



CONCEPT NOTE

# Livelihoods Graduation Programme for Refugees in Malawi

BY POVERTY ALLEVIATION COALITION

4 DECEMBER 2019

PARTNERS



# PROJECT SUMMARY



Total Programme Value  
**USD 13,074,829**



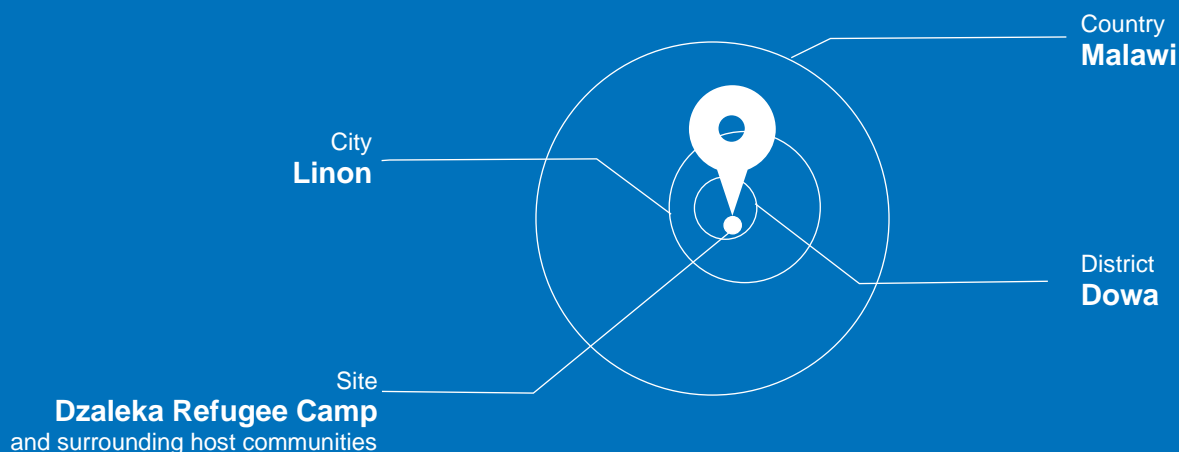
Cost per household  
**USD 2,180**



Methodology  
**The Graduation Approach**



Target Beneficiaries  
**Households 6000**



**UNHCR through CARD**

Facilitation & Implementation

**(USD8, 053, 911 for 4000HH in Dzaleka Camp)**



**Innovations for Poverty Action**

Oversight Monitoring for all Coalitions

**(USD8, 053, 911 for 4000HH in Dzaleka Camp)**



**GOAL Malawi**

Implementation

**USD1,179, 972.70**  
**667HH-**

Dzaleka camp and Hosts



**Concern Worldwide (CWW)**

Implementation

**USD1,179, 972.70**  
**667HH-**

Dzaleka camp and Hosts

**World Vision®**

**World Vision**

Implementation

**USD1,179, 972.70**  
**667HH-**

Dzaleka camp and Hosts

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# BACKGROUND

## Problem Analysis

Political instability and social unrest in the Great Lakes and Horn of Africa regions has resulted in a continuous flow of refugees into Malawi for three decades. Over 44,178 refugees are currently hosted at Dzaleka Refugee Camp and a total of 6,800 asylum seekers, mainly from Eastern Democratic Republic of the Congo (DRC), were registered in 2018. The Camp was originally designed to accommodate 10,000 people on 200 hectares of land. At present, funding continues to be a challenge and the refugee response in Malawi remains dramatically under-resourced.

Dependence on food assistance amongst refugees and asylum seekers emanates from dwindling donor interest to support the protracted situation, limited access to arable land and physical means of earning a living within the camp. As such, refugees and asylum seekers in Malawi are highly dependent on food and other assistance provided by the World Food Programme (WFP), United Nations High Commissioner for Refugees (UNHCR), the donor community and the Government of Malawi (GoM). A study conducted in 2017 revealed that WFP's food assistance makes up over 90% of food consumed by refugees living in Malawi. A recent profiling assessment, conducted jointly by UNHCR and WFP, revealed that 96% of the refugee population was living below moderate to ultra-poverty lines and were 'highly vulnerable', and seriously dependent on food assistance.

Prevalence of stunting in Dzaleka Camp is estimated at 39%. However, food and nutrition improved across all indicators in 2017/2018, due

to the provision of food rations throughout this period. Now facing a shortfall in funding to continue supporting food assistance for refugees, WFP has been forced to reduce its refugee support programme, which is dangerously compromising the food and nutrition security of the population. There is an immediate rise in negative coping mechanisms and social instability when rations are suddenly cut, particularly in populations that lack access to alternate avenues to obtain food. With food

assistance at 50% in Dzaleka camp, and an approaching situation where funding may run out completely, innovative approaches to support refugees to meet their basic needs are urgently required. Food aid is an emergency humanitarian response, employed only when a population cannot otherwise

reasonably obtain food or provide for themselves. In a protracted situation such as Dzaleka, the emphasis needs to shift towards more strategic forms of assistance, which build the self-reliance of households and reduce dependency. The food security situation in Dzaleka has now reached a critical point, and yet no changes have occurred in refugee's right to work, or freedom of movement – key elements to achieving self-reliance. As such, the criticality of mitigating against food scarcity for a population that is legally encamped and restricted from employment, cannot be overstated.

There are several other factors impacting upon the lives of this population, not least of which is the lack of access to energy. Safe and reliable access to energy, for cooking, lighting, and powering, is a basic need for everyone and necessary for economic development. However, for refugees, cooking a meal or having light at night, something that many people take for

*96% of the refugee population lives below moderate to ultra-poverty lines and were 'highly vulnerable', and seriously dependent on food assistance*

granted, is a daily struggle. Children who collect firewood, or accompany their mothers, cannot attend school. Refugees may also engage in coping strategies, such as survival sex or selling food rations, to be able to afford cooking fuel. Such coping mechanisms can have serious consequences including malnutrition and loss of livelihood options, and is a risk to personal safety and dignity. The camp population is therefore facing an energy crises, which is in turn creating an environmental crises, as the surrounding areas are increasingly depleted.

