

SOFF Readiness Funding Request Template

Version 1.0

17 January 2023

Systematic Observations
Financing Facility

Weather and climate data for resilience





SOFF Readiness Funding Request

The funding request was prepared by the SOFF beneficiary country Rwanda in collaboration with the SOFF peer advisor Finland in coordination with the prospective SOFF Implementing Entity United Nations Development Program (UNDP)-Rwanda.

The SOFF Readiness Funding Request template includes the following sections:

- 1. Basic information
- 2. SOFF Programming criteria
- 3. Readiness phase outputs, timeline and budget
- 4. Monitoring
- 5. Readiness Phase Risk Management Framework

The Assignment Terms of Reference are included in Annex 1.



1. Basic information

SOFF Beneficiary Country	Rwanda
Country Focal Point	Aimable GAHIGI, Rwanda Meteorology Agency
	a.gahigi@meteorwanda.gov.rw
Peer advisor	Finnish Meteorological Institute (FMI)
Peer advisor Focal Point	Anne Hirsikko,
	anne.hirsikko@fmi.fi
Prospective Implementing Entity	United Nations Development Program (UNDP)-Rwanda
Prospective Implementing Entity Focal Point	Bernardin Uzayisaba
Total budget USD	92917
Delivery timeframe	6 months from financial decision
Date of approval	

Signature SOFF Steering Committee co-chairs (after Steering Committee approval of the funding request)



2. SOFF Programming criteria

Table 1: Programming criteria

Close the most significant data gaps

Rwanda Meteorology Agency (Meteo Rwanda) is a government institution with the mission to provide accurate weather and climate information on time for the socio-economic development and wellbeing of the population. Therefore, to better serve the clients, Meteo Rwanda punctually measures, records and shares different meteorological variables within the country and globally. However, this process is hindered by some challenges, such as a lack of upper air stations, old and aged sensors, limited sensors for some parameters such as lightening, cloud and visibility, low spatial resolution (geographical coverage), lack of instrument calibration centre, insufficient resources to ensure effective station maintenance, and the climate database management system which is inadequate to handle increasing demands (data records and climate products), nondigitized historical climate data, un-automated data flow. In addition, there is a need to enhance the capacity in calibration and maintenance of stations, the methods of weather observations, modelling and climate services delivery.

Rwanda covers about 26 338 km² with highly inhomogeneous topography. Meteo Rwanda has 4 GBON stations registered; however, only one of them (Kigali Aero) can provide observations to GTS/WIGOS with only \geq 30% data availability. The coverage of GBON station network in neighbouring countries (Uganda, Burundi, Tanzania and Democratic Republic of the Congo) of Rwanda is poor. Additionally, even though registered, the stations close to Rwandan border provide observations with none or only \leq 30% temporal data coverage. Thus, Rwanda has a high need to improve its capacity to improve GBON network in the country and subsequently, the East-African region.

Meteo Rwanda does not operate an upper air station. In fact, there is a lack of upper air observations in the entire East-African region. The nearest sounding site, which provides any data is in Nairobi, Kenya, some 700 km distance from Rwanda border and the station is reporting only once per day. This highly increases the need for an upper air sounding station in Rwanda.

Meteo Rwanda, to ensure the storage of climatological data, uses an open-source Climate Database Management System (CDMS) known as CLIMSOFT. This database does not support data formats such as netcdf and mdv. In addition, it does not allow easy data sharing in the global telecommunication system. Also, due to the increased number of data collected by state of the art high technological observing



instruments such as automatic weather stations and RADAR, the CLIMSOFT cannot store and process those datasets. In brief, an advanced CDMS with improved functionalities is lacking.

Target easy fixes

The main gaps relative to the GBON requirements include a lack of upper air station, old and aged sensors, low spatial resolution (geographical coverage) in Rwanda and East-African region, the lack of instrument calibration centre, insufficient resources and capacity to ensure effective station maintenance, and inadequate database, and un-automated data flow.

For obvious easy fixes it is evident that the automatization of dataflow from stations to WMO regional communication centre should be strengthened including the modernization of database, as well as outdated/manual observation systems should be replaced by automatic stations including establishing an upper air station. Additionally, funding for upper-air observations equipment (balloons and radiosondes) should be supported to enable the sustainable and sufficient operation of the sounding station.

