



Scholastic Mukamuganga, a former beneficiary of the Graduation programme, in Rusatira Sector, Huye District  
(Picture by Robyn Watt)

## **Pathways to Socio-Economic Inclusion and Self-Reliance of the Refugees and their Host Communities in Rwanda: Graduation Pilot 2019**

Concept Note for: *Refugee and Host Community Graduation Approach Project  
Rwanda*

By: Poverty Alleviation Coalition: *Rwanda*

26<sup>th</sup> November, 2019

# Contents

<b>PROJECT SUMMARY</b>	<b>3</b>
Sub heading	3
Funding Request and gaps	3
Implementing Partners	3
Implementing Locations and number of recipient households	3
Technical assistance Partners	3
research partners	3
Acronyms	4
<b>BACKGROUND</b>	<b>5</b>
Problem analysis	5
<b>PROJECT OPERATING MODEL</b>	<b>6</b>
Project Goal	6
Project objectives	7
<b>PROJECT IMPACT AND SUSTAINABILITY</b>	<b>11</b>
Intended IMPACT	11
Logical Framework	11
<b>PROJECT MANAGEMENT AND GOVERNANCE</b>	<b>13</b>
Coalition Organisational capacity	13
Broader Project Stakeholders	13
<b>MONITORING AND EVALUATION</b>	<b>15</b>
Monitoring and evaluation	15
<b>PROJECT BUDGET</b>	<b>16</b>
Funding Request	16
Project Budget	16
Any In-Kind Contributions	16
<b>ANNEX 1 – RISKS AND ASSUMPTIONS</b>	<b>17</b>

# Project Summary

---

## SUB HEADING

### FUNDING REQUEST AND GAPS

- > Concern Worldwide: USD 416,124.30

---

### IMPLEMENTING PARTNERS

- > Concern Worldwide

---

### IMPLEMENTING LOCATIONS AND NUMBER OF RECIPIENT HOUSEHOLDS

- > 500 households
- > Locations under consideration: Mugombwa refugee camp, Kigeme refugee camp, Kigali (urban)

---

### TECHNICAL ASSISTANCE PARTNERS

- > Concern Worldwide
- > MINEMA
- > MINALOC
- > UNHCR

---

### RESEARCH PARTNERS

- > Possible research partners (to be confirmed): Institute of Development Studies, IPAR, FATE, EPRN

---

## ACRONYMS

HH	Households
MINEMA	Ministry of Emergency Management
MINALOC	Ministry of Local Government
MINEDUC	Ministry of Local Government
NWC	National Women's Council
NYC	National Youth Council
LODA	Local Entity for Development Agency
SPSWG	Social Protection Sector Working Group
SWG	Sector Working Group
NPDM	National Preparedness for Disaster Management
FAO	Food Agriculture Organisation
WFP	World Food Programme
SILC	Saving and Internal Lending Communities
SGBV	Sexual and Gender Based Violence
CDA	Community Development Animators
PSEA	Prevention of Sexual Exploitation and Abuse
IGA	Income Generating Activities

# Background

---

## PROBLEM ANALYSIS

Rwanda's refugee context remains a challenge to the humanitarian sector. As of October 2019, the population of refugees in Rwanda is estimated at 149,546 with the largest percentage being Congolese from DR Congo at 51.1% and Burundians from Burundi at 48.8%. Notably, 91% of refugees reside in the designated refugee camps while 8% of this population live in urban areas.

Although the Rwandan government has adopted a relatively progressive policy approach to support the integration of refugees by granting refugees the freedom to movement beyond their designated camps, the right to engage in economic activities and providing refugee national identity cards, refugees still face real socio-economic challenges. Even though refugees in Rwanda who possess a refugee status ID are permitted to seek salaried work, jobs continue to be elusive. The unemployment rate in Rwanda is at 16% with youth unemployment at 43.9%<sup>1</sup>; this phenomena not only affects the locals but also the refugee community. Job opportunities for refugees are quite limited outside the camps while within the camps non-governmental and international organisations employ a significant number of refugees. However, these organisations efforts are not enough to address the employment needs of all refugees. This situation also raises the question of refugees' dependency on humanitarian organisations beyond basic protection and needs.