Despite this difficult situation, there are solutions. Through a livelihoods project initiated in 2018, funded by UNHCR and implemented by Churches Action in Relief and Development (CARD), traditional leaders were engaged in the host community and the camp to explore opportunities for refugees to access land free-of-charge in order to engage in agricultural production. In 2018, meetings with community leaders, government representatives and partners resulted in the local communities providing a 25 hectare piece of land for irrigation to benefit 50 households. A Memorandum of understanding (MoU) was signed between the refugees and host community on the use of land with support from the Ministry of Homeland Security, Dowa district assembly, Ministry of Agriculture, UNHCR and Partners. An irrigation scheme called 'Tatolonga Solar Power Irrigation Scheme' was established which has enabled 50 refugee households and 50 Malawian households to access land for winter cropping. Participating refugees signed a 3-year period contract with the owners of the land after which the project expects that participants will have

realized enough surplus income to invest in other business ventures. Both parties benefit from inputs and training on how to produce high value crops such as red beans, tomatoes, cabbages, soy beans, onions, and spices, which are on high demand in the market. These crops are effectively providing the necessary income to meet the basic needs of these 50 households. This project has been a significant success in so

far as demonstrating how shared usage of resources, cooperation and coexistence, can be mutually beneficial. However, despite its success and the willingness on the part of the Malawian community around the camp to provide more land for development of irrigation schemes, UNHCR does not have the funds to support a scale-up and expansion of the project.

The ongoing **influx of new asylum seekers to Malawi** requires the development of economic opportunities in the camp alongside long-term and sustainable solutions. Given the situation articulated above where 96% of the population live below moderate to ultra-poor levels compounded by the food insecurity situation, ***the Graduation Approach, is the most feasible model to graduate the extremely poor households out of poverty in Malawi.*** This project will address the root causes of poverty, thereby allowing households to meet essential needs and to enjoy social and economic rights in a sustainable manner and with dignity through increased incomes, increased savings, resilience to shocks and improved health. This will entail selection of interventions that have the potential for growth and employment creation, are relevant to the targets groups (POCs and host communities) and feasible.



# PROJECT OPERATING MODEL

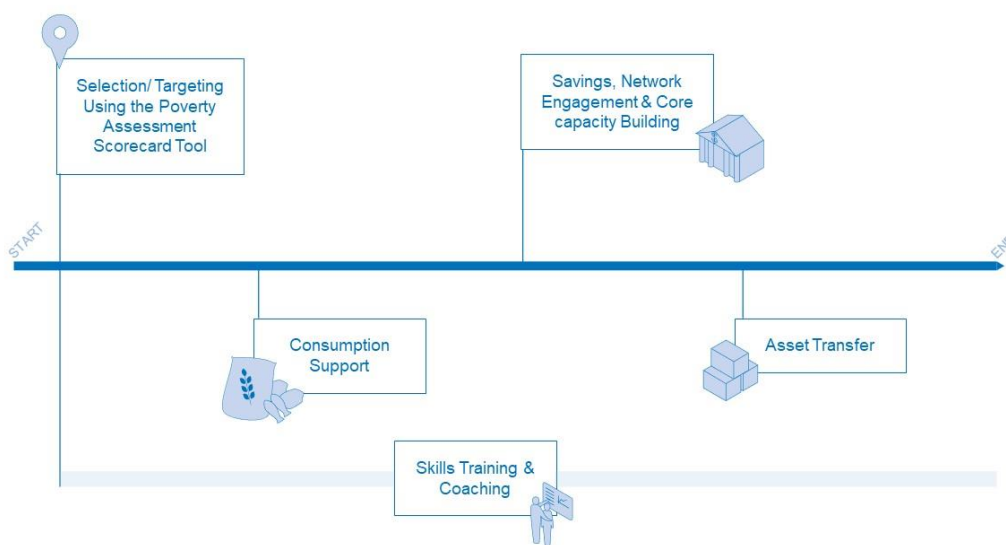
## Project Goal

### Approach

To inform an evidence based program design, a set of livelihoods related assessments have been conducted in 2017 including a Household and Socio-Economic and Livelihoods Assessment (HSELA), a Standard Expanded Nutrition Survey (SENS), a Joint Assessment Monitoring (JAM), a Market Assessment(MA) and a Value Chain Analysis(VCA) in 2018 in all refugee and asylum

households. The assessments have identified key livelihoods challenges, such as restrictions to the right of freedom of movement of refugees and asylum seekers to practice their skills beyond Dzaleka camp and a lack of a rights-based approach to socio-economic integration, making them perpetually dependent on aid and assistance. As a result, the assessments have suggested the main livelihoods activities to be supported should include crop production, livestock production and facilitation of businesses.

The Poverty Alleviation Coalition in Malawi



**Figure 1: Poverty Alleviation Coalition. Graduation pathways for refugees and host communities from ultra-poverty in Malawi**

seekers hosting sites. It was estimated that food insecurity is much more prevalent in refugees and asylum seekers communities than host communities with an estimated average number of meals of 1.8 for adults and 1.9 for children in refugee households at Dzaleka compared to 2.2 for adults and 2.8 for children in host community

comprehends the extreme levels of poverty manifested by both POCs and host communities. Hence, the programme will support extremely poor refugees and host communities to 1) enhance self-reliance through access to agricultural production in the camp and host communities, 2) facilitate access to wage earning

employment within the camp and other opportunities provided through the law, 3) strengthen self-employment/ businesses that have multiplier effects of high employment absorption, and 4) advocate a conducive environment for livelihoods development that includes economic inclusion, access to employment opportunities, policies and planning at district and national levels. It will implement by adopting the Graduation Approach; a sequenced and time bound intervention designed to lift the extremely poor households out of poverty. It is a comprehensive and sequenced package of support designed to create pathways out of extreme poverty. The core components of the package adopted in Malawi include coaching, referral services, consumption support, savings, network engagement, core capacity building, technical skills training, and asset transfer and mentoring throughout the intervention period. GA participants will partner with MyBucks bank that established its presence in the camp and will provide free financial literacy training to participants. In addition, the bank allows refugees and asylum seekers open bank accounts using UNHCR documentation. There will be five

different main components of activities, as shown in figure 2 below alongside comprehensive targeting(using the poverty assessment score card), which will ensure that we target the extremely poor households. It is important to mention many of these activities are not linear and rather these activities will be taking place in parallel, as mentioned in the figure 1 below.

