



5 YEARS

STRATEGIC PLAN

— RWANDA PROGRAM —



TABLE OF CONTENTS

1. INTRODUCTION	11
2. WHY STRATEGIC PLANNING	12
3. EXECUTIVE SUMMARY:	13
4. NEEDS ASSESSMENT SURVEY	16
5. PLANNED INTERVENTIONS	18
6. OVERALL BUDGET PLAN	22
7. MONITORING & EVALUATION PLAN	42
8. SUSTAINABILITY PLAN	49



PREFACE

Since 2017, Fondazione Marcegaglia Onlus (FMO) has been working with and for different groups of vulnerable people in Rwanda, contributing to Rwanda's goal of lifting people out of poverty, through a wide range of programs implemented at the grassroots.

Although the Rwandan government has made significant headways in regards to social and economic development of its people in the last 26 years, and lifting millions out of poverty, a lot remains to be done, and many people still live in abject poverty.

In the past decade, the country has been grappling with challenges like stunting and malnutrition especially among children from vulnerable households, rising early pregnancy cases, as well as pockets of food insecurity prevalent in some parts of the country largely due to natural disasters and effects of climate change.

The unfortunate social and economic conditions some rural Rwandans live under, have also subjected many to financial exclusion and progressively widened the gap between the rich and the poor, leading to a growing trend of income inequality.

It is against this backdrop that FMO launched its economic empowerment programs, targeting the poor and vulnerable, with a goal of improving household incomes as well as eliminating prevailing vulnerabilities.

Among the intervention areas that the plan highlights, includes promotion of access to finance by small business operators with a goal of reducing the number of the population living on subsistence farming.

Since 2013, up to RWF 24, 059,909 million has been disbursed to selected small business projects, each getting financing in the range of RWF 50,000 to RWF 3,000,000, in Rilima, Nyarugenge and Shyamba, where a total of 165 businesses have been supported.

Bugesera District being a semi-arid area with frequent drought and long dry seasons, small scale farmers have been left with irrigating their plantations with water pumped from the lake using fuel-powered pumps, as the only alternative, so the funding from FMO has come to serve such needs.

The plan also indicates work done in safeguarding livelihoods of children under 6 years, by taking care of their educational and nutritional needs, by for instance delivering up to 5 ECD services to 120 kids in the Rilima sector in Bugesera District.

In a continuous effort to prevent and eradicate malnutrition in children under five years, growth measurements for 1,412 children from food insecure families have been monitored regularly through 15 village kitchens in three sectors to ensure that they don't fall in the stunting category.

374 children that manifested symptoms of malnutrition and stunting have been treated and provided with weekly-fortified food packages, eggs, and milk.

FMO in collaboration with the Government of Rwanda will bring the new approach to target a specific number of households to concentrate effort on their socio-economic and psychological support to ensure they graduate out of poverty in a shorter period possible.

Collaboration with government at different levels has been paramount in FMO interventions in all places it has implemented its programs.

Global vision for poverty eradication

Eradicating global poverty has been the overarching preoccupation of countries and development partners for centuries, but a plethora of causative factors ranging from climate change, war, disease, among others have impeded progress.

The World data lab recorded that by new-year's Day of 2019, just under 600 million people across the world lived in extreme poverty, the lowest prevalence of extreme poverty ever recorded in human history at less than 8 percent.

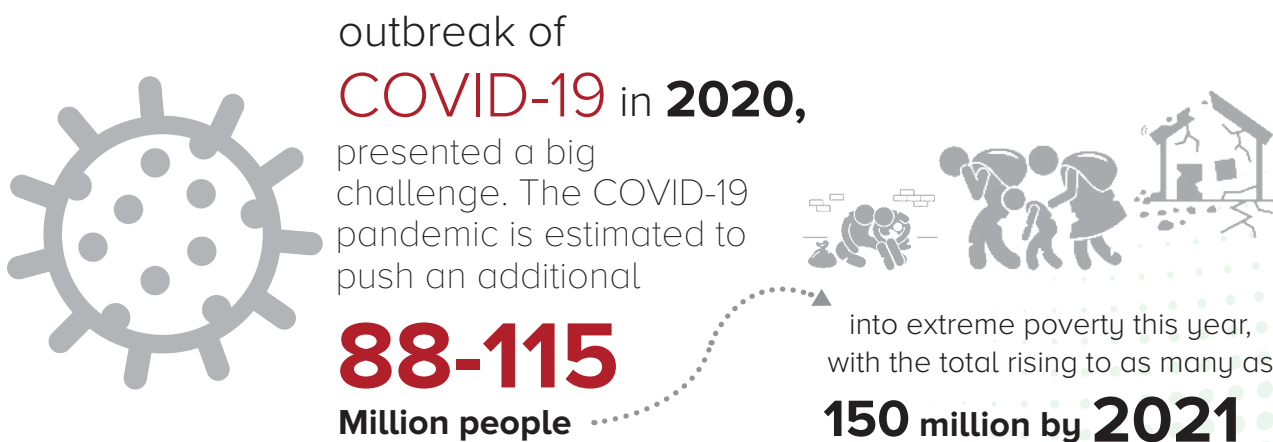
Poverty reduction rates were expected to keep slowing down considerably over the next decade, to a point where only 436 million would live in extreme poverty by 2030.

Everything was going well at the poverty reduction front by all indices, until 2020 when the COVID-19 broke out, disrupting production and supply chains, and decimating existing health systems across the globe.

The World Bank indicates that global extreme poverty is expected to rise in 2020 for the first time in over 20 years as the disruption of the COVID-19 pandemic compounds the forces of conflict and climate change, which were already slowing poverty reduction progress.

The COVID-19 pandemic is estimated to push an additional 88 million to 115 million people into extreme poverty this year, with the total rising to as many as 150 million by 2021, depending on the severity of the economic contraction.

Extreme poverty, defined as living on less than \$1.90 a day, is likely to affect between 9.1% and 9.4% of the world's population in 2020, according to the biennial Poverty and Shared Prosperity Report.



This would represent a regression to the rate of 9.2% in 2017. Had the pandemic not convulsed the globe, the poverty rate was expected to drop to 7.9% in 2020.

Many of the new poor will be in countries that already have high poverty rates. A number of middle-income countries will see significant numbers of people slip below the extreme poverty line, where about 82% of the total will be in middle-income countries.

Increasing numbers of urban dwellers are expected to fall into extreme poverty, which has traditionally affected people in rural areas.

Progress was slowing even before the COVID-19 crisis, because data shows that 52 million people rose out of poverty between 2015 and 2017.

Yet despite this progress, the rate of reduction slowed to less than half a percentage point per year between 2015 and 2017. Global poverty had dropped at the rate of around 1 percentage point per year between 1990 and 2015.

While less than a tenth of the world's population lives on less than \$1.90 a day, close to a quarter of the world's population lives below the \$3.20 line and more than 40% of the world's population almost 3.3 billion people live below the \$5.50 line.

The COVID-19 crisis has also diminished shared prosperity defined as the growth in the income of the poorest 40 percent of a country's population.

Average global shared prosperity is estimated to stagnate or even contract over 2019-2021 due to the reduced growth in average incomes.

The deceleration in economic activity intensified by the pandemic is likely to hit the poorest people especially hard, and this could lead to even lower shared prosperity indicators in coming years.

Average global shared prosperity (growth in the incomes of the bottom 40 percent) was 2.3 percent for 2012-2017.

This suggests that without policy actions, the COVID-19 crisis may trigger cycles of higher income inequality, lower social mobility among the vulnerable, and lower resilience to future shocks.

Rwanda's vision for poverty eradication

For the last 26 years, the government of Rwanda has harnessed all possible resources and channeled all its efforts to a singular goal of rebuilding the country, whose economic, social and political life had been completely decimated by the 1994 genocide against the Tutsi.

Inheriting an empty treasury, a sick and traumatized population, with a million people lost in senseless killings, Rwanda started in negatives.

However, the new leadership of national unity picked up the pieces, with one of the first tasks being starting to build institutions that had been destroyed by the pogrom.



However, Rwanda not only prevailed but it thrived, and for the next two decades registered one of the most remarkable economic recoveries ever recorded in human history.

Between 2000 and 2010, the percentage of people living in poverty fell from 59 to approximately 46 percent and then to 38 percent by 2016, according to the National Institute of Statistics national poverty line.

After the promulgation of the new constitution in 2003, Rwanda made tremendous strides in establishing good governance and policies that deliver public services and promote social equity.

The country then charted its home-grown development framework, Vision 2020 which was followed by the Economic Development and Poverty Reduction Strategy (EDPRS), a broad pro-poor social protection Programme to address poverty and vulnerability amongst the poorest households in Rwanda.

These two frameworks were to become the cornerstone of the country's development for the next two decades and beyond.

From 2008 to 2018, the government of Rwanda began Economic Development and Poverty Reduction Strategies one and two. These five-year Programs focused on growing the country's GDP, reducing the country's poverty rates and reducing the income inequality between households.

These campaigns followed the closing of the first Poverty Reduction Strategy, which focused on emergency recovery from the effects of the 1994 Genocide against the Tutsi. The International Monetary Fund (IMF) reports that during the first five years of EDPRS I, GDP grew at an annual average rate of 8%.

In addition, poverty in Rwanda dropped from 57% in 2006 to 45% in 2011. During strategy two of EDPRS, the government reinforced the district-based performance contract for better implementation and evaluation of the set poverty-reduction goals.

In 2013, the Government of Rwanda drew its second Economic Development and Poverty Reduction Strategy (EDPRS II) as part of its Vision 2020 for socio-economic transformation, which included targets of a GDP growth of 11.5% and a 20% reduction in poverty levels.

The Vision 2020 also aimed for an annual creation of 200,000 new jobs, 50% of them in non-agricultural sectors.

Life expectancy increased from 49 in 2000 to 66.6 years in 2017. Poverty reduced considerably from 60.4% in 2000 to 38.2% in 2016/2017 and extreme poverty reduced from 40% to 16% over the same period.

Maternal mortality reduced by 80% between 2000 and 2014 while infant and child mortality decreased by over 70% in the same period.

Towards the end of Vision 2020 and its EDPRS, a new vision 2050 was cast and its associated 2035 targets.

Vision 2050 aspires to take Rwanda to high living standards and high quality livelihoods by the middle of the 21st century; the implementation instrument for the remainder of Vision 2020 and for the first four years of Vision 2050 will be the National Strategy for Transformation (NST1).

NST1 will provide the foundation and vehicle towards Vision 2050, the five broad priorities of the new vision are, high Quality and Standards of Life, developing Modern Infrastructure and Livelihoods, transformation for Prosperity, values for Vision 2050, as well as international cooperation and positioning.

FMO aims at acting as a catalyst in realizing these goals. With an ambitious five-year strategic plan, we will work hand in hand and in line with the government's strategic plan to create better lives for Rwandans living in poverty.

