

Project Document

Project Title:	Pathways to Economic Inclusion and Self-Reliance of the Refugees and Host Communities in Rwanda through Scaling up Graduation Approach
Donor Reference (F2)	2021-24873
Executing Agency	UNHCR
Beneficiaries:	1,500 Households of Refugees and Host Communities in Rwanda (70% refugees and 30% host communities, benefitting about 5,820 people including family members) ¹
Project Site (s)/ Location(s):	<ol style="list-style-type: none">1. Kirehe District hosting Mahama refugee camp2. Karongi District hosting Kiziba refugee camp
Duration:	3 years (January 2022- December 2024) including 3 months inception period
Budget:	DKK 15.5 Million (Equivalent USD amount 2.4 Million USD) ²

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning implementation of the project entitled “Pathways to Economic Inclusion and Self-Reliance of the Refugees and Host Communities in Rwanda through Scaling up Graduation Approach” from January 2022 to December 2024 as agreed between the parties specified below. The present project document is annexed to the exchange of letters confirming Denmark’s financial contribution to the project while also referencing the Humanitarian Partnership Framework Agreement between the United Nations High Commissioner for Refugees (UNHCR) and Denmark.

1.1 Parties

Denmark’s Ministry of Foreign Affairs and United Nations High Commissioner for Refugees (UNHCR).

1.2 Documentation

“The Documentation” refers to the partner documentation for the supported intervention, which is **a)** Project Concept Note: Scaling up the Graduation Approach in Rwanda; **b)** The Ministry in Charge of Emergency Management (MINEMA) and the United Nations High Commissioner for Refugees (UNHCR) Joint Strategy on Economic Inclusion of Refugees and Host Communities in Rwanda 2021-2024.

1.3 Contributions

Denmark, represented by the inter-ministerial Migration Task Force (MTF) , commits to a contribution of DKK 15.5 Million (fifteen million, five hundred thousand Kroner) for the period from 1st January 2022 to 31st December 2024.

¹ Considering average Refugee HH size 3.7 (UNHCR Rwanda Statistics Sep 2021) and Host Community 4.3 (2012 Population Census)

² Subject to exchange rate USD value may change.

The contribution will be transferred to the UNHCR in two instalments as follows:

- The first instalment of DKK 7,750,000 (50%) will be effectuated at the earliest opportunity upon receipt of your written acceptance of Denmark's contribution.
- The second transfer of DKK 7,750,000 will be effectuated no later than 30 June 2023 and following the receipt of a disbursement request.

2. Context, Strategic Considerations, Rationale, and Justification

Following the principles of SDGs and 'leave no one behind' agenda, the Government of Rwanda, as a signatory of the Comprehensive Refugee Response Framework (CRRF) and the Global Compact on the Refugees (GCR), in collaboration with UNHCR and other development agencies, commits to enhance socio-economic inclusion of the refugees and members of the host community. GoR commitments are made through the 2016 Leaders' Summit, Ministry in charge of Emergency Management (MINEMA)-UNHCR joint strategy on Economic Inclusion of the Refugees and host communities (2021-24)³ and also through a 'Strategic Plan for Refugee Inclusion (2019)'. Some additional pledges were made during the 2019 Global Refugee Forum (GRF) to enhance livelihoods and work opportunities of refugees and host communities in Rwanda, among others.

As of September 2021, Rwanda hosts 127,163 refugees (90% in camps and 10% in urban areas) with mainly refugees from the Democratic Republic of Congo (DRC) living in a protracted (20+ years) situation, and from Burundi starting in April 2015 following election-related insecurity. Refugees in Rwanda have right to work but there are still some non-legal and de-facto barriers (including some level of mobility constraint, lack of understanding among some employers to hire refugees, documentation issues related to 'Know your customer etc.) to refugee's gainful employment and work opportunities as well as access to financial services.