By adopting the graduation model to lift extreme poor households out of poverty, the programme will aim to facilitate a pathway out of poverty through increased incomes, improved food security, increased savings, increased resilience and improved self-confidence. Human capital (skills, knowledge, ability to labour and good health) is one of five assets (alongside natural, social, physical and financial) upon which individuals draw to build their livelihoods. Therefore, the approach places strong emphasis on building relevant skills that will facilitate the engagement of POCs and host communities in interventions that have direct links to markets thereby facilitating access to employment/employment creation and income generation. Implementation of the GA in Malawi

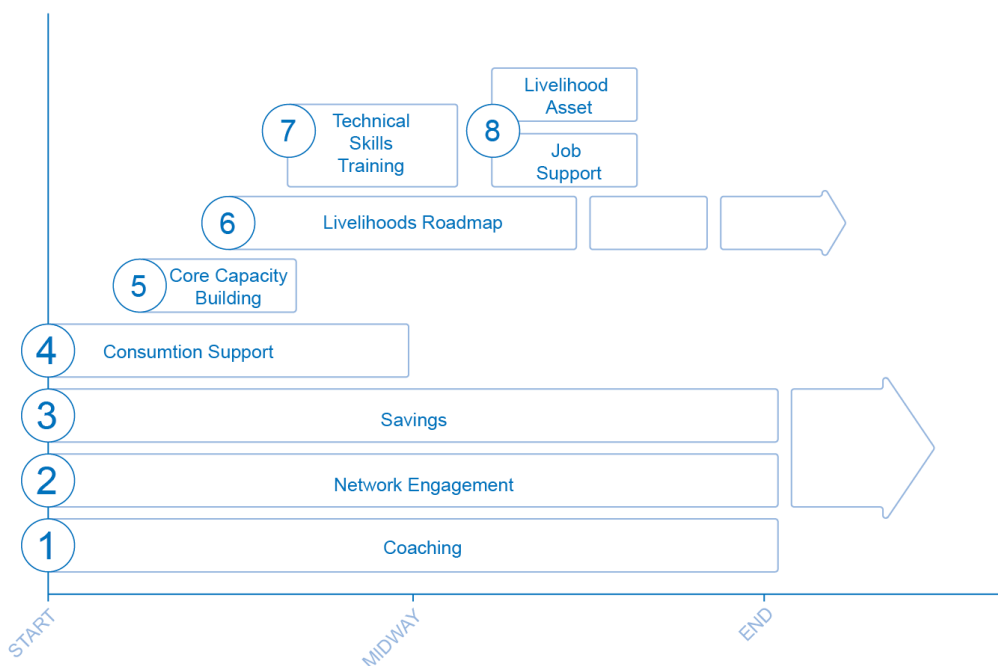


Figure 2

will follow the sequenced approach depicted in Figure 2 below.

**Comprehensive targeting: To ensure that the extreme poor households are targeted by the programme.**

Targeting or participant selection using the poverty scorecard tools administered by coaches and staff members will facilitate the selection of extremely poor households from the POCs and host communities. Quality checks using poverty scorecards to determine the appropriateness of programme participants will be done by partner M&E team and coaches by visiting households in validating the extremely poor, vulnerable women and men from POCs and host communities. The community engagement will also act as a cross-check mechanism to ensure the reliability and validity of the process. The M&E team will conduct a baseline using KOBO, which will provide full insights of POCs and host community households at the inception phase of the intervention. This will support tracking the progress of individuals who will graduate from this programme. Baseline assessments will inform in targeting and planning and serve as the

reference point for assessing future changes and impacts resulting from GA livelihoods interventions. The project will target POCs and asylum seekers at Dzaleka camp and host communities. 60% of the participants will be persons of concern while 40% will be targeted in the host communities. Further, 60% of the targeted participants will be women while 40% will be men. 10% of the total participants will be people with a family member with a disability. However, the most important criteria will be the skills, experience and willingness to participate in the selected livelihood activities. This project cycle anticipates that each cohort participating in the graduation project is expected to take a period of 18 months. This will lay the foundation for the long-term livelihood programming to enable effective and efficient delivery of results in line with the 2018-2022 Livelihood Strategic Plan for Dzaleka and Malawi. Interventions will be designed based on the results of the household socio economic survey (2017), Market Assessment (2018), Value Chain Analysis (2019) and Rapid Market Assessment (2019).



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## Implementation Phase

The implementation phase will be of 18 months and will have multiple subsets of activities, as described below: Outcome / End Phase

# 1

### **Income/consumption support:** (To help participants to smooth consumption and meet basic needs whilst they invest in livelihood development activities)

This support aims at helping programme participants to smooth consumption and meet basic needs whilst they invest in livelihood development activities. Once the targeting of extremely poor and vulnerable POCs and their host population is complete, these ultra-poor households will get a minimum level of consumption support for a time-bound period of 12 months to support their food security until incomes from the new economic activities start kicking-in. This will enable programme participants to invest in developing their sustainable livelihoods activities/business. This support will also ensure they fully engage in programme activities. The income/ consumption amount will be based on World Food Programme (WFP) minimum monthly food basket price for a family of 5 for one month which currently is around USD20. Selected participants will receive this amount through bank accounts provided by MyBucks bank supported by UNHCR Progress with biometric security features.

