



**RWANDA RURAL REHABILITATION
INITIATIVE (RWARRI)**
STRATEGIC PLAN 2018 - 2022



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ACRONYMS AND ABBREVIATIONS

ADRA	Adventist Development and Relief Agency
AGRA	Alliance for Green revolution in Africa
BPR	Banque Populaire du Rwanda
CBNP	Community-Based Nutrition Programme
CCOAIB	Conseil de Concertation des Organisations d'Appui aux Initiatives de Base
CEFAPEK	Centre de Formation Agricole et de Petit Elevage de Kamonyi
CHW	Community Health Worker
COPEDU	Cooperative d'Epargne et de Cr�dit Duterimbere
DPEM	District Plan for Elimination of Malnutrition
EKN	Embassy of the Kingdom of Netherland
EYICM	Empowering Youth through an Inclusive Cooperative Movement
FAIM	Forestry and Agricultural InvestmentManagement
FFLS	Farmer Field Learning School
GMP	Growth Monitoring and Promotion
GS	Groupe Scolaire
HC	Health Center
HSSP III	Health Sector Strategic Plan, phase three
IKOAM	ImpuzamaKOperative y'Abarobyi ba Muhazi
KCB	Kenya Commercial Bank
M&E	Monitoring and Evaluation
PDH	Positive Deviance Hearth
RDO	Rwanda Development Organization
RGCC	Rwanda Grain and Cereals Company
RWALU	Rwamagana Livestock cooperatives Union
RWAMACU	Rwamagana Maize Cooperatives Union
RWARRI	Rwanda Rural Rehabilitation Initiative
SBCC	School-based Behaviour Change Competition
SILC	Saving Internally, Lending and Credits
SMS	Short Message Service
SWOT	Strength, Weakness, Opportunity, Trend
UNICEF	United Nations Children's Emergency Fund
WUA	Water Users Association

Executive Summary

Motivated primarily by agricultural interventions to increase productivity and reduce poverty levels among rural communities in Rwanda, as a Non-Governmental Organization (NGO) we have already witnessed substantial progress over the last 5 years of implementing the just ended strategic plan from 2013 to 2017.

It is generally acknowledged that a lot has been achieved during implementation of the EDPRS 1 and 2, and a lot more needs to be done in order to achieve the objectives of the longer term policies like Strategic Plan for the Transformation of Agriculture (PSTA 4), National Strategy for Transformation and Prosperity (NST1), Vision 2050 and Sustainable Development Goals (SDGs). According to the EICV 5 survey report (2018), Life expectancy has increased from 49 in 2000 to 66.6 years in 2017. Poverty has reduced considerably from 60.4% in 2000 to 38.2% in 2016/2017 and extreme poverty reduced from 40% to 16% over the same period and the NST1 targets eradication of extreme poverty by 2024.

The NST 1 will pick up from where the Economic Development and Poverty Reduction Strategy (EDPRS 2) left off, and continues in an effort to accelerate transformation and economic growth with the private sector at the helm. With this new strategy, Rwanda's public policy will focus on developing and transforming Rwandans into a capable and skilled people ready to compete in a global environment.

In this regard the Rwanda Rural Rehabilitation Initiative (RWARRI) has embraced itself in the next five years (2018-2022) to play its role in contributing towards the reduction of poverty among the Rwandese population and in particular those living in the rural areas.

The Organization has been in operation since 1995 and has for a long time addressed emerging challenges faced by the rural poor such as the resettlement and re integration of Rwandese returnees in mid-1990 to early, 2000 and initiation of development projects aimed at improving livelihoods and food security. The focus of these projects has



been majorly agricultural and livestock in nature since majority of the people in the rural areas are predominantly engaged in agriculture.

Consequently, there has been tremendous improvement in the livelihoods and food security situation of the people in the districts we operate in notably the Eastern, Northern and Southern Provinces of Rwanda. In the last five a lot of focus was put into proper management of natural resources specifically water and soil management for purposes of sustainably increasing food production.

The other major focus was on reducing malnutrition among children below five years and pregnant mothers since Rwanda has on average recorded high levels of Malnutrition.

The thrust of the next strategic plan will focus on building on the achievements of the just ended strategic plan in particular improving the income levels of the small holder farmer through increased production of selected staple crops as well as managing the quality of produce so as to dominate niche markets within the country and beyond.

It is also expected that with the increased income in the pockets of farmers, it will be rational to assist them in investing the

additional income in productive and social sectors so as to improve the well-being of their families and communities.

The management of natural resources notably soil and water for agricultural production as well as interventions in reducing malnutrition in children below five years and pregnant mothers will remain a priority.

In the next five years cross cutting issues related to technology use and adoption in improving food production and coping with climate change will be enhanced and citizen participation in all development programmes, seen as crucial for the attainment of sustainable development of the individual and the nation.

As a result, the Organization will play a crucial role in understanding different government policies and programmes that are of economic and social nature and endeavor to promote the adoption and implementation by the citizens through organized meetings, field visits. This is aimed at complementing the Government effort at both the local and central level in raising the awareness and participation of citizens in National programmes.



CHAPTER I

1.0. CONTEXTUAL ANALYSIS

1.1. Introduction

The development of a country is a joint effort led by the Government which provides a development frame work that guides all stakeholders, notably the citizens, different government organs (National and Local), the private sector, civil society and funding partners among others.

The Government of Rwanda since 2000 has set out its National vision 2020 from which emanates different National Strategies for instance the Poverty Reduction Strategy Program (PRSP), the EDPRS 1 and 2 and now the NST1. The different Sectorial policies and strategies have also been developed so as to guide implementation at different levels. The National Strategy for Transformation and Prosperity (NST1) which really forms the basis for different interventions in the next seven years highlights the following as key indicators and objectives for the realization of the expected transformation and prosperity.

1.2. The Economic Transformation Pillar

Presents a strategy to accelerate private sector-led economic growth and increased productivity. This pillar entails the following priorities:

- Creating 1,500,000 (214,000 annually) decent and productive jobs;
- Accelerating sustainable urbanization from 18.4% (2016/17) to 35% by 2024;
- Establishing Rwanda as a globally competitive knowledge-based economy;
- Promoting industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually;
- Increase domestic savings and position Rwanda as a hub for financial

services to promote investments;

- Modernize and increase the productivity of agriculture and livestock;
- Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy.