Compared to the comprehensive needs of more than 34,000 refugee households (including 10% urban refugees) in Rwanda, integrated livelihoods interventions are still limited at scale. Assessment findings (Livelihoods Assessments 2019, Participatory Assessment 2020, and an extended post distribution monitoring survey/PDM 2020) show that most refugees in camps are still reliant on assistance for subsistence and there is scope for many of the refugees to be self-reliant, if the supports are significant, time-bound (for 2-3 years) and integrated in nature for enhancing livelihoods and economic opportunities.

Furthermore, Covid-19 pandemic and the containment measures severely impacted the livelihoods of refugees and host communities and economic transactions⁴ in and around refugee camps and urban areas due to closure of businesses, TVET schools, skills programme. Covid-19 had a particularly severe impact on refugees due to their already vulnerable socio-economic conditions. In parallel, a joint UNHCR-WFP targeting exercise was also completed to target the most vulnerable refugees with humanitarian assistance based on needs and less vulnerable population to link with more economic opportunities and market-based interventions.

In this background, the MINEMA-UNHCR Joint Livelihoods and Economic Inclusion strategy aimed at graduating refugees out of humanitarian assistance and extreme poverty on a sustainable basis through significant changes in the strategic approach, investment and targeting criteria following the spirit of 'Leave

³ https://www.minema.gov.rw/fileadmin/user_upload/Minema/Publications/Laws_and_Policies/MINEMA-UNHCR_Joint_Strategy_of_economic_inclusion_of_refugees_and_host_communities_2021-2024.pdf

⁴ UN in Rwanda Assessment Report, "The Socioeconomic Impact of COVID-19 in Rwanda", June 2020

No One Behind' agenda of the SDGs (Agenda 2030) and the Global Compact on the Refugees (GCR), which takes a whole of society approach, to promote the 'Peace-Humanitarian-Development' nexus in the refugee context of Rwanda. The new economic inclusion strategy, therefore, emphasizes the need for an integrated, shock responsive and multi-year livelihoods programme for enhancing livelihoods and economic inclusion of refugees and host communities through scaling-up the 'graduation approach'.

The Graduation Approach

The Graduation Approach (GA)⁵ was first developed by BRAC in Bangladesh in 2002, 'to help address the needs of the ultra-poor households who are too poor to access the benefit from traditional development interventions such as microfinance'. The BRAC Graduation approach 'is a comprehensive and sequenced set of interventions that aim to graduate people from ultra-poverty to sustainable livelihoods' within 2 years. UNHCR has adopted the graduation approach methodology in the refugee context, which aims to bring innovative, market-based methods for building refugee self-reliance to UNHCR operations. Evidence of graduation pilots showed positive results with an average of 75% of participant households reaching their graduation goals and advancing their transition out of poverty. It has since been tested in over 15 countries including 10 refugee situations. UNHCR/HIAS/Trickle Up Ecuador pilot shows impressive results with 72% graduation rate, 95% financial inclusion rate and increased income. In response to the global poverty situation among refugees and nationals in host communities, and in line with the Global Compact on Refugees (GCR), a global Poverty Alleviation Coalition (PAC)⁶ between the UNHCR and 13 NGOs was formed with the goal of alleviating poverty for refugees and host communities in selected countries including Rwanda, using the graduation approach.

In Rwanda, UNHCR has been implementing a graduation pilot project since January 2020 through its implementing partner CARITAS Rwanda. The project aims at improving sustainable livelihoods and self-reliance of 1,339 refugees and host community households through a combination of interventions including access to self-employment, skills training, agricultural production, and cash grants transfer for productive assets, in two cohorts. Despite implementation challenges due to Covid, the project is contributing positively to promote livelihoods as evident from field monitoring. Initial end line survey findings of the 2020 graduation cohort showed that 62.4 % of the participants built sustainable business entrepreneurship projects that generate income with a good track towards their graduation out of extreme poverty.

In this background, UNHCR Rwanda would like to scale up the proven Graduation Approach in collaboration with GoR and others as a prioritized strategic approach.

