

RAINBOW DEVELOPMENT INITIATIVES- RDI-

STRATEGIC PLAN 2019-2020

ABBREVIATIONS AND ACRONYMS

AIDS: Acquired Immune-Deficiency Syndrome

ASRH&R: Adolescent Sexual and Reproductive Health and Rights

CA: Conseil d'Administration- Board of Directors

CEPGL: Communauté Economique des pays des Grand Lacs

COMESA: Common Market for Eastern and Southern Africa

EAC: Eastern African Community

ECD: Early Childhoods Development

EDC: Education Development Centre

EDPRS: Economic Development and Poverty Reduction Strategy

EICV: Enquête Integrale des Conditions de Vie des Ménages; Integrated Households Living Conditions Survey

ENRSSP: Environment Natural Resources Sector Strategy

GA: General Assembly

GBV: Gender Based Violence

GDP: Gross Domestic Products

GMO: Gender Monitoring Office

HIV: Human Immune-deficiency Virus

ICT: Information Communication Technologies

MIGEPROF: Ministry of Gender and Family Promotion

MINAGRI: Ministry of Agriculture and Animal Resources

NWC: National Women Council

RDI: Rainbow Development Initiatives

SWOT: Strengths Weaknesses Opportunities and Threats

TVET: Technical Vocational Education Centre

UNDP: United Development Program

USAID: United State of America for International Development

USD: United State Dollars

VAT: Values Added Taxes

I.FORWARD

It comes as a great pleasure to present RDI its first Strategic Plan 2019-2020. With this document, RDI remains committed to support the target of the population to attain a positive progress in improved land use, sustainable agriculture, food security, market development and ensuring the rights of youth, women, vulnerable children, and historically marginalized people are protected and support the socio-economic conditions to lift many out of poverty. This first strategic plan provide a clear direction of the Organization in future plans while mapping the way forward to even larger and sustainable impacts on Rwandan society.

Our believes will be strategically oriented on enhancing our system and approach of partnership and networking for a better services delivery oriented both nationally, regionally and globally. Despite considerable challenges, our work has gained momentum during the last years. Making lasting and sustainable changes benefiting many people of Rwandans is our vision and we are resolutely committed to pursue this vision.

We look forward to the continued support we have received from Rwanda Government and our partners to maintain the momentum we have so far gained toward achieving our mission.

The RDI will formulate an effective framework for consultation with the actors involved in our focused interventions on priorities that contribute significantly on welfare of Youth, Women, Children and Rwandan Society. I wish to emphasize that the Board of Directors, staff, partners are committed to implement this strategic plan. I acknowledge that for the strategies put herein to be fully implemented.

In conclusion, we would like to extend our gratitude to the RDI members, staff, and partner Organizations, and project participants who gave their time, in-puts and assistance which helped to formulate this document.

MUTABONWA Jacqueline

The Chairperson, Rainbow Development Initiatives.

1. INTRODUCTION

1.1. Rationale for the strategic plan

Since last year, RDI has been implementing its interventions based on the available budget without strategic plans, which provide guidelines for the elaboration of specific projects for the mobilization of funds and the elaboration of action plans and annual budgets.

It is in this planning context that this strategic plan was developed for the one year from 2019 to 2020, taking into account the achievements of the previous year for their consolidation, and proposing innovations taking into account the current internal context and in the areas of interventions of RDI.

This strategic plan will allow RDI to further specialize in areas where it already has the expertise and new themes to explore that fit with its mission.

1.2. Process of elaboration of the strategic plan

This strategic Plan was elaborated in participatory way with RDI members including Board of Directors and staff facilitated by external consultant

- A documentary analysis centred on the annual activity and financial reports with a view to identifying the main achievements of the last year.
- Desk review (documentary review) through existing documents on International, regional and national vis à vis sustainable agriculture, Food security, market development as well Early Childhoods Development Programs.
- Face to Face meeting with the Board of Directors and senior staff in order to get their views on the draft document
- Workshop meeting with RDI members, beneficiaries, partners and key stakeholders for discussion on main issues that affect the Organization and defining key strategic

directions and actions for one year: This workshop first looked at the analysis of the current problems that RDI's target groups are facing in areas of sustainable agriculture, food security, nutrition, market development and other income generating projects; the existing opportunities to get around. Based on the results of this analysis of the context and the results of self-assessment, the workshop made it possible to have a consensus on the focus of the next strategic plan, the objectives and expected results, the strategic activities as well as performance indicators.

