

**Rwanda: Socio-economic Inclusion of Refugees & Host Communities Project**  
**“Jya Mbere” (P164130)**  
**Third Implementation Support Mission: May 4-7, 2021**  
**Aide Memoire**

**I. INTRODUCTION**

1. A virtual World Bank implementation support mission (ISM) for the Socio-economic Inclusion of Refugees and Host Communities Project (*Jya Mbere*) was conducted from May 4-7, 2021. The objectives of the ISM were to: (a) review implementation progress; (b) support the finalization of preparation of the proposed Additional Financing/Restructuring; and (c) review ongoing COVID-19 impacts in the project target areas. The mission held meetings with the Ministry in Charge of Emergency Management (MINEMA), the Development Bank of Rwanda (BRD), the Rwanda Transport Development Agency (RTDA), the Mayors of Gatsibo and Kirehe districts, the United Nations High Commissioner for Refugees (UNHCR), as well as development partners and financial institutions. This Aide Memoire summarizes the key issues discussed in a wrap-up meeting chaired by Mr. Olivier Kayumba, PS MINEMA, and agreements reached with the Government of Rwanda and is subject to World Bank management endorsement. See Annex 1 for the list of mission participants.

**II. PROJECT DATA AND RATINGS**

**Table 1: Key Project Data**

Project Data	USD (millions)
Original Project Amount	60
Total Disbursement	11.26
Disbursement in FY	8.8
Closing Date	October 31, 2024

**Table 2: Project Ratings**

Project Ratings:	Previous	Current
PDO	Satisfactory	Moderately Satisfactory
IP	Moderately Satisfactory	Moderately Satisfactory
Project Management	Moderately Satisfactory	Moderately Satisfactory
Procurement	Moderately Satisfactory	Moderately Satisfactory
Financial management	Moderately Satisfactory	Moderately Satisfactory
Social Safeguards	Satisfactory	Satisfactory
Environmental Safeguards	Satisfactory	Satisfactory

2. **Following a year affected by COVID-19 and start up challenges, the project is beginning to build momentum and overall performance remains moderately satisfactory.** Key achievements since the last mission include: (a) 78,000 people are now benefiting from upgraded hospitals, health centers and school classrooms in the target districts; (b) the US\$ 20 million Additional Financing (AF) and Restructuring proposal has been completed; (c) the government has prepared the required Strategy Note to meet one of the criteria to access funding for the AF from the IDA 19 Window for Host Communities and Refugees (WHR); (d) of the list of 25 performance indicators agreed with the World Bank during the previous mission to justify the AF, 24 have been achieved and the remaining task (recruitment of Grants Officers by BRD) is close to completion (see Annex 4 for details); (e) the project Grievance Redress Mechanism (GRM) is now functional and is receiving and resolving project-related disputes; (f) development of the Project Management Information System (P-MIS) and initial staff training has been completed; (g) three more financial institutions have signed agreements with BRD under component two, with more to follow; (h) over 630 businesses have been provided with grants under component two; and (i)

the contract for the feasibility study for component three has been signed after a lengthy delay. These achievements have the project well placed to see a major upturn in activities on the ground in the second half of the calendar year.

3. **The speed and quality of procurement and safeguards processes are improving, but remain the major challenge to implementation progress, particularly for component one on access to services and socio-economic investments.** This component supports infrastructure at the district and community levels (health centers and hospitals, schools and Technical and Vocational Education and training centers, water supply systems, markets, and roads). It is transaction heavy, with multiple feasibility studies and environmental and social screening ongoing. Reviews between the districts, the SPIU and the World Bank to ensure compliance with WB standards are proving time-consuming. The quality of documentation and the speed of turnaround times on reviews are improving but remain the major bottlenecks. Procurement has been slow, with just 25 of the 65 activities in the Procurement Plan either signed or under implementation.

4. **Additional Financing/Restructuring.** The virtual decision review for the AF/restructuring was completed on April 28 and the decision note authorizing appraisal was approved on May 6.<sup>1</sup> Appraisal is expected to commence on May 20 once the updated Environmental and Social Management Framework (ESMF) is disclosed. The mission was able to confirm government readiness to implement the Additional Financing and Restructuring proposal. This will be confirmed officially during appraisal, which should be completed by May 21. Negotiations are scheduled for May 25. Board approval is scheduled for June 23.