# 2

### **Technical, and business skills training:** (To facilitate income generation and self-employment through agricultural production (livestock and crop production) and small business enterprise development.

There are two main career pathways for programme beneficiaries i) self-employment; ii) waged employment. This assistance package component is designed to cater for both of these programme beneficiaries by facilitating income generation through self-employment. Self-employed beneficiaries, after receiving the training, on-the-job training and asset transfer, are likely to start their own businesses. To enable programme beneficiaries to do so, the programme will provide participants access to practical, short and hands-on trainings. The nature of these trainings / skills being transferred will be informed by the results of the market assessment and value chain analysis reports. The training will take place within the camps or in close vicinity of the camps – targeting both POCs and their host population. The project will be delivered principally through the existing government organisational structures, local development structures and camp management committees. This will help ensure sustainability and contribute to building capacity. It will be implemented in close collaboration with the line ministries with special reference to the Ministry of Homeland Security, Ministry of Agriculture, Ministry of Natural Resources, Energy, and Environment, Ministry of Irrigation and Water Development and Ministry of Labour. The line ministries will provide technical services in irrigation agricultural, crop support services, and capacity building on specific technical skills in all project components. During the project life span, government extension workers will be

supported to deliver services to the target participants while considering the demand driven approach which these extension workers work under. Support will be in the form of refuelling their motorcycles and provision of meals during long day services. The Ministry of Irrigation and Water Development will principally be responsible for monitoring effective irrigation farming activities. These ministries will work through frontline extension workers and this will provide benchmark for sustainability. The training will use the training curriculum which is already approved by the Government of Malawi. It will thus ensure there is wider acceptability of the training contents. If need be, some of the contents may be customised to respond to the trainees or skills requirement.

## 3

**Coaching and mentoring:** (To support programme participants to meet their goals, encourage positive behaviour change and offer guidance on how to address specific problems they face. This often includes further training on life skills and facilitating access to basic services (health; education) as necessary.)

This important package component aims to support programme participants to meet their goals, encourage positive behaviour change and offer guidance on how to address specific problems they face. This often includes further training on life skills such as communication, negotiation, leadership, confidence and motivation building drawn from success stories and facilitating access to basic services (health; education) as necessary. The Poverty Coalition will be providing continuous coaching and mentoring to refugees and other programme participants throughout their 18 months engagement and beyond. PAC members will recruit mentors and coaches who will provide special coaching services to programme participants at household level. The location of coaching would traditionally take place at an individual homestead but could take place at someone's place of work or other formal/informal settings – to be agreed upon with participants depending on the topic of discussion. They will make weekly visit to the participating households, monitor the progress of activities and support in addressing problems that may arise. The life skills coaching will be added as bridging activity and will be part of all the training. It will also be enforced during the household's visits by the mentors and will include, household budgeting, helping participants to write and read, refer to psychosocial support counselling, and continuous encouragement/support of participants. Mentors/Coaches will also be responsible for promoting health and nutrition messages and encouraging positive behavioural changes along the way. Each coach will be dedicated to 20 households.

## 4

**Capital/asset transfer:** (Capital/asset transfer to help participants establish a new, or expand an existing, economic activity including facilitating access to formal employment.)

This support received after the training completion is designed to help participants establish a new, or expand an existing, economic activity including facilitating access to self-employment. Financial support will be transferred when there is a plan in place for how it will be spent and will be provided as soon as possible. These assets will be in the form of in-kind support of the productive assets via grants and cash transfer. Preference will be given to physical assets or cash transfer as it provides an opportunity for programme participants to build their confidence with cash management. Where physical inputs are required for training, the programme will provide a toolkit– whose content will be agreed upon with the master trainer. It will be provided at

the start of the training to POCs and other participants so that they can use them during their formal training as well as on-the-job training.

## 5

### **Facilitating access to financial services and promoting routine saving: (To help extremely poor people manage risk, build resilience to lifecycle shocks and stresses and reduce the likelihood of having to resort to negative coping strategies)**

This package component will help extremely poor people manage risk, build resilience to lifecycle shocks and stresses and reduce the likelihood of having to resort to negative coping strategies; POCs will be allowed to open bank accounts with MyBucks bank which has its presence in Dzaleka camp. Cash for consumption support will be channelled through these bank accounts which will continue to remain individual bank accounts even after graduating from GA interventions. To promote the spirit of savings among participants, some percentage of income generated from the GA interventions will be kept in these accounts while the other portion will be used for diversification of income generating activities, and meet basic needs. Although many poor people save informally, establishing a formal savings pattern will help programme participants build financial discipline and savings routine. In addition, this will also provide a valuable insurance/safety net mechanism for programme participants in the event of any shock. In addition to promoting savings through formal banking, participants will still be encouraged to save through village savings groups to promote cohesion and networking.

### **Promotion of Peaceful Coexistence /Socio- Cohesion**

This will be done by supporting employment creation and income generation that will benefit both communities, by creating a dialog between POCs and their hosting population and supporting mutual co-existence. This dialog will be fostered through coaching and other engagement opportunities which may be made available during the programme – such as through VSLA or skills training. This approach will also enable the two communities to jointly address any hostilities that they may face.

## 6

## Project objectives

 <p><b>Outcome 1</b></p>	<p>Access to agricultural / livestock production enabled</p>
 <p><b>Outcome 2</b></p>	<p>Access to self-employment / business facilitated</p>
 <p><b>Outcome 3</b></p>	<p>Advocacy activities for a conducive environment for livelihoods development undertaken.</p>

### Beneficiary Selection:

comprehensive poverty profiling of the potential households in the targeted communities. The potential beneficiaries and their families will be provided with a complete explanation of all programme elements to ensure that they understand the Graduation Approach components. PAC members will be signing an agreement with households who will be targeted as part of this programme. As part of this agreement, clear roles and responsibilities will be set out for each party involved for the delivery of the programme. It will also make all parties, including beneficiary households, to explicitly commit to work with all stakeholders involved in the programme and deliver required activities which are essential for the success of the programme.