- Producing the Final document which will be submitted the Board of Directors for approval.

II. ORGANIZATION BACK GROUND

SHORT PRESENTATION OF RDI

RDI – Rainbow Development Initiatives was created in 2017 by a group of ambitious man and women committed to contribute on socio economic development of the Country. The Organization was legally registered under Rwanda Governance Board in March 2019 with registration number 498/RGB/NGO/OC/03/2019

2.1. RDI Vision

An active Organization guaranteeing the welfare of community through integrated socio economic development approaches.

2.2. RDI Mission

RDI's mission is to promote the active contribution of the Rwandan Community to the development of his country; ensuring the coordination and synergy with other actors involved in fighting poverty and injustice; advocate for pro poor policies related to the marginalized persons.

2.3. Objectives of RDI

The objectives of RDI are:

General objective

To support the target of the population to attain a positive progress in improved land use for sustainable agriculture, food security, nutrition and market development.

Specific objectives

- To promote nutrition and support vulnerable persons to produce harvests of an improved nutrition blend.
- To increase Children and Parent's preparedness to cope with formal school environment
- To reduce malnutrition and stunting growth among young children and eliminate physical, moral and psychological abuses of young children.
- To promote Rights Based Initiatives for vulnerable groups such as widowers, orphans, youth, persons living with HIV/AIDS, indigenous groups and marginalized members of the society
- To promote environment Protection and design specific programs to address environmental and climate change issues in partnership with other actors involved in mentioned areas.
- Educate Rwandan population especially youth and women in promoting entrepreneurship spirit based on improved handcraft technologies and other associated initiatives
- Ensure awareness of Environment and sanitation in communities and others places (households, schools, health facilities, markets, etc.)
- Maintaining partnership relations with other public and private institutions, having in their actions the promotion of craft sector in Rwanda

2.4. Organs

The statutory bodies of RDI are:

- The General Assembly (GA): is the supreme organ of the Organization, currently composed of **7** active members. The GA meets once a year in ordinary sessions, and can meet in extraordinary session whenever necessary.

- The Board of Directors (CA: it is composed of four people, namely the Legal Representative, Vice Legal Representatives, Secretary and treasurer. The Board meets once a quarter in ordinary sessions and whenever necessary extraordinary sessions.

The members of the Board are elected by the General Assembly for a 3-year term, renewable once only. The main role is the sound management of the organization, and to negotiate cooperation agreements and funding with other organizations, recruiting, appointing and dismissing staff.

- Audit committee: is composed of three members elected by the GA for a term of 2 years renewable once. The principal mission is to monitor and report on the administrative, financial and heritage management of the organization at all times.

- Organ and mechanism of conflict resolution: is composed of three members elected by the GA for a term of 2 years renewable once. In particular, it is responsible for putting in place conflict prevention and resolution strategies within the organization. Any dispute that may arise within the organization or between the organs of the organization must be previously settled by this committee. It is in the absence of regulation by this body that the interested party may submit the dispute to the competent Rwandan jurisdiction.

2.5. Executive Secretariat

RDI's technical services are coordinated by an Executive Director, supported by a project design and monitoring-evaluation unit, and a department responsible for administration and finance. The day to day management and implementation of activities in the Organization is under the responsibility of Executive Director with support of the Board of the Directors.

III. COUNTRY ANALYSIS

5.1. Rwanda Overview

With a population of about 12, 337, 1381 on a surface area of 26,338 square kilometers, Rwanda's population density is among the highest in the world. Agriculture makes up 36% of the GDP of Rwanda. Through a guiding document entitled Vision 2020, the country seeks to

transform itself into a middle-income country by the year 2020. Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS 2] 2013-2018 set a target to achieve GDP per capita of USD 1,200 with an annual growth rate of 11.5% by 2020. With a high population density, low GDP per capita, and a highly agrarian economy, Rwanda still faces challenges to achieve these ambitious targets.

