



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

Project: Country/context: Development Setting

By: Poverty Alleviation Coalition: *Rwanda*

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PROJECT SUMMARY

SUB HEADING

FUNDING REQUEST AND GAPS

- > **\$3,959,210.79 – World Vision Rwanda**
- > **\$3,705,489.67- Concern Worldwide**
- > **\$2,321,595 – CARITAS**
- > Points to support: Project activities, Staff salaries, benefits and other project costs.

IMPLEMENTING PARTNERS

- > List: **World Vision Rwanda**
- > List: **Concern Worldwide**
- > List: **CARITAS Rwanda**

IMPLEMENTING LOCATIONS AND NUMBER OF RECIPIENT HOUSEHOLDS

World Vision

- > Location 1: Gihembe Refugee Camp and Gicumbi District – 1,000HH
- > Location 2: Mahama Refugee Camp and Kirehe District – 1,000 HH
- > Location 3: Kiziba Refugee Camp and Karongi District – 1,000 HH

Concern Worldwide

- > Locations under consideration: Urban – Kigali and Huye, Kigeme refugee camp (pending availability for entry) – 2500 HH

CARITAS Rwanda

- > Location 1: Kigeme refugee Camp and Nyamagabe District - 776 HH
- > Location 2: Kiziba Refugee Camp and Karongi District - 724 HH
- > Location 3: Nyabiheke Refugee Camp and Gatsibo District - 624 HH
- > Location 4: Kigali Urban Refugees and Kigali city - 716 HH

In total 8,340 households (50% from refugee community and 50% from host community) will be reached through this Coalition.

TECHNICAL ASSISTANCE PARTNERS

- > List: BRAC

RESEARCH PARTNERS

- > List: TANGO International – US and University of Rwanda.

ACRONYMS

PoC	People of Concern
EWV	Empowered World View
LEAP	Learning Through Evaluation and Accountability
NEP	National Employment Program
UNHCR	United Nations High Refugee Council
WFP	World Food Program
S4T	Savings for transformation
SGs	Savings groups
MINEMA	Ministry of Emergency Management
WDA	Workforce Development Agency
MINALOC	Ministry of Local Governance
GoR	Government of Rwanda
WVR	World Vision Rwanda
WV	World Vision
IGA	Income Generating Activities
SMEs	Small and Medium Enterprises
MSMEs	Micro Small and Medium Enterprises
SACCOS	Savings and Credit Cooperatives
NCPD	National Commission for Persons with Disability's
NSTI	National Strategy for Transformation One
SDG	Sustainable Development Goals
CKCs	Community Knowledge Centers
ToTs	Trainers of Trainers
LODA	Local Administrative Entities Development Agency
SILCs	Saving and Internal Lending Communities

BACKGROUND

PROBLEM ANALYSIS

In Rwanda, PoCs have the legal rights to employment, however, structural problems make it difficult for refugees to become self-reliant. 91% of PoCs live in camps with limited employment opportunities and access to financial services. Once PoCs leave the camps, they no longer have access to assistance from UNHCR or the WFP. Currently, the GoR in coordination with the UNHCR is implementing a comprehensive strategy to assist PoCs with integration, however as of now, PoCs are still heavily reliant on the UNHCR and other agencies. The largest PoC populations in the country are in Mahama, Kigeme and Kiziba. Of the PoCs in Rwanda, 51.5% are Congolese, 48.5% are Burundian with 76% of PoCs being women or children, with children at 50%. The main economic activities for PoCs within the various camps include inter-camp trading established by the PoCs, some other economic activities include tailoring and hairdressing (World Bank).

Rwanda has an unemployment rate of 16.7%, with the percentage higher for youth at 21%. Additionally, 91% of Rwandans work in informal employment, an occurrence that aggravates the quality of stable employment initiatives. Over 3,500,000 of the total 6,700,000 Rwandans of working age work exclusively in subsistence agriculture and have practically zero monetary income. Currently, the GoR is working on an National Employment Program (NEP) to assist the 120,000 young professionals who are entering the labour market each year, however, PoCs are not included in this initiative. The main industry for Rwanda is the agriculture sector comprising between 84.9%-85.2% of employment in most districts. An exception is the Gatsibo district which has an informal private sector comprising 81.7% of the districts employment, however PoCs do not possess access to land either for agriculture or any other type of livelihood activity outside the camps. (World Bank).

According to 2018 evaluation of UNHCR's Rwanda livelihoods strategies and approaches, a shift in mind-set about the long-term integration of refugees is taking place within government, donor, and aid community while government policies reflecting this shift are not yet fully operationalized. This includes allowing refugees greater freedom of movement, the re-verification of refugee status and the issuance of new identification cards, which is in process. The same report also indicates that few employment opportunities, an absence of collateral to obtain bank loans and other financial services, diplomas from PoC countries that are not recognized in Rwanda, a lack of documents that allow travel outside the region, inadequate roads, transportation services, and electricity, and distance from host communities continue to present external obstacles to fuller integration and self-reliance of refugees, especially those in camps. Even with the current nature of training received by some, refugees find themselves facing a highly competitive employment market in Rwanda, especially for youth. The challenges of the tight employment market is compounded by a reluctance among some employers to hire refugees either due to a lack of knowledge about the legality of doing so, or a preference to hire Rwandans. This entails significant inadequate food consumption, limited; productive assets, access to finance and financial services, self-employment, wage employment and Vocational skills training among refugees relative to the host communities.

Moreover, the protracted refugee presence has had mixed impacts at the local level. On one hand, the refugee population can be a burden on a country in which 56 percent of people still live below the international poverty line. The establishment of camps has affected food availability and strained basic services in the districts hosting refugees. Some local school populations have increased by more than 300 percent. Several camps have been set up in mountainous areas, leading to soil erosion and run-off into agricultural land. Deforestation has also occurred as refugees gather wood and non-timber forest products for cooking fuel and other purposes. Offsetting the negative effects, refugees have contributed to the local economy in the host districts through labor and trade. A 2015 study on the economic impact of refugees in three camps in Rwanda showed that cash aid generates significant positive income spillovers for host community households and businesses. The World Food Program has recently transitioned from food aid to cash transfers in all six camps, which should boost local markets and create market opportunities for refugees and host community members. Further investing in

economic inclusion and in local development can help to mitigate the negative impacts of the refugee presence while maximizing the opportunity it also presents.

The government's livelihood strategy for refugee inclusion is built on a vision that refugees and hosting communities will be able to 'fulfil their productive potential as self-reliant members of Rwandan society.' The strategy – which is currently under revision – is built on three pillars. Pillar 1 supports wage earning employment and seeks to: (a) raise awareness of refugees' right to work; (b) provide technical and vocational skills training; and (c) support job placement services. Pillar 2 on self-employment supports entrepreneurship and access to finance. Pillar 3 supports advocacy to the government of Rwanda, the general public, the private sector and refugees themselves for refugee self-sufficiency and entrepreneurship. The strategy recognizes that inclusion can help to graduate refugees from unsustainable long-term humanitarian aid while optimizing the contribution they can make to local economic development.

Access to finance is a central element of the government's approach to economic inclusion. While Rwanda has done much to improve access to finance to all, more can be done, including for refugees. As such, the government's strategy for economic inclusion of refugees aims to ensure that 90 percent of refugees use banking services. A 2018 study concluded that this objective was feasible, noting that 'refugees in Rwanda have enough income to be strong potential customers for financial sector providers.' Access to financial services will support the economic integration of refugees and contribute to the Rwandan economy. As noted above, all camps have moved away from food vouchers to cash transfers. This influx of liquidity will benefit from being hosted at a financial institution. Currently, refugees have access to some financial products, including village savings associations and patient loans deployed through SACCOs. Refugees also access financing from SACCOs through Rwandans who act as guarantors. For access to finance through other institutions, refugees face obstacles related to a lack of regulatory clarity regarding the acceptability of proof-of-registration documents for the purposes of customer identification and verification.

Though the presence of Refugees has negatively impacted the environment surrounding the camps, the government recognizes that the socio-economic inclusion of refugees can contribute to economic opportunities for host communities, who live in some of the poorer districts in the country. Poverty in five of the six districts hosting refugees is higher than the national average. Gisagara (which hosts the Mugombwa camp) and Karongi (which hosts the Kiziba camp) are two of the four poorest districts in the country, with poverty levels of 56 and 53 percent respectively. Host communities almost suffer from the same development constraints as refugees – limited employment opportunities, poor quality education and a dependence on low-income agriculture for livelihood. While relations are generally good between refugees and hosts, providing equitable access to development assistance to refugees and host communities and encouraging joint economic activity will promote continued peaceful co-existence between the two groups, hence the need for embarking on the poverty alleviation coalition initiative using graduation approach.

