



CONSULTING GRUPPE

engineering and infrastructure



# **RWANDA GREEN FUND**

## **GRANT MANAGEMENT MANUAL**

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## INTRODUCTION

## *How to use this manual*

This programme manual is designed to accompany those involved in all aspects of the programme implementation, from applicants through to project partners, financial managers and controllers.

The objective of this manual is to provide a framework of management procedures for grants awarded to beneficiaries<sup>[1]</sup> as part of FONERWA Support Programme for environment and climate change. The guidelines form part of the contractual obligation with the different beneficiaries to ensure fund recipients implement their project in accordance with the Rwanda Green Fund guidelines in a manner that contributes to FONERWA's strategic objectives.

This document sets guidelines and principles and requirements by which all grants/funds awarded will be managed. It contains detailed information on the grant management including financial management, monitoring and evaluation, reporting framework, procurement procedures applicable to the different beneficiaries. It also provides examples of standard formats and documentation that will form the basis of each grant agreement.

Applicants should read the entire manual carefully, as relevant and useful information for managing grant awarded - but also useful for preparing a relevant project - is provided throughout.

## *Validity*

This Grants Management Procedures Manual has been developed in compliance with the relevant Government of Rwanda regulations, FONERWA provisions and guiding documents. Any amendments to the relevant regulations, policies and procedures is applicable to the duration of the FONERWA agreement. Practical implementation which may demand amendment of an element or elements of this manual, will be drafted by the fund beneficiary and approved by FONERWA.

### **1. PROJECT IMPLEMENTATION**

#### **1.1. Project start**

##### **1.1.1. Grant Agreement signing conditions**

##### **1.1.2. Grant Agreement**

After a project has been selected for funding and once it has fulfilled the conditions set by FONERWA, a Grant Agreement will be concluded between FONERWA and the project's lead partner. The grant agreement determines the rights and responsibilities of each party, the scope of activities to be carried out, requirements for reporting and financial control, etc.

### 1.1.3. Project start date

The Entry into force of the Grant Agreement is the date on which the last party's authorized signatory executes it with his/her signature. The project shall start not later than three days after reception of the first disbursement.

### 1.1.4. Partnership Agreement

In case they are more than a single partner implementing the project, the lead partner and the partner(s) have to conclude a partnership agreement. The project partnership agreement allows the lead partner to extend the arrangements of the Grant Agreement to the level of each partner.

Such an agreement should include the following information:

- Role and obligations of the individual partners in the partnership with regard to project implementation.
- Budgetary principles.
- Financial management provisions for accounting, reporting, financial control.
- Liability in case of failures in project delivery and project spending.
- Provisions for changes to the work plan,
- The partner's financial liability and provisions for the recovery of funds should amounts be incorrectly reported and received by the partner.
- Information and publicity requirements.
- Resolution of conflicts in the partnership.

It is recommended that the project partnership agreement is prepared as early as possible and that the principles are agreed upon even prior to the submission of the PD's application. This helps to shorten the start-up phase of the project once it is approved and to ensure that the partners have a common understanding of the implications of participating in the project, both in terms of activities and finances.

#### 1.1.4.1. Who can be involved?

As a general rule, the partnership should contribute to an efficient implementation of the project and reflect its objectives. Partners should be selected on the basis of their competence and experience in the issue addressed by the project. The rationale behind the choice of the partners should be clear from the description provided in the application forms (PPD and PD). The following partnership might exist;

- Government institutions and NGOs
- Government institutions and Government institutions
- NGOs and Private sector (in case related call for proposal targeting innovative technology)

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In all other cases, any form of participation in the project would be considered as sub-contracting by one of the formal partners. This would require compliance with FONERWA procurement rules and a full payment from the partner on the basis of a contract and invoices before these costs can be reported.

#### 1.1.4.2. Contribution of partners

In order to be an official partner, a ***financial contribution is necessary***. Each partner must commit to providing its own contribution through a project partner declaration. The sources of the partners' own contributions can be manifold (in kind and in cash). In case partner's contribution is in cash it should also be disbursed to project single designated account as per project approved budget. Partners' contribution in kind should be easily convertible into monetary value. It may come from the partners' own budget or from other sources (in case co-financing fund comes from other sources; there should be agreement or commitment proof from the funder).

#### 1.1.4.3. Eligibility of partners to funding from FONERWA

***Eligible project partners for funding from FONERWA shall have legal status in Rwanda. Partners from other countries can participate as long as their participation is relevant to the implementation of the project. However, they have to provide their own funding since they are not eligible to receive funding from FONERWA.***

#### 1.1.4.4. The role of the lead partner

Each project must follow the lead partner principle. This means that, among the partners who carry out the project, one is appointed to act as the lead partner and thus holds the formal link between the project and FONERWA. ***The lead partner shall have legal status/official registration in Rwanda.***

The lead partner takes on the responsibility for management, communication, implementation and co-ordination of activities among the involved partners. The lead partner:

- Signs and submits the application form on behalf of the partnership,
- Signs the Grant agreement with FONERWA. However, partner(s) may sign as witness to the agreement,
- Is responsible for the division of tasks among the partners involved in the project and ensures that these tasks are subsequently fulfilled in compliance with the signed contract,

- Lays down the arrangement for its relations with its partners in a project partnership agreement comprising, inter alia, provisions guaranteeing the sound financial management,
- Ensures an efficient internal management and control system,
- Ensures that the project reports on time and correctly,
- Ensures that the expenditure reported by all partners has been incurred during the implementation of the project and corresponds to the activities agreed upon by all the partners,
- Requests and receives disbursements and
- Transfers funds to the partners.

The lead partner assumes the overall responsibility for the project towards FONERWA. Through the project partnership agreement, project partners are held responsible and liable for their part of the project implementation towards the lead partner and FONERWA.

## **1.2.Fund disbursement**

The disbursement of the grant funds shall strictly be made in amounts and in schedules as determined and validated in the Approved Project Budget.

*Disbursements will be made as follows:*

- 1) **An initial disbursement** to cover anticipated costs for which should not exceed 30% of the project total approved budget. The initial drawdown payment request to be submitted within fifteen (15) days following the signing of the Grant agreement - shall be accompanied by the following documents:
  - a) Specific account opened for the project (for lead organization and partner in case)
  - b) A section of the annual budget broken down in quarters and the initial quarterly project implementation work plan signed by the signatory on the Grant Agreement.
  - c) Annual Procurement plan of the project detailed into quarters with clear timelines
  - d) The Beneficiary's annual milestone plan
  - e) Upon completed application for the drawdown, the Grant Provider shall effect disbursement of the approved amount to the Beneficiary's bank account.

Apart from the initial drawdown, the other successive disbursements will be as follow:

After utilizing the first disbursement at least 85%; the Request for disbursement for the next three months will be submitted to FONERWA by the funds' beneficiary. Funds will be disbursed to the funds' recipient upon the submission of the request of funds disbursement, quarterly work plan and the respective quarterly budget.

