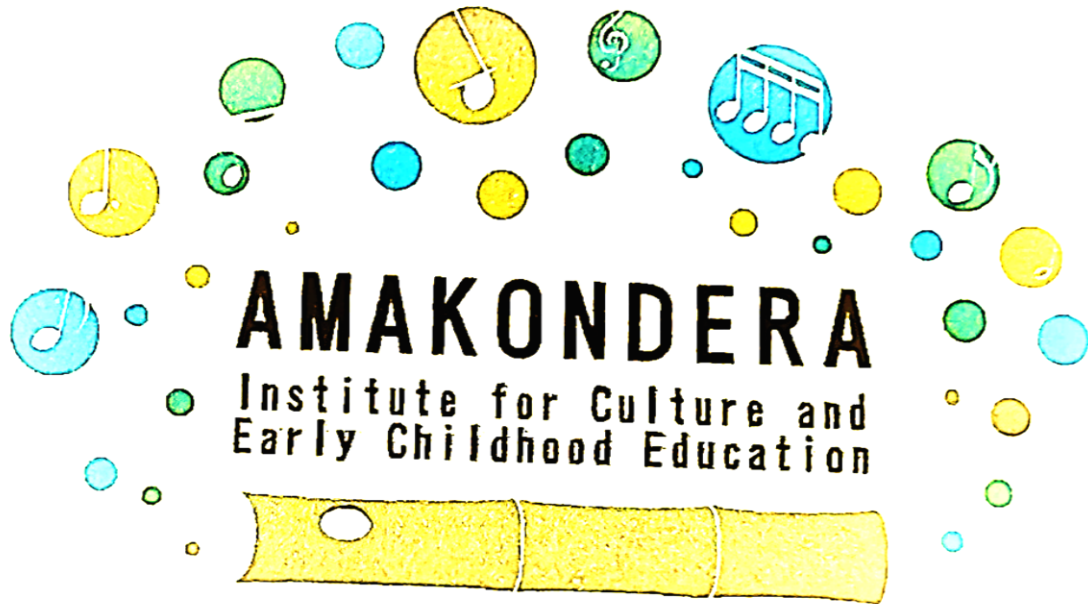


APPENDIX THREE



by Karl Weyrauch MD MPH

Health Development Initiative-Rwanda (HDI) and Pygmy Survival Alliance (PSA)

EXECUTIVE SUMMARY

The Amakondera Center for Culture and Early Childhood Education (ECD) will be a self-sustaining Center of Excellence for cultural revival, inspired early childhood development, and unprecedented community health for “historically marginalized people” descended from the official entertainers of the Royal Court of Rwanda; and it will invigorate performing arts traditions in Rwanda to delight and inspire the next generation.

WHY RWANDA? WHY NOW?

Rwanda, the most densely populated country in Africa, has a rich and proud heritage of music, dance and spoken word that originated centuries before recorded history. By some estimates, one quarter of Rwanda’s historical songs were traditionally performed by a tiny minority of the population. Yet, today, that reservoir of singers and musicians is almost forgotten, and faces imminent extinction, thus putting at risk the survival of hundreds of years of human creativity. This repertoire was an exciting and significant part of pre-colonial culture. It comforted the Royal Court, inspired great leaders, and entertained the people. Now, these irreplaceable treasures may be lost forever, as well as the performers who brought them to life.

Yet, there is hope of a cultural rebirth: a small window of opportunity to boldly preserve this irreplaceable archive now exists. After fifteen years of intense effort in Ndera Sector by key members of Rwandan society, including the Government of Rwanda, non-government agents, grassroots volunteers, and international contributors, this compelling opportunity is now available because a previously failing community has achieved maturity and competence to write a new chapter in their story of success and benefit a much larger network of society.

WHY CYARUZINGE?

The community of Cyaruzinge Village, Ndera Sector, Gasabo District Rwanda is primarily comprised of historically marginalized persons who are the ancestors of the Royal Court performers of Kigeli V Ndahindurwa, the last Rwandan *Mwami* (king from 1959-1962). In 2023, they have become a newfound model of artistic creativity and business acumen. Heirs to history, they are poised to spearhead an exciting future through the Amakondera Center for Culture and Early Childhood Education, named after the Amakondera Flute, a favorite instrument of both ancient and modern Rwandans.

Fifteen years of community development has carried these innovators from starving hunter-gatherers to vibrant performers and savvy business owners in modern Rwanda. A deliberately slow and inclusive strategy of community engagement has restored their health, culture, and society by targeting food security, water and sanitation, medical care, education, and jobs through a carefully implemented strategy known as the Community of Potters Health and Development plan, "COPHAD". This effort led by the people themselves, with the guidance and support of HDI and PSA, has facilitated new opportunities to thrive for young and old alike.

The community has achieved special recognition and commendation by the Government of Rwanda's Ministry of Internal Governance, the Mayor's Office of Gasabo District, and the Executive leaders of Ndera Sector. Their Irereo School, business and arts cooperatives, together with their heritage and tradition of music and dance will enable them to fulfill this vision. In doing so, they will also contribute greatly to larger society and, by example, teach other historically marginalized communities how to foster an exciting cultural revival.

WHY ECD and CULTURAL RENEWAL?

While their ECD program was developing, the people of Cyaruzinge were busy restoring their unique heritage and tradition of the performing arts. They created a performance cooperative, *Kwizwera*, and a Flute Players Ensemble, the Amakondera Players; recorded a Compact Disc (CD); and gained a reputation locally for their performances at parties, weddings and even the US Embassy in Kigali! They gained local prominence for playing traditional *Amakondera* and for their enthusiastic singing and dancing. As part of the village's ECD curriculum, children learn and quickly make these traditional arts their own.

The people of Cyaruzinge community are enthusiastic about their successful Irerero ECD School, their performance skills and a new venue that can build on and extend this success. They are passionately committed to this dream because it affirms, once and all, the possibility of a hopeful future. By combining cultural arts focus with an ECD center, youth will be inspired to embrace, respect, and foster their unique cultural heritage and tradition for generations.

WHAT WILL BE DONE? WHAT FUNDING IS NEEDED?

