



CASE OFFERING

Economic empowerment of women, youth and persons with disabilities in Rwanda's eight poorest districts



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Cover image: Adobestock

Above: Rwanda's young entrepreneurs are building out a green economy. This business retrofits motorcycles to be electric. Photo: UNDP Rwanda

Development context

Critical to achieving its Vision 2050, Rwanda has made notable strides to empower youth in entrepreneurship, skills development and job employment. Seventy percent of the Rwandan population is aged under 30, and 75 percent of youth live in rural areas where subsistence agriculture is the dominant source of income.

In the aftermath of the 1994 genocide against the Tutsi, the Government of Rwanda (GoR) established the National Youth Council, a platform to empower the youth to share their ideas and contribute to national development. In 2013, the Ministry of Youth was established to streamline national youth empowerment efforts. Following the launch of the National Strategy for Transformation in 2018, the government established the National Employment Program focused on promoting youth entrepreneurship through improving access to finance and skills development.

Other initiatives, including YouthConnekt and private sector youth chambers, also serve as useful platforms for connecting youth to opportunities. As a result, the annual average growth of youth participation in the labour force¹ rose to 2.6 percent,

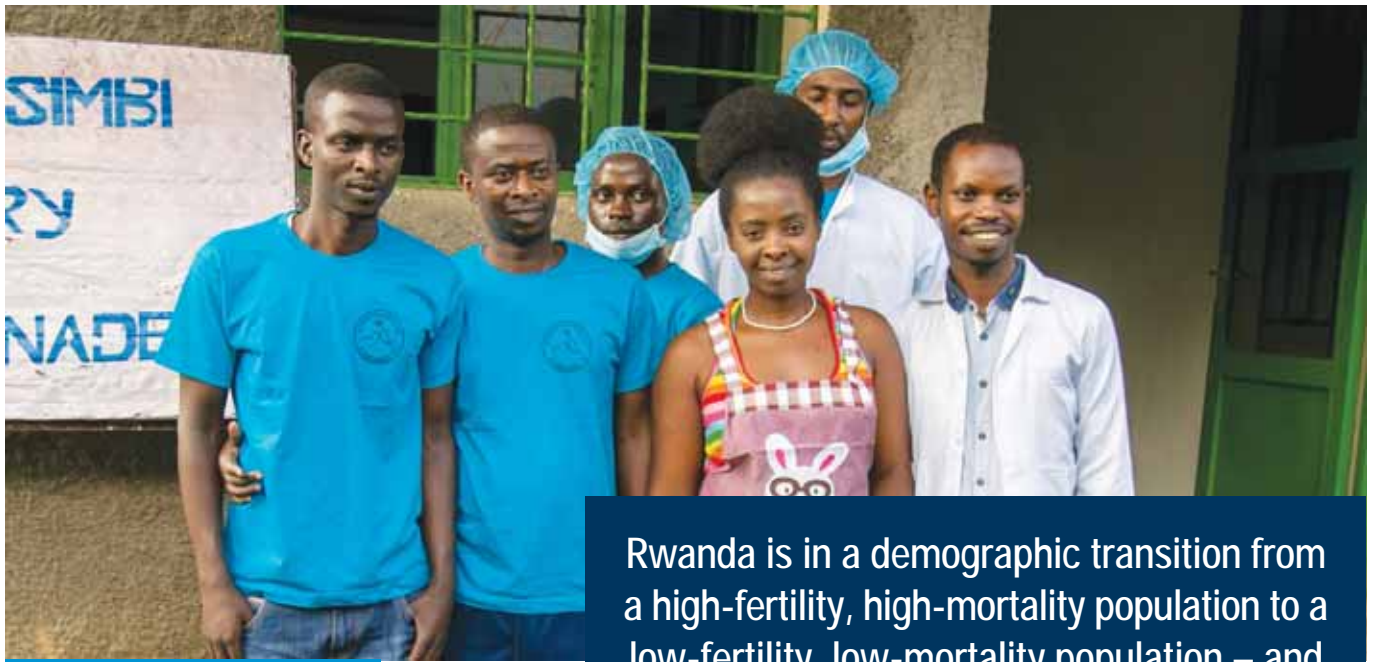
which is slightly above Africa's average of 2.1 percent². Youth unemployment was also reduced from 21.5 percent to 18 percent by 2019.³

Rwanda is in a demographic transition from a high-fertility, high-mortality population to a low-fertility, low-mortality population—and this demographic transition is full of possibility.

The infant mortality rate⁴ and the overall death rate is declining. The fertility rate, although still relatively high at about 3.8 births per woman, dropped nearly 50 percent since the mid-2000s. At the same time, the working age population is rapidly growing: 45 percent of the population in 2019 was under 18 years of age. A large proportion of these youths will be entering the work force soon, creating real growth potential for Rwanda.

However, there is also a growing need for youth empowerment to enable Rwanda's young people to fully contribute to long-term economic growth and development.

As highlighted in the Figure 1, Rwanda is rapidly approaching an important point in its demographic transition.

