

THE REPUBLIC OF RWANDA



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

**Classic Public Works Guidelines**

October 2019



# Classic Public Works Guidelines

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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
EDPRS	Economic Development & Poverty Reduction Strategy
EIA	Environmental Impact Assessment
EICV	Integrated Household Living Conditions Survey (Enquête Intégrale sur les Conditions de Vie des Ménages)
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
OPAF	On-going Project Assessment Forms
PPDs	Project Profile Documents
PW	Public Works
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 Umurenge 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 Classic 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** provides a mixture of public works and 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/service providers or civil society organizations where possible**, a comprehensive **public communications strategy** and in partnership with other local government departments.



### 3. Overview of VUP Classic Public Works: key design and implementation principles

#### 3.1 Classic Public Works scheme objective

- **Primary objective:** provide consumption smoothing employment and promote graduation from extreme poverty among labour-endowed households;
- **Secondary objective:** support long-term economic development through community asset creation;

#### 3.2 Household and geographic targeting

- **Target group:** extremely poor households with at least one worker;
- **Eligibility criteria:** Households in Ubudehe category 1 with at least one worker. However, households in other categories may participate if the community confirms that their situation has deteriorated significantly since the time of classification as a result of socio-economic shocks.
- **Geographic coverage:** All 30 districts participate. According to the agreement signed between GoR and WB, the number of sectors to be covered under SSPP are 270 sectors. Number of sectors covered within a district depends on proportion of national caseload of extremely poor households residing in a district according to recent EICV. Sectors with highest number of households in Ubudehe Category 1 are prioritised in each district.
- The program will be gradually expanded to all 416 sectors with improvements in the quality of implementation, monitoring, and strengthening timeliness of benefit payments.

#### 3.3 Key norms, standards and implementation issues

- **Types of project:** Labour-intensive public works relating to: environmental management, climate change adaptation; construction<sup>1</sup> and rehabilitation<sup>2</sup> of community access roads<sup>3</sup>; and urban drainage.rehabilitation of marshland drainage channels. In the case of radical terraces projects, the implementation should be in line with technical standards set by Ministry of Agriculture. Construction and/or rehabilitation of District Class I, Class II or feeder roads is expressly prohibited. Projects that provide the maximum value to poorer households shall be prioritised during project selection.
- **Procurement approach:** VUP classic public works should always use the community procurement approach. Works contractors may only be engaged to provide specific technical inputs to the project, although this will require a written non-objection from LODA.

<sup>1</sup> The term 'road construction' refers to the creation of a road according to technical specifications issued by the Rwanda Transport Development Agency (RTDA) where there was no vehicle-passable highway previously.

<sup>2</sup> The term 'road rehabilitation' refers to the restoration of a dilapidated road including improving surface, bridges, road shape, drainage, culverts and other road facilities. Road rehabilitation may include widening to ensure the road meets current minimum technical standards.

<sup>3</sup> Community access roads are defined as unpaved roads connecting villages to one another and to cell and sector administrative centers. Construction and/or rehabilitation of District Class I, Class II or feeder roads is expressly prohibited



- **Environmental and social safeguarding:** The VUP public works 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. For projects where formal Environmental and Social Impact Assessments (ESIAs) and/or Resettlement Action Plans (RAPs) are required, these must be conducted in the year prior to project implementation. Districts will also need to make provision for environmental and social impact mitigation (including compensation/expropriation for Project Affected Persons) during project planning and implementation.
- **Minimum labour intensity:** At least 70% of project cost paid to beneficiaries as wages; In the event that technical requirements of a cPW project compromise the labour intensity threshold, alternative sources of funding (i.e. the mainstream district infrastructure budget) should be used to cover non-wage costs (e.g. contractors and materials etc).
- **Number of days work:** The international best practice for socially protective public works programmes is to provide at least 100 days per year. This target will be achieved in 2019/2020 as total number of working days has been set to 110 per household on an annual basis; **Working hours:** No more than 5 hours work per day, a maximum of 6 days per week. This will include any sensitisation and skills training activities;
- **Wages rates:** daily wage rates are defined by local governments in line with prevailing unskilled wage rates for a full working day but shall not be lower than the prevailing market / official applicable minimum wage rate;
- **Payment process:** cPW workers should be paid after each 10-day work cycle (irrespective of the number of days per week that they work). Payments shall be made directly to beneficiaries' accounts through formal financial institutions or through agreed digital payment platforms. Payments must be made no later than 15 calendar days after the end of each 10-day work cycle;
- **Seasonality and climate responsiveness:** VUP cPW projects should, wherever possible and relevant, be implemented so as to provide employment during periods of low demand for agricultural wage labour or in response to seasonal (or climatic) shocks;
- **Maintenance of CPW assets:** The Districts are responsible for ensuring that a maintenance plan is in place to ensure that VUP CPW assets are maintained after project completion. VUP Expanded Public Works can be implemented for this purpose where relevant and appropriate.

Compliance with the above design and implementation principles is expected to maximise positive impacts on household food security, investment in livelihood activities and asset accumulation and, thereby, prospects for sustained graduation from extreme poverty.



#### 4. Planning and budgeting for Classic Public Works

##### Key messages on Planning and Budgeting for VUP Classic Public Works

- The selection of public works projects should be driven by a participatory planning process in order to promote the identification and prioritization of community needs.
- Planning of VUP Classic Public Works projects shall be conducted within the framework of the general local government annual planning and budget process. LODA will prepare planning and budgeting guidelines for district local governments in response to preliminary guidance received from MINECOFIN and experiences from the previous planning and budgeting cycle.
- Ideally, local governments will maintain a rolling 3year plan of 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.
- VUP Public Works projects should be planned, as far as possible, with a view to maximizing proximity of the project site to the majority of eligible households in the Sector.
- Simplified feasibility assessments shall be prepared for all VUP Public Works 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 classic public works projects should be subjected to Environmental and Social Screening, to be conducted by the Sector Environmental/Agronomist and Social Affairs Officers. Projects that require ESIA's or RAPs to be developed should be planned at least a year in advance.
- Activities and associated budgets for social and environmental impact mitigation (including compensation for Project Affected Persons) should be included in Simplified Feasibility Assessments and project budgets as necessary. However, development partner funds may not be used to finance compensation.
- VUP cPW projects shall have a minimum labour intensity of 70% and shall provide a minimum number of days employment for participant households as defined by LODA on an annual basis;
- Only projects that comply with LODA guidelines relating to minimum number of days work per participant and minimum labour intensity shall be approved by LODA.
- 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.
- Any VUP cPW project that has not completed procurement stage by mid-year budget review should be postponed until the following financial year.



## **4.1 District level planning and budgeting for VUP Public Works**

### **4.1.1. Detailed district planning process**

#### **Planning Step 1: Community-level identification of potential public works projects**

The selection of public works projects should be driven by a participatory planning process in order to promote the identification and prioritization of community needs. Hence, planning begins with the Umudugudu identifying key outcomes it wishes to achieve and then developing a list of projects that will achieve these outcomes. Bottom-up planning will be complemented by national guidelines and strategic plans.