5. *Agreed actions for the Additional Financing & Restructuring* are: (a) complete negotiations by May 25 ahead of submission for Board approval. Should the Board approve the package, *agreed actions for the restructuring* are: (a) MINEMA and RTDA to update the Project Implementation Manual (PIM) to reflect the role of RTDA; (b) BRD to update the Matching Grants Manual, including to reflect the expansion to urban areas; (c) MINEMA and RTDA to draft subsidiary agreement; (d) MINEMA & RTDA to update the work plan and budget for the two road subprojects; and (e) amend implementation agreements between MINEMA and the Districts to reflect new financing amounts and the transfer of responsibility for the roads from Kirehe and Karongi to RTDA.

### **Component 1: Access to Services/Socio-economic investments**

6. **Progress is picking up on component one.** Under sub-component 1(a) on access to basic services, classrooms construction is close to complete in Gatsibo district. Feasibility studies are either ongoing or completed for several more subprojects in the education, health, and water sectors. Over 78,000 people are already benefiting from health facility and school upgrading. Gaps in the quality of Environmental and Social Impact Assessments (ESIAs) have delayed clearance for several subprojects. The World Bank has provided additional technical assistance to the MINEMA SPIU to build capacity on ESIAs. This is expected to expedite clearance and see progress move into the construction phase in the second half of 2021 for most of the subprojects in the component.

7. **Progress has been slower on sub-component 1(b) on socio-economic investments.** Feasibility studies are ongoing and close to completion for the four market subprojects. For the roads, the lengthy contract negotiations with the firm selected to conduct the feasibility study have been concluded, with the contract signed on May 6. These subprojects are behind schedule, however, as the target at this stage was

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<sup>1</sup> As stated in the previous Aide Memoire, funding for the AF will be on a grant basis, with US\$18 million from the IDA 19 WHR and US\$2 million from national IDA. The AF will respond to the impact of COVID-19 on host communities and refugees through support to: (a) scale up activities under component one on education, health and WASH; and (b) expand activities under component two on economic opportunity to urban areas. The proposal would also restructure the project to: (a) strengthen technical oversight of the two roads subprojects by assigning the RTDA as an implementing agency; and (b) extend the duration by two years to accommodate the maintenance period under a design, build, maintain contract for the roads.

to have the FS completed and the build-design-maintain contractor on board. The roads are essential to connect refugees and host communities to job opportunities in Kirehe and Karongi districts. An updated timeline for the roads subprojects is at Annex 6.

**Table 3: Progress against targets for component 1**

<b>Sub-comp. 1(a): Access to basic services</b>	<b>Target</b>	<b>Status previous mission</b>	<b>Status this mission</b>
Education	250 classrooms constructed	40 classrooms at 17% construction in Gatsibo district Feasibility studies under preparation in four districts	40 classrooms at 85% construction in Gatsibo FSs completed, pending ESIA clearance in four districts
	2 TVET centers constructed & 2 upgraded	3 FS ongoing; 1 under procurement	Three FS completed, under WB review; 1 pending due to procurement failure.
	1 TVET equipment		TVET equipment procured
Health	Construct 2 health centers	1 FS completed, under review 1 FS under procurement	FS remains under review FS ongoing
	Upgrade 1 District Hospital	FS under procurement	FS is under review
	Equip 1 health center	6 lots of 9 equipment supplied	All 9 lots supplied.
Water	3 Water systems constructed	FS ongoing, though Env & Social Audit will be required	1 Env and Social Audit completed; 2 ESA under procurement
<b>Subcomp. 1(b): Socio-economic investments</b>	<b>Target</b>	<b>Status previous mission</b>	<b>Status this mission</b>
Markets	4 markets constructed	FSs under procurement	FSs ongoing
Roads		FS under procurement	FS has started.

