

THE REPUBLIC OF RWANDA



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**Vision 2020 Umurenge Programme (VUP):**  
*Accelerating sustainable graduation from extreme poverty and  
fostering inclusive national development*

**Expanded Public Works Guidelines**

October, 2019



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## ACRONYMS

BCC1	Budget Call Circular 1
BCC2	Budget Call Circular 2
CDF	Common Development Fund
CES	Cell Executive Secretary
cPW	Classic Public Works
ECD	Early Childhood Development
EDPRS	Economic Development & Poverty Reduction Strategy
ePW	Expanded Public Works
PW	Public Works
EICV	Integrated Household Living Conditions Survey (Enquête Intégralesur les Conditions de Vie des Ménages)
ePW	Expanded Public Works
IFMIS	Integrated Financial Management Information System
FY	Financial Year
HH	Household
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and evaluation
MEIS	Monitoring, evaluation and information system
MINAGRI	Ministry of Agriculture and Livestock Resources
MINECOFIN	Ministry of Economic Planning and Finance
NECDP	National Early Childhood Development Program
OPAF	On-going Project Assessment Forms
PPD	Project Profile Document
RTDA	Rwanda Transport Development Agency
RWF	Rwandan Franc
SACCO	Savings and Credit Cooperative
SAO	Social Affairs Officer
SES	Sector Executive Secretary
SIO	Sector Infrastructure Officer
VUP	Vision 2020 Umurenge Programme
MYBR	Mid Year Budget Review



## 1. Introduction

The Vision 2020 Sector Programme was established in 2008 under the Ministry of Local Government (MINALOC) within the Common Development Fund (CDF). Originally established as a flagship programme within the first Economic Development and Poverty Reduction Strategy (EDPRS), the VUP remains a key mechanism for the delivery of a range of national targets under National Strategy for Transformation (NST1) (2018-2024 and realisation of Vision 2020). This document provides detailed guidelines on the planning, implementation and reporting of the VUP Expanded Public Works scheme.

## 2. Overview of the VUP

The purpose of the VUP is to make a critical contribution to the Government of Rwanda's efforts to eradicate extreme poverty, malnutrition and promote socio-economic transformation by **accelerating graduation from extreme poverty and strengthening household resilience**. This will be achieved through the implementation of the VUP's 3 components. The first of these is a **Safety Net component** which provides either short-term Public Works (known as Classic Public Works), part-time, medium-term public works employment (known as Expanded Public Works) or Direct Support, depending on household circumstances. These schemes aim to **protect** households from the most severe forms of poverty and **prevent** vulnerable households from falling further into poverty in the event of life-cycle, economic or environmental shocks.

The Safety Net component also aims to stabilize household assets and income and thereby lay the ground for household participation in a **livelihoods development (LD) component** (second VUP component). The LD component promotes more productive and self-sufficient livelihoods through the provision of: **productive assets; formal skills training; micro-credit, and financial education and coaching** on a wide range of issues affecting livelihoods, and access to **insurance**.

The third component, **Sensitisation and Public Communications**, provides cross-cutting support to the achievement of programme objectives through the delivery of beneficiary sensitisation and informal mentoring on a range of priority issues such as agricultural livelihoods, health and hygiene, rights and responsibilities. Sensitisation activities will be delivered through a **caseworker mechanism**, a comprehensive **public communications strategy** and in partnership with other local government departments.

## 3. Overview of VUP Expanded Public Works scheme

It is recognised that even moderately labour-constrained households are often unable to access the VUP's classic public works scheme. Furthermore, short-term public works projects may provide inadequate income support to provide a realistic basis for graduation for such households. Therefore, the VUP will also provide multi-year, year-round, flexible (working hours), Public Works (known as *Expanded* Public Works) to provide accessible and appropriate employment opportunities to moderately labour-constrained households.

- **Primary objective:** provide consumption-smoothing employment and promote sustained graduation from extreme poverty among labour-constrained households (particularly those caring for young children)
- **Secondary objective:** support implementation of a wide range of social and economic development interventions through the supply of labour (e.g. maintenance of community roads and provision of child care for poor and vulnerable households);



- **Target group:** the ePW scheme is primarily intended to provide support to extremely poor households with caring responsibilities;
- **Geographic coverage:** All 30 districts participate. Limited number of sectors covered depending on resource availability. Number of sectors covered within a district depends on proportion of national caseload of extremely poor households residing in a district according to EICV. Sectors with highest number of households in Ubudehe Category 1 are prioritised in each district.
- **Types of Projects:** The types of project that are eligible for funding under the VUP ePW scheme for the current Fiscal year are flexible road maintenance (FRM) and Community/Home-based child care (C/HBCC). Other types of projects may be added in future years.
- **Environmental and social safeguarding:** The VUP ePW component shall be implemented in full compliance with relevant national environmental and social safeguarding policies and regulations as well as relevant agreements with development partners. Districts will also need to make provision for environmental and social impact mitigation
- **Minimum labour intensity:** At least 70% of project cost to be paid to beneficiaries as wages.
- **Wages:** Participants receive a monthly wage of 10,000 Rwf for all 12 months of the year. Monthly wages are set and reviewed on an annual basis.
- **Working hours:** Working hours should be flexible. Project outputs should be achievable based on an equivalent of 12 hours' work per week.
- **Supervision arrangements:** local governments will recruit technical supervisors at both Cell and Sector level to support set-up and supervision of ePW projects.

#### 4. Overview of Expanded Public Works project cycle

- Step 1:** LODA to confirm ePW scale-up plan (sector level)
- Step 2:** BCC1 (including VUP ePW planning guidelines) issued to LGs
- Step 3:** Simplified feasibility assessment and screening of draft project proposals
- Step 4:** Districts select feasible projects for implementation in the next FY and prepare PPDs or OPAFs (for projects that continue from previous FY)
- Step 5:** Review of PPDs (or OPAFs) and screening reports by LODA and feedback provided to Districts
- Step 6:** PPDs corrected by districts (where necessary) and approved by District Councils
- Step 7:** BCC2 and budget ceilings issued and PPDs updated for actual District/sector budget ceilings and data entered into IFMIS
- Step 8:** Project budgets entered into MEIS
- Step 9a:** Procurement of start-up materials and equipment minor refurbishment of H/CBCC facilities
- Step 9b:** Selection and contracting of workers, group representatives and supervisors
- Step 10:** Training of workers and supervisors
- Step 11:** Implementation and reporting of Expanded Public Work project





## 5. Planning and budgeting for Expanded Public Works

### Box 1: Key messages on Planning and Budgeting for VUP Expanded Public Works

- Ideally, local governments will maintain a rolling 3 year plan of expanded public works projects so that feasibility studies and environmental screening can be conducted well in advance of BCC1 each year. This is intended to ensure that the district submissions at BCC1 are feasible, sufficiently detailed to allow assessment by LODA and also reflect community priorities.
- Planning of ePW projects needs to ensure that enrolled households have access to continuous employment for a period of at least 3 years. An ePW project may either be a multi-year project or multiple one-year projects may be established to provide the 3 years' of employment
- Districts should submit their proposed projects to LODA using the approved Project Profile Document (PPD) template. PPDs should be prepared on a sector-specific basis and one PPD should be prepared for each project type (e.g. Home-based Child Care), even if that project covers multiple project sites.
- VUP Public Works projects should be planned, as far as possible, with a view to maximizing proximity of the project site to eligible households.
- Simplified feasibility assessments shall be prepared for all ePW projects. Ideally these feasibility studies should be prepared well in advance of BCC1 and PPD preparation so that detailed design information is available during the annual planning process.
- All ePW projects should be subjected to Environmental and Social Screening, to be conducted by the District Environment Officer.
- Once a project has been entered into IFMIS, changes may only be made at budget revision and will require a no-objection from LODA and approval by the District Council.

### 5.1 District level planning and budgeting for VUP Expanded Public Works

#### Planning Step 1: LODA to confirm ePW scale-up plan (sector level)

LODA will identify the number and names of sectors in each district to implement Expanded Public Works using the methodology described in box 2. LODA will inform the district of the selected sectors. In the event that a district wishes to change sector selection, a formal request should be submitted to LODA providing a clear justification for the proposed change. Sector selection may only be changed once a no-objection has been issued by LODA.



**Box 2: Summary of methodology for identifying VUP expanded public works sectors**

The number of sectors targeted for VUP ePW in a district shall be determined with reference to the proportion of extremely poor households living in that district as follows:

$$\frac{\text{Number of people living in extreme poverty in district (latest EICV data)}}{\text{Total number of people living in extreme poverty in Rwanda (EICV)}} \times \text{Total number of sectors targeted for VUP ePW}$$

Once the number of sectors to be targeted in a district is known, the sectors with the **highest number of households eligible for ePW with only one member able to work AND at least one child aged 0-5 years** (as per Ubudehe database or other approved data source) should normally be selected.

**Planning Step 2: BCC1 (including VUP ePW planning guidelines) issued to LGs**

On an annual basis, districts and sectors shall be informed of their eligibility to implement ePW projects as part of the BCC1 process. In response to BCC1, Umudugudu shall be asked to identify potential ePW projects which shall be reviewed and consolidated by the Cell and Sector administration. The Sector shall submit its proposed projects to the District for review, approval and integration into the annual District Action Plan. Issues for consideration during prioritisation include:

- i. Number of ePW jobs created
- ii. Labour-intensity (minimum 70%);
- iii. Number of ePW-eligible households

Districts prepare PPDs for all selected ePW projects and enter into MEIS.

In selecting the projects the Districts must respect national planning guidelines and the constraints imposed by the Development Partners funding the EPW programme. Specifically, with regard to the EPW projects funded by the World Bank under the Strengthening Social Protection project (2018-19 to 2020-21) Districts must avoid projects which have adverse environmental or social impacts and ensure that all projects are environmentally screened as described below.

VUP Expanded Public Works projects should be planned with a view to maximizing proximity to eligible households.

**Note on multi-sector projects**

Multi-sector projects are not expected under the ePW scheme.

**Step 3: Simplified feasibility assessment and screening of draft project proposals**

Simplified feasibility assessments shall be prepared for all ePW projects. Ideally these feasibility studies should be prepared well in advance of BCC1 and PPD preparation so that detailed design information is available during the annual planning process. These should be prepared by relevant District or Sector technical specialists.

Guidelines for conducting Simplified Feasibility Assessments are provided in **Annex 11.4**.



**Step 4: Districts select feasible projects for implementation in the next FY and prepare PPDs (and OPAFs for projects that continue from previous FY)**

Districts will review and select ePW projects for submission to LODA and prepare PPDs. Issues for consideration during prioritisation include:

- i. Labour-intensity (minimum 70%);
- ii. Number of beneficiaries vis-à-vis sector ePW targets
- iii. Whether the project is located in a Cell with a high number of eligible households.

Districts will enter a single Project Profile Document (PPD) for each type of ePW project in a sector.

The PPDs will include:

- i. Anticipated number of workers on the project;
- ii. Number of months work to be provided to each participating household;
- iii. The monthly wage rate (as per LODA guidance)
- iv. Projected beneficiary and non-beneficiary costs of the project where:
  - a. The beneficiary budget is sufficient to pay the number of months work generated by the project at the standard monthly wage rate (plus relevant bank charges and account opening fees)
  - b. Non beneficiary costs as per ePW guidelines which shall not exceed 30% of the total project cost

**Step 5: Review of PPDs (or OPAFs) and screening reports by LODA and feedback provided to Districts**

LODA will quality-assure PPDs, SFAs and screening reports entered into MEIS to ensure compliance with planning guidelines. LODA will then submit its recommendations to the National Investment Committee and, in the case of the environmental and social screening results, to WB. LODA shall only recommend approval of VUP EPW projects that comply with guidelines, as set out in the Box 3 below.

Districts should adjust PPDs in line with these comments and submit the final PPDs for approval to the District Council. Thereafter data entry into IFMIS may proceed. **Once the project has been entered into IFMIS, changes may only be made at mid-year budget review (but such changes should continue to comply with VUP planning and budgeting guidelines specified in this document).**

**Step 6: PPDs corrected by districts (where necessary) and approved by District Councils**

**4.2.2 Detailed district budgeting process**

**Budget revision:** LODA will assist Districts to review the budget in December each year and propose reallocations of district budgets in the Budget Review as necessary. The impact of budget revision must be entered into MEIS.

MINECOFIN will issue Budget Call Circular 2 in January/February each year which will provide guidelines under which Districts will prepare their detailed budgets.





### **Budgeting Step 1: BCC2 issued and PPDs updated for actual District/sector budget ceilings**

- LODA will provide districts with detailed budget ceilings per programme and component and sector.
- LODA will provide the following details:
  - a) The number of sectors where Expanded Public Works will be implemented in each district,
  - b) The names of the sectors in each district proposed for participation in ePW;
  - c) The number of households to be targeted in Expanded Public Works in each sector (based on a pre-defined percentage of eligible households in each sector);
  - d) The standard monthly wage rate.
  - e) NB: In addition to monthly wage rate, the lead caregiver will receive 5,000 Rwf each month for transport and communication to follow up on food and other running costs such as soap, matches and other small items at sector level.
  - f) *The procurement of food/flour and other essential items shall be at sector level to get rid of lengthy process, with the risk of stock-outs. In this case flexible procurement method will be used to procure such items within shortest period of time and the framework agreement to supply items as required from the sites shall be adopted to avoid expiration of food/ flour and other essential commodities.*
  - g) The anticipated number of months work in the year for each project;
  - h) Non beneficiary costs including materials, tools, equipment, and technical supervision as per the guidelines for the specific ePW project type. See **Annex 11.1** for the tools and equipment budget for Flexible Road Maintenance projects and **Annex 11.2** for set-up equipment required for H/CBCC projects
- Districts will then review the number of beneficiaries which LODA has estimated are eligible for ePW and discuss with LODA any significant variation
- Districts will update the approved PPDs in MEIS to comply with sector-level budget ceilings.

In the event the budget ceiling is insufficient to sustain the projects planned on the PPDs districts should reduce the planned number of beneficiaries.

### **Budgeting Step 2: Review of Projects entered into IFMIS**

- Districts will enter projects in IFMIS. Only the projects with PPDs and SFAs approved by LODA can be entered into IFMIS
- LODA will review ePW projects (and all VUP components) entered into IFMIS for compliance with:
  - Approved PPDs and SFAs
  - Projects budgeted in the targeted sectors
  - Budget ceilings for each funding source
  - Projects correctly coded to the IFMIS programme and sub-programme codes
- On-going Projects - any projects expected to extend beyond the end of the current financial year - should also be submitted to LODA at this point and should be funded as the first priority.