#### **Planning Step 2: Simplified Feasibility Assessments**

Simplified feasibility assessments shall be prepared for all VUP Public Works 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 Sector technical staff (e.g. Sector land manager and infrastructure management officer, Sector Agronomist, Sector Forestry Officer) under supervision of District technical staff (district engineer, agronomist and Forestry).

Guidelines for conducting simplified feasibility assessments are provided in **Annex 12.1**.

It is important that Simplified Feasibility Assessments provide sufficient information to allow the District Environment Officer to conduct environmental and social screening of the project at a later stage.

#### **Planning Step 3: Annual selection of cPW projects**

On an annual basis, districts and sectors shall be informed of their eligibility to implement cPW projects as part of the BCC1 process. In response to BCC1, Umudugudu shall be asked to identify potential cPW 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 cPW jobs created;
- ii. Labour-intensity (minimum 70%);
- iii. Number of cPW-eligible households living close to proposed project site.

In selecting the projects, the Districts must respect national planning guidelines and the constraints imposed by the Development Partners funding the CPW programme.

Specifically, with regard to the CPW projects funded by the World Bank under the Strengthening Social Protection project (2018-19 to 2021-22) Districts must:

- Avoid projects which have adverse environmental or social impacts including feeder road construction and rehabilitation and projects, marshland rehabilitation etc
- Ensure that all projects are environmentally screened as described below





**VUP Public Works projects should be planned, as far as possible, to maximize proximity of the project site to eligible households in the Sector.** Therefore, projects should be located in those Cells with the highest number of households in Ubudehe Category 1.

A final list of approved projects, which will depend on the budget available, will be posted at Sector offices and communicated to communities through Cell General Assemblies.

#### **Note on trans-Sector (Umurenge) projects**

It is not possible for cPW projects to cover more than one Sector. However, it is possible to link cPW projects together. For example, if a community road that runs through two neighbouring Sectors is to be rehabilitated using cPW, two PPDs should be prepared, two projects should be established in MEIS and the two projects should be procured separately. cPW beneficiaries can only work on the section of the road that runs through their Sector.

#### **Planning Step 4: Environmental and Social Impact Screening**

The District Environment Officer will screen the feasibility studies for all selected CPW projects using the screening format attached at Annex 12.1. This must be completed in time to allow the screening report to be submitted to LODA along with the SFA and PPD at BCC1.

If the screening identifies a need for social or environmental mitigation and this has not already been included in the SFA, the SFA should be updated to include mitigation activities and associated costs.

#### **Planning Step 5: Review of project proposals by the District and preparation of PPDs**

Districts will review and select Public Works projects for submission to LODA. Issues for consideration during prioritization include:

- i. Labour-intensity (minimum 70%);
- ii. Number of beneficiaries vis-à-vis sector VUP Public Works targets
- iii. Number of working days per household
- iv. Whether the project is located in a Cell with a high number of households in Ubudehe Cat 1.
- v. Contribution to pro-poor economic development and reducing vulnerability to climate change

Districts will enter Project Profile Document templates (PPDs) and upload the Simplified Feasibilities Assessments (and its associated environmental and social screening report) into the LODA MEIS.

The PPDs will include:

- i. Anticipated number of workers on the project;
- ii. Number of days work to be provided to each participating household;
- iii. The total number of working days generated by the project
- iv. Projected beneficiary and non-beneficiary costs of the project where:
  - a. The beneficiary budget is sufficient to pay the number of working days generated by the project at the prevailing wage rate



- b. Non beneficiary costs shall not exceed 30% of the total project cost

Wage rates should be set in line with prevailing unskilled wage rates for a full working day but shall not be lower than the prevailing market /official applicable minimum wage rate.

**Planning Step 6: Review of proposed projects to LODA**

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 RDB. LODA shall only recommend approval of VUP Classic CPW projects that comply with guidelines, as set out in the Box 3:

LODA will officially provide comments to the Districts.

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).**



### Box 3: Criteria for assessing PPDs

- **Location**
  - Project in a targeted sector?
  - All targeted sectors have CPW projects planned?
- **Compliance with naming convention**
  - Does the project name start with “CPW” (“PW” is not sufficient)?
- **Type of project**
  - Do the projects comply with DP funding constraints?
  - For EPW is project suitable for light manual work, close to home, suitable for part time work
- **Project Start and Finish Dates**
  - Are the project start and finish dates in the correct financial year?
  - Does the project duration allow the number of working days per HH?
- **Calculation of working days**
  - Number of working days per HH stated correctly?
  - Number of people employed on the project stated correctly?
  - Total number of working days generated by the project stated correctly?
- **Costing and Labour Intensity**
  - Is there a proposed budget for both beneficiary payments and non-beneficiary payments?
  - Does the beneficiary payment budget should sustain the number of working days the project will generate, at the current wage rate?
  - At least 70% of the project cost being spent on beneficiary payments?
- **Projected wage rate**
  - Does the wage rate used for costing beneficiary payments lie within a reasonable range?
- **Simplified Feasibility Assessment**
  - Has an SFA been uploaded into MEIS for each PPD?
- **Environmental Screening**
  - Has an environmental screening been carried out?
  - Is all the information required for an environmental screening provided?
- **Unfinished projects**
  - Has the District considered whether all projects in the current financial year will be completed and estimated the cost for those that may not?

#### 4.1.2 Detailed district budgeting process

Budget revision: LODA will assist Districts to review budget execution 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.



- The budget ceilings will be based on the number of predicted beneficiaries in each sector based a review of the Ubudehe database and the numbers of beneficiaries working on CPW proposed in the PPDs;
- Districts will then review the number of beneficiaries which LODA has predicted are eligible for CPW 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, the first priority will be to provide funds to complete ongoing projects. The District may then take the following measures to ensure that beneficiaries are provided with work:

- a) Increase the labour intensity of the projects;
- b) Reduce in coverage rate within the Classic Public Works scheme;
- c) As a final consideration Districts may discuss with LODA whether the number of working days per HH could be reduced

### **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 CPW 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**

- Before the end of June each year LODA will set up the CPW Programme in MEIS
- Once the national budget is approved by Parliament Districts will enter projects in into MEIS. This must be completed by the end of July each year.
- When entering projects in MEIS the Districts will
  - Ensure that exactly the same project name is used in MEIS as in IFMIS including the designation CPW or EPW
  - Ensure that the projects are coded to the correct financial year
  - 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
- When entering projects into MEIS Districts must establish the appropriate contracts. For CPW projects the following contracts are required:
  - PW beneficiaries' payment contract (essential)



- Materials and equipment contract (s) (essential)
- Technical supervision contract (as required)

## **5. Procurement**

Procurement for the following will usually be conducted by the District:

- a) Public Works participant households and capitas. CPW workers should be contracted using the 'Community Procurement' method wherever possible;
- b) Materials and equipment;
- c) Technicians to supervise project implementation;
- d) PW Technical Assistants to support PW administration including data entry of attendance sheets into MEIS.