3. Project Objective

The main objective of the Graduation Scale Up project is to enable graduation pathway of 1,500 poor and vulnerable households of Refugee and host communities (1,050 Refugee households and 450 Host Communities households) in two refugee hosting districts. The project therefore aims at graduating at least 70% of the 1,500 households out of extreme poverty by 2024.⁷

⁵ The Graduation Approach is a sequenced, multi-sector intervention that supports the poorest households to achieve sustained income and move out of extreme poverty within a specified period. Since 2014, UNHCR, has supported adoption of the Graduation Approach in refugee contexts <https://www.unhcr.org/55005bc39.pdf>.

⁶ Rwanda is one of the priority countries to scale up graduation approach in the refugee context and a national level coalition has been established with participation of NGO partners (Word Vision, Concern, Caritas Rwanda).

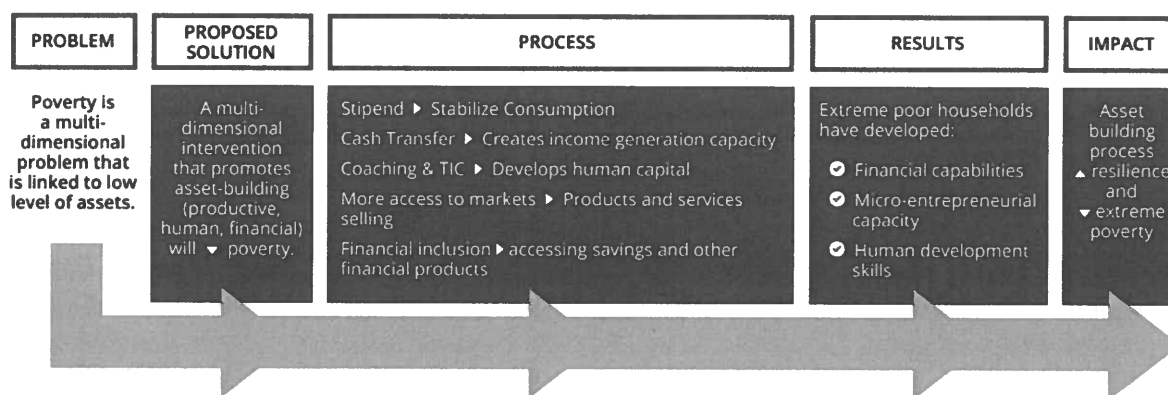
⁷ Though the project targets 1,500 households, experience shows a 70% success rate for graduation, so the objective reflects a target of securing a 70% graduation rate, in this case, 1,050 households.

The project objective will be achieved through adopting the following BRAC’s four pillars of the graduation model:

- I. **Social protection** mechanisms to support basic income security such as consumption support, crisis relief (e.g., Covid Economic Recovery Cash Relief support) and capacity building.
- II. **Livelihood’s promotion** ensures regular and diverse income streams for households to support consumption, asset accumulation, and economic empowerment, especially for women. Interventions include cash grants (or equivalent amount productive asset) transfers for a viable livelihood or linkages to formal employment, technical and business skills training, and access to markets.
- III. **Financial inclusion** provides improved income and risk management and financial empowerment. Interventions typically include access to formal or informal savings facilities, credit and insurance mechanisms, accompanied by financial literacy training, linkage with market based financial services.
- IV. **Social empowerment** equips families with a confident mindset and promotes community inclusion and positive behavior change. Interventions include life skills training, social integration, and coaching that cuts across all four pillars, underpinned by a commitment to gender equality.

4. Theory of change and key assumptions

A generic Theory of Change in wider extreme poverty context⁸ is illustrated below to show that how the proposed solution following the process and interventions under a common framework of graduation approach lead to asset building and incomes, resilience and graduation out of extreme poverty.



In alignment with MINEMA-UNHCR Joint Strategy on Refugee Livelihoods and Economic Inclusion (2021-2024), and the Graduation Approach that aim at offering integrated interventions to poor population to move out of extreme poverty (and graduate out of humanitarian assistance in the case of UNHCR), the project specific “Theory of Change” in Annex 3 provides an overview of the casual logic between activities, outputs, outcomes, and longer-term impact as planned for this scale-up project.