The presence of refugees in Rwanda increases the pressure on resources when the need of the host communities are already stretched. Thirty eight percent (38%) of Rwandans are still living in poverty and 16% in extreme poverty<sup>2</sup>. The recent Concern PVI confirms that Gisagara district, which hosts 10,574 refugees in Mugombwa camp, remains one of the poorest Districts in Rwanda (25th out of 30). Households that have weak labour capacity and/or a heavy reliance on farm wages to generate their income have by far the highest levels of poverty, followed by those working in agriculture on their own account; those more reliant on non-farm self-employment and especially non-farm wage work tend to be much less poor<sup>3</sup>. Poverty has an impact on food security of the households, especially for children, as research has shown that the poorer a child's household, the more likely she/he is to be stunted<sup>4</sup>. Stunting in Rwanda is 38<sup>5</sup>% of under-fives which is considered very high by WHO standards.<sup>6</sup>

Besides poverty, gender inequality has proven to be a barrier to enable households to be self-reliant. Women in Rwanda still constitute the majority of the poor with about 47% of women-headed household poor, compared to the 44% average for all poor households<sup>7</sup>. The inability to face risks by the households is also another major factor in allowing the rise out of poverty. Households can also experience a variety of other shocks such as crop disease/livestock/epidemics (biological disasters) and household shocks such as reduced income; illness; accident which limits labour; death; theft. The poorest households are the least resilient to the effects of shocks - according to WFP, among livelihood groups, low income agriculturalists and agro-pastoralists reported the most shocks, (48% and 46% respectively), followed by 38% of unskilled daily labourers and 37% of agricultural workers<sup>8</sup>.

---

<sup>1</sup> Labour Force Survey Trends, August 2019 (NISR)

<sup>2</sup> Enquête Intégrale sur les Conditions de Vie des ménages (EICV 5 – 2016/2017)

<sup>3</sup> The government of Rwanda has generalized a system of classifying all Rwandan households into four categories (ubudehe) that reflect their poverty (1 being poorest, 4 being richest).

<sup>4</sup> The Comprehensive Food Security and Vulnerability Assessment, Rwanda, 2012

<sup>5</sup> DHS 2014/15

<sup>6</sup> GNR Nutrition Profile Rwanda 2014

<sup>7</sup> EICV3

<sup>8</sup> The Comprehensive Food Security and Vulnerability Assessment, Rwanda, 2012

# Project Operating Model

---

## PROJECT GOAL

To address these challenges, Concern proposes to adapt its Graduation Programme model which has been implemented since 2012 in Rwanda and has proved its efficacy in sustainably graduate extreme poor and vulnerable households out of poverty.

This pilot project is designed to target 500 extreme poor and vulnerable households, both refugees as well as from the host community living in the surrounding area, with the possibility of scale up in a following phase. Over 18 months, the project will provide a holistic set of interventions, designed to respond to the specific barriers facing refugees and host communities while capitalising on opportunities available to them, in order to facilitate their sustainable rise out of poverty. In particular, this project will support refugee and host community households to build and secure solid basic foundational assets and household wellbeing, addressing human and productive capacity gaps, with an emphasis on nutrition and food security.

Specifically, the project will provide an integrated support package to target refugees and host communities that includes: consumption support via regular cash transfers, savings assistance through Saving and Internal Lending Communities (SILCs), business and life skills training, coaching, asset transfers to help beneficiaries develop their own sustainable income-generating activity (IGA) and additional trainings on gender, livestock rearing, improved farming practices, nutrition, hygiene and health practices, as well as households risk reduction. These trainings will be adapted to the specific needs of refugees and host communities.

This integrated support package to refugees and host communities will be complemented by linkages to government agencies and services. These key services, such as agricultural and veterinary extension services, health outreach services and financial services, will enable socio-economic positive interactions of refugees living in the camp with the host community. The project will also purposely engage with MINALOC as the line ministry for social protection programmes and MINEMA as the line ministry for refugee affairs in collaboration with UNHCR to strengthen existing systems in supporting refugees and host communities to improve their livelihoods.