However, Sectors may also procure materials and equipment directly, up to the defined maximum contract value threshold defined within procurement regulations.

Procurement for VUP classic Public Works projects shall be conducted as per government procurement legislation.

**In order to ensure timely implementation of cPW projects, procurement should commence immediately at the start of the new financial year and should be completed end August at the latest. Districts should not wait for funds to be disbursed before commencing procurement.**

**Any VUP CPW project that has not completed procurement by the community or contractor procurement by end of December each year shall be removed from the district budget during mid-year budget review.**



## 6. Selection of Workers, Capitas and Community Representatives

### Key Points on Selection of Workers, Capitas and Community Representatives

- MEIS will maintain a dynamic registry all households in Ubudehe Category 1, plus any households who successfully appealed to participate in previous years. Local government staff will then be able to generate a list of cPW-eligible households from this registry.
- All extremely poor households that have been resident in a PW sector for at least 6 months that are NOT benefitting from Direct Support or Expanded Public Works shall be eligible for cPW;
- Households from higher Ubudehe categories should NEVER be recruited simply because PWs projects are meant for extremely poor households.
- In the event that the budget available is insufficient to provide employment to all eligible households in a sector, female-headed households and other single worker households with caring responsibilities (e.g. for young children) where the Expanded PW projects are not yet reached should be prioritized for Classic Public Works.
- Wherever possible, at least 50% of households participating in a Classic Public Works project should be female-headed.
- VUP PW participant households will normally only be allowed to send one worker per day to the project site. However, if the project requires more workers than there are available eligible HHs, selected households may send more than one HH member to work per day.
- cPW work opportunities should, wherever possible, be distributed across the sector according to the distribution of extremely poor households rather than only households from nearby cells being recruited.
- Eligible households will be approved in Cell General Assembly meetings;
- Any adult member of a targeted household may attend the worksite on behalf of the household.
- Beneficiaries will nominate a Community Representative from among themselves to sign the contract with the District;
- The Sector Council shall validate the final list of eligible households;
- Households that are selected to benefit from Minimum Package Asset Transfers should be prioritized for cPW employment in the three years immediately following the year of asset distribution. They should not be exited from cPW if they wish to continue working.



## 6.1 Targeting and enrolment procedures

### Step 1: Annual approval of cPW-eligible HHs list by Sector Council

MEIS will maintain a dynamic registry all households in Ubudehe Category 1, plus any households who successfully appealed to participate in previous years. Local governments will then generate a list of cPW-eligible households from this registry and submit this for approval to the Sector Council. After Sector Council has approved the eligible HHs list, MEIS Household Registry must be up-dated prior to worker selection.

### Step 2: Cell targeting quotas calculated

The PPDs for each project will specify the number of workers to be employed. cPW work opportunities should, wherever possible, be distributed across the cells in the sector according to the distribution of extremely poor households rather than only households from nearby cells being recruited.

See box 3 for an example of how to calculate and allocate Cell CPW worker quotas in a Sector.

**Box 3: Example of Cell PW worker quota calculation for three Classic PW projects**

Number of cPW eligible HHs in the sector: **675**

Number of households to be recruited:  $675 \times 70\%$  (coverage rate to be determined by LODA) = **473**

Allocation of PW participants to each Cell:

	No. of eligible HHs	Percentage of sector caseload of cPW-eligible HHs	Cell worker quota	Project allocation
Cell 1	100	$100/675 = 15\%$	$473 \times 15\% = 71$	Project A
Cell 2	200	$200/675 = 30\%$	$473 \times 30\% = 142$	Project A
Cell 3	150	$150/675 = 22\%$	$473 \times 22\% = 104$	Project B
Cell 4	50	$50/675 = 7\%$	$473 \times 7\% = 33$	Project B
Cell 5	175	$175/675 = 26\%$	$473 \times 26\% = 123$	Project C
<b>Total</b>	<b>675</b>		<b>473</b>	

Quotas may be transferred from one cell to another if insufficient households in one cell are willing/able to participate in the cPW project.

### Step 3: Orientation of Cell Executive Secretaries

The Sector Executive Secretary shall orient the Cell Executive Secretaries on their roles and responsibilities in the cPW worker selection process and handover the cell-level Targeting Lists and targeting quotas.

### Step 4: Selection of workers and capitas



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

- a) Orient community members on the VUP Classic Public Works scheme (see **Community Orientation Guidelines in Annex 12.3**;
- b) Verify the eligibility of households on the cPW Targeting List (TL) (see **example TL in Annex 12.4**);
- c) Nominate priority households to participate and confirm their willingness to work (this to include identifying any households in higher Ubudehe categories that have been affected by a severe shock and that the community feel should be able to access Classic Public Works);
- d) Collect any missing National ID data and bank/SACCO account details for nominated households;
- e) The Cell General Assembly should also nominate potential **Capitas** that comply with the minimum requirements. If a suitable candidate cannot be found from within the CPW-eligible households, then a suitable individual in Ubudehe Category 2 should be nominated depending on the techniques required.

All decisions, including any cases where a cPW-eligible household is unable to participate in cPW due to care responsibilities, should be documented using the approved '**cPW Cell General Assembly Minutes format**' (See **Annex 12.4**). The annotated Targeting List should be annexed to the Cell General Assembly Meeting Minutes when submitted to the Sector

**Important note: Any households that were removed from the Direct Support list during community validation due to the presence of workers in the household may not have been included on the cPW Targeting List that is generated from the Ubudehe database. Communities should therefore be encouraged to ensure that such households are actively considered for VUP Public Works.**

#### *Selection of Capitas*

- One capita should be recruited for every 30 beneficiaries;
- Capitas should, wherever possible, be selected from among the CPW-eligible households. Where this is not possible, Capitas should be selected from the households in Ubudehe Category 2 according to the skills required.
- Capitas should be nominated by the selected workers (so after worker selection has been completed)
- Capitas should be literate, have basic numeracy, demonstrate integrity and capable of fulfilling the role of a Capita for the duration of the CPW project implementation.
- Nomination of capitas shall be documented on the classic CPW Provisional Targeting List template (See **Annex 12.2**)

#### **Step 4: Finalisation of beneficiary selection and nomination of community representative, Site supervisor and PW Technical Assistants**

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





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

Nomination of the community representative, Site supervisor and PW Technical Assistants shall be documented in the meeting minutes.

**Step 5: Sector Management Team approves beneficiary selection, capita nominations and Community representatives**

Nominations of cPW workers, community representatives and capitas should be presented for approval to the Sector Management Team. **The decisions of the SMT should be documented using the approved format (see Annex 12.5).**

**Step 6: Enrolment of selected beneficiaries into a project in MEIS**

The Sector authorities shall submit the approved beneficiary list to the District. The District will: a) review the beneficiary list and ensure all documentation is present and correct, and b) authorise enrolment of selected beneficiaries within MEIS.

The targeting list should be entered into MEIS within 10 days of its approval by the Sector.