- LODA will provide feedback to Districts and continuously review corrections being made by the Districts. All projects MUST be reviewed by LODA prior to finalisation in IFMIS;

### **Budgeting Step 3: Entry of project and budget into MEIS project module**

- District will import the ePW Programme in MEIS **from IFMIS**
- Once the national budget is approved by Parliament Districts will import projects from IFMIS to MEIS
- District will assure the quality of data imported
- Districts will
  - Ensure that exactly the same project name is used in MEIS as in IFMIS including the designation 'EPW'
  - Ensure that the projects use the IFMIS activity code in MEIS to uniquely identify them
  - Ensure that funding sources are respected and the values agree to IFMIS
- The Districts must establish the appropriate contracts into MEIS.  
For ePW projects the following contracts are required:
  - ePW beneficiaries' payment contract (essential)
  - Materials and equipment contract(s) (essential)
  - Technical supervision contract (as required)

## **6. Procurement and funds requests**

### **6.1 Procurement**

Expanded Public Works require that procurement of the following items be conducted as per government procurement regulations and procedures:

- a) ePW project workers. Participant households should be contracted as groups using the 'Community Procurement' method (according to procurement regulations) (**see Annex 11.9 ePW Group Contract Template**).
- b) ePW project supervisors: sectors implementing ePW should normally contract two Cell level ePW supervisors (one for FRM and one for HBCC) plus 1 Sector ePW C/HBCC Supervisors.

**See Annex 11.12 for ePW Cell Supervisors contract template and Annex 11.13 for ePW Sector Supervisor contract template.**

- c) Materials and equipment: The design of each project (PPD) will identify what tools and equipment will be needed for each type of project. Typically, equipment will be bought every three years for an ongoing project, unless the project feasibility study states otherwise.
- d) Refurbishment of identified facilities of approved lead care-givers and/or community facilities hosting ePW HBCC groups may also need to be procured for H/CBCC projects.

Procurement may be conducted either by the District or the Sector.



In order to ensure timely implementation of ePW projects, procurement should commence immediately at the start of the new financial year. Districts should not wait for funds to be disbursed before commencing procurement.

## 6.2 Preparation of Funds Requests

Districts will request funds early in the financial year so that (i) on-going projects can be finished in a timely way and (ii) new projects can be mobilised early. This may be done prior to the start of the financial year.

Districts shall request funds from MINECOFIN according to the standard procedures. However, funds disbursed by LODA shall be disbursed in two tranches as follows:

	Disbursement value	Disbursement triggers
<b>Tranche 1:</b>	100% of project non-wage procurement contract value <i>plus</i> 50% of wages budget	Procurement of equipment completed (for C/HBCC only)ePW beneficiaries selected and approved by Sector Council  Projects properly set up in MEIS
<b>Tranche 2:</b>	Remainder of wages budget	Expenditure of minimum of 70% of tranche 1 funds

*N.B In the event that procurement of materials/equipment is delayed, districts may request the funds for wages and then request funds for equipment separately once procurement has been finalised. This is intended to allow timely initiation of ePW projects.*

*For any C/HBCC project that require refurbishment, District requesting fund from LODA shall submit the works contract.*

Districts shall submit supporting documentation when making a funds request as set out in Box 2.

<b>Box 2. Supporting documentation for ePW funds requests</b>	
<b>Year 1</b>	
<p><b>First installment</b></p> <ul style="list-style-type: none"> <li>• Letter of request by the District</li> <li>• Copy of simplified Feasibility Assessment</li> <li>• Sector Council meeting minutes approving beneficiary list</li> <li>• A note of the meeting at which the beneficiaries select the group representatives and supervisors</li> <li>• Contracts for Cell and C/HBCC Sector Supervisors</li> <li>• Contract for supply of C/HBCC equipment for C/HBCC</li> <li>• Contract for works of refurbishment where applicable</li> </ul>	<p><b>Final installment</b></p> <ul style="list-style-type: none"> <li>• Letter of request by the District</li> <li>• Progress report</li> <li>• Financial report</li> <li>• Financial justifications</li> </ul>
<b>Year 2 onwards</b>	



<p><b>First installment</b></p> <ul style="list-style-type: none"> <li>• Letter of request by the District</li> <li>Contracts for Cell and Sector Supervisors <ul style="list-style-type: none"> <li>• Copy of simplified Feasibility Assessment</li> </ul> </li> </ul>	<p><b>Final installment</b></p> <ul style="list-style-type: none"> <li>• Letter of request by the District</li> <li>• Progress report</li> <li>• Financial report</li> <li>• Financial justifications</li> <li>• Contract for supply of FRM equipment</li> </ul>
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## 7. Selection of Workers and Supervisors

### Box 3: Key Points on Selection of Workers, Group Representatives and Site Supervisors

- Only specific types of households in Ubudehe Category 1 shall be eligible for ePW. These eligibility criteria must be strictly adhered to;
- Households resident outside of the sector should never be enrolled in an ePW project;
- Expanded PW participant quotas should be allocated to each Cell in the sector depending on the number of eligible households in each cell (subject to all Cells being within reasonable distance of the Expanded PW project site);
- Participants and cell Supervisors will be selected in Cell General Assembly meetings;
- ePW Cell Supervisors shall preferably be identified from among the ePW-eligible households. Sector-level supervisors for ePW C/HBCC may be recruited from the general population.
- ePW participants shall form groups and elect a Representative from among themselves to sign the contract with the Sector. For H/CBCC projects the lead care-giver for each group will sign the contract on behalf of the group.
- The Sector Council shall approve the final eligible list.
- Once a household has been enrolled in an ePW project they are expected to remain enrolled for at least 3 years unless they voluntarily un-enrol. A household may only be unenrolled from a VUP ePW project against their will if certain conditions apply.

### 7.1 Eligibility criteria and priority households:

The following types of households in **Ubudehe Category 1** shall be eligible for ePW:

- a) Households with **only one member able to work** AND at least one **child aged 0-5 years**;
- b) Households with only one member able to work, where the worker has moderate disabilities<sup>1</sup>
- c) Households with **only one member able to work** AND at least one **child aged 6-14 years**;
- d) **Single person households where the person is female**
- e) Households with only one member able to work where the worker is **aged 60-64 years**;
- f) Households with two members able to work and both **aged 60-64 years**;

The Provisional targeting list for this group (b) will be generated based on data of PwD in disability category 3 & 4, which will then be subjected to community validation with the involvement of the local disability committees.

<sup>1</sup> Provisional targeting list for this group will be generated based on data PwD in disability category 3 & 4





In addition to the above, ePW participant should live within 2 km of the project site. This means projects need to be planned such that they are close to the eligible population.

## 7.2 Targeting and enrolment procedures

### Targeting Step 1: Cell targeting quotas sent to Sector Executive Secretary

The number of households expected to be employed on all Expanded Public Works sites (there may be several in a Sector) should be divided among the Cells in the Sector according to the proportion of eligible households in the sector that reside in each Cell.

See box 4 for an example of how to calculate ePW worker quotas for all Cells in an ePW sector.

#### Box 4: Example of Cell worker quota calculation for an Expanded PW project

Number of workers required by all Expanded PW projects in the Sector: **100**

Allocation of ePW participants to each Cell:

	No. of HHs eligible for ePW in the Sector	Percentage of sector caseload of e-PW-eligible HHs	Cell worker quota
Cell 1	60	60/220 = 27%	100 x 27% = <b>27</b>
Cell 2	30	30/220 = 14%	100 x 14% = <b>14</b>
Cell 3	45	45/220 = 20%	100 x 20% = <b>20</b>
Cell 4	50	50/220 = 23%	100 x 23% = <b>23</b>
Cell 5	35	35/220 = 16%	100 x 16% = <b>16</b>
<b>Sector total</b>	<b>220</b>		<b>100</b>

### Targeting Step 2: Selection of Workers (beneficiaries)

A Cell General Assembly meeting should be convened to:

- Orient community members on the VUP Expanded Public Works scheme (see **Community Orientation Guidelines in Annex 11.5**);
- Identify all eligible households in the Cell. This process may entail reference to a Provisional Targeting List generated from the Ubudehe database.
- Eligible households with people with disability who are not yet medically classified first reviewed and approved by sector disability council level for disability assessment.
- Collect any missing National ID data and bank/SACCO account details for nominated households;

All decisions should be documented on the **Provisional Targeting List format** provided in **Annex 11.6** which should then be attached to the **ePW Cell General Assembly Minutes format** (see **Annex 11.7**). The annotated Provisional Targeting List should be annexed to the Cell General Assembly Meeting Minutes when submitted to the Sector.





**Targeting Step 3: Sector Council to approve the final eligible list.**

Selected households should be presented for approval to the Sector Council by the Sector. The decisions of the Sector Council should be documented using the approved format provided in **Annex 11.8**.

Once sector council has approved the eligible list, the Sector should be authorised to enter the data into MEIS.

**Targeting Step 4: Finalisation of targeting list**

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

- a) Nominate the ePW workers, elect the group representatives and lead care-givers, select the cell supervisors and sites.
- b) Resolve any discrepancies between project worker requirements, cell quotas and numbers of households selected;
- c) Inform participants of their roles and responsibilities;
- d) Collect any participants' Bank/SACCO account numbers or National ID numbers which were not available during the Cell General Assembly meeting.
- e)
- f) From among the eligible households, identify groups that live close to the proposed work sites (either roads to be maintained or community facilities and homes that have been selected for hosting C/HBCC groups).
- g) Allocate households to FRM or C/HBCC projects. The process for doing this is likely to vary by location but could operate as follows:

**Step 1:** Identify all priority households for ePW HBCC – i.e. households with one worker with a child aged 2-6 years.

**Step 2:** Form HBCC groups of at least 7 ePW-eligible workers based on their proximity to homes of the lead care-givers or other community facilities that have been identified for hosting C/HBCC groups .

**Step 3:** From among households selected to participate in C/HBCC, identify potential lead care-givers and site (**suitability of lead care giver and homes<sup>2</sup> should be endorsed by other parents that are expected to bring their children to the group**).

**Step 4:** Allocate remaining ePW-eligible HHs (up to the maximum quota size for the sector) to each FRM project (6-15 per group depending on the length of road to

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<sup>2</sup> Particular consideration should be given to availability of latrine

s, safe cooking areas, sufficient space for 10-15 children



be maintained) based on proximity to the worksite. Identify group representatives for each FRM group.

- e) The Sector Management Team Approve the final list of workers and cell supervisors

Households may not be enrolled in more than one ePW project.

The decisions of the Sector Management Team should be documented

### **Targeting Step 5: Preparation and signing of contracts**

The Sector Technical lead (Land/Infrastructure Officer for FRM projects, Social Affairs Officer for C/HBCC projects) should prepare contracts for signature by the District/Sector Executive Secretary.

The workers contract for ePW Flexible Road Maintenance and Community/Home-based Child Care projects will follow the format provided in **Annex 11.9**.

Contracts for all ePW projects should be accompanied by:

- a) Minutes of the meeting at which the beneficiaries selected the group representative/lead care givers and cell supervisors
- b) List of final eligible list approved by the Sector Council;
- c) Wage rate and payment terms as defined in these guidelines;

### **7.3 Removing a household from an Expanded Public Works project:**

A household may only be removed from a VUP Expanded Public Works project if either:

- a) The household moves to a different sector; or
- b) The household's worker dies or permanently moves out of the household (in such cases the household should be enrolled in VUP Direct Support);
- c) A household does not send an appropriate member to attend Public Works for a period of at least one month without providing an appropriate justification (e.g. temporary sickness).
- d) A household loses equipment provided to them and refuses to replace it.

Removal of an ePW household, this should be initiated by a Group Representative (FRM)/Lead Care-giver (C/HBCC) or Site Supervisor. Documentation of justification for removal and nomination of replacements shall be conducted using the 'ePW Household Removal and Replacement Form' (**Annex 11.10**). Once the Sector Executive Secretary has approved the form, it should be submitted to the District for entry into MEIS.

In the event that a household is removed from a VUP Expanded Public Works project, the Village General Assembly shall nominate a replacement for approval by the Sector Management Team. The Sector shall then submit the form to the District for data entry.

## **8. Expanded Public Works project implementation**

### **8.1 Overall implementation principles for ePW**

- Expanded Public Works projects shall be implemented in compliance with technical norms and standards issued by relevant technical authorities;
- **Flexible employment.** Project outputs should be deliverable with 12 hours work per week (equivalent of 2 hours work per day for 6 days per week);



- Care should be taken to ensure that PwDs are allocated to appropriate ePW job types.
- ePW beneficiaries shall also participate in monthly sensitisation activities organised by the Sector or local partners;
- Work should start immediately after contracts have been signed;
- Under no circumstances shall children under the age of 18 years participate or work in Expanded Public Works;
- Appropriate and reasonable measures shall be taken to protect the health and safety of expanded public works participants including children. Participants will be encouraged to act appropriately and responsibly with regards to sanitation and hygiene at the worksite.

## **8.2 Training of ePW Workers and Site Supervisors**

- Prior to the start of Expanded Public Works projects, workers and Site Supervisors shall be receiving on-the-job training on the relevant technical, health and safety guidelines and norms and standards from the Sector Infrastructure Officer, Sector Land Officer or District Engineer (for FRM), the Sector C/HBCC Supervisor or the C/HBCC ECD service provider.

## **8.3 The role of Group Representatives in ePW project implementation**

Group representatives shall be responsible for:

- i. Monitoring fair distribution of work among group members;
- ii. Ensuring compliance with relevant technical standards on a day-to-day basis
- iii. Communicating with Site Supervisors and Sector staff on behalf of group members;
- iv. Initiating member replacement procedures if necessary, through the Site Supervisor;

## **8.4 Wage payment principles and procedures**

### **8.4.1 ePW wage payment principles**

- Expanded Public Works participant households will be paid a flat monthly wage of RWF 10,000 per month plus bank charges;
- Payments will be made on a monthly basis, within the first 15 days of the following month;
- All Expanded Public Works participants be paid the same rate, irrespective of the type of employment, with the exception of the lead care giver for C/HBCC ECD.
- Participants will NOT be required to keep a timesheet but payments will cease if work is reported to be unsatisfactory;
- Payments will be made through registered financial institutions to individual beneficiaries' accounts.