The main assumptions to guide the above theory of change are as follow:

⁸ CGAP Completion Report: Graduating the Poor : retrieved on 31/10/2021 : From the Participant’s Perspective: Theory of Change for the Graduation Approach; <https://documents1.worldbank.org/curated/en/988811549967967067/pdf/Graduating-the-Poor.pdf>

- The Graduation Approach (GA), through pilot projects, was able to demonstrate that most families living in extreme poverty were able to become self-reliant and meet the graduation criteria, within a period of 18 to 36 months. Thus, for UNHCR Livelihoods programming, the integration of the GA in humanitarian settings aims at ensuring that refugees go through a comprehensive process that ultimately leads to achieve self-reliance and graduation out of extreme poverty and humanitarian assistance. Indeed, a pilot project initiated in January 2020 by UNHCR in conjunction with a local implementing CARITAS delivered positive outcome in terms of creating employment, generating more income, and graduating out of humanitarian assistance.
- The second assumption is that if the proposed project follows the design, implementation and monitoring' requirements as prescribed for GA project, the expected results should be achieved as planned. The following constitute the components of a GA that we intend to apply in the context of the two targeted areas (Mahama, Kiziba camps and hosting areas/districts) that host many poor and vulnerable refugees and host community member.
 - ✓ Identify poor households within the refugee camps and host communities that can undertake livelihoods activities with the aim of graduating
 - ✓ Provide regular and time-bound cash transfer to enable them to meet their basic needs (cash for consumption)
 - ✓ Help families plan their livelihoods (through a business plan) and transfer their large lump-sum cash grant (or productive assets)
 - ✓ Develop their ability to save money and acquire loans as a tool to build resilience and access to finance
 - ✓ Enhance their technical and entrepreneurial skills through livelihood training
 - ✓ Ensure the close mentorship of participants throughout the process in a way that develop their self-confidence to graduate out of extreme poverty “
- The project is expected to foster the socio-economic integration of refugees, as well as promoting peaceful coexistence between the two communities. Indeed, as identified in other previous projects that brought together refugees and hosts community to work together (e.g., the Misizi Marshlands Agricultural project as well as the Denmark Funded Climate Smart Agricultural Project in two other districts), refugees and hosts community get closer as they work together or share common interactions. In addition, the project not only focus on the needs of the refugees but will also integrate the needs of the hosting community, thus fostering local economic development for all the residents of the two districts at two levels. The project will assist direct beneficiaries of the project while other residents will benefit from the spills over of resources injections in the local economy.
- The other assumption is that if the project takes a market-based approach whereby it will primarily seek to address the market demand and supply gaps in the hosting areas, at district and country levels, the sustainability of the project will be partially guaranteed. Indeed, sustainable projects beyond the lifespan of the project are in priority based on the demand of the local markets and integrate the private sector in their value chains. A prior market assessment will identify how the markets work in the two targets districts and beyond with the aim of informing of this proposed project in terms of specific interventions to focus on. Indeed, the collective identification of the major market opportunities will orient the project' beneficiaries on the most promising opportunities to support them to graduate

- Finally, this proposed project intends to act as shock-responsive tool to the impact of COVID-19. COVID-19 pandemic proved that projects need to always have contingency plans in case of disasters and other shocks. This project unfolds at the time when the whole country, its population, and other vulnerable groups such as refugees are trying to recover from the socio-economic impact of the pandemic. Thus, to maximize the impact of the project, the proposed project will embed a COVID-19 response approach in its interventions.

5. Summary of the results framework

For results-based management, learning and reporting purposes Denmark will base the actual support on progress attained in the implementation of the project as described in the documentation. Progress will be measured through the project partner Caritas’s monitoring framework, in line with the wider M&E framework of the MINEMA-UNHCR Joint Economic Inclusion Strategy, focusing on key outcomes and corresponding outputs and their associated indicators. A more detailed results framework is included in Annex 3.

