

UNHCR Evaluation Management Response			
Evaluation title:	Performance Evaluation of the Misizi Marshlands Agricultural Project Among Refugees And Host Communities in Gisagara District, Rwanda		
UNHCR evaluation reference:	ES/2022/59109		
Entity that commissioned the evaluation:	UNHCR Rwanda		
Due date of Management Response:	04 April, 2023		
Coordinator of Management Response:	Anne-Lyse Bizindavyi		
Management Response approved by (senior manager in commissioning office):	Name: Aissatou Masseck Dieng-Ndiaye	Job title: Representative	Country/Office: UNHCR Rwanda
Date:	04 April 2023		

General comments on the evaluation:	
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RECOMMENDATION 1:	<p>Recommendation 1 – Operational: UNHCR in partnership with the cooperative should establish a process for regular (annual) participatory performance review of the Icyerekezo Misizi cooperative.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that the Misizi project applies evaluation findings to establish a process for regular (recommended annual) participatory performance review of the Icyerekezo cooperative that will improve transparency and cooperative management. This would provide evidence for specific next steps to improve cooperative governance, management, and operations. It is recommended that this is a system and process developed with the cooperative and identifies appropriate levels of support from UNHCR. Leading practice globally and in Rwanda typically uses the following domains for cooperative review: viability of business plan, communication strategies between cooperative leadership and members, cooperative management adjustments post-COVID-19 meeting restrictions, accounting and budget management processes, female participation in leadership roles within the cooperative, services provided to members, services the cooperative would
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	like to provide to members but do not currently do so, and capacity of the cooperative to sustain maintenance on infrastructure established through this project					
Management response:	<input checked="" type="checkbox"/> Agree x <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):						
Unit or function responsible:	UNHCR Huye FO					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	<p>The Rwanda Cooperatives Agency (RCA) as per Chap. 11 of the Law N° 024/2021 of 27/04/2021 Governing Cooperatives in Rwanda, is in charge of Cooperatives promotion. Its mandate, among others, is to monitor cooperatives' viability and governance using various tools such as participatory performance review by members</p> <p>UNHCR FO to support the Misizi marshlands multi-stakeholders' coordination committee to engage the Gatsibo District RCA to conduct the annual monitoring exercise of the Icyekerezo cooperative for 2023 and ensure that the Cooperative satisfactorily implements all recommendations of the monitoring</p>	UNHCR Huye FO.	<ul style="list-style-type: none"> During the Icyekerezo Cooperative Quarterly Coordination Meetings chaired by the District, UNHCR Huye FO shall be pro-active and request the District to call upon RCA to conduct the regular annual inspection of the cooperative as per the Law Governing Cooperatives in Rwanda. LH Staff at Huye FO shall make sure that the Cooperative's General Assembly meets to assess and approve the RCA's recommendations. LH Staff at Huye FO to follow-up with the cooperative leadership to make sure that an action plan for the implementation of recommendations is drawn and approved for implementation LH Staff at Huye FO will share with Livelihoods BOK the minutes of the Cooperative's GA meeting approving the implementation of the recommendations made by RCA's inspection (or by any other entity mandated by RCA, e.g., the District). 	31/05/2023		

2	<p>Depending on the availability of funding, UNHCR FO and its partners will establish a joint bi-annual assessment/ review of cooperative performance against defined indicators (viability of business plan, communication strategies between cooperative leadership and members, cooperative management). This will help to tailor interventions to cooperative Operations' needs. RCA will be invited to join in capacitating the cooperative to be more transparent, improve its governance, management, and operations</p>	<p>UNHCR Huye FO with support of Gatsibo District Authority and the multi-stakeholder's coordination committee</p>	<ul style="list-style-type: none"> • Livelihood staff at Huye FO to initiate cooperative bi-annual performance assessment/ review against established cooperative performance indicators and initiate the joint coordination meetings. • During the Icyekerezo Cooperative Quarterly Coordination Meetings chaired by the District, UNHCR Huye FO shall be pro-active and engage other stakeholders (District, RAB and RCA) for joint intervention to capacitate cooperative. • LH Staff at Huye FO to follow-up with the cooperative leadership to make sure that all recommendations from assessment are implemented satisfactorily. 	31/08/ 2023		
<p>RECOMMENDATION 2:</p>		<p>Recommendation 2 - Operational: UNHCR in partnership with the cooperative should increase diversification of market linkages.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> • Specifically, it is recommended that, as the cooperative is establishing a maize milling plant to sell processed maize flour, as the market options for milled maize are explored, alternative buyers for raw materials (corn on cob) at regional/local levels are also identified. • It is recommended that project staff increase diversification of market linkages by identifying market options for post processing buyers for all value chains supported by the project moving forward (in this iteration this would include soybean and bean value chains). The successful linkage to AIF for maize sales could be utilized as an example to other companies of similar scale in the bean and soybean value chain. It is also recommended that the project explore options 				

