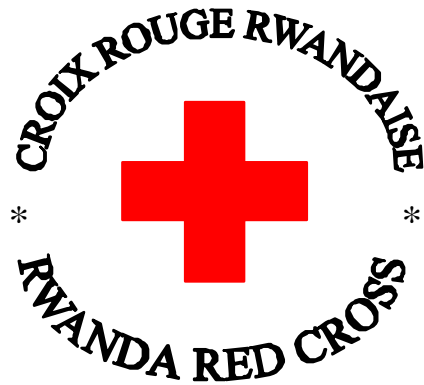


RWANDA RED CROSS SOCIETY
P.O Box 425 Kigali



RWANDA RED CROSS
STRATEGIC PLAN 2017-2021

Final

March, 2016

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List of acronyms and abbreviations

CAGs	Community Action Groups
CBEHPP	Community-Based Environmental. Health Promotion Programme
CBHFA	Community Based Health and First Aid
DM	Disaster Management
DRR	Disaster Risk Reduction
EDPRS II	Economic Development and Poverty Reduction Strategy II
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
IGA	Income Generating Activities
IHL	International Humanitarian Law
LG	Local Government
M&E	Monitoring and Evaluation
MININFRA	Ministry of Infrastructure
MoH	Ministry of Health
MoU	Memorandum of understanding
NS	National Society
OVC	Orphans Vulnerable Children
PEST	Political, Economical, Social and Technological analysis
PMER	Planning, Monitoring, Evaluation and Reporting
PMER	Planning, Monitoring, Evaluation and Reporting
RRC	Rwanda Red Cross
RRCS	Rwanda Red Cross Society
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TOT	Training of Trainers

Foreword

A multitude of National Society initiatives are in existence across the country. Rwanda has made significant contributions in terms of land, security, among others to some of these initiatives

This strategic plan 2017-2021 sets out a five year framework for developing the RRCS based on priority outputs which show the strategic directions that will guide the National Society for 5 coming years to realize the vision of delivering quality service of preventing and alleviating human suffering to the most vulnerable. A comprehensive analysis of the strengths and weaknesses is presented as well as an assessment of the environment highlighting opportunities and threats under which the RRCS operates. A number of benchmarks are outlined that are necessary for the RRCS to achieve its vision and mission.

The Strategic Plan builds on RRCS previous efforts and experiences and seeks to consolidate the past achievements, refocus existing interventions, improving response and cause greater impact.

The scope of the strategic plan is to guide the RRCS in fulfillment of its mission by providing a situation analysis for the RRCS, developing a comprehensive roadmap that sets the direction of the RRCS in the next five years, ensuring that available resources are directed and utilized in accordance with the strategic priorities for the RRCS, aligning any support to the RRCS with its key priorities, and providing an inbuilt Monitoring and Evaluation (M&E) framework for the strategic plan.

The Strategic Plan will be an important instrument of mobilizing human, financial and resources to respond to the needs of the most vulnerable.

The Strategic objectives in this Plan have been carefully formulated to focus on service delivery to the vulnerable as well as institutional capacity building of the National Society.

The implementation of this strategic plan is critical for the RRCS to develop the required capacities outlined in order to achieve its goals. The RRCS relies on its existing partners in the implementation of this strategic plan and we hope we can expand relations to others who wish to support the National society work. With help from our partners it is my sincere belief that the RRCS will continue to develop as an institution and realize its goals as an indispensable auxiliary body of Government.

Mr. Apollinaire KARAMAGA,
Secretary General, RRCS

Executive Summary

Rwanda Red Cross Society (RRCS) is the leading humanitarian organization in Rwanda. Since its inception in 1964 as a result of a presidential decree number 8/13 of 29 December 1964, RRCS has developed over the years as a well-respected humanitarian organization.

The development of the five year strategic plan for the RRCS was conducted through a broad and participatory process to guarantee ownership and high quality. This strategic plan is a dynamic document that provides the strategic direction of the RRCS during the next five years. The plan provides the background and the Structure of the RRCS. It analyses the situation under which the RRCS operates and in particular its strengths, weaknesses, opportunities and threats. Based on this SWOT analysis, the strategic plan sets Six key strategic objectives: (1) RRCS capacity development, (2) RRCS image and humanitarian diplomacy promotion, (3) Model village approach towards community resilience, (4) Health and disaster Emergency Management, (5) Public awareness for health promotion and care, (6) Social protection of specific vulnerable groups.

In addition, the RRCS strategic plan takes into consideration the mainstreaming of cross-cutting issues such as gender, Youth and environmental friendly as well as human rights.

This strategic plan also provides an implementation, monitoring and evaluation framework upon which its implementation can be assessed based on identified indicators in the strategic plan logical framework.

This five year strategic plan will also guide the RRCS in mobilizing and harnessing resources required for the implementation of the plan. It will also serve as a basis upon which shorter and periodic action plans can be designed.