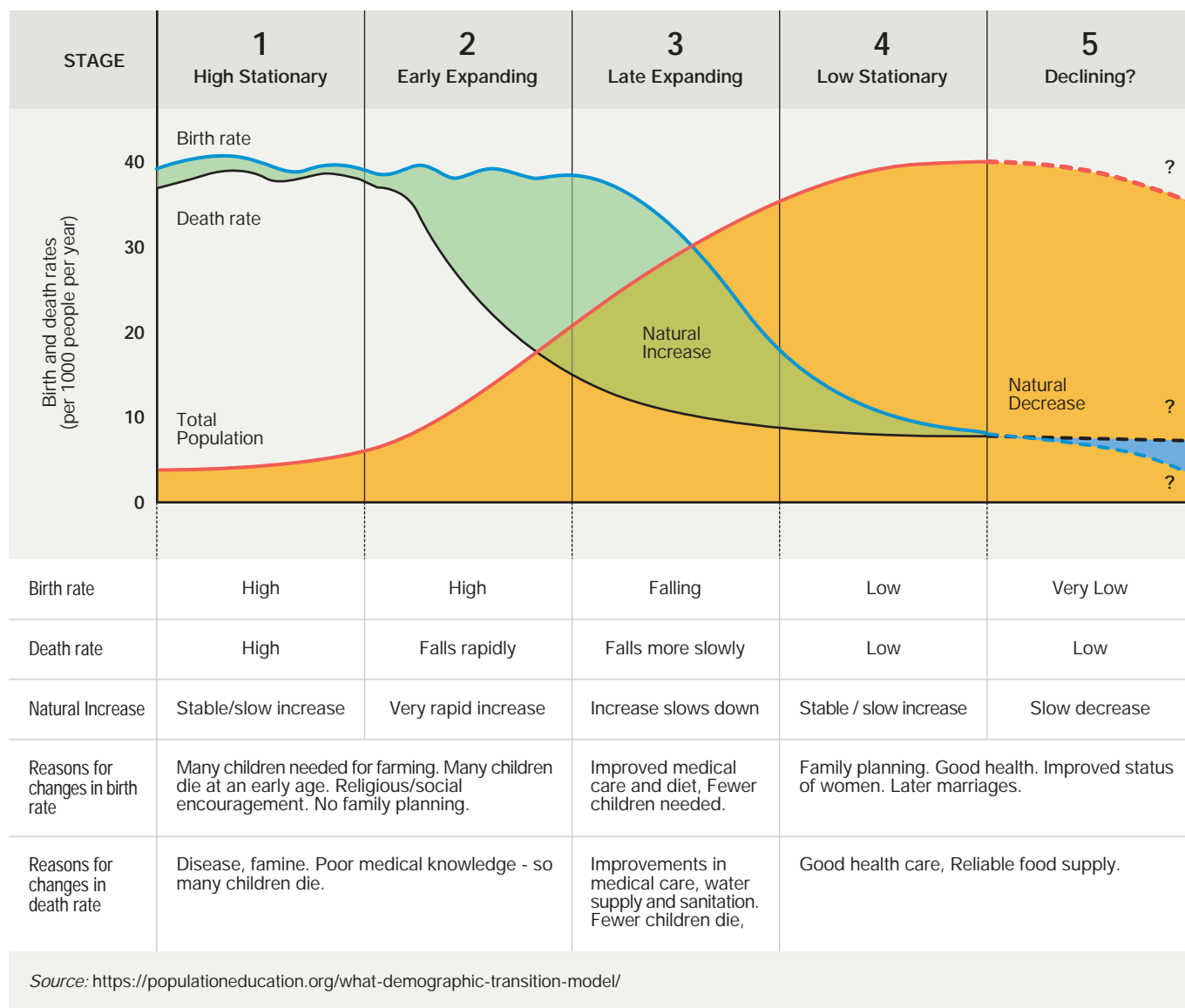


A youth-run enterprise in Rwanda.
Photo: UNDP Rwanda

Rwanda is in a demographic transition from a high-fertility, high-mortality population to a low-fertility, low-mortality population – and this demographic transition is full of possibility.

- 1 This accounts for young adults aged between 15 and 24 years of age
- 2 ILO, Rwanda: Youth Labour Markets and the School-to-Work Transition, 2020
- 3 NISR, Labor Force Survey, 2016-2019
- 4 From 122.81 per 1,000 births in 1998 to 27.8 per 1,000 births in 2018
<https://www.macrotrends.net/countries/RWA/rwanda/infant-mortality-rate>

Figure 1: Demographic journey



Rwanda is between the second and third stage of demographic transition, when a golden opportunity referred to as the 'Goldilocks' period arises. This is where the working age population expands so quickly it forms a population 'bulge'. In Rwanda, it is estimated that the working population will grow by 2 million people in 2022 and account for up to 60 percent of the population. By 2025, the working-age population will grow much faster than both the youth and the elderly.

This provides both a challenge and an opportunity for Rwanda. Reaping the potential of a young, innovative workforce will accelerate development but failing to do so would be a missed opportunity.

The gender dividend is critical

In the knowledge economy, human capital replaces natural resources as the basis for growth. Countries that succeed in the future are those that harness the full human capital of their people. In Rwanda, 52 percent of the population and 45 percent of the total labour force are women. If they are not fully empowered and actively involved in public and private sector development, strong and equitable development progress will be impossible. Women are also vitally important as consumers, so it stands to reason that households and businesses, as well as the country, will gain from capitalising on their talents.

Rwanda has been a champion for women's empowerment. It currently ranks as the 9th best place to be a woman in terms of economic participation and opportunity, educational attainment, health, survival, and political empowerment.⁵ The number of girls enrolled in places of learning until secondary school is 51 percent, whereas for boys it is 47 percent⁶. There are more women enrolled in the sciences, languages, humanities, and teacher education than men. Between 2016 and 2019, the number of women unemployed also decreased from just under 23 percent to 17 percent.⁷

Persons with disabilities (PWD) are a vulnerable group requiring intervention

In recent years, the GoR strengthened its interventions supporting PWD. In May 2021, Rwanda's cabinet approved a new policy for inclusion of persons with disabilities, continuing a process that began in 2011 when the GoR established the National Council of Persons with Disabilities (NCPD). Through the NCPD and the work of development partners, various milestones have been achieved, particularly on streamlining policy frameworks to be disability inclusive. Rwanda's organisations of persons with disabilities (OPDs) have been crucial channels for advocacy and the decentralised implementation of policies and programmes.

However, a recent situation analysis conducted by UNDP reveal that PWD still face major challenges in terms of access to health, education and employment. Their inclusion in the private sector has also been very limited by lack of financing or limited capital. In addition, the transport sector has failed to create disability-inclusive public transportation. This presents a major barrier to private sector employment and access to services by PWD. PWD with business ambitions often join cooperatives as an entry point but are unable to progress further.

Challenges

Women, youth and PWD continue to face key challenges when it comes to participation in the economy. A 2020 NISR Labour Force Survey revealed that 20 percent of women are unemployed compared to 15 percent of men⁸. Just over 21 percent of youth are unemployed versus 13 percent for adults⁹ while 29.5 percent of youth live in households below poverty line¹⁰.

Persons with disabilities face exclusion from various services and their socioeconomic status and standards of living remain far below national average. A recent study by UNDP Rwanda revealed that 25 percent of persons with disabilities had no access to financial services in 2020¹¹ compared to the country average of seven percent. PWD have lower levels of education while their access to utilities such as water is also constrained.