The 1994 genocide against the Tutsi destroyed almost all economic, legal and social infrastructures and led the country into quasi-total ruin. After this period, the country needed reconstruction in all sectors. The reconstruction, among other things, required the setting up of adequate social protection, legal and poverty reduction frameworks to manage the situation of post-genocide and war. The documents of the Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS 2] 2013-2018 set the target to achieve income status with an annual growth rate of 11.5% and the GDP per capita of USD 1,200 by 2020. With a very high population density, low GDP per capita and highly agrarian economy, Rwanda still faces challenges to achieve these ambitious targets.

5.2. Food Security and Nutrition

The Third Integrated Household Living Conditions Survey (EICV III), released in 2012, reported a 20% reduction in poverty in Rwandan households since 2008. With more income available for families, household food security may be attainable but nutrition will only improve if families are properly educated in nutrition and make healthy decisions in regards to what foods to eat and foods to serve their families.

Despite Rwanda's impressive economic recovery, household food insecurity continues to be a major challenge. Lower energy and impaired brain function represent the downward spiral of malnutrition as victims are less able to perform tasks they need in order to earn a living, acquire food or gain an education.

The National Nutrition and Food Policy states that only 22% of children between one and two years of age are provided with nutritious diets and 44% of children less than 5 years old are stunted in their development. According to the World Food Program, loss of productivity in the

workforce due to malnutrition affects Rwanda's economy each year by an estimated \$820 million.

The national policy calls for concrete efforts in the prevention of chronic malnutrition in children, particularly during the "1,000 day window." The 1,000 day window refers to the fact that the period from pregnancy until the age of two is the most crucial time in which nutrition interventions can have a long-lasting impact. The policy also calls for increasing the general supply of nutritious foods at the household level as well as improving food and nutritional education in schools.

Preparedness planning and disaster response is also a concern as a poor harvest may lead to the decrease in food available and rapidly contribute to acute hunger especially in the most vulnerable populations that rely on subsistence agriculture.

The cause and solution of hunger are linked to social policies across the country and require interventions from multiple sectors including education, health and social protection.

Water and Sanitation Fulfillment of basic Human Rights, socio-economic development and poverty reduction are heavily reliant on access to water. However, in Rwanda, especially in rural settings, access to safe water and sanitation services is limited.

According to UNICEF, 25% of the Rwandan population is still unable to access a safe drinking water source, while 26% of the population has no access to improved sanitation facilities.

One issue is the cost of water at community water points where people are charged a fee for water according to either container size or monthly consumption. However, many cannot always afford the fee and instead collect water from local streams and ponds which puts them at risk of contracting waterborne diseases. Poor sanitation and unsafe drinking water is especially risky to children as they are vulnerable to the ill effects of unsafe water, poor sanitation and lack of hygiene. For instance, diarrhea is one of the top three causes of death among children which results from poor sanitation and unsafe drinking water.

Another issue is the far distance to collect clean water. In many rural areas, the walking distance to clean water sources imposes a significant burden on women and girls who are the primary water carriers. The time and labor spent by women and girls collecting water, negatively impacts on their quality of life, their economic productivity and their access to

education. To improve water and sanitation in Rwanda a large investment is needed to repair and expand infrastructures.

5.3. Gender Equity & Equality

According to the EDPRS, where women were identified as a vulnerable group, women's participation in the new economy is an important focus. Particularly, the GOR is determined to promote equal access to jobs. To achieve this, the GOR calls for gender equality through the National Gender Policy. The National Policy directs various institutions and organizations including the Ministry of Gender and Family Promotion (MIGEPROF), the National Women's Council (NWC), Gender Monitoring Office (GMO), Gender Desk, and units within the National Police and Army to ensure the successful implementation, effective coordination, monitoring and evaluation of the National Gender Policy; and the eventual elimination of gender-based violence. Some key areas of concern in Rwanda regarding gender are women's lack of control over their own/family resources and monetary assets, lack of land ownership, lack of access to safe childbirth, and the experience of domestic violence.