The Results chain includes a logic framework of the RRCS Strategic Plan based on the strategic objectives identified and a priority strategic action matrix.

This Strategic Plan is the direction provided to every RRCS stakeholder. The effective and committed implementation of this strategic direction is crucial and in this regard the RRCS management and every single Staff must work hard to achieve RRCS priorities and targets.

1. INTRODUCTION AND BACKGROUND

1.1. Introduction

Rwanda Red Cross Society (RRCS) is the leading humanitarian organization in Rwanda. Since its inception in 1964 as a result of a presidential decree number 8/13 of 29 December 1964, RRCS has developed over the years as a well-respected humanitarian organization. The Society is a member of the International Committee of the Red Cross (ICRC) and is also a member of the International Federation of the Red Cross and Red Crescent Societies (IFRC).

As a voluntary organization, RRCS operates through a network of 30 branches. As of 2016, the Society has over 95,000 motivated members/volunteers (52,500 adults and 42,589 youth) based at headquarters, regional and branch levels driven by a common desire to prevent and alleviate human suffering of the most vulnerable. In execution of its mandate, RRCS works with a number of partners including Government of Rwanda, United Nations Agencies, Sister Red Cross National Societies, NGOs, and Corporate Bodies among others.

Over the years, RRCS has witnessed a tremendous increase in the number of communities served as well as its scope of activities. This has led to improved service delivery among the vulnerable communities and positioned RRCS as an important player in the humanitarian field. The ultimate goal is to become a well-functioning National Society (NS) within the context of the global Red Cross Movement.

1.2. Background of RRCS

Since 2012, RRCS has been implementing its activities with the overall guidance of its strategic plan 2012-2016. Throughout the period the National society has remained a reference in social and humanitarian activities pertaining to the diversity of its programs that include; Disaster Management and First Aid, Health and Care, Restoration of family links, assistance to orphans and other vulnerable groups. To maintain its lead position in the humanitarian field in Rwanda, the National Society, needs to step up its activities, establish and strengthen good governance principles, build capacities for both staff and volunteers to further stand strong and ready to respond to the call of those in need in its key areas of intervention.

Consequently, RRCS has developed a Strategic Plan for the period 2017-2021. This strategic plan is drawn to fit in the wider vision of the International Federation of Red Cross and Red Crescent (IFRC), which is “To inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view of preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world” and therefore the goals and objectives of some of its key commitments such as the Ouagadougou Declaration, the Federation’s Strategy 2020, African Health Initiative (ARCHI 2010) and the Seville Agreement.

In this respect, the goals and strategic direction of the Rwanda Red Cross Society are therefore closely aligned with the goals and initiatives of the Red Cross and Red Crescent Movement, the United Nations (UN), Sustainable Development Goals (SDGs), Rwanda Vision 2020, EDPRS II as well as National Disaster Preparedness and Response Policies. This new five year Strategic Plan (2017-2021) lays down the directions to be followed by the Rwanda Red Cross Society in these five years. This strategy will continue to provide the framework for systematic approach to the implementation of the Society’s programme activities, it is anticipated that it will also form the basis for resource mobilization and budget allocation for the various programme areas.

1.3. Organizational Structure

RRCS institutional arrangement is manifested into two distinct structures; - Governance and management structure. The governance is the policy-making organ while the management implements policies and decisions of the governance both at headquarters, and branches.

1.3.1. The Governance Structure

The supreme organ of the National Society is the General Assembly whose composition is defined under Article 14 of the constitution. Its roles include election of the Governing Board (Comité Central de Direction) that is headed by the President and has a mandate to oversee the management of the society. There are thirty (30) district committees that work with a total of three hundred seventeen (317) sector

committees. The lowest in the structure are the cells committees. The structure below is the current governance structure of Rwanda Red Cross.