The sustainability of SOFF investments and the quality of observations could be improved by providing further capacity building in calibration, maintenance and repair of observation stations and data management system. Further easy fixes will be specified more accurately during readiness phase.

High-quality weather and climate data are essential to delivering accurate weather and climate information. Thus, with the rehabilitation and improvement of national basic observing networks, there will be more investments in improved weather forecasts, early warnings and climate information make massive economic sense. Reliable and accurate warnings will significantly reduce the loss of lives and assets resulting from extreme weather and climate events. Furthermore, there will be an improvement in production due to the application of accurate weather and climate information in highly weather-sensitive sectors such as agriculture, water, health, disaster risk reduction, energy, among others. Improved weather and climate services will inform planning and decision making for resilience to climate shocks.

Maximize delivery capacity

Starting in February 2022, the Peer Advisor has been carrying out a four-year long regional capacity building project FINKERAT funded by the Ministry for foreign affairs of Finland. The beneficiaries include Meteo Rwanda, Rwanda Environment Management Authority, Kenya Meteorological Department and Tanzania Meteorological Authority. The FINKERAT project aims at facilitating beneficiary countries to



adapt to climate change and mitigate its impacts through building the capacity of beneficiary institutes in the fields of meteorological and air quality services. In addition to development at the national level, the project aims at improving regional collaboration in the fields of exchanging information on the weather forecast and early warning.

Through the existing close co-operation, FMI and Meteo Rwanda have developed a strong collaboration relationship between the experts of sister institutes. FMI is familiar with all necessary fields needed for a successful implementation in institutional, procedural and human resources levels to be in accordance with the different phases of SOFF. Thus, the knowledge of existing systems and issues, organizational and institutional arrangements, and procedures gained through close co-operation will increase the efficiency and effectiveness of delivering the services through all the phases of SOFF.

Implementing entity will provide technical support for the effective implementation of the SOFF by using the existing, close partnership between the Country office and Meteo Rwanda. In addition, the UNDP Rwanda country office is co-financing some existing activities, e.g., a five-year long project called "Strengthening National and Local Disaster Risk Management Capacity, Resilience and Enhancing Preparedness and Early Warning System in Rwanda". In addition, UNDP will support the Meteo Rwanda to mobilize financial resources from various partners/donors to make impactful results from the implementation of the SOFF in Rwanda.

Create leverage

Through the Government of Rwanda, Meteo Rwanda acquired the state-of-the-art Doppler Weather RADAR, which is fully operational since 2015 and ground-based weather stations. The RADAR operationalization cost and weather station maintenance has been provided by the Government of Rwanda through the ordinary budget.

Meteo Rwanda has been implementing a five-year project entitled "Strengthening National and Local Disaster Risk Management Capacity, Resilience and Enhancing Preparedness and Early Warning System in Rwanda" funded by United Nations Development Program (UNDP) since 2019. This project has supported partially Meteo Rwanda in maintaining RADAR and weather stations, rescuing historical climate data and data backup. However, Meteo Rwanda still having gaps in data availability and access to GBON due to the lack of effective automated data flow.

In past years, Meteo Rwanda received different funds from World



Meteorological Organization that aimed at enhancing climate services delivery in Rwanda. The FAO/WMO project improved agrometeorological services in Rwanda, Global Framework for Climate Services was supported by Korean Meteorology Agency through WMO and HIGHWAY project strengthened the resilience of people and economic development to weather and climate shocks. METEO RWANDA continues to receive support from WMO in terms of staff capacity building.

Meteo Rwanda is implementing a four-year FINKERAT (Finnish Meteorological Institute - Kenya Meteorological Department - Rwanda Environmental Management Authority – Rwanda Meteorology Agency-Tanzania Meteorological Authority) project aims to improve the capacity of the beneficiary countries, i.e. Kenya, Rwanda and Tanzania to adapt to climate change and to mitigate its impacts. The project was funded by the Ministry for Foreign Affairs of Finland through Finnish Meteorological Institute.

The GCF ongoing 6-year project to "Strengthening climate resilience of rural communities in Northern Rwanda' (SCRNRP, Gicumbi) where Meteo Rwanda is set out to "Provide weather and climate services for tea and coffee farmers to increase productivity and reduce losses from weather and climate variability". This project installed automated agrometeorological stations in Gicumbi district.