**Step 7: Preparation and signing of community contract.**

The District will prepare two copies of the CPW contract (for projects contracted through the community method) and submit to the District Executive Secretary for signature. The community representative shall then sign the contract. One copy shall be provided to the Community Representative while the other copy shall be filed securely in the District.

**6.2 Removal of a household from a classic Public Works project:**

A household may only be permanently removed from a VUP classic Public Works project if any of the following apply:

- a) The household moves to a different sector;
- b) All of the household's workers die or migrate;
- c) A household does not attend the Public Works project site for more than 10 days consecutively and does not have a reasonable justification (i.e. unavoidable circumstances such as temporary sickness).

In the event that a household is removed from a VUP Classic Public Works project, the Community Representative should ask the Village Coordinator to convene a Village General Assembly to nominate a replacement. Documentation of justification for removal and nomination of replacements shall be conducted using the **'CPW Household Removal and Replacement Form'** (See Annex 12.8). Once the Sector Management Team has approved the form, it should be submitted for entry into MEIS.



### Dealing with absence due to sickness among cPW beneficiaries

In cases of temporary sickness lasting more than 10 days, a household may be replaced by another eligible household on a temporary basis. This should be processed using the ‘**CPW Household Removal and Replacement Form**’ (See Annex 12.8). However, this arrangement should be reversed once the original household is fit for work again (again to be processed using the ‘PW Household Removal and Replacement Form’).

## 7. Implementation of Classic Public Works projects

### Key implementation principles and procedures for Classic Public Works projects

- Workers shall be required to work for no more than 5 hours work per day, for a maximum of 6 days per week;
- Under no circumstances shall children under the age of 18 years participate in public works;
- Appropriate and reasonable measures shall be taken to protect the health and safety of public works participants, including appropriate sanitation for men and women at the worksite;
- Local governments shall facilitate public works participants to put in place appropriate and practical arrangements for the care of infants who accompany their mothers to the worksite. In particular, breastfeeding mothers must be given time to breastfeed her children.
- One hour of sensitisation and skills training should be provided to cPW beneficiaries at least once per month. These sessions must be delivered within the standard 5 hour working day;
- Capitas shall keep daily records of public works attendance using the Public Works Attendance List. These will be compiled and checked by the Community Representative, endorsed by the Technician and the Sector SAO;
- Classical Pubic Works wages will be paid after every 10 days of work completed;
- Payments shall be made within 15 calendar days of the end of the 10-day work cycle;
- Payments shall be made through formal financial institutions (e.g. SACCOs and Banks) and through the individual beneficiaries’ Accounts;
- In the rare cases where contractors contract PW workers, payments will be made directly to the beneficiaries by the District.

### 7.1 Preparation of Funds Requests

Funds for VUP Public Works projects shall be disbursed in two tranches as follows:

	Disbursement value	Disbursement trigger
--	--------------------	----------------------



<b>Tranche 1:</b>	100% of equipment budget <i>plus</i> 50% of labour budget	Signing of contract with contractor or community
<b>Tranche 2:</b>	Remaining budget	Expenditure of at least 70% of labour budget (sent in tranche 1) and completion of at least 30% of project progress

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 should be done at the start of the financial year for on-going projects.**

### 7.1.1 Requesting funds from LODA

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

#### Box 2. Supporting documentation for CPW funds requisitions (to be provided in hard copies)

##### Tenders awarded to the community

###### *First installment*

- Letter of request by the District
- Transfer Request Report generated from MEIS
- Contract between the District and the community representative
- Evaluation report by the District tender committee
- Supervision contract
- PW technical assistant contract

###### *Second installments*

- Letter of request by the District
- Transfer Request Report generated from MEIS Works Progress report
- Financial report
- Financial justifications (copy of Payment voucher (PV) and payrolls orders stamped by SACCO)
- Disbursement report

##### For contracts related to supply of materials

- Letter of request by the District
- Transfer Request Report generated from MEIS
- Copy of the signed contract

NB: The following documents should be uploaded into MEIS and serve as supporting documents for cPW funds requests:

#### 1. Tenders awarded to the community

- Copy of simplified Feasibility Assessment
- Minutes for the election of the community representative and the list of participants (names and signatures)
- Environmental and Social Management Plan (ESMP) signed by DEO, verified by Dir SDU and approved by District ES
- ARAP or compensation report (for project which involve expropriation)
- Report on voluntary land/asset donation where compensation will not be possible



- Public consultation meeting minutes with attendance list of participants (names and signatures)
- Report on the establishment/election of Grievance committee with attendance list of participants
- A note of the meeting at which the beneficiaries select the group representatives and supervisors

## **2. For contracts related to supply of materials**

- Copy of the invitation to tender that put in a news paper
- Copy of tender document
- Copy of the bidding document of the successful bidder
- Copy of the evaluation report by the internal tender committee
- Copy of the final notification letter

### **7.1.2 Requesting funds from MINECOFIN**

The District cash flow plan should be prepared to reflect cPW budget to implement cPW projects. Funds request from MINECOFIN should be made in two tranches. The first tranche should be a request to cover the period of six months and the second tranche after the first tranche has been executed or spent to at least an average of 80%. The remaining balance (tranche) should be requested all at once.

The funds requests should at minimum fulfill the following:

- a) The number of sectors where cPW is implemented in the District;
- b) The names of the sectors in each district proposed for participation in VUP PW;
- c) The number of households to be targeted in VUP public works in each sector (based on a pre-defined percentage of eligible households in each sector);
- d) The minimum number of days employment for VUP PW beneficiaries;
- e) The minimum labour-intensity of VUP public works projects.

## **7.2 Training of workers at start of the project**

Relevant District or Sector technical staff (Engineers, Infrastructure Officers, and Agronomists etc) shall deliver on-site training to workers and Capitas at the start of the CPW project. Training should cover:

- i. Relevant norms and standards
- ii. Health and safety
- iii. The roles and responsibilities of workers, capitas and technicians
- iv. Attendance requirements and record keeping
- v. Complaints procedures

## **7.3 The role of Capitas in project implementation**

During project implementation, Capitas shall be responsible for:

- i. Task distribution amongst the beneficiaries that they are responsible for;
- ii. Ensure compliance with technical norms and standards
- iii. Keeping daily records of public works attendance using the Public Works Attendance List.
- iv. Participating in project progress review meetings with the Site Supervisor and sector officials
- v. Reporting to Community representative and Site Supervisor daily



## **7.4 The role of Community Representatives in project implementation**

During project implementation, Community Representatives shall be responsible for the following:

- a) Workforce organization and supervision;
- b) Submission of weekly and monthly progress reports (and any other reports required) to Sector;
- c) Submission of consolidated attendance lists to the Sector every 10 working days
- d) Verify daily records of public works attendants

## **7.5 The role and requirements for Site Supervisors**

### **7.5.1. The role of site supervisor**

The District or Sector should contract a suitably qualified Site Supervisor on behalf of the Sector to supervise the CPW project. Site Supervisors are responsible for ensuring compliance with project requirements as set out in the project contract. Site Supervisors should also deliver skills training to participants in their area of technical expertise.