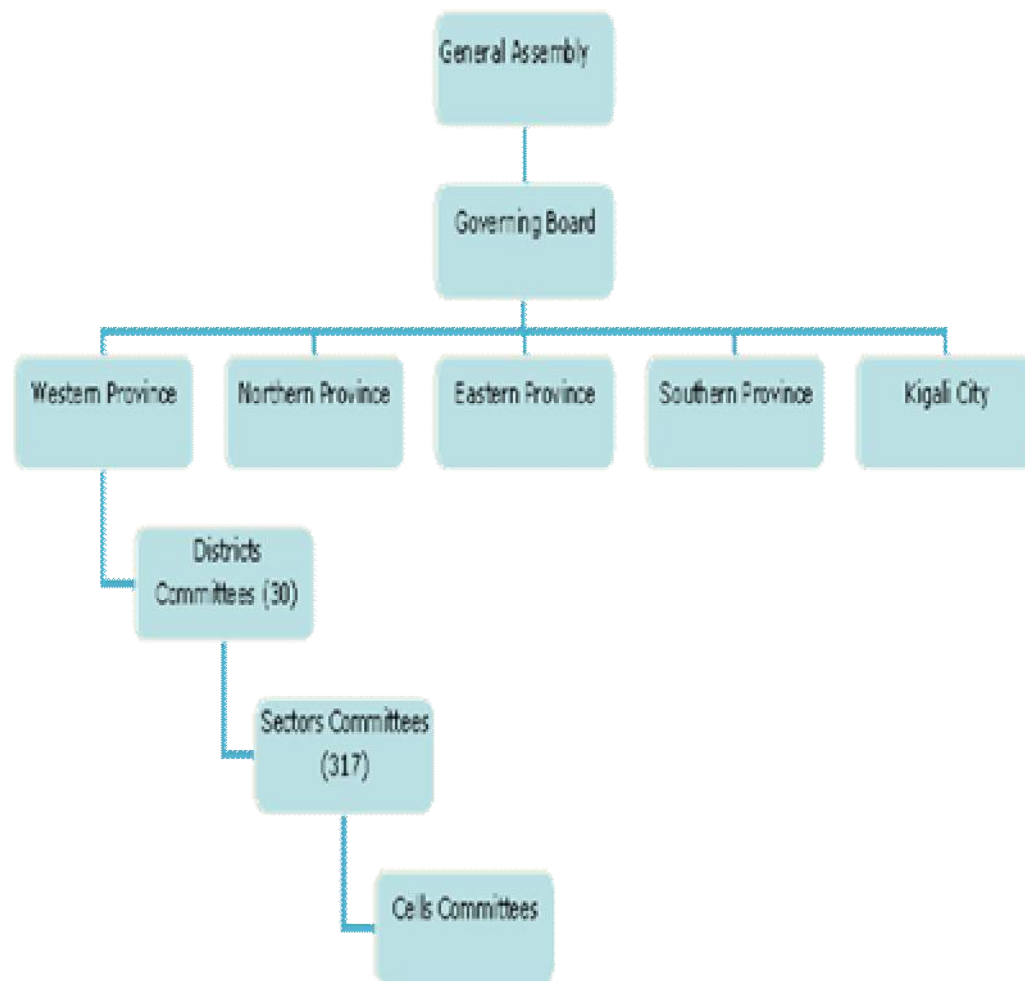


Figure 1: RRCS structure

1.3.2. The Management Structure

The Secretary General who is appointed by the Governing Board heads the management structure. The Management is responsible for the day-to-day operations of the Society. The National Society develops and implements humanitarian programs at headquarters, regional and branch levels. The core activities are organized into services. These services are broadly categorized into four major departments namely;

- Organizational Development and Branch Coordination
- Technical Support ()
- Planning, Monitoring, Evaluation and Reporting (PMER)
- Administration and Finance

The support services include:

- Central Secretariat
- Communication
- ICT
- Audit
- Procurement
- Logistics

1.4. Programs

The Rwanda Red Cross Society uses a community-based approach in all the services it provides. As an auxiliary to government, the Society relies on two approaches to improve the livelihoods of the vulnerable population. These include “Performance contracts” and “Model Villages”. To support communities to address their basic needs, Rwanda Red Cross Society currently implements the following programs;

- Organizational Development and Capacity Building
- Youth and Volunteer Management
- Planning, Monitoring, Evaluation and Reporting (PMER)
- Resource Mobilization
- Communications
- Disaster Management
- Restoring Family Links
- Health and Care
- First Aid
- Social Projects targeting OVCs and other Vulnerable Groups

1.5. Rationale for Developing the SP

During the implementation of the strategic plan 2012-2016, RRCS has recorded considerable success in its programs. However, as the humanitarian environment and the circumstances in which RRCS works keep changing, the Society is faced with different humanitarian challenges such as high level of poverty, youth unemployment, significant population growth, HIV & AIDS, water and sanitation, global warming, food insecurity, a big numbers of orphans and vulnerable households, malaria and pulmonary infections among others, that would require further rethinking both for institutional growth and effective service delivery.

Through this strategic plan, the environment in which RRCS is now and will be in the foreseeable future will be analyzed, scope of operation assessed, relevance and appropriateness of current approaches scrutinized, capacity assessed and appropriate strategies developed in order to continue as a leading humanitarian agency in Rwanda.

This strategic plan will reflect current strategies and policies at national and international scene, in particular Rwanda vision 2020, EDPRS II, Sustainable Development Goals (SDGs), the Federation-wide strategy 2020 and the “One Billion Coalition for Resilience”, as well as the lessons from reviews of programs and projects during the period of implementation of the previous strategic plan.