### **8.4.2 Wage payment procedures**

- Step 1:** Sector staff generates payroll and payment order from MEIS and forward to District staff
- Step 2:** District Transfer funds to Bank/SACCO accounts and issue notification to SACCOs
- Step 3:** Bank/SACCOs to immediately credit individual beneficiary accounts after funds were credited.
- Step 4:** Sector administration to confirm payment completion in MEIS (payment tracking).



## 9. Supervision arrangements

Where both FRM and C/HBCC projects are being implemented, two ePW cell Supervisors shall be Nominated among ePW as first priority and cPW where there is no qualifying supervisor from ePW caseloads. For either case women should be prioritised in each Cell to supervise project implementation and ensure compliance with technical, health and safety norms and standards – i.e. one for Flexible Road Maintenance and one for Community/Home-based Child Care.

One Sector-level Supervisor/Trainer will also be contracted by the District/Sector to train and coach Cell-level Site Supervisors and will also supervise H/CBCC Projects.

The Cell Administration will also conduct spot checks and raise any concerns with the Group Representatives or cell Supervisor as necessary.

In addition, a relevant technical supervisor shall also be assigned by the Sector administration – usually either the Sector Infrastructure or Land Officer or Sector Social Affairs Officer. The technical supervisor will conduct regular monitoring visits to the project sites to validate the reports submitted by the cell Supervisors and support trouble-shooting (including addressing challenges that fall outside of the scope of work of ePW project – such as a landslide affecting a Flexible Road Maintenance project or change of C/HBCC ECD site).

Finally, officials from the District One-Stop Center, District Social Development Unit and District Education Unit should conduct regular spot-checks on ePW projects as part of their on-going monitoring and evaluation regime. Specific attention should be paid to ensuring compliance with environmental and social safeguarding procedures.

### 9.1 Selection and contracting of ePW Cell Supervisors

ePW Cell Supervisors shall be nominated preferably from among the ePW-eligible households. ePW Cell Supervisors should have the following qualifications at the minimum:

- Able to read and write (at least completion of Primary education);
- Of good character, honest, able to organise work groups.

**See also guidelines for recruitment of C/HBCC supervisors in Annex 2.**

Cell supervisors for FRM projects should be contracted using the contract template provided in **Annex 11.12**.

Cell Supervisors shall be paid between RWF 15,000 to RWF 30,000 per month including a facilitation allowance of RWF 5,000 per month. Payments to ePW Cell Supervisors should be paid through the ePW payroll.

### 9.2 Recruitment and contracting of Sector-level C/HBCC Supervisors

- Sector Technical Supervisors/Trainers shall be recruited to support the Sector to establish and monitor ePW projects (C/HBCC ECD). They should be contracted using the contract template provide in **Annex 11.13**.
- Wages for ePW Sector Supervisors C/HBCC ECD are expected to fluctuate according to local market conditions.
- Payments to ePW Sector Supervisors for C/HBCC ECD should be treated as non-wage costs – NOT ePW beneficiary wages.





The Sector-level C/HBCC Supervisors will be recruited based on the following selection criteria:

- At least secondary education, ideally higher education, value additional is if the candidate has prior experience prior in ECD or is a TTC graduate.
- Residence in the sector or willingness to re-locate there.

Selected candidates should have demonstrated an interest in early childhood development through previous paid or voluntary work related to childcare or child development; or relevant studies (such as in nutrition, education, health or social work); or experience of childcare within a family setting.

## 10. Grievance and redress

Sector is responsible for ensuring that Grievance and Redress Committees are established in each sector implementing EPW projects. The committee should be chaired by the Sector Social Affairs Officer and comprised of the following additional members: Sector Land/Infrastructure Officer; Sector Good Governance Officer. Cell Social and Economic Development Officers (from cells implementing EPW projects), Women representative, Group representative and Representative of PwD at sector level.

Members of the public may also submit complaints on issues affecting Expanded Public Works to LODA through the Citizen Monitoring System (CMS). All complaints received by LODA shall be logged, investigated and responded to.

## 11. Reporting requirements

ePW Cell and Sector Supervisors will report on the following aspects on a **monthly basis** to the Sector, **through the Cell administration**:

- Technical progress, plus reasons for any deviation from plan;
- Status of work-groups:
  - Possible changes to group composition and reasons
  - Intra-group issues and challenges/ complaints
- Payments status:
  - Payroll orders processed;
  - Any challenges with beneficiary payments;

The report prepared by the Cell Supervisor should be **endorsed by the Cell administration** and forwarded to ePW Sector Supervisor for H/CBCC ECD. If an ePW project is implemented across more than one cell, all relevant Cell representatives should endorse the report.

The ePW Sector Supervisor for C/HBCC ECD should then submit a consolidated report to the Sector. The report should be verified and submitted by the Sector to the District.

The Sector ES will then:

- Take any remedial action necessary;
- Compile a monthly report of all Expanded Public Works projects and send to the District Executive Secretary as part of their wider reports on VUP activities.





The District will then:

- Take the necessary action
- Integrate ePW project reporting into the quarterly PW reporting format.
- Request additional funds transfers as necessary through the Finance Directorate;

Send reports to LODA and MINALOC (copied to the Province)

Done at Kigali on.....12.8.OCT.2019

Approved by



Mrs. NYINAWAGAGA Claudine  
Director General of LODA



## 12. ANNEXES

### ANNEX 11.1: Supplementary Guidelines for Flexible Road Maintenance (FRM)

#### 1. Introduction



The Rwanda Transport Sector Policy affirms: *Particular importance shall be placed to the maintenance of the road network in order to safeguard the investments and guarantee accessibility of the population to the essential services, and promote economic activities and interactions in all the regions of the country.*<sup>3</sup>

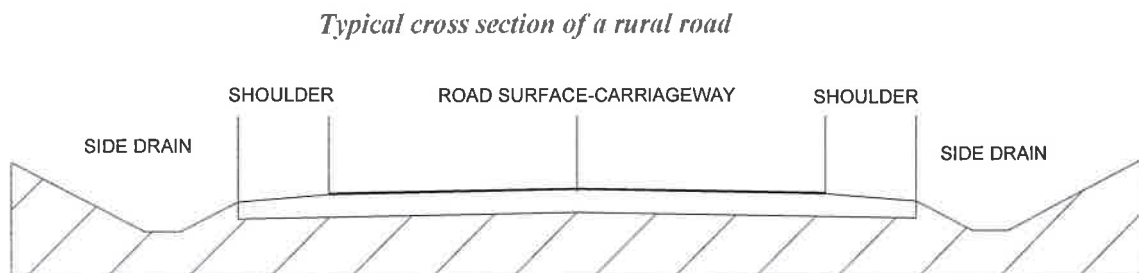
The purpose for maintenance is to ensure that the road remains serviceable throughout its design life and even to increase its life cycle. Maintenance is important because it serves five important aims:

- prolongation of the life cycle of the road by reducing the rate of deterioration, thereby safeguarding previous investments in construction and rehabilitation;
- reduction of vehicle (including trucks, cars, motorcycles and bicycles) operating costs by providing a smooth running surface;
- improvement of traffic safety both for vehicles and pedestrians by providing an even surface without potholes;
- contribution to more reliable transportation services by keeping the road open for traffic; and,
- Sustainability of social and economic benefits by assuring continuous and improved road access.

## 2. Scope of Work

This activity is concerned with the maintenance of community access roads that link i) cells to sectors; ii) cells to other cells; or iii) villages to villages.

Tasks suitable for Flexible Road Maintenance include activities carried out on a regular basis throughout the year which are classified as “Recurrent/Routine Maintenance” in **LODA’s Operation and Maintenance manual for road maintenance**. The diagram below shows the parts of the rural road which will be include in the scope of work.



Tasks appropriate for flexible road maintenance beneficiaries include:

- Road surfaces
  - Filling in potholes;
  - Removing small landslips
  - Clearing of flood debris;
  - Uprooting of vegetation from the roadway across bridges.



<sup>3</sup> The Ministry of Infrastructure: Transport Sector Policy, December 2008, p. 17

- Road, Sides, Shoulders and Ditches:
  - Grass cutting and vegetation control;
  - Cleaning/re-shaping of side drains;
  - De-silting of culverts and channels;

### 3. Number of Households Participating and Organisation

- The length of road to be maintained will vary depending on the number of group members and will be calculated on the basis of 300m per member of the group (in line with RTDA norms). Beneficiaries will form groups of between 7 and 15 members, with each group charged with maintaining short stretches of road.
- The contracted group members (households) shall be living near the road, no more than 2km from the road.
- There will be a contract for each group, signed by the District/Sector Executive Secretary and the group representatives.
- The actual number depends on:
  - The amount of suitable road;
  - The number of eligible beneficiaries who accept offers of work.
- The supervisors will be selected per Section 3.5 in the guidelines. He or she will be provided training on their supervisory responsibilities. It is expected that there will be supervisors at cell level.

### 4. Essential tools and equipment

The following essential tools and equipment for use on flexible road maintenance projects will be purchased from the VUP budget and issued to each participating household and group at the start of the road maintenance project:

- Spade;
- Hoe;
- Panga;
- Slasher;
- Boots<sup>4</sup>;
- High visibility jacket;

Wheelbarrows and pickaxes will also be provided to groups – one per five beneficiaries;

If equipment is lost, stolen or broken, participants will be responsible for the purchase of replacements. After three years new equipment will be bought by the Sector.

### 5. Training

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<sup>4</sup> The Social Affairs Officer will ask the beneficiaries for their size for boots



Training will be required at two levels (i) technical aspects of FRM and (ii) supervision. Training will be provided as follows:

- The District Engineer will:
  - Train Sector Land Officers in how to carry out the tasks in FRM so that they can train FRM beneficiaries and Site Supervisors accordingly;
  - Train Sector Land Officers in the visual inspection approach to assessing the status of rural feeder roads covered by EPW;
- Sector Land Officers will:
  - Train all FRM beneficiaries and supervisors in how to carry out the tasks under the ePW project;
  - Train Site Supervisors in the visual inspection approach to assess the status of roads being maintained under the FRM projects;

Technical training for beneficiaries will be delivered at the start of project implementation. The training will be delivered at the proposed worksite so that practical demonstrations can be given. The training will also clarify roles and responsibilities of ePW beneficiaries and group representatives and group account signatories.

## **6. Flexible Road Maintenance-specific Roles and Responsibilities**

### **6.1 Group members**

The group will:

- Select group representatives/management;
- Have collective responsibility for ensuring that their stretch of road is maintained adequately;
- Meet with the supervisor no less than once every month;
- Take reasonable care of their equipment, replace equipment which is lost or stolen or damaged;
- Take care of the materials provided to fill in pot holes;
- Given the risk of road traffic accidents, no children (except immobile babies on mothers' backs) must be brought to the worksite.

### **6.2 ePW Cell Supervisor**

The role of the ePW Cell Supervisor is to monitor the effectiveness of the project implementation and identify any factor which are affecting how well it is being carried out, including conflicts between group members, management of equipment, timely payment etc. Any other factors should be referred to the caseworker for that village/cell.

The Cell Supervisor's tasks include:

- Verify the state of the roads through a visual inspection process no less frequently than twice every week;
- Complete a visual inspection on each visit and provide to the Cell Executive Secretary, Social Affairs Officer for the sector;
- Meet with all group members either jointly or individually no less frequently than once every month;



- Note any project related concerns or challenges raised by group representatives, groups collectively and individual members and bring to the attention of programme staff in a written report immediately after the meeting;
- Note and report anyone who has not received payment by the due date;

### **6.3 Cell Executive Secretary and Cell Economic Development Officer (CEDO)**

- Verify the reports provided by the Site Supervisor on a monthly basis;
- Conduct regular site inspection visits
- Document and escalate any complaints from beneficiaries to the Sector as necessary

### **6.4 Sector Technical Staff (Land Officer and Social Affairs Officer)**

- Review monthly reports submitted by the Site Supervisor
- Conduct at least quarterly inspections of the worksite and meet with beneficiaries
- Monitor timeliness of payments
- Document and escalate any complaints to the District as necessary
- Train the Site Supervisors and beneficiaries

### **6.5 District One-stop Centre technicians and Social Development staff**

- Undertake a Simplified Feasibility Assessment including an assessment of the status of the road, using the visual inspection method laid out in the LODA Road Maintenance Manual;
- Undertake periodic site inspection visits;
- Provide training to group members and supervisors

## **ANNEX 11.2: Supplementary guidelines for Home & Community-based Child Care (H/CBCC) projects**

### **1. Objectives of Expanded Public Works Home/Community-Based Childcare**





- a) To provide multi-year, year-round, accessible and flexible employment for extremely poor households with caring responsibilities.
- b) To provide accessible, safe and stimulating childcare for children aged 2 to 6 years whilst their parents work.

## 2. Selection of ePW Caregivers

- On average, each H/CBCC project should employ 1 lead care-giver and an additional 6 assistant care-givers (ePW beneficiaries). H/CBCC are expected to provide care for approximately 10-15 children.
- Amongst the ePW eligible households, first priority will be given to households who themselves have children aged 2-6 years
- They may be cases where there are insufficient ePW eligible households aged 2-6 years. In this case, the care givers may be other Epw eligible households who do not have children of this age
- Even if an ePW H/CBCC care-giver's own child leaves the group to join an ECD centre, pre-primary class or primary school, the care-givers shall be entitled to continue to work in the home-based care group if they wish.

## 3. Scope of Work

### Caregivers will be responsible for:

- Ensuring a safe environment and providing stimulating care for the children. Caregivers will develop a weekly schedule that will include educational activities and games, singing and supervised play.
- Preparing daily porridge or food for the children in accordance with nutrition guidelines and provide safe drinking water, supervising toileting and ensuring that the latrine and general environment is kept clean and safe at all times.
- Facilitating the weekly distribution of FBF to primary care givers (parents/guardians) of children below 3 years of age.
- Facilitating referrals of sick children to nearby health facilities or community health workers (CHW).
- Facilitating referrals and follow-up of children suffering abuse to the Inshuti z'umuryango (IZU)
- Facilitating monthly visits by CHW for the screening of children and Parenting education in health aspects (nutrition, cooking demonstrations, family planning, vaccination...) in collaboration with IZU and CHW and other ECD partners
- Facilitating referrals of services for children with disabilities and special needs in collaboration with the IZU and CHW
- Facilitating the setting up of the kitchen garden for the home based ECD nutrition services and cooking demonstration and monitor its maintenance.
- Facilitating referrals through the Case Workers for eligible social protection beneficiaries to the Cell development officer (CEDO).