A new campus of 5422 square meters (1.4 acres) to contain a performance venue, classrooms, kitchen, sanitary facilities, and gardens will create a home for the Amakondera Center for Culture and Early Childhood Education. In Phase 1, a performance stage, parking, sanitary facilities, and gardens will transform the building site into a wonderful venue for cultural performances of all kinds. This entertainment and recreational resource will immediately become a valued local attraction and business generator for the rapidly expanding eastern Gasabo District. In Phase 2, indoor spaces for meetings, teaching, and rehearsal as well as a

kitchen, dining space and displays of traditional arts and crafts will expand the use of the Center for early childhood development and cultural enrichment.

A total of \$450,000 is being sought through this proposal: \$250,000 for construction plus \$200,000 to endow ongoing maintenance and operations. In addition to the \$125,000 that has already been pledged and raised, the overall minimum value of this local resource is estimated at \$575,000.

PROPOSED TIMELINE + FUNDING PLAN

Design Architect: Tonkara Scheme, Yokohama Japan, Yuya Fukada. Local Architect: SAS Studio, Kigali Rwanda, Alice Tasca: prior ECD projects: @cost range \$30 - \$400/sq. m.

Timeline Item	Explanation	Cost	Status
Land Purchase, 5422 sq. m.	Began 2019, Title acquired 2023	\$48,000	Done
Topographic Survey	Needed for Planning	\$2,000	Done
Basic Design Development (6 mo.)	First stage planning by Yuya and team	\$15,000 <i>In-Kind</i>	Done
Detailed Design (7 months)	Coordinate between Yuya and Alice	Included in construction cost	Not Done
Contracting	Alice and HDI team	Included in construction cost	Not Done
Construction Interior (4 months)	Supervision- ASA	521 sq. m. @\$300/sq. m. = <u>\$155,000, approximately</u>	Not Done
Construction Exterior (7 months)	Supervision – ASA + \$20K landscaping/Ag.	521 sq. m. @\$150/sq. m. = <u>\$78,150 + \$20K = \$100,000 app.</u>	Not Done
Supply & Installation (1 month)	Supervision - ASA and HDI	\$10,000	Not Done

DOLLAR SUMMARY

Item	Construction	Endowment	Source	Status
Work to date	\$ 65, 000	0	Public Donations + <i>In-Kind</i>	PSA Funded
Exterior	\$ 100,000	\$100,000	Public + Grants	TBD
Interior	\$ 150,000	\$100,000	Public + Grants	TBD
Supply & install	\$ 10, 000	0	Public Donations	PSA Pledged
Total Needed	<u>\$250,000</u>	<u>\$200,000</u>	<u>\$450,000 per funding plan*</u>	

*FUNDING PLAN

Proposed Funder	Construction	Endowment	Source	Status
PSA Charitable Donations	\$50, 000	0	PSA Donors	PSA Pledged
Weill Cornell Alumni, NY, NY	\$50, 000	\$50,000	USA Grant	possible
Mona Fdn., Seattle	\$25, 000	\$25,000	USA Grant	possible
Norcliffe Fdn., Seattle	\$50, 000	\$50,000	USA Grant	possible
Imbutu Fdn., Kigali	\$25, 000	\$25,000	Rwanda Grant	possible
Kigali Bank Fdn., Kigali	\$25, 000	\$25,000	Rwanda Grant	possible
Azimuth Fdn., Bismarck ND	\$25, 000	\$25,000	USA Grant	possible
Total to be raised	<u>\$250,000</u>	<u>\$200,000</u>	<u>Total \$450,000 (78%)</u>	
Total raised + pledged PSA	<u>\$125,000</u>	<u>0</u>	<u>Total \$125,000 (22%)</u>	
Grand Total	<u>\$375,000</u>	<u>\$200,000</u>	<u>\$575,000 (100%)</u>	

PROPOSED BUILDING SITE AND LAYOUT PLAN

Figures 2 through 6 present the basic steps of the design and construction of the Amakondera Institute which have been accomplished to date, thanks to the generous contributions of architect Mr. Yuya Fukada of [Tonkara Scheme](#), Yokohama, Japan. Yuya has worked on Japanese government projects in eleven countries in Africa. His design concept is, “Life, we make it better together.”

Yuya completed an internship with UNICEF in Rwanda in 2013 and was part of the team that designed an early childhood development (ECD) center in Kayonza District, Eastern Province, Rwanda. That center was built over 10 years ago and is now considered the premier ECD resource in its area. It was funded by the Imbutu Foundation, a Kigali-based charitable organization.

In June 2022 (after the COVID pandemic eased) together with two members of the PSA team, Yuya visited the building site and the neighbors and reviewed the location from a technical point of view. He observed the details of the sun and wind to incorporate that understanding into the design.

Then, he presented his three-dimensional model at a meeting of the villagers and leaders of Cyaruzinge Village. Those in attendance demonstrated unanimous support for the concept of the Amakondera Institute. They were especially excited about the idea that this project supports their dream of a viable future for themselves and their families. The prospect of a formal stage, or amphitheater structure which could anchor their performances was met with general cheering and applause by all in attendance, strongly encouraging us to proceed.

For further review of how local stakeholders can support the design and construction, a stakeholder analysis is included in this proposal. Since Yuya does not do structural review work, we have reached out to Alice Tasca, Principal of [Active Social Architecture](#) in Kigali. We have a preliminary understanding with her that their firm can assume the role of local managing architect. ASA's work concentrates on "elements that improve people's livelihoods, strengthen and empower communities and their sense of identity." They have completed 23 ECD projects and understand the concept of involving the community from the ground up, as well as maintaining the structure after it is built. ASA has also started a nonprofit wing that might be able to support this project. As we define how our collaboration will move forward, our next step is to develop a list of services that define ASA's scope of work and Yuya's. We plan to meet again with Alice and ASA in September 2023.