Data collected during the National Institute of Statistics of Rwanda (NISR) survey of 2017 found that the labour force participation rate of PWD was 56 percent, far lower than the country's 75 percent average. The unemployment rate among PWD is highest among female youth living with disabilities aged 16-24 and 25-34.

A poverty rate divide between urban and rural people is further challenged by geographical realities such as low soil productivity and the hilly nature of parts of the country which impedes transport.

Those living close to the borders with neighbouring countries have been negatively affected by COVID-19 border closures. Violence along some borders remains a challenge and requires increased action by local leaders, civil society and the media to promote mindsets that are entrepreneurial and able to adapt to a relentlessly changing world.

5 World Economic Forum, Global Gender Report Index, 2019

6 MINEDUC, Education statistics, 2018

7 NISR, Labour Force Survey, 2016-2019

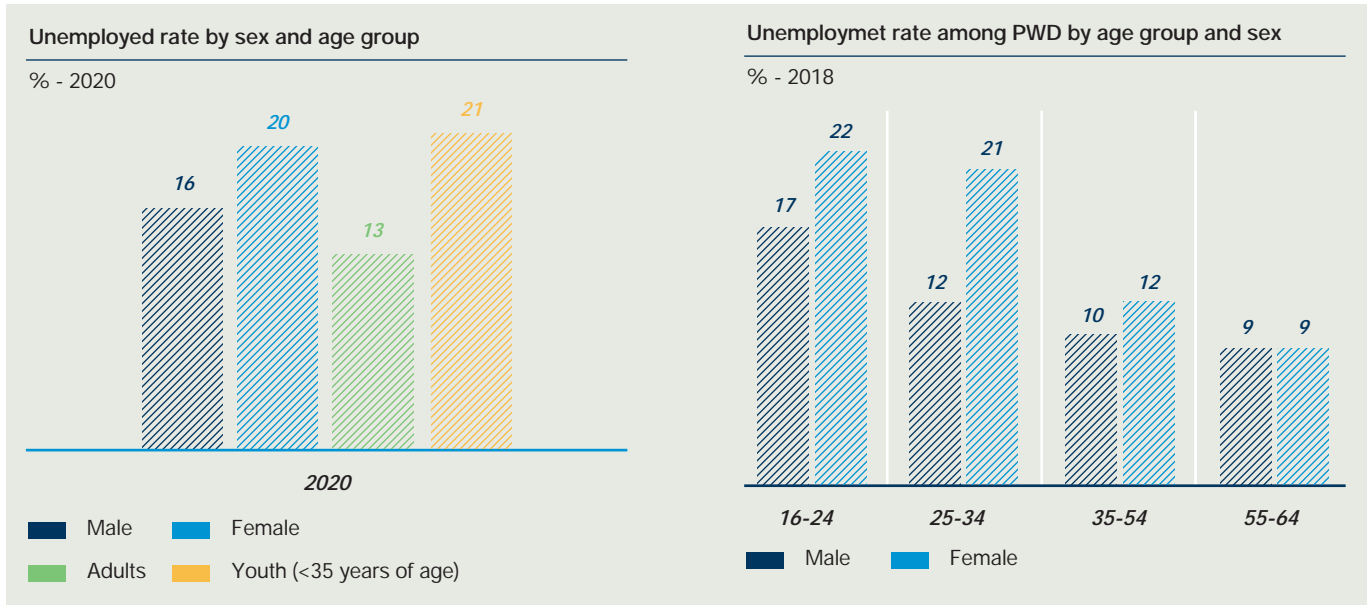
8 NISR, Labor Force Survey, 2020

9 NISR, Labor Force Survey, 2020

10 GoR, SDGs Voluntary national review report, 2019

11 Finiscope, 2020

Figure 2: Unemployment rates among women, youth and PWD



Sources: NISR, Labour Force Survey 2018 & 2020; Dalberg Analysis, 2021

The COVID-19 pandemic has disproportionately affected youth, women and PWD mainly working in the informal economy. During COVID, the female unemployed population grew by 26 percent while the male unemployed population grew by six percent.¹² This is mainly because women left their jobs, reverting to subsistence farming to support their families. At the same time, unemployment among the youth aged 16-24 increased by 42 percent.¹³

A nation-wide rapid impact assessment in 2020 showed that 40 percent of youth were temporarily laid off, while 20 percent saw their salaries decrease.¹⁴ Beyond unemployment, the COVID-19 pandemic exacerbated gender-based violence, undermined the mental and physical well-being of already vulnerable groups, and increased their socio-economic exclusion.

Solutions

Strategic interventions are needed for Rwanda to harness innovations driven by its youthful population and to realise the social and economic potential of women and PWD.

UNDP Rwanda will focus on eight of the poorest districts in the country, as identified in Rwanda's last two Integrated Household Living Conditions Surveys. Poverty rates in these districts remain high, such as 49 percent in Burera, 55 percent

in Gisagara and 68 percent in Nyamasheke. Other regions that require transformational support include Gicumbi, Nyaruguru, Rutsiro, Ngororero and Huye.

These largely agriculture-based districts have been severely impacted by climate change, which has reduced farmers' production and limited access to seeds and fertilisers. In addition, many of the eight districts border neighbouring countries and are affected by political tensions within the Great Lakes Region, exacerbated by conflict between Burundi and Uganda.

Nonetheless, opportunities for growth can be found in the agriculture, mining, trade and tourism sectors. UNDP Rwanda will facilitate cooperation between local leadership and citizens on the ground to fast-track socio-economic transformation within these sectors, with a focus on the empowerment of vulnerable groups.

UNDP will build on its prior work to overcome socio-economic barriers in the eight poorest districts. This work, in coordination with the Ministry of Local Government, has already helped mitigate the impacts of COVID-19. It has supported local initiatives that accelerate community development through CSOs and cooperatives and promote inclusive development through the empowerment of women, young people and PWD.

12 NISR, Labor Force Survey, 2019-2020

13 Ibid

14 MINICYOUTH, Youth rapid assessment on impact of COVID-19, 2020

Since 2013, UNDP also has supported the GoR through the Youth Joint programme, which emphasizes the development of entrepreneurship skills. To this end, UNDP supported the launch of YouthConnekt, a multifaceted initiative combining skills development, entrepreneurship, access to jobs and finance, and raising awareness about youth innovation.