1.6. Planning process for the strategic plan

This strategic plan has been crafted to steer the National Society in delivering on its mandate for a period of five (5) years. It is an outcome and a product of a number of processes, extensive consultations and preparation. The participatory approach adopted aimed at reflecting on the society’s current work, identify gaps, set expectations, and subsequently draft the vision, mission, shared values, goals, strategic directions and strategic initiatives.

The approach entailed a review of various documents and national wide consultation at national and branch levels. The national wide consultative processes targeted RRCS Governing Board members; management staff, headquarter department staff; Partners; and key stakeholders in Ministries and Local Governments as well as regional, district branch stakeholders and community beneficiaries.

This was followed by a series of consultative workshops with the Society’s staff and latter with the Board. While the in-depth discussions with different stakeholders drew a rough framework for of expectations from the exercise, the open discussion with the Board, management and staff members thoroughly discussed salient issues pertaining to RRCS’ work. This process culminated into drafting the strategic plan in compliance with the results of the discussions and deliberations.

1.7. Contributions of Rwanda Red Cross towards the SDGs and Rwanda Vision 2020

The Rwanda Red Cross Society acts as an auxiliary body to the Government of Rwanda and the Strategic plan goals contribute to the international and national goals, as demonstrated below:

Table 1: Contribution of RRCS towards SDGs and Rwanda Vision 2020

SDGs	Vision 2020 Pillars	RRCS Strategic Goals
1. End poverty in all its forms everywhere	Human resource development and a knowledge based economy	<ul style="list-style-type: none"> ✓ Promoted model village approach towards community resilience ✓ Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies ✓ The public is well informed on appropriate measures in order to reduce impact of major health problems ✓ A prospering National society having the capacity to effectively and efficiently deliver community oriented service.
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Good governance and a capable state	<ul style="list-style-type: none"> ✓ Promote model village approach towards community resilience ✓ A prospering National society having the capacity to effectively and efficiently deliver community oriented service. ✓ A well-informed community, equipped with knowledge of RRCS services, humanitarian diplomacy and international humanitarian principles and values
3. Ensure healthy lives and promote well-being for all at all ages	Human resource development and a knowledge based economy	<ul style="list-style-type: none"> ✓ Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies. ✓ The public are well informed about and take measures to reduce impact of major health problems.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Human resource development and a knowledge based economy	<ul style="list-style-type: none"> ✓ Promote model village approach towards community resilience
5. Achieve gender equality and empower all women and girls	Cross-cutting issues responsive	<ul style="list-style-type: none"> ✓ Improved living conditions of Disadvantaged People for Self-reliance and Self-sustenance
6. Ensure availability and sustainable management of water and sanitation for all	Cross-cutting issues responsive	<ul style="list-style-type: none"> ✓ Promote model village approach towards community resilience
7. Ensure access to affordable, reliable, sustainable and modern	Cross-cutting issues responsive	<ul style="list-style-type: none"> ✓ Promote model village approach towards community resilience

SDGs	Vision Pillars	2020	RRCS Strategic Goals
energy for all			
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	A private sector-led economy		<ul style="list-style-type: none"> ✓ Promoted model village approach towards community resilience ✓ Improved living conditions of disadvantaged people for self-reliance and self-sustenance ✓ A prospering National society having the capacity to effectively and efficiently deliver community oriented service
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Infrastructure development		<ul style="list-style-type: none"> ✓ Promoted model village approach towards community resilience ✓ Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies
10. Make cities and human settlements inclusive, safe, resilient and sustainable	Infrastructure development		<ul style="list-style-type: none"> ✓ Promote model village approach towards community resilience
11. Ensure sustainable consumption and production patterns	Productive and Market Oriented Agriculture		<ul style="list-style-type: none"> ✓ Promoted model village approach towards community resilience ✓ Improved living conditions of disadvantaged people for self-reliance and self-sustenance
12. Take urgent action to combat climate change and its impacts	Cross-cutting issues responsive		<ul style="list-style-type: none"> ✓ Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies
13. Strengthen the means of implementation and revitalize the global partnership for sustainable development	Regional and International Economic integration		<ul style="list-style-type: none"> ✓ Promoted model village approach towards community resilience ✓ A prospering National society having the capacity to effectively and efficiently deliver community oriented service ✓ Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies

2. SITUATIONAL ANALYSIS

2.1. Achievements of RRCS in the Previous SP (2012 – 2016)

Rwanda Red Cross Society has made significant achievements from the previous Strategic plan (2012-2016). The situational analysis of the selected strategic areas during 2012 – 2016 is presented below:

(1) Institutional and Organizational Capacity Strengthening

Achievements in this strategic area were guided by strategic goal 1 of the 2012-2016 SP. Major achievements were recorded in the area of capacity building and strengthening the National society both at Headquarters and at the branch levels that facilitated the delivery of effective and efficient community oriented services. Such activities resulted into strengthening governance and leadership structures, improved provisions of youth leadership opportunities and promotion of best practice in volunteer management at all levels and enhanced capacities to deliver results based programs through improved PMER mechanisms. Specific achievements are;