FIG. 2 Amakondera Institute 3-D Model by Yuya Fukada

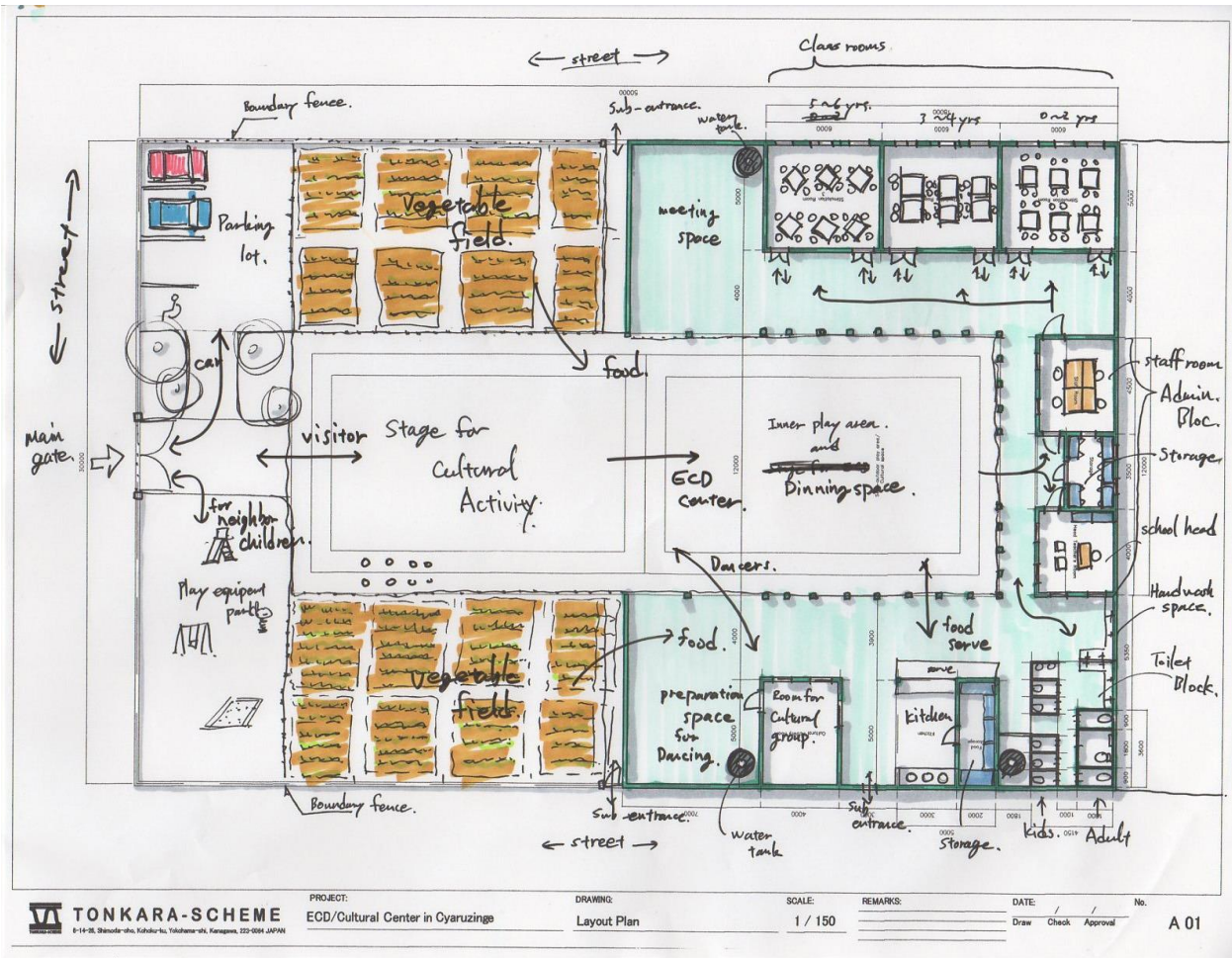


FIG. 3 Amakondera Institute Layout Plan by Yuya Fukada



FIG. 4 Amakondera Institute Site

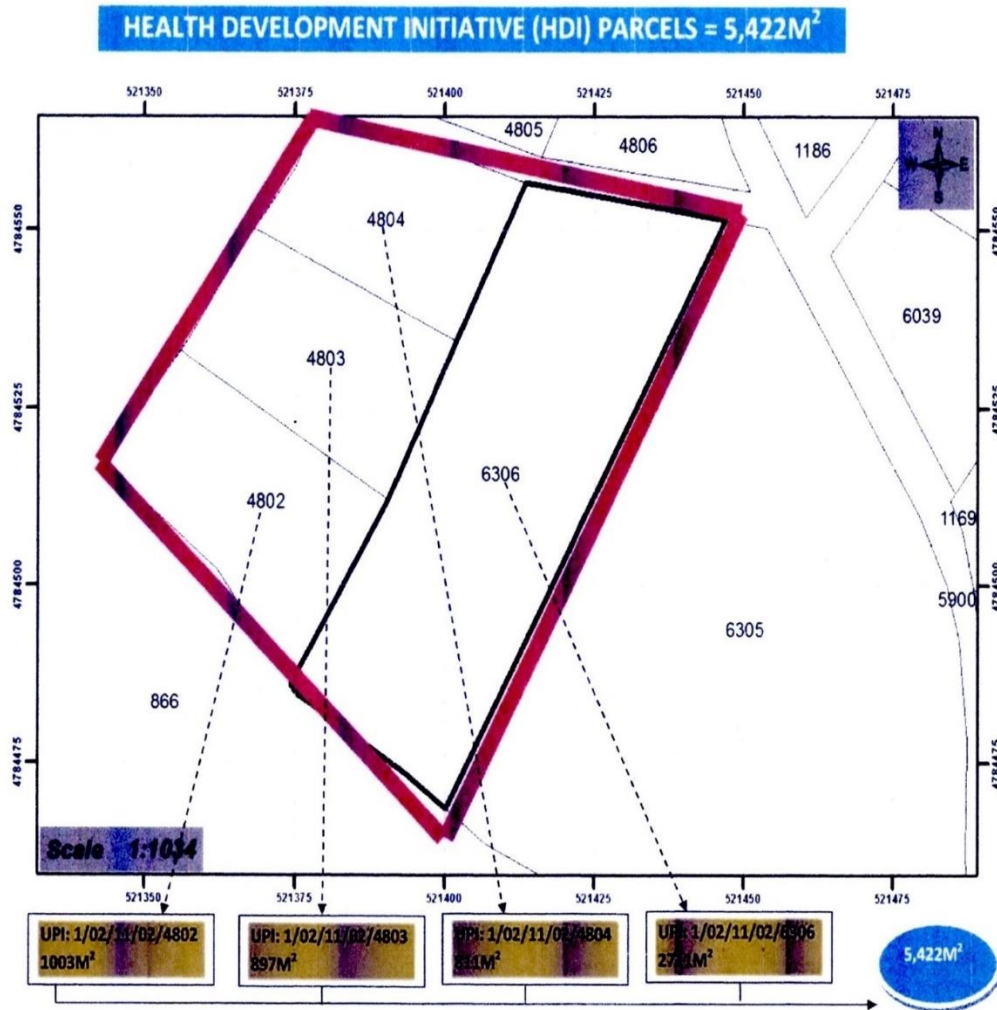


FIG. 4 Amakondera Institute Site Parcels

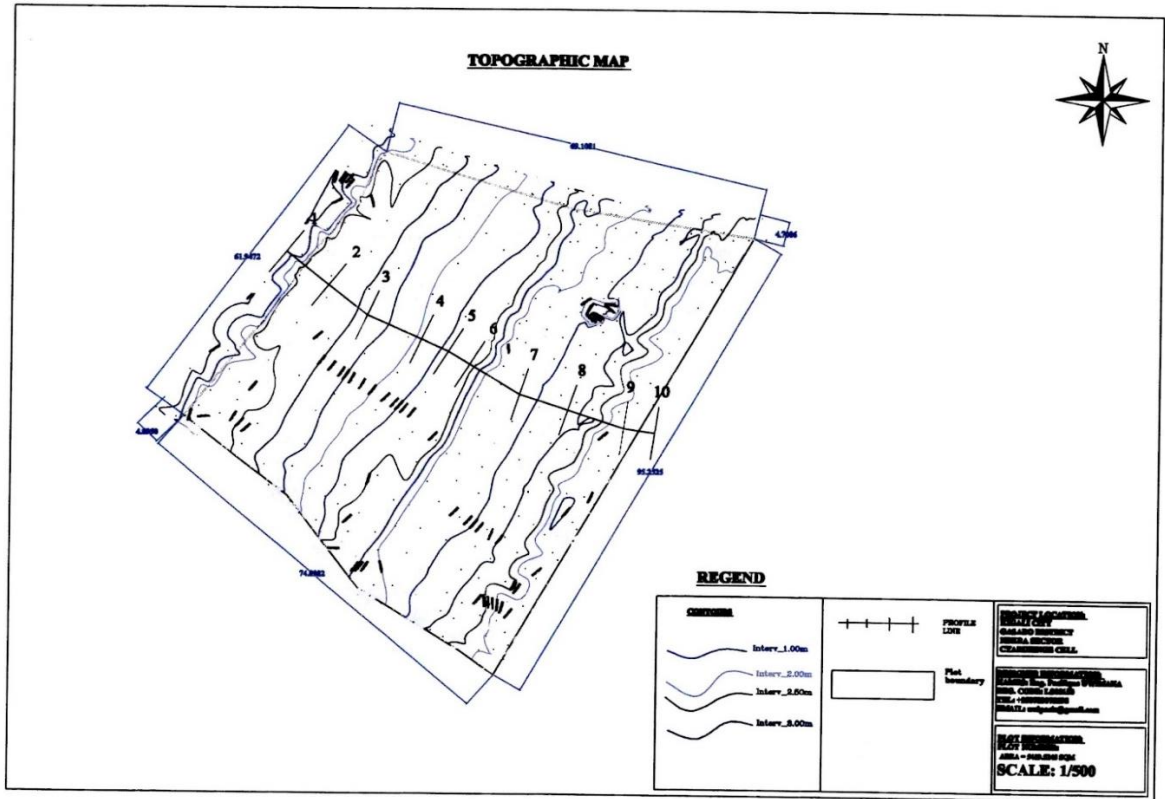