PROJECT OPERATING MODEL

PROJECT GOAL:

The goal of this project is to contribute towards sustainable livelihoods and self-reliance of 8,340 refugee population and host community members in five refugee camps, Urban and respective hosting districts. This will be achieved by facilitating persons of concern (PoC) to graduate out of extreme poverty and humanitarian assistance through access to behavior change initiatives, consumption support, asset creation/transfer, financial services, self-employment, mentorship and sustainable livelihoods.

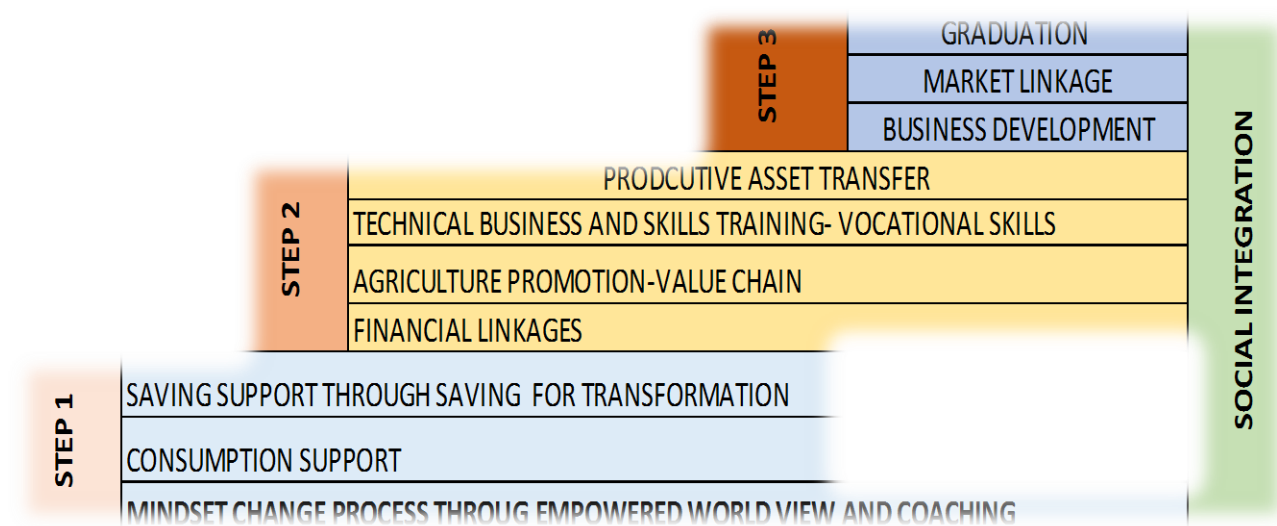
Coalition partners will implement the project building on ultra-poor graduation model which is an existing approach being used to assist most vulnerable families to progress out of poverty. Partners Livelihoods strategies are based on the understanding and building the full suite of natural, human, financial, physical and social capital (assets) within an operational area. The strategies seeks to build these capitals to both improve

livelihoods and reduce vulnerability to external shocks and emergencies. This project design is based on the same approach and ensures that an integrated programme model addresses all root causes of poverty within the selected camps, Urban and host communities in a way that contributes to graduation out of poverty in sustainable manner.

The ultra-poor graduation model will ensure that coalition partners integrates and sequences the interventions where the synergy can be created for intentional impact. With this graduation approach, it is believed that Specific challenges for people of concern including lack of productive resources will be adequately addressed by embarking on all PAC graduation approach response features. In this context, the approach will integrate part of relief and rehabilitation as way of transition to long term development in concisely sequenced and successive steps.

This proposed graduation approach pilot comprises carefully sequenced interventions, delivered at the household level over a period of 36 months: The graduation approach will start with mindset and behavior change interventions through Life skills training, empowered world view to achieve transformational development of refugees and community members in the target areas. Financial inclusion will follow immediately, then business development and creation of SMEs and IGAs. Productive assets and startup kits will be provided after-market assessment of productive assets available for commercially viable economic activities.

Figure I: Sequencing and Layering of Interventions Result Chain



To deliver on this graduation approach project, the following key approaches under ultra-poor graduation model will be employed following a pragmatic logical order:

Behaviour Change Communication/Empowered World View – Coalition Partners emphasizes Behaviour Change Communication (BCC) using the Empowered World View (EWV)¹ approach and Life skills trainings to promote self-sustenance among men, women and youth, empowering them to take charge of their own economic freedom and independence. Coalition partners works with community-based organisations to ensure that BCC messages benefit every community member even beyond their operational areas to encourage mind-set change towards self-reliance. Under this project, BCC will be the foundation and entry point to unlock the creative freedom, ingenuity and ensure personal responsibility required to improve livelihoods and self-reliance for PoC’s and host community members. Prior to BCC sessions, the first priority right after the household identification and registration, will be to validate the master beneficiary database/list ensuring that the target number of households is met and fulfils the minimum targeting criteria. Thereafter, it will be the responsibility of the project to ensure that consumption support and social protection services are accessed through linkage with the available social protection mechanisms or provide cash transfer where there is no other interventions to cover households basic needs.

Savings for Transformation (S4T)/Microfinance/Saving and Internal Lending Communities

(SILCs): Coalition partners will employ this approach to place particular emphasis on inclusion of members of vulnerable groups and provide more intensive support during group start-up and training over the course of the first year to ensure member confidence and functional groups. Following the first year, groups can function independently with only occasional check-ins from project staff. With this approach, no member is allowed to acquire a loan unless he/she makes a presentation before the group members of the business idea they would like to pursue with the loan being requested. The loan is given only when the group is convinced that the idea presented, will indeed bring or contribute to change and transformation in the life of the person borrowing. This approach, which allows beneficiaries to plan ahead and cope with various household emergencies will promote the entrepreneurial mindset and self-sustenance among refugees and host community members. Therefore, the second step, will be the mobilization of target beneficiaries into saving groups to promote the culture of saving and provide them with financial literacy skills accompanied with vocational and entrepreneurship skills for job creation and employment opportunities and improving their competitiveness at labour market.

Business Facilitation: This model aims at helping the poor to generate a sufficient and reliable income by enabling business environment and provision of entrepreneurship skills so that they can purchase goods and services they require to ensure well-being of their households.

Youth ready model: This aims at promoting access to skills development and livelihood opportunities (especially for youth) by: -Working through schools and community groups to develop adolescent livelihood skills and knowledge and Supporting profitable growth of small and growing businesses (SGBs) for employment opportunities.

In the middle of the implementation the project will focus on livelihood promotion by enhancing the capacity of people of concern to engage in business development for both off-farm mainly for refugees and on-farm businesses for host community members as well as ensuring the quality of products to enable access to better markets with better prices. The central point of livelihood promotion will be to connect the people of concern to market-driven economic activities to build their income and livelihood capacity by delivering technical and business capacity, productive assets and market linkage. One to One household visits will play a crucial role to monitor household livelihood records, nutrition and education status and the overall household expenditure and income. Household visit serves as an opportunity for tailored coaching focusing on the issues identified in monitoring reports.

New initiatives: The following are the new initiatives, which the coalition partners will seek to introduce:

I. Tambuka portal:

This is a web based Portal, developed by WV in partnership with Microsoft, whose intention is to allow potential employers, and potential employees interact. This facility will be made available to targeted refugee and host communities, so that they can also benefit from it.

II. ICT for Development (ICT4D)

These are community based facilities equipped with appropriate ICT tools to enhance information generation (from within and without – e.g. indigenous knowledge, market information, research and findings). These work as Community Knowledge Centers (CKCs), and are also disseminating information to and developing skills for local communities in Rwanda and other African developing countries. Coalition partners will facilitate a process, where targeted refugee communities will access some of the 22 CKC's, which WV has established across Rwanda.

III. Trader mapping:

Following the experience of Trader Mapping from one of the projects that WV is implementing in Kenya, where a data base of all traders that sell food commodities in refugee camps have been electronically mapped. The same will be used to electronically map all entrepreneurs in the targeted refugee camps, host communities, and

urban centers so that their exact locations can be known. These will be assigned a unique code for easy identification.

