested a follow-up training related to each institution’s newly developed Gender Mainstreaming Strategy in order to improve the practical skills of technicians in gender mainstreaming as it relates to their respective mandates.

Furthermore, as part of the gender component, the collaboration on capacity building of Gender Monitoring Office will be established as a partnership to ensure sustainability of the gender mainstreaming processes that have been initiated and on the side of gender sensitive programme monitoring. The Forum of Rwanda Women Parliamentarians will be part of the partnership with the PSGG support to the Parliament.

## Key activities for the implementing partners

Activities planned for Q1 and Q2 2011 have been guided by the findings of the PSGG Institutions Performance Survey (2010). The study has measured the public opinion as well as key stakeholders opinion of how effectively the different institutions perform their constitutional mandate. The general trend in the findings is that institutions need to focus more on outreach activities, including decentralization of services and communication with citizens. Another clear need that has arisen is clarity and institutionalization of data collection with respect to numerous indicators that have been developed as part of the Barometer study, individual institutions indicators and the PSGG institutions performance survey.

The findings from the survey will also guide the development of PSGG post April 2011, when DFID funding will end according to the Memorandum of Understanding.

The IPs have been asked to plan activities for the first two quarters of the year, to avoid a break in the implementation key activities according to the mandates of the respective institutions, while the programme design for post-April 2011 is being elaborated and determined.

With regards to the above mentioned time constraint and need to meet targets by the end of the programme period cost sharing funds will primarily be disabused to IP to cover activities of Q1. This will allow timely reporting on all cost sharing funds by the project closure for DFID, April 2011. Q2 activities will then be allocated TRAC funds and be reported on by 10th July 2011 which is the reporting deadline for UNDP Q2 disbursements. Following this rationale, the tables below indicate the planned activities per IP per quarter linked to the strategic objectives of the project document.

The detailed AWPs are annexed to this report.

### Media High Council

The PSGG Institutions Performance Survey suggests very low confidence of media practitioners in MHC. Overall, 76% of respondents have not very much confidence in that organization, including 20% with no confidence at all in it. In the same vein, 43.4% of MHC stakeholders (organizations) do not have much confidence in this PSGG member institution, and only less than a half (47.8%) of the interviewed stakeholders have, at least , quite a lot confidence in it. The findings also suggest a very low level of performance for MHC as suggested by media practitioners interviewed. The most duty effectively performed by MHC is that of promoting reconciliation through media regulation (52.6% effective and very effective combined), while the least effectively performed duty is that of protecting media freedom (18.2% effective and very effective combined) most effective duty is that of ensuring media, followed by that of operating independently from external influence (19.3% agreement and strongly agree combined

The survey findings invites MHC to strengthen the focus on protecting media freedom in the 2011 annual planning, it also suggest that MHC should improve communication with primary- as well as secondary stakeholders.

Table : Media High Council (MHC): Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **Media High Council: Weekly implantation status for planned activities (26th January)** | |  |
| Planned activities | Budget (USD) | Planned date |
| 1.1 Finalize and validate media sector assessment | 27,638 | Quarter 4 2010-March 2011 |
| 1.2 Sensitize 210 local government officials on the rights and responsibilities of journalists bearing in mind gender and development issues (GBT 70/30); (01.1). | 27,504 | First session on the 23 Feb 2011-June 2011 |
| 1.3 Hold 13 media freedom related debates and talk shows on radio stations where gender-specific topics are to be included and female guests on the shows are encouraged by June 2011 **(GBT 70/30); (P.2)** | 22,964 | Jan-June 2011 |
| 2.1 Designing a training manual for Rwandan journalists and editors in partnership with GLMC through the MHC media capacity building programme **(GBT 60/40); (O2.1).** | 18,350 | November 2010-March 2011 |
| 2.2 Carry out an assessment of the viability and feasibility of the creation of a basket fund for media development in Rwanda **(GBT 60/40); (O1.1).** | 13,065 | February-June 2011 |
| 2.3 Finalize and disseminate guidelines on appropriate journalistic language in relation to the 1994 genocide for media and journalists | 10,888 | November 2010-February 2011 |
| 2.4 Establish Rwanda Media Development and Sustainability index by June 2011 (GTB 50/50) (P. 2) | 25,879 | Feb – June 2011 |
| 2.5 Induction course for MHC staff | 16,750 | 8-12 Feb 2011 |
| 3.1 Ensuring the electronic filing of all MHC texts and audio-visual data used in media monitoring (O3.1). | 24,883 | Already done |
| 3.2 Establishment of case management software | 20,470 | Already done |