Ministry of local government (Social protection unit targets)

Strong social protection systems are essential for mitigating the effects and preventing many people from falling into poverty. Nevertheless, 55 percent of the world's population of about 4 billion people did not benefit from any form of social protection in 2016.

Only 22 percent of unemployed workers were covered by unemployment benefits. As of February 2020, only 87 countries had unemployment protection programs anchored in national legislation, and only 34 of these countries covered the self-employed.

The extent of unemployment benefit coverage varies substantially across regions. Half of unemployed people in Australia and New Zealand receive unemployment payments, and 44 per cent in Europe and Northern America.

In contrast, just 3 percent of the unemployed in sub-Saharan Africa and 12 per cent in Latin America and the Caribbean receive such payments.

During the 1994 genocide against the Tutsi in Rwanda, 90 percent of cattle were slaughtered, devastating the livelihoods of many Rwandans. In Rwandan history, social status is often acknowledged through the possession of cattle, a strong symbol of wealth.

VUP Umurenge

Rwanda's main national social protection program is the VUP, run by the Ministry of Local Government under the Local Administrative Entities Development (LODA).

The program, has three components: 1 a regular cash transfers to very poor households with no labor capacity ('VUP Direct Support'), 2 a public works program for very poor households who are able to work ('VUP Public Works') and a microcredit scheme that provides small loans at low interest rates to individuals or groups ('VUP Financial Services').



Ubudehe categories

Ubudehe refers to the long-standing Rwandan practice and culture of collective action and mutual support to solve problems within a community.

According to 2014 LODA's Ubudehe categorization, households are put in categories based on their social-economic status, and their property in terms of land and other belongings and what the families' breadwinners do to earn a living.

The first Ubudehe categories included category 1 and 2, which were the two poorest categories in the six-point ranking determined by local authorities in their communities, and these were eligible for direct social protection support or public works.

Households in Ubudehe Category 3, as well as those in Categories 1 and 2, may apply for a microloan.

Households ranked in higher categories could also apply for a micro loan provided that they do so as part of a group that includes Ubudehe categories 1 and 2 households.

In 2020, the government revised the existing categories, introducing new ones represented by letters A,B,C,D and E, with A consisting of households with the highest income, while E consists of those who are the most vulnerable in the society.

Category A: It consists of the households that are considered well-off, these include families with an aggregated income of more than Rwf600,000 per month from various sources such as salaries or pension benefits, or other income-generating activities.

Also in this category are households with over 10 hectares of land in the rural areas, and more than one-hectare plot in urban centers, or carry out livestock farming activities that enables them to get the above-mentioned income.

Category B: This category comprises households that earn between Rwf65,000 and Rwf600,000 monthly from the similar sources as those cited above. For land, they should own between one and 10 hectares for rural areas, or between 300 square meters and one hectare in cities.

Category C: This group consists of households that make an aggregated income of between Rwf45,000 and Rwf65,000 per month. Their land ownership ranges from 0.5 hectare to one hectare in rural areas, or 100 square meters to 300 square meters in urban areas.

Category D: This category is for households that earn less than Rwf45,000 a month (casual workers). Their land is less than half a hectare in the rural areas, and less than 100 square meters in urban areas.

Category E: This is a special category comprising people out of the labor force as a result of age, major disabilities or incurable diseases, yet they do not own other assets or other sources of livelihoods.

Those found in this category include those where the head of household and their spouse is

at least 65 years old and have no source of income to provide for the family. The others in this category are households headed by children under 18 years, and do not have any source of income; or headed by a person who is still pursuing studies, yet does not have members who are able to work, and have no source of income.

Implementation of the new Ubudehe categories will begin in February 2021.

1. INTRODUCTION

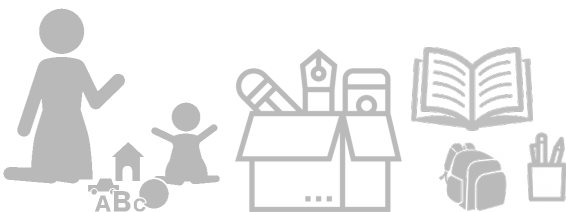
Fondazione Marcegaglia onlus-FMO is an Italian non-governmental organization registered in Rwanda since 2017 with office in Bugesera District.

FMO focuses on the more disadvantaged situations: it supports women and their children, as well as anyone who has no say in the life of their countries and cannot therefore work to bring changes.

Currently FMO implements its projects in Four Countries Worldwide (Italy and Rwanda). In Rwanda, FMO focuses on the implementation of the first six Sustainable Development Goals (SDGs), which are all implemented at community level through Area Development Program Model (ADP). It runs programs like, Girinka, Three goats, Fruit trees, Microbusiness funds, farmers cooperatives support, Clean Water , Proper sanitation etc.

Child Protection Program

- **Early Childhood Development**
- **School drop out Control in 12years basic education:**
 - School feeding
 - Scholastic materials
 - Extra curricular activities
 - Sexual Reproductive Health Rights
 - Girls Room



Poverty Reduction Program

- **One Milk Cow & Small Livestock**
- **Agriculture Intenstification**
- **TVET & University Scholarships**
- **Microcredit**



2. WHY STRATEGIC PLANNING

The development process is interconnected, and any organization that undertakes activities intended to bring forth development has to be cognizant of the fact that it doesn't happen in a vacuum.

Development is a dynamic process that involves a series of actions, decisions, investments, taken at different levels by a wide range of actors, some in the same community or outside, and in the same country or even outside.

As FMO embarks on the next phase of its programming from 2021-2025, strategic planning is of paramount value, first of all because it needs to harness all the available resources it will need in this journey.

The plan will facilitate seamless execution of FMO projects, activities and tasks. It will also map M&E tools and sustainability plans in place to guarantee not only maximum impact but sustainable impact.

The salient philosophy of aid or donor funded development work is resource optimization, using little to achieve much in terms of transformed lives, that's why it is prudent for FMO to strategically plan its interventions, so it can deploy minimal resources to achieve much from a programmatic standpoint.

The organization has already tested the benefits of strategic planning, for instance, FMO with all its field activities cutting across multiple sectors, it only has four executive staff, who it has strategically mapped to roll out its programs and produce results, it was only through strategic planning that this was possible.



After doing a SWOT analysis for its next phase of interventions, FMO will have to invest in building relationships with for instance local authorities at District, sector and cell levels, as well other government entities relevant to its thematic areas, which in turn will provide information, data as well as enabling access to resources the organization will need as it rolls out the next phase of its pro-poor programs.

For instance government through its local entities has data on stunted children, people listed in the new Ubudehe categories, as well as poor households that have benefited from the one cow per family program and those who haven't, this exchange of information has at a certain extent been possible for FMO because of the strategic planning, and it will have to continue even in the next five year phase.

Strategic planning has in the past put FMO in a position of being proactive as opposed to being reactive to emerging challenges on ground, this will have to be continued for the same benefit.

FMO has also built synergies with other organizations doing related work, where they have collaborated on different projects because they all share a singular goal of improving people's welfare, with ample strategic planning this culture will continue bearing positive results.

3. EXECUTIVE SUMMARY:

The government of Rwanda has made meaningful gains in the fight against poverty, lifting millions out of poverty in the last decade alone, but the largest segment of the population remains largely impoverished, with a rapidly widening gap between the rich and the poor.

The poor, especially in rural Rwanda live in dire conditions, which have even subjected them to more vulnerabilities and social setbacks.

The strides made have been a sum total of work done by a host of development partners, which Fondazione Marcegaglia Onlus (FMO) has been part of since it launched its programs in 2017.

This five-year strategic plan highlights the impact of the work done by FMO across its programs in the year 2017-2020, although some of the results mentioned here also includes work that started years before. It most importantly shines a light on what the organization will achieve 2021-2025.

Stunting, abysmal education, a stagnant agricultural sector and early pregnancies, are some of the perennial problems that the government of Rwanda has grappled with in the last two decades, and has still failed to stamp out.

The impact of FMO programs talked about in the plan have touched all the four challenges mentioned above, and will even continue in the next 5-year phase.

For example, in a bid to eradicate malnutrition, growth measurement was done for 1,412 children from food insecure families, and they were regularly monitored to avoid falling back into the stunting category.

CHILD PROTECTION

374 children that manifested symptoms of malnutrition and stunting were treated and provided with weekly-fortified food packages, eggs, and milk.

In its next phase, FMO will further target 500 families in the next five years to ensure complete eradication of malnutrition. This is on top of other child protection programs implemented by the organization.

SCHOOL FEEDING

As a way of contributing to governments efforts to address the chronic problems in the education sector, which range from lack of pre-primary education, limited class rooms, among other problems which have led to high number of drop-outs and poor learning, FMO constructed classes, refurbished others and provided meals for students, with the aim of keeping them at school.

SCHOLARSHIP

FMO has also built up to 26 families in Bugesera District and sponsored 131 scholars at certificate and degree levels pursuing various disciplines, 42 of which have graduated. In the next five years, FMO will target providing 1,320 students with more scholarships.

COWS

Besides the cows that have been distributed to multiple families, as support to the one cow per poor household program, the organization targets to distribute cows to 75 families and 1,500 small livestock to 500 families in the next 5 years.

MICROCREDIT

FMO has so far had a total of 202 microcredit loan beneficiaries and seeks to support 500 individuals and cooperatives from three different sectors. In addition to that, the organization will also equip 4500 business oriented individuals with financial literacy in the next five years.



In addition, FMO has contributed support for the government initiated land mechanization program by providing 21 water pumps and 38,281 seedlings and targets to avail 100 water pumps, 225,000 fruit tree seedlings in the next five years.

ZAMUKA & CAREER GUIDANCE

Bugesera, which is FMO's district of focus, is a convergence of painful histories. Historically the area was a tsetse fly infested place, where the previous government relocated many Tutsis as banishment.



Many of its inhabitants died in the 1994 genocide against the Tutsi, but the area inherited untold social-economic problems, ranging from food insecurity because of the place being semi-arid and infertile, to early pregnancies, street children and high cases of child-headed households.

The need is great and resources are always not enough, but as FMO launches into its next five-year phase, it will learn from the wealth of experience and lessons gathered in the last 10 years, to strengthen its programming, and deepen its pro-poor interventions in the areas it will operate.

It is predictable that addressing the crosscutting effects of the COVID-19 pandemic, especially among the poor and vulnerable, will feature in the next phase of FMO programs prominently, as well as other emerging social-economic challenges, some of which are caused by effects of climate change and natural disasters.

4. NEEDS ASSESSMENT SURVEY

The FMO team set out to assess the reality in terms of people's daily needs, challenges of the people of Bugesera district. The main goal was to understand what, how, why, when and where significant and sustained gaps are in the lives of Rwandans living in poverty and align FMO interventions, thereby becoming the backbone of the five year strategic plan.