- 2) ***Before subsequent disbursement***, the funds beneficiary shall submit to FONERWA the following:
- a) Bank statement, bank reconciliation report;
  - b) Cash forecast for the next quarter
  - c) Request of funds disbursement, quarterly work plan and the respective quarterly budget;
  - d) Proof of disbursement of implementing partner's co-financing fund for the quarter into the project designated account;
  - e) Co-financing (both in kind and in cash contribution) fund utilization report for previous quarter.

Subsequent disbursements will depend on satisfactory utilization of previous funding with the proof of Financial, M&E and Narrative report signed by the signatory of the Grant Agreement. Draw down request letter shall be signed by the signatory of the Grant Agreement.

### **1.3. Procurement procedures**

The procurement approach will be guided by and in strict adherence to FONERWA's regulations <sup>[2]</sup> relevant to procurement of goods and services. FONERWA will not be procuring goods and services on behalf of fund beneficiary. A comprehensive definition of 'goods', 'consulting services' and 'works' to be procured is provided in the Operational Manual.

Goods and services expected to be procured, through FONERWA grant disbursements, shall be made under the following procurement guidelines:

- a) Promoting competition, economy and efficiency in procurement of goods, works and services among suppliers, contractors or consultants so that efficiency can be rewarded, and procurement can be made at the most economical price.
- b) Maximizing Economy, Efficiency and Effectiveness in procurement which practically refers to acquiring of goods, works or consulting services of required specifications/quality for the intended purpose in a required time frame at the most economical price.
- c) Ensuring Fairness by providing fair and equitable treatment to all prospective suppliers/bidders.
- d) Achieving Transparency during procurement processes
- e) Ensuring Accountability by assuming responsibility for actions taken and being held to account for those actions.

- f) Ensuring that procurement is conducted in non-discriminatory manner; and contributing towards the creation of a sound business climate. The procurement approach shall be guided by and in strict adherence to the FONERWA procurement guidelines that is annexed to the Grant Agreement.

The Beneficiary shall also adhere to the procurement guidelines governing thresholds.

### 1.3.1. Tendering Process

Procurement Regulations set the threshold for procuring without tendering purchases whose value does not exceed one hundred thousand Rwanda francs (RWF 100,000).

The Public Procurement User Guide of November 2010 provides step-by-step guidance for procurement of goods, services and works using the Open Competitive Bidding, which is the main method of procurement.

### 1.3.2. Methods of selection and employment of consultants

The selection of appropriately qualified consultants involves many steps. In brief, the Procuring Entity needs to undertake the following activities:

- Prepare terms of reference for the assignment.
- Prepare cost estimates for the assignment.
- Prepare the request for expression of interest (EOI) or advertisement.
- Evaluate expressions of interest (short listing).
- Prepare Request for Proposal (RFP) document.
- Issue RFP to the shortlist and receive proposals.
- Evaluate Technical and Financial Proposals.
- Negotiate and award a contract to the successful consultant

Depending on the nature of the assignment, the selection of consultants will be carried out using the following methods:

- Quality and Cost Based Selection (QCBS) Method
- Least Cost Selection (LCS) Method
- Fixed Budget Selection (FBS) Method
- Individual Consultants' Selection Method
- Single Source Selection (SSS) Method

The operational manual provide an overview of the thresholds for the procurement of consultants and highlight steps to be undertaken in using the above-mentioned selection methods.

### 1.3.3. Standard Bidding Documents and Reports

The following standard bidding documents<sup>[3]</sup> (SBDs) must be used and recorded:

- Standard Request For Proposals Selection Of Consultants For Complex Assignments
- Standard Bidding Document for Goods and Related Services
- Standard request for proposals- selection of consultants for small services
- Standard bidding documents for smaller Works
- Standard bidding documents for Large Works
- Bids opening Minute
- Bids evaluation Report for works and goods
- Bids evaluation Report for Consultancies

#### 1.3.4. Payment for procurement

Payment for procurement that is eligible for funding from FONERWA will be made directly by the Procuring Entity i.e., fund beneficiaries.

#### 1.3.5. Payment Provisions for Consultants' Contracts

Payment provisions for contracts financed under FONERWA, including amounts to be paid, schedule of payments, and payment procedures, shall be agreed upon during negotiations. Payments may be made at regular intervals (as under time-based contracts), or for agreed outputs (as under lump sum contracts).

Payments for advances (for example, for mobilization costs) exceeding 10% of the contract amount should normally be backed by advance payment securities/guarantees.

#### 1.3.6. Payment Provisions for Goods/Works Contracts

Payment terms shall be in accordance with the Rwanda Financial Regulations and international commercial practices applicable to the specific goods and works as follows:

- Contracts for supply of goods shall provide for full payment on the delivery and inspection, if so required, of the contracted goods except for contracts involving installation and commissioning, in which case a portion of the payment may be made after the Supplier has complied with all its obligations under the contract. In major contracts for equipment and plant, provision shall be made for suitable advances and, in contracts of long duration, for progress payments during the period of manufacture or assembly.
- Contracts for works shall provide, in appropriate cases, for mobilization advances, advances on contractor's equipment and materials, regular progress payments, and reasonable retention amounts to be released upon compliance with the Contractor's obligations under contract.
- Any advance payment for mobilization and similar expenses, made upon signature of a contract for goods or works, shall be related to the estimated amount of these expenses and be specified in the bidding documents. Amounts and timing of other

advances to be made, such as for materials delivered to the site for incorporation in the works, shall also be specified. The bidding documents shall specify the arrangements for any security required for advance payments.

- Bidding documents shall specify the payment method and terms offered, whether alternative payment methods and terms will be allowed and, if so, how the terms will affect bid evaluation.

### 1.3.7. Concerning Transparency

Processing of tenders should involve more than one person. Information on the procurement should be readily available to all competitors. It also means that the basis of awarding of tenders should be logical and fair. The law on public procurement Article 34 states that the “Tender Committee shall publicly open the bids no later than one hour after the deadline for submission and at least 3 members of the Tender Committee should be present. An Opening Bid report should be prepared. The bidders are allowed to attend the opening of bids.”

The law on public procurement Article 7 indicates, “Any communication between the Procuring Entity and the bidder shall be in writing”.

Article 21 of the Law on Public Procurement provides that if unsuccessful bidders disagree with the decision of the Internal Tender Committee (ITC) on grounds that it has breached a specific rule or regulation of the tendering process, he/she can make an appeal to the Independent Review Panel Committee (IRPC). The Panel is composed of five members from the public service, private sector and civil society and has the power to suspend the award of the tender until the issue is resolved within twenty-one calendar days.