- The organizational structure was reviewed and strengthened from the strategic apex (General Assembly) to the bottom (branches).
- The Strategies for resources mobilization have been put in place
- The model village approach was adopted as an integrated way to find solutions to interconnected poverty related problems in 540 targeted villages
- Contract performance from Secretariat General up to bottom low level
- Good image vis à vis partners, because RRCS has rapid intervention and is an auxiliary to Government.
- Developed governance policies and procedures
- Set up governing bodies from Sectors, Districts to the central level
- Construction of offices in 5 branches namely; Nyabihu, Ngororero, Gakenke, Rutsiro and Musange
- Set up of new Red Cross youth sections in schools
- all branches set up and signed annual performance contracts on which their activities are systematically evaluated

- Equipped 70% of staff and volunteers with required skills, knowledge and capacities
- Increased Partnership and Networking
- Development of the draft law on RRC and emblem protection
- Developed Capacities of staff in the Resource Mobilization Unit
- Increased RRC visibility and profile promotion through media and other channels.

(2) Health and Social Care

Planning and implementation under Health and Social Care was guided by the strategic goal 4 of 2012-2016 Strategic plan. RRCS registered remarkable achievements in most strategic areas under Health and Social Care. For more efficiency, RRCS uses two approaches, namely Performance Contract or District Annual Plan (Imihigo) and the Model village (Agasozi ndatwa). Both “Performance Contract” and “Model Village” approaches aim at empowering the community for self –reliance and creating positive impact in the communities. Major achievements registered include;

- 2680 volunteer from DM teams in 134 sectors trained and equipped
- Provision of equipment’s in 90 LDRT
- 196 schools trained in FA
- 96 TOT volunteers are skilled in CBHFA & supported with EIC materials
- 10 Volunteers identified in 540 Model villages and 10 volunteers trained in 210 Model villages
- Provided scholastic materials in 7 districts and provided school fees for 6000 OVC
- 75 House constructed in Gicumbi
- OVC associations / cooperatives supported with IGA projects, livestock and vocational skills
- 93 cooperatives with a total of 2325 members in 9 sectors of Gicumbi and 2 sectors of Gakenke improved their social-economics situation through revenue generated by activities supported and paid themselves health insurance
- HIV and Aids prevention messages were integrated in all RRCS outreach sessions

- 55 youth benefited from Vocational training in different trades and supported to start IGA through their cooperatives which were also supported
- Agriculture: 9 hectares of land and agriculture inputs were provided to cooperatives
- 52 houses constructed to them, 192 latrines, 3 water points, health promotion education
- Rehabilitation of water supply systems and water points in Ruhango, Nyanza, Nyamasheke, Gasabo, Ruhango, Karongi, Rutsiro, Ngororero, Nyabihu, Gakenke, Nyaruguru was done and PHAST skills were offered to the population.
- Model latrines and drying racks were developed in 210 model villages out of 540.
- Promoted vegetable gardens and balanced nutrition education in about 210 model villages out of 540.
- Participate in vaccination campaigns as well as routine immunization promotion
- The Number of blood donors increased in all districts and new sites

(3) Disaster Management

Strategic goal 3 of the 2012-2016 strategic plan aimed at strengthened community resilience in developing effective risk reduction and management strategies to address potential emergency situations. DM activities were carried out countrywide through all the 30 branches. With the model village approach, a number of cells on which efforts towards community resilience should be concentrated were selected on the basis of vulnerability criteria and community resilience programs, disaster risks reduction and management activities focused on threats identified locally were implemented. Major achievements recorded include;

- Establishment of nursery beds, promotion of Charcoal briquettes, supported tree planting in Districts, in order to promote Environmental protection
- Trained NDRTS, BDRTs, and LDRTS volunteers participated in interventions after disasters: Floods, landslides, etc. Teams were able to provide Response to Emergency operation during 72 Hrs
- Strengthened the communication Network among volunteers during disasters

- Distributed livestock/rotations, vegetables seeds, constructed kitchen gardens that improved livelihood and community resilience
- Establishment of a Tracing Network (Sector – District – National level) which has contributed to the reunification of families during or after disasters/conflicts
- In the framework of Disaster Response, Shelters have been provided for the vulnerable after disasters

(4) Communication and Promotion of Humanitarian Values

Planning and implementation under this strategic area was guided by goal 2 in the SP 2012-2016, which aimed at building a strong and well-established profile for Rwanda Red Cross Society, which promotes humanitarian values and International humanitarian law. Throughout the SP period, the society made significant strides in promoting and sharing important information to enhance public concern for the humanitarian values. Among the achievements are;

- Enhanced knowledge, understanding and application of humanitarian values and IHL in Rwanda including the national law on RC emblem
- Development of the draft law on RRC and emblem protection
- Increased RRC visibility and profile promotion through media and other channels
- RRCS programs advocated for towards different partners through special events: open days, information evenings, and exhibitions.