8. **MINEMA has taken a number of steps to speed up implementation progress since the previous mission.** This includes weekly coordination meetings with contractors and regular coordination meetings with the districts to follow up on progress. The World Bank has also provided technical assistance to support the SPIU with quality assurance on ESIA and ESAs. This has been the crucial bottleneck, so the TA will be maintained into next financial year. MINEMA is also considering allocating additional technical support to the districts under the Additional Financing to improve the quality of environmental and social assessments. COVID-19 continues to affect implementation progress, with only 50 percent of staff currently allowed to work in the office. Field travel has been severely hampered. Public gatherings are now allowed again, though with a maximum of 20 people.

9. **COVID 19 has affected participatory planning.** The project aligns with the government's district development strategy (DDS) process to identify subprojects under component one. The project augments the standard planning process with additional consultations with refugees and host communities to ensure that subprojects selected align with community needs and to ensure that communities have access to full information on project activities. Participatory consultations have been affected by COVID-19 restrictions on public gatherings. The mission highlighted the importance, however, of continuing to engage communities in planning and to update them on decisions made and progress being achieved.

10. To continue to improve quality and speed of implementation, the following actions were agreed on component one: (a) World Bank to continue to provide technical assistance to MINEMA on environmental and social safeguards through FY 22; and (b) MINEMA and districts to continue regular engagement with refugees and host communities throughout the project cycle.

## **Component 2: Economic Opportunity**

11. **Progress has improved significantly on component two.** Since the previous mission – when the World Bank team expressed concern over the lack of progress – the following important achievements have been made: (a) three more Participating Financial Institutions have been signed up, taking the total to four, with more to follow soon; (b) the first grants have been issued, with 631 businesses now benefiting from the component’s matching grant scheme (57% refugees, 43% host communities and 47% women); (c) the subsidiary agreement between MINEMA and BRD has been signed; and (d) data collection has been completed for the capacity needs assessment. Coordination between BRD and MINEMA is now also functioning smoothly, with regular technical meetings taking place. Some important activities remain behind schedule, however. In particular, the two Grants Officers have still not been recruited. BRD has enhanced the conditions of employment and is now confident the procurement problems they have experienced so far will be overcome.

12. **The capacity needs assessment needs to be carefully tailored to project requirements.** Global experience demonstrates that capacity-building across the financial value chain is crucial for implementation quality. The preliminary presentation of the capacity needs assessment findings made during the mission was quite generic. The mission highlighted the need for the consultant team, working with BRD and MINEMA, to analyze the skills required to make the component a success and to sharpen recommendations from the assessment around these core skills. BRD is also considering how to manage the needs assessment and capacity-building activities under the Additional Financing phase. Urban refugees will be covered under the Additional Financing, but they are not included in the current needs assessment contract. This would require either a new contract or potentially an extension of the existing contract.

13. **Importance of connecting the project to broader local economic development.** The profile of beneficiaries so far is almost exclusively micro-enterprises, with an average grant size of RWF 300,000 (approximately US\$300). While these small businesses are an important element of the investment mix, BRD should look to balance out the beneficiary profile with SMEs, with a preference for viable joint businesses between refugees and host communities. It is expected that once the Grants Officers are on board, BRD will be better equipped to reach out to private sector interests and work to connect the component activities to LED plans in the district.

14. **Communications efforts can be built around the beneficiaries.** The mission identified opportunities to build communications events around the new project beneficiaries as they can add a human element to the project’s key messages of the benefit of social and economic inclusion of refugees to local development and of the contribution refugees are making to self-reliance.

15. *Key agreed actions on component two are:* (a) BRD to complete recruitment of grants officers by September 30, 2021; (b) BRD to complete needs assessment by 31 July 2021; (c) BRD to commence procurement of capacity building program by August 2021; (d) MINEMA and BRD to organize communications event to commemorate the first grants in coordination with the World Bank by June 30, 2021 ; and (e) BRD to determine contracting strategy for capacity-building for urban refugees by May 31.

## **Component 3: Environmental Management**

16. **After protracted contract negotiations, MINEMA has signed a contract for the feasibility study to assess options for ravine rehabilitation.** The kick-off meeting with the contractor was held in

the second week of May and the FS report is due for completion by the end of October. The urgency of acting on the ravines was highlighted once again during the mission, with UNHCR reporting that a child had died recently after falling into one of the ravines.