Result framework for ‘Pathways to Economic Inclusion and Self-Reliance of the Refugees and their Host Communities in Rwanda through Scaling up Graduation Approach’ Project

Project/Programme	Pathways to Economic Inclusion and Self-Reliance of the Refugees and their Host Communities in Rwanda through Scaling up Graduation Approach
Project/Programme Objective	To enable targeted poor and vulnerable Households of Refugees and Host Communities in Rwanda to become self-reliant and graduate out of extreme poverty by 2024
Impact Indicator	Extreme Poverty Rates (Rural)
Baseline in 2021	1/ Based on year 2016/2017 ⁹ Extreme Poverty rate (for Rwandan Population) 16% <i>Source: The Fifth Integrated Household Living Conditions Survey, EICV5 (2016/17), National Institute of Statistics Rwanda (NISR)</i>
Target in 2024	Extreme Poverty rate target to be Confirmed (Government EICV 7 household survey) ¹⁰
Outcome	Targeted refugees and host communities graduate out of extreme poverty
Outcome indicator	Indicator 1. % of the project beneficiaries (refugees and host communities) graduating out of extreme poverty based on a set of composite graduation criteria: (i) acceptable food consumption score (ii) more than 1 source of income (iii) economic capacity to cover the food basket expenditure without assistance (iv) use of financial services (savings/loans/transfers) (v) active member of a social group (cooperative/saving group/ other social groups)

Baseline	Year	2021	0 % of the targeted beneficiaries
Target	Year	2024	70% of the targeted 1,500 project beneficiaries (1,050 refugees and 450 hosts community) will be graduated out of extreme poverty

⁹ Corresponding to the most recent statistics published by the National Institute of Statistics of Rwanda (NISR)

¹⁰ https://www.nirda.gov.rw/uploads/tx_dce/National_Strategy_For_Transformation_-NST1-min.pdf

6. Inputs/budget

No	Activity description	Total in USD	Total DKK	DKK Budget Breakdown per Year		
				Year1 (01/01/2022 to 31/12/2022)	Year2 (01/01/2023 to 31/12/2023)	Year3 (01/01/2024 to 31/12/2024)
	Inception phase	58,207	371,416	164,098	207,318	0
1	Identification/profiling of targeted HHs of refugees and host communities, assessment of economic opportunities/market analysis & collecting baseline	26,765	170,787	53,513	117,274	
2	Capacity building of livelihoods staff, Inception Workshops (UNHCR and implementing partner, focusing on field staff) on graduation model (involving Graduation Model Technical Assistance Service Provider: e.g. Trickle Up, BRAC)	31,442	200,629	110,585	90,044	
	Social Protection	101,789	649,517	203,515	446,002	0
3	Targeted consumption support for 12 months to 300 HHs (assuming 20% of the total beneficiary hhs are most vulnerable) including those who do not receive Humanitarian assistance (\$7 per person per month + one withdraw fee)	101,789	649,517	203,515	446,002	
	Livelihoods Promotion	1,283,985	8,193,110	2,566,721	5,626,390	0
4	Train participants on market-oriented entrepreneurship/income generating activities/ development of business plans	57,706	368,219	115,375	252,844	
5	Cash grants (\$800) transfer to all 1,500 participants HHs for productive assets/ investment in income generating activities (+ one withdraw fee)	1,205,845	7,694,500	2,410,943	5,283,557	
6	Training of targeted participants on agriculture and livestock for those who have business plans related to agribusiness (assuming 40%	17,387	110,944	34,762	76,182	

