

REPUBLIC OF RWANDA



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GUIDELINES FOR THE IMPLEMENTATION OF HIMO PROJECTS

FINAL VERSION

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Acronyms

7YGP	7 Year Government Programme
EICV	Integrated Household Living Survey
IFMIS	Integrated Financial Management Information System
FY	Financial Year
HH	Household
HIMO	Haute Intensité de Main d'oeuvre (High Intensity Labour)
LGPAC	Local Governments Projects Advisory Committee
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
MINALOC	Ministry of Local Government
MEIS	Monitoring, Evaluation and Information system
MINECOFIN	Ministry of Economic Planning and Finance
NST	National Strategy for Transformation
OPAFs	Ongoing Projects Framework
PBCC	Planning and Budget Call Circular
PPD	Project Profile Document
SACCOs	Savings and Credits Cooperatives



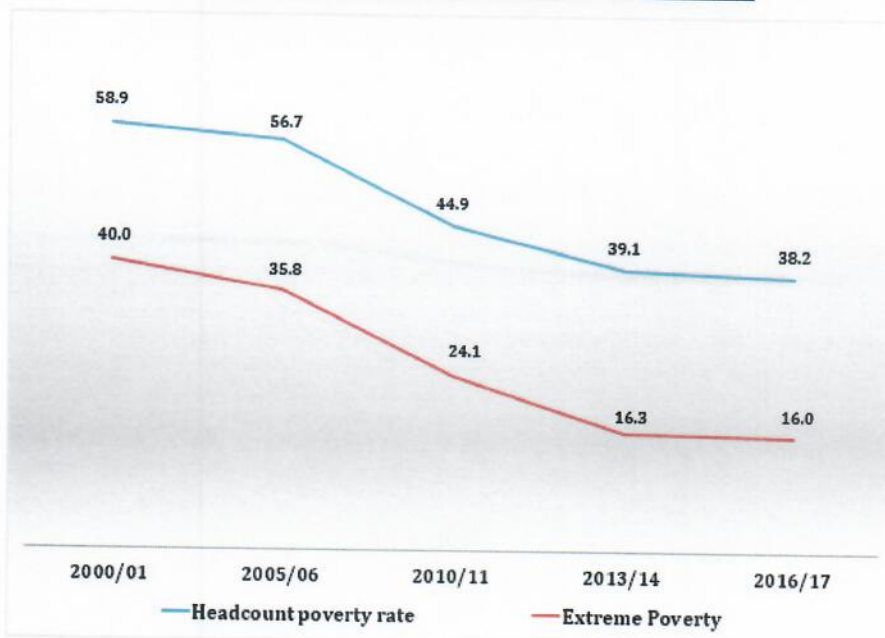
1. Introduction

It is within the mandate of every District Council to strive for uplifting the socio-economic conditions of their citizens. Every year, a budget planning process takes place where development projects are proposed in the alignment with the National Strategy for Transformation (NST1), the 7YGP, the respective Districts Development Strategies as well as other sources such as recommendations from the National Dialogue and the Leadership Retreat.

Although hundreds millions of funds are spent on the implementation of these various projects in order to boost development and eradicate poverty, EICV5 issued in November 2018 states that “the difference between the poverty rates of 2014 and 2017 is statistically insignificant”.

Furthermore, the same source states that “almost a quarter of people were extremely poor both in 2014 and 2017, and a half were poor in neither period. An estimated 13.4% moved out of poverty, while 11.7% fell into poverty”. In addition, data from EICV5 show that poverty and extreme poverty have moved from 39.2 to 38.2 and 16.3 to 16.0 respectively between 2014 and 2017 as shown in the figure below:

Poverty and Extreme Poverty



This figure shows that, despite tremendous efforts that the government has put in poverty reduction programs, results are still narrow.

Source: EICV5



This situation has been discussed in different planning forums between key stakeholders (MINALOC, MINECOFIN and LODA) to identify ways of significantly reducing poverty and Districts have been sensitized to include in their FY 2019-2020 plans, projects that will contribute to poverty eradication through job creation, increase in household's income and promotion of savings.