FIG. 5 Amakondera Institute Site Topographic Map

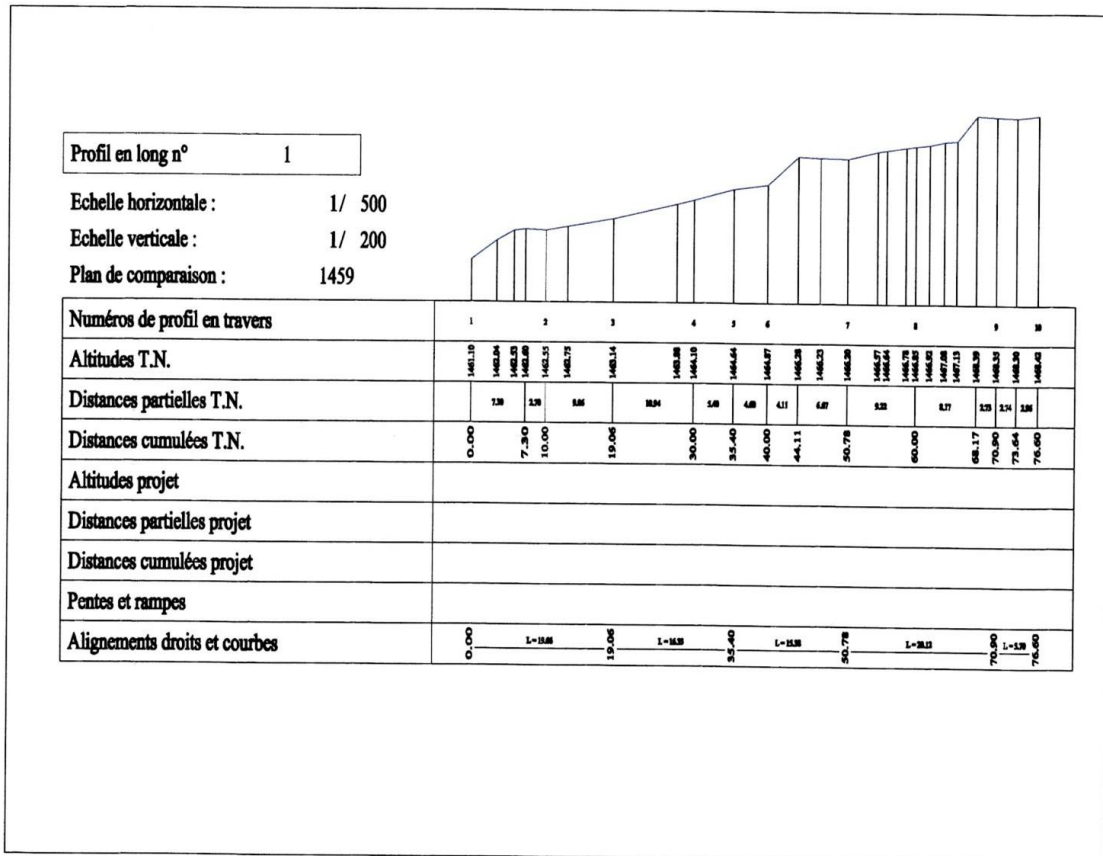


FIG. 6 Amakondera Institute Site Topographic Long Profile

PROPOSED COLLABORATION OF CYARUZINGE VILLAGERS

This table provides current possibilities under discussion for how the prominent civil organizations in Cyaruzinge Village will be involved.