2.2. Environmental scan

In developing this Strategic Plan, an assessment of the Society’s external as well as internal environments was carried out. This analysis will provide a platform to determine appropriate strategies and activities so as to ensure that RRCS’s planned objectives are achieved.

2.2.1. SWOT analysis

Table 2: Strengths, Weaknesses, Opportunities and Threats

Strength	Strategies to Maintain Strength
RRCS recognized by act of parliament as auxiliary to government in provision of basic services	Engage and lobby Government for support and strengthen partnership with relevant government sectors
Adherence to the 7 principles of the Red Cross movement and the unique Emblem	Build on RRCS uniqueness to articulate and market herself as a leading humanitarian organization to attract more financial support.
Good corporate image that attracts partnerships and support from local and external sources	Enhance dissemination of RRCS's Vision, mission, core values and international humanitarian law, fundamental principles of the Red Cross Movement to build further on the good Image
Comprehensive Governance and management Structure present at all levels	Strengthen the existing governance and management structures to enhance performance
Strong, committed, focused and high experienced staff in community involvement / activities	Motivate and reinforce Capacity building to further enhance staff capacities
National wide network of committed volunteers support, community and branch activities	Enhance increased support to volunteers with adequate timely funds to motivate them to sustain the spirit and values of Red Cross
Membership in IFRC and ICRC provides access to international technical and financial support	Maintain good working relationships and lobby for more support
Weaknesses	Strategies to address weaknesses
Financial dependency leading to sustainability challenges	Diversify funding sources by widening local resource mobilization and IGA
Lack of joint planning with partners eg Districts, which hinders proper implementation and sustainability	Lobby for involvement in the planning process from partners
Inadequate resource mobilization leading to limited funds	Attract staff who have appropriate competences in resource mobilization
Limited number of quality volunteers and poor facilitation	Continuous Volunteers mobilization, capacity enhancement and appropriate facilitation to boost their capability and morale
Lack of MoU with partners /stakeholders	Aggressively lobby partners to sign MoU with RRCS
Human resource challenges (Understaffing)	Recruit suitable staff and enhance training, promotion and incentives for all staff to sustain a motivated workforce
Opportunities	Strategies to harness Opportunities
Good will at International, Government, and local community levels	Strengthen public relations and good corporate image at all levels
RRCS programmes or activities are in line with Government policies and programmes eg shelter for the vulnerable, nutrition, 'akarima kigikoni ', water and sanitation etc	Harness the policy environment to expand opportunities for collaboration and lobby for more financial support
Availability of a network of partners that respond to calls in times of disaster and emergencies	Harness the opportunities for partnership to expand the support provided to the affected people
So many vulnerable and needy people	Expand RRCS programmes to the most vulnerable, increase visibility and engage poor communities in identifying community solutions to the available problems
Threats	Strategies to counter Threats

Financial crisis at global level, especially in Europe	Strengthen the capacity of RRCS at all levels to mobilize resources
Limited funding as a result of intense competition for scarce humanitarian services	Strengthen the core programs for the national society and widen local resource mobilization
Projects based donors priorities	Lobby donors to align programs to national priorities and also enhance resource mobilization strategies
Mindset and culture beliefs of local communities	Increase community education, sensitization and community self help projects
Economic policy framework including high tax regimes	Advocate for total tax exemption to ensure that all fund generated are committed to the vulnerable people
Ever-increasing natural and manmade disasters	Enhance effective risk and disaster mapping and ensure timely information for appropriate planning and effective response

2.2.2. PESTEL analysis

Table 3: Political, Economic, Social, Technological, Environmental and Legal analysis

Political	Economic
<ul style="list-style-type: none"> ▪ Stability of Rwanda’s Government ▪ Decentralized structures by the Government o Rwanda ▪ Favorable government policies support non-governmental organizations ▪ Good partnership with some government ministries such as Health and Local Administration ▪ Good donor environment 	<ul style="list-style-type: none"> ▪ Stable economic growth rate ▪ Good investment environment in the country ▪ High economic growth rate ▪ Dependency on external funding by government and local NGOs ▪ A high number of people still live in poverty ▪ High demographic density ▪ High unemployment rates, especially among the youth who would work as volunteers
Socio-cultural	Technological
<ul style="list-style-type: none"> ▪ Many children at school age are enrolled in school ▪ Medical insurance for all ▪ One common language hence easy to communicate ▪ High illiteracy levels in rural areas, particularly amongst adults 	<ul style="list-style-type: none"> ▪ Good communication among people, e.g. mobile phones, internet, mobile money, etc. ▪ Extensive use of media and ICT for community education ▪ Good transport networks ▪ Traditional method for farming ▪ Very few industries for adding values to crop production
Environmental	Legal
<ul style="list-style-type: none"> ▪ Mountainous country ▪ Water and marshlands not managed ▪ There is goodwill towards reforestation and environment protection ▪ External support of environment policies ▪ Rwanda is a land locked country ▪ There are potential disasters ▪ Infertile land due to overgrazing ▪ High population destroys the environment. 	<ul style="list-style-type: none"> ▪ Rwanda has established laws and regulations that are supportive of development ▪ Recognition by the government ▪ Existence of Government constitution and labor law ▪ No law that protects Red Cross emblem ▪ No law for exoneration of RRC import products

2.2.3. Stakeholders analysis

In developing the Strategic Plan, RRCS identified key stakeholders. These were identified and divided into two categories i.e. internal and external stakeholders.