5.4. Gender and Poverty Disparities

In Rwanda, female headed households are more likely to be categorized as extremely poor compared to male headed households (26% female, 23% male).

A major factor is that poverty is directly tied to the work women do. For instance, 82% of women work in agriculture compared to 61% of men and most women in agriculture support households that rely on their subsistence farming with little or no stable income.

Another issue is within households women are unlikely to have control over resources; only 18% of women decide for themselves how their earnings are used. Providing women ownership and control over agriculture income gained, and any agriculture business developed would contribute to women's economic empowerment.

5.5. Gender-Based Violence and Stereotypes

In Rwanda, 57% of women have experienced GBV in their lifetime and many women themselves report that wife beating is justified for certain reasons. Attitudes towards women and GBV

violence could in some respects be a ramification of Rwanda's patriarchal society and beliefs in what the role of the woman in Rwandan society should be. Civil society in Rwanda, including health services providers, schools, religious groups, have undertaken sensitization efforts in the form of campaigns and trainings across society; these efforts contribute to the reduction of GBV.

5.6. Adolescent Sexual Reproductive Health

Due to cultural norms, the discussion of sexuality in family settings is generally considered taboo; instead parents consider sex education the responsibility of teachers. Rwanda has developed the Adolescent Sexual and Reproductive Health and Rights (ASRH&R) Policy and Strategic Plan to counter the lack of information and mandate "youth friendly services" such as counseling and family planning methods are provided to adolescents. The ASRH&R Policy emphasizes the importance of creating referral systems with other health facilities and the community to increase follow-up of adolescent clients.

The high rate of teenage pregnancy is a contributing factor in the rate of girls dropping out of upper secondary school. Becoming pregnant also leads girls to be excluded from the community which increases their vulnerability. Rwanda has undertaken efforts to reduce teenage pregnancy through various initiatives and campaigns but the issue of teenage pregnancy remains a concern. Additionally, early sexual experiences may also lead to contracting sexually transmitted infections as well as HIV/AIDS. Among initiatives to raise awareness, the Ministry of Gender and Family Promotion launched the 2015 Anti-Teenage Pregnancy Campaign and will be holding community debates about teenage pregnancy.

Another issue related to sexual and reproductive health is the lack of access to sanitation materials, which along with embarrassment and bullying may deter girls from school causing them to fall behind in their studies. Segregated toilets and stocked/open girls rooms, accessibility of sanitary pads and sensitization of teachers are necessary to help girls manage their menstruation while at school.

5.7. Youth Unemployment

Due to a high population density, youth unemployment and underemployment will continue to be a concern in Rwanda. To deal with the challenges of unemployment, Rwanda is focused on developing opportunities by encouraging small business creation, as well as increasing the number of jobs available in the service and light industry sectors. Rwanda is committed to becoming a knowledge-based economy and has aspirations to increase the skills of the population to meet the needs of this envisioned economy.

However, the reality is the majority of the population is young, under the age of 25 and in need of skills development and training. This means that workers at this time are not fully prepared for the job market, especially in the technology and service based sectors which Rwanda wants to pursue. Although young people today are better educated than their parents, this has not lifted their prospects of finding a job. Youth remain almost twice as likely to be unemployed than their elders. This is partly because of a mismatch between their skills and what is required for available employment opportunities, which is caused by emphasis on university education and under valuing vocational trainings. Currently, Rwanda's level of unemployment is reported to be in the area of 3 percent nationwide, however, according to the latest national census only 7% of the population is considered to have "stable employment" . This is a major concern as without stable, reliable employment youth do not have the same life choices and opportunities as a steadily employed individual.

If the focus for Rwanda is reducing youth unemployment, then a priority needs to be placed on ISTEM, TVET and small business and entrepreneurship. In order to ensure that the new economy is gender inclusive, girls should also be encouraged to participate in technology training and ISTEM areas and to acquire market-oriented skills. To accomplish this mindsets have to be changed of what the "work of a woman" is and models of successful women working in careers previously not common for women should be offered.