In addition, as per the NST1, there is a need or requirement to create 214,000 decent and productive jobs annually. In order to achieve that target. It was necessary to think out of the box and identify strategies and approaches that could lead to effectively achieve that target.

It is against this background that HIMO projects have been thought and identified as ways of contributing to poverty reduction and increasing households' economies more significantly. In this document we provide guidelines for the implementation of HIMO project in the Districts for the FY 2019-2020.

2. HIMO Projects

2.1. Rationale of HIMO projects in Local Government

The HIMO approach is one of the best approaches to boost job creation and increase households' economies. It will target the projects with most multiplier economic effects, namely projects with high proportion of labor, income generating, skills development, economic sustainability, etc.

The ultimate outcome of this initiative is to create decent jobs that can potentially assist the targeted beneficiaries to generate the income enabling them to graduate from poverty and extreme poverty to above poverty line.

Decent jobs must be understood here, in accordance to the International Labour Organization (ILO), as jobs or works that “involve opportunities that are productive and deliver a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their ...”.



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The ultimate objective of these projects is the **livelihood improvement of beneficiaries from social and economic complementary activities and services.**

HIMO Projects will complement the existing schemes meant to address poverty issues. Therefore, HIMO Projects constitute another component of VUPs services, in addition to the existing schemes.

2.2. What is HIMO in the project concept?

The term labor intensive (HIMO) used by the International Labor Organization Labor (ILO), describes the optimal use of the labor force to minimize poverty, while carefully considering cost and quality issues. In general, this is to find an appropriate balance of use between labor, materials and equipment (materials) in order to obtain a profitable product of satisfactory quality.

In general context, HIMO is a labor intensive project implementation approach that provides for an effective opportunity for households to the improvement of income through creation of jobs, stimulating the spirit of savings and the capacity of poor to invest in rural areas as well as acquiring practical skills. This will have wide-ranging effects on poor households by stabilizing their consumption spending, providing ways to save regularly and securely, and providing means to access finance for small investments and household expenditures. In addition to that, the HIMO projects will focus on youth by connecting them to market and job opportunities.

It is also expected that improved financial management through skills training will ultimately help women and men to provide for their children and invest in their future, helping to break the cycle of poverty by addressing human security issues that are rampant to their families.

Beside the provision of Labor to Vulnerable households, the HIMO projects will be an opportunity to support the participants to improve their livelihoods from various complementary activities and services from a multi-sectorial perspective meant to converge all interventions to households participating to the project in a holistic approach in order to offer more than a minimum package.



3. Objectives of HIMO projects

- **The primary objective:** The ultimate objective of HIMO projects is to reduce poverty and extreme poverty by providing job opportunities, connecting the beneficiaries to the labor market, skills development, providing the projects that are economic transformational in nature in order to ensure the sustainable income and economic growth.
- **The secondary objective:** is to offer various complementary activities and services from a multi-sectorial perspective that converge all interventions to households in extreme poverty. Complementary interventions will help to strengthen skills, ability and positive attitude additionally to the wage that provide an effective foundation to household's livelihood since the wage alone is insufficient to promote sustainable graduation and resilience.

Complementary interventions are necessary to strengthen skills, ability and positive attitude in addition to the wage. This combination should provide an effective foundation to uplift household's livelihood towards graduation from poverty. The management of HIMO projects should therefore ensure that out of the total projects.

- ✓ 30% goes to savings expressed both in an account to SACCOs / Commercial Banks and or in acquisition of productive assets;
- ✓ 70% goes day to day households' expenses to tackle specifically human security issues (food, health, fertilizers, seeds, sanitation, education of children, etc.)

Through the income gained from the HIMO initiative, the beneficiaries will have to improve their lives standards by increasing nutrition, improving hygiene and sanitation, acquiring health insurance, etc.