#### 4. Determining the number of groups and carers

- There are estimated to be between 10-20 groups per sector, although the exact number will depend on the number of ePW site in each sector.

5. On average, there is expected to be sufficient demand for home/Community based child care for the creation of 10-20 groups per sector and each H/CBCC project should employ 1 lead care-giver and an additional 6 assistant care-givers (so a total of 7 carers per group), this means that there will be an average of 70-140 ePW home/Community Based care givers employed per sector. This is in line with the ECD minimum standards of the teacher child ratio between the age ranges of 2-6 years old.

#### 6. Days and Hours of Operation of the Groups

- Home-based care will operate all year round up to 6 days per week and for approximately 5 to 6 hours per day.
- The precise hours of operation will be agreed collectively by the group in order to cover the working hours of parents, with particular attention given to covering the working hours of parents reliant on agricultural wage work. **Selecting children to attend H/CBCC groups**
- ePW H/CBCC groups will provide care for children between 2 to 6 years. Home-based care is not suitable for children younger than about 24 months due to their significant care needs and the need for the youngest children to remain close to mothers for breastfeeding.
- The exact age at which children are ready for home-based care will vary. Participation in home-based care will be voluntary and no parents will be pressurised to put their children in child care before they feel they are ready.
- At the age of 6 years children must enroll in the local primary school.
- ePW H/CBCC are expected to provide care for approximately 10-15 children. In rare cases where a larger community building is available that can safely accommodate more than 15 children, the number of children may be higher. In such cases the number of carers will also need to be increased proportionately.
- It will be important that parents live in close proximity. Each group will cover one or two villages, depending on the number of eligible and interested households. First priority will be given to children from households in Ubudehe 1. After households in Ubudehe 1 have been given the opportunity to send their child, any remaining spaces will be offered to children of households in other higher Ubudehe categories. When a child leaves to go to pre-primary or primary school the caregivers will seek a replacement. The same entry criteria will be followed.
- The percentage of Ubudehe 1 households should be regularly monitored, and in every group at least 50% of the children should be from households in Ubudehe 1.

#### 7. The Childcare Setting

- Children will be cared for close to their own homes in either a home of one of the parents or in an available community building.
- The lead caregiver will normally be the home-owner of the childcare site and needs to be truly willing to host the group (but occasionally might not be).



- Parents might also decide to construct a purpose-built centre, using their own resources or with the support of local authorities or another partner.
- Local government will work with cell and sector supervisors to identify suitable homes and also ubudehe 1 households in the community that have children aged 2-6 years will be involved in decision making in selection of HCBCC sites where they will be comfortable sending their child
- We recommend that the short list of potential/Possible sites is discussed and reviewed in a meeting with ubudehe 1 households in the village that have children aged 2-6 years
- If the chosen site is a home, home owners should be encouraged to provide care in their home for a period of between two to three years. However, the duration of hosting this chosen site should not be an imposition on the home owner. If, in exceptional circumstances, it proves necessary for the group to move before the end of the three year period, all equipment provided to the group must be moved also.
- H/CBCC ECD sites must provide:
  - a. A latrine that is safe for children to use and always kept clean
  - b. Hand washing facilities with soap and water
  - c. Safe drinking water (Boiled or with Silo).
  - d. A nutritious meal or porridge (as recommended by nutrition guidelines) must be provided every day for the children in accordance with nutrition guidelines
  - e. An area for cooking and boiling water that is NOT accessible to children
  - f. Safe and age-appropriate play and learning equipment
  - g. Outside play area must be fenced and covered. Where there is no existing fence or shelter for an outside play area, parents of participating children should contribute labour and local materials to construct one.

If the home/community facility does not meet the above requirements, it must be upgraded.

- Children should be collected by their parents or designated care giver/guardian and must not be allowed to walk home alone.

## 8. Organisation of Work

- To ensure safety of children, there MUST always be at least two caregivers present.
- Care-givers will work an average of 12 hours per week in shifts, ensuring that the group is open 5-6 days per week for 5-6 hours per day.
- The Lead Caregiver will be responsible for managing the project site and will be required to be present everyday, at least at the start and end of the day. He/She will arrange a work rotation/schedule with the assistant care-givers. Carers can either work for 2 hours per day (as in Example Rota A below) or arrange an alternative schedule such as demonstrated in Example Rota B below.

Rota A	Number of hours work per day						
	M	T	W	T	F	S	S



Lead care giver	2	2	2	2	2	2	
Carer 1	2	2	2	2	2	2	
Carer 2	2	2	2	2	2	2	
Carer 3	2	2	2	2	2	2	
Carer 4	2	2	2	2	2	2	
Carer 5	2	2	2	2	2	2	
Carer 6	2	2	2	2	2	2	

Rota B	Number of hours work per day						
	M	T	W	T	F	S	S
Lead Care giver	2	2	2	2	2	2	
Carer 1	6	6					
Carer 2	6	6					
Carer 3			6	6			
Carer 4			6	6			
Carer 5					6	6	
Carer 6					6	6	

- In case they cannot reach agreement, the issue will be raised with the Cell Supervisor and SEDO for resolution.
- The Lead care-giver will also keep a record of attendance by each caregiver. However, the purpose of these attendance records is to support the functioning of the group and submission of these records will not be a condition of payment.

#### 9. Start-up equipment and inputs

- Once identified, a quick assessment shall be conducted to ascertain which of those sites meet the H/CBCC minimum standards. In particular, where no home can be found with a suitable latrine or kitchen, minor refurbishments to the selected homes and community facilities shall be catered from the specific budget line for ePW facilities refurbishment. Construction is only limited to latrines. The Sector Supervisor, Cell Supervisor and SEDO will be responsible for submitting requests for financing of refurbishment to the Sector. The Sector Officials will review all such requests, together with relevant technical specialists at sector level, and Sector Executive Secretary will forward approved requests to the District Executive Secretary, who





will be responsible for final approval, ensuring that expenditure on refurbishment does not exceed RWF1mn per year per Cell.

- The following essential equipment will also be purchased from the VUP budget and issued to each group at the start of the home/community-based childcare project. The equipment is expected to last three years. If the group is still in existence after 3 years, a replacement set of equipment will be provided. However, during the course of implementation, the group should replace any lost or damaged items and will be encouraged to make small regular contributions for this purpose.
  - Tippy tap for handwashing
  - Materials for making local toys
  - Crayons
  - 8 sleeping mats (1 shared by two children)
  - 15 plastic cups
  - 3 saucepans (1 for boiling water, 1 for porridge and 1 food if applicable)
  - 2 jugs for storing drinking water
  - 3 buckets
  - 3 basins
  - 2 Jerry cans/ 1 Small water tank
  - Feeding spoons (20)
  - Tarpaulin for rain-proofing the local structure that covers the outside play area
  - Notebooks and pens for preparation of registers
  - An initial supply of soap, toilet paper,
  - Matches
  - Paper for drawing.

## **10. Ongoing Supplies**

The Lead care-giver will receive an additional RWF70 per day per registered child in each group to cover the cost of a nutritious porridge. In order to promote child nutrition and promote good feeding practice in the community, it can be of paramount that children in H/CBCC receive an age-appropriate balanced meal; the ball park cost of 70 RWF per child per day seems to be not reasonable and we suggest that the adequacy of this amount is reviewed and adjusted

In-kind contributions from parents will be required to cover toilet paper, firewood/charcoal for cooking, matches and drawing paper. The required regular parental financial contribution would be 300 and parents can start to make contributions at least after the first two months because that's when they could start to receive wages

## **11. Supervision Arrangements**

### **11.1. Sector Supervisors/Trainers**





The **ePW Sector Supervisor** will build capacity in ECD and provide technical oversight of home/community-based ePW in a given sector. This will be a paid role, but not a full-time one. It would be most suitable for someone with previous ECD experience, though university graduates without experience, but with a strong interest in this area of work will also be considered.

The main responsibilities of these Sector Supervisors will be to:

- a) Train caregivers and Cell Supervisors involved in ePW implementation
- b) Share lessons learnt with Sector Social Protection Officers.
- c) Attend monthly sector meetings with the lead caregivers of each childcare group and the Cell Supervisors, in order to mentor and support them.
- d) Visit each childcare setting in the sector at least once per quarter.
- e) Produce quarterly reports that reflect on key achievements, lessons learned and recommendations for improvements.
- f) Participate in four parenting sessions in different villages every month (covering all villages at least twice per year) to monitor and oversee them and to provide feedback to Cell Supervisors who will implement them.
- g) Ensure maintenance of quality integrated ECD services implementation.

### **Facilitation**

- Sector supervisors are expected to work approximately 5 days (40 hours) per month and to be paid a fee appropriate to their skills and qualifications. We suggest stating the wage rate for sector supervisors to avoid any confusion at decentralized levels.
- We suggest salary of 50,000 RWF per month plus,5000 RWF allowance this would be more appropriate salary for sector supervisors because their only work for 5 days and this is to say that they could be paid 10,000 RWF Per day and this reasonable range which could stop districts to vary in paying these supervisors

### **Selection criteria**

The minimum selection criteria for the Sector Supervisors should be that they have:

- At least secondary education, ideally higher education, value additional: ECD and TTC
- Residence in the sector or willingness to re-locate there

Selected candidates should have demonstrated an interest in early childhood development through: previous paid or voluntary work related to childcare or child development; or relevant studies (such as in nutrition, education, health or social work); or experience of childcare within a family setting.

## **11.2. Cell Level Supervisors**



The District/sector will contract a network of part-time **Cell Supervisors, one per cell** to provide regular supervision of childcare settings, and to lead parenting education sessions in the community. The key responsibilities of the Cell Supervisors will be to:

- **Monitor H/CBCC groups.** Visit each home/community-based care group at least twice per month for supervision. Cell Supervisors should use the checklist provided at Annex A to monitor quality of provision.
- Collaborate with the cell SEDO on administrative and management issues, and refer any more difficult technical issues to the Sector Supervisor.
- Meet at least monthly with parents who are not caregivers to get their views on the operation of the groups and the quality of work of the caregivers.
- **Lead parenting education sessions** every month in every village that has a home/community-based childcare site. Parenting education will be provided to members of the childcare group, and should also be open to all parents in the village with children aged 0 to 5 years and pregnant women. The timing of these sessions will be agreed between participants, but late afternoons are likely to be preferred by working parents. Sessions may be held at or around the childcare site, or at any other convenient site in the village. They will cover a wide range of topics essential to the development of the young child, including:
  - young child and maternal nutrition (with a focus on the first 1,000 days)
  - young child and maternal health
  - hygiene and sanitation
  - promoting children's physical and cognitive development through play (including practical learning on making toys from local materials, and demonstration of games and songs)
  - promoting children's emotional development
  - protecting children from violence, abuse and neglect
  - positive parenting and responsive care
  - supporting children with disabilities or special needs
  - Addressing GBV and equality within the family

The Cell Supervisor should also solicit participation in these sessions from CHWs to lead nutrition/health/hygiene and IZUs to lead child protection sessions.

- **Notify the SEDO and Sector Social Protection Officer** of any changes in group composition or hours of operation.
- **Attend monthly meetings** with caregivers, trainers and sector officials at sector level for monitoring and lesson learning and submit brief monthly reports.

**The selection criteria for cell supervisors are as follows:**

*Essential*

- At least primary education, and ability to read and write
- Experience of community development activities and good interpersonal skills

*Desirable*

- With the above criteria met, preference will be given to category 1 of Ubudehe.



- Prior knowledge of ECD or a related area is an advantage (for example they might be a CHW or FoF or have previously been a caregiver in an ECD centre).

The cell supervisors will be expected to work approximately 35 hours per month and will be paid between 15,000 Rwf to 30,000 Rwf per month including a facilitation allowance of Rwf 5,000.

## 12. Training of supervisors and carers and supervision of quality of ECD service provision

In line with the tiered system of supervision, a cascade system of training will be adopted.

**Step 1:** A qualified Service Provider will be selected through a competitive process and contracted to:

- Develop a training curriculum and training guides for the training of Caregivers, Cell Supervisors and Sector Supervisors in collaboration with LODA and NECDP
- Develop a training plan for ePW caregivers, Cell and Sector Supervisors.
- Carry out a training of trainers for the sector-level ECD trainers, one from each sector; and
- Establish and implement a supervision and monitoring system of quality integrated ECD services for home/community-based care ePW

**Step 2:** Once the Sector Supervisors are trained, they will in turn train, Cell Supervisors and ePW caregivers. Training is envisaged as follows:

- An initial training for all ePW caregivers and supervisors on key childcare topics;
- Further training for Cell Supervisors on their parenting education and supervisory responsibilities; and

1-day training sessions once per quarter for Cell Supervisors and Lead Caregivers that introduce new topics, refresh learning and build skill.

## 13. Roles and Responsibilities

**Parents** who are members of childcare groups will:

- Bring their children regularly to the care setting and notify caregivers if their child is going to be absent
- Notify the lead caregiver should they wish to leave the group.
- Providing in-kind contributions like toilet paper, firewood/charcoal, matches

**All ePW Care-Givers** will:

- Provide high quality care to the children in their care, in line with the training received, and complete all tasks to the best of their ability
- Attend for work regularly and ensure that there are always two caregivers present on every working day
- Have collective responsibility for ensuring that the childcare group operates regularly and for notifying the Cell Supervisor of any problems
- Agree in whose home the childcare will be provided
- Participate in group meetings for ongoing decision-making



- Complete registers of children's attendance
- Take good care of the equipment provided
- Help organise and participate in monthly parenting sessions in health aspects (nutrition, cooking demonstrations, family planning, vaccination...) in collaboration with IZU and CHW and other ECD partners

**The Lead Care-Givers will:**

- Organise and chair regular meetings of the childcare group
- Manage purchase of food and ongoing supplies, from funds provided by VUP
- Notify the Cell Supervisor and SEDO of any challenges in the group, any changes in group composition, or any changes in its hours of operation
- Attend monthly sector meetings, take notes and report back to other caregivers and parents
- Be the key contact point with the Sector Supervisor
- Manage the work rotation system and keep records of days worked by each caregiver
- Facilitating the weekly distribution of FBF to primary care givers (parents/guardians) of children below 3 years of age.
- Facilitating referrals through the Case Workers for eligible social protection beneficiaries to the Cell development officer (CEDO).
- Facilitating monthly visits by CHW for the screening of children.
- Facilitating referrals of sick children to nearby health facilities or community health workers (CHW).
- Facilitating referrals and follow-up of children suffering abuse to the Inshuti z'umuryango (IZU)
- Facilitating referrals of services for children with disabilities and special needs in collaboration with the IZU and CHW
- Facilitating the setting up of the kitchen garden for the home based ECD nutrition services and cooking demonstration and monitor its maintenance.