	<p>for redundancy in market linkages, through identification of additional post processing buyer options, as well as smaller scale regional/local buyer options.</p> <ul style="list-style-type: none"> It is recommended that this process be undertaken in partnership with the cooperative as part of the recommended annual review process. Ultimately, cooperative management will be responsible for increased diversification of market linkages. 					
Management response:		<input checked="" type="checkbox"/> Agree X <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Huye Field Office				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	The establishment of a maize milling plant to sell processed maize flour was implemented and the testing phase finalised. The production phase is planned within the first quarter of year 2023	Icyekerezo Cooperative with the support from GIZ, as the donor partner that funded the milling plant, UNHCR Huye FO, and Gisagara District		31/05/ 2023 (the production phase to start)		
2	Establishment of cooperative marketing committee.	Icyekerezo Cooperative with the support from UNHCR Huye FO, Gisagara District, and potential partners involved in the Misizi project such as GIZ	<p>a/ LH Staff at Huye FO shall (i) support the establishment of a cooperative marketing committee by connecting the Cooperative to institutions/partners that offer marketing services to Cooperatives for the sustainability of the marketing activity</p> <p>b/ LH Staff at Huye FO will ensure that primary training on marketing strategies to support cooperative in marketing and market research efforts are conducted</p>	31/08/2023		
3	Misizi Cooperative to become a member of the Private Sector Federation (PSF) Agriculture cluster at the district level. This will allow the cooperative to	UNHCR Huye FO, jointly with Gatsibo District will support Misizi Cooperative to join the Federation		31/12/2023		

	establish a network with potential buyers and expand its market linkages in the future					
4	Subject to availability of funding, a prospective market assessment mission in selected locations will be conducted to allow the Cooperative establish contracts with big buyers (e.g AIF, SOSOMA, etc. for supplying beans and soja), and potential small buyers (such as high schools, detention facilities, etc. to supply (i) maize flour and (ii) beans for direct consumption)	UNHCR Huye FO with support from Gatsibo district and potential partners	Additionally, LH Staff at Huye FO, in collaboration with the cooperative leadership shall approach big flour processing companies such as AIF and SOSOMA to negotiate forward contracts for supplying soja beans (before the harvest when it will be a soja-planting season.	31/08/2023		
RECOMMENDATION 3:		<p>Recommendation 3 - Operational: UNHCR Rwanda should organize a planning process with partners and beneficiaries to identify whether ongoing support is required to sustain project results, and – if so – what the appropriate arrangements are to provide this support.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that project staff utilize current continuation planning efforts (noting a continuation planning meeting is already being organized) with implementing partners (WFP, FAO, MINEMA, GISAGARA District) to further unpack the implication of risks identified by the evaluation. It is recommended that this planning process includes identification of specific partner roles and resource needs for further action, where necessary. This process and its results should be clearly documented and shared to inform project scaling 				
Management response:		<input checked="" type="checkbox"/> Agree x <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Huye Field Office				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	