4. Complementarity between Social Protection, Economic Development and HIMO Projects

Job creation as the ultimate objective of HIMO projects will be complemented by other interventions aimed at improving the socio-economic living conditions of the beneficiary households. This implies that alongside the earnings from payments during execution of HIMO



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projects activities, households with people employed in the projects will benefit from a combination of other complementary schemes aiming at creating a real impact on their socio-economic living conditions. The complementarity of social protection and economic development in HIMO projects is observed in the following:

- **The Targeting:** The targeted beneficiaries will come from the existing targeting approach of Ubudehe in order to target the right beneficiaries. LODA MEIS will serve as a tool to provide the defined beneficiaries. The targeted group will be the people living in extreme poverty (cat 1) and people living under poverty line (cat 2) of Ubudehe. People of category 3 of Ubudehe may be targeted in case they are fragile and at risk of falling into cat 2 (under poverty line).
- **Nutrition and Health:** The targeting process will also focus on the households with stunting and malnutrition
- **Economic growth:** The projects that will be implemented under HIMO must provide sustainable income, it should be the economic production activities, labor intensive, decent jobs.
- **Financial literacy and business development:** The beneficiaries will acquire the knowledge on financial literacy through the capacity building that will be provided.
- **Livelihood programme:** The initiative will contribute to the improvement of lives of the beneficiaries. Among the areas to improve for household are the sanitation facilities, shelters, agriculture services, access to education and health services. In other words, the initiative should complement the multi-sectorial approach.



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The table below provides an illustration of other developmental areas that should complement job creation in order to create significant transformation.

Area	Complementary Interventions
Financial literacy and business development	Voluntary savings in terms of money in a bank/ SACCO account, and in productive assets
	Linkage with Finance institutions
	Linkage with Guarantee funds
	Linkage with business advisory services
	Joining Groups/Cooperatives
	Access loan and business management
Nutrition and Health	Nutrition services
	Hygiene and Sanitation
	Agricultural and Livestock
	Combat Malnutrition for Children
	Community Health Insurance
Quality Shelter	Modern Household (Shelter and energy)
	Toilet, Kitchen, washing room
Parenthood care	Education for children and Adult literacy
Capacity building	Skills training
	Coaching and mentoring for proximity advisory services (Caseworkers)
	Community mobilization and sensitization for graduation
	Facilitating wise investment of income through household asset acquisition

- **Geographic coverage:** 27 districts (all district except 3 from City of Kigali) are targeted and each district will have to implement one project in a chosen sector and cell for 2019-2020 FY. The scale up will continue in other financial years depending on funds availability.



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- **Types of Projects:** The projects that will be implemented will have to provide sustainable income, and shall be the economic production activities, labor intensive projects with decent jobs. For instance, the radical terraces and its valorization, green housing, shelters, tea and coffee plantation, water supply system, house construction, etc.
- **Environmental and social safeguarding:** The projects shall be implemented in full compliance with relevant national environmental and social safeguarding policies.
- **Wages:** The districts will determine the minimum wage rate depending on the local market wages.
- **Supervision arrangements:** Districts will recruit technical supervisors. It is encouraged to use/hire young graduates in the area to benefit the knowledge and exposure to the labour market. At least two local internees should be engaged according to RDB professional internship procedures.

5. Planning and implementation modalities of HIMO Projects

5.1. Selection of workers and capitas

5.1.1. Selection of workers

Public procurement regulations require that a community meeting is convened at the outset of the Community Procurement process. In the context of HIMO project, the purpose of this meeting is to:

- a) Orient community members on the HIMO projects;
- b) Verify the eligibility of households on the HIMO projects; Targeting List (TL);
- c) Nominate priority households to participate and confirm their willingness to work;
- d) Collect any missing National ID data and bank/SACCO account details for nominated households;
- e) The Cell General Assembly should also nominate potential **Capitas** that comply with the minimum requirements.

All decisions, including any cases where a HIMO projects-eligible household is unable to participate due to care responsibilities, should be documented. The annotated Targeting List should be annexed to the Cell General Assembly Meeting Minutes when submitted to the Sector



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5.1.2. Selection of Capitas

- One capita should be nominated for every 30 beneficiaries;
- Capitas should, wherever possible, be selected from among the HIMO projects-eligible households.
- Capitas should be nominated by the selected workers (so after worker selection has been completed)
- Capitas should be literate, have basic numeracy, demonstrate integrity and capable of fulfilling the role of a Capita for the duration of the HIMO project implementation.
- Nomination of capitas shall be documented on the HIMO projects Provisional Targeting List template.