1.3. Social Transformation

The pillar entails strategic interventions for social transformation and goes beyond measures such as GDP per capita to bringing positive qualitative change in all aspects of peoples' lives. Priorities for this pillar includes the following:

- Promoting resilience to shocks and enhance graduation from Poverty and extreme Poverty through improving and scaling up core and complementary social protection programs;
- Eradicating Malnutrition through enhanced prevention and management of all forms of malnutrition;
- Enhancing the Demographic Dividend through ensuring access to quality health for all, focus will be on improving health care services at all levels, strengthening financial sustainability of the health sector, and enhancing capacity of health workforce;
- Enhancing the Demographic Dividend through Improved access to quality education, focus will be on strategic investments in all levels of education (pre-primary, basic and tertiary), and improved teachers' welfare;
- Move towards a Modern Rwandan Household through ensuring universal access to affordable and adequate infrastructure and services.

1.4. National context and General over view:

Located in the heart of Africa, Rwanda is a relatively small country and covers a surface area of 26,338 square kilometers and is inhabited with a population estimated to be close to 12 Million people. Generally, Rwanda is a hilly, landlocked country. With access to the sea through the Ports of Dar es Salaam and Mombasa. Traditionally, Rwandans share

not only a territory but also share history and culture and speak one Mother tongue “Kinyarwanda”. Majority of Rwandans live in the rural areas and their livelihoods depends on subsistence farming

1.5. Social economic context

Rwanda’s long term vision of development is presented in vision 2020 soon to be replaced by vision 2050. The vision envisages Rwanda as a medium income country with a per capita income of \$ 1240 and an economy that will be powered by knowledge and skilled human resource and driven by technology. It aims at gradually reducing the population employed in agriculture by transforming the country’s economic structures from subsistence agriculture to market oriented agriculture, manufacturing and service delivery. The Government further seeks to promote shared and inclusive growth through creating social and economic outlets to support the poorest Rwandans.

1.6. KEY CHALLENGES RELEVANT TO PLANNED RWARRI’S INTERVENTION.

1.7. Subsistence economy:

The economy of the country largely remains subsistence with majority of the population producing enough for consumption with little surplus for the market. Production per unit area still remains low for most crops while animal production and their products are also low. The other challenges include low investment in agriculture due to limited access to finance, high post- harvest losses, drought and un-reliable markets,

1.8. Food insecurity and Mal-nutrition.

Nutrition and food security remain a big challenge and contributor to Mal-nutrition and stunting. Due to low agricultural production over 1/3 of the Rwandan population experience food insecurity. Nationally 38% of children under the age of 5 years are stunted and 2% suffer from acute Malnutrition. According to

the Comprehensive Food security and Vulnerability Analysis Report 2018 (CFSWA) stunting rates are highest among the poorest households and those living in rural areas. Generally stunting rates have been declining since 2000 and at an accelerated rate since 2010 they stubbornly remain high at 38% (2014-2015), Stunting impedes the development of the individual, it also deprives the economy of quality human capital that is critical for the growth and productivity of the economy.

1.9. Degradation of the Natural resources and effects of climate change:

The country has fragile natural resources due to high population pressure particularly in the exploitation of land for agriculture and livestock. It is estimated that the population density is at 344 persons per Km² (2010) and probably higher now. Urbanization is increasingly taking up land for food production as the urban areas extend into the largely rural agricultural land. Deforestation is not generally matched with the expected progress of afforestation due to poor post tree planting management challenges particularly in public owned land.

The wet lands are increasingly being exploited for farming as the pressure for food needs continue to rise. The weather patterns have also changed due to climate change and drought is more frequent than in the past and affects more and larger areas than before and the rural poor are much more vulnerable to these effects.

CHAPTER II

2.0. RWARRI'S INTERVENTION FRAMEWORK

2.1. Background

Rwanda Rural Rehabilitation Initiative (RWARRI) is a non-profit making organization dedicated to the promotion and improvement of socio-economic welfare of rural communities in Rwanda. RWARRI is officially registered as a Non-Governmental Organization (registration number: 37/1114/SC&RT) and has its head office in Remera Sector, Gasabo District, City of Kigali.

The current strategic plan covers the period (2018 – 2022) and builds on the achievements of four successive strategic plans that have guided the Organization's operation since 2000. The vision of the organization is to realize a rural community that is economically and socially transformed. Fundamental to our vision is the belief that the vision will be realized when community members themselves take ownership and responsibility of the entire development process. Based on its vision, the organization has over the years deliberately focused on issues of Food security and Nutrition, Livelihood improvement and raising income levels of the people living in rural areas of Rwanda. Even though a lot of progress has been made in the last decade in terms of poverty alleviation, the average rural Rwandan still grapples with issues of low income, inadequate food sources and unreliable weather patterns among others. The GOR in the next seven years spanning (2018-2024) has put in place several strategies in place notably the National Strategy for Transformation and Prosperity (NST1) which provides a framework through which transformation and prosperity will be realized.

The Sectorial strategies that feed into NST1 that are relevant to our organizational' vision and mission, which also provide the basis

and foundation blocks for our fourth five-year Strategic plan (2018-2022) include:

The Strategic Plan for the Transformation of Agriculture (PSTA 4) 2018-2024 whose focus is a shift from Subsistence farming to Market Agriculture. Agriculture remains the mainstay of the majority of households and accounts for approximately 30% of the GDP and employs about 69% of the labour force (NISR 2014). Agriculture will be central to the structural transformation of the national economy, contributing to economic growth, exports, jobs creation, increased land and labour productivity.

The PSTA 4 therefore emphasizes a stronger role of the private sector, including farmers, with the government becoming a market enabler rather than a market actor for example, direct government involvement in production, processing and marketing will be reduced. Besides creating an enabling environment, the government will provide public goods, otherwise undersupplied by the private sector, including infrastructure, research, social protection, and emergency response.