IV. Private Sector Collaboration:

WV together with UNOCHA and others partners have established a Humanitarian Private Sector Partnership platform in East Africa. The platform connects WV to private sector organizations at local, national and international levels. Through this platform Coalition partners will engage private sector companies with the implementation of MINEMA and UNHCR livelihoods strategy. This approach will ensure sustainability of the project outcomes beyond the initial planned period as private sector entities invest in the markets surrounding refugee settlements. This will benefit host community and refugees.

Beneficiary Selection

The graduation approach requires high level of intentionality around targeting, monitoring and tracking beneficiary information. The success of the project will largely depend on a thorough beneficiary identification, registration and validation process. As such the selection will follow the criteria set for beneficiary households described below subject to change based on the particular target area:

- ✓ A member will be a refugee with valid refugee card and minimum six months residency in the camp or a host Rwandan living within the hosting villages.
- ✓ Vulnerable refugees (or host community) currently living below the subsistence level
- ✓ Willingness to join the project including group activities and monitoring
- ✓ Depending on casual labour, CBI, subsistence farming or support from others
- ✓ Priority will be given to the women headed households, gender based violence (GBV) survivors, and households with fostered children
- ✓ Endorsed by the community and camp management, in case of the refugees
- ✓ Not a current beneficiary of another similar/livelihoods support programme
- ✓ Having one householder member physically and mentally fit to work
- ✓ Willingness to be out of humanitarian assistance after an agreed period

In the camps, poverty/socio-economic assessment will be conducted by UNHCR/the lead IP to identify the specific socio-economic criteria. In the host community coalition partners will conduct PPI survey at household level to ascertain and confirm each selected household poverty status. While conducting household level PPI survey, incidences of malnutrition will be also identified through anthropometric measures. A participatory selection process may be followed to populate a list of eligible families, which can be further verified through home visits and community validation.

Cross cutting Issues

Gender: In many African societies, men are dominant and often lead in decision making, especially related to income and other household resources. It is often that women are expected to solely carry out household activities, such as cooking, sewing, collecting firewood and water, and childcare. As such, they are excluded from income generation activities, which are deemed to be the responsibilities for men only. When women are often excluded from income generation and decision making for the household, the well-being and the advancement of the household is affected.

There is, however evidence that women contribute to economic development in various ways. Rwanda's recent history and Government commitment has seen a variety of programs that have helped increase women's participation, awareness of rights and access to finance, and women's involvement in income generating activities and other forms of paid work². For example, the NST-I specifically focuses on increasing off-farm opportunities for youth, focusing on "productivity and new decent job creation driven by the private sector to boost entrepreneurship and job creation". Women and youth in Rwanda face the highest dependency ratios. In

² Eldis_ Interactions, Empowerment of Women and Girls, <http://interactions.eldis.org/economic-empowerment/country-profiles/rwanda>, viewed June 29, 2019

Rwanda the dependency ratio for women is 81% and for youth it is 52%³. This project will extend the sentiments of the government to the camps to empower the women while they seek refuge in Rwanda.

The project will, therefore, target women and provide them with information and access to financial services, so that their income generation capabilities are enhanced. Additionally, the project will sensitize both men and women within the refugee camps and host community on equal roles and responsibilities in decision making over household resources. This is in line with SDG 5 that aims to achieve gender equality and empower all women and girls.⁴

Peace building: As result of the displacement, there is a sense of insecurity that refugees automatically adopt. In addition, the circumstances and conditions of their situation may result into conflict due to limited resources like food can usually lead to conflicts among community members.

The project will promote community dialogue not only amongst the refugees in the camps but also promote peaceful integration into the host communities.

Disability inclusion: Due to limited disability awareness, people with disabilities can easily be neglected. The National Commission for Persons with Disability's (NCPD) reveals that people with special needs are actively and passively excluded in Rwanda society⁵. The project will be deliberate in ensuring that People with Disabilities (PWD) are participating in the project's interventions by being incorporated into income generating activities to be able to cater for their needs which are often costly.

Advocacy: SDG 8 promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.⁶ This project aims to advocate for self-employment and employment for income, as well as financial inclusive for self-sustainability. This will allow the refugees and host community to feel empowered, especially when they are in a position to provide for their families.

PROJECT OBJECTIVES

The overall objective of the project is to alleviate poverty of **8,340** refugees- and host community households in 5 refugee camps; Gihembe, Mahama, Kiziba, Nyabiheke, Kigeme and respective hosting districts; Gicumbi, Kirehe, Karongi, Gatsibo and Nyamagabe and urban refugees in Huye district and Kigali City from 2020 to 2022. This will be attained through the Coalition's common vision of increasing self-reliance, economic and social inclusion of refugees and host communities by sustainably increasing income opportunities. The project will adopt the well proven poverty alleviation model – the Graduation Approach – which targets extremely poor households. The duration of the project will be approximately 18 - 36 months per household, and includes a combination of consumption support, development of market-oriented skills for self- and wage employment, cash/asset transfer and access to savings, financial inclusion, social and legal services and mentoring. This project will contribute towards the attainment of the global coalition goal which seeks to ensure 500,000 households consisting of refugees and host communities alleviated from poverty by 2025 and also contribute towards the attainment of Sustainable Development Goals 1 (End Poverty), 8 (Economic Growth) and 10 (Reduced Inequalities).

Overall objective: At least **8,340** refugees and host community members are graduated from extreme poverty by 2022.

The project overall objective will be achieved through the following outcomes:

³ Analysis of Gender and Youth Employment in Rwanda. African Bank publication. Accessed from: [http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rwanda - Analysis of Gender and Youth Employment.pdf](http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rwanda_-_Analysis_of_Gender_and_Youth_Employment.pdf) on 14 April 2015.

⁴ <https://sustainabledevelopment.un.org/sdg5>

⁵ NCPD, Report on National Assessment of Centres Caring For Children With Disabilities In Rwanda, May 2016

⁶ <https://sustainabledevelopment.un.org/sdg8>

Outcome 1: Improved and established food security and nutrition for PoC's in the refugee camps and host communities

Outcome 2: PoC's income is increased through job creation and employment opportunities

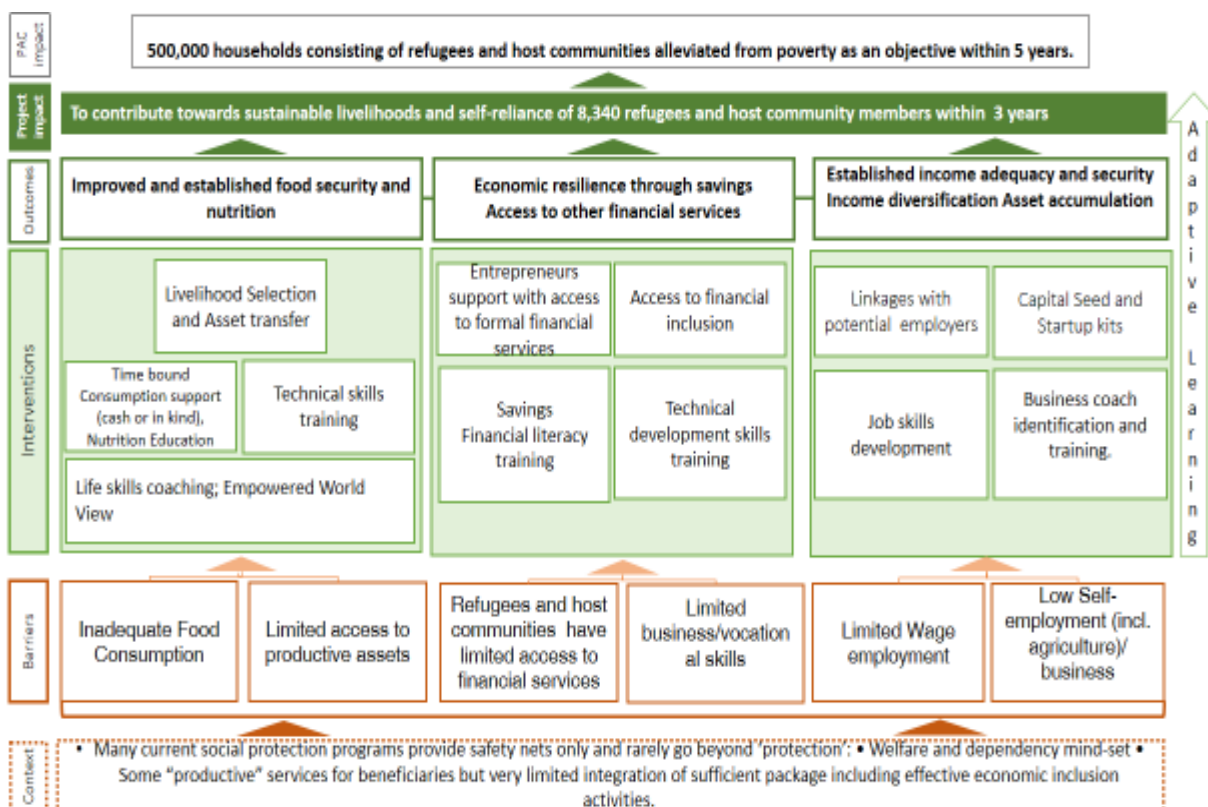
Outcome 3: Improved skills development of refugees and selected households in the community

Outcome 4: PoCs supported with access to formal financial services.