1	A multi-stakeholder planning meeting will be organized to agree on an arrangement plan of future support to the Cooperative and secure commitment from stakeholders to take part in the first steps of the planning process	<p>UNHCR Huye FO with support from Gatsibo District and Icyekerezo Cooperative</p> <p>The support from GIZ will be highly sought as they are already actively involved in the process</p>	<ul style="list-style-type: none"> LH Huye FO shall be pro-active in inviting all relevant stakeholders in the meeting LH Huye FO shall bring on the agenda the reflection on needed further support for the cooperative UNHCR BOK with partners to engage partners and mobilize resource to support cooperative unmet identified needs. 	31/08/2023		
RECOMMENDATION 4:		<p>Recommendation 4 – Operational: UNHCR Rwanda should share evaluation results with cooperative leadership, cooperative members, UN partners and other partners (AIF, KCB Bank, etc.), local government, MINEMA and Misizi participants to inform ongoing cooperative development.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that the lessons learned and results from this evaluation are shared to inform evidence-based cooperative decision making moving forward. It is recommended to include cooperative members, UN partners WFP, FAO, private partners, NGOs, local government and Misizi participants to encourage transparency of results and identified next steps. 				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR BOK, and Huye FO				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	a/ A dissemination workshop will be organized at UNHCR regional bureau targeting UNHCR technical staff involved in programme, livelihoods and economic inclusion, as well as partnership development	a/ UNHCR Regional Bureau (Livelihoods and Evaluation Units) with the support of UNHCR Rwanda		11/10/2022	The dissemination workshop at UNHCR RB level was conducted on the 11 th October 2022	

	<p>b/ A Dissemination workshop will be organized at UNHCR targeting all relevant stakeholders who contributed to the Misizi project in various ways.</p> <p>c/ Development of communication materials highlighting key lessons learnt to share with stakeholders</p>	<p>b/ UNHCR BOK</p> <p>c/ Monitoring & Evaluation Officer with UNHCR External Relations Unit.</p>	<p>b/ LH BOK staff to organize a dissemination meeting bringing together key stakeholders to disseminate the findings and recommendations of the evaluation.</p>	<p>12/10/ 2022</p> <p>1/10/2022</p>	<p>The dissemination workshop at UNHCR country level was conducted on the 12th October 2022</p> <p>The communication materials were developed and utilized during dissemination activities.</p>	
2	<p>A dissemination workshop of the findings will be organized at the field level and will include relevant stakeholders who contributed to the Misizi project in various ways, mainly focusing on the implementation modalities of the recommendations</p>	<p>UNHCR Huye FO with the support from UNHCR BOK</p>	<p>c/ LH BOK Staff and LH Huye FO Staff to use different channels of communication to disseminate the communication materials highlighting key lesson learnt during the IKEA F-funded Misizi project</p>	<p>31/03/2023</p>	<p>1) The dissemination meeting with the beneficiaries of the project was conducted on the 23rd March 2023</p>	

RECOMMENDATION 5:		<p>Recommendation 5 - Strategic: Draw on lessons from this proof-of-concept project to create an approach for scaling, including associated metrics and targets to measure the scaling progress and success.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that the project identify learning from this evaluation and its current practices in resolving remaining challenges around irrigation and strengthening market linkages. It is recommended that metrics be standardized across scaled initiatives and cover both process and progress results and key performance indicators, to track the effectiveness of UNHCR scaling activities in addition to the operational results. Realistic targets should be set per-project, based on baseline data collection and feasible expectations of expected project achievement, keeping in mind the available resources, including staffing, time, and funding. It is recommended that this take place through a collaborative process between Misizi implementers, UNHCR Regional Bureau Monitoring Unit (in collaboration with the Livelihoods Unit) to identify which of the project components, based on lessons and results from this proof-of-concept project are appropriate for scaling, how scaling will take place, and which metrics for ongoing monitoring will be utilized across scaled initiatives. 				
Management response:		<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> X Partially agree <input type="checkbox"/> Disagree</p> <p>1) Agree subject to availability of resources (funds and human resources) for the components of recommendations that require funds and/or human resources to be implemented.</p> <p>UNHCR Rwanda BOK Livelihoods Unit will also seek expertise from the UNHCR RB Livelihoods Unit and Monitoring Units to guide on the standardization of metrics in scaling-up agriculture projects if other agriculture projects proposals are elaborated in 2023</p>				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Rwanda Bureau of Kigali (BOK) – Livelihoods Unit				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	For “the irrigation component” of the recommendation, organize a stakeholders’ sectoral consultation meeting that would come up with clear	UNHCR BOK (Livelihoods and M&E) with the support from the Procurement unit, the	UNHCR BOK will reach out and actively engage other UN specialized UN agencies (WFP, FAO, etc.); Government bodies (such as the Ministry of Agriculture, Rwanda Agriculture Board); specialized	31/12/2023		