The second sectorial strategy relevant to the Organization, is the Health Strategic Plan (2018-2024) which has prioritized reduction of stunting among other priorities. Nationally 38% of children under the age of five are stunted and 2% suffer from acute malnutrition (wasting or low weight for height). According to the Comprehensive Food Security and Vulnerability Analysis 2018 (CFSWA) report, stunting rates are highest among the poorest households and those living in rural areas. The report goes further to recommend adoption of a pro-poor approach targeting the poorest children and those under the age of 2 years during the critical 1000 days' window beyond which stunting is largely irreversible.

The Government of Rwanda has placed Stunting high on its priority list to be addressed under the Sustainable Development Goals (SDGs) and is taking measures to turn the tide on stunting by prioritizing Food security, Nutrition and Early Child hood Development

as foundational issues in the National Strategy for Transformation and Prosperity (NST1) 2017-2024). In the National Health Strategic Plan (2018-2024), the Government has set a bold target for all districts to reach a 19% stunting rate by 2024.

The third Sectorial strategy relevant to the Organization's vision is the Natural Resources Management Strategy; the strategy covers the management of natural forests, wild life habitat and marshlands (wetlands) soil and water conservation, agroforestry and dissemination of tree species and other perennials to local communities. Based on the Natural Resources Management Strategy (2013-2018) whose main goal was to ensure that the environment and natural resources are utilized and managed productively in support of equitable and sustained national development and poverty reduction. Two specific objectives below heavily inform and influence our new strategic plan.

- Increase and sustainably manage ecosystems and forest resources to optimize their economic as well as ecological functions
- Ensure that development in Rwanda is undertaken in a manner that it inflicts minimal damage to the environment and building resilience to the threats posed by climate change for the sustained support to economic, social and cultural development of Rwanda.

2.2. Lessons learnt

This Strategic Plan for Rwanda Rural Rehabilitation Initiative (2018-2022) document finalized in December 2017 has been developed in response to the need for an updated strategy for the organization.

The organization leadership and management recognizes the importance of having a strategic plan in terms of giving the organization a clear direction in pursuing the intended goals as well as proper allocation of resources. The organization's team also recognizes the need to constantly adjust to emerging issues and opportunities in order to address the needs of its target group as well as playing an active role in the national

and global development dynamics. The new strategic plan is informed by internal lessons experienced in the expiring strategic plan (2013-2017) and among these include.

- Increased participation and involvement of beneficiaries accelerates project ownership by beneficiaries;
- Coordination and project monitoring with clear indicators and expected outputs and outcomes are crucial for the implementation of projects and programs;
- Reports and other important documents should be filed carefully for ease of reference at a later date
- RWARRI does a lot of good things but puts in little effort to tell the story of best practices either by way of documentation, publication and media coverage;
- Targeting groups (or cooperatives) as opposed to individuals is cost effective, gives better results and has more impact;
- Diversification of funding base provides assurance of continuity of work serving communities and allows wide coverage of different thematic areas of the strategic plan.

The new strategic plan focuses and is designed to build the internal capacity of the Organization to effectively deliver on its mandate.

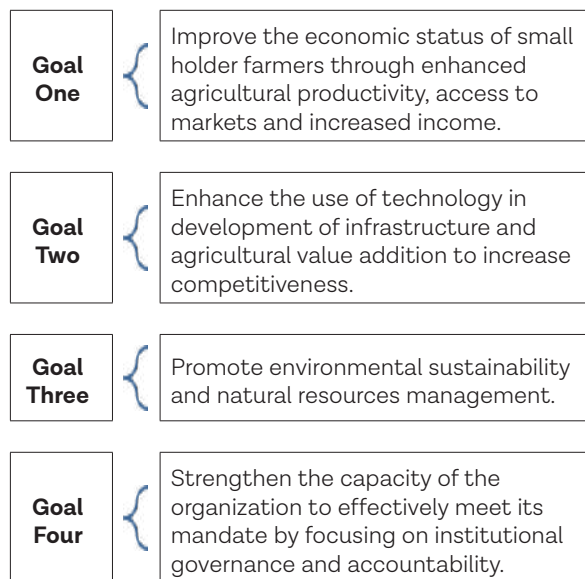
The focus for the Strategic Plan of Rwanda Rural Rehabilitation Initiative (RWARRI) will be on four pillars that we believe address the Vision and Mission of the Organization set out in 1994 but also operates w

2.3. Strategic goals/Thrusts

In developing the strategic goals, a highly participatory process guided by an expert informed the process that included key stakeholders like Farmers, Government officials, Organizational members and staff. The strategic planning process came up with five strategic goals derived from the challenges and opportunities the rural poor face, the vision of the Organization to attain

a socially and economically transformed rural population and the overall development framework of the Government of Rwanda. The five strategic goals are as follows:

It is envisaged that at the expiry of the five-year plan (2018-2022), the Organization with support from different stakeholders will realize a change in the way rural farmers do their business and there will be an obvious shift in their income levels.



In the national and global development framework such as the National Strategy for Transformation and Prosperity (NST1) 2018-2024 and the Sustainable Development Goals (SDG) 2030. The key thematic priorities identified include:

- **Economic Sustainability:** The goal of the Rwandan economy is to sustainably improve human well-being and quality of life. What many community members seek are opportunities to be created, taking away bottlenecks that prevent them from using their human and economic potential to the fullest. They will then be able to move out of the vicious cycle of poverty and become productive economic actors. Market access is an opportunity for smallholder farmers to access high prices for the produce and also to take advantage of benefits across the value chain.

- **Ecological Viability:** Rwanda's food security challenges are formidable. This is due to the fact that most of the agriculture today is still rain fed. Introducing rainwater harvesting as well as irrigation of crops will greatly enhance food security. It is also true that what crops need is not rain but water and therefore individuals and Government have to invest heavily in water management and use for irrigation as a coping measure to drought and climate change.

