

**Name of project: Rwanda Education NGO Coordination Platform**

**Implementing organisation: Netherlands Development Organisation**

**(SNV Rwanda)**

**Date: May 2010**

## Project overview

### General information:

Name of the Organization	SNV Netherlands Development Organisation
Project Title	Rwanda Education NGO Coordination Platform
Sector of intervention	Education
Project Geographical Coverage	National
Project Population Focus	International and local umbrella NGOs
Project Duration (in months)	One year: 1 <sup>st</sup> June 2010 to 31 <sup>st</sup> May 2011
Project Total Budget	US\$ 112,920
Budget requested from UNICEF	US\$ 87,320
Other partners with a role in the project implementation	NGO members of the RENCP
Project Submission Date:	May 2010

### Project Summary:

#### 1. Background of the project

The Primary School Net Enrolment Rate (NER) for Rwanda is 94% making Rwanda on track to achieve universal primary enrolment by 2015. The NER for girls is 95% and for boys at 93% hence gender parity at enrolment is also achieved. The country has made remarkable progress in access to primary education since the genocide of 1994; challenges however remain including low completion rates (52.5%), high dropout rates (14%), and high repetition rates (17%). About 400,000 children remain out of school and majority are vulnerable children including orphans, girls and those from the lowest income families. However the government remains committed to ensuring that all children in Rwanda are equipped with the skills needed for a knowledge-based economy in line with its development instruments namely the Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS 2008-2012).

UNICEF in Rwanda is intervening in collaboration with FAO, UNESCO, UNFPA UNHCR, UNIDO, WFP and WHO within the framework of the "One UN Programme" to ensure a coordinated approach of the United Nations response in the education sector. In partnership with DfID, UNICEF is also co-leading the Education Sector Wide Approach (SWAp); a mechanism that aims to coordinate Development Partner support to the Sector to enable the Government to deliver on its ambitious objectives in education

It is within the context of the education SWAp that UNICEF would like to support the Rwanda Education NGO Coordination Platform (RENCP) in its efforts to establish a coordination mechanism of all NGOs working within the Education Sector to establish an effective and operational education management system.

The Rwanda Education NGO Coordination Platform (RENCP) was established after many consultations between non government organisations (NGOs) and the major education sector donors. It comprises mainly international NGOs (INGOs) working in the education sector who wish to share experiences and coordinate their activities and responses to current issues in the sector (see TORs Annex III). The RENCP arose from the initial efforts of the Netherland Development Organisation (SNV), which in collaboration with the lead education donors; the Department of International Development (DFID) and UNICEF, started consultations to establish a mechanism to address this need. When this concept was shared with other NGOs, it received much support and following three inaugural meetings, the Rwanda Education NGO Coordination Platform (RENCP) was finally born in December 2009. By March 2010, a total of 19 INGOs had contributed to the design of the RENCP and expressed interest in participating.

The Government of Rwanda from time to time organises consultative meetings with the education sector partners. However, on account of the sheer numbers of the INGOs in the country, it has not been possible to involve all of them in these consultations. The RENCP is seen as a solution to this problem and seeks to become a point for sharing information on education sector developments and to formalise NGO representation in taskforces, workgroups and consultation forums involving government, donors and other stakeholders.

## 2. Presentation of the organisation

The Netherlands Development Organisation is a Dutch based organisation with a presence in 33 countries in Latin America, Asia, Africa and the Balkans. In these countries, SNV provides capacity building advisory services to local organisations to enhance their potential to achieve their mandates.

### 2.1 Vision mission and objectives

SNV believes that the basic purpose of development is to enhance people's choices and to create an enabling environment for people to enjoy long, healthy and creative lives. SNV is dedicated to a society where all people enjoy the freedom to pursue their own sustainable development. SNV contributes to this by strengthening the capacities of local organisations.