The findings inform the derived domains of intervention, projects and activities summarized in the table below:

Fondazione Marcegaglia Onlus		
Rwanda country direction		
Five Year Strategic Planning		
Bugesera Community Members needs assessment survey summary		
Domain of Intervention: Child protection program		
	Project	Activities
1	Early childhood Development	ECD construction & equipment in each cell, Malnutrition, Provide trainings on anti-malnutrition practices to pregnant mothers
2	12yrs basic education	School feeding support, ICT training for teachers and students, equip smart classroom in each high school, construct main wall or refectory in each high school, provide desks for schools, avail school materials for students from poorest households, deploy equipment for traditional clubs in schools, annual sport & other talent competitions in schools, build and furnish one girl's room in each school, conduct a teacher's training on pedagogical matters, erect a school fence at Gs Rilima Catholic, stock laboratory apparatus and chemicals for all high schools plus activate an awareness campaign against school dropouts
Domain of Intervention: Community Capacity Building		
1	Technical & Vocational Education Training (TVET)	TVET Center construction and Equipment in each sector, Provide TVET Scholarships, Toolkits Provision For Graduates
2	Livestock	Provide goats and pigs,
3	Agricultural harvest improvement	Provide water pumps, provide good quality seeds, fertilizers, prepare kitchen gardens for each poorest family, antir-erosion trees, construct dam-sheet for irrigation, harvest processing machines, training on plant grafting and seed breeding, support fish breeding projects

4	Microcredit	Avail small loans for people with income generating projects, entrepreneurship and financial literacy
5	Youth & Cultural center	Construct a youth friendly center in each sector, playgrounds for sports like soccer, basketball, volleyball, provide sports equipment and talent promotion
5	Construction of Artisanal Local market	Construct a local market at Rwabusoro in Nyarugenge
7	Literacy promotion	Establish public library in Rilima, promote adult literacy
Domain of intervention : Gender & Family Health Promotion		
1	Water & Sanitation	Connect cells to main water supply pipe, rehabilitate existing water sources, provide plastic household water tanks, train the WASH-Clubs and provide water tanks to poorest families
2	Health Insurance (Mutuelle de sante)	Facilitate access to basic health Insurance, provide prosthesis to handicaps and buy medicine for those who can't afford.
3	Sexual reproductive health and right(S-RHR)	Establish SRHR Clubs in schools, execute trainings on family planning and Gender Based violence, Gender principles, empowerment and reintegrate Gender Based Violence survivors, support the annual women day event, provide SRHR materials and educate its usage
4	Health Post and health centers rehabilitation	Aid construction and equipment of the health post in cells, rehabilitation of Nyarugenge Health center and support health centers in family planning activities
5	Unity and Reconciliation	Conduct training for community members on Unity and Reconciliation plus the fight against Genocide Ideology
6	Family houses	Build house pavements plus toilets for the poorest and handicapped. Aid house rehabilitation and construction for the poorest community members (Shelters). Provide step and hand-washing tool for community members
7	Family counseling	Provide conflict resolution training for some community members to reduce home violence and abuses
8	Sports for health	Promote sports culture among adults especially women
9	Health centers empowerment	Provide medical equipment for health centers in each sector

5. PLANNED INTERVENTIONS

SOCIAL PROTECTION PROJECT - ZAMUKA

PROGRAM OVERVIEW

To eradicate extreme poverty in families living in Bugesera District, Fondazione Marcegaglia Onlus, in collaboration with the Government of Rwanda, designed a two and a half years (30 months) social protection program pilot called “Zamuka” (Raise up!) to directly support families living in extreme poverty to graduate to a decent living above poverty line. The Zamuka program consists of a number of agreed and consented interventions between FMO, the local government and the selected families, in the form of “support packages”, to be provided to the selected families over a period of two years and half (30 months) and carefully monitored, in order to support the empowerment of the household to graduate to a sustainable decent living (from low Ubudehe categories 1&2 to higher Ubudehe category 3).



What is Ubudehe categorization: Ubudehe is a social stratification program depending on income among households in Rwanda;

Category 1: Individuals who are poor and vulnerable citizens who are homeless or unable to afford some form of rented or low class house, unable to feed themselves without assistance or who are not gainfully employed and can only afford to eat once or twice a day.

Fondazione Marcegaglia Onlus (FMO)

Category 2: Individuals who are poor and vulnerable citizens who have homes, however, can be unstable, unable to feed themselves without assistance, or who are not gainfully employed and can only afford to eat once or twice a day .

Category 3: Citizens who have moved beyond subsistence farming, created tangible food security, can afford basic health care, education for children, decent shelter, regained decent social status & are capable of playing a role in community and country's development.

As a part of FONDAZIONE MARCEGAGLIA ONLUS RWANDA, the Household Strengthening Program offers tailored support to strengthen families in need, helping to work, grow and prosper together as a family. From customized family counseling, income generating skills development, proper parenting, modern farming, family laws and gender training, they will be empowered with the resources they need to overcome their difficulties. With strong families, children and young people all can receive the care and support they need to thrive. The target group is five hundred families, with an estimation of two hundred young adolescents attending twelve years of basic education and two thousand children under five years old. The concept aims to support five hundred households in four sectors of Bugesera District namely Rilima, Nyarugenge , Shyara and Musenyi. This will be done by strengthening their household wealth creation and assisting with family wealth management in order to help families to live in harmony.

The overall program objective is to build a sustainable source of wealth to the poorest families to ensure graduation from the lower category of the livelihood of Ubudehe. This is done through the implementation of different family strengthening activities. To achieve this, FMO has received lists of families in the first and second categories, on the Human Security Issues Profiling identifications, from four sectors in Bugesera District, enrolling benefiting families into a series of both material & psychological support packages. With these support packages families will acquire the necessary positive skills required to strive by themselves as capable and progressive families. All family members will be empowered to implement socio-economic activities to meet the needs of their family by providing access to finance models like Village Saving & Loans Associations (VSLA) and micro-financial institutions, as well as, aim to increase their agricultural and livestock production. In addition, the youth will acquire vocational and entrepreneurship skills to transition safely into adulthood and receive toolkits to transition into getting a job.

In the program implementation, FONDAZIONE MARCEGAGLIA ONLUS Rwanda will closely collaborate with the family, local administration and other stakeholders such as, health centers and schools on the needs of the target group and promising measures.

The program targets 500 households from 4 sectors as described in the below table:

Sectors	Number of Beneficiaries	Cohort 1 (January 2023 - June 2025)	Cohort 2 (January 2024 - June 2026)	Cohort 3 (January 2024 - June December 2027)
Rilima	100	10	50	40
Musenyi	150	10	50	90
Nyarugenge	150	10	50	90
Shyara	100	10	50	40
Total	500	40	200	260

This program consists of three projects each with a set of numerous activities, in support of basic education, basic health care, Psycho-social support, agriculture production and housing materials support.

BASIC EDUCATION & HEALTH CARE SUPPORT PROJECT

To ensure access to basic education and health, which are core services to the well-being and prominent families development, FMO will invest to guarantee that all children under five years old have access to ECD services. This will help them to be protected from malnutrition and developmental challenges. Children over five years old are also enrolled in basic education and all household members are given access to basic health care.

List of activities

In the next five years, the following will be implemented:

- Model community Early Childhood Development center construction and equipment
- Child protection services provision (Nutrition, Growth monitoring)
- ECD Kimaranzara running support
- School support (School feeding, materials for reintegration, special girls education support, promotion of extra curricular activities)
- Health insurance support
- Provide dry food support for first three months of enrollment

Project Scope:

In five years, 2,785 individuals from five hundred households, in categories one and two of Ubudehe from Rilima, Nyarugenge, Shyara and Musenji sectors of Bugesera district will be reached with three cohorts of two and a half years (30 months) for each cohort. The project will focus on promoting services of early childhood development, controlling malnutrition and developmental challenges among children under five years old which would aim to correct all barriers preventing children from attending twelve years of education. This project also supports all household members to have basic health care services.

Scope and beneficiaries allocation in Five years

Basic Education support (ECD&12yrs)					Basic healthcare support	
	Model Community ECD center construction equipment	Child protection (nutrition, ECD services, growth monitorin)	ECD Kimaranzara support	School support (School materials, school feeding)	Health insurance support	Initial Dry food support for first 3 months
Year	Number	Number	Number	Number	Number	Number

Year 1	0	45	1	20	40	20
Year 2	0	61	1	100	200	100
Year 3	0	67	1	50	260	130
Year 4	1	41	0	0		0
Year 5	0	41	0	0		0
	1	255	3	170	500	250

The first cohort will be made up of 40 households, followed by 200 after 12 months and 226 houses after 24 months. This will leave the first three years of implementation with a total of 500 households enrolled and some which will have graduated.

Project Resources Plan

- FMO staff will ensure a smooth run of day-to-day activities of the project within the area, in collaboration with;
 - 4 Volunteers to follow up households' day to day activities leading to graduation process
 - Contractor for community ECD construction and playgrounds installation
 - Supplier of Community ECD equipment's (Toys, books, chairs and tables)
 - Supplier of nutritive food package for both Community ECDs and village kitchens
 - Supplier of school materials
 - Supplier of dry foods

Project Procurement Plan

The Project will require procurements of following goods & services:

- Procurement of Community ECD constructor
- Procurement of Community ECD equipment (toys, brooks, chairs and tables)
- Procurement of nutritive food package
- Procurement of school materials
- Procurement of dry foods

Project Cost Estimate

- The estimate unit cost for One Community ECD to be constructed and equipped is 56,828,764Rwf The unity cost for for a child to be protected is 59,244Rwf ,
- The unit for ECD Kimaranzara is 57,000Rwf
- The unit cost for school support is 91,025Rwf
- The unit cost for health insurance of 1 household is 18,000Rwf
- The estimated cost for dry food is 82,000Rwf.
- The overall cost estimate for the basic education and health care support for five years is 153,250,209 Rwf.