Theory of Change (ToC)

This project's theory of change negates that, if refugees and host communities have access to adequate resources and skills to be productive in the communities that they are integrated in; then they will sustainably improve their livelihoods. It can be seen that when refugees are provided with productive assets such as land for income generating activities, not only do they begin to participate in income generating activities for financial inclusion, then also get an opportunity to provide for their families with improved nutritious and balanced meals. In addition, it is important to empower refugees beyond market (farm) oriented skills and assets for financial benefit, but to transform their lives and mindset as a whole; and to not live feeling marginalized but to be empowered and able to see and take on opportunities wherever they go. In addition, once the refugees begin to participate in income generating activities that would form a strong basis to advocate inclusion in financial literacy training and access to financial services and products that would provide them greater opportunities to improve the lives of their families. Furthermore, refugees should be empowered with skills that would go beyond the farm and their capacity should be built on off farm skills such as craft making, tailoring, soap making and other vocational skills to help them create items for sale. In order to address the full value chain, market linkages and the establishment of markets, it is integral to ensuring that refugees and the host community are equipped to generate income (point of sale).

Through these various initiatives (-Provision of safety nets, BCC/EWV and Life skills training, financial inclusion, asset creation, skills development (off farm), asset transfer) to improve the livelihoods of the refugees in particular, their active participation offers greater sense of integration to the societies and communities that they will be integrated in.



PROJECT IMPACT AND SUSTAINABILITY

INTENDED IMPACT

The project aims to impact the lives of refugees and host communities by supporting them towards self-reliance and independence mind-set to create opportunities to have more income for the household to access improved services for better quality of life. The project will use a pathway to move out of poverty the targeted POC's and the host communities, for improved wellbeing. Parents and caregivers gain the dignity of being able to meet households basic needs including nutritious meals, paying healthcare insurance and education needs other than depending on hand-outs from external assistance.

This project aims to impact the lives of the refugees and host communities by increasing their disposable income, access to household assets and other sources of income opportunities for an improved sustainable livelihood. The project will provide the refugees with skills for social protection to acquire basic needs, Financial inclusion support for new business, social empowerment (Behaviour Change Communication/Empowered World View) for mind-set change in addition to other livelihood promotion initiatives so that they do not rely on hand-outs but begin to work to establishing self-reliance. The project will realise active participation of the beneficiaries in income generating activities, which will lead to improved nutrition, payment of health insurance and ability to educate their children due increased income for the household. In addition, the project will realize financial inclusion of the refugees and host communities given that they will be earning income. Moreover, their financial literacy will be improved through training initiatives. The project will as well enhance the skill set of refugees and host communities by building their capacity in vocational and artisan skills to provide them with more opportunities to diversify their income and increase their employability rate.

LOGICAL FRAMEWORK

Goal: At least **8340** refugees and host community members are graduated from extreme poverty by 2022.

Outcome I: Improved and established food security and nutrition for PoC's in the refugee camps, urban and host communities.

Indicators: % of HH that are food secure (2 meals a day)

% of HH with adequate food consumption Score

% of HH with adequate dietary diversity score

% of HH with pregnant and lactating women and children under 2 practicing the right time to introduce complementary foods for 6-24 months (MAD)

Output 1.1: *Household are profiled and receive consumption support for improved nutrition*

This project will increase the food consumption of the refugees and host community by firstly profiling each household and identifying the nutritional gaps existing within the camps and host communities. The project will assist in the management of cash for food in the camps, urban and host communities. The project will also build the knowledge of the beneficiaries on what a balanced diet is, and the various benefits it provides, with a particular focus on mitigating malnutrition for children under 5. The project will also conduct household visits to ensure that beneficiaries are putting into practice the knowledge that is shared by project facilitators.

Proposed Activities:

1.1.1 Identify and register target HHs of refugees and host communities

1.1.2 Identify the nutritional needs of the of refugees and host communities

1.1.3 Conduct assessment on points of sale (food markets)/Market and value chain analysis

- 1.1.4 Support the management of cash transfer to the PoC's
- 1.1.5 Capacity building on nutrition best practices for a balanced diet
- 1.1.6 Conduct HH visits to monitor consumption and nutrition practices.

Output 1.2: *Households receive on-farm capacity building for improved wellbeing*

This project will work with the beneficiaries to build their capacity on best agricultural practices for improved nutrition and food consumption. In order for the beneficiaries to put into practice what was taught, the project will advocate for the provision of land to be rented to refugee beneficiaries for agricultural production. Once the capacity of the beneficiaries is enhanced, the project will provide basic inputs for them to begin to grow their own crops for nutritious and healthy consumption.

Proposed Activities:

- 1.2.1 Capacity building on agriculture best practice
- 1.2.2 Support refugees to access land for agricultural production
- 1.2.3 Provision of agricultural inputs (seeds, fertilizers, etc.)

Outcome 2: PoC's income is increased through job creation and employment opportunities

Indicators: % of HH with productive assets

% of Women participating in profitable employment

% of youth acquired /with decent work

% of HH able to pay health insurance (*of those that are not already receiving any other subsidy*)

Output 2.1: *PoCs acquire productive assets for job creation*

This project will also put a focus on building the capacity of the beneficiaries for income generating activities. The project will assess the skills gap in and around the host communities to align the skills with the employment opportunities for the beneficiaries. The project will then build the capacity of the beneficiaries on skills for self-employment (entrepreneurship). The project will provide start up kits and capital for those seeking self-employment to begin small businesses and project for income generation. In addition, the beneficiaries will be linked to mentors within the communities to provide periodic guidance and mentorship.

Proposed Activities:

- 2.1.1 Conduct assessment on skill gaps in the camps and host communities
- 2.1.2 Capacity building on skills for income generating activities
- 2.1.3 Provision of start-up kits and capital to most vulnerable households
- 2.1.4 Organize HHs visits for coaching and mentoring

Output 2.2: *PoC's linked to employment opportunities*

This project will also put a focus on building the capacity of the beneficiaries on skills required at labor market. The project will assess the skills gap in this regard in and around the host communities to align the skills with the employment opportunities for the beneficiaries. The project will then build the capacity of the beneficiaries for employability and link them with private sector companies and other potential employers so that they can

be employed and acquire professional internship. In addition, they will be supported to create their own small businesses for self-reliance.

Proposed Activities:

- 2.3.1 Conduct an assessment of skills set gaps/required for the labor market in the area/district
- 2.3.2 Capacity building of skills for employment
- 2.3.3 Advocate with private sector companies to offer employment and or internship opportunities for PoC's
- 2.3.4 Support PoC's to create MMEs and or SMEs.

Outcome 3: Improved skills development of refugees and selected households in the community

Indicators: % of households with more income than expenditures
% of HHs with secondary sources of income
% of HHs implementing their monthly expenditure plans

Output 3.1: *Refugees equipped with developmental skills training*

This project will also put a focus on building the capacity of the beneficiaries on off farm skills, to diversify their skills set for income generating activities. The project will assess the skills gap among refugees and the host communities to then align the their skills with self-employment opportunities. The project will then build the capacity of the beneficiaries on vocational, artisan and entrepreneurial skills for more opportunities in and around the communities. The project will also place particular focus on the mindset of the beneficiaries and empower them to make use of the opportunities around them to ensure that they aim towards to self-reliance and improved livelihoods.