	business plans related to agribusiness)					
7	ToT Training of community volunteers on IGA & entrepreneurship/ business plan	3,048	19,447	5,640	13,807	
	Financial Inclusion	46,514	296,807	92,546	204,261	0
8	Train participants on saving and internal lending communities (SILC) and financial literacy	43,467	277,360	86,906	190,454	
9	ToT Training of community volunteers on SILC & Financial Literacy	3,048	19,447	5,640	13,807	
	Social Empowerment	133,713	853,221	159,832	441,922	251,468
10	Community volunteers/ coach/mentors for supporting participants' business ventures and community empowerment (per diem and communication for 1 community mentor per 15 participants)	90,246	575,861	72,926	251,468	251,468
11	Training on protection mainstreaming and peaceful coexistence	43,467	277,360	86,906	190,454	
	Monitoring, Evaluation and Learning (MEL)	84,420	538,687	0	53,513	485,174
12	Project mid and final evaluation, documentation & dissemination/learning event	84,420	538,687		53,513	485,174
	Staffing	572,204	3,651,231	1,217,077	1,217,077	1,217,077
13	Salary and Benefits for 1 project manager for 36 months	64,750	413,171	137,724	137,724	137,724
14	Salary and benefits for 1 finance manager for 36 months	50,361	321,355	107,118	107,118	107,118
15	Salary and Benefits for 4 project site mentors/supervisors (2/location for 36 months)	107,773	687,700	229,233	229,233	229,233
16	Salary and benefits for 2 field/camp coordinators (1/location for 36 months)	73,103	466,470	155,490	155,490	155,490

17	Salary and benefits for 1 M&E officer	50,361	321,355	107,118	107,118	107,118
18	Salary and benefits for 2 drivers	28,778	183,631	61,210	61,210	61,210
19	Contribution to salary and benefits (40%) for UNHCR Livelihoods and Economic Inclusion Officer	197,077	1,257,550	419,183	419,183	419,183
	Sub Total	2,280,832	14,553,990	4,403,789	8,196,482	1,953,719
20	UNHCR HQ Indirect Support Costs (6.5% of direct costs)	148,254	946,009	286,246	532,771	126,992
	GRAND TOTAL	2,429,086	15,500,000	4,690,035	8,729,254	2,080,711
	Budget breakdown per year in USD	2,429,086		735,000	1,368,007	326,079

*Funds cannot be transferred more than 10 percent between the different budget lines without the approval of the Danish Ministry of Foreign Affairs.

Exchange rate:

1USD=1000.77002 RWF

1USD=6.381 DKK

7. Institutional and Management arrangement

UNHCR Rwanda, following due diligence procedure, has already partnered with an implementing partner (IP), Caritas. Caritas has been implementing a graduation pilot since 2020. Despite implementation challenges due to Covid, the project is contributing positively to promote livelihoods as evident from field monitoring. Initial end line survey findings of the 2020 graduation cohort showed that 62.4 % of the participants built sustainable business entrepreneurship projects that generate income with a good track towards their graduation out of extreme poverty. A recent UNHCR Multi-Functional Team (MFT) assessment of partners on retention exercise, recommended Caritas to retain as Livelihoods partners to scale up the graduation project. A partner assessment is included in the Annex 2.

The lead IP will be providing mentoring/coaching support to the beneficiary households through regular visits for case management. In addition, the partner agency will recruit competent coordination staff with high negotiation and communication skills as the liaison and collaboration with the Government partners will be critical during the implementation of this initiative. The objective is to phase out the NGO activities by the end of the process (after 36 months) and establish linkage with market and local government system.

UNHCR will ensure an appropriate Monitoring, Evaluation and Learning (MEL) methodology in line with the MINEMA/UNHCR new Economic Inclusion Strategy and M&E and Results Framework. There will be an inception phase to streamline the project activities and detailed budget based on field assessments (including a market assessment), baseline survey, capacity building workshops, during the first 3-4 months of the project. A detailed workplan will also be developed by the IP during the inception phase.

UNHCR will ensure regular project coordination/steering committee meeting both at HQ (Kigali) and two field offices level, in coordination with the IP staff, government (MINEMA, District Authority) and other relevant partners (e.g., private sector, other service providers), in the beginning more frequently on bi-weekly/monthly basis during the inception phase and gradually move to quarterly meetings.

In addition to UNHCR standard programme management and monitoring arrangement for IP to conduct regular Multi-Functional Team Monitoring, Six Monthly Mid-Year and end of year reviews and reporting (bi-annual); the IP will need to share Monthly MIS based report, Quarterly and Annual Detailed Report, using a common format developed and rolled out for all Livelihoods partners following the MINEMA/UNHCR new joint Economic Inclusion Strategy Guidance.

