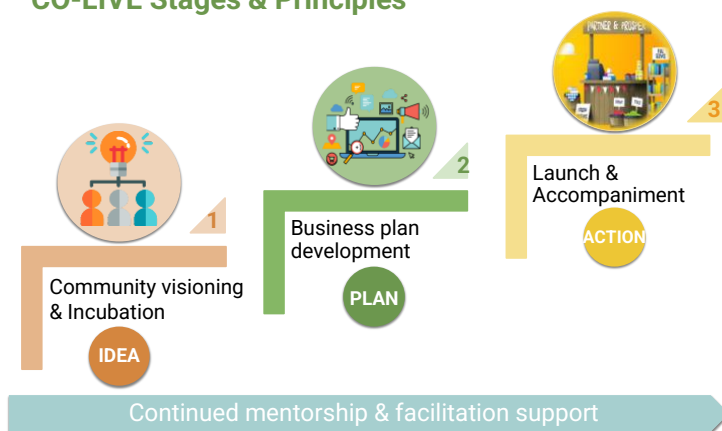


## Collaborative Livelihoods Protocol: How can we build a Community-based Enterprise ground-up from scratch?

Mental health and trauma healing are strategic national priorities for socio-economic development and transformation of Rwanda. **High levels of trauma, anxiety and depression make it more difficult for people to trust and forgive each other, and subsequently, more difficult to build sustainable livelihoods and cohesive communities.** Research and field experience show that **not considering sustainable livelihoods and poverty reduction as part of the individual and societal healing frameworks undermines the impact and sustainability of such efforts** (SHPG programme Evaluation Report, 2021). Positioned within this framework, the **Collaborative Livelihoods Protocol (CO-LIVE)** is a key component of the **Bugesera Societal Healing Initiative**. The **CO-LIVE Protocol** blends homegrown solutions, national and district priorities, legal and societal structures with global good-practices, scholarly literature and contextual evidence. By providing a comprehensive resource and facilitation package with process, content and MEL (Monitoring, evaluation and learning) frameworks, **The CO-LIVE Protocol** guides the transition of communities from subsistence living to resilient and sustainable livelihoods. It walks the **Bugesera Societal Healing Initiative** participants, who have “graduated” from mental health and socio-therapy pillars, towards building a **community-based enterprise (CBE)**, with a methodology that ensures both progressive trust-building among genocide survivors and ex-genocide perpetrators and their respective families, as well as strengthen economic resilience.

Implementation of the **CO-LIVE Protocol** is done in 3 stages by a pool of community facilitators supported by the implementing partners as well as incubators, mentors and industry experts. It is vital for the pool of community facilitators, incubators and mentors, are inclusive of different socio-demographic groups, particularly of women and young people. This would help empower women and young people to participate more meaningfully and find their voice in the process.

### CO-LIVE Stages & Principles

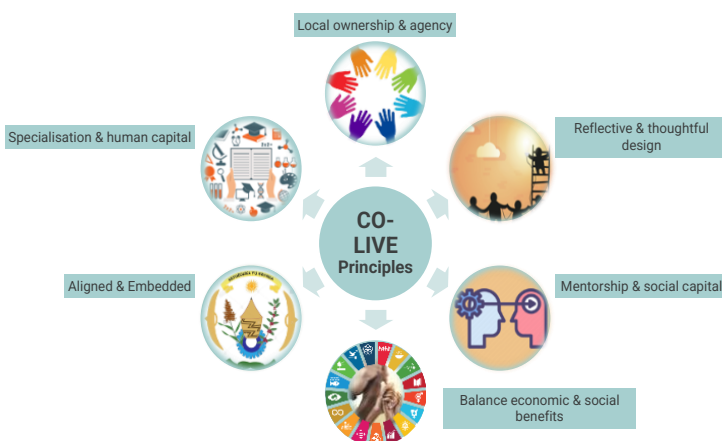


**CO-LIVE Protocol** presents a detailed manual made up of 3-8 modules for each stage. The implementation approach mainstreams six core principles into its design, which are the founding blocks of the CO-LIVE Protocol and all that it contains.