	<p>guidelines/mechanisms on how to implement the irrigation component of any agriculture livelihoods project commissioned by UNHCR Rwanda, MINEMA and/or partners</p>	<p>Shelter Unit, the WASH unit, Huye FO & other field offices with current agricultural projects, i.e Kabarore FO), and UNHCR Regional Bureau (Jointly Livelihoods; M&E and Programme Units)</p>	<p>agriculture organizations in Rwanda (eg. One Acre Fund, USAID), partners in agriculture livelihoods projects; local authorities of Gisagara, Gatsibo, Nyamagabe districts; private sector companies and expert consultancy firms.</p>			
2	<p>Regarding “strengthening market linkages”, UNHCR BOK jointly with MINEMA will establish a partnership with the Private Sector Federation (PSF) through an MOU, focusing mainly on the “Cluster of Agriculture” that represents businesses in the agri-business sector with the objective of promoting hosts-refugees projects’ integration in their value chains.</p> <p>The partnership will be trickled down to FO through the respective PSF local representations in the districts that host refugees</p>	<p>UNHCR BOK (Livelihoods Unit), MINEMA, UNHCR FO, Concerned district authorities and cooperatives</p>	<p>Once the MoU signed and established, the respective cooperatives will be expected to work with businesses members of the PSF, to establish stronger market linkages</p>	<p>31/12/2023 (signature of the MOU with PSF)</p>		
3	<p>a/ To establish “standardised metrics across scaled initiatives and cover both process and progress results and key performance indicators, to track the effectiveness of UNHCR</p>	<p>UNHCR BOK (Livelihoods Unit) with the support from UNHCR RB (Livelihoods Unit)</p>		<p>No-time limit as agriculture projects proposals are designed and</p>		

	<p>scaling projects”, strengthen and sustain the on-going standardisation of metrics and results frameworks of all operational and implementing partners in agriculture through the regular work of projects monitoring.</p> <p>UNHCR Rwanda BOK Livelihoods Unit will further seek expertise from the UNHCR RB Livelihoods Unit and Monitoring Units to guide on the standardization of metrics in scaling-up agriculture projects if other agriculture projects proposals are elaborated in 2023</p> <p>Further, continue to involve the relevant stakeholders from the design phase, development, implementation, and monitoring of such projects</p>			<p>implemented in the Operation</p>		
<p>RECOMMENDATION 6:</p>	<p>Recommendation 6 -Strategic: UNHCR Rwanda should continue utilizing the UN Joint Partnership Approach in scaling of Misizi project activities</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that the partnership approach is continued and strengthened in all activities going forward to apply the agricultural production model including land preparation and market linkages towards strengthening social capital, income, and food access It is recommended that the UN and Government partnership approach be continued and grown. UNHCR as the lead agency should continue to work closely with the Government of Rwanda. UNHCR has strong linkages with the national 					

	government and can mobilize refugee and host community members to work together. In addition, the success of agricultural livelihoods project was also made possible by the UN partnership approach with WFP and FAO. Going forward, this partnership can be reviewed on a regular basis, i.e., as part of annual UN planning processes, to take full advantage of the comparative strengths of UN partners in the Rwandan context.				
Management response:	<input checked="" type="checkbox"/> Agree X <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):					
Unit or function responsible:	UNHCR Rwanda BOK and Field offices with agricultural projects (e.g., Huye and Kabarore)				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1	<p>a/ For on-going agricultural projects, strengthen the existing multi-stakeholders' coordination committee in charge of overseeing projects management and monitoring by agreeing and establishing an official calendar of regular coordination meetings to assess projects cycle and progress (even after projects' closure to ensure the sustainability of projects' gains)</p> <p>b/ For partnership development, activities to grow and strengthen the UN and Government partnership approach are on-going</p>	<p>a/ UNHCR FOs offices with agricultural projects, with the support from UNHCR BoK and Districts Local Authorities</p> <p>b/ UNHCR Rwanda Country Operation at all levels</p>	<p>UNHCR Huye and Kabarore FOs to strengthen the multi-stakeholders' coordination meetings for Misizi, Musishito and Nyabicwamba agricultural projects bringing together the hosting districts, UNHCR, WFP, FAO, RAB, etc., and other stakeholders and championing for the establishment of plan of action and setting short-, medium-, and long-term targets.</p>	<p>a/ 30/6/2023</p> <p>b/ No time limit</p>	
RECOMMENDATION 7:	Recommendation 7 – Strategic: UNHCR Rwanda should consolidate project model to identify the preferred combination of value chains and support to agricultural seasons.				