### 2.2 Organisation structure

SNV has its corporate headquarters in The Hague, Netherlands and is organised in regions; West Africa, East and Southern Africa, Latin America, Asia and the Balkans. Each Region is headed by a Regional Director who is responsible for a number of countries each led by the Country Director. SNV gets most of its funding through a grant from the Netherlands Government, although local resource mobilisations efforts are increasingly becoming significant at country level. SNV Rwanda is one of the nine countries in the Eastern and Southern Africa region and has a budget amounting to around Euro 1,745, 000 for 2010. The major resource of SNV is its advisors, who are experts in their professional areas. There are currently 30 advisors in the SNV Rwanda programme who are providing advisory services in the basic services and economic development spheres; Basic services (Education, Renewable energy, and Water, Sanitation and Hygiene); and Economic development (Tourism and Agriculture). All advisors are based in the Kigali office, from which they undertake regular visits to all the districts in the country. SNV works through partnerships, and in Rwanda, is formally partnering with WINROCK and FAWE on an anti child labour project in education and with Unicef in the water and sanitation sector. Other partnerships are with the National Decentralization and Implementation Secretariat, ICCO and UNIFEM.

The NGO Education Platform is an arrangement bringing together International NGO's as well as national umbrella non government organizations active in education, through regular information sharing, coordination and representation. It endeavours to bring together major non financing education actors. The platform is open to individual organizations or groups of organizations which are invited to be part of the NGO Platform and may benefit from its services.

This initiative means that the NGOs will agree on representation to major events and communication with government and other actors, changing the past scenario where each NGO only represented its own views. The platform will provide opportunities for collaboration and complementarities amongst the members, and will organise joint lesson learning sessions. In addition, the platform will endeavour to identify and build the capacity of local NGOs for efficiency and effectiveness, so that they can start effectively contributing to the education sector development in Rwanda. In summary, the RENCP is necessary for the following reasons:

- There are many NGOs supporting education in Rwanda but most are working in isolation;
- The Ministry of Education (MINEDUC) wants better coordination for all actors, including NGOs and has set up 6 clusters in 2008 – with MINEDUC focal points;
- There are regular consultations taking place mainly between MINEDUC and major donors, also between donors but only a few NGO's participate.
- There have been created a number of donor co-ordination mechanisms at which NGOs should be represented: among these are: The Education Donor Group (EDG), Education sector cluster group (ESCG), and the Education sector working group (ESWG);
- There are a number of forums at which NGOs can effectively contribute as a group with a common voice as for example: Joint Review of Education Sector (JRES) meetings and taskforce, workgroups on various themes such as quality in education, girls' education, EMIS, 9YBE, higher education, ICT, TVET and others.
- Ground realities as experienced by NGO's are an important element of information for government and other cooperating partners, contributing to policy formulation and strategy. The NGO education platform could contribute to better evidence based policy and strategy formulation within the sector.

There is therefore an evident need for an NGO platform destined to increase coordination, representation, information sharing and complementarities between all stakeholders, to provide a forum for policy discussion and to strengthen the role of local organizations.

### 3.1 Long term expected result

The project seeks to ensure that member organizations are better informed and coordinated, valuing complementarities and contributing to sector policies and strategies by actively organizing dialogue and learning thereby more effectively contributing to the goals of Rwanda's policy for quality education resulting into an effective education system which caters for the needs of all children including girls and vulnerable groups.

### 3.2 Project expected results

The following outcomes are expected:

**Outcome 1: Policies and strategies within the education sector include NGO contribution (RENCP) to achieve better informed and evidence based policy and strategy.**

**Outputs 1.1: Strong coordination between NGO's in Education with emphasis on content and geographical complementarities**

Activities

- 1.1.1 Develop a joint annual work plan
- 1.1.2 Hold regular platform meetings at least once every 2 months
- 1.1.3 Undertake 6 joint field visits to member operational areas for experience sharing
- 1.1.4 Establish relevant and functional sub committees with clear Terms of Reference if needed
- 1.1.5 Conduct 2 beneficiary peer exchange visits

**Output 1.2: The RENCP is an NGO contact point for general interaction with MINEDUC and Donors and effectively informs policy and strategy about on the ground realities and proposes adjustments**

Activities

- 1.2.1 Represent RENCP in Education donor group meetings
- 1.2.2 Represent RENCP in education Cluster group meetings
- 1.2.3 Participate in JRES preparations and other MINEDUC/Donor activities
- 1.2.4 Undertake NGO coordination orientation: Zambia study visit