Proposed Activities:

- 3.1.1 Conduct an assessment of skills set gaps/required for the labor market in the area/district
- 3.1.2 Develop/adapt and package training materials for entrepreneurship and artisan skills
- 3.1.3 Capacity building trainings on vocational skills
- 3.1.4 PoCs are linked with mentors in the host community/refugee camps/urban
- 3.1.5 Training on BCC/Empowered World View (Hinduka wigire) and life skills.

Outcome 4: PoCs supported with access to formal financial services and markets

Indicators: % of people receiving financial services
% of women participation in financial decisions making at household level
% of HH acquired loans from MFI's
% of HH with access to market and market information
% of household selling their products/services/produce to local markets
% of household selling their products/services/produce to new markets

Output 4.1: *PoCs have access to financial services*

This project will ensure financial inclusion for the beneficiaries, in regards to financial products and services. The project will support the distribution of cash vouchers to cater for the needs of the displaced beneficiaries.

In order for them to best manage the cash that they will be given, as well as the cash they will generate in employment activities, the beneficiaries will be trained on financial literacy, savings group models and other key trainings to be able to make the best use of the financial services. The project will facilitate the grouping of beneficiaries into savings groups, with considerations for gender mainstreaming. The project will as well ensure that agents are identified and trained to be ToTs, as an extension service. The savings groups formed will be digitalized for improved management, and they will be linked to financial service providers to be able to access financial services to increase their opportunities for improved livelihood.

Proposed Activities:

- 4.1.1 Distribution of cash vouchers (Cash transfer)
- 4.1.2 Conduct trainings on financial literacy
- 4.1.3 Train beneficiaries on the saving group model
- 4.1.4 Facilitate the grouping beneficiaries into Saving for transformation Groups/ Saving and Internal Lending Communities (SILCs)
- 4.1.5 Train selected camp and host communities agents to be ToTs
- 4.1.6 Digitalization of savings groups
- 4.1.7 Facilitate linkage between PoC's and financial service providers for effective provision of products and services.

Output 4.2: *PoCs have improved access to market and market information for their products/services*

The project will identify key markets to establish selling points for the beneficiaries to create market for their goods (crafts and agricultural produce) in the camps and around the host communities. The project will train the beneficiaries on market linkages and price negotiation, and work with buyers to create market linkage platforms.

Proposed Activities:

- 4.2.1 Identify market selling points in the host communities
- 4.2.2 Training on market linkages and pricing
- 4.2.3 Establish market linkages platforms for refugees and host communities.

Outcome 5: Social cohesion and equality are reinforced among PoCs and host community and service providers (Public and private)

- Indicators:** % of HH referred and trained in Men Engage(12 sessions)/Celebrating families model
% of HH who participated in Men Engage reporting reduced intrahousehold conflict
of youth dialogue organised
of Citizen Voice Action (CVA) groups formed and trained
of community dialogues for motorring standards and community scorecard organized.

Output 5.1: *Persons of concern and host communities are practicing good governance*

Under this output, the Project will conduct analysis of existing social protection policies, identify gaps and create opportunities for discussion on the identified gaps between relevant government agencies and other stakeholders. Through organized community dialogue between refugees and host community members and decision makers, the project will build on to equip beneficiaries to understand their rights through Citizen Voice and Action (CVA), Men Engage Approach and other advocacy activities to facilitate them advocate for improved social protection policies and other policies affecting them both at the local and national levels. Moreover, The project will organize community dialogues with service providers for monitoring standards and community scorecard.

Proposed Activities:

- 5.1.1 Train CDAs on coaching and mentoring families on good governance (including basic human rights; gender, joint decision making)
- 5.1.2 Train HH using the Men Engage approach
- 5.1.3 Organise youth (beneficiaries) dialogue on gender and equality
- 5.1.4 Strengthen the capacity of refugees and host communities to conduct advocacy through CVA (Citizen Voice and Action) Groups
- 5.1.5 Conduct community dialogues for monitoring standards and community score cards.

PROJECT MANAGEMENT AND GOVERNANCE

COALITION ORGANISATIONAL CAPACITY

Partner 1 – World Vision Rwanda

World Vision started its operations in 1994, with the aim of primarily responding to the humanitarian crisis caused by the Genocide. Refugee repatriation and resettlement were some of the key interventions. In 2000, World Visions mission switched from relief to long-term development. The organization, thus, began Area Programs (APs), which are long term (15 years) community-driven development programs.

World Vision has an annual operational budget of about \$30M, is working in 28 districts across Rwanda and has a staff base of over 300 people.

In as far as livelihoods are concerned, WV Rwanda invests 50% of its total annual budget, in the initiatives targeting those who have low incomes and limited means of production and consumption. The beneficiaries are small scale producers of agricultural products, handcrafts, food, and service providers, conventional agro-dealers, small and medium entrepreneurs, cooperatives, Community Based Organizations (CBOs), Faith based organizations (FBOs), youth and women groups, and children cohorts. Across Rwanda, World Vision has facilitated the establishment of close to 10,000 Savings for Transformation Groups, with savings of \$5m among 300,000 members, 70% of which, being women.

In Humanitarian Emergency Affairs, WV Rwanda has managed a \$5.2m Cash Transfer Project with funding from WFP in Gihembe, Nyabiheke and Kigeme Refugee Camps. The project supported a total of 47,401 refugee beneficiaries. WV Rwanda will thus leverage on its knowledge and experience in managing Cash to continue promoting financial inclusion through the mobilization of beneficiaries into Village Savings and Loans Associations (VSLA), establishment of Cooperatives and building on experience working with MFIs including Vision Fund, which is World Visions affiliated MFI to increase formal access of financial services among refugees.

World Vision also worked in Mahama refugee Camp in 2015, where it provided water, sanitation and hygiene services to over 50,000 refugees during the time of the refugee influx from Burundi and from September 2019 WVR is providing Hygiene and Sanitation in the same camp and affiliated transit sites. From 2018 to date, World Vision Rwanda has been implementing Education Projects in 5 refugee camps of Mugombwa, Kiziba, Nyabiheke, Kigeme and Gihembe, supporting close to 60,000 learners (ECD, primary and Secondary) in the process. WV

has also been implementing a WASH project in Mugombwa and Kigeme refugee camps supporting 29,900 people. Additionally, the organization has implemented disability inclusive WASH projects in Mugombwa and Kigeme Refugee Camps, respectively, serving over 30,000 people including 900 people with disabilities to access Water and Sanitation Services at a budget of \$1,2m.

WV Rwanda has strong partnerships with UN agencies i.e. UNHCR, in refugee response program; World Food Program in Home Grown School Feeding, Zero hunger and cash transfers and UNICEF in Child Protection programs.

In addition WV Rwanda works closely with MINEMA to ensure that all interventions are in line with Government strategies and policies. The project targets hosting districts and will enhance access to livelihoods for districts as well as targeting the refugee population. Moreover, World Vision has signed a memorandum of Understanding with the Local Administrative Entities Development Agency (LODA) on the implementation of the Graduation Model in Rwanda, in order to support the graduation of vulnerable communities out of poverty. Through this MoU, rural households are provided with core mechanisms to build resilience through both natural resource management, as well as risk and market information to enable them to minimize the impact of external risk factors and facilitate a move out of poverty. World Vision will leverage on the MoU to advocate for support from LODA and other agencies for this Graduation pilot in refugee camps.

To ensure cost-effectiveness of the intervention, World Vision will leverage this proposed project, with ongoing programming. WV Rwanda has ongoing programming in Refugee Camps and the hosting districts such as Gisagara, Nyamagabe, Gatsibo, Kirehe, Karongi and Gicumbi. This means that there will be shared support costs, in form of satellite offices, vehicles and other office setup costs as well as project support staff and project supervision.

Past Experiences: Examples of some grant funded Education projects that WV is implementing are as follows:

I. Implementation of graduation Model approach

Currently WV is implementing Graduation Program that targets 15,700 people in Gakenke, Huye, Gisagara and Rusizi districts since 2017. The target groups are households with dependent children where parents and caregivers have some relevant skills and productive assets/land, but are living below the national poverty line which is BUDEHE category 2 in Rwandan context.

The key features of this program are to build the foundation of an empowered worldview, enhancing the productivity and profitability of sustainable agriculture to improve market access, strengthening rural value chains, and providing access to financial services. World Vision is uniquely positioned as a global development organization, having an in-house microfinance network, Vision Fund International, which serves 77% female clients and has a repayment rate of nearly 99%.

Additionally, this model provides rural households with the core mechanisms to build resilience through both natural resource management, as well as risk and market information to enable them to minimize the impact of external risk factors.