### **7.5.2. Requirements for site supervisors**

**Site supervisors** should fulfil the following conditions:

- Having at least A level (A2) in technical domains of PW projects (Agronomy, construction, ...);
- Belongingness in category 1 of Ubudehe is a priority
- In the event of no qualified candidates in category 1, candidates from other categories may be considered in the ascending order of priority from Ubudehe category one
- In the event where there is no candidate in a Sector, normal recruitment/procurement procedures will apply
- Youth to be given priority

NB: The salary will be on monthly basis and negotiable

## **7.6 The role and requirements for PW Technical Assistants**

### **7.6.1. The role of PW Technical Assistants**

The district or sector shall contract a PW Technical Assistant to support PW project administration. This will include:

- a) Verifying the accuracy of attendance sheets submitted by Technical Supervisors by undertaking spot checks at work sites
- b) Entering worker attendance data into MEIS
- c) Any other relevant duties assigned by the Sector depending on his/her qualification



## 7.6.2. Requirements for PW Technical Assistants

PW Technical Assistants should fulfill the following conditions:

- Having at least A level (A2) with computer skills (at least Microsoft word and excel);
- Having a computer, smart phone or tablet is an added advantage;
- Belongingness in category 1 of Ubudehe is a priority;
- In the event of no qualified candidates in category 1, candidates from other categories may be considered in the ascending order of priority from Ubudehe category one;
- In the event where there is no candidate in a Sector, normal recruitment/procurement procedures will apply;
- People with disability to be given first priority;
- Youth and women to be given the second priority.

NB: The salary will be on monthly basis and negotiable

## 7.7 Wage payment principles and procedures

### 7.7.1 CPW wage payment principles

- Classic Public Works wages/payments must be made within 15 calendar days of the end of the 10 day work cycle.
- All payments MUST be processed through MEIS.
- Payments shall be made through formal financial institutions (e.g. SACCOs and Banks)
- Payments will be made to the individual beneficiaries' Accounts.
- No deductions shall be made from VUP CPW payments during the payment process, with the exception of bank/SACCO charges only.

### 7.7.2 CPW wage payment procedures

**Step 1:** Daily completion of VUP Public Works Attendance Sheet (Annex 12.10) by Capitas;



- Step 2:** Compilation and approval of Attendance List by Community Representative (every 10 working days);
- Step 3:** Endorsement of VUP Public Works attendance form by Site Supervisor and submission to Sector;
- Step 4:** Sector reviews and endorses attendance lists and authorises MEIS data entry;
- Step 5:** Data entry of attendance list data into MEIS by authorised Sector staff (data should be entered within 5 days of completion of the work period) and preparation of payroll;
- Step 6:** District approves production of payroll in MEIS by Sector staff;
- Step 7:** Sector Executive Secretary endorses payroll and submits to District;
- Step 8:** District Executive Secretary forwards payment request to District Finance Department;
- Step 9:** Transfer of funds to beneficiaries' Bank or SACCO accounts. Copy of funds transfer order sent to Sector;
- Step 10:** MEIS to be updated for any cases of failed payment by sector officials (as notified by the Bank/SACCO).

## **8. Technical supervision of VUP Classic Public Works**

The District should contract a suitably qualified Site Supervisor on behalf of the Sector to supervise the CPW project. The district should also recruit a PW Technical Assistant for each cPW project to support project administration including verification of attendance sheets (though spot checks at project sites) and entry of worker attendance data into MEIS.

Each VUP Public Works project shall also be supervised by a relevant technician from the Sector administration – usually either the Sector Land Officer (SLO) or Sector Agronomist. The sector technician should conduct regular visits to the Public Works site and shall be primarily responsible for ensuring compliance with technical, environmental, health and safety norms and standards.

## **9. Grievance and redress**

Sector Land/Agronomist Officers, working in collaboration with Sector Social Affairs Officers are responsible for ensuring that Grievance and Redress Committees are established in each sector implementing cPW projects.

The Grievance Redress Committee at Sector level should be chaired by the Sector Social Affairs Officer and the cell social economic development officer from cell implanting cPW project as secretary. The committee also is comprised of the following additional members: Community representative ;Representative of affected person and representative of women in cell implementing cPW projects. All received complaints at sector level should be reported to the extended GRC at District level. The members of GRC at District level shall include Director of Social Development Unit as chair, District Environment Officer as vice chair, Social Protection Officer as secretary and Community representative.



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

### 10. Formal reporting requirements

Community representatives shall deliver simple monthly progress reports to the District (a copy should also be shared with the Sector). These reports shall be endorsed by the Site Supervisor and Sector prior to submission to the District.

Site Supervisors shall submit progress reports to the District (to be approved by the Sector) at least every 2 weeks. These progress reports shall then be submitted to the Sector Executive Secretary for consolidation in general monthly and quarterly reports which are to be submitted to the Districts.

Sectors shall report on CPW project progress as part of their standard monthly and quarterly reports to the District.

The District Social Development Department shall compile monthly and quarterly reports to LODA (seeking inputs from the District Agronomist and/or Engineer or other relevant technical staff where necessary) and submit to the District ES for approval and onward submission to LODA.

### 11. Project closure

Upon completion of a VUP Public Works project, the Community Representative shall complete a **Provisional Acceptance Report** (with support from the Site Supervisor where necessary). The District shall then establish a committee to review the status of the CPW project and approve the report. A sample **Provisional Acceptance Report** format is provided in **Annex 12.11**.

The final Acceptance Report should then be submitted to the District Technical Supervisor for review, approval and filing.

Done at Kigali on ..... 12 8 OCT 2019

Approved by:

Mrs NYINAWAGAGA Claudine  
Director General/ LODA





## 12. ANNEXES

### 12.1 Simplified Feasibility Assessment Template

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

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

#### Guidance for the Districts:

- Ensure the project name starts with “CPW” 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 “construction” “rehabilitation” or “maintenance” and that the description of activities (Section 10) is consistent with the name
- Where the project relates to roads ensure that the type of road is correctly identified
- Focus on road maintenance before rehabilitation, avoid road construction
- Do not describe two types of project in the same SFA (eg road maintenance and terracing)
- 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:**

Sometimes the project can address the fully the need identified in the need assessment and sometimes it can contribute to address it partially. Like for example: in a sector it has been identified that 20,000 HH are still missing water access. The proposed project can for example provide water for 5,000HH.