### Self-Employed Programme Beneficiaries:

For the self-employment/small business creation component, the candidates who demonstrate potential for being self-employed and/or successfully starting up a small business will be identified through comprehensive training and

mentorship. MyBucks bank will help participants with free financial literacy training that prepares participants in visions building, conception of business ideas and development of business ideas that respond to the needs of the markets as well as match with the results of the market assessment and value chain analysis. To allow participants sufficient time to define their enterprise ideas, the beneficiaries will have individual discussions with a tutor and coach.

The coach will also be available to meet beneficiaries in their households to help them consolidate their

business ideas. Beneficiaries, with the assistance of the programme staff organization, will define the type and quantity of resources and tools

required for starting their small business. It is important to note the small business idea must correspond to market demands (identified by the

market assessment) in the target area and hosting areas of the refugees.

### **Selection of Business Opportunities:**

The focus will be on sectors that have high potential for growth and employment creation based on the existing demand on the market. These enterprises will be linked to the private sector actors to ensure that products/services produced by participants have direct access to existing markets. PAC members will facilitate access to market opportunities for POCs and host communities participating in the GA interventions.

### **Delivery of Training:**

Once targeting is completed, the programme will provide market-oriented technical, and business skills training, assistance, coaching, life skills and linkages with markets, financial markets to ultra-poor POCs and hosting population. The training curriculum will be customised, if needed, to maximize its utility for programme beneficiaries. PAC programme staff will monitor the training progress regularly to ensure attendance and to address any problems. At the conclusion of the training program, follow-up interviews will be conducted with all trained beneficiaries to gauge the effectiveness of the training and monitoring.

### **Training Tool Kit:**

To assist participants in acquiring resources necessary to be self-employed/start their small businesses, PAC members will determine the relevant contents of the toolkits for the business start-up (asset-mapping). Toolkits for conceiving business ideas, start businesses, and growing businesses will be adopted from International Labour Organization (ILO) small business toolkits and customised locally.

### **Post-Graduation Monitoring and Support:**

PAC will host monthly information and experience-sharing meetings with the beneficiaries, providing a venue where they can discuss problems and get additional support on further business management training gaps including additional linkages necessary to continuously grow and sustain their businesses. Monitoring and follow-up process, including a

final evaluation, will enable programming to remain responsive to the needs of the beneficiaries.

### **Referral Services:**

PAC will provide referral services to different organisation who are providing related services. These include but are not limited to psychosocial, counselling, SGBV, health, education among others.

### **Social Cohesion/Peaceful Coexistence:**

The project will incorporate host communities at the ratio of 60% POC and 40% host communities in its GA interventions to ensure peaceful coexistence, acceptance of the programs, and socio-cohesion. This will further create space for dialog where both communities are able to share their issues in a manner that will lead to a joint action plan and successful resolution of the issue. This way any potential issue will be resolved by the two communities before it could be escalated.

# PROJECT IMPACT AND SUSTAINABILITY

## Intended IMPACT / sustainability

As a result of the GA beneficiaries will be earning sustainable livelihoods activities leading towards increased income, increased savings, improved food security, increased networking, increased resilience; self-reliance and economic and social empowerment thus addressing the material and psychological dimensions of extreme poverty. It will bring the targeted ultra-poor POCs and their host population on an upward trajectory out of poverty. This proposed programme has been designed with consideration for future scaling up opportunities to target the entire ultra-poor refugee population in Malawi, with specific

attention to camp populations. At the end of the programme, targeted households will have access to sustainable and diverse sources of income which will not be dependent on any external support. The private sectors through presentation of business cases and market opportunities will be attracted to inject cash through business interactions with POCs and host communities. Similarly, the lessons learnt from this programme will be able to be used by programmes applying a similar graduation approach in other parts of Malawi as well as in other refugee settings around the world – thus surpassing its intended benefits.



## Logical Framework

The logical framework for the programme is given in the table below:

**Programme goal:** ‘To improve self-reliance and livelihoods for persons of concern and host communities in Malawi.

<p>Outcome 1: Access to agricultural / livestock / fisheries production enabled</p>	<p><b>Activity 1.1:</b> Input support support provided.</p> <p><b>Activity 1.2:</b> Training related to agricultural production provided</p> <p><b>Activity 1.3:</b> POCs supported with self-employment</p>	<p><b>1.1:</b> # of PoC receiving production kits or inputs for agriculture/livestock/fisheries activities;</p> <p><b>1.2:</b> # of targeted PoC who have completed training related to agricultural production without a nationally recognized certificate (male/female)</p> <p><b>1.3:</b> % of the targeted POCs who are self-employed in agricultural sector(male/female)</p>
<p><b>Outcome 2</b> Access to self-employment / business facilitated</p>	<p><b>Activity 2.1:</b> Start-up capital/kits provided to the programme beneficiaries.</p> <p><b>Activity 2.2.</b> Business skills training provided to the programme beneficiaries</p> <p><b>Activity 2.3.</b> Market linkages developed.</p>	<p><b>Indicator 2.1.1:</b> # of POC provided with capital for IGAs;</p> <p><b>Indicator 2.2.1:</b> % of Beneficiaries from Trainings undertaking IGAs</p> <p><b>Indicator 2.2.1:</b> # of beneficiaries with specific income generation activities (IGA);</p> <p><b>Indicator 2.3.1:</b> # of beneficiaries with access to markets;</p> <p><b>Indicator 2.4.1:</b> % of targeted PoC who self-report (decreased/maintained/increased) savings (including investment in assets) compared to previous year/season (male/female).</p>
<p><b>Outcome 3:</b> Advocacy activities for a conducive environment for livelihoods development undertaken.</p>	<p><b>Activity 3.1:</b> Advocacy initiatives conducted</p> <p><b>Activity 3.2:</b> Pro-livelihoods access to land initiatives conducted</p>	<p><b>Indicator 3.1.1:</b> # of advocacy activities conducted/undertaken</p> <p><b>Indicator 3.1.4:</b> Amount of land provided by host communities for accessing agricultural production:</p>

# PROJECT MANAGEMENT AND GOVERNANCE

## Coalition Organisational capacity

PAC is a coalition of organizations (Concern World Wide, Village Enterprise, World Vision, Goal Malawi, Innovation for Poverty Action and UNHCR with solid experience, skills and operational capacity to successfully implement this project in accordance with the identified outcomes. PAC members support functions, programme management infrastructures, financial procedures, control and compliance mechanisms are widely recognized and are in line with UN agencies. The coalition has a team of technical experts for implementation supported by IPA for monitoring evaluation and learning for all coalition partners. Coalition partners have their presence across Malawi.