GROUP	CURRENT ACTIVITIES	INSTITUTE-RELATED ACTIVITIES
FARMERS	Raises crops including beans, maize, sweet potatoes, cassava. Raises livestock including goats, guinea pigs, hogs, cows, rabbits.	Possible high yield crops like tomatoes or garlic. Possible chicken operation for eggs, manure, and meat.
KWIZERA & AMAKONDERA PLAYERS Performing Arts Troupe	Performances including singing, dancing, Amakondera flutes, drums, and traditional instruments	Conduct amphitheater operations. Make costumes and instruments. Offer music, and dance instruction. Give performances.
AGASEKE Basket-making cooperative	Makes and sells baskets and brochette sticks.	Possible guest services, tourist hospitality. Possible management of site use as wedding venue.
WATER COOPERATIVE	Runs piped-water operation. Started water storage tank operations. Supports toilet and local construction.	Extend water pipe to the building site, install night lights, adobe and “Makiga” compressed-earth brick work including toilet stalls and walls.
IRERERO Early Childhood Development Center	Operates ECD curriculum, nutrition program, library, <i>Iterero</i> program, parent training, vocational training.	Enhance curriculum, manage educational activities, set up possible museum or culture park.
AMAKONDERA INSTITUTE	Arts curriculum, Performing Arts Festivals, Extend performances for wedding parties	Archive repertoire of Rwandan music. Produce screenings, lectures, theatrical shows.

IMPLEMENTING ORGANIZATIONS

IRERERO NURSERY SCHOOL

Irerero started in 2015 when village women asked HDI and PSA to start a children's pre-school. *Irerero* nursery school educates kids from vulnerable families and the historically marginalized community in Rwanda. Although a [National Early Childhood Development Policy](#) and its Strategic Plan are in place, the effects of these policies are not yet felt, especially for the most marginalised children. Prior to *Irerero* Nursery School, historically marginalised children, and other poorest children in *Cyaruzinge* village were not enrolling or attending school and were living a harsh life in the streets. Some passed the whole day begging for coins and food, and some were involved in illegal activities which most of the time got them into trouble with local authorities. The few that enrolled in schools mostly dropped out due to the age difference compared to their classmates, or just because the schools were too far to reach every day. Others were expelled due to not affording school fees.

Irerero stands to reduce this gap in service delivery because of its intimate relationship with the surrounding community and the support it has received especially from the women leaders of the community. It now serves the villages of *Cyaruzinge* and *Masoro* in *Ndera* Sector, *Gasabo* District. Armed with their *Irerero* experience, the children have a head start and easily transition to elementary school.

Beginning in a mud brick, one-room dirt-floor hut with 150 children, the lack of initial resources such as classrooms, books, and feeding services, undercut capacity to sustain such a large enrolment, and by 2019, there were 46 children. Yet, through careful planning, staff

development growth was restored, and two new buildings were built. Parents in the surrounding community, seeing the quality of work at Irerero, enrolled their children in the school. The historically marginalized people known as “Batwa”, once an isolated group, now through their children, interact daily with their neighbors.

This success has created a huge demand in the surrounding area for early childhood development (ECD) services. Moreover, it has spawned specific, effective interventions initiated by Irerero’s Administration to address urgent, local needs and other aspects of capacity-building for the community, including orchestrating vocational training for teens in tailoring, brickmaking, welding, and hairstyling; literacy training for adults; community health and development training to promote sexual health and reproductive education for young adults; and sports and entertainment (*Itorere*) to build teamwork and physical health.

In 2022, a porridge kitchen was added to serve nourishing porridge to the students each school day. The addition of teachers’ aides and kitchen personnel brought the staffing level up to 12 persons. By 2023, there were 156 students: 58 in the top class, 48 in the middle class, and 50 in the baby class.

ABAHUZA, AGASEKE, and KWIZERA COOPERATIVES, CYARUZINGE VILLAGE

Abahuza was begun by business leaders of Cyaruzinge in about 2010 to support their own development. It now operates a water utility initiative, a hair salon, several rental units, a retail shop, and a night market.

Agaseke was begun in about 2012 as a basket-making cooperative for women, supported by the *Imbutu* Foundation. At various times, it has supported other activities such as a tomato greenhouse, goat husbandry, the construction of kitchen gardens, and a business for making “*brochette*” or kebob skewers, which has grown to be very successful. It has also created an environment for mutual support for women and a savings association that relies on social support to encourage thrift for the creation of investment capital for its members.

Kwizera began in about 2008 and included drummers, singers, dancers and *Amakondera* musicians from the village of *Bwiza*. In 2011, they recorded their first compact disk, “Songs of Bwiza” shortly after performing at the US Embassy in Kigali. They have performed at many weddings, parties and local events and continually rehearse to refine their performances.

HEALTH DEVELOPMENT INITIATIVE RWANDA

Founded in 2005, [HDI](#) is an independent, non-profit organization based in Kigali and registered with the Rwandan government. HDI strives to improve both the quality and accessibility of healthcare for all Rwandans. HDI’s vision is, “A society in which everyone can enjoy the highest attainable standard of health and well-being, regardless of social, cultural, economic, or any other status.” HDI’s mission is: To empower individuals, communities, and institutions to improve community health and development in Rwanda. Using a rights-based approach, HDI builds sustainable alliances to advocate for and support, inclusive, health-friendly policies, and services for everyone regardless of social, cultural, economic or any other status.

Since 2008, as partners under a Memorandum of Understanding, HDI and PSA have operated the Community of Potters Health and Development (COPHAD) Project "formerly marginalized", indigenous hunter-gatherers, historically known as the "Batwa Pygmies" in the village which later became Cyaruzinge. This group of people—despite the progress the country has made since the year 2000—still represent the most vulnerable element of the Rwandan society. For instance, they started living in a normal shelter with tin roof only since 2011, and before that they lived in makeshift shelters of sticks and grass; their level of literacy is lowest compared to all other Rwandans; they are landless, yet most Rwandans depend chiefly on subsistence farming for their daily survival; and, access to any form of employment was beyond the reach of almost all of them in their unsupported environment. Since 2011, their way of life and livelihood has vastly improved. Yet other communities like them in Rwanda who have not had similar support are still functioning largely unchanged from former days.