YouthConnekt has reached approximately four million hands-on activists; created over 8 300 decent jobs; and provided business training to more than 770 innovative youth-led businesses. The support included start-up toolkits, equipment and grants for 260 new businesses.

UNDP mobilised other partners including the Embassy of the Republic of Korea in Rwanda through the International Cooperation of Korea (KOICA), the Imbutu Foundation, Girl Effect, Smart Africa, UNFPA, UNWOMEN and UNICEF.

As part of the Leave No-one Behind principle of the 2030 Sustainable Development Agenda, UNDP Rwanda has invested in creating a multi-partner disability inclusion platform to significantly transform the lives of PWD and increase their engagement in local and national development processes. The platform harnesses networks of private sector, public sector, civil society and academia to understand and address the challenges PWD face.

Efforts include capacity building of organisations of PWD, increasing inclusive access to justice, finance and information, advocacy to address stigma and discrimination, and the grass-roots empowerment of PWD through CSOs and cooperatives.

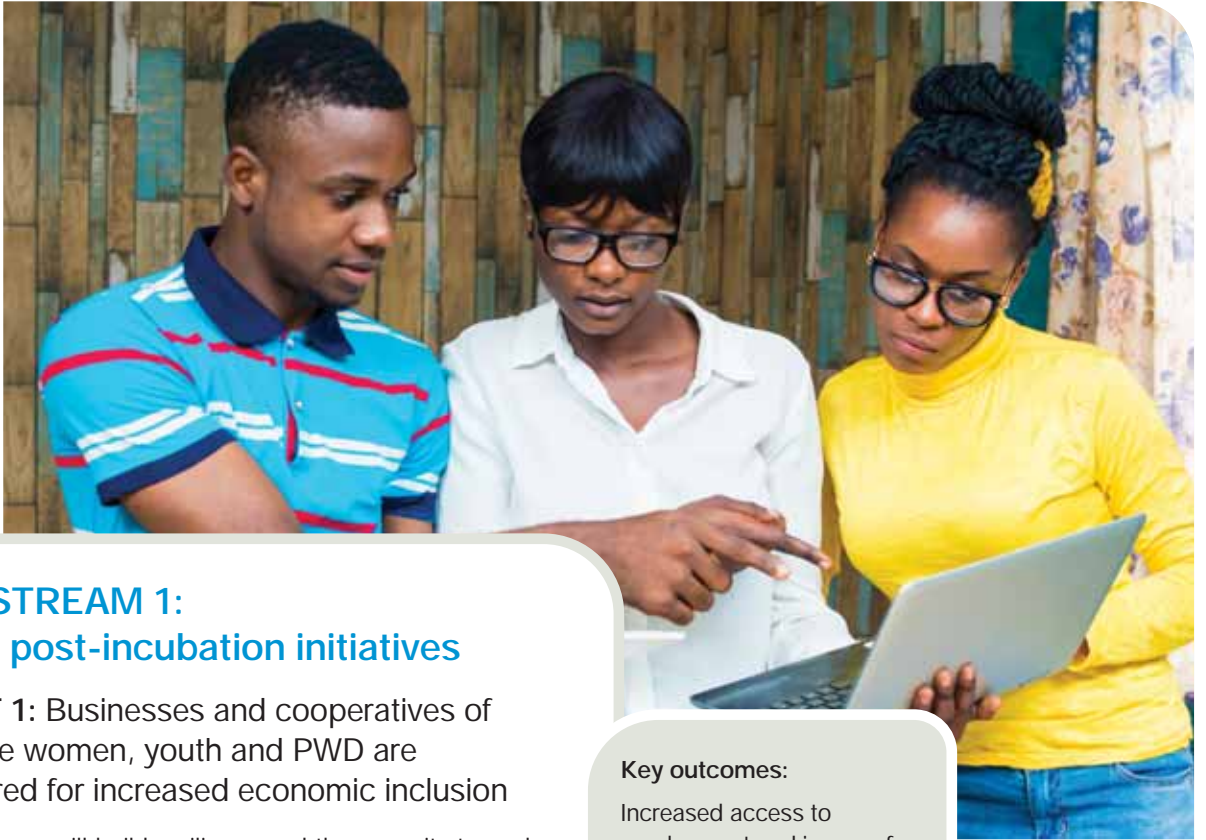
UNDP's proposed programme will encompass four workstreams:

- **Scaling cooperatives' initiatives** to empower women, youth and persons with disabilities
- **Advocacy and awareness** raising on the challenges and specific needs of vulnerable groups
- **Promoting the economic potential** of PWD
- **Strengthening capacity** of civil society organisations to empower their communities with a focus on the most vulnerable



Education is empowering for these children practicing braille typing at the Hillside Hope School for Visually impaired, in Rwanda.

Photo: Depgratias Nkurunziza/UNDP Rwanda



WORKSTREAM 1: Scaling post-incubation initiatives

OUTPUT 1: Businesses and cooperatives of vulnerable women, youth and PWD are empowered for increased economic inclusion

The programme will build resilience and the capacity to scale innovative businesses and increase access to markets and financial institutions. It will target 10 000 beneficiaries and work closely with local governments and 16 cooperatives in the eight districts. It will provide grants to cooperatives and start-up toolkits for teen mothers, vulnerable women, youth and PWD in order improve market access and create more jobs.