The pilot location is to be further discussed. The following locations are under consideration: Mugombwa refugee camp in Gisagara district where Concern has longstanding presence; Kigeme refugee camp which is rather underserved at the moment; Kigali where refugees live in communities with limited access to assistance.



---

## PROJECT OBJECTIVES

In order to reach the programme goal described above, the project will be centred on four key objectives:

**Objective 1: Increased income, asset ownership and returns from assets for extreme poor households of refugees and host communities.**

500 households from the refugee camp and host community will be provided with 12 months cash transfers to ensure all basic needs, including food security, health insurance, and education among others, are met. The amount provided will vary according to the total number of household members however capping will be done at five members of a household. We propose that the categories for provision of consumption support will include 15,000 RWF for households with 1-3 members, 18,000 RWF for households with 4-5 members and 21,000 RWF for household with more than 5 members. Parallel to the provision of cash transfers, the households will be supported to establishing sustainable income generating activities through dedicated tailor-made business skills training, follow-up coaching and an initial financial support. The households will be trained on developing a business plan, and the project will be financed through the provision of an asset transfer of 85,000 RWF (90 USD) to allow the start-up of the business. The choice of the IGAs will depend on the market analysis combined with the household's preferences. Clusters will be organised amongst beneficiaries who have chosen similar IGAs, in order to organise specific technical trainings, but also to foster relationship building between refugees and the host community, as well as engagement with services and suppliers/markets/information related to their products. Moreover, household beneficiaries will be assisted in accessing credit through training and support in establishing Saving and Internal Lending Communities (SILCs), which will allow them to save money as a tool to build resilience and ultimately leading the groups to access formal financial services. As much as possible, mixed groups with refugees and members of the host communities will be set up, allowing reinforcement of social cohesion and mutual trust between the two groups.

**Objective 2: Extremely poor refugee and host-community households have improved their well-being and in particular their nutrition status.**

Along with the provision of the monthly cash transfer, the households will be supported in developing monthly expenditure plans, to ensure the right balance between investment in households needs and assets. In the initial phases, these plans will be focused on identifying and prioritising the well-being of the households, taking into consideration the specific needs of the household in question, based on the household composition, dynamics, and according to their status as refugees or members of the host community. The focus on household wellbeing will include provision for food, education (where there are school age children in school) health insurance, environment improvement plans, hygiene, etc. To ensure food security and prevent deterioration in the nutrition status of both refugees and host community members, households will also be supported on knowledge on growing and consuming nutritious foods. Beneficiaries will be trained on improved farming techniques and focusing on planting crops that have high nutritional content through the Farmer Field Learning School (FFLS) approach. In order to do this, we will advocate with local authorities for the provision of land/marshland for cultivation, especially for refugees who has no access to the land. Pregnant and lactating women as well as children under 5 will also benefit from participatory cooking demonstrations organised in the camp and in the host community in order to prevent malnutrition. Local food will be used and particular attention will be given to the culinary traditions of refugees. Households will also receive messages on optimal nutrition practices. To further improve the household wellbeing and resilience, beneficiaries will be supported on hazard identification and mitigation of risks. This can be as simple as improving hygiene and water management around the house, to something more comprehensive involving household improvement, such as improved roofing or refurbishment. The approach will be adapted to respond to refugees' needs and the potential hazards within the camp life.