#### 1.3.7.1. The role of Rwanda Public Procurement Authority (RPPA)

The RPPA has the following responsibilities in accordance with Article 3 of law N°25/2011 of 30/06/2011 modifying Article 3 of law No 63/2007 of 30/12/2007 Establishing Rwanda Public Procurement Authority (RPPA) and Determining its Mission, Organization, and Functioning:

- To ensure organization, analysis and supervision in public procurement matters.
- To advise the Government and other public procurement organs on the policies, strategies and organization of public procurement.
- To control activities of awarding public contracts and their execution.
- To develop professionalism of the staff involved in public procurement.
- To provide technical assistance and develop teaching material, organize trainings and lay down the requirements, which must be met by public procurement officers.
- To collect and disseminate on a regular basis information on public procurement.
- To put in place standard bidding documents, bid evaluation reports and other standard documents for use by public procuring entities.
- To sensitize the public on matters related to public procurement.

#### 1.3.7.2. Reference documents

- Law No 12/2007 of 27/03/2007 on Public Procurement
- Ministerial Order establishing regulations on public procurement and standard bidding documents (No 001/09/10 Min of 15 Jan 2008)
- Law N°25/2011 of 30/06/2011 establishing and determining the mission, organization, and functioning Rwanda Public Procurement Authority (RPPA)
- Administrative Instructions issued by the Rwanda Public Procurement Authority
- Public Procurement User Guide (published in November 2010)
- Internal Procurement Control and audit Manual
- Code of Conduct for Procurement Officers
- Public Procurement Plan Guide

### 1.4. Changes in Project implementation

#### 1.4.1. General principles

- ***Any amendment shall be made in writing.*** Amendments will be made by formal modifications to the Grant Agreement’s annexes (PD, Approved budget, project logical framework, and work plan) and to the grant agreement in case of increase in project approved budget, extension in project timeframe, and change in partnership.
- As a basic rule, lead partners should inform FONERWA as soon as they become aware of a possible major change in their project.
- Amendments shall enter into force on the date on which the last party signs the approval of the request for amendment.

#### 1.4.2. Changes which do not require non objection from FONERWA

The following change while implementing a project do not require non objection from FONERWA (Budget changes within 10% budget which do not change the obligated amount)

#### 1.4.3. Changes which require non objection from FONERWA

Any amendments that modify the project scope and Approved budget increase (requesting additional funds from FONERWA), ***will be made with the approval of the FONERWA Board of Directors.***

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[1] Beneficiaries include organizations, line ministries, Government agencies, Districts, civil society organizations (CSOs) including academic institutions and the private sector.

[2] Please refer to the “FONERWA Procurement guidelines for Non-Public Agencies” of the Grant Agreement.

[3] These documents are available at [www.rppa.gov.rw/en/docs/SBD\\_Goods.doc](http://www.rppa.gov.rw/en/docs/SBD_Goods.doc)

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## NATIONAL FUND FOR ENVIRONMENT

The following changes will be approved by FONERWA management:

- a) Change in Activities
- b) Change in outputs
- c) Changes in partnership,
- d) Budget reallocation (above 10% ),
- e) Change in project duration
- f) Change in project implementation location<sup>[J1]</sup> .

### 1.1.1.1. Change in activities / outputs

The work plan attached to the PD represents the project's road map, and projects should stick to the original plans as much as possible. However, it is understandable that a project is not a static entity and that changes may occur during implementation.

Changes that are of a major character and have an impact on the main objectives shall remain the exception. In the event of doubts as to whether the changes are of a minor character or not, the lead partner should contact FONERWA as early as possible.

### 1.1.1.2. Change in partnership

Changes in the partnership should be avoided wherever possible and all alternative solutions to resolve the problem need to be considered before requesting a partnership change. In any case, partnership changes can only be approved if they are clearly explained and duly justified. In all cases, all relevant parts of the PD and the Grant Agreement need to be updated.

Two cases of partnership change could occur:

- a) Withdrawal of partner(s)

If the withdrawal of one partner cannot be avoided, it is recommended - in order to minimize the impact on the project - that an existing partner (or partners) take(s) over in full (or partly) the role and activities of the withdrawing partner. As a consequence, this also means that the budget may be partly reallocated. Only if impossible, the lead partner can propose a substituting partner.

- b) Integration of partner(s)

The integration of a new partner can be for replacing a withdrawing partner. It is also possible where the involvement of a new partner is required for the implementation of specific actions.

#### 1.1.1.3. Change in the budget

The beneficiary shall be allowed ***flexibility of up to 10% inter-budget re-allocation*** at project level and per partner, provided it does not change the total sum of the project financing approved. This is to provide leverage for the project managers to make their own decisions. ***No prior approval*** by is required. FONERWA CEO shall give an ***ex-post validation*** of the change.

***Prior approval of the FONERWA Investment Committee*** is required before any ***budget reallocation above the 10% budget flexibility limit*** for each budget line at project level and per partner. The project may request a reallocation of budget between budget lines and/or partners of more than 10% ***only once during the implementation of the project.***

#### 1.1.1.4. Extension of project's duration

***In principle, an extension of a project's duration should not be given.*** Where partners are late in the delivery of their action plan, duration of subsequent phases must be shortened accordingly.

There may still be ***exceptional cases*** where the ***FONERWA Board of Directors will approve an extension of a project's duration (in the limit of 25% of the initial duration of the project).***

## 1.2. Monitoring and evaluation

Monitoring and Evaluation (M&E) is a key component of any result/performance-based funding. Through M&E, the project results at all levels (impact, outcome, output, activity and input) can be measured to provide the basis for accountability and informed decision-making at both programme and project level.

### 1.1.1. Monitoring of the project

#### 1.1.1.1. The Logical Framework (Logframe)

***The FONERWA grant agreement includes a Logical Framework (Logframe),*** through which the fund beneficiary and FONERWA agree on the project indicators to be used,

milestones and targets to be achieved to illustrate performance and consequently, ensure continued funding on quarterly basis based on project performance. The Logframe helps to ensure the design is logical, has clear targets, and a strong result focus. It also *provides FONERWA with all the necessary qualitative and quantitative information needed to be able to monitor progress and measure performance* during the life of the project as well as to report the results achieved. Logframe development should involve partners and primary stakeholders including beneficiaries.

The M&E Logframe is used throughout the entire project life cycle: at the time of grant signing, fund beneficiaries will be required to submit the project logical framework that is aligned to one or more of FONERWA's outputs demonstrated in the FONERWA M&E Logframe (considered to be the impact statement to which project beneficiary contributes to).

The Logframe should not be adjusted without prior consultation with both parties. It brings together in one place a statement of all key aspects of the project in a concise and coherent way and provides a framework for M&E where planned and actual results can be compared.

*The Logical Framework is an expression of the “Results Chain”* – the results the grant's beneficiary expects the project to achieve.