[PYGMY SURVIVAL ALLIANCE](#)

[PSA](#), a Seattle, USA- based, public charity (EIN- 27-0438932) has supported the struggle of hundreds of historically described "*abahedjwe injuma n'amateka*" (people left behind by history) or "Batwa" families Since 2009. Working through partnerships with local leaders to find solutions at minimal cost for maximal impact, PSA applies all donations to project work, since all operations costs are covered by private sources. After about 85 projects, the indigenous person villages where the COPHAD strategy has been implemented--including Bwiza, Masoro, and Cyaruzinge, Rwanda, and North Idjwi island, Congo--have made great

progress. PSA has received the GuideStar Platinum Seal of Transparency and is a Global Giving “Top Ranked” and “Effective” organization.

Note on the word, “Pygmy”. “Pygmies” were known to ancient Egyptians and “Pygmy” originated in the ancient Greek “Iliad” by Homer. We do NOT use that word to disparage Africans, but because it’s the only single word in English for the “historically marginalized former hunter-gather forest dwelling people traditionally known as the Batwa”, and others like them.

MANAGEMENT PLAN AND TEAM QUALIFICATIONS

This project will be headquartered at HDI-R headquarters in Kigali, Rwanda. It will be managed by team members from PSA and HDI with oversight from the head of each. Zoom meetings are currently held weekly when team members from across the USA, Europe, Africa, and Asia collaborate based on the currently running projects in Cyaruzinge and environs. We communicate in real-time via “WhatsApp” and share photos and videos of weekly progress. In addition to the individuals with primary responsibility listed below, we have an advisory board with whom we communicate weekly comprised of persons with both in-country experience in Rwanda and internationally; and, with a diversity of backgrounds, including Accounting, Business Administration, Construction, Information Technology, US Foreign Service, Medicine, Non-Profit Management, Project Management, Surveying, Publishing, Public Health, and Pharmaceuticals.

Claude Bizimana, Project Field Manager, COPHAD

Claude will be PSA's primary link to this project. He has been working with the people of Cyaruzinge for about twelve years. He has formed a strong relationship with them and their culture and way of life and serves in many roles as advisor, arbitrator, coach, construction consultant, resource coordinator, educator and primary advocate with local government officials including Executives of the Ndera Sector and Gasabo District. He is on the Board of Directors of the Irerero Nursery School in Cyaruzinge which provides tuition-free instruction for children from Batwa families. His ability to connect with the community is built on years of a trusting relationship that is irreplaceable and foundational for his effectiveness in the field and the success of this work.

Aflodis Kagaba MD MPH, Executive Director of HRI-Rwanda,

Dr. Kagaba will provide executive-level oversight in Kigali. Dr. Kagaba is a human rights advocate with eighteen years of experience working in the non-profit sector. Dr. Kagaba has extensive knowledge of Public Health, health policy and advocacy, Project Management, HIV/AIDS, SRHR and Human rights. He serves as the Executive Director of HDI, an organization he co-founded in 2005 to promote access to health and inclusive development for marginalized and vulnerable communities. At HDI, Dr. Kagaba has had the privilege of championing the advancement of sexual and reproductive health rights in Rwanda, contributed to the elaboration of several national and regional health policies, and successfully led several advocacy efforts to advance health and human rights for PLWHA, Women, young people, and key populations. Dr. Kagaba is currently the Chairperson of the East Africa Health Platform; a regional organization bringing together diverse stakeholders to facilitate the growth and

effective contribution of non-state-actors in health towards regional health integration for the benefit of the East African population. He holds an MD from the School of Medicine, National University of Rwanda and a Master of Science in International Health Policy and Management from Brandeis University, USA

Karl Weyrauch MD MPH, Founder and President of Pygmy Survival Alliance in Seattle, USA
Dr. Weyrauch will provide executive oversight of this project in the USA. Karl practiced the full range of Family Medicine for 35 years. Since 2009, he has worked in partnership with the HDI on the community of Potters Health and Development Project situated within the Batwa community of Rwanda. He has broad experience in the protection of human subject volunteers in medical research and culturally competent informed consent for vulnerable populations. Dr Weyrauch received his BA with Distinction in Sociology and Anthropology from Swarthmore College, MD from Cornell University Medical College, and MPH from the University of Washington. He speaks Swedish, Spanish, and French has over 50 publications in diverse fields. For this work with HDI he received the 2022 Special Achievement Award from the Weill Cornell Medical College Alumni Association, “for his extraordinary contributions to clinical medicine and global public health”.

Edward Rwagasore, Consultant Public Health Professional and Rwanda Advisor
With excellent Community Development skills, Edward will serve as technical consultant for this project. Edward has a deep knowledge of the Batwa community having served as Field Director at COPHAD with HDI during the early years of community engagement there. He brings to the team a strong passion for entrepreneurship and organizational development. His experience includes leading a nascent social enterprise franchiser to a Global award recognition. He is a

natural leader: a go-to person who can lead, mentor, and inspire teams to success. His knowledge of Kinyarwanda and English immensely facilitate the management team's cultural competency for project planning and oversight.

STAKEHOLDER ANALYSIS

Helping children reach their full development potential is a task which necessitates collaboration and cooperation among myriad actors because it is a journey which should start when a mother is pregnant. Therefore, to increase chances of having a meaningful impact to the children of Cyaruzinge, this project has studied extensively key actors who, although their interest and influence on this ECD and culture center project might differ, they can be of help if interested to join and/ or if considered during the entire time of project conception, implementation, monitoring, and evaluation. The list can grow longer, and we will strive to connect with many more actors as the project moves on.