**Objective 3:** Social cohesion and equality are reinforced among refugees and host community

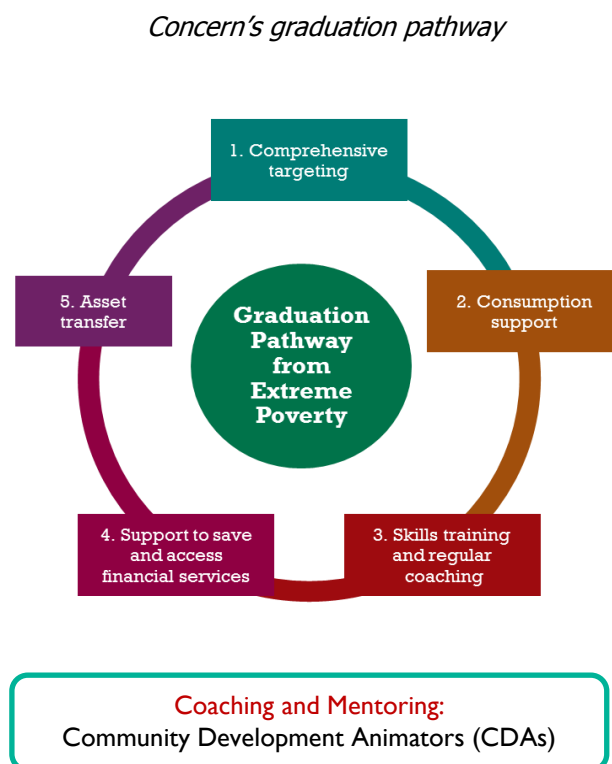
Alongside activities like trainings and SILC groups that already include both refugees and host community members, the organisation of community events and other activities will also aim at reinforcing social cohesion and inclusiveness throughout the project. As previous research has demonstrated that inequality and intra-household conflict are a barrier to graduation, we will promote gender equality among the beneficiary but also in the wider community. We will adopt the Men Engage approach to sensitise beneficiaries on gender, socialisation, joint household decision making and prevention of gender based violence – a frequent issue in refugee camps. This will also decrease risks of gender based violence associated to the cash transfers provided through the project. Gender equality will also be promoted through the dissemination of messages to the large community during host community and refugee camp events.

**Objective 4:** The Government of Rwanda is informed about the results and sustainability of the graduation approach in ending extreme poverty for both refugees and host communities

The project will regularly inform the government of the results of the project. This will ensure we jointly learn from implementing the integrated graduation model with vulnerable refugees. It could also influence the adoption of similar programmes nationwide by the MINALOC and MINEMA. Advocacy will be accompanied by the capacity building of the government departments (MINEMA, LODA, MINALOC) in order to allow the adaptation and scale up of the graduation approach to refugees. Representatives from the departments will be invited to attend trainings, assist to project events as well as exchange visits will be organised. This will also ensure appropriation and sustainability of the graduation approach for refugees. We also propose to conduct a study of the graduation model for refugees to draw lessons and inform future programming.

**Figure 3: Theory of Change**

Insert here the way you will use the chosen methodology, The Graduation Approach. Please see the recommended program features here: <https://alleviate-poverty.org/methodology>



Concern will adopt the Graduation approach to build resilience and self-reliance among vulnerable refugees and host community members. The Graduation approach consists of five key components:

- 1. Comprehensive Targeting:** Concern methodology for comprehensive targeting has proved efficient in reducing margin of errors and in getting the support of local authorities and communities.



The project will engage with representatives of the refugee community, the administrative authorities (district and sector), camp authorities (if applicable), and UNHCR to identify and map the most vulnerable households in need of graduation support using the community based targeting approach. To ensure transparency starting from the selection process and throughout the life of the project, a Complaint Response Mechanism (CRM) will be developed to allow project participants, the community and other stakeholders to make complaints regarding the selection process, as well as programme implementation, staff behaviour, resource utilisation, etc. As already stated, the pilot phase will target 500 vulnerable households, both refugee households and households from the neighbouring host community.