### National Human Rights Commission

According to the PSGG institutions performance survey (2010) 41.8 % of the citizens who participated in the survey have never heard of the National Human Rights Commission and a high percentage 45% are not aware of whether they are effective in promoting and protecting human rights. Following these findings it has been important for the NHRC to focus its activities more on outreach, communicating their services to the population. Another focus area remains capacity building of the institution to be able to better and more efficiently respond to cases that are being presented.

Table National Human Rights Commission (NHRC): Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **Media High Council: Weekly implantation status for planned activities (26th January)** | |  |
| Planned activities | Budget (USD) | Planned dates |
| 1.1 Organize training on human rights for religious leaders (including women's rights) (GBT 90/10) | 7,788 | February 22-24 |
| 1.2 Organize training on human rights for the farmers associations (GBT 70/30) | 30,474 | March , 1-10 |
| 1.3 Organize training on human rights for the craftsmen associations (GBT 80/20) | 11,847 | March ,-22-29 |
| 1.4 Organize training on human rights for Youth associations (GBT 50/50) | 15,796 | April ;5-12 |
| 1.5 Organize training on human rights for social workers in the health center at the District level(GBT 50/50) | 27,084 | June , 6-8 |
| 1.6 Sensitizing key groups on human rights, including women's right (schools, prisons and ingando) for the supervisors of the prisoners (GBT 50/50) | 13,625 | March, 15-17 |
| 1.7 Organize sensitization campaigns through the media (Radio, Television, Newspapers ) | **15,932** | Beginning March 2011 |
| 3.1 Acquisition of the transmission equipment for courses and messages on human rights | 10,797 |  |
| The third week of April |
|  |
| 3.2 Participation of the NHRC representative in international training on human rights ( 3 people) (GBT 50/50) | 21,966 |  |
| The last week of April |
|  |
| 3.3 Participation of the NHRC in the international conferences on Human rights | 11,932 | March |
| 3.4 Organize study tours to others national Human rights institutions(GBT 50/50) | 37,831 | March,15-30 |
| 3.5 Develop gender sensitive processes | 4,915 | The first week of May |
| 3.6 Training for members of consultative meeting (two training sessions per year) on human rights promotion (GBT 60/40) | 4,393 | January , 13-14 |
|
| 3.7 Organize the quarterly meetings/semi annual meetings of consultative meeting (GBT 60/40) | 10,988 | March ,24 |
| 3.8 Dissemination of the bill of rights of the East African Community | 19,487 | February , 15March 28-31 |
|  |
| 3.9 PMEP data collection (for indicators not collected via JGA/the Barometer study) | 7,203 |  |
|
|

### National Unity and Reconciliation Commission

According to the PSGG Institutions Performance survey NURC is well known by the citizens (87.7%) and the majority of citizens and stakeholders agree that NURC is performing its responsibilities effectively. However the survey shows that the informants are of the opinion that research and reports are not sufficiently disseminated, and the participation in programmes such as ingando and itorero remains low (around 10%). The findings of the survey give the justification for strengthening the focus of dissemination of information and decentralization the activities in order to improve accountability and participation.