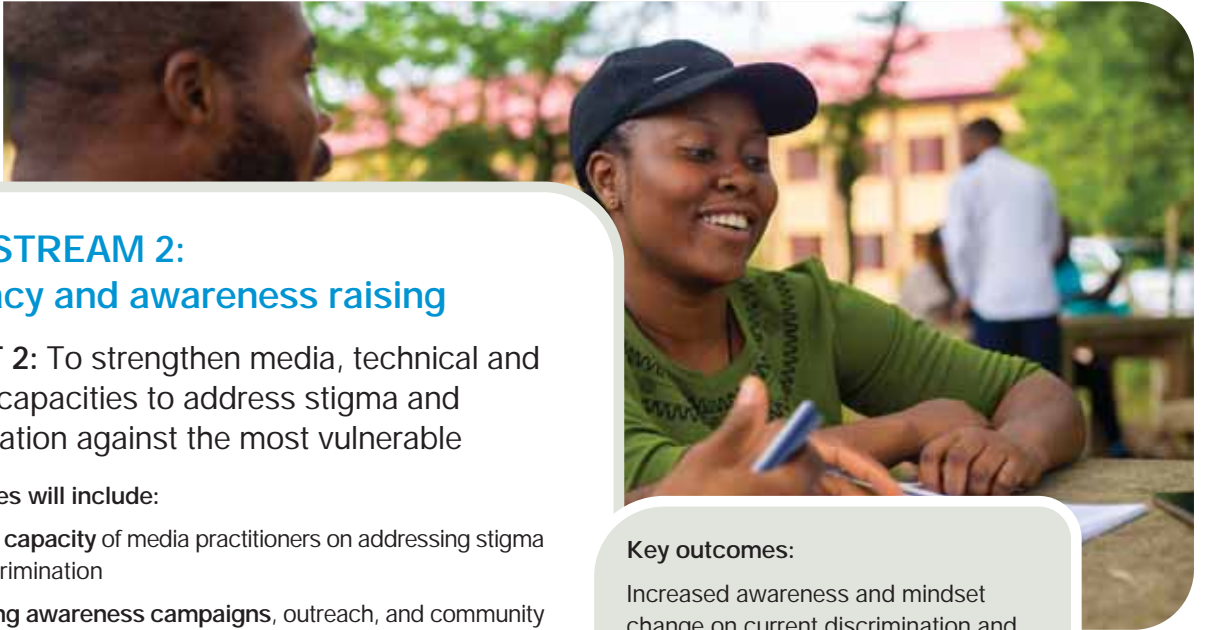
Key activities will include:

- **Identifying and screening potential beneficiaries** whose businesses are in post-incubation phase, with a focus on those with a clear path to scale and greatest impact for vulnerable groups
- **Developing beneficiary-specific support packages** to address their most pressing challenges while providing opportunities to sustain and scale up their business
- **Providing capacity and start-up toolkits** for vulnerable women, youth and PWD to increase productivity with a focus on the eight poorest districts
- **Providing grants** to the best innovative green businesses led by youth and women through the YouthConnekt programme
- **Providing business advisory services** and coaching to teenage women, youth and persons with disabilities

Key outcomes:

Increased access to employment and income for youth, women and PWD.

Image: Adobestock



WORKSTREAM 2: Advocacy and awareness raising

OUTPUT 2: To strengthen media, technical and financial capacities to address stigma and discrimination against the most vulnerable

Key activities will include:

- **Building capacity** of media practitioners on addressing stigma and discrimination
- **Designing awareness campaigns**, outreach, and community engagement programs on media channels including television, radio and online platforms
- **Engaging the media** in public private partnerships that enhance inclusive development through cooperatives, CSOs and micro businesses owned by women, youth and PWD.

Key outcomes:

Increased awareness and mindset change on current discrimination and stigma against women, girls, youth and PWD and increased investment and partnership for their empowerment.

Image: Adobestock

WORKSTREAM 3: Promoting the economic potential of persons with disabilities

OUTPUT 2: PWD have increased access to employment opportunities

PWD remain the group most excluded from employment and require support to access both formal and informal employment opportunities.

Key activities will include:

- **Strengthening the capacity of the private sector** to promote and advocate for disability inclusion in businesses, including through providing guidance on workplace accommodations
- **Initiating a trainee/internship programme** for professionals with disabilities in the private sector
- **Supporting Technical and Vocational Training** and skills development for PWD

Key outcomes:

Reduced unemployment levels of PWD.

Image: Adobestock



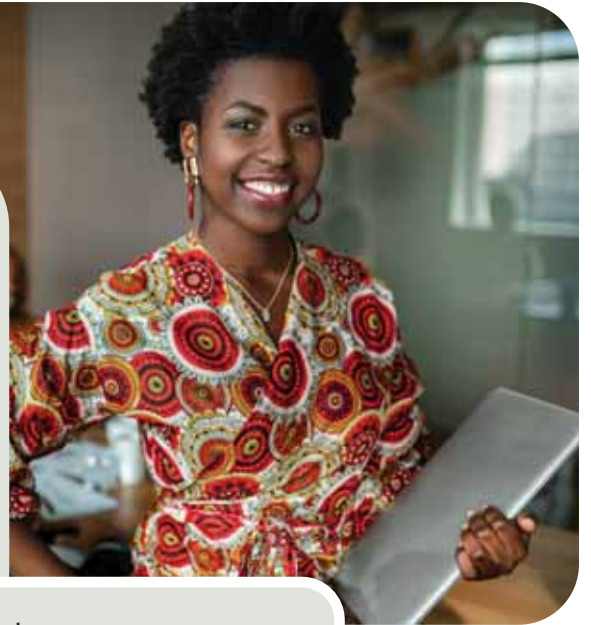
WORKSTREAM 4: Capacity strengthening of CSOs

OUTPUT 4: Civil society organisations have strengthened technical and financial capacities to support community-based socio-economic transformation

Civil society organisations are crucial channels for reaching vulnerable groups at local level. They help ensure human rights, transparency, community development and citizen participation. Their work with marginalized communities and their focus on advocacy and accountability are critical to a society's well-being and to "leaving no one behind". Therefore, UNDP will work to strengthen their capacities to drive socio-economic transformation in the eight districts.