	Recommended actions:					
	<ul style="list-style-type: none"> Specifically, it is recommended that the project design consider consolidating the project model support to implement a feasible configuration of value chains and growing seasons. The evaluation finds that consistent implementation of two, rather than three planting seasons per year was an effective use of available resources due to complex climate, procurement, and implementation timeline efficiency related issues. It is recommended that two maximum farming seasons, or, depending on available funding, focus on maize production in Season A only, to ensure sowing and harvesting timing can be optimized in alignment with the agricultural production period, without causing delays or skipped implementation for following seasons. It is recommended that the optimal package of project support for agricultural production consider the following elements: market viability (based on market assessment data), farmer preferences for sale and home consumption, feasibility of supporting multiple agricultural seasons within one calendar year, capacity of farmers, implementers, and technical partners. 					
Management response:	<input type="checkbox"/> Agree X <input checked="" type="checkbox"/> X Partially agree <input type="checkbox"/> Disagree The above recommendation was already being implemented in the two agricultural projects led by UNHCR Rwanda, i.e the Misizi Joint Agricultural Project, and the Climate Smart Agriculture project- Mushishito and Nyabicwamba Marshlands. The planned actions would mainly focus on strengthening the above recommendation					
Reasons (if partially agree or disagree):						
Unit or function responsible:	UNHCR Rwanda Country Operation, and UNHCR Field offices implementing agricultural projects					
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	a/ Feasibility studies (market assessments, crops combination identification, etc.) to identify the most viable and impactful value chains combination are already being conducted in the design	UNHCR BOK (Livelihoods Unit) with the support from UNHCR FOs offices with agricultural projects, the District local authorities and RAB	a/ Conducting feasibility studies require funds, and thus this planned action is subject to availability of funds within the projects	a/ No time limit (on-going, and applicable to new projects in the Livelihoods programme)		

	<p>phase of UNHCR Rwanda agricultural projects and their findings incorporated in the project design and implementation. The immediate planned action should be “to sustain that approach in future programming and make sure to include such preliminary studies”</p> <p>b/ Agriculture projects in Rwanda are embedded in the national agricultural strategic framework, and thus the multi-stakeholders joint work within the multi-stakeholders’ coordination committee platform should be prioritized, strengthened for such technical decision making</p>	<p>(Rwanda Agriculture Board)</p>	<p>b/ The planned action is on-going through regular Stakeholders’ committee consultation and joint decisions</p>	<p>b/ No time limit (on-going)</p>		
<p>RECOMMENDATION 8:</p>		<p>Recommendation 8 - Strategic: UNHCR should increase country-level investment in monitoring, evaluation and learning (MEAL) systems and processes.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> Specifically, it is recommended that UNHCR sufficiently resource its monitoring, evaluation and learning systems to avoid issues such as unreliable baseline activities, incomplete monitoring systems and understaffing of dedicated MEL personnel. Investment in methodologically sound evaluations, dedicated monitoring personnel, and trainings on monitoring practices for project staff are recommended. It is recommended that the regional bureau (Livelihoods, Monitoring Units) plays a larger and more meaningful role in the review and guidance on project monitoring plans and target setting. Direct linkages between existing regional and HQ support units, and project monitoring staff leads should be established to ensure ongoing technical support is available and utilized. 				