17. *Key agreed actions* are to complete the inception report by May 28 and the FS report by October 28, 2021; and (b) ensure close coordination with the World Bank environmental expert, Dr. Denis Rugege, through the conduct of the feasibility study.

#### **Component 4: Project Management/M&E**

18. **Baseline survey.** The baseline survey data collection has been completed, reaching just over 1000 respondents across the six districts (37 percent refugees and 63 percent local residents). The survey utilized a mixed-methods approach combining quantitative and qualitative research. The draft report is expected by May 31, 2021 though the raw data set has been shared with the World Bank for review and comment.

19. **P-MIS.** Development of the MIS has been completed and initial training conducted for project staff. Data entry will commence from May 17, following an additional round of training. The World Bank will continue to provide technical support next financial year to ensure full operationalization of the MIS.

20. **Progress reporting.** Quarterly progress reports are now available on the MINEMA website at [https://www.minema.gov.rw/publications?tx\\_filelist\\_filelist%5Baction%5D=list&tx\\_filelist\\_filelist%5Bcontroller%5D=File&tx\\_filelist\\_filelist%5Bpath%5D=%2Fuser\\_upload%2FMinema%2FPublications%2FReports%2F&cHash=bdd0ab5d52fd992dfc0e15320bfd783d](https://www.minema.gov.rw/publications?tx_filelist_filelist%5Baction%5D=list&tx_filelist_filelist%5Bcontroller%5D=File&tx_filelist_filelist%5Bpath%5D=%2Fuser_upload%2FMinema%2FPublications%2FReports%2F&cHash=bdd0ab5d52fd992dfc0e15320bfd783d)

21. **Communications.** Activities under the communications strategy to raise awareness of refugees' right to work and to increase the profile of the project have been hampered by COVID-19. The main approach undertaken has been through mass communication channels such as radio and TV. The mission raised the value of smaller, targeted methods of reaching out to key stakeholders, including roundtable meetings with key business leaders and employers. This approach could be more efficient and effective than communicating to the public at large.

22. *Agreed actions:* (a) MINEMA to share the draft baseline report by May 31, 2021; (b) World Bank to continue TA for the MIS next financial year; and (c) communications team to complement mass communications efforts with targeted outreach to key stakeholders.

#### **Procurement**

23. **The speed of procurement needs to improve.** STEP data shows that out of total 65 planned activities, only 14 contracts are signed, of which five have been completed. Similarly, 25 contracts are on procurement process, whereas 26 are not yet initiated. The impact of the COVID-19 pandemic and slow procurement processes by MINEMA have contributed to the delays. A number of major contracts are set to be signed in the coming 2-3 weeks (classroom construction, TVET construction and water supply systems). This will help to improve procurement performance. It was agreed during the mission that MINEMA and BRD will work towards initiating as many procurement activities as possible and expediting their procurement processes to compensate for the delay.

#### **Additional Financing & Restructuring**

24. **Procurement elements of the AF/restructuring are ready for appraisal.** The PPSD has been updated and cleared by the assigned procurement specialist. It was agreed that RTDA would complete the procurement self-assessment form by May 20, at which point the Project Paper can be updated if necessary.

25. **Procurement performance remains moderately satisfactory.** However, the rating will likely be downgraded during the next mission unless there is an improvement in the pace of procurement.

### **Financial Management**

26. **The FM risk is substantial, whereas the FM rating is Moderately Satisfactory.** The FM arrangements of BRD continue to provide reasonable assurance that the financing proceeds will be used for the intended purpose in a transparent, effective, and efficient manner. FM capacity at MINEMA remains satisfactory. The Internal Auditor is contributing to the internal control environment. Management is following up on the recommendations provided by both the Internal and External Auditors.

27. The IFR for the period ended December 31, 2020 was submitted to the Bank on February 17, 2021, three days after the deadline stipulated in the Financing Agreement (FA). This was due to delays in the submission of district financial statements. The IFR revealed that the overall disbursement was 3.9 percent and the project had spent 22.78 percent of the approved annual budget, which is low. Project management attributed this to slow implementation of activities due to COVID-19. Since the IFR was submitted, however, disbursement has increased to 18.4 percent.