## Broader Project Stakeholders

This programme will be implemented in close coordination with different stakeholders. A brief description of these stakeholders is provided below:

### Government stakeholders:

The project will be delivered principally through the existing government organisational structures, local development structures and camp management committees. This will help ensure sustainability and contribute to building capacity. It will be implemented in close collaboration with the line ministries with special reference to the Ministry of Homeland Security, Ministry of Agriculture, Ministry of Natural Resources, Energy, and Environment, Ministry of Irrigation and Water Development and Ministry of Labour. The line ministries will provide technical services in irrigation agricultural, crop support

services, and capacity building on specific technical skills in all project components. During the project life span, government extension workers will be supported to deliver services to the target participants while considering the demand driven approach which these extension workers work under. Support will be in the form of refuelling their motorcycles and provision of meals during long day services. The Ministry of Irrigation and Water Development will principally be responsible for monitoring effective irrigation farming activities. These ministries will work through frontline extension workers and this will provide benchmark for sustainability. CARD is already closely working with these ministries in Dowa including in the production of high value crops under irrigation agriculture

### MyBucks Bank:

The bank will provide free financial literacy training to all GA participants including provision of savings opportunities to all participants.

### UN Agencies:

key focal agency for the programme will be United Nations High Commissioner for Refugees (UNHCR) whereas it will also coordinate programme activities with International Labour Organisation (ILO).



# MONITORING AND EVALUATION

## Monitoring

This programme will implement monitoring as a learning strategy to collect accurate information in a timely manner on the proposed intermediate outcomes and outputs to measure progress towards targets, identify areas for course corrections and to improve quality in programme delivery. PAC Malawi through IPA will measure indicators listed in the log frame, and develop tools to measure exposure (how much of the programme was delivered?), fidelity (where programme elements delivered as intended?) and participants' response (how engaged were participants in the programme delivery?). To ensure accountability, the programme will extend UNHCR existing complaint response mechanisms to the target areas by carrying out accountability assessments, developing accountability plans, managing complaints, tracking actions and generating accountability reports.

By measuring the indicators defined in the log frame and developing tools based on programme outputs and outcomes, the programme will be able to integrate monitoring findings into the overall design and management of the programme.

Monitoring is an integral part of this results-oriented programme design and will track implementation progress at each stage. PAC Malawi through IPA will monitor the quality and performance of programme implementation

based on the indicators, inputs, outputs and timelines in a systematic and cost-effective manner.

PAC Malawi programme field staff will monitor programme performance. PAC will design and implement routine process monitoring to check on how programme activities are progressing. The use of different methods of data collection, such as qualitative interviews, focus group

discussions, and quantitative data as well as an internal monthly monitoring system will increase the reliability of monitoring data, thereby increasing the potential for early detection and response to problems or challenges.

PAC members will submit reports to the donor and UNHCR according to the agreed reporting format and schedule. These reports will include detailed

progress measured against indicators as mentioned in the agreement. Narrative reports will include a discussion of the success and shortcomings of the programme and a review of the problems and proposed solutions. This process and its outcomes will be supported by PACs expert's national teams.

A set of indicators and outputs have been developed for each objective with baseline and expected performance targets. Performance measurement will help PAC gauge the impact of the programme and any shortcomings in programme design, planning and implementation.

*IPA will measure indicators listed in the log frame, and develop tools to measure exposure (how much of the programme was delivered?), fidelity (where programme elements delivered as intended?) and participants' response (how engaged were participants in the programme delivery?).*

## Evaluation

The evaluation will consist of two key activities, baseline and end line evaluations. All the two activities will be based on beneficiaries' surveys as well as impact case studies. The evaluation will analyse the extent to which programme has brought change in the lives of its beneficiaries. For this purpose, PAC Malawi through IPA will use quasi-experimental design and compare progress against benchmarks. It will include qualitative, quantitative and mixed data collection methods and tools that will be used to collect data on key learning and transition outcomes, as well as intermediate outcomes and outputs. The instruments will be subjected to adaptation, piloting and testing to collect evidence of validity and reliability. This programme will administer background information questionnaires, learning assessments, and life skills assessments. We will let participants know that all information is confidential and anonymous. Additionally, we will let all participants know that they can skip any question they don't feel comfortable answering or

stop their participation in an assessment or study without negative consequences to them.

Standard procedures and protocol will be adopted for both quantitative and qualitative data collection keeping in view the context and by upholding international standards such as systematic inquiry, informed consent, respondent convenience, data confidentiality, not collecting unnecessary data to avoid wasting people's time, non-disclosure, disaggregation and access to marginalized groups.