The salient philosophy of aid or donor funded development work is resource optimization, using

Basic Education support (ECD&12yrs)										Basic healthcare support				
Years	Model Community ECD center construction equipment		Child protection (nutrition, ECD services, growth monitoring)		ECD Kimaranzara support		School support (School materials, school feeding)			Health insurance support		Initial Dry food support for first 3 months		Total annual budget
	No.	Total annual amount	no.	Total annual amount	No.	Total annual amount	No.	Total annual amount	Overall annual total	No.	Total annual amount	No.	Total annual amount	
yr 1	0	0	45	2,665,976	1	5,040,000	20	1,820,500	9,526,476	40	720,000	20	1,640,000	2,360,000
yr 2	0	0	61	3,613,878	1	1,800,000	100	9,102,500	14,516,378	200	3,600,000	100	8,200,000	11,800,000
yr 3	0	0	67	3,969,341	0	0	50	4,551,250	8,520,591	260	4,680,000	130	10,660,000	15,340,000
yr 4	1	56,828,764	41	2,429,000	0	0	0	0	59,257,764	0	0	0	0	0
yr 5	0		41	2,429,000	0		0	0	2,429,000	0	0	0	0	0
	1	56,828,764	255	15,107,195	2	6,840,000	170		94,250,209	500	9,000,000	20,500,000		29,500,000
Activity Total														
Overall project total cost														153,250,209

Stakeholders Engagement Plan

- Bugesera district: to issue construction permits and school opening permission
- Construction companies: to perform construction services
- Suppliers: to deliver necessary materials
- NECDP: to provide guidance and important ECD documents
- Parents: to permit kids to attend education and health care services and manage daily routines- MoU
- Health centers: to monitor kids growth and beneficiaries health care services

Potential Source of Funding

- Fondazione Marcegaglia Onlus headquarters (Italy)
- Ministry of Gender and Family promotion through National Early Childhood program - NECDP
- Ministry of Education, Ministry of Health
- UNICEF
- National Commission for Children-NCC
- USAID
- Imbuto foundation
- European Union

Stakeholder Engagement Strategies

To ensure the program runs smoothly the following stakeholders will be engaged regularly by reporting and communicating

To receive formal Reporting		To be regularly Communicated	
Entities	Attention	Frequency	REB
FMO HQ	SG (Secretary General)	Monthly	Bugesera District
MINALOC	PS (Permanet Secretary)	Yearly	Nyarugenge, Rllima and Shyara sectors
RGB		Yearly	High schools from Bugesera district
JADF Bugesera	PS JADF (Joint Action Development Forum)	Quarterly	Girl Effect
			Sectors, Health centers, High schools, Parents

Communication Channels

The communication channels shall be the following:

- Bi-annual meetings with education and health practitioners
- Quarterly meetings with 12 year old basic education students with their parents
- Regular school visiting
- Handover event
- Quarterly meetings with headteachers
- Project launch event
- Project closing event
- Beneficiaries enrollment and graduation event

Project Risk Mitigation Plan

- To ensure the smooth run of this project, the risk mitigation should be consulted at every activity as follows:
 - To follow favorable construction period (dry season)
 - To test samples of materials to be supplied
 - Check the quality of materials to be used and ensure playgrounds are installed in safer places
 - Ensure toys supplied meet kids needs within their level of education

- Check whether books are accepted as REB Competence based curriculum
- Check quality of porridge powder and its transportation to the health centers
- Ensure the size of materials is decided based on the number of kids
- Ensure construction period is conducive (dry season)
- ensure the construction permit are available before construction activities start
- Acquire the lists of each cohort signed by officials
- Learn carefully on specific children's diseases before treatment,
- identify incurable cases
- Use Government Human Security Issues list during beneficiaries selection

PSYCHO-SOCIAL SUPPORT PROJECT

The state of an individual being or doing well in different aspects of life contributes to their socio economic development. Our project will have a series of training aimed at improving beneficiaries' capacity to build upon different aspects of their lifestyle. This includes their relationship with family members, community members, their integration in the community and their role in socio economic development activities in their community. The concept of vulnerability and graduation from the socio economic class is complex. Hence, requires a series of support including capacity building for direct and indirect beneficiaries to ensure resilience and self esteem. The project will focus on the process of equipping individuals with the understanding, skills, and access to information, knowledge and training that enables them to perform effectively. We will focus on a series of actions directed at helping all household members to undertake necessary development processes through increasing their knowledge, skills, and understandings and developing their attitudes needed to bring about the desired developmental change.



List of Activities

In Five years, the following project activities will be implemented:

- Training on conflict resolution
- Training on gender for adults
- Training on financial literacy and entrepreneurship
- Training on proper parenting , nutrition and water and sanitation
- Overall trainings M&E, surveys, follow ups, and annual awards to the best performing household members

Project Scope:

In five years, 4,000 individuals from 500 households in Ubudehe categories 1&2 from Rilima, Nyarugenge, Shyara and Musenyi sectors of Bugesera district will be reached. The project will focus on the process of equipping individuals within the household with the understanding, skills and access to information, knowledge and training that enables them to perform effectively. The training will specifically involve members of the household in their categories. No individuals will be left behind just to be enabled to undertake other Program packages and to ensure its sustainability.

Scope and beneficiaries allocation in Five years							
Sectors	Years	Training on family law & conflict resolution for couples	Gender equality training couples	Financial literacy & entrepreneurship couples	Proper parenting, Nutrition & WASH7	M&E, Survey +Follow up and Annual awards	
Rilima, Nyarugenge, Shyara, Musenyi		Number	Number	Number	Number	Number	
	year 1	80	80	80	40	40	
	year 2	400	400	400	200	200	
	year 3	200	200	200	100	260	
	year 4	180	180	180	90	0	
	year 5	140	140	140	70	0	
		1000	1000	1000	500	500	
Overall beneficiaries							4,000

Project Resources Plan

- FMO staff will ensure a smooth run of day-to-day activities of the project within the area by collaboration with four volunteers to follow up with households day to day activities leading to the graduation process

Project Procurement plan

- The project will require procurements of the following goods & services:
 - Procurement of training materials
 - Procurement of training refreshments
 - Hire consultant for training material development and training delivery

Project Cost Estimate

- The Estimate unit cost for conflict resolution training is 15,650Rwf, the unity cost for for SRH&R and gender related training is 15,650Rwf, unit for Financial and entrepreneurship is 15,650Rwf, the unit cost for Proper parenting is 15,842Rwf, while the estimated cost for training Monitoring & Evaluation, rewards for best improving households is 14,800Rwf.
- The overall cost estimate for Psychosocial support for five years is 62,271,000 Rwf.

Years	Conflict resolution training for couples		Gender equality training couples		Financial literacy & entrepreneurship couples		Proper parenting, Nutrition& WASH7		M&E Survey		Total 5 years budget
	No.	Amount per year	No.	Amount per year	No.	Amount per year	No.	Amount per year	No.	Amount	
year 1	80	1,252,000	80	1,252,000	80	1,252,000	40	633,680	40	592,000	4,981,680
year 2	400	6,260,000	400	6,260,000	400	6,260,000	200	3,168,400	200	2,960,000	24,908,400
year 3	200	3,130,000	200	3,130,000	200	3,130,000	100	1,584,200	260	3,848,000	14,822,200
year 4	180	2,817,000	180	2,817,000	180	2,817,000	90	1,425,780	0	0	9,876,780
year 5	140	2,191,000	140	2,191,000	140	2,191,000	70	1,108,940	0	0	7,681,940
	1000	15,650,000	1000	15,650,000	1000	15,650,000	500	7,921,000	500	7,400,000	62,271,000
Overall activity budget estimate											62,271,000

Stakeholders Engagement Plan

- Bugesera district : to facilitate beneficiary selection and mobilization
- Consultancy agencies for training delivery
- Suppliers : to deliver materials

- Nyamata hospital to facilitate with special psychosocial issues
- Parents: to attend trainings and permit kids to attend trainings- Consent forms signed

Potential source of funding

- Fondazione Marcegaglia Onlus headquarters (Italy), Ministry of Gender and Family promotion through National Early Childhood program - NECDP, Ministry of Education, Ministry of Health, UNICEF, National Commission for Children-NCC, USAID, Imbuto foundation, European Union, US Embassy, USAID

Stakeholder engagement strategies

- To ensure smooth run of the project the following stakeholders will be engaged by regularly reporting and communicating:

To receive formal Reporting	To be regularly Communicated		
Entities	Attention	Frequency	REB
FMO HQ	SG	Monthly	Bugesera District
MINALOC	PS	Yearly	Nyarugenge, Rllima and Shyara sectors
RGB		Yearly	High schools from Bugesera district
JADF Bugesera	PS JADF	Quarterly	Girl Effect
			Sectors, Health centers, High schools, Parents

Communication channels

The communication channels shall be the following:

- Bi-annual meeting with education and health practitioners
- Quaternary meeting with Twelve years basic education students with their Parents
- Regular school visiting
- Handover event
- Quaternary meeting with headteachers
- Project launch event
- Project closing event
- Beneficiaries Enrollment and 'graduation event

Project Risk Mitigation Plan

To ensure the smooth run of this project, the risks mitigation shall be consulted at every activity as follow:

- To follow design specific training content appropriate to its beneficiaries

- To seek for accredited consulting agencies
- Get the lists of each cohort signed by officials
- Carefully follow up beneficiaries progressive behavior change
- Use Government Human Security Issues list during beneficiaries selection

WEALTH CREATION PROJECT

Bugesera is one of the seven districts in the rural areas of the Eastern Province of Rwanda, where more than two thirds of the district's population engages in agricultural and livestock farming activities. FMO wealth is creating a project which will add value to the existing community initiatives and facilitate the creation of new income generating activities through agriculture, livestock and technical & materials support. The Zamuka program aims to focus on supporting households in order for them to graduate from low categories, to high categories on the wealth categorization charter called "UBudehe." The program targets work to coincide with the families to create wealth through different activities incorporating components that help families to get out and work. Wealth can contribute to people's welfare in many ways beyond increasing income, such as providing economic resilience in adverse circumstances or enhancing one's power and prestige. Given the importance of wealth for economic well-being, understanding how beneficiaries themselves are actively involved is critical.

List of activities

- Livestock provision
- Agriculture support
- Technical & Material support



Scope

In five years, 1,255 wealth creating materials will be distributed to 500 households in the Bugesera district including the sectors Rilima, Nyarugenge, Shyara and Musenyi. These households chosen will fall into Ubudehe Category 1 & 2. The materials list will include 5 cows, cow equipment, and 500 small livestock (pig or goats). Houses for homeless households will be built, 5 houses will be built from scratch, 50 houses will be rehabilitated while 125 houses will be finished by construction materials provision to the owners.