**The Cell Supervisor will:**

- Visit groups and monitor their effectiveness. Identify any issues, resolve issues that they can and refer more complex issues to the Sector Supervisor/Sector Social Protection Officer
- Review attendance records, produce brief monthly reports for the cell SEDO and Executive Secretary and a quarterly report for the SPO through the SEDO
- Notify the Sector Social Protection Officer of any changes in the groups
- Meet monthly with parents who are members of childcare groups to receive feedback on the functioning of the childcare.
- Lead parenting education sessions every month in every village that has an ePW supported childcare site, and coordinate with CHWs and FoFs in each village around delivery of these sessions.





- Attend monthly sector meetings and produce monthly reports.

**The Cell Executive Secretary and Socio-Economic Development Officer (SEDO) will:**

- Support selection of caregivers and establishment of groups
- Verify the reports provided by the Cell Supervisor on a monthly basis
- Document and escalate any complaints from beneficiaries to the Sector as necessary

**The Sector Executive Secretary will:**

- Contract ePW Sector Supervisor for H/CBCC ECD (in collaboration with the Sector Social Protection Officer)
- Select Cell Supervisors (in collaboration with SEDOs)

**The Sector Social Protection Officer will:**

- Manage selection of caregivers and establishment of groups
- Review quarterly reports submitted by the Cell Supervisor
- Skill themselves up on ECD and childcare issues by engaging actively with the Sector Supervisor
- Conduct at least quarterly visits to an ePW childcare setting
- Monitor timeliness of payments
- Document and escalate any complaints to the District as necessary

**The Sector Supervisor will:**

- Train caregivers and supervisors involved in ePW implementation and mentor Sector Social Protection Officers in ECD and home/community-based childcare ePW.
- Attend monthly sector meetings. Produce minutes of these meetings.
- Visit each childcare setting in the sector at least once per quarter. Monitor the implementation of the new home/community-based care ePW model and produce quarterly reports.
- Participate in parenting sessions led by Cell Supervisors, in order to monitor and oversee their quality, and provide feedback to the supervisors.

**District Social Development staff, Nursery Primary and Adult literacy Officer, Gender and family Officer, Nutritionist, disability officer.**

- Undertake periodic visits to childcare ePW settings for monitoring and learning on a quarterly basis

#### **14. Roles and responsibilities of NECDP and LODA**

<b>NECDP</b>	<ul style="list-style-type: none"> <li>i. Lead the development of technical guidelines for the home- and community-based ECD projects, ensuring that they are appropriate to the VUP target group and aligned with local government capacities and VUP strategic priorities.</li> <li>ii. Support Districts the selection of expanded PW H/CBCC project locations/sites.</li> <li>iii. Participate at the procurement of the service provider to build capacity at local level,</li> </ul>
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	<p>with a specific focus on training on integrated ECD service provision. .</p> <ul style="list-style-type: none"> <li>iv. Lead the design of training for local governments on integrated ECD and work with LODA to integrate training on ePW H/CBCC into VUP capacity building plans.</li> <li>v. Lead the management of the service provider to build capacity at local level, with a specific focus on training on integrated ECD service provision. .</li> <li>vi. Ensure that the expanded PW H/CBCC is integrated into ECD single action plan with clear emphasis on child development both national and decentralized levels to maximize the efficiency and effectiveness of multi-sectoral coordination.</li> <li>vii. In collaboration with LODA, carry out monitoring and evaluation of ePW H/CBCC and ensure that lessons learnt are integrated into improvement of the scheme. This to include working with LODA to commission regular process evaluations of the ePW H/CBCC scheme.</li> <li>viii. Ensure that technical specifications for equipment and play materials for H/CBCC facilities are provided to LODA to facilitate Local Government in the planning of the procurement of the equipments and play kits for children.</li> </ul>
<b>LODA</b>	<ul style="list-style-type: none"> <li>i. Define the ePW H/CBCC geographical targeting and scale-up plan on an annual basis</li> <li>ii. Lead the procurement of the service provider to build capacity at local level, with a specific focus on training on integrated ECD service provision</li> <li>iii. Ensure that ePW H/CBCC is appropriately integrated into District Plans and Budgets</li> <li>iv. Lead the development of implementation guidelines relating to household targeting, wage setting and payments procedures.</li> <li>v. In collaboration with NECDP, train Local Governments on ePW design and implementation modalities</li> <li>vi. Oversee ePW H/CBCC participant targeting process.</li> <li>vii. Transfer funds for ePW to districts in a timely manner.</li> <li>viii. Monitor the timely delivery of payments to ePW H/CBCC participants.</li> <li>ix. Participate in resource mobilisation</li> <li>x. Ensure that the LODA MEIS caters for critical business processes and monitoring of the ePW H/CBCC scheme and ensure that local government staffs are able to use the system.</li> </ul>
<b>Local governments/Districts</b>	<ul style="list-style-type: none"> <li>i. Select carers to work on ePW H/CBCC projects in line with targeting guidelines issued by LODA</li> <li>ii. Mobilize households to send their children under 6 years of age to ePW H/CBCC groups as per guidelines issued by NECDP</li> <li>iii. Work with NECDP to identify ePW H/CBCC project sites and types</li> <li>iv. Recruit and manage ePW supervisors as per guidelines issued by LODA</li> <li>v. Procure materials and rehabilitation of community facilities as per guidance issued by LODA and NECDP</li> </ul>



**Annex A: Checklist for Monitoring of Home/Community-Based Care Groups and Sites**

<i>All responses should be based on observation at the time of the visit</i>		Yes	No	Number	Comments
<b>General</b>					
Is the site operational at the time of the visit?					
					General
Are two trained caregivers present?					
Are the two paid caregivers by the ECD both ePW eligible?					
Have the two caregivers been paid their ePW wages to date?					
How many children are present? (number of boys & girls)					
How many children with disabilities/ special needs? (number of boys & girls)					
How many of these children come from Ubudche 1 households?					
Are there any children present aged below 2 or over 6 years?					
Are registers of children available and up-to-date?					
What are the main areas for improvement in the view of caregivers?					
<b>Hygiene, Sanitation and Safety</b>					
Is water available for handwashing?					
					Hygiene, Sanitation and Safety
Is soap available for handwashing?					
Is water and soap used by all caregivers and children after using the toilet, handling children's faeces and before eating? (observation)					
Is the latrine clean?					
Are the play and food preparation areas clean?					
Are there any health and safety risks to small children (sharp objects, unsafe latrine, inadequate supervision etc.)					
Did the CHW conduct a monthly screening visits of Children?					
Did the IZU conduct a monthly visit at the C/HB ECD?					



<i>All responses should be based on observation at the time of the visit</i>		Yes	No	Number	Comments
Did the CHW provide a monthly cooking demonstration and FP session for parents?					
Did the IZU participate in the monthly parenting session at the center?					
<b>Food and Drinking Water</b>					
Is safe drinking water available for children?					
Was a meal prepared for the children on the day of the visit?					
<b>Care and Stimulation of Children</b>					
On the day of the visit had caregivers prepared a daily schedule of educational activities and games?					
Were the children happy and stimulated?					
Was there a start-up kit of toys available and being used?					
Were locally made toys available and being used?					
<b>Discussions with Parents</b>					
Do parents report that the home/community-based site operates every day?					
Do parents report that children are provided with a meal/porridge every day?					
In the view of parents, how well does the childcare meet the needs of children and parents? <i>Record their comments.</i>					
What do parents see as the main advantages of the childcare? <i>Record their comments.</i>					
Do parents report attending the parenting sessions?					
What do parents see as the main advantages of the parenting sessions? <i>Record their comments.</i>					
What are the main areas for improvement in the view of parents? <i>Record their comments.</i>					





ANNEX 11.4: Annex to Project Profile Document

<b>District:</b>		<b>Province:</b>	
<b>Sector:</b>			
<b>Year when sector entered PW</b>			
<b>Year when sector entered DS</b>			
<b>Year when sector entered FS</b>			
<b>Year when sector entered ePW</b>			
<b>Year when sector entered MPG</b>			

1. Summary of Sector

Demographics		Number of Households	Household members	Year targeting list was prepared	Description
Sector population					Please enter data from 2015 Ubudehe categorisation
Population in Ubudehe 1					Please enter data from 2015 Ubudehe categorisation
Numbers targeted for Public Works					Please enter data from targeting exercise for most recent updated targeting lists. For new sectors in which targeting has yet to be done enter "new sector"
Numbers targeted for Direct Support					

2. Summary of VUP Public Works Projects in the Sector

Project Title (enter from PPD_PW)	IFMIS Reference (to be entered for on-going projects)	Planned expenditure		Number of days beneficiary households employed		Number of days beneficiary households employed by a male household head	Number of days work created	Project Duration		Procurement method
		Beneficiary payments (RwF)	Other project expenditure (RwF)	Number of days beneficiary households employed by a female household head	Number of days beneficiary households employed by a male household head			Start date	End date	
		RwF	RwF					RwF		RwF
										Value of goods & services intended to be procured by community procurement
										Value of goods & services intended to be procured by tender







## ANNEX 11. 4: Simplified Feasibility Assessment template for FRM projects

**District:** *Enter Here District Name*

**Project Name:** *Enter Here the Project Name*

### Guidance for the Districts:

- Ensure the project name starts with “ePW” describes the nature of the project, physical output and the name of the sector
- Ensure the name is exactly the same as the name used in the PPD

### 1. Short Description of the project:

*Provide a short description giving the main projects characteristics in 3 or 4 sentences.*

### Guidance for the Districts:

- Ensure that the description specifically states whether the project is “road maintenance” and that the description of activities (Section 10) is consistent with the name
- This should be (i) short and (ii) a description of the project. It does not need to describe the topography, population, demography of the sector etc nor repeat NST outcomes.

### 2. Project Location

*Specify the project location with the name of village(s), cell(s) and sector(s). If possible also provide a map showing the location for quick identification.*

### Guidance for the Districts:

- Projects should be sector-specific
- Refer to where the workers will come from and the maximum distance they will have to travel to the worksite

### 3. Need assessment:

*Please specify here the specific gap the project is expected to address. Define the need and also quantify it. The need assessment shall describe the existing situation and the existing gap and specify the number of concerned population affected by the problem and how the project will respond to the need assessment. The primary need is to provide employment near to the beneficiaries’ villages*

### 4. Project Output and Number of Beneficiaries:

*The project output should be defined and quantified with normalized/standard output indicators provided by LODA. The direct beneficiaries (users) should be defined and quantified. It can also be specified who are the secondary or indirect beneficiaries. The way the numbers of beneficiaries is calculated should be explained.*

### Guidance for the Districts:

- For EPW projects the main project outputs are:
  - Number of Ubudehe category 1 HHs employed



- Average number of months work each HH will receive
- Ensure these outputs are the same as in the PPD
- Direct beneficiaries are the workers on the project
- Workers cannot be drawn from other Ubudehe categories
- The physical output of the project should also be stated (eg Km road maintained etc)

**5. Specific Positive Socio-Economic Impacts:**

*In addition to the direct impact on beneficiaries indicate what will be the positive socio-economic impacts of the project. In this section the following questions can be answered:*

- *How many workers will be involved in the works implementation?*
- *Will the project have an impact on poverty reduction? If yes specify how.*
- *Will have the project an impact on gender balance? If yes specify how.*

**Guidance for the Districts:**

- The number of workers should be the same as in Section 4 and on the PPD
- Workers employed on the project are not permanent jobs

**6. Expropriations & Other Potential Negative Socio-Economic Impacts:**

Indicate potential negative environmental and social impacts of the project by responding to the following questions and including comments against each question as your impression of project impact:

*(Note that: During field visits, the Sector Land Officer and Environment Officer or any designated staffs will be in attendance, in order to support the officer in charge of the SFA to fill in any difficult issues in the table below)*

Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
● Is the Project site affecting a gazetted forest? If yes, to what extent.		
● Are there surface water recourses or natural springs at the Project site? If yes, what type of resources and what are they used for?		
● Do wetlands (lakes, rivers, swamp, seasonally inundated areas) exist at the Project site? If yes, what type of resources and what are they used for?		
● Is there any habitat of endangered/vulnerable/threatened species for which protection is required under Rwanda national law/local law and/or international agreements at the Project site?		
● Is there any protected area, nationally of internationally (national park, national reserve, world heritage site etc.) at the Project site or in its immediate surrounding? If yes,		



Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
give more explanation.		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project pose a risk of introducing invasive alien species? If yes, how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Does the project involve extraction, diversion or containment of surface or ground water that could cause depletion of water sources? If yes, what volumes will be extracted and what is the estimated reserve that exists?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Does the project pose a risk of degrading soils? If yes, in what manner?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts? If yes, how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is there a potential for the release to the environment of hazardous materials resulting from their production, transportation, handling, storage and use for project activities? If yes, how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Will the proposed project involve the application of pesticides and fertilizers that have a known negative effect on the environment or human health? If yes, in what quantities and for what purpose?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? If yes, explain?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is there a possibility that the project will adversely affect the aesthetic attractiveness of the local landscape? If yes, explain how</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Based on available sources, consultation with local authorities, local knowledge and/or observations, could the project alter any historical, archaeological, cultural heritage traditional (sacred, ritual area) site or require excavation near same? If yes, which ones?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles? If yes, explain how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project produce a physical “splintering or break up into small fragments” of a community? If yes, explain how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Indicate here if the project will require expropriations. If yes specify how many</i></li> </ul>		



Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
Households (HH) are concerned as well as the type of property (business, residence, land, crops and trees, etc), the number of the properties, area of land taken by the project (i.e. percentage % of each affected person) and that land left per affected person (percentage %). In case of expropriation specify what the mitigation measures are (e.g. financial compensation, relocation etc.)		
<ul style="list-style-type: none"> <li>Is the project likely to result in influx of people into the affected community (ies)? If yes, explain how?</li> </ul>		
<ul style="list-style-type: none"> <li>Is there any other project or potential project nearby likely to be affected or to affect this project? If yes, which one and explain how?</li> </ul>		

### 7. Logframe:

In the Logframe section two type of information should be provided:

- a) Provide the project Logframe meaning: Main Outcome, Outcome Indicator and Target; Main Output, Output Indicator and Target

Provide information on how this project is related to NST and District Priorities. The following questions shall be answered (like in PPD format):

- The project lies in which Thematic Area of the NST?
- The project contributes to which Thematic Priority Outcome?
- The project contributes to Priority Area defined by MINECOFIN?
- The project contributes to which (strategic) goal defined at sector level?
- Is the project a Presidential Pledge or National Dialogue Resolution or Parliament or Senate recommendation?