- **Impact statement and indicators:** The Impact is not intended to be achieved solely by the project. This is a higher-level situation that the project will contribute towards achieving. This statement and the indicators should therefore be taken from the FONERWA Logical Framework. Grant's beneficiaries are invited to identify the most appropriate Output statement and Output indicators from the FONERWA Logical Framework which must be included into the project Logical Framework at the impact level.
- **Outcome statement, indicators and inputs:** The Outcome statement should identify what will change, and who will benefit. The outcome indicator statement should only state what will be measured – i.e., they should not include elements of the baseline or target and each indicator must be verifiable by some means. The input-level boxes should show the amount of money provided by FONERWA and any partners (in US\$).
- **Output statements and indicators:** Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Outcome. The logic of the chain from Output to Outcome therefore needs to be clear. Once the Outputs are defined, a percentage should be assigned for the contribution each is likely to make towards the achievement of the overall Outcome. The impact weights of all the Outputs must total 100% and each should be rounded to the nearest 5%. Performance measures are done with a maximum of 3 indicators for each output; they inform what will be measured.
- **Baseline, milestones and targets for the outcome and each output:** The baseline is the current situation for a particular indicator and ideally should be established before the project is approved. If this is not possible, there should be justification and resources allocated for a baseline survey during the first quarter. Milestones should be set at appropriate intervals, e.g., 6 months, and are intended to help to track progress. Milestones

should be included at both Output and Outcome level prior to project approval. The targets must be Specific, Measurable, Achievable, Relevant and Time bound (SMART), indicating the desired result at the end of the project. Targets must be included wherever baseline data is available and should be gender disaggregated where appropriate.

#### 1.1.1.2. The M&E plan

FONERWA will monitor the funds beneficiary project and its compliance with all the grant requirements, mandatory and ‘required as applicable’ Standard Provisions – such as monthly and quarterly progress reports, audits, evaluations, applicability of FONERWA’s procurement regulations and completion of disbursement vouchers.

*A M&E plan will be drawn up for each project as a whole*, specifying the schedule for delivery of reports, payment requests, site visits, meetings, evaluations and audits. The purpose of the M&E plan will be to measure and evaluate the funds beneficiary’s progress in achieving objectives and to assist the funds beneficiary in complying with the grant requirements. The M&E information shared may include, for example, periodic reports or statistics on project progress, lessons learned during and at the end of project duration.

On the basis of the result-based grant principle, FONERWA will use the information provided by the fund beneficiary to prove that the grant received is invested to achieve the set strategic objectives, as well as to decide on future funding decision for a particular fund beneficiary.

#### 1.1.2. Baseline

Implementing partners will organize the baseline survey. Each project funded by FONERWA will carry out a baseline within 3 months of the project commencement

The implementing partner have to submit the ToR to FONERWA for review and approval before hiring the consultant.

#### 1.1.3. Annual performance review

FONERWA will organize annual performance review for one-year project with lead partners running projects in particular *through the organization of a meeting towards the end of the implementation period*. It is an opportunity for FONERWA to have a detailed picture on the performance of the project beyond the information provided through the progress reports and before core activities are finalized and implementation of the action plans is monitored. This exchange is also important to prepare the *submission of the mid-term review report* where several indicators have to be finalized.

#### 1.1.4. Mid-term review

FONERWA will also organize a *mid-term review* with lead partners of running projects in particular *through the organization of a meeting towards the end of the first half of the implementation period*. It is an opportunity for FONERWA to have a detailed picture on the performance of the project beyond the information provided through the progress reports and before core activities are finalized and implementation of the action plans is monitored. This exchange is also important to prepare the *submission of the mid-term review report* where several indicators have to be finalized.

The core aim of the review is to *prepare the ground for the second half of the implementation period* by tackling the following elements:

- i. Progress toward the achievement of the project's objectives in particular in relation to the action plan development.
- ii. Review of activities for the second half of the implementation period.
- iii. Budget spending. For projects facing a significant underspending in relation to their first half phase budget, *the mid-term review may lead to a budget reduction proportional to the underspending encountered by the project*.

#### 1.1.5. End line evaluation/Final evaluation

FONERWA will organize an end line evaluation with lead partners implemented the projects in particular *within 3 months after the project close out*. It is an opportunity for FONERWA to have a detailed picture The project evaluation is expected to provide data on its performance, impact and sustainability in different interventions carried out. The results and recommendations will contribute to a learning process which will enable FONERWA to draw lessons from its experience in order to improve the quality of its funding support to Private, Public and/or NGOs institutions. The OECD criteria as evaluation tool will be used as the basis for assessing project achievements.

*The following criteria were considered:*

- (i) *The relevance of the project: The assessment of the extent to which the objectives of project were achieved. It helped also to evaluate whether the project was properly designed to meet targeted needs through evaluating and assessing project theory, logic, conceptual design and assumptions.*
- (ii) *Effectiveness of the project: The assessment of the level to which the objectives/outputs and outcomes of the project were achieved.*
- (iii) *Efficiency of the project: The cost-efficient towards the implementation of project actions/activities was evaluated as well as the time used to implement such actions/activities.*

(iv) *Impacts of the project: These criteria assessed the positive and negative changes produced by project interventions, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local, social, economic, environmental levels.*

(v) *Sustainability: This criterion is concerned with measuring whether the benefits of the project are likely to continue after FONERWA funding has been withdrawn.*

#### 1.1.6. Action after review (AARs)

FONERWA will organize Action After Review with lead partners which implemented the projects in particular through the organization of a meeting towards the end of the end of the implementation period. AARs provide an opportunity to assess what happened and why. They are learning-focused discussions that are designed to help the team and the organization's leaders discover what to do differently.

## 1.2. Reporting

### 1.2.1. Types of reporting

#### 1.2.1.1. Progress Report

The progress report (and related annexes) is a core tool for reporting the progress made on project implementation and to FONERWA's objectives. The basic principle of reporting and monitoring is to check the activities and outputs reported against what was originally planned in the application form. Beyond this minimum requirement, the aim is also to get as much qualitative information as possible on the lessons learnt and results achieved within the reporting period. Projects have to be as precise as possible on the information they report.

Required reporting methods include submission of:

- **Monthly Reports** – Covering each successive month period of the project: M&E, financial report (Monthly forecast and budget variance with budget variance explanations, bank statement).
- **Quarterly Reports** – Covering each successive 3 month period of the project : Narrative report, M&E, Financial report ( Budget execution report, Budget execution summary, cash forecast for the next quarter, Financial statements, bank statement and bank reconciliation report)
- **Annual (or Final) Report** - The fund beneficiary must submit a final report for the duration of the grant award. The annual report will detail activities and results accomplished against the work plan and logical framework in the implementation period, as well as give an overview of project finances.

Implementing partners should report following reporting templates developed by the fund. The FONERWA management reserve the right to request additional information or reports as and when required.

***For the overall coherence of the reports, it is crucial that the information provided for the activities and outputs is fully consistent.*** This also means that the terminology used should be consistent throughout the report and in line with the terminology adopted in the application (PD).