Key activities include:

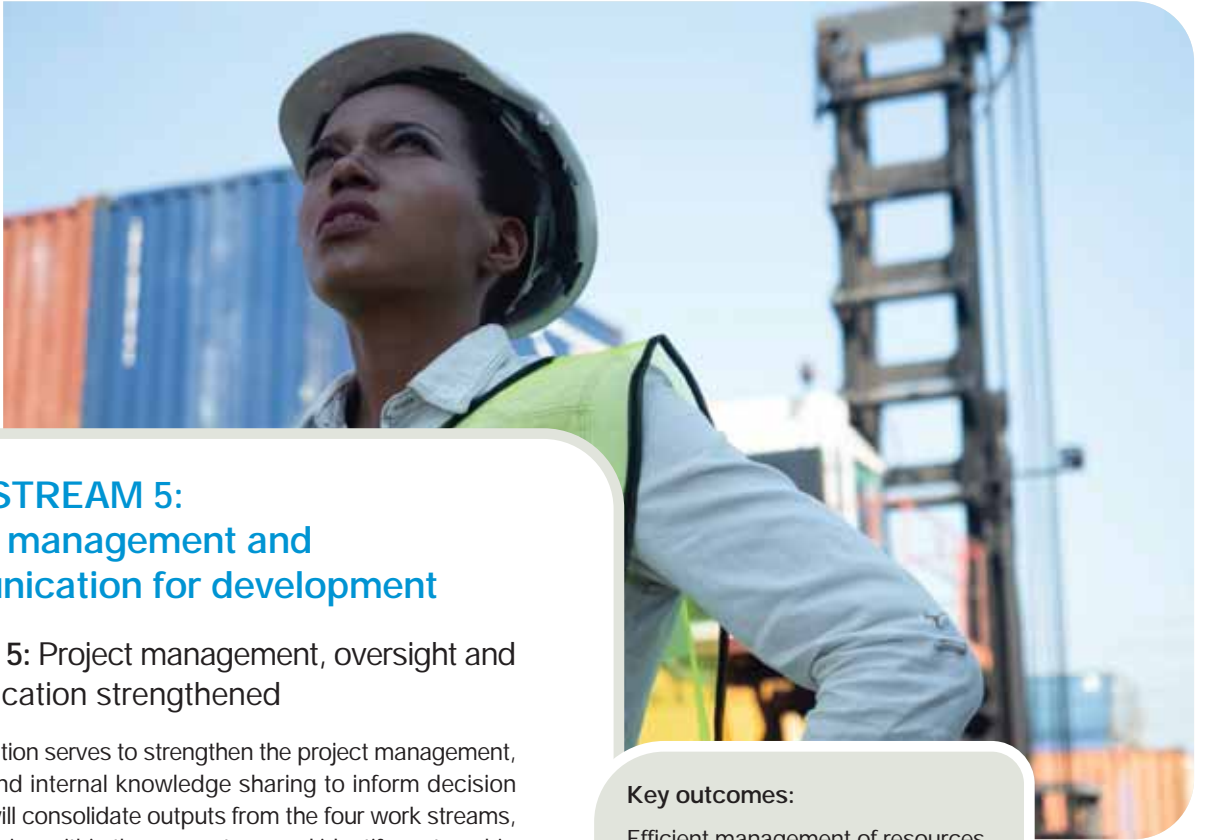
- **Selecting CSO initiatives** to support in the eight poorest districts based on their potential, capacity to absorb assistance, existing traction, and clear path for growth
- Conducting **capacity assessments** of selected CSOs
- Developing and implementing **capacity-building plans** for CSOs, with a focus on institutional development, resource mobilisation and community development
- Providing **community development grants** to CSOs and cooperatives



Key outcomes:

CSOs are strong drivers of socio-economic transformation in the eight poorest districts.

Image: Adobestock



WORKSTREAM 5: Project management and communication for development

OUTPUT 5: Project management, oversight and communication strengthened

This intervention serves to strengthen the project management, oversight, and internal knowledge sharing to inform decision making. It will consolidate outputs from the four work streams, enhance sharing within the ecosystem, and identify partnership opportunities.

Key activities include:

- Coordinating the **overall implementation** of the proposed activities
- Elaborating and **implementing the project plans**
- Regularly **monitoring, reporting, and reviewing progress**
- **Organising** the project's quarterly and annual meetings with partners, e.g., Enabel
- **Documenting** challenges and successes
- **Developing** communication and advocacy materials in conjunction with Enabel
- **Developing and implementing a communication strategy** to produce and share knowledge materials with stakeholders and the public

Key outcomes:

Efficient management of resources, visibility, and strong collaboration among stakeholders on interventions to support women, youth and PWD.

Image: Adobestock

Key implementation partners

Key actors have been identified across the workstreams. As conversations are conducted, revisions will be made accordingly. The table below outlines an initial list of key partners.

Category	Key implementation partners
Government	<ul style="list-style-type: none"> • Rwanda Governance Board • Ministry of Local Government • District governments • Ministry of Youth and Culture • Rwanda Cooperative Agency • National Youth Council • National Council of Persons with Disabilities
Civil Society Organisations	<ul style="list-style-type: none"> • Local civil society organizations • Rwanda Journalists Association • Media associations and media houses • Rwanda Civil Society Platform • National Union of Disability Organizations in Rwanda • Organizations of Persons with Disabilities
Private Sector	<ul style="list-style-type: none"> • Private Sector Federation and private companies
Development Partners	<ul style="list-style-type: none"> • Enabel • Embassy of Belgium

Selected partners will have both the capacity and networks to roll out project activities. The project also ensures inclusion of the public and private sector, civil society and the media.

UNDP will adhere to existing regulations by conducting due diligence procedures to ensure success. In addition to direct partners, the project will involve capacity development and training institutes.

The Enabel and Belgian Embassy partnership

Rwanda's development cooperation framework is well established, and cooperation with the Kingdom of Belgium spans decades. Rwanda remains among the top three beneficiaries of Enabel (the Belgian Development Agency) globally, underpinning the reciprocal importance in both countries' agendas.

The UNDP promotes sustainable development, inclusion, youth and women empowerment to ensure that no one is left behind. The proposed interventions will enable UNDP, the Embassy of Belgium in Rwanda, Enabel, and an expanded group of partners to reap the demographic, gender and PWD dividend for Rwanda's poorest districts.

Not only will this project support two of the three pillars of the Belgo-Rwandan partnership 2019 -2024, but it will also help address barriers in local economic development and urbanisation by transforming agricultural value chains for women, youth and

PWD. It will anchor the interventions on the inclusion of the poorest and most excluded citizens, and elevate the voice and role of youth, women and PWD, all in alignment with the GoR's long-standing mandate to decentralise.

Sustainability and risk management

The project will build human and institutional capacities within local governments, CSOs, media and micro enterprises, which is needed for Rwanda to achieve its mid- and long-term economic ambitions.

Sustainability and risk mitigation will be guaranteed by focusing on the post-incubation period, working with cooperatives and micro-businesses that have the business skills required to access technical and financial support.