**Output 1.3: Government, donors and other relevant stakeholders of the education sector take NGO contributions in account in education planning**

Activities

- 1.3.1 Hold one public conference on a selected thematic area for input into JRES
- 1.3.2 Publish yearly booklet to inform education sector about RENCP members' activities.
- 1.3.3 Create a website for publicizing RENCP activities

**Output 1.4: The RENCP project is monitored, evaluated and documented, providing a model for up-scaling and replication in other countries in the region**

Activities

- 1.4.1 Conduct annual review of the programme
- 1.4.2 Submit mid year and annual reports to partners
- 1.4.3 Compile documentation (minutes, reports etc) and share best practices and lessons with other countries in the region

**Output 1.5: The capacity of local NGOs is strengthened to enable their meaningful contribution to better inform evidence based policy and strategy within the education sector**

Activities

- 2.1.1 Conduct survey to identify capacity needs of local education NGOs
- 2.1.2 Develop NGO capacity building plan to address identified capacity gaps
- 2.1.3 Undertake a capacity strengthening programme based on capacity building plan

**Table 1: Project logical Framework****Education component**

Type of result	Result	Indicator	Target / Baseline	Means of verification	Geographical coverage
Long term result	The Rwanda Education NGO Coordination Platform (RENCP) wants to contribute to the education sector policies and strategies to make sure All children in Rwanda have equal opportunities to a quality basic education and achievement of life skills.				National
<b>Project expected outcome 1</b>	<b>Policies and strategies within the education sector include NGO contribution (RENCP) to achieve better informed and evidence based policy and strategy.</b>	Active NGO collaboration within the education sector is visible through RENCP activities		Annual workplan, minutes meetings, report exchange visits, etc.	National
<b>Output 1.1</b>	<b>Strong coordination between NGO's in Education with emphasis on content and geographical complementarities through RENCP activities</b>	Number of RENCP meetings held, annual workplan developed, reports on field and exchange visits and TOR established of sub-committees if needed		Minutes, reports, TOR and other relevant documents created and available	National
Activity 1.1.1	Develop a joint annual work plan				National
Activity 1.1.2	Hold regular platform meetings at least once every 2 months				National
Activity 1.1.3	Undertake 6 joint field visits to member operational areas for experience sharing				National
Activity 1.1.4	Establish relevant and functional sub committees according to defined priorities				National
Activity 1.1.5	Conduct 2 beneficiary peer exchange visits				National
<b>Output 1.2</b>	<b>The RENCP is an NGO contact point for general interaction with MINEDUC and Donors and effectively informs policy and strategy about on the ground realities and proposes adjustments</b>	Impact of RENCP is visible in all important sector documents like EDP minutes, Cluster group minutes, JRES resolutions and ESSP.		Visible impact of RENCP in all important sector documents like EDP minutes, Cluster group minutes, impact in JRES and ESSP.	National
Activity 1.2.1	Represent RENCP in Education donor group meetings				National
Activity 1.2..2	Represent RENCP in Education Cluster group meetings				National
Activity 1.2.3	Participate in JRES preparations and other MINEDUC/Donor activities				National
Activity	Undertake NGO coordination orientation: Zambia study visit				National

Type of result	Result	Indicator	Target / Baseline	Means of verification	Geographical coverage
1.2.4	with 7 RENCP members for 5 days				
<b>Output 1.3</b>	<b>Government, donors and other relevant stakeholders of the education sector take NGO contributions in account in education planning</b>	NGO's are represented in major Education related events and are accountable at all levels while abiding to requirements;		Booklets published, website created and conference organized	National
Activity 1.3.1	Hold one public conference on one selected thematic area for input into JRES				National
Activity 1.3.2	Develop and publish booklet of member activities and share with government, CPs and public.				National
Activity 1.3.3	Create a website for publicizing RENCP activities to government, CPs, and public.				National
<b>Output 1.4</b>	<b>The RENCP project is monitored, evaluated and documented, providing a model with lessons learned for scaling up and replication in other countries in the region</b>	Lessons learned from the project are documented, feed into scale up plans and are disseminated for best practices in other countries in the region.		Best practices and lessons learned are well documented for future use.	National
Activity 1.4.1	Conduct annual review of the programme				National
Activity 1.4.2	Produce and Submit mid year and annual reports to partners				National
Activity 1.4.3	Compile documentation on best practices and lessons learnt				National
<b>Output 1.5</b>	<b>The capacity of local NGO is strengthened to enable their meaningful contribution to better inform evidence based policy and strategy within the education sector</b>	Local NGOs become more active within the education sector		Local NGO Capacity building needs report shared. Capacity building programme developed and implemented	
Activity 1.5.1	Conduct survey to identify capacity needs of local education NGOs				
Activity 1.5.2	Develop NGO capacity building plan to address identified capacity gaps				
Activity 1.5.3	Undertake a capacity strengthening programme based on capacity building plan				