Key achievements:

- 600 Saving for Transformation groups formed.
- 222,506 members accessing finance services
- \$ 1.6 million saved
- 171 Producer Groups established
- 1,270 have sustainable jobs
- 4,000 maize growers with sustainable market with Africa Improved Food
- 15,000 trained on behavior and mind-set change
- 9,234 Total S4T members trained on financial literacy

All beneficiaries are steadily moving away from poverty towards Ubudehe 2 and 3.

2. Implementing and managing UN projects:

World Vision has experience in managing various projects from the UN family including UNICEF and WFP. Through a program funded by the Embassy of the Kingdom of the Netherlands (EKN) and managed by UNICEF, WV has implemented a 3-year, \$2.7 million, district-wide nutrition project in Gicumbi and Nyamasheke districts. Through its 2-year \$1.4 million Targeted Supplementary Food Assistance in Nyamagabe and Rutsiro Districts (TSFA- Nyamagabe) project, with funding from WFP. The project supported pregnant and lactating women (PLW), children between 6-23 months, and people living with HIV/AIDS (PLHIV) with food rations that was to complement ongoing OneUN programming in the two districts.

Partner 2 – 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 research⁷ 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.

Partner 3 – Caritas Rwanda

Caritas Rwanda is a strong national organization with vast experience in providing support to people with specific needs including refugees since 1960 that has a vast network throughout the entire country through its 10 diocesan Caritas agencies and 198 parishes that reach down into every single community in Rwanda.

Caritas Rwanda's mission is to assist people in needs and to foster for the whole human being. Caritas Rwanda has a working experience in building poor families' resiliency through agriculture, health and social welfare programs as well as other development activities. Caritas Rwanda works throughout the country with all people without any discrimination, with a particular focus on the people with specific needs, including orphans and other vulnerable children, street children, elderlies, prisoners, women head of households, internally displaced people and refugees. Caritas Rwanda is experienced in the promotion of self-reliance, promotion of health and nutrition, agriculture and animal husbandry. The organization is also well known in facilitating vulnerable people's

⁷ Concern worked in collaboration with the Institute of Development Studies (IDS) UK to explore various components that enable graduation out of extreme poverty.

savings and lending activities and allowing them to access funds for their income generating activities through warrantee and linkages to microfinance institutions.

Trócaire

Trócaire is the official overseas development agency of the Catholic Church in Ireland. Since 1973 Trócaire has worked alongside local partner organizations to protect and respond to the basic rights of those in need, while tackling the critical questions as to why people are poor and oppressed. Trócaire's operating model is based exclusively on partnership and works with approximately 400 local civil society organizations in 19 countries in Africa, Latin America, Asia and the Middle East. Our niche areas are sustainable livelihoods/resource rights, women's empowerment/GBV and humanitarian response.

Trócaire has been operating in Rwanda since 1994 and Caritas Rwanda has been a longstanding partner of Trócaire. As a result of Trocaire's partnership approach, Trócaire has robust systems and policies in place to accompany local partner organizations, these include for example the Trócaire Partner Financial Management Tracking Tool, the Fraud, Corruption and Bribery Policy, Partner Portfolio Management Processes, the Partner Capacity Assessment Framework, Partnership policy and the Minimum Requirements for Partnership Funding. These tools allow Trócaire to monitor and track partner capacity, maintain oversight of compliance with key financial management standards, prevent/identify fraud and manage scale-up or exit strategies. Annual audits are furthermore being organized both for Trócaire as well as for Caritas Rwanda and are available.

During the course of the project, Trócaire, together with Caritas will follow through on the outcomes of the Caritas International Management Standards (CIMS) assessment carried out for Caritas Rwanda. This will support Caritas in strengthening their organizational and programmatic key areas.

Partnership approach between Caritas and Trócaire

Caritas Rwanda will be the lead agency for the implementation of this project. Trócaire will accompany Caritas Rwanda in critical areas such as grant management, financial and risk management, donor requirements, organizational development and sustainability and technical support. Caritas will be accompanied in rolling out robust safeguarding policies and procedures including complaints handling mechanisms.

Humanitarian response is one of Trócaire's niche area with dedicated humanitarian technical advisors in place both at the Rwanda office as well as at the global Trócaire office. In addition, guidance comes from Trócaire's humanitarian strategy, handbook and program guiding documents and manuals. Trócaire will ensure that Core Humanitarian Standards will be applied throughout the project.

This partnership is furthermore unique as it combines strengths and experiences from the various targeted locations and from Caritas and Trócaire's joint intervention in Mahama camp and Munini cell of Kirehe district. The joint interventions carried out are documented in a case study conducted by Trócaire that was used to feed into a national 'Localisation dialogue' in February this year.

Caritas and Trócaire are furthermore well placed to support UNHCR in the further design of the graduation model for the context of Rwanda given its vast experience in the refugee as well as host community dynamics. Both organizations are experienced in bringing stakeholders together and facilitate dialogue and working sessions from which the graduation approach for Rwanda can be further detailed. The successful implementation of the pilot phase and the lessons learned derived from this, will further strengthen this process.

Caritas Rwanda and Trócaire have a proven experience in sustainable livelihood activities both in refugee settings and local communities throughout the country, integrating graduation approach for beneficiaries to continue developing their self-reliance on their own. Related activities that are currently implemented include saving and lending, income generating activities among others towards people of specific needs in the community as well as in Mahama camp. In this regards, Caritas established its own micro finance institution called RIM Ltd (*Réseau Interdiocésain de Micro finance*) located all over the country and available to people of concern in the target camps. Hence, a wealth of expertise and technical knowhow is available within Caritas and Trócaire

through their skilled staff in financial literacy, vocational training, micro finance institutions linkages and business oriented agriculture and animal husbandry.

Caritas has operational and fully staffed sub-offices in each of the target districts and in Kigali City, in the vicinity of the targeted camps.

Table 1: Break down of roles and responsibilities

Position	Key Role
Project Managers (3)- (100%).	<ul style="list-style-type: none"> • Provide overall leadership in the implementation, ensure the project achieves its intended objectives and is compliant with established Government of Rwanda, Coalition partners and Donor programs management standards. • Establish the overall system for project management, monitoring, learning and documentation, accounting to small holder farmers and reporting • Coordination with UNHCR, World Bank PEI, GoR and other stakeholders in different forums.
Resilience and Livelihood Facilitators (3) – (100%).	<ul style="list-style-type: none"> • Day to day monitoring of the project activities in their respective districts and camps • Work as technical link and market linkage facilitators between Buyers/traders, financial institutions (financial inclusion) and project beneficiaries. • Responsible for project-level reporting on a weekly and monthly basis. • On-going monitoring and ensuring interventions reaches the intended beneficiaries in a transparent way.
Accountants (3) - (100%)	<ul style="list-style-type: none"> • Oversee the financial management and control for the project • Verify all expenses and receipts and ensure they are allocated to their cost centers accounts in line with Coalition partners policies and procedures • Enforce compliance with Coalition partners procurement and financial accounting practices in the production of the relevant financial information • Develop cash flows and monitor budget utilization on monthly and quarterly bases • Prepare monthly, quarterly and annual financial reports in line with coalition partners and Donor Financial policies and procedures • Provide technical and financial support to the Project Procurement Committee in line with coalition partners and procedures.
Monitoring, Evaluation & Learning Specialists (3) - (100%).	<ul style="list-style-type: none"> • Responsible for the design of project monitoring system and tools to track program indicators in line with the program implementation plan • Responsible for the design of the project M&E System and Accountability mechanisms • Collect and Performs analysis of data collected, for an enhanced understanding of project indicators and impact of the project to the target beneficiaries • Compile MEL progress reports for management decision making in line with the project implementation plan and donor requirements • Track the graduation indicators.
Drivers (3) - (100%).	<ul style="list-style-type: none"> • Facilitate project staff movement to project sites and vehicle maintenance
Grant Finance Managers – (10%) – National office position cost-shared with other coalition partners projects.	<ul style="list-style-type: none"> • Responsible for providing technical support to the project accountants in regard to financial management of the entire project • Ensure compliance to donor rules and regulations and Generally Accepted Accounting Practices • Provide technical support and capacity building to project accountant • Conduct periodic reviews of financial books of accounts.
Resilience and Livelihood Managers– (10%)	<ul style="list-style-type: none"> • Provide technical support to the project managers • Work as technical link between the technical specialists and the national level policy makers.
Supply Chain Managers	<ul style="list-style-type: none"> • The supply chain managers for coalition partners will dedicate 5% of her time in supporting the project on procurement and supply chain matters.
Market Systems Specialists – (10%)	<ul style="list-style-type: none"> • Responsible for providing technical support to the project in graduation approach programming methodologies.