STAKEHOLDER	INTEREST AND OR IMPACT	ROLE IN ECD	REMARKS
People of Cyaruzinge	The people have shown high interest in the project, and the success of the project depends on their influence to upholding and creating stimulating environment for their children.	Beneficiaries of the project	Engage them and seek their inputs on the project at every stage of project conception, implementation and sustaining it.
The Ndera Sector authorities	This project is in line with what the Sector desires to achieve. Their	Policy stipulates that the district has an ECD technical teams.	The mayor, the sector executive, the District and Sector education officers and those in charge of

STAKEHOLDER	INTEREST AND OR IMPACT	ROLE IN ECD	REMARKS
	interest is high, and their influence could be high.		social affairs ought to be informed of what is happening with the project and seek their collaboration/help where they can.
National Early Childhood Development Program (NECDP)		Coordinator of ECD programs countrywide.	We will need to communicate to them and see if where they could be of help.
Ministry of Gender and Family Promotion (MIGEPROF)		Member of national coordination committee for ECD implementation in Rwanda.	Assess how they could be part of the project and how they can help.
UNICEF		Key actor	Exploring possibility of collaboration, resources they might have for i) management of community based ECD ii) training materials for caregivers iii) funding.
Tonkara Scheme	Interested with the project	Mr Yuya's motto "Life, We Make it Better Together" explains it all.	He has been crucial on the very many aspects on this project already, and prospects of further cooperation with him and other Japanese community will add great value.
SAS Design Studio	They have showed interest in this project	Their architectural approach includes the inclusive design in construction methodologies.	We have approached them about the project and agreed that we can work together. They have agreed in principle to be local managing architect for this construction project, and to involve the community.
Ministry of Education/Rwanda Education Board		Policy directions on all educational facilities in Rwanda	REB has books to be used in pre-schools and in ECD

STAKEHOLDER	INTEREST AND OR IMPACT	ROLE IN ECD	REMARKS
			centres. They might have a curriculum as well.
KIGALI CITY		Not specific	Comply to the city's requirements for construction. A local contractor should be privy of this information.
Ministry of local government		Has visited Cyaruzinge Village	Has affiliated agencies for social protection who might be worth to contact and know if they could be of help.
Public Primary School in village		They have no role in ECD	But would be useful for the management of our ECD center interacting with the school in area, to know what beginners (our graduates) could encounter when they start their primary education.
Imbuto Foundation	They have great interest in ECD programmes	They have started and launched ECD centres in over 16 districts.	Worth to explore how to work with them. HDI has worked with them on Sexual and reproductive health. This could be a good entry point.
Ndera Health Centre	Health focused maternal and child survival they offer cut across many aspects of early childhood development.	Key. Caring for pregnant mothers, newly born children	We need to know services provided to pregnant women and see if these services reach the women of the village e.g., immunisations, supplements etc
Community Health Worker in locality	No interest and unaware of the influence they can have on the outcomes	Bring services to the community	Know if they exist and how they work in Cyaruzinge.

MANAGEMENT AND LEADERSHIP

To continue its strategy of involving the Cyaruzinge and neighboring communities, HDI and PSA leadership have set up and agreed to a management structure (Fig. 1 below) that will enhance collaboration and learning from the community, and which can swiftly respond to presented community needs.

To that effect, there is an in-village mobiliser whose task will be ensuring that ongoing projects are indeed doing the expected and are meeting their expected milestones. This person has been employed since 2021 and will continue with this task description. The result of having in-village personnel is yielding good results as communication between the community and its partners (HDI and PSA) has greatly improved. The Amakondera Institute and Cultural Center will build on this arrangement and make enhancements for better results.

In addition to that, there is a parents' accountability committee composed of four individuals from the village whose task is to monitor and assess the implementation of the services which this project intends to initiate in their community.

Furthermore, there will be an ECD center leadership composed of the teachers who will oversee the daily running of the ECD: Guiding children and ensuring that they have a healthy, safe, and stimulating environment to enhance their learning. These teachers will also be responsible to keeping records and monitoring progress of children cared at the center; a task which will require them to regularly liaising with parents to ensure feedback are regularly provided to parents and if any obstacle that would impede children mental growth is noted, be

solved as soon as it is identified. Other tasks of caregivers/teachers will also be coordinating efforts with the districts and sector education officers, to monitor and comply with any changes in policy and direction of child-caring in Rwanda. The selection and eventual recruitment of these childcare teachers will however be done when the construction is nearly finished.

To streamline the operations of the ECD center and other COPHAD projects (currently being implemented), there is a field manager, who will always be working with the parents' accountability committee, the in-village mobiliser, and the management of the ECD center. The field manager will be gathering insights and monitoring the project(s) progress on weekly basis so that issues can be discussed within the tactical meetings held weekly at present.

Working with the field manager will be associated of community outreach (pending the approval and official introduction) by HDI executive director. The two will be following up different activities daily and will be supported by a development partner whose tasks is to provide guidance on operations, strategies and translating field outputs into fundraising stories.