28. The audited financial statements were submitted to the Bank on December 14, 2020, within the submission deadline date of 31 December stipulated in the FA. The auditor expressed an unqualified/clean opinion on the financial statements. Of the issues raised in by the Auditor General in the Compliance report, the following are yet to be resolved: (i) Unjustified delays in the procurement process; (ii) Delays in development of the P-MIS; and (iii) failure to perform physical verification of fixed assets. Since the report was submitted however, the P-MIS has been completed and physical verification of fixed assets has been completed. Support is ongoing to address procurement delays.

### **Environmental and Social Safeguards Management**

29. **Environment and social safeguards performance remains satisfactory.** The main recorded progress since the last mission includes: (a) six GRCs established, trained and functional in Gisagara District in September 2020, where classroom construction is ongoing. Twelve grievances have been received through various mechanism – in-person, site visit meetings, reports and telephone messages. All have been resolved. and (b) four revised draft ESIA's for the construction of vocational training centers and classrooms with sanitation facilities in four districts resubmitted to the WB for review and no objection. MINEMA hired an individual consultant to support the review and quality control of site-specific environmental and social documents.

30. MINEMA has updated the ESMF for the Additional Financing to include labor-related issues and COVID-19 safety measures. Also, the project is being restructured to bring in RTDA as an implementing agency for the road subprojects, which is instrumental in addressing the safeguards concerns raised over design, build and maintain contracts for the road's subprojects for the last two missions.

31. *Agreed actions:* (a) WB to provide no objection for the resubmitted draft ESIA's by May 20, 2021; (b) MINEMA to continue to establish GRCs in all Districts which are finalizing preparatory activities to commence civil works; (c) MINEMA to continue to submit safeguards implementation progress report quarterly; and (d) WB to organize GRC training to build the capacity of MINEMA-PIU by June 10, 2021.

### **Next Mission**

32. The next mission is scheduled for November 2021.

## **Annex 1: Composition of World Bank team**

- Matthew Stephens (Senior Social Development Specialist and Task Team Leader)
- Murat Onur (Social Development Specialist and co-Task Team Leader)
- Emmanuel Taban (Highway Engineer and co-Task Team Leader)
- Antoinette Kamanzi (Operations Analyst)
- Mulugeta Dinka (Senior Procurement Specialist)
- Mkombozi Bosco Karake (Financial Management Specialist)
- George Bob Nkulanga (Senior Social Development Specialist)
- Dereje Agonafir Habtewold (Environmental Specialist)
- Benjamin Reese (Senior Operations Officer)
- Mwiseneza Huguette (Program Assistant)
- Harald Hinkel (Consultant)
- Denis Rugege (Consultant)
- Marcienne Umubyeyi (Consultant)
- Anirudh Gaur (Consultant)
- Joseph Mfitumukiza (Consultant)
- Jean Paul Ngabonziza (Consultant)
- Anthony Finn (Consultant)
- Clare Jefferson (Consultant)