*Monthly and Quarterly Progress and Financial Reports not later than the 5<sup>th</sup> day following the end of the month or quarter; and Annual will be no later than 30 days following the expiry of the reporting financial year*

#### 1.2.1.2. Risk Management Report

***Risk management reports should be part of the quarterly reports sent to FONERWA.*** Risk management is the process of identifying, analyzing, responding to, and monitoring, controlling and reporting risks. All projects using FONERWA funds should have in place an effective risk management system. This report should be produced following FONERWA risk matrix reporting template.

#### 1.2.1.3. Project Completion/Final Report

The Beneficiary shall provide to FONERWA a final report on project implementation and outcomes. The structure and content of this report is provided by FONERWA. This report should be produced following reporting templates (for both narrative and financial reports). The project completion reports should be submitted to FONERWA not later than 2 months after project completion. In addition, before submitting completion report project closed out meeting shall held and FONERWA should represented in this meeting.

### 1.3. Project closure

At the close out of the project the following activities shall take place;

- Close out meeting
- Completion reports submission
- Final audit
- Archiving project documentation
- Handover of acquired long term assets using FONERWA funds
- Handover of project activities according to exit plan.

### 1.3.1. End date for eligibility of expenditure and completion of activities

The end date of the project is the date by which:

- a) *All the project activities must have been completed (incl. all activities related to the administrative closure of the project).*
- b) *All payments must have been made, meaning debited from the bank account.*
- c) *The last progress report has to be submitted to FONERWA.*

Any expenditure (including costs linked to project closure) incurred, invoiced or paid after the project end date is ineligible. However, project executed through partnership with force account framework maintenance period will be included in project timeframe.

#### **Points of attention**

- It is essential that no content-related activities are scheduled close to the end date of the project. The administrative closure (last payments, preparation of the last progress report, first level control) often requires more time than expected.
- Not only must the expenditure be paid out by this date but also the activities must be finalized.
- Planning enough resources for the project closure is another important key factor which should be taken into consideration at the planning stage of the project. Projects may face severe delays before closure if the lead and other project partners do not allocate sufficient resources in terms of time and staff. It is recommended to establish a timetable to clearly define by which date partners are expected to submit relevant documents and information to the lead partner.

## 1.1.Evaluation

Evaluations will be conducted in accordance with the M&E plan in the Grant agreement and FONERWA operational manual. Evaluation reports will be submitted to FONERWA for review. Monitoring by FONERWA will include follow up on any evaluation observations or recommendations.

In addition, FONERWA is responsible to carry out mid-term or final evaluation of the impact of the project measured against the objective of FONERWA's programme under which the funding was allocated for the project. [J1]

## 2. FINANCIAL MANAGEMENT

### 2.1. Eligibility of expenditure – General principles

Generally speaking, to be eligible at project level, costs must:

- Relate to activities planned, be necessary for carrying out these activities and achieve the project's objectives and be included in the estimated budget.
- Be in accordance with the principles of sound financial management i.e., reasonable, justified, consistent with the usual internal rules of FONERWA and national rules.
- Be identifiable, verifiable, reasonable and determined in accordance with the relevant accounting principles.
- Be incurred and paid by the partner, debited from its bank account no later than the project end date, be substantiated by proper evidence allowing identification and checking.

### 1.1. Budget lines

#### 1.1.1. Staff costs

Staff costs consist of costs for staff members employed by the partner organization, and who are working full time or part time on the implementation of the project. Staff costs relate to the costs of activities that the relevant partner would not carry out if the project were not undertaken.

Staff costs must be calculated individually for each employee. They are taken from the payroll accounts and include the employee's total gross remuneration, including the employer's social contributions (provided that they are not recoverable by the employer).

When implementing a project, different situation may appear:

1. ***Person employed by the partner organization and working full-time on the project.***

Staff costs shall be calculated as follows:

- The employee's total monthly gross employment cost can be claimed.
- A document clearly setting out 100% of the time to be worked on the project (it can be the employment contract, a 'mission letter'...etc.).
- No separate working time registration ("timesheet") is needed.

2. ***Person employed by the partner organization, working partly on the project.***

Staff costs shall be calculated as follows:

- A flexible share of the gross employment cost, in line with a number of days varying from one month to the next worked on the project.

- A time registration system (“timesheet”) is required and must cover 100% of the working time of the employee (including the working time not related to the project).
- A daily rate will be calculated by dividing the monthly gross employment cost by the number of days per month as per the employment contract. The daily rate will then be multiplied by the number of days actually worked on the project.

### 1.1.2. Office and administrative expenditures

Office and administrative costs cover the general administrative expenses of the partner organization that are necessary for the delivery of project activities.

No detailed budget needs to be planned for the budget line ‘office and administrative expenditure’ since *the maximum amount authorized for this budget line is corresponding to 15% of the planned staff costs for each partner.*

Project partners do need to document ex-post that the expenditure has been incurred and paid and corresponds to the reality.

### 1.1.3. Travel and accommodations

Potential fund beneficiary personnel and travel policies are enforced, and result in personnel and travel costs that are reasonable in accordance with the Government of Rwanda travel rates.

Usually, travel and accommodation costs should relate to trips undertaken within the programme area. However, trips to places outside the programme area are eligible if they are explicitly mentioned and justified in the PD. Should there be trips outside the programme area that are not detailed in the PD, a specific request needs to be submitted in advance by the lead partner to the joint secretariat for validation.

### 1.1.4. External expertise and services

External expertise and service costs include expenditure paid on the basis of contracts or written agreements, against invoices or requests for reimbursement to external service providers who are subcontracted to carry out certain tasks/activities linked to delivery of the project.

The work of external service providers is necessary for the project and should be linked to planned activities. Contracts with external providers must comply with the principles of transparency, non-discrimination, equal treatment and effective competition.

External expertise and services costs have to be paid on the basis of:

- Contracts or other written agreements of equivalent probative value
- Invoices or requests for reimbursement of equivalent probative value.

***Costs for external expertise and services should not exceed 50% of the total project budget,*** bearing in mind that the beneficiaries of the project's work should be the actual project partners.

### 1.1.5. Equipment

Expenditure for the financing of equipment purchased, rented or leased by a partner, necessary to achieve the objectives of the project. Equipment has to be purchased in compliance with public procurement rules.

Normally, only planned equipment costs are eligible for funding. Unplanned equipment costs can only be eligible for funding in exceptional cases and needs to be agreed with FONERWA.

## 1.2. Other budget and eligibility rules

### 1.2.1. VAT

VAT is not eligible except in the case where VAT is non-recoverable under national VAT legislation. In practice, if a partner can recover VAT, all expenditure reported to the programme has to be reported without VAT.

### 1.2.2. Fines and Financial penalties

If FONERWA terminates this agreement on the grounds that the head or the related persons of the beneficiary have committed substantial errors, irregularities or fraud, has made false declarations in supplying required information or has failed to supply such information at the moment of the submission of the application or during the implementation of the grant, or has been found in serious breach of its obligations under the Agreement, it shall be liable to:

- (a) Administrative penalties consisting of exclusion from all contracts and grants financed by the Grant Provider budget for a maximum of ten (10) years from the date on which the infringement is established and confirmed following a contradictory procedure with the beneficiary, a criminal project has been commenced in courts of law irrespective of the outcome of the case (*conviction or not*); and
- (b) Financial penalties of 5% to 10% of the maximum amount of the grant under this agreement.