Years	Livestock provision		Agriculture support				Technical & material support		
	Cows	Small animals (Goats or pigs)	Fruit trees and irrigation support	New houses construction	House rehabilitation support	construction Materials support	Number	Number	Number
	Number	Number	Number	Number	Number	Number	Number	Number	Number
year 1	0	40	40	1	10	25			
year 2	6.25	200	200	1	10	25			
year 3	6.25	260	260	1	10	25			
year 4	12.5	0	0	1	10	25			
year 5	50	0	0	1	10	25			
Total	75	500	500	5	50	125			

Project Resources Plan

- FMO staff will ensure a smooth run of day-to-day activities of the project within the area, in collaboration with:
 - 4 Volunteers to follow up households' day to day activities leading to graduation process

Project Procurement Plan

- The Project will require procurements of following goods & services:
 - Procurement of houses constructor
 - Procurement of construction materials
 - Procurement of cows and equipment
 - Procurement of small livestock

Project Cost Estimate

- The estimate unit cost for a cow and its accessories (cowshed and medicines) will be 999,000 RWF

- The unit cost for small livestock (3 goats or 1 pig) will be 120,000 RWF
- The unit cost for agricultural facilities made of seedlings, fertilizers will be 90,200 RWF
- The unit cost for house construction from scratch, house rehabilitation and construction materials support will respectively be 4,600,000 RWF, 800,000 RWF and 300,000 RWF
- The overall project cost estimate will therefore be **280,525,000 RWF**

Years	Livestock provision				Agriculture support		Technical & material support						
	Cows		Small animals (Goats or pigs)		No	Amount	New houses construction		House rehabilitation support		construction Materials support		Overall annual total
No.	Amount	No	Amount	No			Amount	No	Amount	No	Amount	No.	
yr 1	0	0	40	4,800,000	40	3,608,000	1	4,600,000	10	8,000,000	25	7,500,000	28,508,000
yr 2	6.25	6,243,750	200	24,000,000	200	18,040,000	1	4,600,000	10	8,000,000	25	7,500,000	68,383,750
yr 3	6.25	6,243,750	260	31,200,000	260	23,452,000	1	4,600,000	10	8,000,000	25	7,500,000	80,995,750
yr 4	12.5	12,487,500	0	0	0	0	1	4,600,000	10	8,000,000	25	7,500,000	32,587,500
yr 5	50	49,950,000	0	0	0	0	1	4,600,000	10	8,000,000	25	7,500,000	70,050,000
	75	74,925,000	500	60,000,000	500	45,100,000	5	23,000,000		40,000,000		37,500,000	280,525,000
Ac-tivity Total	280,525,000												

Stakeholders Engagement Plan

- Bugesera district: facilitate beneficiary selection and mobilization
- Rwanda Agriculture Board: facilitate with trainings and guidelines
- Suppliers: deliver materials
- Sector agronomist and veterinary: follow ups and current updates
- Private veterinary for regular technical support

Potential Source of Funding

- Fondazione Marcegaglia Onlus headquarters (Italy), Ministry of Agriculture and animal resources promotion, Rwanda Agriculture Board-RAB, National Employment Program-NEP, Business Development Fund-BDF, UNICEF ,UNDP,, USAID, Imbutu foundation, European Union, US Embassy.

Stakeholder Engagement Strategies

To ensure the project runs smoothly, the following stakeholders will be engaged by regularly reporting and communicating:

To receive formal Reporting	To be regularly Communicated	Frequency	REB
Entities	Attention	Frequency	REB
FMO HQ	SG	Monthly	Bugesera District
MINALOC	PS	Yearly	Nyarugenge, Rllima and Shyara sectors
RGB		Yearly	High schools from Bugesera district
JADF Bugesera	PS JADF	Quarterly	Girl Effect
			Sectors, Health centers, High schools, Parents

Communication Channels

The communication channels shall be the following:

- Bi-annual meeting with education and health practitioners
- Quaternary meeting with Twelve years basic education students with their Parents
- Regular school visiting
- Handover event
- Quaternary meeting with headteachers
- Project launch event
- Project closing event
- Beneficiaries Enrollment and graduation event



WORKFORCE DEVELOPMENT PROGRAM

Domain of Intervention: Social Welfare

Program Overview

The government of Rwanda, like governments in many other countries in the developing world, has in the previous years, paid particular attention to increasing access and improving the quality of basic education and access to capital.

These efforts have resulted in large increases of enrollment rates and progressive improvements in the quality of education available to the countries' youngest pupils.

Recent progress has been made by the government by expanding its focus to Post Basic Education and Training (PBET). This is not to say that the government's agenda in basic education is complete. Short to medium term improvements can still be made in the areas of increasing access, particularly to lower secondary education (i.e., the last three years of the nine-year basic education cycle), and improving the quality of basic education as a whole will require continued attention. Nonetheless, the expansion of the government's focus to include PBET (Post Basic Education and Training) is justified for two main reasons:

First, from the perspective of the education sector, demand for post-basic education is on the rise as increasing numbers of pupils complete basic education and are eager to continue learning before entering the world of work.

Second, from a broader, more important perspective, the skill base of the country's labor force needs to be substantially upgraded if Rwanda desires to maintain a strong growth performance and reach its ambitious economic and social development goals. Post basic education and training is the principal vehicle through which these goals will be achieved.

In order for post basic education and training to be a strong contributor to Rwanda's continuous economic development, it needs to provide access to a growing and increasingly diversified student body.

PROJECT: MARCEGAGLIA TVET SCHOOL

Project Overview

"Education is essential for economic and social development of a country. Having a well-trained, motivated and adaptable workforce is key," as per Technical and Vocational Education Training (TVET) policy in Rwanda. Vocational training is a system which aims at providing recipients with the necessary knowledge and skills to exercise a profession in order to be integrated into the labor force. Through the Rwanda TVET board, emphasis on vocational training is a good option to provide the Rwandan community a great number of technical employees.

In previous years, FMO has been allocating a part of its annual budget to enroll youth from the Bugesera District to pursue TVET certificates nationwide. 148 scholars have been supported

through this program and have been educated in different trades including; hospitality management, automobile mechanics, hair dressing, tailoring, carpentry, domestic electrical installation, plumbing, etc.

In the 2019-2020 action plan, we initiated a local pilot tailoring school with 30 students. Some of the lessons taught within five years have incorporated other trades such as hairdressing and aesthetics, domestic electricity, welding, masonry, etc., as solutions to reaching more youth at half the existing cost.

FMO therefore targets to construct a TVET Center in the Bugesera district's Rilima sector with six trades (plumbing, domestic electricity, welding, hair dressing, tailoring and masonry).

In addition, brilliant students with university admissions will be supported to pursue university degrees in areas such as nursing, hospitality management, etc.

List of Activities:

- Construction of TVET center premises
- Equip TVET with machinery and maintain daily upkeep

Project Scope:

The project aims at creating opportunities for 1,750 students who dropped out of high school from Rilima, Nyarugenge, Musenyi and Shyara and those with professions. The project will focus on constructing and empowering Rilima TVET center and running of Nyarugenge TVET wing.

TVET in Rilima will include six trades: plumbing, domestic electricity, welding, hair dressing and tailoring, and masonry. Each trade hosts 50 trainees every year, and in addition 50 trainees that will be trained every year in Nyarugenge TVET center (Marcegaglia TVET center Wing).

Table1. TVET center options versus beneficiaries in Five years

TVET beneficiaries allocation per trade per year							
Years	Hair dressing	Tailoring	Welding	Domestic electricity	Masonry	Plumbing	Total per year
2023	50	100	50	50	50	50	350
2024	50	100	50	50	50	50	350
2025	50	100	50	50	50	50	350
2026	50	100	50	50	50	50	350
2027	50	100	50	50	50	50	350
	250	500	250	250	250	250	1,750
Overall total							1,750

- In the first year, construction and empowerment and of three workshops sets (workshop, class, stock) for hairdressing, tailoring, and domestic electricity will be done
- In the second year, construction and empowerment of two workshops set for masonry and plumbing will be done
- In the third year, construction and empowerment of one workshop set for welding will be done
- In the fourth and fifth years, like previous years, the budget will be allocated in upkeeping the TVET center (consumables purchase, salaries payments and minor rehabilitations).

Project Resources Management Plan:

FMO staff will ensure a smooth run of day-to-day activities of the project within the area, in collaboration with:

- 14 trainers i.e. an instructor and facilitator for each trade (including Nyarugenge tailoring wing)
- Four security guards, two for each TVET center
- Contractor for TVET center construction
- Supplier of TVET center equipment

Project Procurement Plan

The Project will require procurements of following goods and services:

- Hire TVET center construction contractor
- Hire TVET center trainers and guards
- Procurement of TVET centers equipment

Stakeholders Engagement Plan

- Several stakeholders will be engaged along the project's execution, this includes the Bugesera District, Nyarugenge, Rilima, Musenyi & Shyara sector authorities, RTB (Rwanda TVET Board), Rwanda Education Board-(REB), parents, sectors' land and infrastructure officers
- To communicate to RTB on a project for accreditation issuance
- To request for a curriculum from RTB
- To request sectors' leaders to select beneficiaries
- To request for a construction permit and TVET centers opening permission from the district
- To request the model TVET centers for cooperation (for materials exchange purposes)
- Sign MoUs with different schools to enhance collaboration with them

Political Aspect

Rwanda, like other developing countries, faces similar challenges including the liberalization of the market, rapid innovations in technology, and the importance of knowledge to a country's competitive advantage. Against these pressures, many countries are turning to their education and training systems as a part of the solution for dealing with a whole range of social and economic issues.

In light of this, and the previous second-class status of TVET, the Government of Rwanda has undertaken significant steps to strengthen TVET and tertiary education through the Ministry of Education and Rwanda TVET Board -RTB .https://www.rp.ac.rw/fileadmin/user_upload/TVET_POLICY.pdf

The project will therefore engage stakeholders intervening in TVET and university scholarship sectors, below are potential stakeholders to the project:

- Central level: Ministry of Education, Ministry of Youth, Rwanda TVET Board, Rwanda Education Board-REB, Higher Education council-HEC, Rwanda Polytechnics-RP, TVET centers and higher institutions, Banque Rwandais de Development -BRD, UNICEF, Ministry of Local Government - MINALOC, Rwanda Governance Board-RGB, UNDP, Business Development Fund-BDF, National Youth council, National employment program office, USAID, European Union, World Bank, UNDP.
- Local governance: District, Sectors, TVET schools, Cells,Villages, Parents

Potential Source of Funding

Fondazione Marcegaglia Onlus HQ, Ministry of Education, Ministry of Youth, Rwanda TVET Board, Rwanda Education Board (REB), Higher Education Council (HEC), Rwanda Polytechnics (RP), TVET centers and Higher institutions, Bank Rwandais de Development (BRD), UNICEF, Ministry of Local Government (MINALOC), Rwanda Governance Board (RGB), UNDP, Business Development Fund (BDF), National Youth Council, National Employment Program Office, USAID, European Union, and World Bank.

Stakeholders Engagement

To ensure a smooth run of the project the following stakeholders will be engaged by regularly reporting and communicating:

To receive formal reporting			To be regularly communicated
Entities	Attention	Frequency	Rwanda Education Board
FMO HQ	SG	Monthly	Rwanda TVET Board
MINALOC	PS	Yearly	Ministry of Education, Ministry of Youth, Rwanda TVET Board, Rwanda Education Board-REB, Higher Education council-HEC, Rwanda Polytechnics-RP, TVET centers and Higher institutions, Banque Rwandais de Development - BRD, UNICEF, Ministry of Local Government-MINALOC, Rwanda Governance Board-RGB, UNDP, Business Development Fund-BDF, National Youth council, National employment program office-NEP Kora wigire, USAID, European Union, World Bank and UNDP.
RGB		Yearly	
JADF Bugesera	PS JADF	Quarterly	
RTB		Yearly	
			Isange One- Stop centers, high schools, Inshuti z'Umuryango, cells, villages and parents.