#### Guidance for the Districts:

- Impact and outputs should express in terms of the social protection dimension of the project in preference to the physical units delivered. Therefore the primary output is the number of workers employed and the amount each worker is planned to receive since its how much they actually receive that contributes to the eradication of extreme poverty
- Refer to the data in Section 4 and on the PPD
- Include start and finish dates





### **8. Alternative solution/option:**

*There is not a single solution to a problem. Here can be presented other solutions and options that could also be implemented to address the identified gap. Each Solution/option should be presented with advantages and disadvantages in comparison to the main selected solution.*

*Since (i) the intended output is expressed in terms of the social protection side and (ii) the District must deliver EPW projects in the targeted sector the alternative solutions can only be in terms of alternative EPW projects.*

### **9. Physical dimensions:**

*The dimensioning of the project should be presented here and explained in relation to the need assessment. This step is very important as it is here to ensure that the facility will respond to the needs of the population (to also avoid over dimensioning and waste of money/public resources).*

### **10. Simplified Technical Study:**

*Please provide a short description here of the main technical components of the project including the main quantities.*

#### **Guidance for the Districts:**

- **Keep it focused.**
- **Ensure that the activities described are consistent with what is in the short description**
- **Where the project relates to roads ensure that the type of road is correctly identified**
- **Focus on road maintenance before rehabilitation, avoid road construction**

### **11. Overall Project Investment Cost Estimate:**

*Here should be specified the overall project investment Cost Estimate. Two important information should appear:*

- a) *A breakdown by type and phase (Detailed Studies, EIA, Works, Supervision, Expropriation, Utilities, Other)*
- b) *An explanation on how the costs were calculated and with which assumptions (on basis of reference unit costs for example).*

#### **Guidance for the Districts:**

- **The District must contract the beneficiaries through the community procurement method**
- **The daily wage rate for unskilled labour should be set at monthly rate of Rwf 10,000.**
- **Experts (e.g masons) are not project beneficiaries and should not be paid out of beneficiary cost budget.**
- **The project should also have non-beneficiary costs which should include:**
  - **Supervision costs for EPW contracts**
  - **Materials for all costs**
  - **Tools and equipment (do not assume that beneficiaries have their own tools) for all projects**
- **Projects should be 70% labour intensive**
- **Districts should not use works contractors**
- **Districts should ensure they identify the funding source according to the ceilings**



### 12. Maintenance Costs Estimate:

Not applicable to ePW FRM projects. However, for H/BCC, this cost should be factored in the cost estimations.

### 13. Implementation Agenda:

Provide here a tentative implementation agenda showing the start and end date of the following phases: Project Validation and Planning, Procurement for detailed design; Execution of the detailed design; Procurement for Works and Supervision; Implementation of Works; Handover and Operationalization of the Facility. The results can be shown on a diagram showing implementation period of the different activities:

Implementation Agenda Example												
Fiscal Year	FY...				FY...				FY....			
Quarters	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Example for a project that does not require an ESIA or RAP</i>												
Project identification and preparation of SFA and safeguarding screening	■											
Planning (PPD prep and approval)	■	■										
Budgeting			■	■								
Beneficiary selection and community procurement					■	■						
Procurement of materials and technical inputs							■	■				
Implementation of works and closure								■	■			

### 14. MTEF:

Indicate here the repartition of the capital investment cost over the 3 next fiscal years. Please also specify the main type of expense for each year as specified in PPD format:

MTEF	2018/2019	2019/2020	2020/2021	
Main expenditure category (for the Financial Year in consideration)*				In which category the main costs will arise? Investment (INV), Study (ST) Capacity Building (CB) Operational Costs (OC)? If in none of these, please select "Other".
Estimated Total Investment Costs by FY*	RWF -	RWF -	RWF -	Please estimate the total project investment costs (without operation and maintenance) by Financial Year.



**15. Funding Modalities:**

*Please specify if the project is co-funded by another entity. If yes, please indicate the percentage of these contributions in terms of overall investment. If the project is co-funded, please enter the co-funding organisations such as national agencies, development partners or others.*

**Guidance for the Districts:**

- CPW funds from (i) GoR (ii) WB
- EPW funds from (i) GoR (ii) WB and (iii) UNICEF for some specific sectors/projects

**16. Infrastructure Life-time:**

*Please define the expected lifespan of the project. If this is a rehabilitation project, please provide the last year the project has been rehabilitated. If this is the first rehabilitation of the infrastructure, please enter the year of construction.*

**17. Utilities:**

*It should be specified here whether the project has any utility requirements and the needed works to achieve the proper connections.*



**ANNEX 11.5 Simplified Feasibility Assessment template for HBCC projects**

**District:** *Enter Here District Name*

**Project Name:** *EPW Community-based Childcare – X Sector*

**1. Short Description of the project:**

*Provide a short description giving the main projects characteristics in 3 or 4 sentences.*

Project will provide flexible employment to extremely poor labour-constrained households as child care givers. Households with children aged 2-5 years of age will be entitled to send their children to these child care groups. Care groups will be supervised by cell and sector-level supervisors/trainers who will be contracted by the sector for this purpose.

Child care sites will be based in lead care givers' homes where available and community facilities such as church halls, meeting halls and other local government buildings. The project will also provide start-up equipment and on-going running costs such as nutrition meals for children attending the groups and other critical running costs.

**2. Project Location**

The EPW Community-based Child Care project will be implemented throughout the sector in all cells at suitable sites/facilities at village level. Groups are expected to be located within a short walking distance of the employed care-givers and children attending the groups.

<b>District name:</b>	
<b>Sectors</b>	<b>Cells</b>
<i>Example (delete in final submission)</i> Sector 1	<i>Example (delete in final submission)</i> Name cell 1 Name cell 2 Name cell 3 Name cell 4 Name cell 5

**3. Need assessment:**

The project will provide flexible employment opportunities for labour-constrained extremely poor households in Ubudehe Category 1 who would otherwise be unlikely to access full-time Classic Public Works employment due to their caring responsibilities. It will also provide a reliable child care service for families with young children, thereby enabling them to engage in economic activities and VUP Public Works. Finally, the CBCC project will provide a nurturing environment for young children and a mechanism for delivering sensitisation of parents on Early Childhood Development.

**4. Project Output and Number of Beneficiaries:**

It is estimated that X households in Ubudehe Cat 1 will be employed as child carers and Y (NOTE: Y = number of groups x 12 children per group on average. Number of groups = no. of beneficiaries divided by 5 carers per group) children will benefit from child care services.





EPW CBCC workers will be employed for 12 hours per week on a flexible basis, for all 12 months of the year.

### 5. Specific Positive Socio-Economic Impacts:

The provision of reliable, medium-term employment for VUP EPW beneficiaries is expected to have a direct positive impact on poverty among extremely poor labour constrained (largely female headed) households in the sector. Furthermore, the EPW CBCC project will support approximately Y (same figure as in section 4) households to engage in economic activities through the provision of accessible and affordable child care. Finally, the households of Y children will benefit from complementary nutrition sensitisation that will support their long-term physical and cognitive development.

### 6. Expropriations & Other Potential Negative Socio-Economic Impacts:

Indicate Environmental and social negative impacts of the project by responding to the following questions and including comments against each question as your impression of project impact:

*(Note that: During field visits, the land valuation officer and Environment Officer will be in attendance, in order to support the officer in charge of the SFA to fill in any difficult issues in the table below)*

Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
• Is the <i>Project site affecting a gazetted forest? If yes, to what extent.</i>		
• <i>Are there surface water recourses or natural springs at the Project site? If yes, what type of resources and what are they used for?</i>		
• <i>Do wetlands (lakes, rivers, swamp, seasonally inundated areas) exist at the Project site? If yes, what type of resources and what are they used for?</i>		
• <i>Is there any habitat of endangered/vulnerable/threatened species for which protection is required under Rwanda national law/local law and/or international agreements at the Project site?</i>		
• <i>Is there any protected area, nationally or internationally (national park, national reserve, world heritage site etc.) at the Project site or in its immediate surrounding? If yes, give more explanation.</i>		
• <i>Would the proposed project pose a risk of introducing invasive alien species? If yes, how?</i>		
• <i>Does the project involve extraction, diversion or containment of surface or ground water that could cause depletion of water sources? If yes, what volumes will be extracted and what is the estimated reserve that exists?</i>		
• <i>Does the project pose a risk of degrading soils? If yes, in what manner?</i>		
• <i>Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary</i>		





Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
<i>impacts? If yes, how?</i>		
<ul style="list-style-type: none"> <li>• <i>Is there a potential for the release to the environment of hazardous materials resulting from their production, transportation, handling, storage and use for project activities? If yes, how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Will the proposed project involve the application of pesticides and fertilizers that have a known negative effect on the environment or human health? If yes, in what quantities and for what purpose?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? If yes, explain?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is there a possibility that the project will adversely affect the aesthetic attractiveness of the local landscape? If yes, explain how</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Based on available sources, consultation with local authorities, local knowledge and/or observations, could the project alter any historical, archaeological, cultural heritage traditional (sacred, ritual area) site or require excavation near same? If yes, which ones?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles? If yes, explain how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Would the proposed project produce a physical "splintering or break up into small fragments" of a community? If yes, explain how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Indicate here if the project will require expropriations. If yes specify how many Households (HH) are concerned as well as the type of property (business, residence, land, crops and trees, etc), the number of the properties, area of land taken by the project (i.e. percentage % of each affected person) and that land left per affected person (percentage %). In case of expropriation specify what the mitigation measures are (e.g. financial compensation, relocation etc.)</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is the project likely to result in influx of people into the affected community (ies)? If yes, explain how?</i></li> </ul>		
<ul style="list-style-type: none"> <li>• <i>Is there any other project or potential project nearby likely to be affected or to affect this project? If yes, which one and explain how?</i></li> </ul>		

**7. Logframe:**

Log frame is not required for EPW CBCC projects



### 8. Alternative solution/option:

The main alternative to the EPW CBCC project would be for workers to be employed within existing government ECD centers as child care assistants. However, there are insufficient formal centers available to provide the required employment opportunities for the eligible population. Furthermore, these formal ECD centers are not always sufficiently accessible to the poorest households both in terms of their geographic location and other requirements.

### 9. Dimensioning:

CBCC groups shall normally comprise 1 lead carer, 6 assistant care-givers and approximately 15 children between the ages of 2 to 5 years. At least 2 carers are to be present on site at any one time.

Facilities refurbishment shall not increase the area occupied by the structure being refurbished.

### 10. Simplified Technical Study:

The project will involve:

1. Recruitment of 1 Sector level Supervisor
2. Recruitment of X (number of cells in the sector here) cell-level supervisors
3. Recruitment of A households eligible for EPW
4. Refurbishment of facilities for hosting CBCC groups
5. Procurement of project set-up equipment
6. On-going coaching and supervision of CBCC groups

### 11. Overall Project Investment Cost Estimate:

Budget item	No. units	Unit	Unit cost	Total cost
<i>Project set-up phase</i>				
Refurbishment of CBCC facilities	<i>No project sites to be refurbished</i>	Per site	?	
CBCC project set-up equipment	<i>No. of groups</i>	Per group	120,000	
<i>Project implementation phase</i>				
Payment for Sector Supervisor	36	Months	30,000	
Payment for Cell Supervisor	Number of cell supervisors (usually 5-6 per sector)	Months	20,000	
EPW CBCC lead care-giver wages (including costs for food for children)	=22 * 36	Month	10,000 + (12*70*24)= 30,160	
EPW CBCC assistant carer	<i>No. worker in the sector</i>	<i>Per worker for 3 years</i>	360,000	
CBCC running costs	<i>No. groups in the sector</i>	<i>Food costs per group over 3 years</i>	786,240	

### 12. Maintenance Costs Estimate:

Not relevant to EPW CBCC projects



### 13. Implementation Plan:

Fiscal Year	FY17/18				FY18/19				FY19/20				FY20/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning Formulation & Budget Validation																
Procurement for materials																
Refurbishment of CBCC facilities																
Community procurement for Works and Supervision																
Implementation of Works																

N.B. ESIA's and RAPs are not expected to be required for ePW CBCC projects

### 14. MTEF:

Indicate here the repartition of the capital investment cost over the 3 next fiscal years. Please also specify the main type of expense for each year as specified in PPD format:

MTEF	2018/2019	2019/2020	2020/2021	
OC	Please add in costs for everything except EPW CBCC bnf wages	Please add in costs for everything except EPW CBCC bnf wages	Please add in costs for everything except EPW CBCC bnf wages	In which category the main costs will arise? Investment (INV), Study (ST) Capacity Building (CB) Operational Costs (OC)? If in none of these, please select "Other".
Estimated Total Investment Costs by FY*	Enter EPW wage costs only here	Enter EPW wage costs only here	Enter EPW wage costs only here	Please estimate the total project investment costs (without operation and maintenance) by Financial Year.

### 15. Funding Modalities:

All EPW projects shall be funded 60% by GoR and 40% by World Bank, except where UNICEF contributions are available which will reduce the GoR expenditure accordingly.

### 16. Infrastructure Life-time:

Where EPW CBCC set-up involves facilities rehabilitation, this is expected to last for 3 years. Start-up equipment are also expected to be replaced every 3 years. The start year is 2018/19.

### 17. Utilities:

CBCC groups will require access to serviceable latrines. Where required, project set-up budgets will provide for tippy taps.