- **Technology Transfer:** The importance of food and agriculture to Rwanda is undisputable. Agriculture is the economic mainstay of majority of the households. It accounts for approximately 30% of the GDP and employs about 69% of the labour force (NISR 2014). Agriculture will be central for the structural transformation of the national economy, contributing to economic growth, exports, jobs creation, increased land and labour productivity. It is therefore imperative that investment in technology (both the soft and hard) will be crucial to realize this transformation. The use of farm machinery such as hand operated for steep terrains and tractors for flat terrains will be necessary in land preparation while use of fertilizers and hybrid seeds will be crucial in raising the yield. In post-harvest handling and management, environmental friendly handling equipment will be crucial in reducing losses such as hermetic bags, plastic and metallic storage silos just to mention a few.

- **Social Transformation:** There are many smallholder farmers who are increasingly benefitting from increased income as a result of linking them to markets. It is necessary that a deliberate effort is made to raise awareness on productively re-investing the additional income. Among the key activities will include raising the payment of Mituelle de Santé (MUSA), tackling malnutrition and improvement in individual and household health. The Field officers will be responsible for spearheading this campaign with support from the M&E officer.

- **Institutional Strengthening and Capacity Enhancement:** Emphasis will be placed in building the capacity of staff, the board so as to efficiently deliver on the strategic plan. The board will receive training on governance and accountability skills.

The staff will receive training in diverse thematic areas including finance management, management skills and technically relevant training.

The institution will acquire equipment to support the implementation work. The strategy will also focus on acquisition of sufficient fiscal resources, adequate equipment to help implement programs and cover administration costs.

These priorities are in line with the various government policies elaborated above, and implementation of these will contribute significantly towards the achievement of poverty reduction, improved welfare and better standards of living for the people of Rwanda.

This strategy further recognizes that sustainable environment and natural resources management hinges on adopting pro-poor approaches – that the poor must be part of and benefit from sustainable natural resources management, and that they are shielded from the negative impacts of environmental and natural resources degradation. This is based on the well-known and increasingly recognized fact that most of Rwanda’s poor people rely heavily on natural resources for their livelihoods and have limited alternative options.

2.4. Identity Statement

RWARRI is a non-governmental organization whose idea was born in 1994 and began its operations in 1995, and is officially registered in Rwanda to provide support to the rural communities in its quest to improve their livelihoods, nutrition, food security, and management of natural resources.

2.5. RWARRI’s Vision is

The vision of RWARRI is the ultimate realization of a rural and vulnerable community that is economically sustainable, socially transformed and food secure.

Fundamental to our vision is the belief that the above vision will be realized when community members themselves take ownership and responsibility of the entire development process.

2.6. The Mission of RWARRI is

The mission of RWARRI is to be one of the most valued and respected NGOs in Rwanda and beyond, working towards achieving sustainable livelihoods among the rural poor, contributing towards shaping and implementation of national and global policies that lead to positive economic, social and technological transformation of the citizens.

2.6.1. Values

RWARRI is an equal opportunity organization that provides space for individuals to be creative and innovative so as to add value in whatever they do. The organization is non-discriminatory in nature, whether based on race, religion, ethnic, gender or disability or any other form of discrimination. RWARRI promotes values of Transparency, Accountability, Respect for human dignity, Effectiveness and Equity.

2.7. RWARRI’s Environmental Context

This Strategic Plan is informed by a scan of the external and internal environment that RWARRI has and continues to operate in.

2.8. External Environment

RWARRI’s mandate spreads over the whole of Rwanda whose estimated population stands at 11,8 million people in 2016/17 from EICV5 survey. The population structure remains very young, with 52% of the population aged 19 years or younger.

2.9. Policy Environment

At the global level, we have the Sustainable development goals (SDGs) whose main goal is to reduce global poverty by 2030. At national level, there are mainly 2 policy documents that are relevant to RWARRI's work – the National Strategy for Transformation and prosperity (NST1) and the Vision 2050. During implementation of this strategic plan, RWARRI will strive to make use of available opportunities to participate and influence in the implementation of the three selected thematic areas.

2.10. Political Environment

Rwanda exhibits political stability, high degree of public accountability, good leadership and zero tolerance to corruption. This environment is vital for the successful implementation of this strategic plan.

2.11. Economic Environment

Despite proven evidence that poverty levels are dropping in Rwanda, poverty still remain high and extreme poverty has to be eliminated by 2024. Dependence on rain fed agriculture in many parts of Rwanda may lead to food insecurity due to effects of climate change. This will in turn affect the livelihoods of majority of Rwandans, most of whom rely on agriculture as their source of livelihood.

2.12. Social Environment

In the context of the initiative by Government to address human security challenges such as Mal-nutrition and others, the organization will support this initiative and work closely with the local authorities to address these problems. There is also increased threat to the family institution with the breakdown of the social fabric and the prevalence of domestic violence. It is important to incorporate issues like cultural values, community participation and social cohesion during implementation of this strategic plan.