The project staff will be recruited based on competitive interviews process and taking into consideration gender balance. Once on board, they will be taken through a detailed orientation process to bring them up to speed in terms of graduation approach programming guidelines, monitoring and reporting, safeguarding, gender and protection, and social accountability, etc.

Available Technical support: The project teams based in the districts and camps, have technical support staff based at the coalition partners head offices who compliment to the Management oversight by providing Technical support. This particular project will be under the Resilience and Livelihood Technical Programmes (TP) responsible for Economic Empowerment and Livelihood sectors.

Coalition partners uses existing structures to manage projects. This is where current management lines monitor reporting, progress and impact. In the targeted refugee areas, there will be Camp Coordinators and field facilitators who shall be responsible for daily operations and coordination with the targeted beneficiaries. For refugee camps/urban hosts that also fall within areas where there is on ongoing coalition partners interventions, respective area leads will provide support in the supervision of work.

Additionally, Coalition partners have available Technical Support at both Regional and Global levels specifically for Emergency Affairs and Livelihood programming.

BROADER PROJECT STAKEHOLDERS

Table 4: Breakdown of community and counterpart participation

No.	Partner	Role in the project
1	Coalition partners	<ul style="list-style-type: none"> • Staff for technical support and capacity building • Provide match fund for operating budget if needed • Project implementation • Technical assistance • Report and accounting to the donors • Joint project monitoring with UNHCR, World Bank PEI, UN agencies, and GoR.
2	UNHCR/World Bank PEI	<ul style="list-style-type: none"> • Staff for technical support and capacity building • Resource mobilization • Joint project monitoring with Coalition partners, UN agencies and GoR. • Avail refugee refugees validated lists • Lead coordination meetings • Provide spaces for young entrepreneurs.
3	Government: (MINEME, POLICE, WDA and MINALOC)	<ul style="list-style-type: none"> • Staff for technical support and capacity building • Guarantee security • Register refugees and Provide authorizations to access and work in camps • Ensure roads to targeted districts are accessible all year round • Joint project monitoring with UNHCR, World Bank PEI, Coalition partners, and other stakeholders
4	Rwanda Agricultural Board	<ul style="list-style-type: none"> • Ensure availability of farm inputs i.e. certified seeds and fertilizers; • Conducting soil testing; • Support in installing irrigation schemes • Provision of technical assistance and research.
5	District/s	<ul style="list-style-type: none"> • Provision of technical support; Coordination and monitoring of developmental activities • Avail agriculture land where possible.
6	Private Sector Federation (PSF)	<ul style="list-style-type: none"> • Facilitate market linkages between farmers and other value chain actors through exhibitions and expos
7	RCA	<ul style="list-style-type: none"> • Provide Capacity Building • Support Cooperatives organization and certification upon graduation of SGs.
8	MFI/s	<ul style="list-style-type: none"> • Facilitate access to credit and financial education
9	Beneficiaries	<ul style="list-style-type: none"> • Willingness to participate in in the project activities • Participation in training and learning visits; participating in savings groups and support groups.
10	Local communities	<ul style="list-style-type: none"> • Providing an enabling environment for project implementation; Supporting in beneficiary selection and Participation in community conversations and decision making.

MONITORING AND EVALUATION

MONITORING

The **monitoring, evaluation and learning** practice will help the project partners to apply knowledge gained from evidence gathering to inform decisions and improve the project outcomes while ensuring accountability.

Monitoring progress is a key success factor on graduation approach project model programming. Two levels of monitoring at the project and household are essential. Progress at project level should also reflect progression of participant households towards desired results based on the defined graduation approach progression attributes. Building the monitoring system during the planning phase will ensure that the project and household plans can be kept on track, and that any issues are identified and addressed early.

Project level monitoring involves tracking the quality and progress of activities outlined in the project implementation plan. These activities may be carried out at the household, community, or at a wider level. In contrast, household level monitoring follows the participation of each registered household in the minimum graduation intervention packages, tracking the sequencing and layering of those interventions and progress of same households towards building resilient livelihood and graduating out of poverty based on established graduation Progression Attributes. Collectively, the monitoring information allows staff to make critical iterations to adapt to challenges on the ground and ensure effective implementation of the project.

PROJECT MONITORING

At the project level monitoring, information will be aggregated to track progress towards achieving the overall goals, contribute to Programme Management Reports, and used for operational purposes such as financial management and tracking compliance. Project specific issues to consider when planning monitoring will include:

- Graduation approach minimum standards at project set up and during on-going implementation
- Staff competencies and capacity in relation to overall program/project participant size and available budget
- Integration and leveraging of available resources (Other Sector projects)
- Project wide improved production and market development mechanism established and maintained
- Strategic partnerships for (1) improving production services – input supplies and technical services, (2) business skills development and microfinance services, and (3) market development services
- Establishment of Implementing units of between 20 – 30 participants for project wide tracking of progress on intervention delivery
- Project wide robust value chain analysis and market assessments to inform Value Chain products promoted
- Sequencing of interventions ensures food security before wide-scale market-driven production
- A central project participant database is established to consolidate monitoring data across all interventions and track project wide progress.

HOUSEHOLD MONITORING

Household level monitoring will allow field staff to track the progress of each participant towards their progression attributes and social goals. Tracking participation in intervention packages according to the recommended sequence is key to understanding project effectiveness. Each participant household should belong to a selected Participant Implementing Unit (PIU) coordinated by a Unit Leader whose responsibility is to liaise with coalition partners volunteer/Staff to arrange implementation of all interventions in their Unit. The Unit Leader acts as a local graduation approach Champion to promote participation and keeping a record of the same in a specially designed PIU record book.

This helps the Participants to track their own progress in a simple but systematic manner designed to capture not only useful information for participants to inspire and challenge each other but also organic and authentic implementation data for progress monitoring. Coalition partners volunteers/village agents/CDA's make regular visits to PIU meetings to support the Unit Leader and collect monthly update and consolidate into quarterly update for forwarding to the assigned Development Facilitator. This household data is consolidated by intervention per data point to inform household level progress against set output level indicators and participant progression milestones. It also informs engagement and support needs for individual households and helps uncover project wide common challenges and barriers.

Key considerations for designing a household monitoring framework will include:

- Sex-disaggregated indicators (male and female) where possible
- Output indicators from graduation approach monitoring framework covering all interventions
- A digital management information system (MIS) is preferred for monitoring as it allows the transmission and analysis of real-time data. This helps to enable adaptive learning and project iteration, as well as minimizes errors that result from using a paper-based system.

PARTNERSHIP MONITORING

Partnership monitoring refers to regular review the extent to which key partnership arrangements for the graduation approach implementation are delivering on agreed deliverables and the level of expected collaboration. A health partnership for the graduation approach implementation begins at program design with participation of key partners in the development and prioritization of activities under each intervention. A good level of sense of ownership not only of the desired objectives but also of the process to achieve those objectives must be shared between key partner (Coalition partners; Input supplier & agronomic service partner; Microfinance partner; Business skills development partner and market development partner). Although separate MOUs are necessary between each partner and Coalition partners, an over-arching project level agreement outlining the relationship between all partners, collaboration requirements and progress reporting is highly recommended as good practice. The quality and health of the partnership will be monitored regularly using Coalition partners partnership Health Check tools.

IMPACT EVALUATIONS

The graduation approach project logic begins with inputs (project interventions/activities/mechanisms) which should produce a series of outputs – provided that there is fidelity of implementation and that stated assumptions are met. The graduation project should address the underlying causes of poverty as the key driver of vulnerability through improved and sustainable agricultural productivity, access to markets and finance all underpinned by equitable relations and positive behavior change to support household consumption needs and improved livelihoods.

BASELINE STUDY AND BENCHMARKING CHANGE MEASUREMENTS

A baseline study provides a critical reference point for assessing changes and impact, as it establishes a basis for comparing the situation before and after an intervention, and for making inferences as to the effectiveness and improved child-wellbeing. Baseline assessments will be conducted within the first 6 months implementation start to serve as a benchmark for examining what change is triggered by the intervention. Baseline information will be carried out in such a way that the same type of data can be collected after the intervention, in order to compare the results and assess the extent of change, or lack thereof.