In the event of another infringement within ten (10) years following the establishment of the first infringement, the period of exclusion under point (a) may be extended to 20 years and the range of the rate referred to in point (b) may be increased to 10% to 20%.

FONERWA shall formally notify the beneficiary of any decision to apply such penalties. It is entitled to publish such decision on its website.

FONERWA reserves the right to initiate criminal or civil proceedings against persons believed to be responsible for such prohibited actions.

### 1.2.3. Contributions in kind

Staff costs for personnel working in one of the partner institutions (listed in the PD) on the basis of an employment contract and receiving a regular salary do not count as in-kind contribution, but as a cash contribution, since staff costs are actually paid by the partner institution.

### 1.2.4. Net revenues

The grant shall not produce a profit for the beneficiary unless it has been specified otherwise in the agreement. "Profit" shall mean a surplus of the receipts over the eligible costs of the project.

The receipts to be considered are the receipts established, generated or confirmed on the date on which the request for payment of the balance is drawn up by the beneficiary, which fall within one of the following two categories:

- a) *Income generated by the project; or*
- b) *Financial contributions specifically assigned by the Grant Provider to the financing part or whole of the same project funded under this agreement.*

Where the final amount of the grant would result in a profit for the beneficiary, the profit shall be deducted in proportion to the final rate of disbursement of the last payment for the project.

### 1.2.5. Ownership of results

#### 1.2.5.1. Ownership of the results by the Grant Provider and Beneficiary

Unless otherwise stipulated in the special conditions, ownership of, and title and intellectual and industrial property rights to the action's results, reports and other documents relating to it, will be vested in the Grant Beneficiary.

The Grant Beneficiary shall authorize FONERWA the right to use freely and as it sees fit, and in particular, to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium all documents deriving from the action whatever their form, provided it does not thereby breach existing industrial and intellectual property rights. Information about the copyright joint owners shall be inserted when the result is divulged by FONERWA.

Unless otherwise clearly specified in the description of the action, the equipment and supplies paid for by the budget for the action shall be transferred to the final beneficiaries of the action, at the latest when submitting the final report.

#### 1.2.5.2. Pre-existing industrial and intellectual property rights

Where industrial and intellectual property rights, including rights of third parties, exist prior to the conclusion of the Agreement, the Beneficiary shall establish a list which shall specify all rights of ownership and use of the pre-existing industrial and intellectual property rights and disclose it to the Grant Provider at the latest before the commencement of implementation. The Beneficiary shall ensure that it or its affiliated entities have all the rights to use any pre-existing industrial and intellectual property rights during the implementation of this Agreement.

### 1.3. Accounting for Project expenditure

In order to receive funding from FONERWA, all expenditure to be reported by a project has to be verified beforehand. Expenditure can only be reported if the following principles are respected (with the exception of administration costs):

- The calculation is based on actual costs.
- The costs are definitively borne by the partner and would not have arisen without the project.
- The expenditure has actually been paid out before the end of the reporting period. Expenditure is considered to be paid when the amount is debited from the partner institution's bank account. The payment is usually proven by bank statements. The date when the invoice was issued, recorded or booked in the accounting system does not count as a payment date.
- The expenditure is directly linked to project implementation and necessary for successful project implementation. The lead partner and the partners must ensure that all accounting documentation related to the project is available and filed separately, even if this leads to a dual treatment of accounts (for example, if the usual accounting management requires central filing, a copy should also be kept in a separate file to allow quick access to the project's supporting documents).

In the context of the project an overview of the ***amounts reported must exist in computerized form***. It must be possible to clearly identify which expenditure has been allocated and reported for the project and to ensure that expenditure is not reported twice (in two different budget lines, reporting periods, projects/funding schemes).

This clear identification is ensured through:

- A separate accounting system or,

- an adequate accounting code for all expenditure relating to the project.[J1]

## 1.1.Audit

For all the grants awarded, a FONERWA audit will be conducted at the end of the implementation period. The Office of the Auditor General (OAG) for state finances has the legal responsibility to audit FONERWA and from this audit of OAG to FONERWA funded projects might be audited. If any funded project is to be audited by OAG through FONERWA an audit engagement letter will be sent in advance to support the auditee to prepare required information in advance, audit scope and objectives. In addition to the audit that from OAG, the following audit exercises might be conducted on FONERWA Funded projects:

- An audit from FONERWA to Funded project conducted by FONERWA internal audit team,
- An audit of External auditors to FONERWA Funded project hired by FONERWA,
- An audit of External auditors to FONERWA Funded project hired by FONERWA Funders,

A copy of the audit will be submitted to FONERWA and to the grant beneficiary within 30 days after completion of the audit, and not later than 3 months after the close of the fund beneficiary's fiscal year. FONERWA will review the report to ensure that it complies with the audit requirements and will ensure that appropriate corrective actions are taken on the recommendations contained in the audit report.

Audit recommendations will be resolved within three months after issuance of the final report and the negotiated settlement on audit recommendations documented in writing.

Resolution of monetary findings will be done through a final decision on the ability of questioned costs and the fund beneficiary should give proper justification that such costs were purposely used for the project activities. A bill for collection to recover identified disallowed costs will be issued.

FONERWA is entitled to carry out periodic reviews in terms of internal audits and spot checks for assurance of efficient funds management.

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### 1.1.1. Funds Audit

The Beneficiary may be subjected to an audit conducted by an independent and qualified auditor who is a member of the Institute of Certified Public Accountants of Rwanda (ICPAR) and who shall be appointed by the Grant Provider.

The Grant Provider shall have unlimited access and rights to conduct periodic reviews in terms of internal audits and spot checks for assurance of efficient funds management.

Without limitations by the on-going or concluded independent financial audit, FONERWA may carry out at its own cost technical and financial checks and audits in relation to the use of the grant. Checks, or audits made by FONERWA may be carried out either directly by its own staff or by any other outside body authorized to do so on its behalf.

The Beneficiary shall keep all original documents, especially accounting, procurement and tax records, stored on any appropriate medium, including digitized originals when they are authorized by national law, for a period of Ten years starting from the date of payment of the balance.

### 1.1.2. Contradictory audit procedure

On the basis of the findings made during the audit, a provisional report (“*draft audit report*”) shall be drawn up. It shall be sent by FONERWA or its authorized representative to the beneficiary, which shall have fifteen (15) days from the date of receipt to submit observations. The final report shall be sent to the beneficiary within thirty (30) days of expiry of the time limit for submission of observations.

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### 1.1.2. Effects of audit findings

On the basis of the final audit findings, FONERWA may take the measures which it considers necessary, including recovery of all or part of the payments made by it.