5.8. Environment Protection and Climate Change

Vision 2020 recognizes that the major problem in the field of environmental protection in Rwanda is the imbalance between the population and the natural resources. This leads to

alarming degradation observed through massive deforestation, depletion of bio-diversity, erosion and landslides, pollution of waterways and degradation of fragile ecosystems. The vision 2020 further argues that wood is the source of energy for 99% of the population, which leads to massive deforestation and soil destruction. Thus, the vision recommends diversification of energy sources and making them accessible to the population so as to ease the pressure on biomass. It therefore targets the share of wood energy in the national energy balance to drop from 94% in 2000 to 50% by 2024. The vision 2020 further sets the target for the forest cover to reach 30% of the national land area by year 2020 and the protection rate against erosion to rise from 20% in 2000 to 90% by 2020.

(4) Environment and Natural Resources Sector Plan the Environment and Natural Resources Sector Strategic Plan (ENRSSP) was approved in June 2009. Its implementation will ensure that a sustainable use of environment goods and services, and rational utilization of natural resources contribute to national economic growth. The ENRSSP advocates sustainable management of forest and biomass resources to meet the growing multiple needs for food, fiber, fodder, fuel, as well as environmental services. The elaboration of this forestry strategic plan tunes well with the implementation of the ENRSSP. The forest cover which is actually 24.5% is projected to reach 30% by the year 2020.

The first problem lies in the lack of hygiene and sanitation infrastructure, which means that due to a lack of management, treatment and sanitation strategies, waste is scattered everywhere, particularly in public areas such as in the country, markets and trading centers, at the level of schools, health facilities and other public services.

At the individual level, due to their poor economic capacity, most households are unable to access sanitation and hygiene facilities (notably the high-cost ECOSAN improved latrines).

In relation to hygiene and sanitation practices, these are not yet well understood on a large scale, although positive results have been obtained from target groups served by RDI. Indeed, it is common to find in some regions, people who still cohabit with animals, following their mentality that does not attach importance to hygiene and sanitation, or the poor supervision of the

population by the authorities and stakeholders. In addition, even if there are hygiene and sanitation infrastructures in place, it is not uncommon to find that there are beneficiaries who do not control their management / use, or who have little knowledge / information on waste management. This does not guarantee hygiene even in case of availability of water, hence the presence of diseases related to poor hygiene.

In general, the resistance to change that is often observed among beneficiaries as a result of the more negative culture of hygiene and sanitation means that many households do not easily appropriate hygiene and sanitation practices as they do. Part of everyday life. Although RDI will work closely with local authorities, its involvement in the mobilization of the population remains low, especially since they are not necessarily models for hygiene and sanitation.

III.ORGANIZATION CONSIDERATION

3.1. Beneficiaries and partners of RDI

We believe that the fight against poverty must involve concerted efforts in various actors in development. In this regard, we work in solidarity with partners locally, nationally and globally in advocating tea farmers and improving their livelihoods conditions.

We seek to mobilize, support and work with networks, alliances and coalitions of likeminded organizations and individuals to maximize impact on poverty.

Central, our partnership is working with Government on aspects that promote, uphold and protect the rights of handicraftsmen.

The main beneficiaries of RDI are subdivided into two categories:

Direct beneficiaries: Children in Early Childhoods Development, Youth, Women and

Marginalized groups including disabilities persons and indigenous.

Indirect beneficiaries: Local authorities, Community, Government through Taxes and VAT.

3.2. RDI past achievements

Since 2018, the main achievements of RDI are summarized as follows:

- Membership mobilization for active participation in social and economic activities of the Organization
- Elaboration of internal document including policies and procedures
- Relationship and partnership with Government, private operators and Donors for Organization visibility and sustainability
- Identification of partners working in similar areas
- Capacity building of RDI Board of Directors, members , staff and volunteers
- Participate in various meetings both at national and decentralized level.