A baseline should capture data from a statistically representative sample of the graduation model participant list. The sampling will be done on registered participants only and not the whole community. The baseline shall include qualitative data on behavior-change interventions capturing existing **K**nowledge, **A**ttitudes, social norms and **P**ractices (family, society and production etc.). It will also confirms targeting criteria and entry point attributes. Baseline data on all indicators shall be captured into the M&E framework to benchmark the project

starting point for each indicator. However, only impact data (outcome and goal indicators) is captured through baseline. Although in some cases output data can also be collected during baseline, the majority of output data will be collected with regular monitoring tools and under output baseline data should be collected during participant enrolment and profiling at household level then aggregated at project level.

MID-TERM AND PROCESS EVALUATION

A mid-term evaluation provides project level progress monitoring data to reveal whether there are patterns in how well the project is being executed by staff, and what can be improved.

Project monitoring data will be used to analyze:

- Whether most participants are on track for progression into next graduation implementation steps? Why or why not?
- Whether participants are weaker on certain indicators? Why or why not?
- Are there communities/camps where progress is weaker than others? What key characteristics define those communities/camps?
- Are there particular livelihoods that are taking longer to generate a sustainable income?
- Are there certain project activities or responsibilities that are not being performed effectively? What is inhibiting execution by project staff?

END OF TERM OR IMPACT EVALUATION

In order to demonstrate impact of programming under graduation approach, the evaluation will provide good evidence on the economic strengthening, resilient livelihoods and self-reliance.

The impact evaluation will seek to determine:

- a) the extent to which the participants' economic status has been strengthened or not
- b) the extent to which well-being in all participant households have improved or not
- c) Overall project effectiveness based on the five OECD/DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Table 2: Metrics for monitoring and evaluation of the project

Graduation Criteria – High Level	Quantitative Data - What change is observed?	Qualitative Data - Why is this change observed?
Food security	Family members eat three meals a day.	Family have stable income, and understand the importance of good nutrition due to life skills training.
Social integration	Family members are invited to social events.	Participants have higher confidence to socialise and engage in community/camp meetings.
Income generation	Family has increased, consistent income.	Family members develop skills, gain confidence from others, and have more energy to work due to eating three meals per day.
Children's education	Children attend school and have fewer sick days	Children have greater confidence and hope for the future, and more energy to study as a result of higher food security. In addition, they are not required to engage in labour due to an increase in household income from sustainable livelihoods.

PROJECT BUDGET

FUNDING REQUEST

Coalition partners proposes thirty six month project to alleviate poverty of 8,340 refugees- and host community households in 5 refugee camps; Gihembe, Mahama, Kiziba, Nyabiheke, Kigeme and respective hosting districts; Gicumbi, Kirehe, Karongi, Gatsibo and Nyamagabe and urban refugees in Huye district and Kigali city from 2020 to 2022. The proposed project will accomplish this goal through the Coalition's common vision of increasing self-reliance, economic and social inclusion of refugees and host communities by sustainably increasing income opportunities. The project will adopt the well proven poverty alleviation model – the Graduation Approach – which targets extremely poor households. These activities directly address the drivers of the present shock towards improved livelihoods and self-reliance by actively stimulating local production and market systems. Coalition partners here by request a total budget of **\$9,986,295.46** for the life of the project.

PROJECT BUDGET

Table 7: Project budget over 3 years

World Vision				
	Year 1	Year 2	Year 3	Total
Direct Programme costs,	254,324	1,908,302	1,114,460	3,277,086
Staff salaries, benefits and other project costs	149,830	150,386	122,895	423,111
S/total	404,154	2,058,688	1,237,355	3,700,197
Overheads (7%)	28,290.73	144,108.23	86,614.84	259,013.79
Project Total	432,444	2,202,797	1,323,970	3,959,210.79
Concern Worldwide				
	YEAR 1	Year 2	Year 3	Total
Staff Costs	123,871.33	147,418.75	147,418.75	418,708.83
Direct Programme Costs	565,238.00	1,123,088.00	1,123,088.00	2,811,414.00
Partner Costs	13,620.00	27,240.00	27,240.00	68,100.00
Monitoring & Evaluation	11,600.00	4,600.00	11,600.00	27,800.00
Transport costs	12,923.07	12,923.07	12,923.07	38,769.21
Administration Costs	32,760.83	32,760.83	32,760.83	98,282.49
TOTAL ELIGIBLE COSTS	760,013.21	1,348,030.63	1,355,030.63	3,463,074.53
Indirect Costs (7%)	53,200.92	94,362.14	94,852.14	242,415.20
TOTAL BUDGET	813,214.13	1,442,392.77	1,449,882.77	3,705,489.67
Caritas Rwanda				
	Year 1	Year 2	Year 3	Total
Human Resources	234,621	244,039	253,801	732,461
Administrative cost	17,766	18,546	19,288	55,600
Equipment	135,478	54,481	54,481	244,440
Sub-Total 1	387,864	317,066	327,569	1,032,499
Direct cost	291,508	376,153	386,104	1,053,765
Sub-Total 2	291,508	376,153	386,104	1,053,765
Indirect cost	27,175	27,728	28,547	83,450
Cost Share	49,458	50,466	51,955	151,879
Sub-Total 3	76,633	78,195	80,502	235,330
Project Total	756,005	771,414	794,176	2,321,595

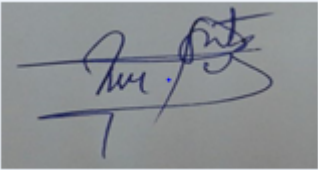
ANNEX I – RISKS AND ASSUMPTIONS

Risk Management plan

Risk	Likelihood (Low, Medium, High)	Consequence (Fatal, Serious, Manageable)	Assumptions and Risk Management
Political instability in the country of origin	Low	Serious	Coalition partners, through its Humanitarian and Emergency Affairs (HEA) team, will monitor potential risks of the refugees home country and provide continuous and rapid response, especially with new entrants.
Host communities will reject the PoCs	Medium	Serious	The project implement peace-building initiatives in the camps and host communities to promote integration of refugees in the area. In addition, people in the host communities will be integrated in the initiatives that promote improved and livelihood and increased income.
Unwillingness to participate in IGA activities	Low	Serious	Coalition partners will sensitize the PoCs in the camps and host communities on the importance of self-sustainability and financial independence.
Fraud	Low	Fatal	Coalition partners will train refugees to make use of financial services that they will be linked too and the hope is that they will use these financial services appropriately. Coalition partners and the financial service providers will ensure they are fully aware of the consequences of any fraudulent activities
Environmental degradation	Low	Manageable	Coalition partners will work with REMA to ensure that off farm businesses do not pollute the environment and that the soil is not contaminated (acidity) by the new agricultural activity
Productive assets are inaccessible	Medium	Fatal	Coalition partners, UNCHR and GOR have a close working relationship and will ensure that the interventions suggested are well aligned to ensure success.
Limited provision of agricultural inputs	low	Manageable	Coalition partners will work with trusted service providers to ensure timely, affordable and quality inputs, so that the beneficiaries receive the best results.

ANNEX 2 – PROJECT PARTNER CREDENTIALS

Partner 1. World Vision

Name of Organization:	World Vision Rwanda (WVR)
Contact Information and Address:	Ananias Sentozi, Operations Director, World Vision Rwanda, P.O Box 1419, Kigali, Rwanda, Mobile: 0726888807 OR 0788307390, Email: ananias_sentozi@wvi.org
Project Location:	Gihembe, Kiziba and Mahama refugee camps
Submitted to UNHCR Office:	UNHCR Representative in Rwanda
Signature	
Name/title of the duly authorized Partner Representative	Ananias Sentozi – Operations Director (OD)
Name of the Partner	World Vision Rwanda
Date	August 17, 2019.

Partner 2: Concern Worldwide

Contact Person : Maud Biton

Position : Country Director

Office address : Kigali Adventist Building, KN 4 Avenue 65 Street | P.O. Box 2278 | Nyarugenge-Kigali-Rwanda

Email : maud.biton@concern.net

Telephone : +250788301434.

Partner 3: Caritas Rwanda

Contact Person : Father TWAGIRAYEZU Jean Marie Viannney

Position : Secretary General

Office address : KN 16 Av.30, Kigali, Rwanda

Email : jtthagirayezu@caritasrwanda.org

Telephone : +250788301434.