2.13. Internal Environment

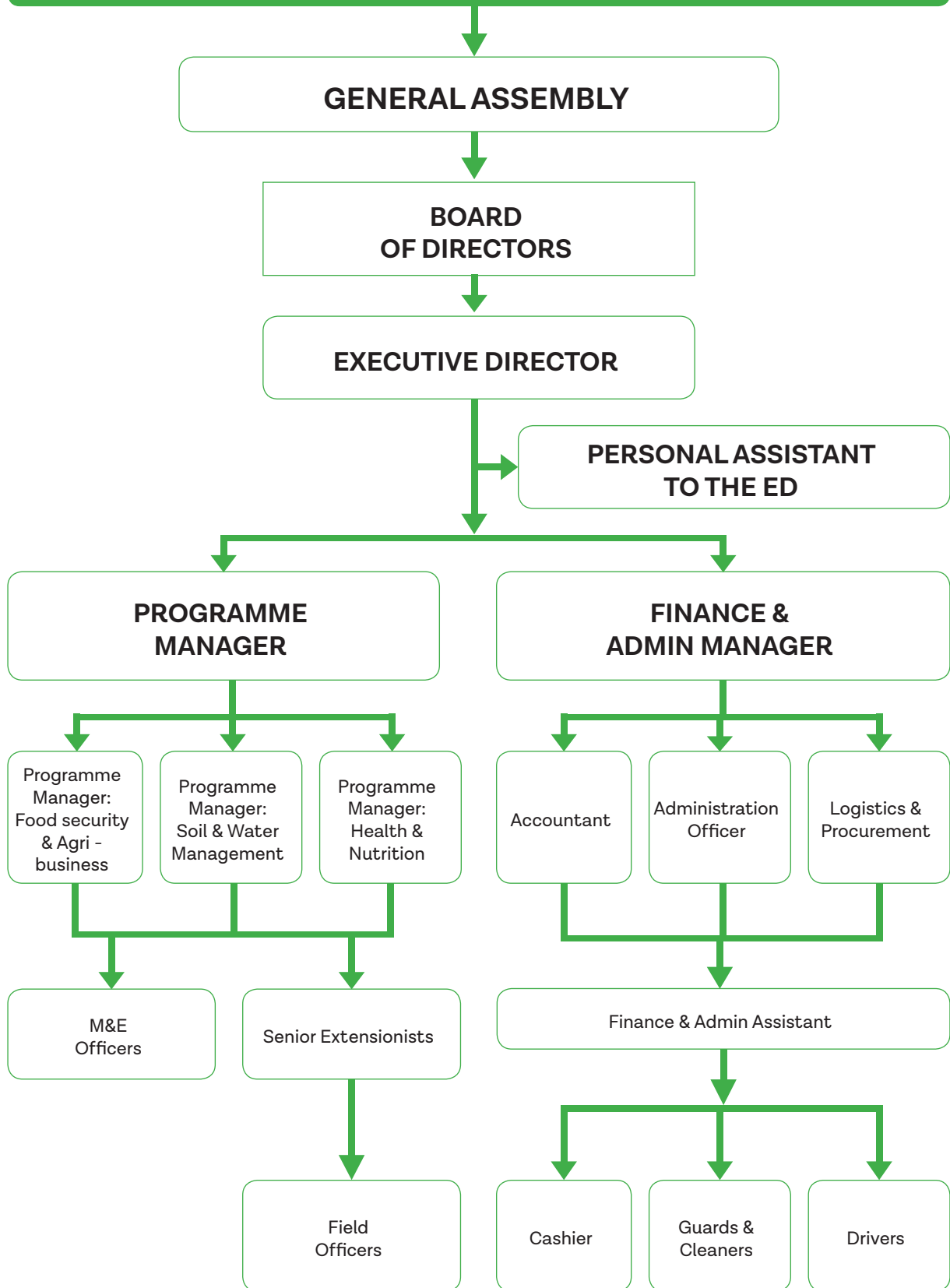
2.13.1. RWARRI's Organs

RWARRI's internal institutional arrangements consist of the following organs:

1. The General Assembly
2. The Executive Committee (Board of Directors)
3. The Secretariat

These are the organs that have defined the organization's internal environment. The Executive Committee has five members and it meets on quarterly basis. The General Assembly has 11 members and it meets once a year. It has contributed tremendously in ensuring that members' priorities inform RWARRI's policy direction. The Secretariat is responsible for interpreting and implementing policy and programmes, as well as undertaking monitoring and evaluation.

RWARRI ORGANIZATIONAL CHART



CHAPTER III

3.0. STRATEGIC PLAN OPERATIONALIZATION

3.1. Thematic Priorities for 2018 - 2022

3.2. Economic Sustainability

Major planned activities include: -

- Increase production of livestock and selected staple crops such as Maize, Beans, fruits and vegetables by smallholder farmers and producing for the market thus increasing household incomes;
- Promote post-harvest handling and storage through training of farmers, raising awareness and introducing environmentally friendly post-harvest technologies to farmers;
- Support farmers to access structured markets that attract quality produce but also offer premium prices to the farmers;
- Assist and raise awareness for small holder farmers to operate in Cooperatives in order to benefit from economies of scale and increase bargaining power in negotiating for prices;
- Promote governance and accountability for farmers operating in Cooperatives so as to build credibility, trust and confidence in the institutions that serve them;
- Raising the skills levels of smallholder farmers in business and value addition of agricultural products;
- Encourage small holder farmers to increase their savings with finance institutions from which farmers can obtain Input and Output loans.

3.3. Ecological Viability

Major planned activities include:

- Promote irrigation farming using water harvesting techniques and introduce cost effective irrigation technologies;
- Promotion of soil and water conservation approaches so as to make the land sustainably productive;
- Promote forestry and agroforestry initiatives to restore landscapes and conservation of soils and nature;
- Promote awareness on the effects of climate change and support climate change initiatives for community resilience.

3.4. Technological Advancement

Major planned activities include:

- Increase the use of ICT in agriculture to increase efficiency and effectiveness in accessing inputs, applying inputs, accessing markets and financial services;
- Promote and raise awareness on technologies that ease land preparation and other farm operations to ease and reduce manual work, increase efficiency and minimize time wastage;
- Use of technologies in irrigation and water management, produce handling and storage to cope with climate change and increase commodity value.

3.5. Social Transformation

Major planned activities include:

- Support Government initiative on “Human security” by raising awareness among the members of the Cooperatives that work with RWARRI;

- Support the promotion of high quality nutritive foods among the small holder farmers such as Sweet potatoes, Iron rich beans, vegetables and rearing small livestock;
- Raise awareness among Cooperative members to re-invest extra income from farming in other income generating activities;
- Create baseline data on the status of selected human security to assess the organization's progress in implementation.
- Review the salary structure, staff allowances and other benefits to harmonize and match the current standards of living;
- Revive the idea of establishing a Center of innovation and technology hub in agriculture and disseminate the technologies and skills to youth and small holder farmers through a practical training program;
- A monitoring, evaluation and reporting plan for the activities of the organization will be developed with clear baselines to track progress of implementation and change. Reports will be provided on monthly, quarterly and annual basis;

3.6. Institutional Strengthening & Capacity Enhancement

Major planned activities include:

- Development and implementation of a communication strategy to demonstrate positive impact of RWARRI's interventions. This will support the communication around the celebration of its Silver Jubilee and other activities beyond 2020;
- Develop and apply strategies that will enable the organization to hire qualified staff and retain them;
- Improve the capacity of the organization to deliver services by introducing motorcycle procurement scheme for field staff and acquiring additional equipment for the head office.
- A capacity building plan for staff and board members will be developed to ensure there is adequate capacity in planning, accountability and oversight of the organizations' programs;
- Monitor the implementation of the code of conduct for the Board and staff and other key organizational documents and guidelines;
- Set up a committee to prepare for the celebration of the silver jubilee in July 2020;
- Put in place a fundraising strategy and a team to mobilize resources as a part of the organization sustainability.