Table 4: Stakeholders analysis

Internal Stakeholders	
Stakeholders	Roles and Responsibilities
Board Members	<ul style="list-style-type: none"> • Set up Policies and procedures • Provide guidance/ Oversight to management i.e. approval of strategic plan and programs • Lobby and advocate for partnerships • Guarantee accountability to the general public • Ensure proper and accountable management • Enhance efficiency and effective institution
Management	<ul style="list-style-type: none"> • Implementing the mandate of the Society • Providing required skills and expertise • Promoting the image of the Society • Ensuring High Performance • Guarantying conformity to the values of the society • Maintaining stable and progressive organization • Creating safe working environment • Making career progression • Setting and implementing clear policies • Enhancing financial independence
External stakeholders	
Beneficiaries	<ul style="list-style-type: none"> ▪ Conducting need assessment and prioritization ▪ Selecting project beneficiaries ▪ Participating in project implementation and follow up eg planting of trees, “imirima y’igikoni”, among others ▪ Advertising Red Cross and its activities.
Volunteers	<ul style="list-style-type: none"> ▪ Conducting awareness campaign of local communities ▪ Responding to health emergencies eg during landslides, accidents, ▪ Doing project follow-up in their respective areas ▪ Training of Trainers, beneficiaries, communities. ▪ Supervising and reporting activities. ▪ Expanding respect for voluntary spirit
Partners National Societies /PNCs ICRC IFRC	<ul style="list-style-type: none"> ▪ Providing technical capacity building experts from abroad, training of staff ▪ Providing financial support eg, financing of projects.
Government Ministries	<ul style="list-style-type: none"> ▪ Formulating policy and regulation eg Community Health (CH) intervention guidelines

	<ul style="list-style-type: none"> ▪ Designing standard Health tools ▪ Providing customs duty exoneration/exemption on RRCS equipment eg Vehicles.
Local Authorities	<ul style="list-style-type: none"> ▪ Conducting awareness campaign for community mobilization ▪ Participating in project implementation ▪ Helping to carry out need assessment and beneficiary selection ▪ Follow up of projects and help in sustainability measures ▪ Carry out M&E of our projects ▪ Ensure sustainability of projects ▪ Advocacy of projects to local administration.

2.2.4. Main issues

During the deep analysis of the RRCS operation environment and SWOT analysis, several issues have been identified that should guide the Rwanda Red Cross Society to stand as a strong, stable, visible and attractive organization which is supporting the resilience of the community to respond to their issues.

Below are some of the key issues, mainly internal to RRCS, which have been identified and are recommended for RRCS to consider for the next five years. A deliberate focus on these areas will help contribute towards the renewed vision and strategies of RRCS. These issues are further handled under Chapter 3 related to the strategic direction. Main issues are highlighted as presented below:

1. Institutional and Organizational Capacity Development:

- a. RRCS committees at all levels need to be improved and operationalized
- b. RRCS needs administrative and managerial systems and procedures manuals
- c. Initiatives of RRCS youth volunteers have to be stimulated and supported
- d. Insufficient knowledge in resource mobilization hinders the institution performance.

2. RRCS image and humanitarian diplomacy promotion

- a. Visibility of RRCS activities among stakeholders not yet effective
- b. Knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and international humanitarian law have to be enhanced.
- c. The support of communities and other stakeholders to the work of RRCS, respect for humanity and alleviation of human suffering especially of the most vulnerable people has to be increased

3. Model village approach towards community resilience

- a. RRCS need the clear guidelines and tools of model village approach.