	<ul style="list-style-type: none"> To enable all above recommendations, it is recommended that UNHCR shift to a multi-year funding strategy, with the country office working with regional and HQ colleagues to develop multi-year funding opportunities (internal and external to UNHCR) to enable MEAL systems and process strengthening to continue. 					
Management response:	<input checked="" type="checkbox"/> Agree X <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree Agree subject to availability of resources (funds and human resources) to develop and maintain the nascent M&E system and monitoring mechanisms at UNHCR Rwanda Country Operation level					
Reasons (if partially agree or disagree):						
Unit or function responsible:	UNHCR Rwanda Country Operation					
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<p>Establish a Monitoring position in UNHCR Country Operation to operationalize Results Based Management (RBM) and sustain the M&E systems and process within the Country Operation Programme, as well as standardizing and consolidating monitoring systems with partners</p> <p>The Livelihoods and Economic Inclusion programme will also be supported through the above mechanism</p>	UNHCR Rwanda Country Operation		31/12/2023 (for the establishment of the regular Programme Monitoring position)		
2	Organize exchange meetings that will include the Regional Bureau (Livelihoods, Monitoring and Evaluation units) together with	UNHCR Rwanda Executive Management and Regional Bureau	Though the Misizi Project did not benefit from M&E financial and human resources, UNHCR Rwanda Development and Livelihoods Units have since moved	31/12/2023		

	UNHCR Rwanda Executive Management and Programme to establish a consensus on the implementation roadmap of Monitoring & Evaluation system and process in the Livelihoods Unit		forward and have started the establishment of M&E systems and processes notably through the integration of an M&E Officer Consultant. Challenges remain on funding such structures within the current budget constraints			
	RECOMMENDATION 9:	<p>Recommendation 9 - Strategic: UNHCR Rwanda should increase program-level investment in technical capacity.</p> <p>Suggested Actions</p> <ul style="list-style-type: none"> Specifically, it is recommended that UNHCR increase investment in internal technical expertise of implementing staff to have an amplifier effect on results as livelihoods programs reach scale. Although the partnership model has proven effective, investments in internal technical capacity are needed to fulfil UNHCR's role in such programs moving forward. For example, the expansion into the livestock component relied on technical expertise from service providers as no implementing staff or partners had technical expertise in livestock rearing and management practices and could not provide direct technical support to participants. It is also recommended that UNHCR strengthen existing linkages with technical experts in FAO and WFP to ensure existing technical experts are fully integrated into activity design and implementation. 				
	Management response:	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p> <p>1) Agree under the condition that UNHCR Rwanda is the implementing institution of the agriculture project, which should progressively reduce since UNHCR focuses on implementing proof-of-concept projects, and mobilise partners to implement projects while UNHCR Rwanda plays a facilitation and coordination role</p> <p>2) In case UNHCR implements agriculture projects directly, the above recommendation would be subject to availability of resources (funds and human resources) to implement the component of the recommendation that requires resources</p>				
	Reasons (if partially agree or disagree):					
	Unit or function responsible:	UNHCR Rwanda Country Operation				
	Top-line planned actions	By whom	Comments	Expected completion date	Progress	
					Status	Comments

1	If UNHCR Rwanda is implementing an agriculture project, positions of agriculture and livestock expertise would be planned, budgeted for, and established in the respective office	UNHCR Rwanda Country Operation	In some instances, due to budget constraints, the position of “livestock expert” was not established and this has caused the lower achievement of results in regard to the Livestock component	No time limit (depend on incoming agriculture projects)		
2	Conditional upon funding and staffing availability, UNHCR Rwanda to increase investment in internal technical capacity of the Livelihoods staff in all field offices by establishing Field Livelihoods Associates in all the field offices.	UNHCR Rwanda Country Operation	The Field Livelihoods Associates would ideally have an agronomist profile as an added competency /skills that allow them to follow-up on agriculture and livestock projects implemented by partners	31/12/2024		
3	<p>a/ UNHCR Rwanda to strengthen technical partnerships with UN Agencies and NGOs involved in Agriculture and livestock, by signing national partnership MoUs (eg FAO, IFAD, One Acre Fund)</p> <p>b/ Through the Livelihoods Sector Working Group, UNHCR Rwanda will organize a meeting with potential partners in agriculture livelihoods to disseminate the learnings on implementing agriculture projects in the refugee context in Rwanda (i.e increasing partners’ technical capacity)</p>	<p>a/ UNHCR Rwanda Country Operation with the support from UNHCR Livelihoods Unit and MINEMA</p> <p>b/ UNHCR Livelihoods Unit and MINEMA</p>		<p>a/ 31/12/2023 (a national MoU will be signed with FAO Rwanda)</p> <p>b/ 31/12/2023</p>		