2. **Consumption support:** Each participating household will receive consumption support to enable it to meet its basic needs and improve general household wellbeing including food, shelter, health insurance, education among others. The consumption support will be delivered through a monthly cash transfer over a period of 12 months and will vary according to the total number of household members. Cash transfer methodology will be decided in consultations with refugees and host community members. Consumption support ensures that the extremely poor are not forced to spend, sell or consume their future asset transfer, which will enable them to set up an income generating activity. These will also contribute to make refugees less reliant on other actors to cover their basic needs. A market analysis will be conducted to ensure that prices of goods and services are realistically reflected in the support being provided to the participating households of the project.
3. **Skills training and regular coaching and mentoring:** A number of trainings will be delivered to the targeted households with the aim of improving their skills and knowledge and practically apply to their efforts to be self-reliant. Some of the trainings to be provided include the business skills training that is based on Concern's 17 rules methodology of doing business; SILC trainings to promote saving and lending; Men Engage approach training to promote gender equality and mitigate conflicts that arise from support provided by the project; and broader training on best agriculture practices through the Farmer Field School approach to improve nutrition outcomes for households. These trainings will be conducted with the Community Development Agents (CDAs). Concern's learnings highlight the criticality of coaching and mentoring to ensure sustainable graduation out of extreme poverty. Intensive household coaching and follow up on training is done by the CDAs, who are selected and trained by Concern with the assistance of Concern's CDA guide that highlight the key areas and methodologies of conducting coaching and mentoring. The project will use Concern's coaching and mentoring approach to follow up on targeted households and ensure project quality and success on a monthly basis. Each CDA will be tasked to support at least 25-30 HH with a minimum of 2 visits a month. CDAs will be supported to conduct visits through provision of the necessary materials and a monthly stipend as per existing remuneration mechanisms.
4. **Support to save and access financial services:** To ensure financial inclusion is reinforced among project participants, VSLA groups will be formally established and accompanied in each community. The target will be to establish SILC groups with membership at 25 persons per SILC group. The SILC group committees will also be trained on how to run the SILC group and at this stage, the committee will be provided with appropriate tools to establish the group. The SILC groups will meet once a week and the CDAs will regularly follow up on progress of the group, providing quarterly reports on their functionality. Follow-up at a household level will be done to ensure that households that have taken a loan have utilised it for the intended purposes. SILC groups will be facilitated and linked with microfinance institutions to be able to access saving and credit services and benefit from other financial opportunities available. SILC mixed group with members of the host community and refugees will be encouraged to reinforce social cohesion and instil mutual trust.
5. **Asset transfer:** The project will provide an asset transfer of 85,000 RWF to each household, 6 months after the delivery of the first cash transfer for each cohort. The asset transfer will be used to engage in an income generating activity (IGA) selected based on a viable business plan. The CDAs will support households in creating their business plan. Preferences of beneficiaries will be combined with market demands to identify the potential IGAs. Each IGA will be closely followed up by the CDAs who will ensure that the asset transfer is invested in the intended business.

Project timeframe	Month planned (estimate)
1 <sup>st</sup> Cohort Beneficiary Selection/Registration	Month 1

<b>1<sup>st</sup> Cohort</b> Baseline data collection	Month 2
<b>1<sup>st</sup> Cohort</b> Household Profiling	Month 3
<b>1<sup>st</sup> Cohort First cash transfer</b>	<b>Month 3</b>
<b>1<sup>st</sup> Cohort</b> Quarterly Monitoring & Review of Data	Month 6, 9, 12, 15
<b>1<sup>st</sup> Cohort</b> End of the project	Month 18
<b>1<sup>st</sup> Cohort</b> Endline data collection	3 months after end of the project

# Project Impact and Sustainability

## INTENDED IMPACT

The intended impact of the project is that extremely poor and vulnerable refugees and host community households in Rwanda are more productive and self-reliant, and have improved human and social capital to sustain their rise out of poverty. The Graduation project has been implemented by Concern since 2012 in Rwanda and has proved to be an effective sustainable model for extremely poor households. Research has shown over 85% of beneficiaries has continued to be self-reliant one year after the project end.