Table 2 Timeframe of activities

Activity		1 <sup>st</sup> term (June-Aug)			2 <sup>nd</sup> term (Sept-Nov)			3 <sup>rd</sup> term (Dec-Feb)			4 <sup>th</sup> term (Mar-May)		
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>Output 1.1</b>	<b>Strong coordination between NGO's in Education with emphasis on content and geographical complementarities</b>												
Act 1.1.1	Develop a joint annual work plan	X											
Act 1.1.2	Hold regular platform meetings every 2 months		X		X		X		X		X		X
Act 1.1.3	Undertake 6 joint field visits to member op, areas		X	X	X	X		X				X	
Act 1.1.4	Establish relevant and functional sub committees	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Act 1.1.5	Conduct 2 beneficiary peer exchange visits						X					X	
<b>Output 1.2</b>	<b>RENCP is an NGO contact point for MINEDUC and Donors ...</b>												
Act 1.2.1	Represent RENCP in education donor group meetings	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Act 1.2.2	Represent RENCP in education Cluster group meetings		X		X		X		X		X		X
Act 1.2.3	Participate in JRES preparations and other MINEDUC/Donor activities	X					XXXX						
Act 1.2.4	Undertake NGO coordination orientation: Zambia study visit			XX									
<b>Output 1.3</b>	<b>Government, donors and other relevant stakeholders of the education sector take NGO contributions in account in education planning</b>												
Act 1.3.1	Hold one public conference on one selected thematic area for input into JRES				XX								
Act 1.3.2	Publish booklet of member activities								XX				
Act 1.3.3	Create a website for publicizing RENCP activities												XX
<b>Output 1.4</b>	<b>The RENCP project is monitored, evaluated and documented, ...</b>												
Act 1.4.1	Conduct annual review of the programme												XXXX
Act 1.4.2	Submit mid year and annual reports to partners						XX						XX
Act 1.4.3	Compile documentation and share best practices and lessons					XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
<b>Output 1.5</b>	<b>The capacity of local NGO is developed ...</b>												
Act 1.5.1	Conduct survey to identify capacity needs of local education NGOs				XXXX	XXXX	XX						
Act 1.5.2	Develop NGO capacity building program to address identified capacity gaps							XXXX	XX				
Act 1.5.3	Undertake a capacity strengthening programme											XXXX	XXXX

### **3.4 Monitoring and Evaluation**

Monitoring and Evaluation has been built into the project as a key result area. The M&E framework is reflected in output 1.4 above.

### **3.5 Project sustainability**

The project is in line with the national priorities of a SWAP approach and hence will be in strong collaboration with MINEDUC and the other major stakeholders within the education sector. The members will be responsible for increasingly meeting the costs associated with the sustainability of the RENCP platform. At the onset, members will volunteer to host meetings, at which chief executives of the hosting organisation will participate to increase ownership. Over time, project activities will be sub summed in the budgets of member organisations. Leadership of the Platform is designed to be rotating, ensuring active involvement and capacity building of all members including local NGOs.

### **3.6 Project Budget**

SNV, as first lead of RNECP for year one, will contribute 25,600 \$ in terms of program and operational costs (staff time) and specific project costs like web design, communication and printing costs. From the UNICEF side, a total contribution of 87.120 \$ dollar would be asked as specific project support. However, the other members of RNECP would also be expected to start contributing after an initial phase of 1 year funding.

For detailed list of RENCP members see annex II

For a more detailed budget please consult the budget in annex I.