3.3 Potential Identified partners of RDI

Table 1. Potential identified partners of RDI

NAME OF THE ORGANIZATION	TYPE OF ORGANIZATION	CORE INTERVENTIONS
World Vision	International NGO	Childhoods Development, Water and sanitation, Food Security and Nutrition

Catholic Relief Rwanda	International NGO	Food Security, Livelihoods Program and Nutrition
CARE International Rwanda	International NGO	Women and Youth Empowerment
Action Aid International Rwanda	International NGO	Childhoods development, Women Empowerment, Education and Foods Security
Save the Children	International NGO	Welfare of Children
Plan International	International NGO	Childhoods Program , Education and Nutrition
Concern World wide	International NGO	Economic Security, Livelihoods and Nutrition
Oxfam GB	International NGO	Women Empowerment and Livelihoods
SNV	International NGO	Food Security and Nutrition, Water and sanitation, Capacity Building and Learning Events
Unicef	UN Agency	Children Welfare and advocacy
World Foods Program	UN Agency	Fighting Hunger and Poverty
UNDP	UN Agency	Development programs, Environment and Climate change
Swiss Contact	Development Partner through Swiss Embassy	Capacity building and Technical assistance
DFID	Development Partner through UK Embassy	Education, Nutrition
USAID	Development Partner	Agriculture , Food security and nutrition, Water and Sanitation , Youth and women Empowerment
GIZ	Development Partner	Capacity building and Technical assistance
Netherland Embassy	Embassy	Agriculture Value Chains Development Programs
Enable , the former BTC	Development Partner	Food Security, Water and sanitation
EDC/AKAZI KANOZE	USAID Partner	Youth Empowerment
MIGEPROF	Government Institution	Gender and Family Promotion

National Early Childhoods Development Program	Government Institution	Parenting education, School readiness and transition, child protection and family support.
MINAGRI	Government Institution	Agriculture, Food Security and Nutrition

3.4 RDI SWOT ANALYSIS

Table 2: Summary of strengths, weaknesses, opportunities and threats of RDI





STRENGTHS	WEAKNESSES
<p>In General</p> <ul style="list-style-type: none"> ▪ National recognition of RDI as an actor in development in Rwanda ▪ Organization supporting for Job Creation ▪ Existence of partnership and networking <p>At Level of General Assembly</p> <ul style="list-style-type: none"> ▪ Attending Meetings as requested ▪ Committed for the Organization <p>At Level of Board of Directors</p> <ul style="list-style-type: none"> ▪ Statutory texts are in place (statutes, ROI) ▪ Statutory bodies are complete and functional ▪ Supportive and collaborative with the Secretariat ▪ Competent and qualified for their roles and responsibilities ▪ Willingness to work on Volunteer basis ▪ Good Relationship among Board members 	<p>In General</p> <ul style="list-style-type: none"> ▪ RDI is limited to conventional technologies (no / few innovations over time) ▪ Limited RDI Visibility ▪ Limited partnership guidelines to ensure partners' accountability and management ▪ Not enough financial resources to respond to the needs of Organization <p>At Level of General Assembly</p> <ul style="list-style-type: none"> • Few members contribution <p>At Level of Board of Directors</p> <ul style="list-style-type: none"> ▪ Limited follow up to the secretariat activities ▪ Some not skilled in order to accomplish their roles and responsibilities <p>At Level of Executive Secretariat</p>

<p>At Level of the Organs: Administration and Audit – Conflict Resolution</p> <ul style="list-style-type: none"> ▪ Meet as indicated in the statute ▪ Provide the report to the competent bodies <p>At Level of Executive Secretariat</p> <ul style="list-style-type: none"> ▪ Qualified persons in the areas ▪ Qualified and engaged staff ▪ There is a core of staff who has a long experience ▪ The staff have an office 	<ul style="list-style-type: none"> ▪ Lack of baseline data (no database) on RDI interventions, making it impossible to measure progress at the target group level. ▪ Insufficient of staff ▪ Lack of staff appraisal ▪ Lack of professional mechanisms for planning, monitoring and evaluation and reporting, as those planned are not applied (work in a still rudimentary approach). ▪ Website not yet in place. ▪ Use of personal e-mails by staff while there is the possibility of official e-mails ▪ Non-capitalization / documentation of the approaches used and experiences to put them within reach of the partners, hence the lack of institutional memory in the long term ▪ Limited monitoring and evaluation system ▪ Lack of periodic review of implemented activities ▪ Poor salary of staff in general ▪ No elaborated action plan ▪ Limited Safety working environment ▪ No own car for RDI ▪ Limited capacity building including study tours
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ▪ Good collaboration with local authorities 	<ul style="list-style-type: none"> ▪ Extreme and unpredictable weather patterns associated to climate changes