5.1.3. Finalization of beneficiary selection

The Sector will convene a meeting at sector level for all households selected to participate in the HIMO project(s). The purpose of this meeting is to:

- a) Resolve any discrepancies between project worker requirements, cell quotas and numbers of households selected;
- b) Inform participants of their roles and responsibilities;
- c) Collect participants' Bank/SACCO account numbers and National ID numbers which were not available during the Cell General Assembly meeting (to be added to the blank columns on the Targeting List);

5.2. Identification, norms and standard for HIMO projects

Identification of activities to be implemented through HIMO approach should consider the following aspects:

- Activity involving a high proportion of labor (labor intensive activity): at least 70% of the budget should be allocated to the payment of labor
- Activity with a high interest for the community: access roads, radical terracing, shelter construction;
- Activity identified by the citizens through planning participation: more engagement and ownership are likely to be achieved if projects are responding to the needs expressed by the citizens during planning process



- Consideration of a multi-sectorial nature of the project: a combination of complementary interventions to address socio-economic issues of the beneficiary households
- Secure budget to be dedicated to identified complementary interventions alongside the payment of labor

5.3. Planning for HIMO Projects

5.3.1. HIMO Planning and Budgeting steps

The planning of HIMO Projects shall follow the planning circle as per the Rwandan planning regulations. The following steps are to be followed:

- Step 1:** PBCC1 (including HIMO projects planning guidelines) issued to LGs
- Step 2:** Simplified feasibility assessment and screening of draft project proposals
- Step 3:** Districts select feasible projects for implementation in the next FY and prepare PPDs or OPAFs (for projects that continue from previous FY)
- Step 4:** Review of PPDs (or OPAFs) and screening reports by LODA and feedback provided to Districts
- Step 5:** PPDs corrected by districts (where necessary) and approved by District Councils
- Step 6:** PBCC2 and budget ceilings issued and PPDs updated for actual District/sector budget ceilings and data entered into IFMIS
- Step 7:** Project budgets entered into MEIS

5.4. Implementation of HIMO Projects

5.4.1. Procurement for HIMO projects

The HIMO project will follow the procurement laws and regulations. As stated in these guidelines, the primary objective of HIMO projects implementation is the creation of jobs through involvement of beneficiaries. In order to reach this objective, it is recommended to use the “**community participation method**” during procurement for HIMO projects works execution. According to Art. 27 of Law No Law N°62/2018 of 25/08/2018 governing public procurement “this method is used if it is established that, it will contribute to the economy, create employment and involve the beneficiary community”.



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For the purchase of tools and equipment to be used in the implementation of HIMO projects, the procurement laws and regulations will be followed.

5.4.2. Monitoring of HIMO Projects

HIMO projects information will be entered into MEIS as any other project implemented at District level. The information in MEIS will include logical frameworks with indicators to monitor progress at activity, output and outcome level. In addition, the following indicators will be used to measure HIMO projects implementation progress as far as complementary interventions are concerned. These indicators will be entered in the MEIS indicators catalogue and a dedicated reporting template will be created.

Indicators for complementary activities' progress monitoring

Complementary Activity/Service	Indicator	Baseline	Achievement
On-the –Job apprenticeship	Number of individuals benefited from skills apprenticeship		
Voluntary Saving	Number of individuals who saved money in : Banks, SACCOs, Other saving Cooperatives, Tontines (ibimina), Mobile Money (MTN, Tigo or Airtel)		
	Amount saved and quantity (value) of productive assets acquired by HIMO beneficiaries		
Group/Cooperative formation	Number of individuals that joined a group or Cooperative		
	Number of Cooperative formed		
Nutrition (Kitchen Garden, cooking demonstration)	Number of Household with a Kitchen Garden		
	Number of Household participated in cooking demonstration		
Access to sanitation (toilet and Kitchen)	Number of Household with a decent toilet		
	Number of Household with a Kitchen		
Acquisition of Small livestock	Number of Households acquired at least one small livestock		