PAC through IPA M&E unit will be responsible for the baseline and end-line assessments to evaluate the programme activities and report findings on the programme's results towards learning and transition outcomes. The M&E unit will verify the relevance of the programme's Theory of Change during the programme's life and try to establish a causal link between the programme's interventions and the programme's results. The team will use information from PACs recommended monitoring systems to explain trends and patterns. In addition, the M&E unit will give recommendations to the programme staff at

### Matrix for monitoring and evaluation of the project

Activity	Timeframe	Responsible	Function
Evaluation: Baseline Survey for evaluation	During the inception period, after selection of programme beneficiaries	IPA with support from UNHCR and PAC members M&E Units	To setup baseline and identify benchmark
Evaluation: End line	At the end of the programme	IPA with support from UNHCR and PAC members M&E Units	To identify key learnings at the end of the programme and share it with a wider audience
Evaluation: Case Studies	During implementation and at the end of the programme	IPA with support from UNHCR and PAC members M&E Units	To document key successes stories, challenges and share it with a wider audience
Process monitoring	Quarterly	PAC staff members	To validate all processes are in line with the UNHCR and World Bank (PFEI) standard regulations.
Progress monitoring	On-going	IPA with support from UNHCR and PAC members M&E Units	To regularly monitor all programme activities including attendance of the training participants in the training activities.

each evaluation point on how to improve the programme and the future evaluation studies, and in return, the programme will provide a management response accordingly and take further actions to implement the recommendations as much as they can.

To bring neutrality and independence to the learning exercise as part of evaluation activities for this programme, an end of project evaluation will be conducted by IPA. PAC Malawi will ensure that ensuring that IPA discharges their duties in line with the expected ethical standards. The results of the evaluation are to provide insights on the intended and unintended effects of the programme, and why they happened.

## Accountability

PAC's members will commit to Core Humanitarian Standards (CHS) and Minimum Economic Recovery Standards in implementing the Graduation Approach in Malawi through its coalition members. The coalition will also utilize the Complaints Response Mechanism (CRM) process. This will ensure that potential or actual unwanted negative effects are identified and acted upon in a timely and systematic manner,

including areas of sexual exploitation and abuse by staff. In addition, PAC members' commits to ensure that communities and people affected by crisis are fully aware of the expected behaviour of humanitarian staff, including organizational commitments made on the prevention of sexual exploitation and abuse. Finally, PAC will ensure the adoption of UNHCR code of conduct that establishes, at a minimum, the obligation of staff and partners not to exploit, abuse or otherwise discriminate against any person.

PAC will continue to provide platforms and opportunities for beneficiaries to actively engage PAC members during implementation, and provide suggestions or feedback about the program. PAC will implement corrective actions, including alteration in project deliverables, mode of assistance and implementation strategy where appropriate. PAC will adhere to UNHCR and World Bank (PFEI) standards, policies including financial controls to ensure stringent oversight of funds, transparency and accountability to all stakeholders with a central focus on accountability to the affected population. PAC will adhere to UNHCR and World Bank (PFEI) anti-fraud measures to prevent, detect and respond to any fraudulent activity within the organizations and sub-grants.



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# PROJECT BUDGET

<b>Dollar Amount Requested</b>	\$12,074,829
<b>Dollar Amount from other sources</b>	\$0
<b>Total Dollar Amount of Programme</b>	<b>\$12,074,829</b>

## Project Budget

The budget is formulated based on the assumptions below:

6000 household each costing \$1400

Out of the total budget, 70% is estimated to cover the programme costs covering the 3 outcomes, 20% staffing and 10% other direct support costs for the implementation of the project 7% is allocated for headquarter overhead costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Programme costs (70%)</b>						
Outcome 1: Access to agricultural / livestock / fisheries production enabled	700000	770000	900000	990000	1089000	4,449,000
Outcome 2 Access to self-employment / business facilitated	400000	420000	430000	450000	480000	2,180,000
Outcome 3: Advocacy activities for a conducive environment for livelihoods development undertaken.	320000	300000	250000	220000	200000	1,290,000
Assessments & Evaluations	75000	80000	96000	110000	120000	481,000
	<b>1,495,000</b>	<b>1,570,000</b>	<b>1,676,000</b>	<b>1,770,000</b>	<b>1,889,000</b>	<b>8,400,000</b>
<b>Staffing-Direct &amp; Support</b>						
Direct staff	250,000	275000	302,500	332,750	366,025	1,526,275
Support staff	120,000	132,000	145,200	159,720	175,692	732,612
	<b>370,000</b>	<b>407,000</b>	<b>447,700</b>	<b>492,470</b>	<b>541,717</b>	<b>2,258,887</b>
<b>Other Direct Costs</b>						
All Travel and Transportation	40000	50000	60,000	70000	80000	240000
Office supplies, Rent and Utilities	30000	40000	50,000	60000	70000	200000
Communications	7000	8000	9,000	10000	11000	36000
Equipment and supplies	60,000	60,000	30,000	20000	10000	150,000.00
<b>Total Direct Cost</b>	<b>339,200</b>	<b>158000</b>	<b>149000</b>	<b>160000</b>	<b>171000</b>	<b>626000</b>
Overhead costs (7%)	157,988.42	157,988.42	157,988.42	157,988.42	157,988.42	789,942
<b>Project TOTAL</b>	<b>2,204,200</b>	<b>2,135,000</b>	<b>2,272,700</b>	<b>2,422,470</b>	<b>2,601,717</b>	<b>12,074,829</b>

## ANNEX 1 – RISKS AND ASSUMPTIONS

Risk	Impact	Likelihood	Risk classification	Mitigation measures comments	Responsibility
Identification of absentees-beneficiaries who are no longer in the camp/ Resettled.	Low	Medium	Medium	Verification of beneficiaries to be carried out on periodic basis. Analysis of consumption support transaction reports to verify whether withdrawal has been done in the camp or elsewhere.  Resettlement unit to seek clearance from programme unit for all the PoC's due to be resettled outside Malawi.	UNHCR Programme Unit and Resettlement Officer
Funding gaps	High	High	High	Use of monitoring tools to demonstrate impact of programme Fund raising	UNHCR Representative and Programme Officers
Eligibility criteria not rigorously applied	Medium	Medium	Medium	Use of poverty assessment score card tool for beneficiary identification. Implement beneficiary verification, test accuracy of eligibility criteria, spot check interviews	Livelihoods/Programme/ PAC members

### Overall Comment:

There are no significant changes in regards to protections concerns for the past six months in Malawi. However, the inadequate food assistance provided by WFP might exacerbate negative coping behaviours. If basic needs are not met, there are several negative coping mechanisms employed by POCs in Dzaleka camp, including survival sex, begging from neighbours, friends, relatives, or surrounding villages; theft of food from host community gardens of households within the camp; children strategically visit other homes at meal times to find food and are sometimes sent to do so by parents and guardians; children pick up food remains from dumping grounds; food shortages

cause some children engage in child labour; girls marry young due to the challenges of coping with the various needs including food; boys and girls are tempted by traffickers who promise a better life. All these are outlined in the Participatory Assessment Report of 2019 and Sex Work Report of 2018.