## Annex 2: Key Agreed Actions

Para	Actions	Responsible	Due Date
5	Complete negotiations by May 24 for Board approval.	WB, MINEMA, BRD & RTDA	May 24
5	Update Project Implementation Manual (PIM) to reflect the role of RTDA in the project	MINEMA and RTDA	June 30
5	Update the Matching Grants Manual, including to reflect the expansion to urban areas	BRD	June 30
5	Draft subsidiary agreement describing the role and functions of RTDA for the project after the restructuring has been approved	MINEMA & RTDA	June 30
5	Update the work plan and budget for the two road subprojects	MINEMA & RTDA	June 15
5	Amend implementation agreements between MINEMA and the Districts to reflect new financing amounts and the transfer of responsibility for the roads from Kirehe and Karongi to RTDA.	MINEMA & Districts	June 15
10	Continue to provide technical assistance to MINEMA on environmental and social safeguards through FY 22	WB	Ongoing
10	Continue to engage with refugees and host communities throughout the project cycle.	MINEMA, BRD, RTDA & Districts	Ongoing
15	Complete recruitment of Grants Officers	BRD	September 30
15	Submit final needs assessment report to MINEMA and the World Bank	BRD	July 31
15	Commence procurement of the capacity-building program based on the needs assessment	BRD	August
15	Organize communications event to commemorate the first grants under component two	BRD, MINEMA & World Bank	June 30
15	Determine contracting strategy to cover capacity needs assessment and capacity-building for urban locations.	BRD	May 31
17	Complete inception report for component three	MINEMA	May 28
17	Complete Feasibility Study report for component three	MINEMA	October 28
17	Ensure close coordination with the World Bank environmental expert, Dr. Denis Rugege, through the conduct of the feasibility study for component three	MINEMA	Ongoing
22	Share the draft baseline report with the World Bank	MINEMA	May 31
22	Continue TA for the MIS next financial year	WB	Ongoing
22	Communications team to complement mass communications efforts with targeted outreach to key stakeholders.	MINEMA and BRD	Ongoing
24	Complete the procurement self-assessment form	RTDA	May 20
31	Review and provide no objection for the resubmitted draft ESIA's	WB	May 20
31	MINEMA to continue to establish GRCs in all Districts of intervention which are finalizing preparatory activities to commence civil works	MINEMA	Ongoing
31	Continue to submit safeguards implementation progress report quarterly	MINEMA	Ongoing
31	Organize a GRC training session to build the capacity of MINEMA-PIU by June 10	WB	June 10



### Annex 3: Update on agreed actions from previous mission

#	Actions	Responsible	Due Date	Progress
1	Share draft restructuring and additional financing proposal	MINEMA	Nov. 16	Completed
2	Convene with UNHCR, WFP, UNDP and other partners to discuss the COVID-19 impacts and complete the Strategy Note	MINEMA	Nov. 25	Completed
3	Review the existing DIAs between MINEMA and Kirehe and Karongi Districts	MINEMA, RTDA, WB	Nov. 30	Not yet
4	Complete recruitment of grants officer	BRD	Dec. 11	Not yet
5	Complete signature of contract for capacity needs assessment	BRD	Nov. 13	Completed
6	Complete signature of agreements with two PFIs	BRD	Nov. 30	Completed
7	Hold joint planning meeting and agreed on division of labor between MINEMA and BRD	MINEMA, BRD	Nov. 20	Completed
8	MINEMA and BRD to recommence regular coordination meeting;	MINEMA, BRD	As soon as possible	Completed
9	Review simplified agreement between BRD and PFIs	WB	As soon as possible	Not yet
10	Complete proposal evaluation and contract signing of ravine rehabilitation feasibility study	MINEMA	Nov. 30	Completed
11	Complete inception report of feasibility study for ravines	MINEMA	Dec. 31	Not yet
12	Ensure close follow-up on the baseline survey contract and explore opportunities to expedite the process	MINEMA	Ongoing	Completed
13	Advise on the selected method for server hosting	MINEMA	Nov. 15	Completed
14	Post project reports on official website	MINEMA	Nov. 15	Completed
15	Share draft Quarterly Progress Report covering the second quarter of FY 2020-2021 for World Bank review and clearance in accordance with the PIM	MINEMA	Jan. 29 2021	Completed
16	Secure external technical assistance to support preparation of specifications and ToRs and subsequent evaluation of proposals and bids	MINEMA	Ongoing	Completed
17	Setup a virtual experience sharing workshop for MINEMA on MINEDUC's ongoing school construction	WB, MINEMA	Nov. 15	Completed
18	Establish GRCs promptly in Districts which have finalized preparatory activities to commence civil works	MINEMA	As soon as possible	Ongoing
19	Submit site specific safeguards instruments for subprojects to the WB for comments	MINEMA	Ongoing	Completed
20	Submit safeguards implementation progress report quarterly starting from Jan. 2021	MINEMA	Starting in Jan. 2021	Completed