## **ANNEX 11.5: Guidelines for community orientation on VUP Expanded Public Works**

1. **Purpose of ePW:** to provide employment opportunities to the most vulnerable households with only one worker with caring responsibilities
2. **Eligibility criteria:**
  - a) Households with only one member able to work AND at least one child aged 0-5 years;
  - b) Households with only one member able to work, where the worker has moderate disabilities
  - c) Households with only one member able to work AND at least one child aged 6-14 years;
  - d) Single person households where the person is female
  - e) Households with only one member able to work where the worker is aged 60-64 years;
  - f) Households with two members able to work and both aged 60-64 years;
3. **Work arrangements:**
  - Flexible work: 12 hours per week all year round;
  - Two types of work: road maintenance or home/community-based child care
  - RWF 10,000 per month (so long as project objectives are met).
  - Payments made through bank or SACCO accounts;
  - Continuous employment for 3 years;
  - Participants to form groups and nominate a group representative;
  - Equipment to be provided at start of 3 year employment period;

Household may be removed if does not attend the worksite for a period of more than one month without reasonable justification.

4. **Targeting process:**
  - Quota set for each sector and each Cell based on the number of households in Ubudehe Cat 1.
  - Cell General Assembly meetings to select priority households (to fill Cell quota);
  - Sector Council to approve final list
5. **Participant rights**
  - To be given a realistic workload – achievable within 12 hours per week
  - Timely payments – all payments should be made within first 10 days of each month;
  - To complain to the sector in case of any unfair treatment or administrative errors;
6. **Participant responsibilities**
  - Comply with technical guidance provided by supervisors;
  - Work for the required number of hours per week;
  - Take care of equipment provided;
  - Inform Group Representative and Site Supervisor if they wish to withdraw from the project;
  - Refrain from bringing children to FRM worksites.
7. **Complaints procedures**
  - Complaints should be raised with the Site Supervisor in the first instance;
  - If the Site Supervisor is unable to resolve the complaint, the complaint should be submitted to the Sector Social Affairs Officer.





ANNEX 11.6: Sample Provisional Targeting List

Village Name	First Name	Last name	Sex	NID	CGA targeting decision YES/NO/ GROUP REP	Bank/SACCO Account Number	Group Type and No.	Approved by Sector MT (YES/NO)
Avillagename	SAVELINE	NYIRANKURIZA	Female	1193770003685013	YES		FRM-1	YES
Avillagename	VESTINE	MUKARUKEMAMPUN ZI	Female	1195270015206028				
Avillagename	FIDELE	NDAYISABA	Male	1198480063402005	YES		FRM-1	YES
Avillagename	ASIEL	SEKAMANDWA	Male	1196480023021082				
Avillagename	EMMANUEL	NKUNDABASHAKA	Male	1193580004468036	YES		FRM-1	YES
Avillagename	VESTINE	NYIRAMINANI	Female	1195870018897003	YES			NO
Avillagename	COSTASIE	NYIRAROMBA	Female					
Avillagename	ASSIEL	MUSERUKA	Male	1193080004263015	GROUP REP		FRM-1	YES
Avillagename	ETIENNE	NDAGIJIMANA	Male	1195380012591093	YES		HBCC-1	YES
Avillagename	VINCENT	MUTABAZI	Male		YES		HBCC-1	YES
Avillagename	THERESE	NYIRANZIZA	Female	1194670006502097	YES		HBCC-1	YES
Avillagename	ETIENNE	NDAGIJIMANA	Male					
Avillagename	COSTASIE	NGIRABATWARE	Female					
Avillagename	DANIEL	NAKURE	Male					
Avillagename	VENUSTE	BARABWIRIZA	Male	1196280024758033	YES		HBCC-1	YES
Avillagename	ELISA	BAZIRA	Female		LEAD CGVR		HBCC-1	YES
Avillagename	DANIEL	BANGANIRORA	Male	1197380031956027				
Avillagename	INNOCENT	NGIRABATWARE	Male	1198180054179000	YES		HBCC-1	YES
Avillagename	ESTHER	KAMARABA	Female					
Avillagename	IMMACULEE	NAKURE	Female	1195970021579012	YES		HBCC-1	YES

Prepared by: .....(name).....(signature).....(date)





**ANNEX 11.7: Minutes format for Cell General Assemblies for use in ePW Worker Selection Process**

DISTRICT:					
SECTOR:					
CELL:					
DATE OF MEETING:					
LOCATION OF THE MEETING:					
TOTAL NUMBER OF PARTICIPANTS IN MEETING					(Female.....Male.....)
CELL EPW PARTICIPANT QUOTA AS ADVISED BY SECTOR					
TOTAL NUMBER OF HHS SELECTED FOR EXPANDED PW					
<b>Names of any selected households not on Provisional Targeting List:</b>					
No	Village	HH head name	HH head sex	NID Number	Reason for selection
<b>Prepared by:</b>					
Name:			Signature:		Date:
<b>Village Coordinators' endorsement:</b>					
Name of coordinator			Name of village:		Signature:



**ANNEX 11.8: Minutes format for Sector Council meeting to approve workers and Group Representatives/Lead Care givers**

<b>DISTRICT:</b>							
<b>SECTOR:</b>							
<b>FRM Projects</b>				<b>Home-based Child-care Projects</b>			
Location of site 1: <i>Nyarubuye – Nyabageni muram rd (3km)</i>				Location of Site 1: <i>Nyarubuye village HBCC group</i>			
Location of site 2				Location of Site 2			
Location of site 3				Location of Site 3			
Location of site 4				Location of Site 4			
Location of site 5				Location of Site 5			
<b>DETAILS OF EPW PARTICIPANT NOMINATIONS AND APPROVALS</b>							
Cell name	Cell ePW quota allocated by Sector	No. of HHs Nominated at Cell Level			No. of HHs approved by Sector Council		
		Female-headed HHs	Male-headed HHs	Total	Female-headed HHs	Male-headed HHs	Total
<b>DETAILS AND JUSTIFICATION FOR ANY CHANGES MADE TO THE NOMINATIONS RECEIVED FROM CELLS</b>							
<b>SELECTION OF EPW SITE SUPERVISORS</b>							
Name:	Village / Cell	National ID No.					SACCO Acc. No.
Flexible Road Maintenance projects							
Home/Community-based Child Care projects							
<b>Done at:</b>				<b>Date:</b>			
<b>Secretary:</b>				<b>Sector Council Chairperson:</b>			
Name:				Name:			
Signature:				Signature			

Note: The Minutes of the Cell General Assembly Meetings must be attached to these minutes



ANNEX 11' 9: Sample ePW Workers Contract

REPUBULIKA Y'U RWANDA



INTARA YA.....

AKARERE KA .....

UMURENGE WA .....

**AMASEZERANO Y'IMIRIMO Y'AMABOKO YOROHEJE  
(Expanded Public works) MURI GAHUNDA YA VUP, UMWAKA  
WA .....**

AMASEZERANO N° .....

Imirimo yo (uzuzamo izina ry'igikorwa)  
.....

UHAGARARIYE ABAZAKORA IMIRIMO (ITSINDA RY'ABATURAGE):  
.....

IGIHE IMIRIMO IZAMARA: Amezi Cumi n'Abiri (12)

UZATANGA AMAFARANGA: Ingengo y'Imari y'Akarere ka .....

AMASEZERANO

Hagati y'Umurenge wa .....uhagarariwe n'Umunyamabanga Nshingwabikorwa  
w'Umurenge wa .....  
.....bwana.....

E-mail: .....

N'itsinda ry'abaturage rishinzwe .....rihagarariwe na Bwana/Madame  
.....ufite indangamuntu N°.....yatangiwe mu



**Karere ka .....,Umurenge wa .....**;  
tel:..... ku rundi ruhande;

Hemejwe ibi bikurikira:

**Ingingo ya mbere : Impamvu n’imiterere y’aya masezerano**

Aya masezerano agamije ko (uzuzamo izina ry’igikorwa), urugero hafatwa neza umuhanda, ivomo/kano, ubwiherero rusange buri k’ umuhanda cyangwa ahandi hahurirwa n’abantu benshi,.....), kwita no kureberera abana ,hakurikijwe imirimo iteganywa mu ngingo ya 3 y’aya masezerano.

**Ingingo ya 2: Imirimo izakorwa (imirimo izakorwa izaba ishingiyeye ku bwoko bw’igikorwa kigomba kwitabwaho muri icyo gihe)**

**Ingingo ya 3: Igihe imirimo izamara**

Iyi mirimo izamara amezi cumi n’Abiri (12) habariwemo iminsi y’ibiruhuko igihe cy’izuba n’icyimvura ashobora kongerwa bigaragaye ko abagenerwabikorwa bagize itsinda ry’abaturage ..... babishoboye.

Imirimo izatangira nyuma y’uko impande zombi zashyize umukono kuri aya masezerano kandi nibikoresho bizakenerwa byamaze gutangwa n’Urwego rubifitiye ububasha hagendewe ku mitere ku bwoko bw’umushinga uzakorwa.

Nyuma y’ukwezi imirimo itangiye igikorwawaremezo kigomba kuba gifashwe neza mu rwego rw’isuku kandi iyo suku igahoraho igihe cyose aya masezerano azamara afite agaciro.

**Ingingo ya 5: Inshingano z’impande zombi**

Umurenge ufite inshingano zo gutegura ku gihe inyandiko zisaba amafaranga yo guhamba abagenerwabikorwa, ibi bigakorwa ari uko abagenerwabikorwa bagize itsinda ry’abaturage nabo bakoze neza imirimo bashinzwe nkuko iteganywa mu ngingo ya 3 ya aya masezerano.

Umurenge Ufite inshingano zo gutegura ibisabwa bikanatangwa ku gihe ku karere kugirango bahemberwe igihe no kugura ibikoresho bivugwa muri aya masezerano kandi kakabishyikiriza abaturage bagize itsinda ku girango babashe gusohoza neza inshingano zabo.

Ibi bikoresho ni umutungo w’umurenge, bigenzurwa n’umukozi ufite ikurikiranabikorwa mu nshingano ze k’ubufatanye n’umuyobozi w’itsinda.

Inshingano za abakozi mu buryo burambuye ziri ku mugereka wa 1



Birabujijwe gukoresha umuganda kuri iki gikorwaremezo kiri muri aya masezerano.

**IBIKORESHO BIZAGURWA<sup>5</sup>: ku mishanga yo kwita no kubungabunga imihanda,etc**

IBIKORESHO	INGANO
Ingorofani	
Amapiki	
Kupakupa	
Ibitiyo	
Bote	
Amasuka	

**IBIKORESHO BIZAGURWA<sup>6</sup>: ku mishanga yo kwita no kurebera abana**

IBIKORESHO	INGANO
Kandagira ukarabe	
Ibikoresho byo gukora ibikinisho bya abana	
Amakaramu y'ibiti	
Imikeka yo kuryamaho (umwe ugakoresha n'abana babiri )	8
Ibikombe bya palasitike	15
Isafuriya (imwe yo gutekamo amazi n'indi yo gutekamo ibyo kurya	2
Ijage (zo kubikamo amazi yo kunywa)	2
Indobo	1
Ibasi	1



<sup>5</sup> Uru rutonde si ntakuka, ruhinduka hakurikijwe ubwoko bwimirimo igomba gukorwa naho izakorerwa

<sup>6</sup> Uru rutonde si ntakuka, ruhinduka hakurikijwe ubwoko bwimirimo igomba gukorwa naho izakorerwa



Ishitingi yo kurinda imvura ahantu abana bakinira	
Amakaye n'amakaramu yo kwifashisha mu kazi	
Amasabune na impapuro zo mu bwiherezo zitangwa zibanze mu ntangiriro z'umushinga	
Ibibirite	
Impapuro zo gushushanyaho	

**Ingingo ya 5: umushahara w'Ukwezi**

Buri mugenerwabikorwa azahembwa ku kwezi amafaranga ibihumbi icumi (10.000 Frws), aya mafaranga ntakurwamo umusoro uwo ari wo wose.

Uyu mushahara ushyirwa kuri konti y'umugenerwabikorwa ifunguye muri Banki/Umurenge SACCO cyangwa indi banki. Ntibyemewe gufatira amafaranga y'Umugenerwabikorwa ku mpanvu izarizo zose keretse byasabiwe uburenganzira ku nzego bireba.

**Ingingo ya 6: Uko abagenerwabikorwa bishyurwa**

Abagenerwabikorwa bishyurwa buri kwezi hashingiye kuri raporo itangwa n'umukozi ushinze kubakurikirana ku buryo buhoraho mu rwego rw'akazi bahawe.

**Imbonerahamwe y'imirimo izakorwa hamwe n'igiciro cya buri murimo**

No	IMIRIMO IZAKORWA
1	
2	
3	
4	
5	



### **Ingingo ya 7: Ikurikiranabikorwa**

Akarere gafatanyije numurenge bushyiraho umukozi ushinzwe gukurikira ibikorwa bikubiye muri aya masezerano, areba ko bitunganywa uko bikwiye kandi akabintangira raporo buri kwezi igaragaza ko ibikorwa bikoze mu buryo bunoze kandi buboneye.

Buri cyumweru ushinzwe ikurikiranabikorwa akora igenzura nibura 2 mu cyumweru rigamije kureba aho imirimo igeze n'uko ikorwa. Akora raporo y'uko imirimo yifashe, ndetse akemeza ingano y'imirimo imaze gukorwa akayishyikiriza Umurenge binyujijwe ku kagali.

### **Ingingo ya 8: Ibihe bidasanze kandi ntarengwa**

Nta ruhanda na rumwe mu zashyize umukono kuri aya masezerano ruzafatwa nk'aho rutujuje cyangwa rwabangamiye ibyo rwiyeje kubahiriza mu masezerano, iyo rwabubijijwe n'impamvu zikomeye kandi zitunguranye, ibyorezo cyangwa ibihe bidasanze nk'imitingito, ibihe by'ishuheri, imyuzure n'ibindi bimeze nka byo bitunguranye bidatwe n'ubushake bw'impande zombi kandi zikaba zitabyukuramo nubwo zakora uko zishoboye kose kugirango zibashe gusohozza neza inshingano zazo.

### **Ingingo ya 9: Ibihano**

Mu gihe bizagaragara ko ibikoresho biteganyijwe, byatanze kandi bikakirwa n'itsinda mu buryo bwemewe n'amategeko, bitabonetse aho imirimo ikorerwa uko byakabaye, itsinda rigomba kubisubiza nkuko byakabaye.