<ul style="list-style-type: none"> ▪ National policies and strategies regarding RDI core interventions ▪ Potential partners ▪ There is a possibility for RDI expansion ▪ Peace and security in the country ▪ Development of infrastructures and ICT in the country (telephone, internet, fax) that facilitate communication with communities, donors and support offices ▪ Government’s will to collaborate with RDI ▪ The regional integration of the country (EAC, CEPGL, COMESA, Commonwealth...) 	
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IV.THEMATIC AREAS, GOALS AND OBJECTIVES

Over the course of the strategic planning process it was deemed necessary for DRI to focus more on Early Childhoods Development, Food Security and Nutrition, Youth and Women Empowerment as well Institutional Capacity Development. Additionally, cross cutting issues of Human Rights, HIV/AIDs, environmental protection and climate change were identified.

THEMATIC AREAS 2019-2020	
	Early Childhoods Development
	Food Security and Nutrition
	Youth and Women Empowerment
	Institutional Capacity Development

1

Thematic area1:Early Childhoods Development

Rational: RDI Play a key role in promoting Early Childhoods Development Program in Rwanda. The aims of this thematic area is to contribute on accelerating the welfare of children from birth at 6 years. The Focus on this area is also to ensure safe and protective environment free from all forms of abuses for all children to enable them realize their full development potential.

Goal: To develop a health, safe, knowledge and rich enfant guaranteed to become successful in Rwandan Society.

Objectives

- ✓ To increase Children's preparedness to cope with formal school environment
- ✓ To improve the welfare of children by reducing malnutrition and stunting among young children
- ✓ To Fight against physical, moral and psychological abuses of young children
- ✓ To integrate the inclusiveness of children with special needs for access on services offered by ECD Program

2

Thematic area2:Food Security and Nutrition

Rational: Despite Rwanda's impressive economic recovery, household food insecurity continues to be a major challenge. Lower energy and impaired brain function represent the downward spiral of malnutrition as victims are less able to perform tasks they need in order to earn a living, acquire food or gain an education.

The National Nutrition and Food Policy states that only 22% of children between one and two years of age are provided with nutritious diets and 44% of children less than 5 years old are stunted in their development. According to the World Food Program, loss of productivity in the workforce due to malnutrition affects Rwanda's economy each year by an estimated \$820

million. In this focus thematic area, RDI will collaborate with existing partners and actors to increase food security and nutrition status among the targeted beneficiaries.

Goal: To have a community where the hunger, poverty as well as malnutrition are actively combated.

Objectives:

- ✓ To increase food production, productivity and market access among the target beneficiaries
- ✓ To promote other alternative income generation among targeted beneficiaries
- ✓ To avail appropriate and affordable food diets for the welfare of targeted beneficiaries.
- ✓ To advocate for access to food security and nutrition

	Thematic area 3: Youth and Women Empowerment
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Rationale: According to Article 23.1 of the Universal Declaration of Human Rights, “Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment.” For Rwandan youth, unemployment is a major concern as the present labor market cannot absorb currently unemployed youth let alone meet the future need. Youth unemployment, underemployment and poor wages can have long term adverse impacts on other rights such as adequate housing, access to nutritious food, purchasing power for basic needs, etc.

Economic hardship coupled with a lack of opportunities to meaningfully participate in the society puts youth at risk of long-term social exclusion; which in turn compromises a country’s social cohesion and can lead to political instability.² Therefore, it is important to support Rwandan youth’s right to favorable work and protection against unemployment as a fundamental human right.

A major factor is that poverty is directly tied to the work women do. For instance, 82% of women work in agriculture compared to 61% of men and most women in agriculture support households that rely on their subsistence farming with little or no stable income.