In the case of final audit findings made after the payment of the balance, the amount to be recovered shall correspond to the difference between the revised final amount of the grant and the total amount paid to the beneficiary under this Agreement.

## 1.1. Anti-Fraud policy

### 1.1.1. Conflict of Interest

A conflict of interest exists when a FONERWA employee or any member of his/her immediate family has any financial or other interest in the potential beneficiary to be engaged or funded by FONERWA. If a real or apparent conflict of interest exists, the employee shall not participate in the evaluation process or influence any decision related to the awarding of the grant.

Actual or potential conflict of interest occurs when the staff member is in a position to influence a decision that may result in a personal gain or gain for a relative or friend. In the administration or management of grantees, under no circumstances shall the FONERWA employee, who has a conflict of interest, take any decision in relation to the concerned fund beneficiary whereby there are financial implications.

### 1.1.1. Bribery and corruption

The implementing partner(s) and its staff must abstain from any action which could be interpreted as bribery or act of corruption. Particularly, they shall not:

- collude with other businesses and organizations with the intention of depriving a procuring entity of the benefits of free and open competition.
- enter into business arrangements that might prevent the effective operation of fair competition.
- engage in deceptive financial practices, such as bribery, double billing or other improper financial practices.
- misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring Entity.
- Staff involved in the procurement process should arrange their private affairs in a manner that will prevent real, apparent or potential conflicts of interest from arising.

If FONERWA concludes that fraud, corruption or conflict of interest occurred during a tender process, it will declare mis-procurement for that tender and may even cancel the whole grant, apart from possible legal actions.

## 1. RISK MANAGEMENT

Risk management is the process of identifying, analyzing, responding to, monitoring, controlling, and reporting risks.

Fund beneficiaries are required to maintain an appropriate **risk register**, ensure it is monitored and report to FONERWA as part of their periodic reporting system. FONERWA is entitled to carry out quarterly reviews on how risks under different programs are managed.

The Risk Analysis (RA) identifies the risks and potential obstacles to achieving the identified deliverables and therefore the overall objectives of the project. A range of factors have a bearing on the achievement of project deliverables.

Fund beneficiaries should streamline their approach to risk management through risk identification along with the causes and mitigation associated with the risk. Risk analysis should be carried out on the impact and probability of risk occurrence. The recording and monitoring provide key information that is captured in the risk registry through which risks are prioritized by the respective risk managers.

### 1.1.Risk Management Approach

Risk management activities should be performed, recorded, and monitored throughout the lifecycle of the project for recording and prioritizing risks. The most likely and highest impact risks should be added to the project schedule to ensure that necessary steps are taken to implement the mitigation responses at the appropriate time in the course of the project.

Project risk owners will provide status updates in order to showcase how the project is going to deal with the changes in the risks highlighted. This will be done on an ongoing basis in order to respond to and therefore avoid risks reaching critical levels and necessarily on a quarterly basis, in the quarterly reports sent to FONERWA.

Every three months, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for the next three-month period. This report should be part of the quarterly reports sent to FONERWA.

## **1.2.Risk Register**

The Risk Register for a project is a record of all identified risks, their probability and impact to the project, the category they belong to, when the risk will occur, and the proposed mitigation strategies. The register should be created through comprehensive analysis and consultations by the expected risk owners and stakeholders.

## **1.3.Risk Reporting**

The most likely and greatest impact risks should be added to the project plan in order to ensure that they are monitored during project implementation. Risks should then be analyzed and discussed on an ongoing basis; the status of each risk evaluated to determine triggers for mitigation actions. Project risk monitoring reports will form part of the periodic reports to be sent to FONERWA.

## **1.4.Risk Mitigation and Avoidance**

The project team leader/manager shall lead the project team in developing responses to each identified risk as shown in the risk register. As more risks are identified, the project risk register will be updated accordingly, and the project team will develop avoidance and mitigation strategies to new risks.

These risks should be indicated in the Risk Register and the project plan to ensure they are monitored at the appropriate times and are responded to accordingly.

The project risks will be managed and controlled within the constraints of time frame of the project, scope, and cost. All identified risks will be evaluated in order to determine how they affect the project. The project team leader/manager with the assistance of the technical

officers, will determine the best way to respond to each risk to ensure project outputs are achieved with a focus on value for money.

## 2. COMMUNICATION

***“Communications” must be understood as a strategic project tool, which contributes to achieving the project’s objectives.*** It cannot simply be an “add-on” at the end of the project. Each project is therefore required to develop its own communication strategy, leading to a specific mix of tools and actions, based on what they expect their project to achieve. ***The driving communication objectives*** describe how communications can help deliver the project aims. Communication objectives for environmental projects can be often linked to:

- Raising awareness
- Changing behavior
- Empowering people
- Disseminating knowledge

A ***generic Communication Strategy plan*** can be the following:

1. Objectives
  1. *Communication objectives*
  2. *Target groups*
  3. *Key messages by target group (in relation to the action’s operational objectives)*
2. Activities
  1. *Communication tools chosen and channels identified*
  2. *Main activities that will take place and indicative schedule*
3. Evaluation
  1. *Indicators by objective / Target group*
  2. *Means of verification/feedback*
4. Resources
  1. *Human Resources: communication focal point*
  2. *Financial resources: budget available for communication activities*

### 2.2. Visibility rules

When communicating in relation to FONERWA’s funded projects, the grant beneficiaries (implementing partners or IPs) must ensure the FONERWA's financial contribution features in all information given to the final beneficiaries of the action, in internal and annual reports, and in any dealings with the media.

The **FONERWA logo must also be displayed wherever appropriate**. Grant-beneficiaries are requested to use FONERWA logo (with high resolution) for all communication and dissemination materials, including but not limited to publications, banners or any other digital media funded by the project. In addition, implementing partners should always remember to **mention the phrase “This project/activity is funded by FONERWA”** when communicating on matters related to the project activities.

## 2.3. Communication Tools and Activities

### 2.3.1. Communication tools

There is a wide range of tools available for communications work, and the key for all projects will be to select a mix of tools in order to reach its audiences. It is therefore proposed to use a variety of instruments including web-based social media platforms, mass media, events, as well as press-releases and leaflets, and visibility materials using all relevant opportunities which are open for cooperation.