### **Ingingo ya 10: Amategeko agenga aya masezerano.**

Aya masezerano agengwa n'Amategeko ya Repubulika y'u Rwanda

### **Ingingo ya 11: Gukemura amakimbirane**

Amakimbirane yavuka ashingiyeye ku ishyirwamubikorwa rya aya masezerano azakemuka binyuze mu nzira zo kumvikana hagati y'impande zayashyizeho umukono. Igihe izi mpande zitabashe kumvikana ikibazo zifitaye gishyikirizwa inzego z'ubutabera z'u Rwanda zibifitiye ububasha.

### **Ingingo ya 12 : Iseswa ry'amasezerano**

Mu gihe bigaragaye ko umwe mu bagiranye amasezerano ku mpande zombi atubahirije ibikubiye muri aya masezerano, cyane cyane ku birebana n'uburyo imirimo ikorwa, undi



agomba gusesa amasezerano abanje gutanga integuza. Iyo nyuma y'iminsi cumi n'itanu (15) atakosoye ibyo yasabwaga, amasezerano ahita aseswa.

Aya masezerano na none ashobora guseswa biturutse ku cyemezo cyafashwe na Urwego rw'Ubuyobozi rubifiye ububasha ku buryo buhungabanyije ishyirwa mu bikorwa ryayo.

**Ingingo 13: Ururimi**

Aya masezerano ateguwe mu rurimi rw'Ikinyarwanda, nirwo kandi ruzakomeza gukoreshwa igihe cyose cy'ishyirwamubikorwa ryayo.

**Ingingo ya 14: Inyandiko n'ubundi butumwa bishingiye kuri aya masezerano**

Inyandiko zose n'ubundi butumwa bishingiye kuri aya masezerano binyuzwa kuri izi Aderesi:

Ku ruhande rw'Umurenge

.....  
Agasanduku k'iposita.....  
E.mail :.....  
Ku ruhande rw'Abaturage.  
Akarere.....  
Umurenge .....  
Akagali.....  
Itsinda .....  
Telephone :.....



**Ingingo ya 15 : Igihe amasezerano azatangirira gushyirwa mu bikorwa**

Aya masezerano yakozwe muri kopi eshatu (3) z'umwimerere azatangira gukurikizwa ari uko impande zombi zayashyizeho umukono kandi abagererwa bikorwa babonye ibikoresho nkenerwa biteganyije muri aya masezerano hitawe ku imitere y'mushinga uzakorwa.

Bikorewe i....., kuwa .....

**Umuyobozi w' Itsinda ry'abaturage:**

**Umurenge ka .....**

.....

.....

Umunyamabanga Nshingwabikorwa

w'Umurenge wa.....

## Umugereka 1 ku masezerano ya abakozi

### Inshingano z'abakozi ku mirimo yo gutunganya no kubungabunga umuhanda

- Inzira nyabagendwa
  - Gusiba ibinogo
  - Gukuraho ubutaka bwaguyemo
  - Gukuraho ibyazanye byose n'umwuzure/isuri
  - Gukuraho byatsi byameze ku biraro
  
- Umuhanda, Imbago, Impande and Inzira z'amazi:
  - Guharura ibyatsi and kugenzura ibihingwa n'ibiti;
  - Gusukura/gutungunya imiyoboro y'amazi;
  - Kuzibura no gutunganya inzira z'amazi;

### Inshingano z'abakozi ku mirimo yo kwita no kurebera abana

- Gutanga uburere bwiza no kwita neza ku bana bigendanye nubumenyi bahabwa bahugurwa ndetse no kuzaza neza inshingano zabo
- Kwitabira akazi bashinzwe burigihe kandi bakajya bahora ari babiri (2) ku kazi buri muni
- Kugira ubwumvikane mu nshingano hizezwa ko itsinda rizajya rikora neza kuri gahunda habayemo ikibazo hakamenyesha umukurikiranabikorwa ku rwego rw'akagali
- Kumvikana urugo ruzakira Irerero
- Kwitabira inama z'itsinda no ku myunzuro ifatwa
- Kuzaza uko abana bitabira buri muni
- Kwita neza ku bikoresho bahawe
- Help organise and participate in monthly parenting sessions.
- Gufasha, gutegura no Kwitabira ihugurwa ry'ababyeyi ngaruka kwezi



**ANNEX 11. 10: VUP Household Removal and Replacement Notification Form**

VUP PW Project Reference No.											
District:											
Sector:											
<b>Detailed of household to be removed from VUP PW project</b>											
Name of household head											
NID number											
UbudeheHH number											
Rationale for removal:											
<b>Request initiated by: Name</b>											
Signature:											
<b>Removal request endorsed by:</b>											
Name of Group Rep/Capita:											
Signature of Group Rep/Capita:						Date:					
Name of Cell Exec. Secretary:											
Signature of Cell Exec. Secretary:						Date:					
<b>Approval by Sector Management Team</b>											
Name of Sector Exec. Secretary::											
Signature:						Date:					
<b>Details of nominated household</b>											
Ubudehe HH number (if available):											
Name of Household Head:											
NID of Household Head:											
Household SACCO name:											
Household SACCO account no.:											
Nominated by (name / position / community meeting details):											
<b>Endorsement of Cell Executive Secretary: Name</b>											
Signature:						Date:					
<b>Approval of Sector Executive Secretary: Name</b>											
Signature:						Date:					
<b>Approval of MEIS data entry by District Executive Secretary:</b>											





ANNEX 11.11: Sample Cell/ Site Supervisor Contract for ePW projects

REPUBULIKA Y'U RWANDA



INTARA .....

AKARERE KA .....

UMURENGE WA .....

AMASEZERANO YO GUKURIKIRANA AMATSINDA MU GUSHYIRA MU BIKORWA RY'IMIRIMO YO ..... MURI GAHUNDA YA VUP , UMWAKA WA .....

**IRIBULIRO:**

**Hagati ya:**

Umurenge wa ..... uhagarariwe muri aya masezerano na Madamu/Bwana .....,  
Telephone ....., Umunyamabanga Nshingwabikorwa wawo ku ruhande rumwe

Na:

Madamu/Bwana....., ufite Indangamuntu N<sup>o</sup> ....., TEL  
.....ku rundi ruhande,

Habaye amasezerano yo gukurikirana amatsinda .....(umubare) mu gushyira mu bikorwa umushinga wo....., mu Murenge wa ..... Akagari/Utugari ka/twa..... muri gahunda ya VUP, hakoreshejwe uburyo bw'imirimo y'amaboko yoroheje ihemberwa (Expanded Public Works)

Ingingo zemeranijweho n'impande zombi muri aya masezerano ni izi zikurikira:

**Ingingo ya mbere: IMPAMVU Y'ISOKO**

Umurenge wa ..... wiyemeje guha Madamu/Bwana..... akazi ko gukurikirana mu buryo tekini amatsinda .....(umubare) mu gushyira mu bikorwa umushinga wo ..... mu Murenge wa .....Akagari/Utugari ka/twa..... muri gahunda ya VUP.

**Ingingo ya kabiri: AGACIRO K'ISOKO**

Umurenge wiyemeje kujya uhemba Madamu/Bwana ..... Amafaranga angana na n'ibihumbi icumi na bitanu (15.000 Frw) hiyongereyeho amafaranga ibihumbi bitanu (5.000 Frw) azajya amufasha



mu ngendo za buri muni buri kwezi, akazajya ashirwa kuri konti ye no ..... Ifunguye muri Banki/SACCO ya .....

**Ingingo ya gatatu: INSHINGANO Z'USHINZWE GUKURIKIRANA ISHYIRWA MU BIKORWA RY'UMUSHINGA**

1. Gukurikirana umunsi ku wundi amatsinda ..... (umubare) yahawe akazi ko gushyirwa mu bikorwa Umushinga wo .....
2. Gukurikirana ko amatsinda yubahiriza ibipimo ngenderwaho mu ishyirwa mu bikorwa ry'umushinga.
3. Afatanyije n'umuturage uhagarariye itsinda, gukorera ubuvugizi abagenerwabikorwa kubijyanye no kwishyurirwa igihe, guhabwa ibikoresho ndetse n'igihe havutse ikibazo ku kazi
4. Gutanga raporo y'ibyakozwe buri kwezi no kugaragaza ibikenewe kugira ngo imirimo igende neza.

**Ingingo ya kane: INSHINGANO Z'UMURENGE**

1. Hifashishijwe umukozi w'umurengi ufite mu nshingano gukurikirana ibikorwa; Umurengi urasabwa gukurikirana ishyirwa mu bikorwa ry'umushinga.
2. Guhembera igihe umushahara wagenwe hamaze kugaragazwa raporo y'ibyakozwe n'ukurikirana ibikorwa.

**Ingingo ya gatanu : IGIHE AMASEZERANO AZAMARA**

Aya masezerano azamara igihe kingana n'amezi cumi n'abiri uhereye itariki ashirwaho umukono n'impande zombi.

**Ingingo ya gatandatu: GUKEMURA IMPAKA**

Mu gihe havuka impaka zijyanye n'ishyirwamubikorwa ry'aya masezerano, hazifashishwa inzira y'ubwumvikane mu kuzikemura, bitashoboka hakiyambazwa inkiko zibifitiye ububasha.

**Ingingo ya karindwi : ISESWA RY'AMASEZERANO**

Aya masezerano ashobora guseswa igihe hari rumwe mu mpande ziyagiranye rutujye ibyo rusabwa; mu gihe hari uruhande rwifuza gusesa amasezerano rumenyeshya urundi ruhande munyandiko hagatangwa integuza nibura y'Iminsi cumi n'itanu (15).

Bikorewe i ....., kuwa...../...../20.....

**Umujyanama mu by'amategeko mu Murenge wa .....**

**Amazina n'umukono**

**Ukurikirana amatsinda :**

**Amazina n'umukono**

.....

**Ku ruhande rw'Umurenge wa ..... :**

**Amazina n'umukono**

Umunyamabanga Nshingwabikorwa  
w'Umurenge wa .....



## REPUBULIKA Y'U RWANDA



INTARA .....

AKARERE KA .....

UMURENGE WA .....

**AMASEZERANO YO GUKURIKIRANA IMIRIMO Y'AMABOKO YOROHEJE MU GUSHYIRA MU BIKORWA RY'IMIRIMO YO ..... MURI GAHUNDA YA VUP , UMWAKA WA .....**

**IRIBULIRO:****Hagati ya:**

Umurenge wa ..... uhagarariwe muri aya masezerano na Madamu/Bwana .....,  
 Telefone ....., Umunyamabanga Nshingwabikorwa wawo ku ruhande rumwe  
 Na:

Madamu/Bwana....., ufite Indangamuntu N<sup>o</sup> ....., TEL  
 ..... ku rundi ruhande,

Habaye amasezerano yo gukurikirana Imirimo y'amaboko yoroheje .....mu gushyira mu bikorwa umushinga/Imishinga yo....., mu Murenge wa ..... muri gahunda ya VUP, hakoreshejwe uburyo bw'imirimo y'amaboko yoroheje (Expanded Public Works)

Ingingo zemeranijweho n'impande zombi muri aya masezerano ni izi zikurikira:

**Ingingo ya mbere: IMPAMVU Y'ISOKO**

Umurenge wa ..... wiyemeje guha Madamu/Bwana..... akazi ko gukurikirana mu buryo tekini imishinga y'amaboko yoroheje (Expanded Public Works).....mu gushyira mu bikorwa umushinga/imishinga yo ....., mu Murenge wa ..... muri gahunda ya VUP.

**Ingingo ya kabiri: AGACIRO K'ISOKO**

Umurenge wiyemeje kujya uhamba Madamu/Bwana ..... Amafaranga angana n'ibihumbi makumyabiri na bitanu (25.000 Frw) hyongereyeho amafaranga ibihumbi bitanu (5.000 Frw) azajya amufasha mu ngendo za buri muni buri kwezi, akazajya ashirwa kuri konti ye no ..... Ifunguye muri Banki ya .....



**Ingingo ya gatatu: INSHINGANO Z'USHINZWE GUKURIKIRANA ISHYIRWA MU BIKORWA RY'UMUSHINGA**

1. Gukurikirana umunsi ku wundi abakurikiranabikorwa na amatsinda ..... (umubare) yahawe akazi ko gushyirwa mu bikorwa Umushinga wo .....
2. Gukurikirana ko amatsinda yubahiriza ibipimo ngenderwaho mu ishyirwa mu bikorwa ry'umushinga.
3. Afatanyije nabakurikiranabikorwa ku rwego rwa akagari n'umuturage uhagarariye itsinda, gukorera ubuvugizi abagenerwabikorwa kubijyanye no kwishyurirwa igihe, guhabwa ibikoresho ndetse n'igihe havutse ikibazo ku kazi
4. Gutanga raporo y'ibyakozwe buri kwezi no kugaragaza ibikenewe kugira ngo imirimo igende neza.

**Ingingo ya kane: INSHINGANO Z'UMURENGE**

1. Hifashishijwe umukozi w'umurenge ufite mu nshingano gukurikirana ibikorwa; Umurenge urasabwa gukurikirana ishyirwa mu bikorwa ry'umushinga.
2. Guhembera igihe umushahara wagenwe hamaze kugaragazwa raporo y'ibyakozwe n'ukurikirana ibikorwa.

**Ingingo ya gatanu: IGIHE AMASEZERANO AZAMARA**

Aya masezerano azamara igihe kingana n'amezi cumi n'abiri uherye itariki ashyiriweho umukono n'impane zombi.

**Ingingo ya gatandatu: GUKEMURA IMPAKA**

Mu gihe havuka impaka zijyanye n'ishyirwamubikorwa ry'aya masezerano, hazifashishwa inzira y'ubwumvikane mu kuzikemura, bitashoboka hakiyambazwa inkiko zibifitiye ububasha.

**Ingingo ya karindwi: ISESWA RY'AMASEZERANO**

Aya masezerano ashobora guseswa igihe hari rumwe mu mpande ziyagiranye rutujuje ibyo rusabwa; mu gihe hari uruhande rwifuza gusesa amasezerano rumenyeshya urundi ruhande munyandiko hagatangwa integuza nibura y'Iminsi cumi n'itanu (15).

Bikorewe i ....., kuwa...../...../20.....

**Umujyanama mu by'amategeko mu Murenge wa .....**

**Amazina n'umukono**

**Ukurikirana imishinga y'imirimo y'amaboko**

**Yoroheje ku murenge (Expanded Public Works):**

**Amazina n'umukono**

.....

**Ku ruhande rw'Umurenge wa ..... :**

**Amazina n'umukono**

Umunyamabanga Nshingwabikorwa

w'Umurenge wa .....