Table National Unity and Reconciliation Commission: Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **National Unity and Reconciliation Commission: Weekly implantation status for planned activities (26th January)** | |  |
| Planned activities | Budget (USD) | Planned date |
| 1.1 Conduct six months civic education for TOTs for (Itorero ry'Igihugu) provincial level (GBT 50:50%) | 182,257 | 1st March - 30th April 2011 |
| 1.2 Training of Head teachers for Primary schools on promotion of Unity and Reconciliation in Secondary schools in 4 Districts (focus on gender equity) (GBT 50-50%) | 23,542 | 21st -26th Feb 2011 |
| 2.2 Train Mediators and Advisory Council Members on peace building and fighting against genocide ideology (GBT 50-50%) | 80,038 | 1st -31 march 2011 |
| 4.3 Implementing NURC indicators not covered through the NURC Barometer study. Results disaggregated by gender. | 7,474 | 1st -31st march 2011 |
| 2.2 Capacity building for NURC staff & installation of a LAN in NURC's offices | 2,542 | 1st -31 march 2011 |
| NURC staff training on Gender issues (subsistence costs) | 18,941 | 1st -30th April 2011 |
| 4.1 Conduct an independent study (Qualitative study on some results of RRB ) | 154,427 | 1st Feb – 30 July 2011 |
|
| Payment of last trench remaining for research ( Q4 2010 Activity) | 86,000 | 1st Feb – 30th March 2011 |

### National Women’s Council

The results suggest a very high level of NWC’s performance in fulfilling its constitutional duties. At least 90% of citizens (both male and female) feel that NWC is effective (effective and very effective combined) in fulfilling each of its duties. On the side of NWC stakeholders, both local and national, view its fulfilment of its duties as effective, but at a lower level compared to the perceptions of ordinary citizens. Overall, at least 70% of respondents in this category approve the effectiveness of the NWC. To continue to reinforce the good perception of the fulfilment of its mandate NWC will for the first semester of 2011 focus on activities related to empowerment and participation activities for women at the decentralized levels.

Table National Women’s Council: Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **National Women's Council: Weekly implantation status for planned activities (26th January)** | |  |
| Planned activities | Original Budget | Planned date |
| Training of National Women Council's committee members at the cell, sector and district levels on EDPRS monitoring and evaluation.(NWC General Assemblies in Districts: 10 Districts in the Quarter 1 of 2011) | 45,814 | Feb.14th -18th March 2011 |
| Elaborating gender tools and checklists for gender mainstreaming (This activity will be conducted in the Q1 of 2011) | 35,759 | 7th Feb-15th April 2011 |
| Training of NWC Committee members at the Sectors, Districts and Provinces on how to encourage participation of Women in IDPs( 2 Provinces of North and South, The city of Kigali and the Districts therein in the Q1 of 2011: **(GBT 0/100)** | 25,894 | 21st Feb -11th March 2011 |
| Mobilization of Women to participate in the March 2011 local council elections | 44,230 | 5th Feb-2nd March 2011 |
| Sensitization of women on family law, law of succession, and property law ( This activity will be done in Q 2 of 2011: (GBT 0/100) | 34,835 | 28th Feb-22nd April |
| Conduct family planning campaigns at the District and Sector levels to increase awareness in rural areas.( To be done in Q 1 and Q 2 of 2011) | 69,670 | 15th Feb-27th March 2011 |
| Organize a planning and evaluation meeting with stakeholders in Gender and Women Promotion ( To be done in Q1 of 2011: 100 persons) | 8,885 | 25th February 2011 |
| Training of NWC Committee Members and Staff on planning and Policy Analysis ( 5days) | 20,004 | 14th march-18th March |

### Ombudsman Office

With regard to the Office of Ombudsman, there is a significant percentage of respondents who do not know this institution (39.6%). This might be because it is a highly centralised institution and people in the districts are not in touch with this institution on a regular basis. On the other hand the findings show that few people have never offered to pay any form of corruption (93.5%), never felt that their rights were violated due to corruption (88.7%), and who have never been asked to pay any form of bribe. This seems to imply that, although a significant number of Rwandans are not aware of the work done by the Office of the Ombudsman, the work performed by this institution may be regarded as effective to a great extent.