1. **Dissemination and information/awareness raising events** like the use of community-based forums, or workshops, to disseminate information.
2. **Strategic media engagement** for events or stories on the project achievements. Depending on the target audience there is need to choose whether to use local media.
3. **Information and visibility material**
  - a) Project leaflets or brochures for distribution to all partners and to potential beneficiaries and other interested stakeholders.
  - b) Pull up and infographics
  - c) Project factsheets to give relevant information and recorded achievements (ensure they are disseminated to strategic stakeholders).
  - d) Banners: Include your logo and partner’s logo (FONERWA) and the name of the project and other important information.
  - e) Newsletters may be produced and circulated via email or websites to regularly inform on the project progress.
  - f) Photographs showing the progress of all actions should be taken where appropriate to document the progress of activities and events related to these.
  - g) Short videos may be produced providing complementary audio-visual information to the website and made available in other dissemination platforms.
4. **Social media platforms (recommended: functional and free of charge)**

- a) Twitter may be used to provide short updates about relevant events and using it as a platform for both the regular and special communication activities.
- b) Facebook may be used to communicate the same stories as on websites and twitter, to reach a wider audience.
- c) Flickr page to serve as a store of your project pictures.
- d) YouTube channel (well customized with what you do) to serve as a store of all produced videos including short documentaries on the project achievements.
- e) Instagram (well customized with what you do) to disseminate the project achievements through different forms (text and pictures)
- f) Also, take advantage of WhatsApp (groups and status) to tell your story and disseminate your achievements. Encourage your staff to support on this.

### 2.3.2. Communication activities

Main activities that will take place during the period covered by the Communication and Information Sharing Plan will be carried out during the minimum period equal to the project lifetime. Dissemination and communication of activities within the Project might be done through the following tools, among others:

- Newsletters to regularly inform on the project progress. It will be disseminated based on a network of contacts (stakeholders, CSOs, government...etc.).
- Development and timely update of web-based information (Facebook, twitter, website). The beneficiary website will include all relevant information about the project. All the information about the project will be shared to be included into the FONERWA website.
- Press releases and op-eds to media with wide outreach: newspapers, radio and TV.
- Launching of the project event, to gather beneficiaries, authorities and other partners with the aim of informing about project goals, activities plan and raise awareness on FONERWA funding.
- Public events and visits (Partnership development meetings, workshops).
- Organization of seminars and discussions with participation of target groups.
- Documentation of success stories.

All the activities will be implemented in technical collaboration with FONERWA. This cooperation will be made effective working in close coordination with the FONERWA Communication Officer.

### 2.3.3. Story telling

Particular attention should be paid to the quality and the nature of the information provided where a particularly interesting feature of the project can be described (e.g., specific activity, exchange among partners, testimony from a stakeholder). In particular, the story selected should be of interest to the general public.

The mechanisms for dissemination of the information include, for example, FONERWA and the funds recipient websites or stakeholders' meetings, newspapers, and social media, among others. It is recommended that the fund beneficiary discusses the information for dissemination with FONERWA before it is circulated and made public. It is also recommended the text to be written in an easy-to-understand style (journalistic style as for a press release or an article).

### **3. Environmental and Social Safeguard Arrangements**

Environmental and Social Safeguard is a key component to the implementation of FONERWA funded projects by mitigating the likely environmental and social risks/impacts that may hinder successful projects implementation. FONERWA's ESMF provides clear ways on how the E&S tools that were developed during the project application (at PPD level) can be monitored and reported for.

#### **3.1. Monitoring of Environmental and Social safeguard tools**

The overall objective of E&S monitoring is to ensure that the proposed mitigation measures stemming from the developed safeguard tools for all FONERWA funded-projects are implemented and that they are effective. E&S monitoring also enables timely and adequate response to new and developing issues of concern. Monitoring of the E&S impacts of projects shall be based on the monitoring activities determined in the developed E&S tools.

The Project Developer will implement the developed Environmental and Social safeguard tools and will ensure that the E&S safeguard tools are adhered to by the Contractor and all subcontractors. FONERWA will also play a role in overall environmental and social monitoring of funded projects and will ensure that the developed E&S safeguards tools for every projects (eg. ESIA/ESMP,RAP, etc) are implemented in accordance with Rwandan laws and FONERWA's ESMF&RPF.

The E&S safeguard tools shall be monitored on a monthly basis by the Contractor and on a semi-annual basis by the FONERWA Environmental and Social Safeguard Specialist. This means that the responsible person for the E&S safeguard tools implementation at the Contractor will do at least one site visit per month to the project site with the safeguard commitments at hand. After each site visit the status of compliance with the E&S safeguard commitments shall be noted down in a report, including corrective actions if any. Main observations/ critical issues/ corrective actions shall be reported in the quarterly reports via

the MEIS. Furthermore, the project proponents and contractor will record and address all grievances that arise throughout the project's implementation.

### **3.2. Reporting on Environmental and Social Safeguard tools**

The project developer will provide a quarterly report on the developed E&S tools to FONERWA with details on how the proposed mitigation measures were implemented and recommendation or action taken on the newly identified environmental and social risks. FONERWA Environmental and Social Safeguard Specialist will conduct a semi-annual visit to the funded projects and provide a Bi-annual report on the E&S safeguards tools implementation status.

Finally, a final monitoring audit shall be conducted by FONERWA Environmental and Social safeguard Specialist upon completion of project activities and before hand-over of the contractor to the Project Developer. The template for the E&S tools monitoring is found on annex F.

## **1. ANNEXES**

### **A – Progress Reporting Templates**

### **B – Financial Reporting Templates**

### **C – Risks Reporting Template**

### **D - Fund Disbursement Request**

### **E - Communication Guide for CSOs**

F- Environmental and Social Safeguard reporting template

<b>Topic/</b>	<b>Mitigation, Management and</b>	<b>Means of Verification</b>	<b>Responsibility</b>	<b>Monitoring</b>	<b>Date of Inspection/ Review/ ESMP Monitoring</b>
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Potential Impact	Enhancement Measures		Procedure	DD/MM/JJ	
<b>Occupational Health and Safety</b>				<b>Findings/ Observations</b>	<b>Corrective Action</b>
...					
...					
<b>Ambient Air</b>				<b>Findings/ Observations</b>	<b>Corrective Action</b>
...					

<b>Colour codes of Findings/Observations</b>
Red Flag. Major Non-compliance with E&S requirements. Urgent Action needed to protect ecological and human environment and avoid risks to the Project schedule.
Minor Non-compliance. Action needed but no immediate threat for ecological and human environment or Project schedule.
In compliance with E&S commitment.

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we need to provide comment also to the annexes. what kind of information that supposed in each annexes to make sure the accuracy and completeness of the information

*ce behind each communication strategy is to ensure the project is a known success.*

FONERWA has developed a “*Communication Guide for CSO*” that is annexed to help grantees to develop their own communication strategy. FONERWA also has its own communication strategy that can serve as a reference and a framework for the project communication.

## **2.1. Developing a Communication Strategy**

The project communication strategy needs to cover at least the following main sections:

- Objectives
- Target groups
- Messages
- Activities
- Time plan
- Budget
- Evaluation

The project partners need to think about what needs to be done to persuade their stakeholders (and target groups) to change their behavior and help push for a specific policy change. The selection and timing of the activities, carrying the right project messages to carefully selected target groups, constitutes the communication strategy.

The *project objective* describes the project’s intended and direct outcomes – what can be directly attributed to the effect of the project.

The *co*