Sub-regional gains

Meteo Rwanda as a member of WMO, participates in the international data exchange via Regional Telecommunication Hub (RTH)-Nairobi, and then, shares globally. Increasing the number of stations reporting to GTS will improve the performance of numerical weather prediction models and forecast accuracy, early warning systems, global climate models, as well as climate information locally, regionally and globally. Meteo Rwanda uses the computing facilities of IGAD Climate Prediction and Application Centre (ICPAC) in the generation of seasonal and monthly weather forecast.

Meteo Rwanda regularly participates in daily regional Teleconferencing coordinated by the Regional Specialized Meteorological Centre (RSMC) Nairobi and Regional Support Forecasting Centre (RSFC) Dar es salaam on severe weather Forecasting where Forecasters exchange data, analysis information on the performance of numerical weather prediction models, 24hours observed rainfall report and the expected severe weather conditions in the region in terms of rainfall, winds and waves forecast for the next 48 hours (Day 1 and Day 2) as a legacy of the WMO Severe Weather Forecasting Demonstration Project (SWFDP) for Eastern Africa.

Meteo Rwanda participates in Regional Climate Outlook Forums



	(RCOFs) for the central Africa and IGAD Region and uses products from CAPC-AC, ICPAC and ACMAD in operational forecasting.
	The successful implementation of SOFF in Rwanda will benefit the East African region through climate data sharing to the GTS center, improving the accuracy of the weather forecast and climate services in general.
Ensure country balance	Rwanda is an ODA-recipient country, categorized in the group of least developed countries (LDC)

3. Readiness phase outputs, timeline and budget

The Terms of Reference for the development of the SOFF Readiness phase outputs (see Annex I) provide more detailed information. They also summarize the roles and responsibilities, as stated in the <u>SOFF Operational Manual</u>, of the beneficiary country, the peer advisor, the prospective Implementing Entity and WMO Technical Authority for the delivery of the Readiness phase outputs.

The budget for the development of the SOFF Readiness phase outputs by the SOFF peer advisor shall be a lump-sum, fixed cost amount. It shall be calculated using a cost-recovery approach based on the peer advisors' standard cost recovery rates.

Table 2: outputs, timeline and budget

Outputs	Timeline					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6 ¹
National GBON Gap Analysis						
GBON National Contribution Plan						
Country Hydromet Diagnostic						
Total budget USD ²	92917					

¹ It is expected that the assignment is completed within six months. If more time is required for exceptional circumstances, please add additional months to the table.

² Eligible expenditures are limited to: Staff and consultants; Consultations, national technical workshops, and communications; Travel and transportation costs; Other incidental expenditures.



4. Monitoring

The beneficiary country and peer advisor shall notify the SOFF Secretariat on any delays that may impede the timely delivery of the Readiness phase outputs. If the assignment takes more than six months, the SOFF peer advisor shall submit semi-annual progress reports to the SOFF Secretariat (form to be provided by the SOFF Secretariat) stating the delivery status of the outputs.

The Readiness phase completion will be monitored by the peer advisor and the SOFF Secretariat using the following country-level Results Framework for the Readiness phase.

Table 3: Result framework

Outputs	Indicator	Target	
1. GBON National Gap Analysis	GBON gap established and reviewed (Y/N)	GBON gap analysed and reviewed by WMO Technical Authority	
2. GBON National Contribution Plan	GBON national contribution plan developed (Y/N)	GBON national contribution plan developed and reviewed by WMO Technical Authority	
	GBON National Contribution Plan includes gender considerations (Y/N)	GBON National Contribution Plan includes gender considerations	
3. Country Hydromet Diagnostic (on demand)	Country Hydromet Diagnostic developed (Y/N)	Country Hydromet Diagnostic developed	

4. Evaluation

An evaluation from both, the beneficiary country and the prospective Implementing Entity on the quality of support received by the peer advisor will be conducted at the end of the Readiness phase and the peer advisor's assignment (form to be provided upon completion of the Readiness phase by the SOFF Secretariat).