The activities planned for 2011 focus continued investigations and audits as well as strengthening the collaboration with, and capacity of, the decentralized level authorities and civil society in fighting corruption.

Table : Ombudsman Office: Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **Office of the Ombudsman: Weekly implantation status for planned activities (26th January)** |  |  |
| Planned activities | Budget (USD) | Planned date for finalization |
| 1.1 Operational audit in 3 public institutions (CDF, SFAR, RIAM), including gender analysis | 21,276 | 31/03/2011 |
| 1.2 Operational audit in 3 public hospitals (Murunda, Muhororo, Nyamata), including gender analysis | 10,183 | 31/03/2011 |
| 1.3 Operational audit in various health centres, including gender analysis | 14,635 | 31/03/2011 |
| 1.4 Investigation on the impact of corrupt practices in the UBUDEHE program, including gender analysis | 14,635 | 15/04/2011 |
| 1.5 Investigation on the impact of corrupt practices on the *Mutuelle de Sante* program, including gender analysis | 14,635 | 15/04/2011 |
| 2.1 Organize training of NGOs representatives at the Province level to fight corruption and redress injustices, 50prsx 2dys x 5prov | 24,751 | 31/03/2011 |
| 2.2 Organize training of Religious leaders at the District level to fight corruption and redress injustices | 39,999 | 31/03/2011 |
| 2.3 Organize a youth conference on fighting against corruption and injustices (highlighting gender and corruption issues | 13,179 | 15/04/2011 |
| 2.4 Training of journalists and media professionals at the national level in public sensitization on anti-corruption | 7,042 | 15/04/2011 |
| 2.5 Strengthen the capacity of anti-corruption clubs | 21,581 | 20/04/2011 |
| 2.6 Other media (sensitization through radios, television and newspapers, including raising awareness of gender specific corruption issues) | 30,354 | 15/04/2011 |
| 3.1 Verification and investigation on declaration of assets received at all levels | 14,699 | 15/04/2011 |
| 3.2 Monitoring of Incompatibilities based on asset declaration | 16,049 | 15/04/2011 |
| 4.1 Training on investigations and mediation techniques methods | 33,561 | 10/04/2011 |
| 4.8 Strengthening OO staff in anti-corruption and mediation skills (Conduct training for staff, 68 prs) | 10,317 | 31/03/2011 |