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 CPW or EPW projects the main project outputs are:
  - Number of Ubudehe category 1 HHs employed
  - Average number of days work each HH will receive
  - Total number of working days the project will generate
- 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
- Experts (eg masons) are not project beneficiaries
- 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 there be permanent jobs created after the works are completed? If yes please specify what type of jobs and how many.
- 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 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 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 or internationally (national park, national reserve, world heritage site etc.) at the Project site or in its immediate surrounding? If yes, give more explanation.		
• Would the proposed project pose a risk of introducing invasive alien species? If yes, how?		
• 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?		
• Does the project pose a risk of degrading soils? If yes, in what manner?		
• 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?		
• 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?		
• Will the proposed project involve the		



Likely project impact	Yes/ No	Comments on extent or quantity of impact and proposed mitigation measures
<i>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>		
<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:

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 EDPRS and District Priorities. The following questions shall be answered (like in PPD format):

- The project lies in which Thematic Area of the EDPRS 2?
- 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 expressed 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 CPW and EPW projects in the targeted sector the alternative solutions can only be in terms of alternative CPW or 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 breakdown by type and phase (Detailed Studies, EIA, Works, Supervision, Expropriation, Utilities, Other)*
- 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 beneficiary payment contract must be enough to pay for all the working days which the project is expected to generate (per Section 4).
- The daily wage rate for unskilled labour should reflect the current rates in the sector. The District should not simply carry forward a rate of Rwf1,000 per day (which some Districts have done for 7 years), this is likely to be out of date
- Experts (eg 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:

*Please provide an estimate of maintenance costs to be spent on a regular basis to maintain the facility properly. Indicate how the cost estimate was calculated. The cost estimate can be break down for different type of maintenance: routine maintenance on annual basis and regular maintenance on a multiannual basis.*

## 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:

<b>Implementation Agenda Example</b>												
<b>Fiscal Year</b>	<b>FY...</b>				<b>FY...</b>				<b>FY...</b>			
<b>Quarters</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<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							■	■				
<i>Example for project that does require ESIA or RAP</i>												
Project identification and preparation of SFA and safeguarding screening	■											
Procurement & preparation of ESIA/RAP	■	■	■	■								
Planning (PPD prep and approval)					■	■						
Budgeting							■	■				
Beneficiary selection and community procurement									■	■		
Procurement of materials and technical inputs									■	■		
Implementation of works and closure											■	■
ESIA / RAP implementation											■	■



#### 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.





12.2 Sample Targeting List for use in worker and capita selection

Village Name	First Name HH Head	Last name HH Head	Sex HH head	NID HH Head	CGA targeting decision YES/ NO/ CAPITA	Bank/SACCO Account. Number	Approved by Sector MT (YES/NO)	
Avillagename	SAVELINE	NYIRANKURIZA	Female	1193770003685013	YES		YES	
Avillagename	FIDELE	NDAYISABA	Male	1198480063402005	YES		YES	
Avillagename	ASIEL	SEKAMANDWA	Male	1196480023021082				
Avillagename	EMMANUEL	NKUNDABASHAKA	Male	1193580004468036	YES		YES	
Avillagename	VESTINE	NYIRAMINANI	Female	1195870018897003	YES		NO	
Avillagename	COSTASIE	NYIRAROMBA	Female					
Avillagename	ASSIEL	MUSERUKA	Male	1193080004263015	CAPITA		YES	
Avillagename	VINCENT	MUTABAZI	Male		YES		YES	
Avillagename	THERESE	NYIRANZIZA	Female	1194670006502097	YES		YES	
Avillagename	ETIENNE	NDAGIJIMANA	Male					
Avillagename	DANIEL	NAKURE	Male					
Avillagename	VENUSTE	BARABWIRIZA	Male	1196280024758033	YES		YES	
Avillagename	EZIRA	BAZIRA	Male				YES	
Avillagename	DANIEL	BANGANIRORA	Male	1197380031956027				
Avillagename	INNOCENT	NGIRABATWARE	Male	1198180054179000	YES		YES	
Avillagename	IMMACULEE	NAKURE	Female	1195970021579012	YES		YES	
Prepared by (name):				Signature:				Date:
Number of households approved by Sector Council on this sheet:				Signature of Sector Council Chairperson:				



### 12.3 Guidelines for community orientation on VUP Public Works

The following issues should be covered during the Cell General Assembly meeting to orient communities on the cPW scheme.

1. **Purpose of cPW:** to provide employment opportunities to the most vulnerable households with labour while also contributing to community infrastructure development
2. **Eligibility criteria:** extremely poor households (Ubudehe Cat 1) with at least one worker. Households that were originally not classified in Category 1 but have suffered a severe shock since Ubudehe classification (and are now in a similar situation to households in Ubudehe Category 1) may also be targeted. Female-headed households should be prioritized.
3. **Work arrangements:**
  - 5 hours' work per day, up to 6 days per week;
  - Confirm daily wage rate;
  - Payments made through bank or SACCO accounts;
  - Essential equipment will be provided;
  - Household may be removed if does not attend the worksite for a period of more than 10 days consecutively without reasonable justification.
4. **Targeting process:**
  - Quota set for each sector and each Cell based on the number of eligible households in Ubudehe Category 1.
  - Provisional targeting lists generated using Ubudehe data
  - Cell General Assembly meetings to validate of targeting lists and select priority households (to fill Cell quota);
  - Sector Council to approve final list
5. **Participant rights**
  - To be given a realistic workload – achievable within 5 hours per day
  - Timely payments – all payments should be made within 15 days of the end of each 10 day work period;
  - 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;
  - Take care of equipment provided;
  - Inform Community Representative if they wish to permanently withdraw from the project;
  - Refrain from bringing children to worksites (except infants on their mothers' backs where absolutely necessary).
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 Community Representative or Sector Social Affairs Officer.



**12.4 Minutes format for Cell General Assemblies for use in documenting CPW participant and capita selection**

DISTRICT:																		
SECTOR:																		
CELL:																		
DATE OF MEETING:																		
LOCATION OF THE MEETING:																		
TOTAL NUMBER OF PARTICIPANTS IN MEETING					(Female.....Male.....)													
CELL CPW PARTICIPANT QUOTA AS ADVISED BY SECTOR																		
TOTAL NUMBER OF HHS SELECTED FOR CLASSIC CPW PROJECT																		
DETAILS OF ANY HOUSEHOLDS SELECTED BUT UNABLE TO PARTICIPATE																		
<i>Name of HH Head</i>				<i>Reason for non-participation</i>														
NAMES OF ANY SELECTED HOUSEHOLDS NOT ON TARGETING LIST:																		
No	Village	HH head name	Sex	NID Number										Reason for selection				
		-----																
		-----																
		-----																
		-----																
		-----																
		-----																
		-----																
		-----																




**Any other issues to be noted**

**Prepared by:**

Name:

Signature:

Date:

**Village Coordinators' endorsement:**

Name of coordinator

Name of village:

Signature:

Name of coordinator	Name of village:	Signature:



**12.5 Minutes format for Sector MT meeting to approve worker and capita selection**

<b>DISTRICT:</b>							
<b>SECTOR:</b>							
<b>NAME, DESCRIPTION AND LOCATION OF CLASSIC PUBLIC WORKS PROJECT:</b>							
<b>DETAILS OF CPW PARTICIPANT NOMINATIONS AND APPROVALS</b>							
Cell name	Cell CPW quota allocated by Sector	No. of HHs Nominated at Cell Level			No. of HHs approved by Sector Management Team		
		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>							



SELECTION OF CAPITAS													
Name:		Village / Cell				National ID No.						SACCO Acc. No.	
<b>COMMUNITY REPRESENTATIVE DETAILS</b>													
Name:													
Resides in:		Village:				Cell:							
NID Number:													
Done at:													
Date:													
Secretary:													
Sector Executive Secretary:													
Name:													
Signature:													



Please attach approved annotated Targeting Lists approved by Sector Council ensuring each page is signed by the Sector Council Chairperson

12.6 Sample Community Contract Format

REPUBULIKA Y'U RWANDA



INTARA .....  
AKARERE KA .....  
B.P : .....  
E mail:.....