For the sake of risk mitigation, due diligence will be applied both on the technical and operational side during the selection of local partners. A robust monitoring system will be installed by both UNDP and its partners.

As the project will be implemented during the COVID-19 recovery period, lessons learnt through the early days of the pandemic will be implemented as appropriate, such as limiting physical meetings and deploying modern technology to monitor and maintain engagement.

Implementation approach

Targeted beneficiaries

This project targets at least 12 100 vulnerable women, youth and persons with disabilities as end beneficiaries. Interventions focus on skills development, entrepreneurship and start up development, business promotion at the community level, and capacity building of key actors.

It aims to work directly with at least 16 cooperatives and 14 CSOs. To identify these cooperatives and CSOs, UNDP will tap into established frameworks and on-going partnerships. For example, as part of UNDP's support to community-based CSOs, it is launching a national call for project proposals from Rwandan CSOs in seven thematic areas, including youth empowerment, gender equality, and empowerment of persons with disabilities.

An independent grant selection committee will evaluate the submitted proposals and a list of successful project proposals will be generated. Through this framework, UNDP will be able to immediately engage in partnerships with CSOs to contribute to achieving the project's results.

UNDP is also working with the Ministry of Local Government to support cooperatives in the eight poorest districts of the country with the aim of accelerating socio-economic development. The groundwork has been laid to implement these initiatives as soon as funding is secured.

Stakeholder roles, including Belgian NGOs, Enabel and the Embassy of Belgium

This project will contribute to further strengthen collaboration between the UNDP Country Office and the Embassy of Belgium in Rwanda and Enabel. UNDP also looks forward to working with other CSOs supported by the Government of Belgium such as Humanity and Inclusion to advance the disability inclusion agenda nationally and create tailored socio-economic opportunities for PWD.

Enabel, the Embassy of Belgium and UNDP are part of the Governance and Decentralization Sector Working Group of the Government of Rwanda, a partnership that will contribute to this work through advocacy of inclusive local economic development.

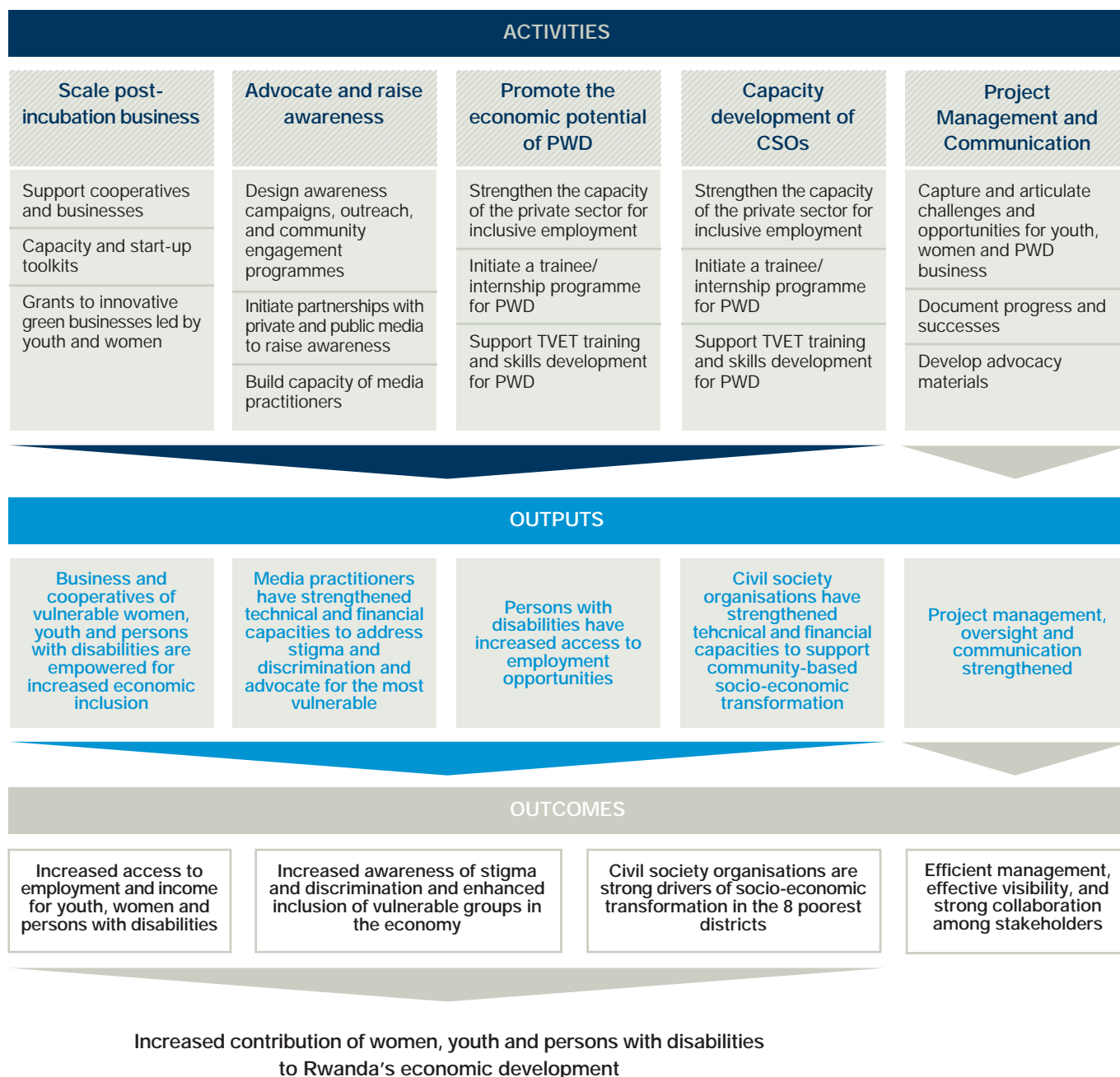
As part of capacity strengthening, local CSOs would benefit from peer exchange and learning with Belgian NGOs based in Rwanda. Furthermore, UNDP will seek representation of the Government of Belgium on project boards related to the implementation of Belgian-funded initiatives.