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Acquisition/renting of land	Number of households that acquired/rent a land		
Construction/Rehabilitation of Shelter	Number of Households constructed or rehabilitated a shelter		
School enrolment for Beneficiaries children	Number of children of school age enrolled in School (Primary and Secondary)		
Access to ECD and pre-school	Number of children accessing ECD services and pre-School		
Well-nourished children	Number of Children in Red and Yellow		
Access to finance and business management	Number of individuals that benefited a loan		
	Number of individuals benefited from project elaboration and management		
	Number of individuals benefited from a guarantee fund		
	Number of individuals that started a business		
Proximity advisory services for coaching and mentorship	Number of Proximity advisors available		
	Number of coaching or mentorship sessions conducted		
	Number of individuals participated in coaching or mentorship program		
Access to energy connection	Number of Household benefited from on-grid and off-grid electricity or another source of energy		
Access to Community health insurance	Number of Households with CBHI (Mutuelle de santé)		
Having IDs	Number of individuals having IDs		
Community Mobilisation and Sensitization	Number of Community Mobilisation and Sensitization training Topics		
	Number of Community Mobilisation and Sensitization training sessions		
	Number of individuals participated in Community Mobilisation and Sensitization trainings		



5.4.3. *Payment and savings*

a. Payment modalities

Compliance with the objective pursued by HIMO Projects will require Districts management to observe the following requirements:

- Appointment of a District Unit in charge of the implementation of HIMO project that will work in a close collaboration with the District Project Management Committee. The selection of the Unit will depend upon the nature of the HIMO project. Its role with regard to payment will be the coordination of project's site supervisor for timely submission of payroll lists
- The Site Supervisor will make sure that attendance lists of workers are daily kept and used for payroll elaboration;
- All workers should be duly registered with their ID numbers;
- All projects beneficiaries/workers should open up a bank account in SACCO's / Financial Institution or a commercial bank for the transfer of their payments;
- District management should ensure that 30% of payment is saved in the beneficiary bank account for complementary livelihood activities / productive assets;
- The beneficiaries will be paid no later than 15 calendar days after the end of each 10-day work cycle; and at least each household should benefit 120 days a year;
- The payroll list should be prepared through MEIS by the District staff in charge of the implementation of HIMO project.

b. Savings

The beneficiaries will have to be mobilized for voluntary savings through the financial literacy capacity building that will be provided and the results will be to save at least 30% from the total income, or use them to acquire productive assets/ livelihood activities. The district will facilitate the beneficiaries to open saving accounts and monitor if the savings are respected.



5.4.4. Capacity Building

- During project implementation the District Management should ensure that all concerned units at District prepare and provide capacity building packages for projects beneficiaries (skills trainings). Acceptance to be trained should be among the requirements to be enrolled to work for the project. Other capacity building approaches would be peer learning, proximity advisory etc.
- According to the MoU between LODA and World Vision, the capacity building needed in terms of trainings will be provided by the World Vision in Districts where it is operational. In other districts, they should mobilize NGOs and use the budget allocated to CSOs.

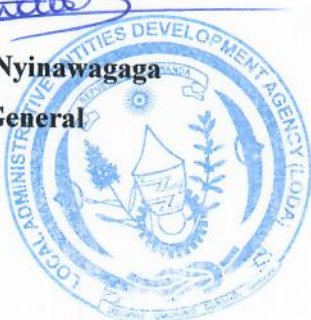
5.4.5. Monitoring, Evaluation and Reporting of HIMO projects

Reporting mechanisms for HIMO projects will follow the same way as for other projects implemented by Districts. All projects' monitoring information will be regularly entered in MEIS and reports will be generated at a quarterly basis together with other projects implemented at District. The tools to be used are on annexes.

Done at Kigali on 11th Nov 2019



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ANNEXES

Annex 1: Beneficiary targeting tool

Annex 2: Monitoring tools

Annex 3: Attendance List template

Annex 4: Capacity Building reporting template



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