**AMASEZERANO Y'IMIRIMO .....MURI  
GAHUNDA YA VUP, UMWAKA WA .....**

**IRIBULIRO:**

**Hagati ya:**

Akarere ka ..... gahagarariwe muri aya masezerano na Madamu/**Bwana** .....  
Telephone ..... Umunyamabanga Nshingwabikorwa wako ku ruhande rumwe  
Na:

Madamu/Bwana.....Uhagarariye abaturage b'Umurenge wa ....., ufite  
Indangamuntu N<sup>o</sup> ....., TEL ..... ku rundi ruhande,

Habayeho amasezerano yo gushyira mu bikorwa umushinga ....., mu Murenge wa  
.....

**INTEGO:**

Aya masezerano agamije gushyira mu bikorwa umushinga wo ....., mu Murenge wa  
....., Akagari/Utugari ka/twa..... muri gahunda ya VUP, hakoreshejwe uruhare  
rw'abaturage (community Approach) nk'uko iteka rya Minisitiri w'Imari N<sup>o</sup> 001/14/10/TC ryo kuwa  
19/02/2014 rishyiraho amabwiriza agenga amasoko ya Leta, ibitabo by'amabwiriza agenga ipiganwa  
n'amasezerano by'icyitegererezo, mu ngingo zaryo za 28 na 29 zisobanura uburyo bwo gukora isoko  
hakoreshejwe uruhare rw'abaturage, bashingiye kandi no ku mabwiriza agenga imirimo y'amaboko  
ihemberwa muri Gahunda y'Icyerecyezo 2020 Umurenge.

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



### Ingingo ya mbere: IMPAMVU Y'ISOKO

Akarere ka ..... kiyemeje guha abaturage akazi ko ....., mu Murenge wa ..... muri gahunda ya VUP.

### Ingingo ya kabiri: AGACIRO K'ISOKO

Amafaranga azahemba abakozi bazakoreshwa muri iyo mirimo hifashishijwe uburyo bw'imirimo y'amaboko ihemberwa angana na.....(.....Frw). Abagenerwabikorwa bangana na ..... bazakora imibiyizi nibura .....

Ingano n'ibiciro by'ibizakorwa biri mu mbonerahamwe ikurikira :

N°	Ibiteganyijwe gukorwa	Igipimo	Ingano	Agaciro ka kimwe	Agaciro kose
Igiteranyo					

*Icyitonderwa: Ibikorwa bijya muri iyi mbonerahamwe ni ibikorwa n'abagenerwabikorwa gusa.*

### Ingingo ya gatatu: INSHINGANO Z'UMUTURAGE WATOWE GUHAGARARIRA ABANDI

Gukoresha abakozi yahawe n'umurenge no kubasaba gutanga imyirondoro yabo: indangamuntu na numero za konti bazahemberwaho

1. Gukora imirimo yo ..... mu murenge wa ..... muri gahunda ya VUP ku giciro kingana n'amafaranga y'u Rwanda ..... (..... Frw).
2. Gukora ibikorwa uko byateganyijwe hakurikijwe inama z'abatekinisiye b'Akarere bafite mu nshingano (ubuhinzi n'ubworozi, kurengera ibidukikije, ibikorwa remezo, imibereho myiza,...)
3. Guhuza amafishi y'imibiyizi y'abakozi no kuyatangira ku gihe
4. Gutanga raporo y'ibyakozwe buri kwezi no kugaragaza ibikenewe kugira ngo imirimo igende neza.
5. Gukomeza gukurikirana imirimo nk'abahagarariye abagenerwabikorwa no gutanga amakuru yose akenewe ku ishyirwa mu bikorwa ry'Umushinga.
6. Gukorera ubuvugizi abagenerwabikorwa kubijyanye no kwishyurirwa igihe, guhabwa ibikoresho igihe byateganyijwe ndetse n'igihe havutse ikibazo ku kazi
7. Kumurikira Akarere ibyakozwe birangiye.

### Ingingo ya kane: INSHINGANO Z'AKARERE

1. Gukurikirana imirimo umunsi ku wundi hifashishijwe impuguke cyangwa Umukozi w'Akarere ufite mu nshingano (ubuhinzi n'ubworozi, kurengera ibidukikije, ibikorwa remezo, imibereho myiza, ushinzwe igenzura ry'umurimo...)
2. Gusabira ku gihe amafaranga yo guhemba abagenerwabikorwa nk'uko bikubiye mu mabwiriza ya gahunda y'imirimo y'amaboko ihemberwa
3. Guha abagenerwabikorwa ibikoresho bya tekiniiki mbere y'uko umushinga utangira
4. Kwishyura abahawe akazi amafaranga ku gihe hamaze kugaragazwa raporo y'abakoze anyujijwe mu bigo by'imari abagenerwabikorwa bafitemo konti.





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

1. Kumenyesha abaturage gahunda yo gukora ..... mu Murenge wa ..... hakoreshejwe abaturage
2. Gutoranya abazakora imirimo muri Gahunda ya VUP hashingiwe ku mabwiriza agenga imirimo y'amaboko ihemberwa.
3. Gusaba abagenerwabikorwa gutanga umwirondoro wabo: amazina, indangamuntu ndetse na nomero za konti bazahemberwaho
4. Gukurikirana imirimo iri gukorwa yo ....., Mu murenge wa ..... no gutanga ubufasha tekini aho bikenewe.
5. Gutegura lisiti za buri minsi 10 y'akazi zo guhemberaho abagenerwabikorwa hifashishijwe system ya MEIS no kuba amafaranga yageze kuri konti z'abagenerwabikorwa bitarenze iminsi 10 ikurikira
6. Gukurikirana ko ibigo by'imari byashyize kuri konti z'abaturage amafaranga yose ajyanye n'igikorwa igihe ageze kuri konti
7. Gukemura anakimbirane yose yavuka igihe cy'ishyirwa mu bikorwa ry'umushinga,
8. Gukomeza gukurikirana ibungabungwa ry'igikorwa remezo igihe kizaba kimaze gukorwa
9. Gushishikariza abaturage gufata neza ibikorwa remezo byabo
10. Gutegura raporo y'ibikorwa no kuyishyikiriza Akarere

**Ingingo ya gatandatu : INSHINGANO Z'USHINZWE GUKURIKIRANA IBIKORWA**

1. Gukurikirana imirimo yo .....mu Murenge wa ..... no gutanga raporo y'aho imirimo igeze mbere y'uko Akarere kishyura
2. Gutanga amakuru yose yatuma imirimo irushaho kugenda neza.
3. Gutanga inama tekini ku ishyirwa mu bikorwa ry'umushinga
4. Kunganira umuturage uhagarariye abandi kunoza itegurwa ry'amafishi y'imibyizi y'abakozi ngo atangirwe ku gihe

**Ingingo ya karindwi: IGIHE AMASEZERANO AZAMARA**

Aya masezerano azamara igihe kingana ..... uhereye itariki ashyiriweho umukono n'impande zombi.