Belgian visibility

The UNDP will secure assistance to develop and implement the communication and advocacy strategy to improve Government of Belgium visibility.

In close collaboration with the Embassy of Belgium in Rwanda, UNDP will ensure active participation of Belgian officials in key events. The project will also involve traditional and social media channels, short videos, and op-ed articles to showcase project outcomes. Constant efforts will be made to ensure timely communication of results through various channels showcasing the support from the Government of Belgium.

Theory of change



Result framework

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET			DATA COLLECTION METHODS & RISKS
			VALUE	YEAR	DEC 2022	DEC 2023	FINAL	
OUTPUT 1: Businesses and cooperatives of vulnerable women, youth and persons with disabilities are empowered for increased economic inclusion	1.1 Number of cooperatives supported to improve their business	Project reports	0	2021	8	8	16	<i>Project reports No risk for measuring</i>
	1.2 Number of vulnerable women, youth and persons with disabilities directly supported with business advisory services	Project reports	0	2021	5,000	5,000	10,000	<i>Project reports No risk for measuring</i>
	1.3 Number of grants awarded to innovative green businesses	Project reports	0	2021	5	6	12	<i>Project reports No risk for measuring</i>
OUTPUT 2: Media houses and media practitioners have strengthened technical and financial capacities to address stigma and discrimination and advocate for the most vulnerable	2.1 Number of targeted capacity building trainings for media houses and media practitioners organised on addressing stigma and discrimination of vulnerable groups	Training reports	0	2021	4	4	8	<i>Project reports Training reports No risk for measuring</i>
	2.2 Number of awareness campaigns organised	Training reports	0	2021	1	1	2	<i>Project reports No risk for measuring</i>
OUTPUT 3: Persons with disabilities have increased access to employment opportunities	3.1 Reasonable accommodation requirements for private sector employment of persons with disabilities are in place and in use	Reasonable accommodation requirement guideline	No	2021	Yes	Yes	Yes	<i>Reasonable accommodation requirements document Potential risk of measuring the use of the document</i>
	3.2 Number of professionals with disabilities accessing internship opportunities in private sector companies	Project reports	0	2021	8	8	16	<i>Project reports No risk for measuring</i>

Result framework

	3.3 Number of persons with disabilities supported through TVET training and skills development	Project reports	0	2021	10	10	20	<i>Project reports No risk for measuring</i>
OUTPUT 4: Civil society organisations have strengthened technical and financial capacities to support community-based socio-economic transformation	4.1 Number of CSO projects in the eight poorest districts supported with technical and financial capacity	Project reports	0	2021	7	7	14	<i>Project reports Training reports No risk for measuring</i>
	4.2 Number of direct beneficiaries reached through grassroots level support by CSOs in the eight poorest districts	Project reports	0	2021	1,050	1,050	2,100	<i>Project reports No risk for measuring</i>
	4.3 Number of targeted capacity building trainings for CSOs organised	Training reports	29 (through other interventions)	2021	4	4	8	<i>Training reports No risk for measuring</i>
	4.4 Effectiveness of CSOs in meeting societal needs	CSDB	61.9%	2018	70%	70%	70%	<i>New CSDB to be published in 2022</i>
OUTPUT 5: Project management, oversight and communication strengthened	5.1 M&E strategy has been developed with accompanying tools and is being implemented	M&E Strategy document	No	2021	Yes	Yes	Yes	<i>M&E tools No risk for measuring</i>
	5.2 Annual programme delivery rate	UNDP Atlas reports	N/A	N/A	98%	98%	98%	<i>Delivery rate indicated in atlas reports No risk for measuring</i>
	5.3 Number of success stories of the project published	Project reports	N/A	N/A	3	3	6	<i>Success stories published on social media/websites No risk of measuring</i>

Budget

The implementation will require 2,000,000 Euro spread across the five workstreams.

INTERVENTION	ACTIVITIES	BUDGET (€)
1. Scaling Post-Incubation Initiatives	Identify and screen potential beneficiaries whose businesses are in post-incubation phase, with a focus on those with a clear path to scale, greatest impact for vulnerable groups and tangible traction	N/A
	Develop business- and cooperative-specific support packages to address the most pressing challenges and opportunities to sustain and scale their businesses	100,000
	Provide capacity and start-up toolkits for vulnerable women and youth e.g., teen mothers, vulnerable women, persons with disabilities in the community to increase productivity for market access and job creation with focus to eight poorest districts	550,000
	Provide grants to the best innovative green businesses led by youth and women through the YouthConnekt programme	550,000
		900,000
2. Advocacy and Awareness Raising	Design awareness campaigns, outreach, and community engagement programs covering media channels i.e., TV, radio and online platforms.	40,000
	Build capacity of media for active engagement in community mobilisation for inclusive development and to address stigma and discrimination	40,000
	Engage the media to stimulate public private partnership in inclusive development including through cooperatives, CSOs and micro businesses owned by women, youth and PWD	20,000
		100,000
3. Promoting economic potential of persons with disabilities	Strengthen the capacities of the private sector to mainstream, promote and advocate for disability inclusion in private sector companies; develop reasonable accommodation requirements for private sector employment of persons with disabilities	70,000
	Initiate an internship/trainee programme for professionals with disabilities in private sector companies	50,000
	Support TVET training and skills development for persons with disabilities to increase self-reliance and independence	50,000
		170,000
4. Capacity strengthening of CSOs	Provide technical and financial support to CSOs (grants) to promote and accelerate community driven equitable development with a focus on vulnerable women and persons with disabilities	350,000
	Conduct capacity assessments, develop and implement capacity development plan for CSOs with focus on institutional development, resource mobilization and community development with aim to better empower their communities and to run effective sustainable organisations	90,000

	Promote peer-learning and experience-sharing through partnership building and the organisation of CSO field visits to other CSO projects	40,000
		480,000
5. Project management, communication for development	Knowledge management production and dissemination: document challenges, and successes, report progress regularly, develop advocacy materials and host external workshops with other stakeholders to report progress and findings	70,000
	Project management (M&E)	113,517
		183,517
TOTAL DIRECT COSTS		183,517
Indirect costs	General management expenses (8%)	146,681
	Coordination levy (1%)	19,802
TOTAL INDIRECT COSTS		166,483
TOTAL BUDGET		2,000,000



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