5. Readiness Phase Risk Management Framework

The major risks in the implementation of the readiness phase are related to the natural disasters or global pandemics and related travel restrictions. These may cause delay in the implementation. Moreover, the adequacy of the beneficiary staff resources to support the implementation forms risks to producing the needed reports

Table 3: Risk Management Framework

Risk category	Description	Probability	Mitigation action
Contextual risks Risks related to conflicts, safety and political insecurity jeopardizing the delivery of the Readiness phase outputs	Pandemic/ epidemic diseases like COVID-19 or Ebola Political crisis that may lead to sudden deterioration of the public safety. Natural disaster such as earthquakes or flooding events	Low Low- Medium	Use online platforms, vaccinations Near history indicates that this kind of development may occur in East-African countries. However, so far, such events and the effects have been limited to outside the borders of Rwanda. This is assumed during the SOFF implementation as well. The geopolitical situation in East-Africa will be monitored actively with the project parties. Preparation to conduct relevant peer advisor work also partly remotely.
Institutional risks Risks related to the beneficiary country's institutions participation in the Readiness phase activities	Financial year of the implementing entity differs from the Government financial (Fiscal) year Meteo Rwanda does not have the needed resources to implement the	Low	Planning harmonization Timely funds request and disbursement Include the cost in the Meteo Rwanda Budget Planning and request the funding on time to the



	activities.		government
Programmatic risks Risks related to	Conduct assessments that do not follow WMO and national standards and guidelines	Low	Well-developed Terms of References Engagement of relevant stakeholders in the Readiness phase
country ownership of the Readiness phase outputs	All employees might not own the project in their top priority list	Low	Sufficient awareness and communication work on GBON and SOFF to management and staff at all levels



Annex 1. Assignment Terms of Reference for the development of the SOFF Readiness phase outputs

1. Purpose and scope

The purpose of this Assignment is to provide SOFF peer advisory services by Finnish Meteorological Institute to Rwanda to develop the outputs of the SOFF Readiness phase as described in section 3 of these Terms of Reference.

The provisions defined in the Terms of Reference are based on the <u>SOFF Operational</u> <u>Manual</u>, in particular Section 4.4 on Operational Partners and Section 4.5.1 on the Readiness phase.

2. Roles and responsibilities

Beneficiary country National Meteorological and Hydrological Service

- Is responsible for implementing the activities of the Readiness phase with the support from the peer advisor and the prospective Implementing Entity.
- Prepares the Assignment Terms of Reference following the standard Terms of Reference provided by the SOFF Secretariat, in collaboration with the peer advisor and in coordination with the prospective Implementing Entity.
- Submits the funding request for the SOFF Readiness phase support using the standardized template provided by the SOFF Secretariat.
- Is responsible for collaborating with the peer advisor to provide all the necessary information and participate in and facilitate the national activities the peer advisor needs to conduct in order to develop the Readiness phase outputs.
- Confirms receipt of the peer advisors' report with the Readiness phase outputs and provides comments on the outputs as needed.

Peer advisor

- Is accountable to the beneficiary country.
- In dialogue with the beneficiary country, provides independent technical advice, analysis and recommendations to support the beneficiary country in implementing the activities of the Readiness phase.
- Develops the Readiness phase outputs and is responsible for their quality and timely delivery. Communicates regularly with the beneficiary country and the Implementing Entity.
- Engages with the civil society, including on the identification of stakeholders of relevance for GBON implementation.
- Submits the final report with the Readiness phase outputs to the country for comments and to the prospective Implementing Entity for feedback.



- Submits the final report including the beneficiary country's comments and the prospective Implementing Entity's feedback to the SOFF Secretariat.
- Notifies the SOFF Secretariat and the prospective Implementing Entity of any delays that may impede the timely delivery of the outputs, and for assignments for which the delivery takes more than six months submits a semi-annual progress report.

Implementing Entity

- Participates in the Readiness phase activities and collaborates with the beneficiary country and the peer advisor to ensure a common understanding of the Readiness phase outputs and that they address the technical needs for the design and implementation of the Investment phase.
- Contributes to the definition of the Terms of Reference and provides feedback on the outputs delivered by the peer advisor.
- Based on its experience in the beneficiary country, supports the work of the peer advisor,
 e.g. by sharing its knowledge and facilitating access to the network of relevant
 stakeholders.

WMO Technical Authority

- Provides basic technical support to the beneficiary country, peer advisor, and prospective Implementing Entity on GBON regulations.
- Is responsible for the technical screening of the draft GBON National Gap Analysis and the draft GBON National Contribution Plan against the GBON regulations.
- Is responsible for establishing and administering the pass-through mechanism for contracting and funding of the technical assistance provided by the peer advisors.