CHAPTER IV

4.0. LOG FRAME FOR RWARRI STRATEGIC PLAN

4.1. Thematic Strategy 1: Economic Sustainability/Agricultural transformation

Goal (General objective): Improve the economic status of smallholder farmers through enhanced agricultural productivity, access to markets and increased income

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
<p>Integration of livestock and crop production.</p> <p>Improved quality of produce delivered to the market.</p>	<ul style="list-style-type: none"> Capacity building for smallholder farmers in integration of livestock and crop production management techniques. Promote livestock production, fodder production and management Train farmers on good agricultural practices (GAP) Train farmers on post-harvest handling and storage (PHHS) Link smallholder farmers to post harvest handling equipment and technologies providers. Link farmers to agricultural input suppliers 	<ul style="list-style-type: none"> Increase of maize from 1.8Mt/ha in 2018 to 4.5Mt/ha by 2022 Increase of beans from 0,9Mt/Ha in 2019 to 2Mt/Ha 20,000 farmers trained on GAP and PHHS in 2018 to 60,000 in 2022 2,000 farmers purchase PH equipment in 2018 to 6,000 in 2022 500Mt of DAP used in 2018 to 1500Mt in 2022. 300Mt of UREA used in 2018 to 750Mt in 2022 160Mt of maize improved seeds used in 2018 to 500Mt in 2022 	<ul style="list-style-type: none"> Increase in production of crops and livestock Reports from training sessions Number of farmers linked to post harvest equipment and technologies providers. Number of equipment procured Quantity of inputs used
<p>Increased commercialization of targeted staple crops (Maize, Beans and Horticultural crops)</p>	<ul style="list-style-type: none"> Organize contracting sessions between farmer's organizations and buyers; Conduct delivery plan meeting between cooperatives, financial institutions and off-takers; Link smallholder farmers to structured markets. 	<ul style="list-style-type: none"> 3,000Mt of maize delivered in 2018 to 10,000Mt in 2022 2,000Mt of beans delivered by 2022 75 contracts signed in 2018 and 200 by 2022 	<ul style="list-style-type: none"> Quantity of metrics tons sold Sales reports. Minutes Forward contracts signed

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Increased Cooperatives leadership and management	<ul style="list-style-type: none"> • Train cooperatives in governance and management; • Capacity building for smallholder farmers in financial literacy, business skills, and value addition. • Train cooperatives in gender awareness and women in leadership 	<ul style="list-style-type: none"> • 75 coops trained on governance in 2018 to 200 by 2022 • 20 business plan developed for coops in 2018 to 200 by 2022 	<ul style="list-style-type: none"> • Training reports • Number of business plan developed
Increased savings and investments by cooperatives	<ul style="list-style-type: none"> • Awareness raising on savings and investments • Linking smallholder farmers to financial institutions 	<ul style="list-style-type: none"> • 20 million saved by cooperatives in 2018 to 100 million by 2022 • 30 million disbursed by bank as inputs or outputs loans in 2019 to 120 million by 2022 	<ul style="list-style-type: none"> • Meeting minutes • Training reports • Number of coops linked to financial institutions

THEMATIC STRATEGY 2: ECOLOGICAL VIABILITY

Goal: Promote/enhance/improve/environmental sustainability and natural resources management

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Increased use of soil and water management practices and technologies	<ul style="list-style-type: none"> • Maintenance of the existing and new water management infrastructures • Development and rehabilitation of marsh lands for agricultural use • Capacity building of water users associations and small holder farmers 	<ul style="list-style-type: none"> • At least 20 water infrastructures established by 2022 • 8 marshlands developed/ rehabilitated by 2022 • 8 water users associations are established / strengthened by 2022 	<ul style="list-style-type: none"> • Number of water infrastructures established • Number of marshlands developed and rehabilitated • Training reports • Monitoring and evaluation reports

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Increased adoption of forestry and agro forestry management practices and technologies	<ul style="list-style-type: none"> • Carryout a study on sustainable management of trees and forest management • Awareness raising and capacity building on forestry and agroforestry management • Train farmers on the proper use of agroforestry trees • Plant agroforestry trees 	<ul style="list-style-type: none"> • 1 study report available by 2022 • 5 awareness meetings/sessions held by 2022 • 10 radio talk shows aired by 2022 • 100 hectares of agroforestry trees planted by 2022 	<ul style="list-style-type: none"> • Report on findings of study • Training workshop reports • Radio talk shows aired • Diversified use of agroforestry trees • Tree seedlings planted and nurtured
Promote climate resilience and adaptation among communities	<ul style="list-style-type: none"> • Sensitize innovations to cope with climate change; • Advocate for positive climate policies and technologies 	<ul style="list-style-type: none"> • 2 innovations developed by 2022 • 4 approaches are promoted by 2022 	<ul style="list-style-type: none"> • Minutes of sensitization meetings • Training reports • Studies reports

THEMATIC STRATEGY 3: TECHNOLOGY TRANSFER

Goal: Enhance the use of technology/ICT in infrastructure and agro processing to increase competitiveness

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Increased use of ICT in agriculture	<ul style="list-style-type: none"> • Capacity building on new or existing agriculture ICT technologies; • Train cooperatives in the use of ICT to access inputs; • market and financial services 	<ul style="list-style-type: none"> • 3 coops trained in 2018 and 100 by 2022 	<ul style="list-style-type: none"> • Training report • Numbers of Smallholder farmers accessing various ICT services
Promoted mechanization to reduce manual work, increased efficiency and minimize time wastage	<ul style="list-style-type: none"> • Raise awareness to new or existing mechanization techniques • Link smallholder farmers to the services providers • Assist farmers on the use of mechanization techniques 	<ul style="list-style-type: none"> • 100 coops are trained/assisted/linked by 2022 	<ul style="list-style-type: none"> • Trainings/meetings reports • Cooperatives assisted

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Increased use of technology in water harvest and post-harvest infrastructure	<ul style="list-style-type: none"> Awareness raising on the use of technology in water harvest and post-harvest infrastructures Linking small holder farmers with technologies providers Establish cold rooms for vegetables Set up irrigations systems Train cooperatives on the value addition approaches 	<ul style="list-style-type: none"> 4 cold rooms are established by 2022 10 irrigation systems are established by 2022 6000 farmers are trained by 2022 	<ul style="list-style-type: none"> Minutes of meetings Training report Numbers of farmers linked to the technology Number of infrastructures established

4.2. THEMATIC STRATEGY 4: SOCIAL TRANSFORMATION

Goal: Reduce malnutrition and stunting among children, pregnant and breast feeding women through consumption of improved foods/balanced diet.