There will be communication and learning materials under the project, to be disseminated through online and other methods to the wider groups including Graduation community of practices (e.g., WB Partnership for Economic Inclusion -PEI, UNHCR hosted Global Poverty Alleviation Coalition /PAC: both platforms are scaling up graduation model), East and Horn of Africa and Great Lakes (EHAGL) Regional Economic Inclusion Exchange Group, Rwanda Livelihoods Sector Working Group, Refugee Coordination Model Mechanism (RCM). Results and key learnings will be posted on UNHCR Livelihoods and partner’s website. There will be a regular feedback mechanism to inform the beneficiaries about the project, its progress and challenges, alongside collecting their views through participatory assessments involving UNHCR Community Based Protection Team. Across the project cycle management, from assessment, planning, targeting to implementation and closure of the project Age, Gender and Diversity (AGD) approach will be followed.

The relevant unit in the Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project.

After the termination of the project support, the relevant unit the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

8. Financial Management, planning and reporting

The grant will be managed in accordance with the Humanitarian Partnership Framework Agreement between UNHCR and Denmark.

It is the responsibility of UNHCR to ensure that the financial management of implementing partners (IP) follows the principles set forth in the HPFA, and the practice outlined in the Financial Rules for Voluntary Funds Administered by the High Commissioner for Refugees referenced therein.

9. Risk Management

The potential risks which could hamper the proposed project and mitigation measures that could prevent or avert those risks are described in the below table

Risk	Likelihood	Impact	Risk Response/ Mitigation Measures	Residual Risk
Lack of donor interest, and funding,	Unlikely	Significant	-Provision of a proposal that aims at achieving significant impact for the beneficiaries	Minor

			<ul style="list-style-type: none"> -Align the project proposal interventions to the requirements of the Graduation Approach - Hold meetings/exchanges with the donor on the feasibility of the project and agree on how effectively to achieve the agreed targets 	
Lack of willingness by the refugees and host community to participate in the graduation programmes	Unlikely	Significant	<ul style="list-style-type: none"> -The reduction in humanitarian response is happening and many households should be informed on the new approach of “targeted assistance for the most vulnerable” because of lack of funding and sustainability -Targeted communication around the advantages of the project will be organized before the enrollment process -Organization of community activities that focus on engaging the POCs to participate in the project - Integration in the GA project of training sessions/private coaching sessions for targeted HHs 	Minor
Covid-19 (or any such disasters) related restrictions (especially mobility restrictions) or disease outbreak that prevent the implementation of the proposed project according to planning	Likely	Moderate	<ul style="list-style-type: none"> -UNHCR and partners in livelihoods have learned from experience how to implement GA projects even in time of total lockdown. Thus, they would use the same technics -Project design will include a contingency plan to face any unexpected shock during implementation - Interventions that may be carried out even during lockdowns will be prioritized 	Minor
Refugee influx in the zone obliges UNHCR to refocus on the emergency response and jeopardizes refugee inclusion activities	Unlikely	Major	<ul style="list-style-type: none"> -Mixed solutions programs are maintained during an emergency. -HR capacity is boosted in an emergency through the deployment of emergency roster staffs 	Minor
The authorities step out of the CRRF	Unlikely	Significant	Economic inclusion is not only spelled out in the CRRF, but also the economic inclusion strategy which was signed	Minor

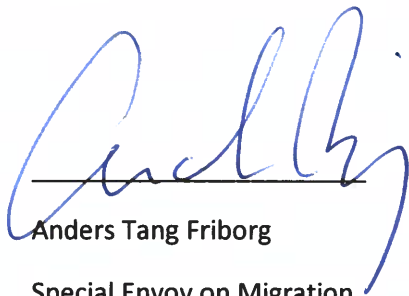
			before the CRRF and the commitments by the Rwandan government the humanitarian summit in New York in 2016.	
The degradation of security conditions does not allow humanitarian access to the project location	Unlikely	Significant	All of Rwanda considered as a family duty station. Security is minimal/low level.	Minor
Poor implementation of the project	Unlikely	Significant	-UNHCR will propose an experienced partner in GA projects to implement the project -UNHCR will play a significant role in the monitoring & evaluation of the project	Minor
Misappropriation of financial resources by the project partner/staff	Unlikely	Significant	-UNHCR will ensure due diligence procedure and regular financial monitoring/audits - UNHCR with MINEMA will follow Results based management approach for monitoring timely delivery of expected results/deliverables	Minor

10. Closure

The project will be closed, ideally within 2 months of the project end date during the liquidation period, based on the partner's final report, an end of project evaluation and closure of financial accounts following standard programme management cycle, rules of business and due diligence procedures.