## LOGICAL FRAMEWORK

**Table 3: Logical Framework**

Outcome and Outputs	Activities	Indicative Indicators
Outcome 1: Increased income, asset ownership and returns from assets for extremely poor households of refugees and host communities		
Output 1.1: Business skills of the extremely poor and vulnerable are improved	<ul style="list-style-type: none"> <li>&gt; Train CDAs on coaching, mentoring &amp; facilitation skills, in business general management, marketing, operations and finance</li> <li>&gt; Facilitate CDAs trainings to beneficiaries</li> <li>&gt; CDA follow-up coaching and mentoring at HH level and group coaching</li> </ul>	<ul style="list-style-type: none"> <li>&gt; % of households who have completed all of the business skills training modules</li> <li>&gt; % of households <u>with an established IGA</u> who are practicing at least 12 of the 17 business skills</li> </ul>
Output 1.2: Extremely poor and vulnerable HH have profitable IGAs	<ul style="list-style-type: none"> <li>&gt; CDAs to support Beneficiaries to develop their business Plans, ensuring the selection of viable IGA options</li> <li>&gt; Provide asset transfer to beneficiaries for the selected IGAs</li> <li>&gt; CDA to provide regular HH coaching and mentoring to ensure good IGA investments/productive assets investments</li> </ul>	<ul style="list-style-type: none"> <li>&gt; % of HH with approved business plan &amp; established IGA</li> <li>&gt; % HH which earn a profit out of their IGA</li> <li>&gt; % of HH who invested asset transfer in IGA/productive assets</li> </ul>
Output 1.3: Extremely poor and vulnerable HH have access to and are using informal financial schemes and products	<ul style="list-style-type: none"> <li>&gt; Training of CDA in SILC and as Village Agent</li> <li>&gt; Facilitate and support in the establishment of SILC by beneficiaries</li> <li>&gt; CDA regular follow-up at the HH level on HH savings and loan/credit investment &amp; repayment plans</li> </ul>	<ul style="list-style-type: none"> <li>&gt; # of SILC groups set up</li> <li>&gt; % of HH accessing a loan in line with SILC schedule</li> <li>&gt; % of SILC groups which are performing well (<i>frequency of meetings, participation/attendance to meeting, compliance with the meeting step, retention rate, loan disbursement, saving,</i></li> </ul>

Outcome and Outputs	Activities	Indicative Indicators
		<i>assisted cases through social fund)</i>
Outcome 2: Extremely poor refugee and host-community households have improved their well-being and in particular their nutrition status		
Output 2.1: Extremely Poor and vulnerable HH prioritise the health and wellbeing of their HH (micro)	<ul style="list-style-type: none"> <li>&gt; Provision of monthly cash-transfer to beneficiaries</li> <li>&gt; CDAs coach and mentor HH on developing HH plans to improve HH well-being and status</li> <li>&gt; CDAs' regular monitoring on implementation of HH well-being Plans</li> </ul>	<ul style="list-style-type: none"> <li>&gt; % of HHs implementing their monthly expenditure plans</li> <li>&gt; % of HH which own an insurance card (<i>of those that are not already covered by government subsidy</i>)</li> </ul>
Output 2.2: Extremely Poor and vulnerable HH have greater knowledge on growing and consuming nutritious foods	<ul style="list-style-type: none"> <li>&gt; Establishment of FFLS demonstration plots</li> <li>&gt; Training for beneficiaries at FFLS site by dedicated CDAs in Agri-Nutrition Modules</li> <li>&gt; CDAs to follow up at HH level to encourage HH to apply what they have learnt, establish kitchen gardens</li> </ul>	<ul style="list-style-type: none"> <li>&gt; # functional FFLS groups</li> <li>&gt; % of HH who have set up a functional kitchen garden</li> </ul>
Output 2.3: Extremely Poor and vulnerable HH with pregnant and lactating women and children under two have improved knowledge on optimal nutrition practices	<ul style="list-style-type: none"> <li>&gt; Identify HH with pregnant and lactating women and children under two amongst the beneficiary population</li> <li>&gt; Facilitate model parents to conduct cooking demonstration with HH with pregnant and lactating women and children under two</li> <li>&gt; Development of simple tools &amp; skills for CDAs to follow up on nutritional practices in the home</li> </ul>	<ul style="list-style-type: none"> <li>&gt; % of HH with pregnant and lactating women and children under 2 who know and practice the right time to introduce complementary foods for 6-24 months</li> </ul>
Objective 3: Social cohesion and equality are reinforced among refugees and host community		
Output 3.1: Extremely poor and vulnerable HH are practicing good governance	<ul style="list-style-type: none"> <li>&gt; CDAs are trained on coaching and mentoring families on good governance (including basic human rights; gender, joint decision making)</li> <li>&gt; Training HH on good governance through training in the Men Engage approach</li> </ul>	<ul style="list-style-type: none"> <li>&gt; % of HH referred and trained in Men Engage(12 sessions)</li> <li>&gt; % of HH who participated in Men Engage reporting reduced intrahousehold conflict</li> </ul>
Objective 4: The Government of Rwanda is informed about the results and sustainability of the graduation approach in ending extreme poverty for both refugees and host communities		
Output 4.1: The results of the project are disseminated at local and national level	<ul style="list-style-type: none"> <li>&gt; Participate in technical working groups and fora at all levels</li> <li>&gt; Quarterly communal/District level stakeholder meeting</li> <li>&gt; External study conducted</li> </ul>	<ul style="list-style-type: none"> <li>&gt; # of quarterly meetings conducted</li> <li>&gt; # of external study reports finalised</li> </ul>