### Annex 4: Additional Financing Performance Indicators

#	Project Component	Performance Indicator	Target	Progress Update (May 7)	
1	Comp 1	Feasibility study for roads subprojects	Contract signed with firm to conduct feasibility study for roads subprojects	Achieved.	<input checked="" type="checkbox"/>
2		Classroom construction in Gisagara District	70% of construction completed in Gisagara District	Achieved.	<input checked="" type="checkbox"/>
3		Feasibility study for classrooms construction	Firms for feasibility study in Kirehe, Gatsibo, Nyamagabe, Gicumbi hired; Study conducted and reports for Kirehe, Gatsibo and Nyamagabe provided	Achieved.	<input checked="" type="checkbox"/>
4		Feasibility study for TVET subprojects	Firms to conduct feasibility study for TVET construction and upgrade hired; Feasibility study for TVETs subprojects completed in Gatsibo and Nyamagabe	Achieved.	<input checked="" type="checkbox"/>
5		Equipment supply for TVET in Gisagara contracted	Contract signed with supplier of equipment for TVET in Gisagara District	Achieved.	<input checked="" type="checkbox"/>
6		Feasibility study for market subprojects	Contract signed with firm(s) to conduct feasibility study	Achieved.	<input checked="" type="checkbox"/>
7		Feasibility study for health subprojects upgrade/construction	Contract signed with firm(s) to conduct feasibility study	Achieved.	<input checked="" type="checkbox"/>
8	Comp 2	Grant officers hired	2 Grant officers hired	Delayed. At least one of the Grant Officers is expected to be on board by the end of June 2021.	<input type="checkbox"/>
9		Capacity building for Entrepreneurs, Cooperatives, MSMEs and PFIs	Capacity Needs assessment completed; Entrepreneurs, Cooperatives, MSMEs and PFIs trained	Partially achieved.	<input checked="" type="checkbox"/>
10		Grants provided to entrepreneurs, coops, MSMEs through SACCOs and MFIs	Grants provided to entrepreneurs, coops, MSMEs through SACCOs, MFIs	Achieved. Subsidiary agreements with 4 PFIs signed, negotiations are ongoing with 3 PFIs. 2 PFIs provided a pipeline of over 630 business plans. To date, grant amount of FRW 302 million (approximately US\$302,000) has been provided among which FRW 190 million (approximately US\$195,000) have been disbursed to beneficiaries. There is another pipeline of FRW 250 million (approximately US\$265,000) of 50 business plans under appraisal at BRD level, which is expected to be disbursed before by the end of June 2021.	<input checked="" type="checkbox"/>
11		Activities under communications plan on refugees right to work implemented	Activities under communications plan on refugees right to work implemented	Achieved.	<input checked="" type="checkbox"/>
12	Comp 3	Feasibility study for ravines, surface/ground water reservoirs completed	Firm to conduct feasibility study hired, feasibility study initiated, and inception report provided	Achieved. Contract under implementation.	<input checked="" type="checkbox"/>
13	Comp 4	Project launched organized	Official project launch organized	Achieved	<input checked="" type="checkbox"/>

14	Project Manager recruited	Project Manager recruited by end of September	Achieved.	<input checked="" type="checkbox"/>
15	Project staff recruited	All vacant positions hired in MINEMA SPIU	Achieved.	<input checked="" type="checkbox"/>
16	GRM installed and functional	GRM installed and functional in all project target districts.	Achieved. GRCs established in Gisagara. Other GRCs will be established before commencement of works in accordance with PIM.	<input checked="" type="checkbox"/>
17	PSC Meeting conducted	PSC convened with agenda and relevant materials shared at least one week before the meeting.	Achieved.	<input checked="" type="checkbox"/>
18	Technical Team meetings conducted	TT meetings convened w adequate participation and agenda/materials shared at least 1 week before.	Achieved.	<input checked="" type="checkbox"/>
19	Monthly meetings held between DFSs and UNHCR	4 monthly meetings held between DFSs and UNHCR	Achieved. No monthly meetings took place due to covid-19 restrictions. Despite the challenges, the project had adequate coordination with UNHCR.	<input checked="" type="checkbox"/>
20	Progress reporting in accordance with the PIM	Quarterly Progress Reports for Q3 and financial report for Q1 shared with WB in draft form and final form in accordance with the PIM	Achieved.	<input checked="" type="checkbox"/>
21	Districts orientation workshops completed by end of September	Districts orientation workshops completed by end of September	Achieved.	<input checked="" type="checkbox"/>
22	Project MIS installed and operational	P-MIS delivered and installed; SPIU and other project staff trained	Achieved. P-MIS developed and SPIU and other project staff trained. Handover procedures will be established in June 2021.	<input checked="" type="checkbox"/>
23	Completion of baseline survey contract	Consulting firm hired, baseline survey initiated, inception report provided by the firm	Achieved. Survey completed; the firm is preparing the draft report.	<input checked="" type="checkbox"/>
24	Stakeholder engagement activities implemented according to PIM and SEP	Information disclosed, stakeholders engaged as per the PIM; Stakeholder engagement documented as per the PIM	Achieved. Information disclosed online, stakeholders engaged virtually. Due to covid-19, documentation of stakeholder engagement activities may not be fully implemented as per the PIM.	<input checked="" type="checkbox"/>
25	Project Communications Strategy implemented	3 articles published and 2 videos aired on project activities and shared on MINEMA and districts social media accounts.	Achieved.	<input checked="" type="checkbox"/>