Communication Channels

The Stakeholders shall be communicated through the following channels:

Meeting planned:

- Annual meeting with District Education Unit and sector education officers
- Semestrial orientation meeting with parents of selected trainees

Event planned:

- Semestrial trainees' selection event
- Semestrial graduation event and toolkits distribution

Visits planned:

- Quaternary school visits
- Regular organized visits to different stakeholders
- Annual study visits/tour for scholars

Project Cost Estimate

- The estimate unit cost for construction of one TVET trade workshop is RWF 29,545,425
- The estimate unit cost for the total estimated budget for 1,750 trainees is RWF 290,092
- The overall cost estimate for TVET construction, machinery, and daily project upkeep for 5 years is RWF 507,661,490

Years		2023	2024	2025	2026	2027	TOTAL
Tailoring	Beneficia-ries	100	100	100	100	100	500
	Cost	47,998,817	14,933,392	14,933,392	14,933,392	14,933,392	107,732,385
Hair dressing	Beneficia-ries	50	50	50	50	50	250
	Cost	9,139,696	38,685,121	9,139,696	9,139,696	9,139,696	75,243,905
Welding	Beneficia-ries	50	50	50	50	50	250
	Cost	10,197,100	38,318,525	8,773,100	8,773,100	8,773,100	74,834,925
Plumbing	Beneficia-ries	50	50	50	50	50	250
	Cost	14,977,500	39,765,425	10,220,000	10,220,000	10,220,000	85,402,925
Masonry	Beneficia-ries	50	50	50	50	50	250
	Cost	13,074,200	8,629,200	38,174,625	8,629,200	8,629,200	77,136,425
Domestic electricity	Beneficia-ries	50	50	50	50	50	250

	Cost	42,778,925	8,633,000	8,633,000	8,633,000	8,633,000	77,310,925
Total TVET per year	Beneficiaries	350	350	350	350	350	1,750
	Cost	138,166,238	148,964,663	89,873,813	60,328,388	60,328,388	497,661,490
Overall total							497,661,490

Project Risks Mitigation Plan

To ensure the smooth running of this project, the risks mitigation shall be consulted at every activity as follows:

- To follow a favorable construction period (dry season)
- To test samples of materials to be supplied
- Check the quality of construction materials to be used
- Check whether buildings meet RTB classroom standards
- Ensure competent trainers are hired as required by RTB guidelines
- Ensure the size of materials and machinery performance is decided based on the number of kids in the TVET center

CAREER GUIDANCE & EMPLOYABILITY SERVICES PROJECT

Project Overview

Advisory on the choice of a career is a crucial part in the viability of any career stage, importantly on profitability and employability, which in turn is encouraged by a startup capital and guidance on implementation of entrepreneurial activities.

One of the best ways to encourage economic growth in poor areas is to provide affordable small loans to small-business owners or toolkits to technical training centers graduates. These programs can inject capital into communities that lack the collateral required by conventional banks, which are referred to as microcredit or micro-loans.

The Country has encouraged this policy through various bodies such as; National Employment Program (NEP), Business Development Fund and VUP among others with the aim of job creation.

According to the Labor force survey from 2017, the Bugesera district labor force participation rate was 57.1%, while the unemployment rate was 11.2%. The district level of job opportunities was at 58.6%. 10,152 businesses are expected to be created by youth and women for poverty reduction from 2018 through 2024 in 15 sectors of the Bugesera district.

FMO has been funding micro-businesses through FMO - The Terimbere Fund since 2016, which is managed by local integral representatives appointed by the sectors' authorities and the FMO

Staff. 214 individuals' business and 16 groups' business have been funded so far. In the future, we are looking forward to continuing the funding of the business through village savings and loan associations with existing funds and injecting more funds for toolkits to help vocational trainees start small businesses. In addition, FMO will equip trainees with extra curricular training trending on the market to widen their opportunity range.

List of Activities:

In this project, the following activities will be conducted in five years

- Specialized professional training & Internship
- Scholarships
- Microcredit (access to capital) and toolkits

Project Scope:

The project aims at improving understanding the right career skills, path of trainees and local youth to help them create start-up business by:

- Empowering TVET center trainees and local youth with specialized trainings such as computer literacy and English among others, as well as finding internships for TVET center trainees
- Giving the top high school performers from poor families university scholarships, as well as sponsoring passionate neighboring regions youth in vocational trainings in local TVET centers and career choice advisory
- Facilitate access for youth and women to capital and subsidized toolkits

Table1. TVET Center Options Versus Beneficiaries in Five years

Career Guidance Beneficiaries				
Years	Specialized professional training & Internship	Scholarships	Welding Microcredit (Access To Capital) and Toolkits	TOTAL per year
2023	350	15	100	465
2024	350	25	100	475
2025	350	30	100	480
2026	350	20	100	470
2027	350	15	100	465
	1750	105	500	465
Overall total				2,355

Project Resources Management Plan:

FMO staff will ensure a smooth run of day-to-day activities of the project within the area in collaboration with;

- 14 trainers (an instructor and facilitator for each trade)
- 4 security guards (two for each TVET center)
- 28 FMO - Terimbere Committee members (microcredit fund volunteers)

Project Procurement Plan

The Project will require procurements of the following goods & services:

- Procurement of computers and accessories for computer lab
- Procurement of books and library shelves
- Hire special training consultants
- Procurement of Office equipments
- Yearly internet subscription
- Procurement of toolkits

Stakeholders engagement plan

Several Stakeholders will be engaged in this project to ensure the smooth running of this project as follows:

- Collaborate with Business Development Fund experts in training to share micro-business knowledge to beneficiaries
- We will update sectorial authorities regularly about numbers and status of projects funded and toolkits given.
- We will request the sectorial authorities to provide local integral volunteers, which are composed of community fund committees.
- We will report to the district on a yearly basis to acknowledge the project progress.
- Through an application form for microcredit form, cell and village leaders will acknowledge the eligibility of the applicants by approving their business plans.
- We will collaborate with the community fund committee to select project beneficiaries from applicants.
- We expect to handover this fund to Umurenge Savings and Credit Cooperatives at the phase-out of this project to ensure its continuation.

Political aspect

The Rwandan government has created different bodies/programs and partnered with different NGOs to come up with solutions of unemployment which are in line with The National Employment Policy: (<https://www.mifotra.gov.rw/fileadmin/templates/downloads/National%20Employment%20Policy.pdf>).

The program has been implemented by different stakeholders as follows:

Central Government: Ministry of Public Service and Labor; MINICOM,BDF, Imbuto foundation, RCA, Women for women

- Local Government; Bugesera District; Sector authorities; Cell Authorities; Village leaders

Potential Source of Funds

Stakeholders that we expect to contribute to this project includes:

- FMO Headquarters as a direct fund source of this project, MIFOTRA, MINICOM, BDF, World Bank, and African Development Bank.

Administration

This section points the collaboration of stakeholders

Reporting			Communicating
Entities	Who	Frequency	Entities
FMO headquarters	SG	Monthly	MIFOTRA ,RTB
RGB		Yearly	BDFVillage leaders
Minaloc	PS	Yearly	District()
JADF	PS	Quarterly	Sector E/S and BDEO
			FMO-Terimbere committees
			Cell Authorities

Communication Channel

Trainings

- Two day training of Marcegaglia TVET center trainers on CBT/CBA
- Training of FMO-Terimbere committees
- Financial literacy training of selected individuals in partnership with BDF
- Study tour of competent trainees for business start up

Events

- Semestrial graduation event

- Fund distribution event alongside contracts signature with beneficiaries in presence of FMO staff, sector BDEO and FMO-Terimbere Committee
- Toolkits distribution event

Meetings

- Trimestrial meeting with trainees and parents/guardians
- Weekly Meeting of FMO-terimbere committee to evaluate business plans and progress evaluation of the project

Project Cost Estimate

The estimate unit cost for the total estimated budget for 2,355 beneficiaries is RWF 84,217

The overall cost estimate for specialized professional trainings, internships, scholarships and micro credit, and toolkits in five years is RWF 198,330,000

Years		2023	2024	2025	2026	2027	TOTAL	
SPECIAL-IZED PROFESSIONAL TRAINING & INTERNSHIP	Beneficiaries	350	350	350	350	350	1750	
	Cost	10,130,000	3,630,000	3,630,000	3,630,000	3,630,000	24,650,000	
SCHOL-ARSHIPS	Beneficiaries	15	25	30	20	15	105	
	Cost	18090000	30150000	36180000	24120000	18090000	126,630,000	
MICRO-CREDIT (ACCESS TO CAPITAL) AND TOOLKITS	Beneficiaries	100	100	100	100	100	500	
	Cost	9410000	9410000	9410000	9410000	9410000	47,050,000	
Total per year	Beneficiaries	465	475	480	470	465	2,355	
	Cost	37,630,000	43,190,000	49,220,000	37,160,000	31,130,000	198,330,000	
Overall total								198,330,000

Project risks mitigation plan

To ensure the smooth running of this project, the risks mitigation shall be consulted at each respective activity as follows:

- Ensure competent consultants are hired
- Sign MoUs with competent bodies to host trainees as interns
- Ensure that the trained individuals are financially equipped
- Follow up university scholars to avoid dropout
- Sign MoUs with competent TVET centers and different industries for mutual cooperation (scholars internship allocation)
- Ensure graduates follow up so that toolkits are used for the purpose of issuance (job creation)

6. OVERALL BUDGET PLAN

Program Name	1st yr Pro-gram budget	2nd yr program budget	3rd yr program budget	4yr program budget	5th yr pro-gram budget	Total 5yrs pro-gram budget	Percentage %
House hold Strengthening Program	45,376,156	119,608,528	119,678,541	101,722,044	80,160,940	466,546,209	31.7
Workforce Development Program	175,796,238	158,964,663	139,093,813	97,488,388	91,458,388	662,801,490	45.1
HUMAN RE-SOURCES	49,155,454	51,613,227	54,193,888	56,903,582	59,748,761	271,614,912	18.5
Operation budget (3-5%)	RF12,299,917	RF16,509,321	RF15,648,312	RF12,856,923	RF11,591,541	68,906,015	4.7
Total	282,627,765	346,695,738	328,614,554	268,970,937	242,959,631	1,469,868,625	100.0
Total Euro Budget	€288,395.68	€353,771.16	€335,320.97	€274,460.14	€247,917.99	€1,499,865.94	1,470,000,000
1,469,868,625							

Household Strengthening Program budget - Zamuka

Basic Education support (ECD & 12yrs)										Basic healthcare support				
Years	Model Community ECD center construction & equipment		Child protection (nutrition, ECD services, growth monitoring)		ECD Kimaranzara support		School support (School materials, school feeding)			Health insurance support		Initial Dry food support for first 3 months		Total annual budget
	No.	Total annual amount	No.	Total annual amount	No.	Total annual amount	No.	Total annual amount	Overall annual total	No.	Amount	No.	Amount	Amount
yr 1	0	0	45	2,665,976	1	5,040,000	20	1,820,500	9,526,476	40	720,000	20	1,640,000	2,360,000
yr 2	0	0	61	3,613,878	1	1,800,000	100	9,102,500	14,516,378	200	3,600,000	100	8,200,000	11,800,000
yr 3	0	0	67	3,969,341	0		50	4,551,250	8,520,591	260	4,680,000	130	10,660,000	15,340,000
yr 4	1	56,828,764	41	2,429,000	0	0	0	0	59,257,764		0	0	0	0
yr 5	0		41	2,429,000	0	0	0	0	2,429,000		0	0	0	0
	1	56,828,764	255	15,107,195	2	6,840,000	170	15,474,250	94,250,209	500	9,000,000	250	20,500,000	29,500,000
Activity Total														
Overall project cost														
														153,250,209