# Project Management and Governance

---

## COALITION ORGANISATIONAL CAPACITY

### Partner 1 – Concern Worldwide

Concern Worldwide is an international non-governmental, humanitarian organization dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty. It was established in 1968. Twenty five years ago, Concern Worldwide started its operations in Rwanda in the aftermath of the genocide against Tutsi, where it provided emergency assistance in form of NFIs and professional health services to refugees and IDPs. Concern also managed seven refugee camps, a number of children's centres and sequentially began implementing various emergency programmes such as family tracing and child reunification, prison feeding, and community development. Overtime, Concern programmes evolved into recovery and development programming in education, agriculture, health and nutrition, livelihoods and social protection/graduation. In the humanitarian spectrum, Concern has provided emergency nutrition services to refugees in Nkamira transit camp, Kigeme refugee camp and Mahama refugee camp on an ad hoc basis between 2012 and 2016 with funding from Irish Aid, UNICEF and DFID.

Concern Worldwide has built on its evidence based research<sup>9</sup> on graduation to boost its expertise in graduation programming over the past eight years in Rwanda. With successful implementation and learning from Phase 1 of the Graduation programme (2012 – 2016) in four districts (Huye, Nyaruguru, Nyamagabe and Gisagara) in the Southern Province, Phase 2 of the Graduation programme was rolled out in line with Concern's Country Strategic Plan (2017-2021) with an integrated approach aiming at enhancing the productive capacity of the extreme poor in Rwanda.

In implementing the Pilot Graduation programme for refugees and their host communities in collaboration with UNHCR, Concern will tailor its graduation programme model to accommodate the specific needs of refugees and their host communities. The organisation will utilize its staffing who have vast experience in graduation programme implementation and management. Furthermore, Concern intends to leverage its networks at national level with key stakeholders in the social protection/graduation sector to ensure successful implementation of this project.

---

## BROADER PROJECT STAKEHOLDERS

At the district level, Concern will engage in the Joint Action Development Forum (JADF) a structure organised by the district, which coordinates the activities of NGOs operational in the area. Formal presentations of project progress and review will also be made on a quarterly basis with the district authorities, for the views and inputs and project progress and adaptation.

At the national level, Concern will continue to work with national level structures, such as the Social Protection Sector Working Group (SPWG) in the MINALOC, bringing evidence of what works on the ground to inform the evaluation of the implementation of new approaches in national graduation project roll-out.

Concern has been a consistent and active member of the National Platform for Disaster Preparedness Management under MINEMA and will seek to proactively engage with MINEMA to take part in SWGs to discuss meaningful collaboration to improve graduation programming for refugees and their host communities.

Engagement on the financial front will continue to be with semi-autonomous government established Umurenge Savings and Credit Cooperatives (Umurenge SACCO's), an initiative that was launched in 2009 to expand formal financial inclusion to those ordinarily unable to access formal financial services

---

<sup>9</sup> Concern worked in collaboration with the Institute of Development Studies (IDS) UK to explore various components that enable graduation out of extreme poverty.

either due to lack of proximity or deposit restrictions. As much as host communities are able to be linked and engaged with SACCO services, the project will also engage SACCO on the creation of opportunities for targeted refugee beneficiaries to seek services provided in order to ensure their sustainable graduation out of extreme poverty.

In rolling out the gender and equality component, Concern will continue to work with the NWC and NYC at district level to facilitate the roll out of gender modules to beneficiaries in the host communities while development of mechanisms to deliver this component among refugees will be done with the participation of refugees with particular focus on existing structures.