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
<p>Improved hygiene in the families and communities</p> <p>Promoted access to health insurance of all cooperatives members</p>	<p>Train communities on hygiene practices</p> <p>Mobilize and sensitize families and communities to adopt better hygiene practices</p> <p>Mobilize farmers to get health insurance (Mutuel de Santé)</p>	<p>Partner's cooperatives are mobilized on hygiene practices by 2022</p> <p>All cooperatives members working with RWARRI are able to pay health insurance at 100% by 2022</p>	<p>Training workshop reports</p> <p>Sensitization workshop reports</p> <p>Monitoring & Evaluation reports</p>

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
<p>Reduced malnutrition among young children, pregnant and breast feeding mothers.</p> <p>Reduction in Malnutrition among the rest of rural community members.</p>	<ul style="list-style-type: none"> Mobilize farmers to establish kitchen gardens and small livestock rearing Participate and share information on the national campaign in fighting malnutrition Sensitize communities to rear and consume small animals Link them to improved livestock providers Mobilize communities to eat balanced diet by planting and consume orange sweet potatoes and enriched iron beans 	<ul style="list-style-type: none"> 60,000 households have kitchen gardens by 2022 At least 80% of households have at least 1 small animal by 2022 A clear monitoring tool is place and operational by 2019 	<ul style="list-style-type: none"> Number of Kitchen gardens established Training/ meetings reports Number of livestock bought and distributed Monitoring & Evaluation reports
Promoted income generating activities	<ul style="list-style-type: none"> Conduct a study on proposed others income activities among maize, beans and horticultural cooperatives Conduct awareness meetings on others income generating activities 	<ul style="list-style-type: none"> A study is conducted by 2021 60,000 farmers mobilized on other income generating activities by 2022 	<ul style="list-style-type: none"> Findings reports Minutes of the meetings/ trainings
Developed baseline data tool to monitor human security interventions and progress	<ul style="list-style-type: none"> Design baseline data tool 	<ul style="list-style-type: none"> Baseline data tool in place by 2019 	<ul style="list-style-type: none"> Tool developed

4.3. Thematic Strategy

5.0: INSTITUTIONAL STRENGTHENING & CAPACITY ENHANCEMENT

Goal: Strengthen the capacity of the Organization and Governance to effectively deliver its mandate

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Improved Internal and External Communication	<ul style="list-style-type: none"> Develop Communication Strategy/Policy Update regularly the current RWARRI website Media coverage during official functions (Organizational Visibility) Develop documentaries showing RWARRI's activities 	<ul style="list-style-type: none"> Communication strategy in place by 2019 The information on the website is updated regularly 5 documentaries of RWARRI interventions are shared by 2022 	<ul style="list-style-type: none"> Communication policy developed RWARRI's website updated and running Media reports Documentaries shared with stakeholders
Designed strategies for staff recruitment and management	<ul style="list-style-type: none"> Design strategy for staff recruitment Organize professional staff training Salary reviews for staff Develop a Gender Strategy/Policy Recognition for long serving and best performing staff 	<ul style="list-style-type: none"> A strategy is developed by 2020 A salary structure in place by 2019 Gender policy is developed by 2021 	<ul style="list-style-type: none"> Strategy for staff recruitment designed Staff training report Salary scales developed Gender policy developed Certificates and awards for staff
Organizational equipment procured and well maintained. RWARRI office block is maintained equipped	<ul style="list-style-type: none"> Procurement of vehicle to support field and administrative work Introduce motorcycle procurement scheme for field staff Engage a competent firm to maintain office equipment Train personnel in logistics and procurement 	<ul style="list-style-type: none"> At least 1 vehicle is purchased by 2022 8 motorbikes are purchased in 2019 and 15 by 2022 Logistics & Procurement personnel are trained by 2020 	<ul style="list-style-type: none"> Vehicle procured Motorcycles purchased for staff Well maintained office equipment Logistics & Procurement personnel trained

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
Management Meetings and Meetings by Governing Board are organized as per the constitution	<ul style="list-style-type: none"> • Hold regular Board meetings • Hold Annual General meetings • Capacity Building of RWARRI organs on governance and strategic issues • Reinforce the functioning of different Board Committees 	<ul style="list-style-type: none"> • A board meeting is held quarterly • In each year a general meeting is organized 	<ul style="list-style-type: none"> • Reports of Board meetings • Reports of General Assemblies • Reports of capacity building sessions • Functional Board Committees
Planning and Evaluation Sessions are held as planned.	<ul style="list-style-type: none"> • Organize annual fora for evaluation, planning and addressing emerging issues • Prepare and print annual performance reports • Monitor the implementation of RWARRI code of conduct 	<ul style="list-style-type: none"> • Annual forum for staff is organized annually • Evaluation of staff is conducted every year • Evaluation of code of conduct implementation is done annually 	<ul style="list-style-type: none"> • Forum reports • Planning documents (Operational Plans) • Evaluation reports • Dissemination of Annual Performance Reports • Signed code of conduct
Monitoring and Evaluation tools are developed and applied.	<ul style="list-style-type: none"> • Develop monitoring indicators for each project • Carry out mid-term and end of project evaluations 	<ul style="list-style-type: none"> • Monitoring indicators for each project implemented • Mid and final evaluation is conducted for each project 	<ul style="list-style-type: none"> • Monitoring indicators in use • Evaluation reports
Increased funding received from funding partners.	<ul style="list-style-type: none"> • Develop a Fundraising Strategy • Capacity building of staff to enable them to develop fundable project proposals • Develop a database for potential funding partners • Increase contact with potential funding partners 	<ul style="list-style-type: none"> • A fundraising strategy is in place by 2019 • A database of funding partners is available by 2019 	<ul style="list-style-type: none"> • Fundraising strategy developed • Staff capable of developing fundable project proposals • Number of project proposals which have received funding