Another issue is within households women are unlikely to have control over resources; only 18% of women decide for themselves how their earnings are used. Providing women ownership and control over agriculture income gained, and any agriculture business developed would contribute to women’s economic empowerment

Goal: To increase opportunities for youth and women to acquire skills and experience in income-generating activities

Objectives:

- 1) Conduct policy advocacy and raise awareness to strengthen mechanisms that facilitate youth and women entering into productive employment
- 2) Promote and support self-employment, micro-enterprise and credit schemes for youth and women
- 3) Engage with education providers and the private sector to increase access to education, vocational training and skill development for vulnerable people, especially women, to Gain meaningful employment

	Institutional Capacity Development
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Rationale: In order to achieve measurable and sustainable impacts, RDI will need to enhance its organizational capacity. Increasing the skills of current staff while seeking ways to attract and retain other qualified staff is essential. RDI has a vast number of opportunities which can be realized through having a clear focus to programmes, increasing visibility, intensifying outreach, strengthening procedures and continuing to reliably deliver impactful projects to vulnerable youth, women and children.

Goal: RDI is able to further its mission by developing internal skills, knowledge, structures and ways of working

Objectives:

- 1) Increase capacity in the area of project design, monitoring and evaluation, documentation and publication
- 2) Increase the capacity of board members, RDI members where the gaps in capacity needs assessment were identified.
- 3) Improve internal structures of roles, responsibilities, knowledge management and communication
- 4) Set up formal structures for efficient rights-based advocacy procedures and increase capacities in applying and integrating the rights-based approach in all stages of project cycles

V. MECHANISMS FOR IMPLEMENTING THE STRATEGIC PLAN

5.1. Budgetary framework

This strategic plan provides a strategic vision for RDI over the one year(from 2019-2020). In reality, it is impossible to find a single donor who can finance all the components of this strategic

plan, which is why RDI is working on the basis of the "projects" approach developed according to the opportunities that lie ahead for the various programs. The estimated budget presented in this section is therefore indicative, but has the advantage of locating RDI's financial needs over the one year.

This Strategic Plan is therefore the first tool for fundraising because it provides a framework for interesting potential donors and a reference tool for the development of specific projects to present to interested donors. RDI will seek to mobilize new financial partners for target group development projects.

The following table presents the budgetary framework of financial requirements for the implementation of the strategic plan, amounting to a total of over 1 year (2019-2020).

Table 3: Summary of the Budget for strategic plan for 1 year

Thematic areas	Expected results	Total Budget in 1 year in RWF
Thematic area1: Early Childhoods Development	increased Children's preparedness to cope with formal school environment	30,000,000
	Improved welfare of children by reducing malnutrition and stunting among young children	50,000,000
	physical, moral and psychological abuses of young children combated	20,000,000
	integrated inclusion of children with special needs for access on services offered by ECD Program	30,000,000
	Total	
Thematic area2: Food Security and Nutrition	Increased food production , productivity and market access among the target beneficiaries	50,000,000
	Other alternative incomes generation among targeted beneficiaries promoted	40,000,000

Thematic areas	Expected results	Total Budget in 1 year in RWF
	Appropriate and affordable food diets for the welfare of targeted beneficiaries available	20,000,000
	Policies and Evidences on access on Food Security and Nutrition in Rwanda generated	30,000,000
Total		140,000,000
Thematic area 3: Youth and Women Empowerment	Conduct policy advocacy and raise awareness to strengthen mechanisms that facilitate youth and women entering into productive employment	10,000,000
	self-employment, micro-enterprise and credit schemes for youth and women promoted and supported	25,000,000
	education providers and the private sector engaged to increase access to education, vocational training and skill development for vulnerable people, especially women, to Gain meaningful employment	7,000,000
Total		42,000,000
Thematic area 4: Organizational Capacity Development	Increased capacity in the area of project design, monitoring and evaluation, documentation and publication	8,000,000
	Increased the capacity of board members, RDI members where the gaps in capacity needs assessment were identified.	2,000,000
	Improved internal structures of roles, responsibilities, knowledge management and communication	6,000,000
	Set up formal structures for efficient rights-based advocacy procedures and increase capacities in	15,000,000

Thematic areas	Expected results	Total Budget in 1 year in RWF
	applying and integrating the rights-based approach in all stages of project cycles	
Total		29,000,000
Total General		341,000,000