SOFF Secretariat

- Facilitates communication, coordination and collaboration between the beneficiary country, the peer advisor, the prospective Implementing Entity and WMO Technical Authority.
- Reviews the Readiness funding request, including the Terms of Reference, for compliance and consistency with the information requirements in the template and provides feedback as needed. Transmits the funding request to the SOFF Steering Committee for its decision.
- Confirms receipt of the peer advisors' report with the Readiness phase outputs.
- Organizes exchange of knowledge and experiences and captures lessons learned.

3. Readiness phase outputs

The peer advisor should perform the following tasks following the technical guidance and using the templates provided in the <u>operational guidance documents</u> for each one of the outputs. A summary of the key steps and modules to be conducted for each output is presented below.



3.1 GBON National Gap Analysis

The GBON National Gap Analysis defines the gap between the mandatory requirements of the GBON regulations and the existing country surface and upper-air networks. In other words, it serves as the basis for identifying the number of observing stations that need to be installed or rehabilitated to comply with the mandatory requirements of the GBON regulations.

To develop the GBON National Gap Analysis, the following steps should be followed

- **Step 1** Country information from the GBON Global Gap Analysis
- Step 2 Analysis of existing GBON stations and their status against GBON requirements
- Step 3 GBON Gap Analysis results
- **Step 4** Country endorsement for integration of the GBON National Gap Analysis into the GBON National Contribution Plan

3.2 GBON National Contribution Plan

The GBON National Contribution Plan identifies the infrastructure, human and institutional capacity needed to achieve a progressive target toward GBON compliance, including the sustained operation and maintenance of the national GBON observing network.

To develop the GBON National Contribution Plan, the following modules should be completed

- Module 1. National target toward GBON compliance: Establishment of a progressive national target toward GBON compliance
- Module 2. GBON business model and institutional development: public-private business model as appropriate; partnerships, institutional and financial arrangements needed to operate and maintain the observing network
- Module 3. GBON infrastructure development: Appropriate investments needed to increase or improve the observing network and its Information and Communication Technology (ICT) infrastructure
- **Module 4. GBON human capacity development**: Human technical and managerial capacities required to operate and maintain the observing network
- **Module 5. Risk Management:** Operational risks of the observing network and required mitigation measures
- Module 6. Transition to SOFF Investment phase: Support the beneficiary country and the Implementing Entity in preparing the Investment phase funding request (template provided by the SOFF Secretariat).

3.3 Country Hydromet Diagnostics

The Country Hydromet Diagnostic (CHD) complements the GBON National Gap Analysis and the GBON National Contribution Plan. It is a standardized, integrated and operational tool



and approach for diagnosing National Meteorological Services across the meteorological value chain, their operating environment, and their contribution to high-quality weather, climate, hydrological and environmental information services and warnings. Its assessment serves as a basis for investments beyond SOFF, across the whole value chain, by the SOFF Implementing Entity and other development partners.

The peer advisor should **assess the 10 CHD elements** with its respective indicators following the matrix provided in the CHD guidance document.

- Governance and institutional setting
- Effective partnerships to improve service delivery
- Observational infrastructure
- Data and product management and sharing policies
- Numerical model and forecasting tool application
- Warning and advisory services
- Contribution to climate services
- Contribution to hydrological services
- Product dissemination and outreach
- Use and national value of products and services

To develop the Country Hydromet Diagnostic, the following **steps** should be completed.

- Stage 1 Information gathering. As input, the WMO Monitoring Evaluation Risk and Performance unit will provide available country data structured along the CHD elements and their indicators (performed remotely)
- Stage 2 Validation and analysis (performed in-country if feasible)
- Stage 3 Closure

4. Delivery process

The peer advisor in collaboration with the beneficiary country and in coordination with the prospective Implementing Entity should establish the specific activities and consultations needed to complete the outputs. The development of the outputs should include the following:

- Collaboration arrangements between the beneficiary country and the peer advisor, including at least one country visit, unless the country context does not allow it
 - A workshop on GBON Gap Analysis in Rwanda including necessary site visits in Rwanda