**Total number of criteria** 25  
**Number of criteria met** 24  
**% of criteria met** 96.00%  
**Is the project meeting performance criteria for AF?** Yes

## **Annex 5: Status of component one subprojects approved by the Project Steering Committee**

**Access to Services and Socio-economic Investments.** This component comprises two subcomponents: (i) Subcomponent 1(a): Access to basic services that includes subprojects to address the strain that refugee populations place on education (including elementary education and technical and vocational education and training, or TVET), health and water services; and (ii) Subcomponent 1(b): Socio-economic investments that includes upgrades or rehabilitation of roads connecting refugees and host communities to economic opportunities and market infrastructure near the camps to promote economic activity and social integration.

### **Major achievements include:**

**Classroom construction.** Against the target of 250 subprojects, the project is finalizing the construction of 40 classrooms, while 210 are under construction tendering process.

**Classroom equipment.** Against the target procurement of 554 packages (desks per classroom), the project has completed procurement of 154 packages, while the delivery of 190 packages is under implementation.

**School latrine construction.** Against the target of 386 subprojects, 48 are under implementation and 338 are under review of final feasibility study reports.

**TVET center construction/upgrade.** Feasibility studies for the subprojects in Gatsibo, Kirehe, Nyamagabe, and Karongi are at different levels of implementation. The feasibility study for the TVET center in Gicumbi is at the stage of tender evaluation. The procurement of equipment for the TVET center in Gatsibo is under procurement process.

**Water supply systems (WSS).** Against the target of three subprojects, the subprojects in Karongi (rehabilitation and extension of WSS), Nyamagabe (rehabilitation and extension of WSS) and Gatsibo (improvement of capacity of water treatment plant and extension to refugee camp) are at different levels of preparation of safeguards assessments. Tenders for hiring a consultancy firm and consultant to conduct the environmental and social audit is ongoing in Karongi and the report is under review. For Nyamagabe, the safeguards screening report is under preparation.

**Health center construction/upgrade.** The subprojects in Kirehe (upgrading of district hospital), Nyamagabe (construction of health center) and Gicumbi (upgrading of health center) are under various stages of implementation of the feasibility studies. There is ongoing feasibility study report preparation for the upgrade of Kirehe Hospital and Nyamagabe Health Center. The final feasibility study report for Gicumbi is under review.

**Procurement of health center equipment.** All planned nine lots of health equipment have been delivered and are in use.

**Road subprojects in Kirehe and Karongi.** In order to link the host communities and refugees to a broader range of economic opportunities, the Government is conducting feasibility studies for the two road subprojects.

**Market and selling point construction/upgrade.** Against the target of four subprojects, two subprojects are at inception report review stage in Gisagara (upgrading of market) and Gicumbi (construction of selling point) and two are at the feasibility study stage in Gatsibo (upgrading of market) and Nyamagabe (rehabilitation of market).

**Annex 6: Timeline for implementation of roads subprojects**

See attached excel spreadsheet.