Key Result Areas	Core Activities	Verifiable indicators	Means of Verification
			<ul style="list-style-type: none"> • Funding contracts • Potential funding partners' database • Report of annual donor roundtable
Documentation (Production, Filing Systems and Archiving) is improved	<ul style="list-style-type: none"> • Publish documents on best practices in Kinyarwanda and other languages • Prepare and post best practices and achievements on social media (Blogs, YouTube, Twitter...) • Prepare audiovisual documentaries on best practices • Establish a system for storage of organizational documents, publications and study reports 	<ul style="list-style-type: none"> • RWARRI best practices are shared regularly • Storage system is in place by 2019 • RWARRI MIS is operational by 2019 	<ul style="list-style-type: none"> • Publications available in Kinyarwanda and other languages • E-publications • RWARRI MIS developed
Established center of innovation and technology hub in agriculture	<ul style="list-style-type: none"> • Develop/ design and put in place the centre • Introduce farming activities to generate income for the centre • Train on farming activities to the cooperatives and farmers 	<ul style="list-style-type: none"> • A plan is available by 2020 • A centre is operational by 2020 	<ul style="list-style-type: none"> • Well-designed plan in place • Throughout the year agricultural activities • Training reports
Celebrated RWARRI silver jubilee	<ul style="list-style-type: none"> • Set up a committee to prepare the jubilee • Prepare key achievement to be demonstrated during the jubilee event 	<ul style="list-style-type: none"> • A committee is operational by 2019 • Documentations are available by 2019 	<ul style="list-style-type: none"> • Minutes of meeting and report • Success stories and documentations shared

5.0 Estimated Budget (2018 - 2022) in '000 RWF

The following resources are required in implementing the strategic plan:

1. Economic Sustainability	2018	2019	2020	2021	2022
Integration of livestock and crop production	33,256	34,918	36,664	38,497	40,422
Improved quality of produce delivered to the market	40,840	42,882	45,026	47,278	49,641
Increased commercialization of targeted crops (Maize, Beans, Soy bean, Cassava, Horticultural crops)	28,005	29,405	30,875	32,419	34,040
Increased savings and investments by small holder farmers and cooperatives	19,837	20,828	21,870	22,963	24,112
Sub-Total 1	121,937	128,034	134,436	141,157	148,215
2. Ecological Viability	2018	2019	2020	2021	2022
Increase the use of soil and water management practices and technologies	52,509	55,134	57,891	60,785	63,825
Increase in the adoption of agro forestry management practices and technologies	26,254	27,567	28,945	30,393	31,912
Promote climate resilience and adaptation among communities	486,592	510,922	536,468	563,291	591,456
Sub-Total 2	565,355	593,623	623,304	654,469	687,193
3. Technological Advancement	2018	2019	2020	2021	2022
Increase the use of ICT in agriculture.	2,160	18,160	23,380	22,160	2,160
Increase the use of technology in water harvest and post-harvest infrastructure	53,676	56,359	59177.36	62136.23	65243.04
Promote use of technology and value addition and agro processing	66,985	70,334	73850.96	77543.51	81420.69
Sub-Total 3	120,661	126,694	133,028	139,680	146,664

4. Social Transformation	2018	2019	2020	2021	2022
Improve hygiene in the families and communities	19,110	2,160	19,110	2,160	5,280
Reduction of malnutrition in young children, pregnant and breast feeding mothers	15,000	24,550	2,160	24,550	2,160
Reduction in Malnutrition among the targeted rural community members	20,610	2,160	20,610	2,160	2,160
Sub-Total	54,720	101,700	64,400	86,700	32,120
5. Institutional Strengthening and Capacity Enhancement	2018	2019	2020	2021	2022
Internal and External Communication	3,240	1,240	1,240	1,240	1,240
Staff Capacity Building and Retention Initiatives	4,125	4,125	4,125	4,125	4,125
Procurement and Maintenance of Equipment and Infrastructure	1,440	30,640	36,440	3,640	1,440
Meetings (Management Meetings and Meetings by Governing Bodies)	3,200	4,000	3,200	3,200	4,000
Planning and Evaluation Sessions	1,800	1,800	1,800	1,800	1,800
Monitoring and Evaluation	800	300	800	300	300
Fundraising Initiatives	4,385	3,860	3,360	3,860	3,360
Documentation (Production, Filing Systems and Archiving)	6,500	3,500	5,900	3,500	5,900
Establish Kitazigurwa center of innovation in agriculture			3,500	35,000	10,000
Conduct RWARRI silver jubilee			3,000		
Sub-Total 5	25,490	49,465	63,365	56,665	32,165
Grand total	888,163	999,516	1,018,533	1,078,671	1,046,357

LIST OF RWARRI'S CURRENT STAKEHOLDERS: -

- World Food Program (WFP)
- Alliance for Green Revolution in Africa (AGRA)
- PALLADIUM
- New Partnership for Africa Development (NEPAD)
- World Vision Rwanda
- Rwanda Development Organization (RDO)
- RABOBANK-RIAS
- ICCO TERRAFINA
- Local Government entities
- PELUM Rwanda
- Food and Agriculture Organization (FAO)
- Ministry of Agriculture and Animal Resources (MINAGRI)
- Ministry of Local Government (MINALOC)
- Ministry of Gender and Family Promotion (MIGEPROF)
- Rwanda Governance Board (RGB)
- Kenya commercial bank (KCB)
- Input suppliers and distributors: SeedCO, PANNAR, APTC and TUBURA
- Buyers: MINIMEX, PRODEV, AIF, RGCC, EAX and SARURA
- Rwanda Agricultural Board (RAB)



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