## ANNEX 2 – POVERTY ACTION COALITION PARTNERS CREDENTIALS

### UNHCR Malawi Livelihoods Activities

Located in the central region district of Dowa, Dzaleka Refugee Camp is home to over 44, 000 refugees and asylum seekers, mainly from the Democratic Republic of Congo (DRC), Burundi, Rwanda, Ethiopia and Somalia. Since its establishment in 1994, the camp has seen an increase in entrepreneurship, which has given rise to successful micro-businesses ranging from farming, fashion design, and profitable enterprises that include grocery stores, hair dressing saloons, restaurants and production of poultry. Livelihoods activities have promoted the establishment of additional business enterprises that have greatly benefitted from My Bucks Bank (formerly named New Finance Bank) through savings and loans schemes. Refugees and asylum seekers and the host communities continue to improve their livelihoods through increased income, improved food security and health, after participating in livestock production (piggery and poultry production), crop production (soy beans, cabbages, onions, tomatoes and spices) and business enterprises (meat processing, milk processing, feed making and mushroom production). 96% of the POCs population live below moderate to ultra-poverty line in Dzaleka Refugee Camp. This is high, in comparison to the national population in Malawi. Beneficiaries from on-going organized livelihood activities can reach only 800 participants per year despite high demand due to funding constraints. 60% of beneficiaries are refugees and asylum-seekers, and 40% are host community members. Gender disaggregation include 60% Women: 40%men. Currently, 450 participants are Livelihoods Graduation Approach participants effective March 2019. The Graduation approach is a time bound, multi-sector livelihoods intervention aimed at lifting the extreme poor households out of poverty.

### Partner 1

Village Enterprises: Village Enterprise works to end extreme poverty in rural Africa through entrepreneurship and innovation. Validated by an independent randomized controlled trial, the Village Enterprise Graduation program provides groups of

three entrepreneurs with cash transfers as seed capital, training and ongoing mentoring by a local business mentor. The organization organizes business groups into Business Savings Groups (BSGs) of 30 entrepreneurs (10 business groups) to allow access to growth capital, provide a safe place for savings, and build social capital. Examples of businesses include livestock, farming, small retail stores and restaurants, tailoring, and beekeeping. Village Enterprise started over 48,000 businesses and trained over 185,000 East Africans. As the organization scales up and move into new communities and countries, it is designing and testing pilots to improve impact and efficiency.

### Partner 2

Concern World Wide implements a huge diversity of programmes, designed to address specific causes of extreme poverty in communities across 25 countries. Concern implements livelihoods programmes in some of the poorest and most vulnerable places in the world. Extremely poor people in developing countries face many risks, a number of which are associated with climate change. An increase in the incidence and severity of climate-related disasters are negatively impacting on crop yields and the availability of food for subsistence farmers. At the same time, people are increasingly migrating to crowded urban areas in search of more secure livelihoods and are facing increased competition for income-earning opportunities. Concern's programmes are designed in accordance with the specific requirements of each local context. The aim is to address the obstacles and the systemic changes that are required to bring about effective and sustainable improvements for the poorest and most vulnerable people.

### Partner 3

World Vision Malawi has been implementing relief, development and advocacy interventions in Malawi since 1982. The organization is currently working in all 28 districts through 39 Area Programmes and Grant supported projects. In its 2016 - 2020 Strategy, World Vision Malawi aims at making a measurable contribution in improving the well-being of 1.5 million boys and girls directly and impacting the lives of another 4 million indirectly. To help vulnerable households produce enough food to meet their children's nutrition needs, the organization partners with the government of Malawi to improve families'

access to food and resilience in the face of emergencies. By building income-generating capacities, helping communities to produce commodities for food and by linking them to government extension workers, families are able to produce more food and more income. The organization also mobilize rural communities through savings groups that give vulnerable families access to loans, which help them start small-scale businesses and enables them to lift themselves out of poverty.

#### **Partner 4**

GOAL Malawi's systems thinking allows it to design interventions that foster the development of resilient livelihoods by focussing on the capabilities, assets and activities that people require to create and maintain a living. The development of market-based skills and the promotion of financial inclusion are vital parts of this work. Financial inclusion is a critical part of creating sustainable livelihoods. Many people in developing nations have no access to formal and regulated financial services. Instead, they depend on informal mechanisms for saving and protection against risk. Even where formal services are available, high transaction fees or excessive interest rates restrict access to adequate financial services. Youth and women generally have a limited track record of running a business and the additional challenge of having minimal or no savings to serve as collateral for a loan. Livelihoods are typically secured through self-employment, micro or small businesses, rather than through waged employment. Recognizing this, and focusing particularly on women and young people, GOAL will promote the development of sustainable and resilient livelihoods through its work.

#### **Partner 5**

IPA Malawi opened in 2010 in response to a demand for high quality impact evaluations in the country. Much of IPA research in Malawi has been in partnership with national or local government, and has focused on the sectors of agriculture, education, health, and financial inclusion. From exploring the impact of knowledge sharing among farmers to evaluating ways to expand credit access to the poor, IPA 20 research projects have aimed to address challenges of national concern.

IPA is also supporting the scale-up of proven interventions in Malawi. With the full support of the

Reserve Bank of Malawi, IPA is working with the Malawi Microfinance Network to expand biometric technology to microfinance institutions nationwide.