**1. Local ownership & agency:** CBEs need to be built from a shared community vision (i.e. 'better future self') and fully leverage the strengths and capacities of the community to become self-reliant, accountable and resilient.

**2. Mentorship & cross-pollination** is crucial to nurture social and human capital and promote collaboration and “sharing and caring” ethos rather than rivalries. Ultimately, this is what will empower communities and ensure the sustainability of the CBEs.

**3. Reflective & thoughtful design** ensure that the CBE responds to market needs, is matched to the community's assets and aspirations and can create tangible dividends the whole community. Achieving meaningful participation and inclusivity requires



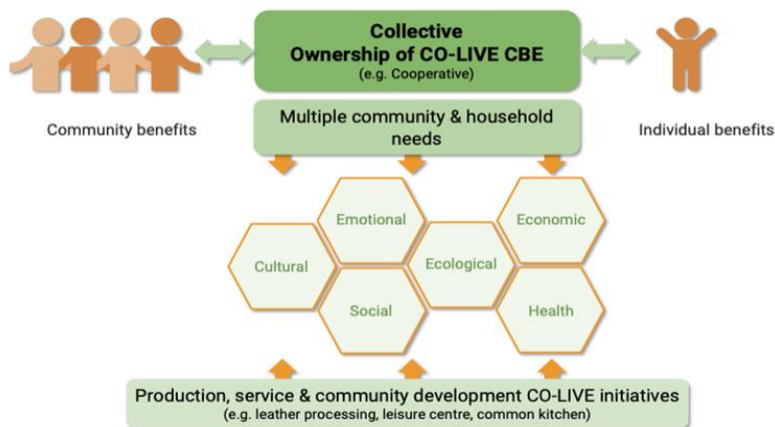
thoughtful process design to provide time and space for voices and ideas, and for convergences and collaboration to emerge.

**4. Balance economic & social benefits:** The CO-LIVE initiatives that come together as CBEs may have different objectives and commercial activities, but all need to serve the shared community vision, and balance socio-economic empowerment, social cohesion and ecological needs with their economic ambitions. Thus, all stages and manuals of CO-LIVE, from design to decision-making, marketing to organisational management mainstreams gender equity, youth inclusion and intergenerational partnership.

**5. Aligned & embedded:** The CBEs can only become competitive and successful if they are aligned with strategic development priorities, connected into broader value chains and embedded in existing social, institutional and legal structures.

**6. Specialisation & human capital:** Specialization and skill & competence building is not only important from an economic productivity and competitiveness perspective, but also for the development of new social-vocational identities, that can help in overcoming the centrality of genocide-related identities. This would also help cultivate greater employability and human capital that is transferable at the community level.

### CO-LIVE community-based enterprise model



At their core, CBEs are **not only for the community like a social enterprise but also by the community like a multi-purpose cooperative**. The **recommended CBE model is well-tailored to the context of Rwanda**. While community level cooperation, civic responsibility and reciprocity is embedded in Rwandan culture, cooperative legal frameworks and incentives are also well developed and structured in a **bottom-up network**.

### CO-LIVE Protocol Stage 1: Manual for the Incubation

**CO-LIVE Manual for Incubation** breaks down the first stage into six modules to guide the community through the different steps of incubation and prepare them for business plan development. Each of the six modules are made up of 3-5 sessions and include templates, facilitator guides, knowledge sharing content as well as exercises.

#### Six modules of the CO-LIVE Manual for Incubation



**Module 1.1 builds a shared community vision, plans a roadmap of how to reach that vision and identifies community priorities for collective livelihood initiatives.** This module generates a common goal; offers a hope and encouragement for fundamental change; gives the community a sense of control; and promotes creative thinking and passion. Most importantly, it creates 'buy-in' and ownership for the CO-LIVE process.

**Module 1.2 grounds the community visioning by introducing the community to more practical aspects of developing livelihood initiatives that can solve community challenges and foster social cohesion.** It prepares the community to 'incubate' with more information and knowledge, but also with more inspiration (i.e. success stories and case studies). Lastly, it orients and aligns priorities identified in Module 1.1 with the district and national priorities.