# Monitoring and Evaluation

---

## MONITORING AND EVALUATION

Each organization will be reporting directly to their donors on the project. However, there will also be reporting to the Secretariat of the Poverty Alleviation Coalition, which sits in the UNHCR HQ in Geneva. This will be based on the following indicators

A baseline will be conducted before households receive the first cash transfer. An endline will be conducted at the end of the project. This will allow reporting on the indicators described in the logical framework above.

Concern staff and CDAs will conduct routine monthly monitoring activities with households. Monthly meetings will be held to review general progress. More formal monitoring will be conducted on a quarterly basis, focusing on the achievement of expected outputs. Data will be collected by CDAs using a Digital Data Gathering (DDG) system, as well as by the M&E officer, assessing quality and control issues. Quarterly and annual review meetings will then be held with project staff, district and sector authorities, MINALOC/MINEMA, and UNHCR officials, to examine progress and consider corrective action where outputs are not being met as per the target. Concern will then feedback to the CDAs to ensure corrective measures are implemented.

Data and reports from monitoring activities will also inform the governmental departments in charge of social protection for extreme poor refugees and host community members on the best way to deliver a graduation programme to refugees in Rwanda.

We also propose to conduct an external study of the graduation model for refugees that could inform future programming. Concern has a longstanding partnerships with the International Development Institute which it could leverage for this as they have already extensively studied the graduation model in Rwanda. Local research partners such as IPAR, FATE, or EPRN can also be considered.

# Project Budget

---

## FUNDING REQUEST

The funding request is for 416,124 US Dollars is the duration of 12 months of the pilot implementation for the Graduation project covering 500 households initially. The project will be phased overtime the following years of the project. The budget may be adjusted according to the number of beneficiaries and the period of implementation.

Figure 3: Financial structure of the project

---

## PROJECT BUDGET

Based on the previous experience of project cost estimation approach, the following break-down of the budget was done to highlight costs on direct project operations, M&E and related research and studies, administrative costs, and partner and staffing costs. The total project costs of 416,124 USD are indicative of all the project activities and administrative related costs that will be implemented to 500HH. The assumption is the pilot will be implemented in consortium with another organisation.

**Table 7: Project budget for 12 months (pilot phase)**

Budget Item	Amount \$
Staff costs	123,871.32
Direct Project Operating Costs	194,126.00
Partner Costs	13,620.00
Travel and Transport	12,923.06
M&E and Research/Study	11,600.00
Administration costs	32,760.83
Indirect costs (7%)	27,223.08
<b>Total Budget</b>	<b>416,124.30</b>

---

## ANY IN-KIND CONTRIBUTIONS

TBD

# Annex 1 – Risks and Assumptions

Table 8: Internal and external risks

	Assumption	Risk	Likelihood	Impact	Mitigation
Internal	Project staff are adequate and equipped to deliver project tasks and responsibilities	Inadequate staffing and equipment	Low	Low	Provision of necessary resources and equipment for delivery of project interventions
External	The economic situation in target areas doesn't deteriorate to an extent that markets cease to function	Dysfunctional market and trading systems	Low	High	Conduct regular market trend monitoring and analysis
	Security in target areas remains sufficient for refugees and host communities to continue to conduct income generating activities	Insecurity arising from civil unrest that will affect delivery of activities and/or operations of IGAs	Low	High	Conduct regular monitoring of security trends in areas of operation
	Stable weather conditions	Extreme weather conditions (e.g. floods or droughts) negatively affecting food security	High	High	Liaise with authorities on implementation of local DRR measures to deal with effects of climate change and shocks
	No animal and crop disease outbreaks will occur during project lifecycle	Animal and crop disease outbreaks in areas of operation that IGAs	High	High	Collaborate closely with specialized services for early warning mechanism on impending hazards and identification potential mitigation measures
	Refugees and host Communities are open and receptive to the project interventions and willing to work together	Rejection of the graduation approach by targeted households; tensions between refugee and host communities	Medium	Medium	Sensitize local authorities and target communities on the benefits of project; implement activities for mixed groups as much as possible.
	Government Rwanda remains open and receptive to policy engagement on social protection programmes for Rwandans and refugees	Total shutdown of national social protection systems	Low	High	Engage government and national level stakeholders on social protection