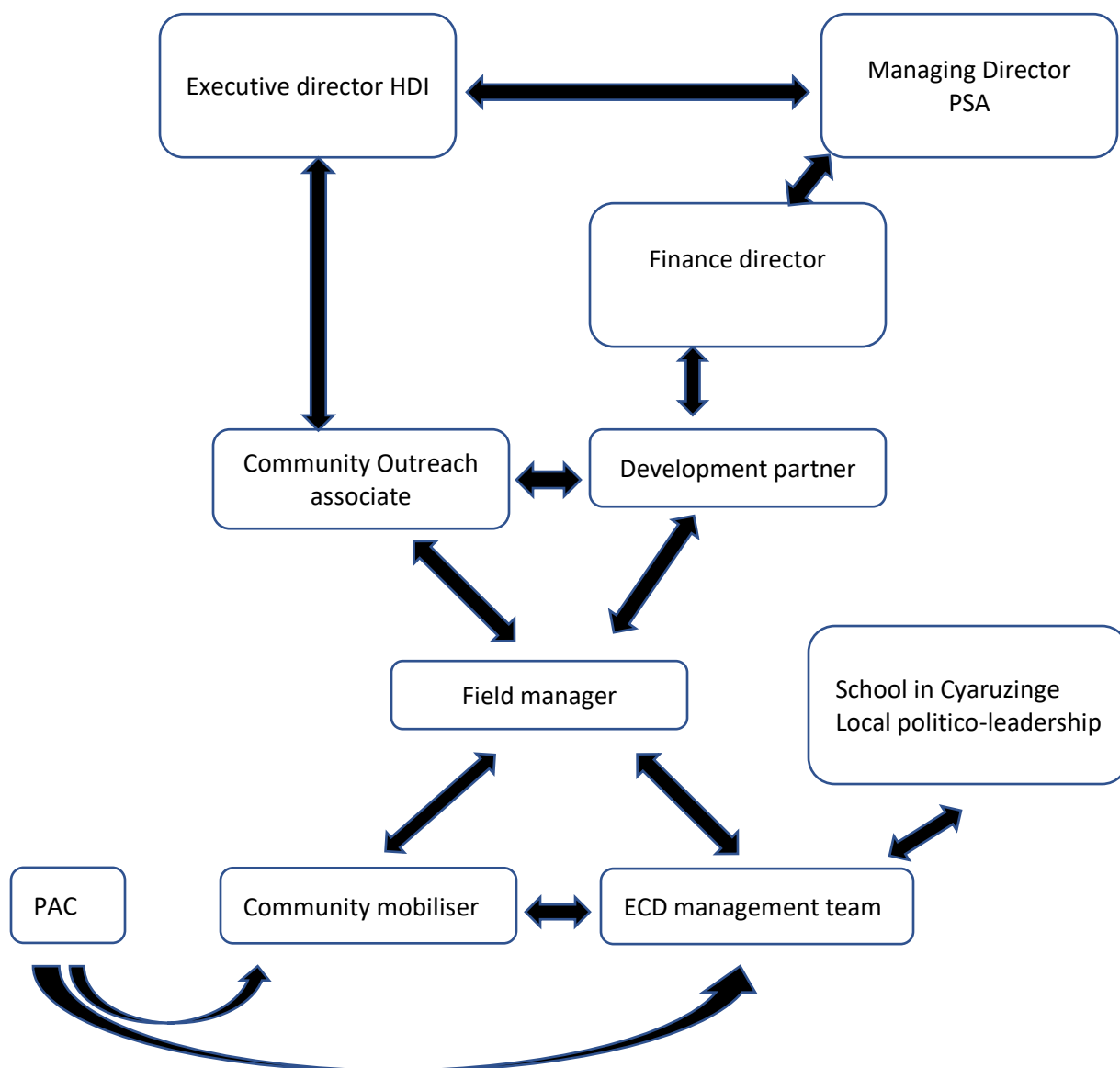


FIG. 7 Management and Leadership Structure

Note: While the presented schemata of the project leadership in a hierarchical sort of arrangement, we are an open organization where communication and information can freely be shared.

MANAGING INTERVENTION RISKS

Risks which could hinder the progress of this project have been identified as well, and a 4x5 matrix has been applied to visualize our risk levels. While this scoring is subjective to individual interpretation, it still gives a picture of what to consider.

As can be seen, risks in green are the one we accept that they are not of any harm to projects progress. Then those represented in yellow present a medium level of risk and must be monitored and followed up closely. We also have high risks (two) which must be mitigated, and these should generally come at the top of the priority. These priority risks can be seen on the table below with scores of 12 and 15.

Risk appetite

Probability	4-Almost certain	xx		xxx		
	3- Probable				x	
	2- Possible		x	xx		
	1- Unlikely			xx		
		1- Negligible	2- Minor	3- moderate	4-major	5-severe

Potential impact

RISK AND POSSIBLE ASSUMPTIONS

Identification	Assessment			Control	Follow-up
	Risk+ potential impact	Probability	Potential impact	Total risk levels	
Financial					
Failure to secure adequate funding for construction	3	4	12	Design a robust fundraising plan. Break the project into phases and prioritise on few interventions	
Failure to secure running costs, furniture, toys, and teaching aids	2	5	10	Running costs ought to be known before constructions begin and plans/guarantees in place	Start running a separate fundraising plan for operations and identify teaching aids which the community can make themselves.
Contractor fail to complete the project due to int. financial problems	2	2	4	Due diligence of hired contractor, one with a good track record	Low risk, but worth to keep in mind.
Operational					
Project objectives differ from beneficiaries' goals	3	4	12	Involve beneficiaries at every stage of implementation	This needs multiple meetings with the community.
Differing team supporter's expectations	2	3	6	Let the team agree on why, how, and what the ECD project will do.	All team members should read and critique this strategy, to add all inputs from others.
Failure to hire competent ECD staffs	2	5	10	Quality of services provided will be crucial.	

Identification	Assessment			Control	Follow-up
	Risk+ potential impact	Probability	Potential impact	Total risk levels	
Beneficiaries relocate/moved to another place	3	3	9	Start process of owning the land where their houses are constructed	
Delay in reporting	2	2	4		
Site security					
Strategic					
Weak management of the ECD and overall project running	3	5	15	Delineate all management and leadership for the project and adhere to what is agreed upon.	
Compliance					
Delay in acquiring land title	0	3	0	Land title has been obtained	
Delay in getting land title	0	3	0	Land title has been obtained	

HDI/PSA

Umujyi wategali
 Akareke ka gasabo
 Umuronge w'ubwoba
 Akagarika cyaruzingwe
 umudugudu w'akarubwa

Impamba: Gusaba kubatirwa inzu ndanga mu co
 twese aturage bahejwe imyuma namana matete
 batuyemutse igarika cyaruzingwe umudugudu w'akarubwa
 bibi twajejwe no kwanditira HDI/PSA tubasaba
 komuwa du fashamutse kubatira inzu ndanga mu co
 wacu. Ndetse tutazanigisha abandi nabana
 bacu tugirango umu wacu udatira
 kanditubakireho no tubashimira imikoranye
 yanyumatuwe tugirana no tutwitamudasiba
 tutugaragariza murakoze
 Amazirayaba anyamuryango

- 1 Nzariturande Jamali
- 2 Uwimbazi Claudine
- 3 Komayombi Jean Pierre
- 4 Ntawihelwa Myariturwariyas
- 5 Ngarambe Varenzi
- 6 Myirama za providanse
- 7 mukantwisi Françoise
- 8 mukagatwayo Laurance
- 9 mukantwaha Damatire

FIG. 8 Letter of Support from Cyaruzingwe Village Leadership

HDI/PSA

Kigali City
Gasabo District
Ndera Sector
Cyaruzinge Cell
Karubibi Village

Reason: Request for a cultural heritage house

We inhabitants of Cyaruzinge cell in Karubibi village who were marginalized by history are happy to write to HDI/PSA to request help for the construction of a heritage house in honor of our culture, and to teach others and our children, so that our culture is not forgotten. We also take this opportunity to express our gratitude for your cooperation with us and the support you never cease to show us, thank you.

Names of the members

1. Nzariturande Jamali
2. Uwimbazi Claudine
3. Kamayombi Jeanpierre
4. Ntawiheba Nyarikwalias
5. Ngarambe Varensi
6. Nyiraneza Providanse
7. Mukankunsi Frorance
8. Mukagakwayo Laurence
9. Mukankubana Danatire

**FIG. 9 Letter of Support from Cyaruzinge Village Leadership
(English translation)**