Date 10 December 2021

Signature



Anders Tang Friborg

Special Envoy on Migration

Ministry of Foreign Affairs

Denmark

Date 13 December 2021

Signature



Paul Stromberg

Head, Donor Relations & Resource

Mobilization Service, UNHCR

Geneva

Annexes:

Annex 1: Context Analysis



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Annex 2: Partner Assessment



Partner performance assessment -CARITAS

Annex 3: Theory of Change, Scenario and Result Framework



- a. Theory of Change Danish Proposal Adobe Acrr
- b. Results Framework Danish proposal



Graduation%20Project%20Results%20Framework

Annex 4: Budget Details



Project%20Budget%20for%20Denmark_Gr.

Annex 5: List of Supplementary Materials

- a. Link to the MINEMA and UNHCR) joint strategy on economic inclusion of refugees and host communities in Rwanda (2021-2024): [Microsoft Word - MINEMA-UNHCR Joint Strategy on Economic Inclusion of Refugees and Host Communities in Rwanda 2021-24 FINAL](#)
- b. Refugee population statistics in Rwanda and Camps locations Map



2021.11.30 -
Operation Data - Rwa

Annex 6: Plan for Communication of Results

Communication of the project results will follow the overall communication strategy elaborated under the joint MINEMA/UNHCR strategy on economic inclusion of refugees and host communities in Rwanda (2021-2024). The end of project final evaluation will be conducted, and dissemination event will be organized involving all stakeholders to present the project results.

Annex 7: Process Action Plan for Implementation

No	Activity description	Activity plan per year		
		Year1 (01/01/2022 to 31/12/2022)	Year2 (01/01/2023 to 31/12/2023)	Year3 (01/01/2024 to 31/12/2024)
Inception phase				
1	Identification/profiling of targeted HHs of refugees and host communities, assessment of economic opportunities/market analysis & collecting baseline	x	x	
2	Capacity building of livelihoods staff, Inception Workshops (UNHCR and implementing partner, focusing on field staff) on graduation model (involving Graduation Model Technical Assistance Service Provider: e.g., Trickle Up, BRAC)	x	x	
Social Protection				
3	Targeted consumption support for 12 months to 300 HHs (assuming 20% of the total beneficiary hhs are most vulnerable) including those who do not receive full Humanitarian assistance (\$7 per person per month +one withdraw fee)	x	x	
Livelihoods Promotion				
4	Train participants on market-oriented entrepreneurship/business skills/ development of business plans	x	x	
5	Cash grants (\$800) transfer to all 1,500 participants HHs for productive assets/ investment in income generating activities (+one withdraw fee)	x	x	
6	Training of targeted participants on agriculture and livestock for those who have business plans related to agribusiness (assuming 40% business plans related to agribusiness)	x	x	

7	ToT Training of community volunteers on IGA & entrepreneurship/ business plan	X		
Financial Inclusion				
8	Train participants on saving and internal lending communities (SILC)	X	X	
9	Facilitate linkage of saving and lending groups to formal financial institutions	X	X	
Social Empowerment				
10	Community volunteers coach/mentors activities for supporting participants' business ventures and community empowerment (perdiem and communication for 1 community mentor per 15 participants)	X	X	X
11	Training on protection mainstreaming and peaceful coexistence	X	X	
Monitoring , Evaluation and Learning (MEL)				
12	Project mid and final evaluation, documentation & dissemination/learning event		X	X

Annex 8: Humanitarian Partnership Framework Agreement 2017-21.



Denmark
Humanitarian Partner