**Module 1.3 nurtures collaborative decision making, intergenerational partnership, leadership skills and creative thinking** in an interactive way through activities and exercises. These four life skills are carefully selected for this stage of the incubation and prepares the groundwork for upcoming modules by helping to make wiser and more inclusive decisions.

**Module 1.4 builds commitment and confidence in the process** by guiding the community to draw linkages between the CO-LIVE modules and mental health and socio-therapy components of the programme. It also helps activate **course correction and knowledge application skills** by guiding the community to reassess, vet and refine their deliberations and outputs to-date.

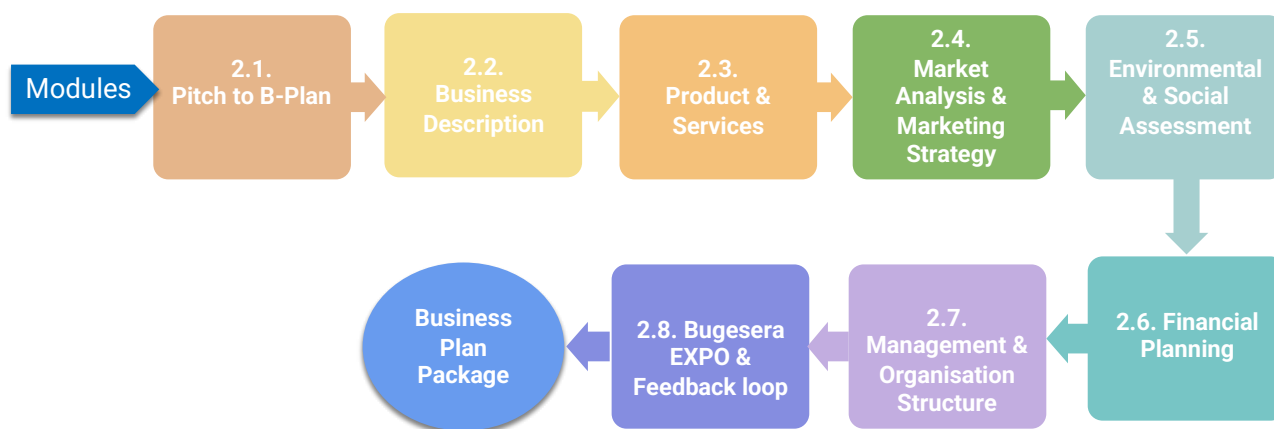
**Module 1.5 provides a breathing point** to check in with the community in smaller, more homogeneous groups (e.g. women only, victims only). It is an important part of the qualitative MEL framework, and helps **CO-LIVE initiative allocation and identification of essential skills for Manual 2** (e.g. numeracy and digital skills).

**Module 1.6** is an important bridging module for Manual 2. It helps CO-LIVE initiatives build **sectoral confidence and competences and guides them through a pre-feasibility study.** It also closes the community feedback loop via a Community Pitch Concept Festival.

## CO-LIVE Protocol Stage 2: Manual for Business Plan Development

The **CO-LIVE Manual for Business Plan Development** breaks down the second stage into eight modules that guides the CO-LIVE participants through different steps of developing a business plan package iteratively and collaboratively. Each of the eight modules are made up of 4-5 sessions that include templates, facilitator guides, knowledge sharing content, industry immersion activities, technical work and games. **The module outputs correspond to the different sections of a business plan, which are then pieced together.**

### Eight modules of the CO-LIVE Manual for B-Plan Development



All modules of the **Manual 2** are designed to strengthen local capacities and promote **self-reliance and multisystemic awareness** by:

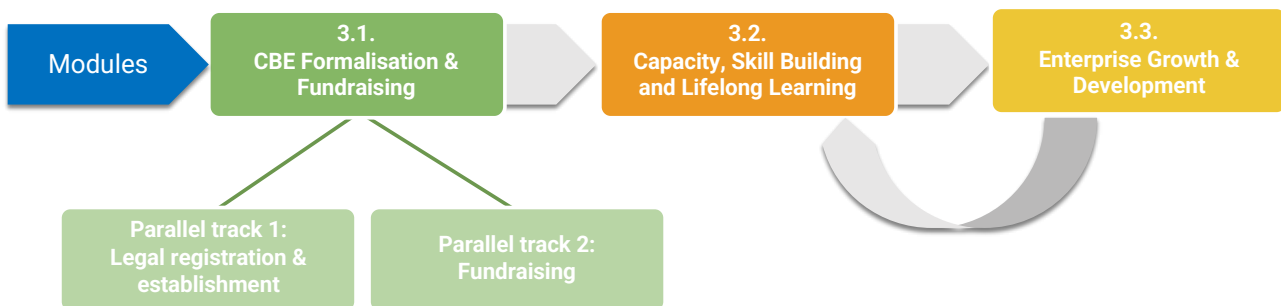
- interweaving facilitator and incubator support with **technical consultations**, with industry

experts and mentors for **industry immersion**. This helps CO-LIVE participants to tackle key triggering questions, draft technical templates and vet their Business-plan outputs as they progress.

- enriching the **skills mapping and inventory exercises**. This helps participants identify and capitalise their skills, map the new skills and competencies they need to develop or procure, and start connecting with capacity building opportunities towards their specialisations.
- building **technical knowledge and understanding key concepts, notions and terminologies through knowledge sharing sessions**. This helps participants to build a common vocabulary (e.g. what is marketing vs. the market, what is cash-flow), which would inform and improve their communication and alliance building with the industry experts.
- deliberating on **gender and youth inclusion considerations** under each module to ensure that gender and youth are not an after-thought or a mere target group, but **meaningfully and purposefully mainstreamed into design and decision making**.
- Fostering **confidence, presentation and public speaking skills** via an EXPO that connects budding CO-LIVE initiatives and CBEs across different communities in Bugesera, which also promotes **alliance-building and cross-pollination**.

### CO-LIVE Protocol Stage 3: Manual for Launch & Accompaniment

**CO-LIVE Manual for Launch** is the final manual in the CO-LIVE Protocol. Breaks down the third stage into three modules, some of which are parallel tracks unlike the purposeful sequencing of the modules in previous manuals. This aims to maintain the momentum and avoid putting things on pause while the CO-LIVE CBEs are going through formal registration and incorporation as a multi-purpose cooperative based on the recommended model. Stage 3 picks up from the work completed in Module 2.7 above where CO-LIVE participants worked on creating their management and organisational structures and nominated an Acting Board of Directors.



**Module 3.1 consists of two parallel tracks. The Legal track guides the CO-LIVE participants through legal registration and formalisation of their CBEs** with process and content frameworks such as templates for developing statutes and terms of references, and guidelines for conducting deliberative elections and preparing an operations manual. Once the registration is complete, the module provides guidance on how to establish the governing organs of the CBE, including the Board of Directors made up of multiple secretaries (e.g. Secretary for education, Secretary for community engagement, Secretary for production), the Supervisory Board made-up of key representatives and the Advisory Board made up of representatives from the CO-LIVE production, service and community development groups. **The fundraising track on the other hand helps the CO-LIVE Production, Service, Community Development Groups to leverage their business plans for fundraising** while the legal formalities are ongoing. This track provides different funding opportunities (e.g. loans, credits, grants) and ways of accessing them to secure the initial seed funding for launch.

**Module 3.2 provides a comprehensive toolkit for conducting vocational and soft skills assessments to design tailored capacity building and specialisation plans** on CBE as well as group level. While each CBEs Secretary of Education is the main custodian of this toolkit, the module

provides a multi-layered approach that can be customised and deployed as needed. **This ensures that the CBEs can grow competitively and prepare for leadership succession for long-term sustainability. In addition to the assessment toolkit**, the module also provides guidance on how to use the assessment results, how to link-up with and create new learning opportunities and how to design internal learning processes such as buddy/twinning programmes.

**Module 3.3** is the final module of the CO-LIVE Protocol and **takes a long-term look at the future to help CBEs think strategically about their growth management and development**. It provides templates and sessions on how to: link with other cooperative federations; sustain a constructive and continuous community liaison channel; plan community reinvestment mechanisms; monitor and evaluate their own performance and growth prospects; and how to support the creation of new CO-LIVE initiatives under the CBE.