PSHYCO-SOCIAL SUPPORT BUDGET

Pshyco-social support							
Behavioral change & family capacity building	Training on conflict resolution	1,252,000	6,260,000	3,130,000	2,817,000	2,191,000	15,650,000
	Gender training for adults	1,252,000	6,260,000	3,130,000	2,817,000	2,191,000	15,650,000
	Financial literacy & entrepreneurship	1,252,000	6,260,000	3,130,000	2,817,000	2,191,000	15,650,000
	Proper parenting, Nutrition and WASH	633,680	3,168,400	1,584,200	1,425,780	1,108,940	7,921,000
	M&E & Survey + Follow up and Annual awards	592,000	2,960,000	3,848,000	0	0	7,400,000
Total		4,981,680	24,908,400	14,822,200	9,876,780	7,681,940	62,271,000

WEALTH CREATING PROJECT

Wealth Creating Project							
Wealth creating support	Livestock provision	4,800,000	30,243,750	37,443,750	12,487,500	49,950,000	134,925,000
	Agriculture support	3,608,000	18,040,000	23,452,000	0	0	45,100,000
	Technical & material support	20,100,000	20,100,000	20,100,000	20,100,000	20,100,000	100,500,000
		28,508,000	68,383,750	80,995,750	32,587,500	70,050,000	280,525,000
Overall program budget		45,376,156	119,608,528	119,678,541	101,722,044	80,160,940	466,546,209

Work Development Program Budget plan							
Project Name		1st yr budget	2nd yr Budget	3rd yr Budget	4th Yr Budget	5yrs Budget	Total 5yrs project Budget
MARCE-GAGLIA TVET SCHOOL	PLUMBING	14,977,500	39,765,425	10,220,000	10,220,000	10,220,000	85,402,925
	WELDING	10,197,100	38,318,525	8,773,100	8,773,100	8,773,100	74,834,925
	HAIRDRESSING	9,139,696	38,685,121	9,139,696	9,139,696	9,139,696	75,243,905
	MASONRY	13,074,200	8,629,200	38,174,625	8,629,200	8,629,200	77,136,425
	TAILORING	47,998,817	14,933,392	14,933,392	14,933,392	14,933,392	107,732,385
	DOMESTIC ELECTRICITY	42,778,925	8,633,000	8,633,000	8,633,000	8,633,000	77,310,925
	SUB-TOTAL		138,166,238	158,964,663	89,873,813	60,328,388	60,328,388
MARCE-GAGLIA CAREER DEVELOPMENT CENTER	SPECIALISED PROFESSIONAL TRAINING & INTERNSHIP	10,130,000	3,630,000	3,630,000	3,630,000	3,630,000	24,650,000
	SCHOLARSHIPS	18,090,000	30,150,000	36,180,000	24,120,000	18,090,000	126,630,000
	MICROCREDIT (ACCESS TO CAPITAL) & TOOLKITS	9,410,000	9,410,000	9,410,000	9,410,000	9,410,000	47,050,000
	SUB-TOTAL		37,630,000	43,190,000	49,220,000	37,160,000	31,130,000
Total		175,796,238	158,964,663	139,093,813	97,488,388	91,458,388	662,801,490

7. MONITORING & EVALUATION PLAN

Household Strengthening program

The aim of the program is to eradicate extreme poverty in families and graduate to a decent living above poverty line through collaborative intervention of FMO, family members and local leaders, the following objectives are set for the next five years:

BASIC EDUCATION AND BASIC HEALTH CARE SUPPORT

Projects	Activities	Tasks	Measurable parameters	Indicator	Progress reporting	Project M&E reporting
Basic Education and Health care support	<ul style="list-style-type: none"> Model community Early Childhood Development center construction and equipment 	Construction of ECD Infrastructures and equipments provision	<ul style="list-style-type: none"> Contractor hired, Classroom constructed and equipped & officially received 	<ul style="list-style-type: none"> Contract signed, infrastructure reception signed by the school leadership 	Trimestrial	Trimestrial, Annual, 5yrs report
		Classroom Equipment & Kitchen Utensils		<ul style="list-style-type: none"> Inventory approved, supplying contract signed, equipment delivery note signed 	Trimestrial	
		Child protection services provision (Nutrition, Growth monitoring)	<ul style="list-style-type: none"> List of malnourished kids identified by Health center Number of kids improved the growth 	<ul style="list-style-type: none"> Nutritive food supplied Before and after growth measures 	Monthly	
		ECD Kimanzara support	<ul style="list-style-type: none"> List of enrolled kids, consumables provision and received 	<ul style="list-style-type: none"> Signed list of kids, contract of caregivers and suppliers 	Trimestrial	

		School support (School feeding, materials for reintegration, special girls' education)	<ul style="list-style-type: none"> • Primary and High school students from Selected Zamuka families and other vulnerable families • School feeding fees paid • Primary and high school students from Zamuka families in need of school materials • Sourced supplier, School materials distributed 	<ul style="list-style-type: none"> • Signed list of primary and high school students • Payment confirmation letters by schools • Supplying contract signed, materials delivery note signed and distribution list 	Annual	
		Health insurance support	<ul style="list-style-type: none"> • Zamuka families and other vulnerable families 	<ul style="list-style-type: none"> • Request letter and list from sectors • Proof of payment of Health Insurance 	Annual	
	l	Provide dry food support for first three months of enrollment	<ul style="list-style-type: none"> • List of Zamuka families in need of dry food to feed members while waiting seasonal harvest 	<ul style="list-style-type: none"> • Report of inventoried food • Distribution list 	Monthly	

PSYCHOSOCIAL SUPPORT

Projects	Activities	Tasks	Measurable parameters	Indicator	Progress reporting	Project M&E reporting
Psycho-social	Training on conflict resolution	<ul style="list-style-type: none"> Support family members with regular educative content to be able to resolve conflicts 	<ul style="list-style-type: none"> Training module List of family members to attend the training Training schedule 	<ul style="list-style-type: none"> Approved training module Training attendance list Contract of Consultants 	Trimestrial	Trimestrial, Annual, 5yrs report
	Training on gender and Sexual Reproductive and Right in adults	<ul style="list-style-type: none"> Empower adult family members with regular educative content about gender and SRH&R 	<ul style="list-style-type: none"> Training module List of family members to attend the training Consultant hired Training schedule 	<ul style="list-style-type: none"> Approved training module Training attendance list Contract of Consultants 	Monthly	
	Training on financial literacy and entrepreneurship	<ul style="list-style-type: none"> Empower family members with regular trainings on financial literacy and entrepreneurship 	<ul style="list-style-type: none"> Training module List of family members to attend the training Consultant hired Training schedule 	<ul style="list-style-type: none"> Approved training module Training attendance list Contract of Consultants 	Trimestrial	
	Training on proper parenting, nutrition and water and sanitation	<ul style="list-style-type: none"> Regular trainings on proper parenting, nutrition and water and sanitation 	<ul style="list-style-type: none"> Training module List of family members to attend the training Consultant hired Training schedule 	<ul style="list-style-type: none"> Approved training module Training attendance list Contract of Consultants 	Trimestrial	

WEALTH CREATING INTERVENTIONS

Below, there is summary of M&E for this particular project

Activities	Tasks	Measurable parameters	Indicator	Progress reporting	Project M&E reporting
One milk cow and small live-stock (goats and pigs)	Selection of beneficiaries per Zamuka Cohort	<ul style="list-style-type: none"> Number of eligible beneficiaries selected 	<ul style="list-style-type: none"> List of beneficiaries signed by the sectors 	Trimester	Trimestrial, annual, 5 years reports
	Training of beneficiaries	<ul style="list-style-type: none"> Number of beneficiaries trained Number of thriving trained beneficiaries 	<ul style="list-style-type: none"> Signed attendance lists Number of thriving trained beneficiaries 	Trimester	
	Cowshed construction	<ul style="list-style-type: none"> Number of durable constructed cowsheds 	<ul style="list-style-type: none"> Signed delivery notes 	Trimester	
	Selection and supply of Cows, farming tools and small live-stock	<ul style="list-style-type: none"> Number of livestock and farming tools delivered Certificates of heifers cross percentage from RAB 	<ul style="list-style-type: none"> Signed delivery notes Signed certificates by RAB 	Trimestrial	
	Distribution of livestock	<ul style="list-style-type: none"> Number of livestock, farming tools and beneficiaries 	<ul style="list-style-type: none"> Signed distribution lists 	Monthly	
	Cow insemination	<ul style="list-style-type: none"> Hired Veterinarian Number of inseminated cows 	<ul style="list-style-type: none"> Contract with a vet, Artificial insemination certificates 	Semestrial	
	Pass-over	<ul style="list-style-type: none"> Number of eligible pass-over beneficiaries Number of newborns to be passed over 	<ul style="list-style-type: none"> Signed list of beneficiaries Reports from ubudehe and girinka committees 	Annual	

Agriculture support	Support The family members to engage in agricultural activities through provision of seeds, fertilizers , irrigation and other necessary materials,	<ul style="list-style-type: none"> • Inventory of agricultural materials • List of families to be engaged and specific support needed 	<ul style="list-style-type: none"> • Inventory report • Signed list and agricultural collaboration agreement 	Trimestrial	
Technical & Material support	Support Zamuka families with technical construction materials	<ul style="list-style-type: none"> • Family visits report with houses status • Inventory of materials needed • List of families to receive technical support • Sustainability agreement 	<ul style="list-style-type: none"> • Family visitation report • Inventory report with BoQ • Contractor hired • Signed materials delivery note • Final report approved by sector • Signed sustainability agreement 	Trimester	

Workforce Development Program

MARCEGAGLIA TVET SCHOOL

The project aims at creating opportunities for 1,750 high school leavers and those who dropped out.

In 5 years , the project will focus on constructing and empowering TVET centers as well as empowering graduates with internships, industrial attachments orientation and toolkit provisions:

- 1 centers shall be constructed and empowered having 6 trades (Plumbing, Domestic electricity, Welding, Hair dressing , Masonry and tailoring),
- Each trade shall be equipped with machinery and daily upkeep of the school including provision of consumables and personnel payments
- 50 trainees will be enrolled and graduated each year per each trade

The project shall be monitored and evaluated on a monthly basis, reported trimestrially and annually. The table below indicates measurable parameters and indicators to be monitored and evaluated for the project.