**Ingingo ya munani: GUKEMURA IMPAKA**

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

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

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

Mu gihe amasezerano yaba asheshwe, abagenerwabikorwa bahembwa imibyizi yose batahembewe.



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

Umujyanama mu by'amategeko mu karere ka .....

Amazina n'umukono

Ku ruhande rw'Abaturage:

Ku ruhande rw'Akarere ka ..... :

Amazina n'umukono

Amazina n'umukono

Uhagarariye abaturage b'umurenge wa .....

Umunyamabanga Nshingwabikorwa  
w'Akarere ka .....



## 12.7 Sample Site Supervisor Contract

REPUBULIKA Y'U RWANDA



INTARA .....  
AKARERE KA .....  
B.P : .....  
E mail:.....

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

### IRIBULIRO:

#### Hagati ya:

Akarere ka ..... gahagarariwe muri aya masezerano na Madamu/Bwana .....,  
Telefoni ....., Umunyamabanga Nshingwabikorwa wako ku ruhande rumwe  
Na:

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

Habaye amasezerano yo gukurikirana ishyirwa mu bikorwa ry'umushinga wo.....,  
mu Murenge wa ..... Akagari/Utugari ka/twa..... muri gahunda ya VUP,  
hakoreshejwe uruhare rw'abaturage (community Approach)

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

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

Akarere ka ..... kiyemeje guha Madamu/Bwana..... akazi ko gukurikirana mu buryo tekini ishyirwa mu bikorwa ry'umushinga wo ..... mu Murenge wa ..... muri gahunda ya VUP.

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

Akarere kiyemeje kujya gahamba Madamu/Bwana ..... Amafaranga angana na ..... ku mubyizi/ukwezi, 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 ishyirwa mu bikorwa ry'Umushinga;
2. Kugira inama tekini abagenerwabikorwa mu ishyirwa mu bikorwa ry'umushinga;



3. Gukurikirana abagenerwabikorwa hagenzurwa ko bubahiriza ibipimo ngenderwaho mu ishyirwa mu bikorwa ry'umushinga.
4. Kunganira umuturage uhagarariye abandi mu gutegura amafishi y'imibyizi y'abakozi no kuyatangira ku gihe
5. Gukorera ubuvugizi abagenerwabikorwa kubijyanye no kwishyurirwa igihe, guhabwa ibikoresho igihe byateganyijwe ndetse n'igihe havutse ikibazo ku kazi
6. Gutanga raporo y'ibyakozwe buri kwezi no kugaragaza ibikenewe kugira ngo imirimo igende neza.
7. Kumurikira Akarere ibyakozwe birangiye.

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

1. Hifashishijwe umukozi w'akarere ufite mu nshingano gukurikirana ibikorwa; Akarere karasabwa 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 ..... uhereye itariki ashyiriweho 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 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 karere ka .....**

**Amazina n'umukono**

**Ukurikirana ibikorwa :**

**Ku ruhande rw'Akarere ka ..... :**

**Amazina n'umukono**

**Amazina n'umukono**

Umukurikiranabikorwa  
.....

Umunyamabanga Nshingwabikorwa  
w'Akarere ka .....



### 12.8 VUP Household Removal and Replacement Notification Form

VUP CPW Project Reference No.											
District:					Sector:						
<b>Details of household to be removed from VUP CPW project</b>											
Name of household head											
NID number											
Ubudehe HH number											
Rationale for removal:											
<b>Request initiated by:</b>											
Name:					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 at (community meeting details):											
<b>Endorsement of Cell Executive Secretary: Name:</b>											
Signature:							Date:				
<b>Approval of Sector Executive Secretary: Name:</b>											
Signature:							Date:				
Approval of MEIS data entry by District Executive Secretary:											



**12.9 cPW Disbursement Request Form**

Province	District	Sector	cPW Sector Budget	Project Title	Project Duration	Starting Date	Project Cost(Contracted amount)	Date	
								Planned Quantities	Realised quantities
								Quantity	Quantity
								%	%

Amount received	Wage rate	Amount paid to beneficiaries	Households who have participated			Amount requested
			Total	Female-headed	Male-headed	

**PROJECT SUPERVISION**

Cost	Amount received	Amount paid to supervisor	Balance	Amount requested

Comment:

PREPARED BY (Director of Social Development Unit)	VERIFIED BY (Director of Finance)	Approved by (District Division Manager)
SIGNATURE	SIGNATURE	SIGNATURE
DATE	DATE	DATE



12.10 Public Works Attendance Reporting Format

Project Name		Province		District	Sector	Location			Start Date	End Date	Page No												
NO	HH CODE	HOUSEHOLD HEAD NAME	HH HEAD SEX	Team	RECORD OF 10 DAYS WORKED										SIGNED								
					1	2	3	4	5	6	7	8	9	10		M	F						
Page Sub-totals												TOTALS											
PREPARED BY (Capita)						VERIFIED BY (Site Supervisor):						APPROVED BY (Community Representative)											
SIGNED						SIGNED						SIGNED											
DATE						DATE						DATE											



## 12.11 PROJECT COMPLETION REPORT FORMAT

THE REPUBLIC OF RWANDA



PROVINCE:

DISTRICT :

SECTOR :

Website :

Email :

### PROCE VERBAL DE RECEPTION PROVISOIRE/DEFINITIVE DES TRAVAUX DE ..... DANS LE DISTRICT DE ....., DE SECTEUR

L'an ....., le ..... Jour du mois de .....  
la commission de réception a procédé a la réception provisoire/définitive du projet  
..... dans le District de ....., de  
Secteur .....

Etaient présents :

*Pour le compte du Maitre de l'Ouvrage*

Noms	Institution	Adresse (Tel&Email)	Signature

*Pour la Communauté/le Bureau d'étude ou entreprise :*

Noms	Institution	Adresse (Tel&Email)	Signature





## OBJECTIF DU PROJECT

Le présent projet avait pour objectif de réaliser

..... dans le District de  
....., de Secteur .....

*Constant de la réception provisoire/définitive*

## *Recommandations*

Fait a ....., le ...../...../.....

*Pour le compte du Maitre de l'Ouvrage*

Noms	Institution	Adresse (Tel&Email)	Signature

*Pour la Communauté/le Bureau d'étude ou entreprise :*

Noms	Institution	Adresse (Tel&Email)	Signature