- A workshop on Country Hydromet Diagnostics in Rwanda, including relevant stakeholders
- o Internal stakeholders will be contacted through online conference when necessary
- o Continuous communication between FMI and Meteo Rwanda will be organized through regular (e.g., bi-monthly) online meetings
- Coordination arrangements with the prospective Implementing Entity
 - The work between the Peer Adviser and Implementing Entity will be synchronized during regular online status meetings.
- In-person or virtual consultation meetings with relevant national and international stakeholders and partners:
 - A workshop on GBON Gap Analysis in Rwanda including necessary site visits in Rwanda
 - A workshop on Country Hydromet Diagnostics in Rwanda, including relevant stakeholders
 - o Internal stakeholders will be contacted through online conference when necessary
 - o Continuous communication between FMI and Meteo Rwanda will be organized through regular (e.g., bi-monthly) online meetings
- Delivery partners that support the peer advisor in the delivery of the outputs, as applicable: not applicable.
- Peer advisor delivery team and focal point:
- The peer advisor focal point is:
 - Dr. Anne Hirsikko; Observation networks
- And the delivery team members are:
 - Mr. Harri Pietarila; Strategic planning, business model and organization, legal framework
 - o Mrs. Anu Petäjä; Observation network operation and costing
- In addition to the dedicated delivery team members, the peer advisor will utilize experts
 from the SOFF delivery support expert pool, depending on the gaps found and required
 expertise needed. The SOFF delivery support expert pool is:

Name	Expertize
Mikä Hyötylä	Surface observation networks
Vilma Kangasaho	Surface observation networks
Timo Laine	Upper air radio soundings
Jaakko Siltakoski	Observation equipment
Elmeri Nurmi	Data management systems
Minna Huuskonen	GBON and WIGOS compliance
Janne Kauhanen	Data management
	Forecast models
Matti Eerikäinen	Data management, forecasting and production systems
	Service delivery



Sami Kiesiläinen	Data management systems
Julia Warley	Observation equipment
Jenni Latikka	Forecast production and service delivery
	Business model and institutional development
Juhana Hyrkkänen	Legal framework
	Observation network operation design

- Timeline for the development of the outputs
 - o National GBON Gap Analysis: during the implementation months 1-2. The gap analysis report will be handed over by the end of the month 2.
 - National GBON Contribution Plan: during the implementation months 4-6. The National GBON Contribution Plan will be handed over the latest during the month 6.
 - o Country Hydromet Diagnostic: during the implementation months 1-6. The Country Hydromet Diagnostic will be handed over the latest during the month 6.



app://resources/notifications.html

5. Reporting and completion

Reporting. For assignments for which the delivery of advisory services takes more than six months, the SOFF peer advisor shall submit a semi-annual progress report to the SOFF Secretariat (form to be provided by the SOFF Secretariat).

Completion

- Step 1. The peer advisor submits the draft GBON National Gap Analysis and the GBON National Contribution Plan reports to WMO Technical Authority and, as applicable, the draft Country Hydromet Diagnostics to the Monitoring Evaluation Risk and Performance unit of the WMO Secretariat. The draft reports have to follow the templates provided in the SOFF operational guidance documents.
- **Step 2.** WMO Technical Authority screens the draft GBON National Gap Analysis and the draft GBON National Contribution Plan to ensure consistency with the GBON regulations. The WMO Monitoring Evaluation Risk and Performance unit screens the draft Country Hydromet Diagnostics and provides feedback for revisions as needed.
- **Step 3.** The peer advisor submits the report with the Readiness phase outputs for beneficiary country and prospective Implementing Entity feedback.
- **Step 4.** The peer advisor finalizes the report for confirmation of receipt by the beneficiary country and, as needed, beneficiary country comments. Following beneficiary country receipt of the report, the peer advisor submits the report, including beneficiary country's comments and the prospective Implementing Entity's feedback, to the SOFF Secretariat.
- **Step 5.** The SOFF Secretariat confirms the satisfactory receipt of the report and informs the country and the prospective Implementing Entity accordingly. The SOFF Secretariat authorizes WMO to proceed with the release of the final payment, and informs the SOFF Steering Committee of the completion of the SOFF readiness phase.



6. Signatures

By signing this document, the beneficiary country, peer advisor and the prospective Implementing Entity agree with the provisions stated in this Terms of Reference.

Peer advisor

Peer advisor

Prospective Implementing Entity

Bernardin Uzayisaba

Docusigned by:

Burnardin Uzayisaba

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