Activities	Tasks	Measurable parameters	Indicator	Progress reporting	Project M&E reporting
TVET Center construction	TVET Construction works supervision	Number of premises built in the center, contractor source, MoUs signed with regulating entities and parents committees	Final construction report, Centers' reception note by district, Signed MoUs	Trimestrial	trimestrial, annual, 5 years reports
TVET Center Upkeep	Machinery and Consumables procurement TVET center Personnel payment and trainings management	Equipment needs inventoried, suppliers source, Trainers qualification check , regular evaluation of trainings vs current national curriculum, consumables are formally requested	Equipment inventory approved, supplying contact signed, equipment delivery-note signed , Timely trainings status reports by trainers, signed lists of scholars, Signed Consumables requisition letters	Trimestrial	

MARCEGAGLIA CAREER DEVELOPMENT CENTER

This project aims to operate in Nyarugenge, Rilima and Shyara within five years with the following objectives:

- Empowering TVET center trainees and local youth with specialized trainings such as computer literacy and English among others, as well as finding internships for TVET center trainees
- Giving 105 top high school performers from poor families university scholarships, as well as sponsoring passionate neighboring regions youth in vocational trainings in local TVET centers and career choice advisory
- Facilitate 500 youth and women, access to capital and subsidized toolkits

Below, there is summary of M&E for this particular project

Activities	Tasks	Measurable parameters	Indicator	Progress reporting	Project M&E reporting
SPECIALIZED PROFESSIONAL TRAINING & INTERNSHIP	Establishment of well equipped computer lab with internet access and Library in the center Special trainings consultancy Internship fees payment for trainees from vulnerable families	Equipment needs inventoried, suppliers source, consulting Trainers qualification checked,	Equipments inventory approved, Attendance lists trainees attending of specialized trainings, contracts with colting firms, Signed MoUs with partnering industries or companies offering internships, Field progress report by fmo staff	Trimestrial	trimestrial, annual, 5 years reports
MICROCREDIT AND TOOLKITS	Give access to capital Toolkits provision	Applications, evaluation by fmo-terimbera committee, distributed loans, toolkits received by the beneficiaries	Application documents and loan distribution signed by the sectors, applications evaluation output by the committee, Signed list of Tooliks receivers	trimestrial	
SCHOLARSHIPS	University scholarships Provision	Brilliant scholars and TVET Trainees selected & enrolled, Number of scholars and local tvet trainees oriented in industrial attachment and graduated	Signed list of beneficiaries, Signed MoUs with partnering industries or companies, Signed lists of graduands	Annually	

8. SUSTAINABILITY PLAN

Household Strengthening program

BASIC EDUCATION AND HEALTH CARE SUPPORT

Activities	Tasks	Sustainability
	Model community Early Childhood Development center construction and equipment	<ul style="list-style-type: none"> The classrooms to be built will be made of local available materials which can easily be replaced once damaged, parents around will be the one to hired for construction activities The playground to be installed will be locally made and from local materials (Wood & metal tubes & sheets) easily fixable by locally available skills. The playgrounds shall be filled with locally available sands to make them suitable for little ones and can be refilled anytime by parents. The toys will be mostly made in woods, clothes and other handcrafted didactic material which shall be produced by local companies at the same time training the caregivers and volunteer parents to be able to replicate and reproduce them.
	Child protection services provision (Nutrition, Growth monitoring)	<ul style="list-style-type: none"> Continuous parents and community members capacity building with all components of child protection will be ensured so that they can apply the skills even at home
	ECD Kimaranzara running support	<ul style="list-style-type: none"> Parents committee members training on ECD management so that they have enough package to manage the school Affordable parents contribution based on their revenues MoU with the district so that the district may take over the school once we phase out Longtime internships/training for local ECD caregivers
	School support (School feeding, materials for reintegration, special girls education support	<ul style="list-style-type: none"> The students to be supported come from food insecure families, which makes it an obligation to local leaders to include them on the list of households to benefit from other FMO projects , especially ZAMUKA. Progressively every year, parents will be required to cover some percentages of the day-meal cost so that at the end they would be able to keep their children in schools

		<ul style="list-style-type: none"> • Every Academic year, FMO shall reduce this support and get it replaced by the parent's contributions until they can auto satisfy the kitchen needs by themselves in those five years • Students at the risk of drop-out, or have dropped due to lack of school materials or other issues related to poverty in their families that need to be returned to schools. Since most of these students are orphans, the Government is promoting foster families to receive them and make sure they are not dropping out again, FMO shall keep supporting this process
	Health insurance support	<ul style="list-style-type: none"> • Progressively reduce numbers of family members supported until the family is empowered to pay for the entire family members
	Provide dry food support for first three months of enrollment	<ul style="list-style-type: none"> • Most families rely on the agricultural harvest, this package will be given once at time to support food insecure families while they are waiting for the harvest

2. PSYCHO SOCIAL SUPPORT

Psychosocial support	Training on conflict resolution	<ul style="list-style-type: none"> • Families will be empowered on conflict resolution and be agents of peace within their community.
	Training on gender for adults	<ul style="list-style-type: none"> • Trained females and males will be given tools to monitor the gender practices at home and act as Gender promoters within their community.
	Training on financial literacy and entrepreneurship	<ul style="list-style-type: none"> • Trained family members will come up with business plans which will be funded through microcredit loans in their respective VSLAs (Village Saving and Loans Association) - Ibmina
	Training on proper parenting, nutrition and water and sanitation	<ul style="list-style-type: none"> • The empowered parents will use the skills at home and in their respective communities, will be given time to disseminate best practices during Community gatherings

3. WEALTH CREATING INTERVENTION

Wealth Creating Interventions

1. LIVESTOCK



Activities	Tasks	Sustainability
One milky cow & Small livestock (Goats or pigs)	Selection of beneficiaries	<ul style="list-style-type: none"> • Selection of eligible beneficiaries with capabilities to upkeep cows, enough grazing land or physically fit to look for forage. Signing commitment of taking good care of the cow and pass-over to the beneficiary the new calf within expected time • To make sure the selected beneficiaries are on the pending list of Girinka program and known by the sectors veterinary to follow up on cows health and pass-over
	training of beneficiaries	<ul style="list-style-type: none"> • Empower the beneficiaries with modern husbandry practice with the mindset to pass acquired knowledge to others
	cowshed construction	<ul style="list-style-type: none"> • Involve the beneficiaries in the construction of the cowsheds, highlighting the advantage of modern design using local materials so that they can repair the cowshed whenever necessary. The contractor is required to involve the beneficiaries to increase ownership and provide jobs to neighbors as well
	selection and supply of cows, farming tools and small livestock	<ul style="list-style-type: none"> • selection of local Livestock accustomed to local conditions. The beneficiary selects/chooses a cow himself before it is tested by the veterinarian to make sure the beneficiary is happy and motivated
	distribution of livestock	<ul style="list-style-type: none"> • Distribute the livestock and farming packages in public to ensure community awareness, sign contracts with farmers to ensure their commitment in taking care of the livestock, sensitize the beneficiaries the advantage of paying for insurance for their livestock
	cow insemination	<ul style="list-style-type: none"> • Ensure all provided cows are artificially inseminated, sensitize the beneficiaries on the advantage of artificial insemination over traditional practice
	pass-over	<ul style="list-style-type: none"> • Make beneficiaries representatives, girinka and ubudehe committees dynamic through timely reports

Activities	Tasks	Sustainability
Provision of agricultural materials, seeds, fertilizers, irrigation	Engage families in agricultural activities	<ul style="list-style-type: none"> • Agriculture is the common activities being implemented in Bugesera district, families will be linked to other local farmers to do agriculture at large scale to satisfy food in their families, materials will be distributed for the first agriculture season then once they get the harvest they will be helped to save the seeds for the next season (Seeds saving group-Ikimina)
Technical materials Support	Provision of materials	<ul style="list-style-type: none"> • Beneficiaries will sign sustainability agreement with FMO and local leaders, materials to be used will be locally available and affordable so that beneficiaries can replace anytime needed • Public handover event

3. TVET CENTER

Activities	Tasks	Sustainability
Construction & empowerment of TVET center	Construction of TVET Center	<ul style="list-style-type: none"> • The Premises to be built will be made of local available materials which can easily be replaced once damaged, parents around will be the one to hired for construction activities • The playground to be installed will be locally made and from local materials (Wood & metal tubes & sheets) easily fixable by locally available skills • FMO shall be limited on construction and empowerment then its management will be in hands of parents • Nearest students will be primary beneficiaries so that they will access the services then go back to their homes(day students) • Best Local trained students will be future facilitators, • While others will be empowered and given toolkits to enable them to create jobs and apply learned skills in their communities
	Equip TVET Centers and daily upkeep	



4. CAREER DEVELOPMENT CENTER

Activities	Tasks	Sustainability
SPECIALIZED PROFESSIONAL TRAINING & INTERNSHIP	Establishment of well equipped computer lab with internet access and Library in the center	Establishment of adequate rule and regulation of the areas, train users on infrastructures good use, and Regular maintenance of the property components
	special trainings consultancy	Present usefulness of Extra-curricular trainings to parents in meetings for their future co consideration, Hire competent firms to offer trainings
	Internship fees payment for trainees from vulnerable families	Include Vulnerable families in ZAMUKA program
MICROCREDIT (ACCESS TO CAPITAL) & TOOLKITS	Microcredit	<ul style="list-style-type: none"> The project is governed by FMO but the community fund managed by local community members, beneficiary are selected by them with consultations of local authorities, loans distributed by committees, fund managed by committees, beneficiaries are grouped and elect group representatives, the beneficiaries involved in savings to be paid back to them after complete loan recovery, loan regulations are similar to existing government initiatives like Ubudehe that means community are very familiar, beneficiaries are requested to present guarantee and collaterals before loan distribution, monthly payback mode give beneficiary experience to work with other financial institutions once FMO is no longer there Groups of business oriented people sharing the project with the same goal presenting official documents, be it RDB certificate for companies or RCA certificate for Cooperatives, the project shall be funded with materials(toolkits) and little start up capital , for groups with big projects FMO shall act as bank collateral for them then help them to keep on with banks Train active individuals who have received Microcredit
	Toolkits provision	<ul style="list-style-type: none"> Fund technical trainees who show competency in starting their own business after technical training Prioritize group of competent trainees Emphasis on running business module during 6 months technical training Provide toolkits on subsidies

<p>Scholarships</p>	<p>Selection and provision of university scholarships</p>	<ul style="list-style-type: none"> • The objective is to produce the highly needed skills in the district, mainly nurses, midwives etc, • The graduates will be motivated and encouraged to stick within the district to support the community wellbeing and be enrolled on government payroll
	<p>Selection and provision of scholarships in local TVET centers</p>	<ul style="list-style-type: none"> • Hold Regular Meetings with parents to let them know their part in the project as well as the benefits of technical trainings





Fondazione Marcegaglia Onlus | via Giovanni della
Casa, 12 - 20151 Milano, Italy
info@fondazionemarcegaglia.org | tel
+390230050001 | fax +39 . 02 300 5008 9

Fondazione Marcegaglia Onlus,
Rwanda Country-Office
Email: fondazionerwanda@gmail.com
Tel: +250788 41 74 54