### Parliament

Table : Parliament: Activities planned for Q1 & Q2 2011

|  |  |  |
| --- | --- | --- |
| **Parliament: Weekly implementation status for planned activities (26th January)** | |  |
| Planned activities | Budget (USD) | Planned date |
| Phase 3: Internal workshop to be facilitated by the consultant to validate the strategic plan (GBT 40/60) 200ppl (20% last installment. | 2,661 | 2nd week Feb |
| Organization of training as well as study tours to foreign Parliaments which have long standing culture in legislation ( 2 visits)  Standing committee of Social affairs at the Chamber of Deputies to Switzerland | 40,800 | 3rd week feb |
|  |  |
| Best practices to learn from other foreigner parliaments (PAC) to be replaced by 2 staffs of Parliamentary diplomacy unit study tour to Uganda & Kenya | 26,700 | 2nd week March 2011 |
| Comparative study visit for Researchers to the region and South Africa to compare different parliamentary research models -8 Researchers , (8 people x 2 flights at $2000 per flight) | 30,000 | 2nd week Feb |
| Support the Unit in research work for both Chambers | 15,600 | 2nd week Feb |
| Oversight mission by Senate Standing Committee on Economic development and Finance to assess Micro finances (Umurenge Sacco) : To be cancelled | 6,810 |  |
| Oversight mission Senate Committee on Social Affairs and Human Rights to assess Government program of TVET (Technical Vocational Education Training) | 6,810 | 8 Feb to 15th March |
| Senate Standing Committee on Foreign Affairs, Cooperation and Security: follow up recommendations made by Senate to the Govt relating to their portfolio to be replaced by Oversight mission of committee of security and territorial integrity (Chamber of Deputies) | 12,000 | 28th Jan |
| Oversight mission in districts of the Committee on Agriculture, Livestock development and Environment (CD) to review government program “Vision 2020 Umurenge Program” | 6,810 | 15th Jan |
| Study tours of Parliament staff to Belgium parliament aim to learn from other Parliaments and get the required skills and competencies ( best practices) | 24,520 | 3rd week Feb |
| Validation of gender mainstreaming strategy for Parliament | 4,950 | 2nd week March |
| Establish gender sensitive systems and procedures to monitor progress | 6,000 |  |
| Parliament Radio | 334,000 | Jan-March |
| Proposed new Activities for APNAC (African Parliamentarians Network Against Corruption)  a)      Hire a consultant to draft APNAC 4 years strategic plan ; b)      General assembly  c)       Executive Committee meeting  d)      Office equipments  e)      Hands out production | 47,300 | Feb and March |

# Expenditure plan 2011

The following table indicates the sources of funds to implement the planned activities for the 1st semester of 2011. The three sources of funds include 1) the remaining budget that is remaining with UNDP from previous disbursement but not spent 2) New request from DFID for the last trench of disbursement under PSGG and 3) The committed UNDP funds for the programme period including the extension.

For the planned disbursement it is worth noting that DFID funds are in this period divided between 4 implementing partners as opposed to 6 in the original programme document and the MoU. This puts the remaining IPs under additional pressure to implement activities and spend the allocated funds. The work plans have been developed to facilitate the implementation of activities.

Table Resource allocation plan for 2011

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **IP** | **TOTAL Budget** | **DFID 2010 budget balance** | **New DFID Request Q1 2011** | **TOTAL DFID funding** | **UNDP TRAC funds** |
| NHRC | 265,110 |  |  |  | 265,110 |
| NWC | 300,000 | 300,000 |  | 300,000 |  |
| OO | 302,945 | 302,945 |  | 302,945 |  |
| Parliament | 340,000 | 57,717 | 282,283 | 340,000 |  |
| NURC | 340,000 |  | 340,000 | 340,000 |  |
| MHC | 249,961 |  |  |  | 249,961 |
| *Strategic interventions:* |  |  |  |  |  |
| Management Costs including evaluation | 230,000 | 70,000 |  | 70,000 | 160,000 |
| RRB follow up | 240,427 | 240,427 |  | 240,427 |  |
| Parliament Radio | 334,174 | 334,174 |  | 334,174 |  |
| Gender Compoment | 82,500 | 82,500 |  | 82,500 |  |
| **TOTAL PSGG** | **2,685,117** | **1,387,763** | **622,283** | **2,010,046** | **675,071** |

1. Estimated budget using actual exchanges rate for transfers to date. A forecast rate of £1 = $1.5000 has been used to estimate the value of the two remaining DFID transfers of £550,000 each. The estimated total value of these remaining transfers is $1,650,000 (i.e. 2 x $825,000). [↑](#footnote-ref-2)
2. This equated to USD $8,384,856 at project inception. [↑](#footnote-ref-3)
3. Rwanda Reconciliation Barometer 2010, 11 [↑](#footnote-ref-4)
4. RRB is a survey commissioned by NURC, aimed at developing reconciliation indicators and using them to measure the state of reconciliation in Rwanda. It is a tool that will enable to tracing reconciliation process in Rwanda over the time. [↑](#footnote-ref-5)
5. Collected together with the JGA data collection process [↑](#footnote-ref-6)