- b. Insufficient capacity of communities to access and manage safe and adequate water, sanitation and hygiene at household and community level
- c. Health and socio economic conditions of target HHs and villages based on defined standard criteria need to be improved
- d. The communities need the capacity to address climate change resilience and implement specific environment management interventions
- e. Insufficient capacity to transfer developed best practices from model villages to other villages

4. Health and disaster Emergency Management

- a. The institutional capacity at HQs and branches need to be Strengthened to deliver comprehensive services in emergency situation
- b. The early warning and information systems to reach people at risk not yet effectively established
- c. Community awareness to disasters prevention through DRR activities are not yet at required level
- d. Support disaster or emergency stricken populations to sustain their livelihood and social integration
- e. RRCS and community capacities to manage health emergencies arising within their communities are not yet at required level.
- f. Community mechanisms for Restoring Family Links (RFL) of separated people have to be strengthened

5. Public awareness for health promotion and care

- a. RRCS needs to reinforce the community mobilization for voluntary donation of adequate and safe blood
- b. Good health practices and community First Aid (FA) have to be increased

6. Social protection of specific vulnerable groups

- a. Life conditions and social inclusion need to be improved
- b. Psychosocial support to specific groups has to be developed

3. RRCS STRATEGIC ORIENTATION 2017-2021

3.1. Vision, mission and core values

Based on the overall mandate and the situation analysis, the Vision, Mission and Core Values of the National Society are as follows.

VISION

A health, self-sustained and resilient community

MISSION

A leading humanitarian organization in Rwanda in preventing and alleviating human suffering, saving lives of the most vulnerable, supporting livelihoods, and promoting human dignity.

PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CROSS MOVEMENT

The principles of the International Red Cross and Red Cross Movement, which guide the National Society, include the following:

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality

CORE VALUES

In addition to the Fundamental Principles of the International Red Cross & Red Crescent Movement, the Rwanda Red Cross Society upholds a set of seven core values that inspire and guide its work. These core values are expressed as follows:

- We believe in **mutual relationships and solidarity** with all our supporters and the communities that we serve
- Our staff and volunteers work with a sense of **integrity, excellence and professionalism**

- We believe in **transparency, accountability and equitable use of resources**
- We are committed to **justice and democracy** at all levels of the society
- We speak out for the **dignity and respect** of every human being
- We uphold **teamwork, meaningful participation and local ownership** in all our activities
- We **act and respond swiftly** wherever and whenever our services are called for

3.2. Purpose of the strategic plan

To contribute to building a prospering national society having the capacity to deliver community oriented service, humanitarian diplomacy, principles, and values through model village approach towards community resilience to disasters and emergencies, reducing impact of major health problems, and improving living conditions of disadvantaged people for self-reliance and self-sustenance

3.3. Key strategic direction for RRCS 2017-2021 strategic plan

Following up on the results of the external and internal analysis, and building up on the above vision, mission, core values, and purpose of the five year Strategic Plan, RRCS will move into taking five core strategic directions in the next five years, namely;

Strategic direction 1: RRCS capacity development

Strategic direction 2: RRCS image and humanitarian diplomacy promotion

Strategic direction 3: Model village approach towards community resilience

Strategic direction 4: Health and disaster Emergency Management

Strategic direction 5: Public awareness for health promotion and care

Strategic direction 6: Social protection of specific vulnerable groups

This is aimed at enhancing appropriate system, coordination and synergies between and among RRCS departments, which in turn will build a more resource and endowed National Society that will be able to effectively and efficiently develop and sustain programs and service delivery.

3.3.1. Strategic direction one: RRCS capacity development

The RRCS capacity development is critical to ensure that all the strategic areas identified are addressed. Technically, RRCS capacity development will involve strengthening **(1) RRCS internal capacities:** structures, strategies, systems and procedures, management, staff, and organizational culture. This will result in a well-developed organization structure with clear roles for office bearers, employees and volunteers hence enabling proper development and implementation of programs.

(2) RRCS specific relationships: public institutions, local governments, CBOs, FBOs, Private sector companies, key development partners, regional and international organizations, and Red Cross societies. Similarly the society will need to focus on diversifying her funding base and develop new partnerships to reduce over-reliance on a few donors and also improving organizational efficiency by modifying human behavior.

Strategic Goal

A prospering National society having the capacity to effectively and efficiently deliver community oriented service.

Strategic Objectives

1. Establish and operationalize RRCS committees at all levels
2. Strengthen RRCS administrative and managerial systems and procedures
3. Stimulate and support initiatives of RRCS youth volunteers
4. Develop and diversify sources of financing for the sustainability of the national society at HQ and branch levels.

3.3.2. Strategic direction two: RRCS image and humanitarian diplomacy promotion

Communication, information, dissemination and advocacy of the society's principles will be key in promoting a good corporate image, self-sustenance and improving networking systems. During this strategic plan period, emphasis shall be laid on raising more public awareness about international humanitarian law, the fundamental principles and ideas of Red Cross Movement and protection of Society's emblem. This will enhance better understanding of humanitarian principles and values,

government and public recognition and other stakeholders, both locally and within the region.

Similarly, the Society will scale up its public relation, dissemination of messages and mobilization of more public support for RRCS work. The broader intention is to continue to improve and maintain the society's corporate image through publicizing its services in the media and providing for feedback from the public and other stakeholders.

Strategic Goal

A well-informed community, equipped with knowledge of RRCS services, humanitarian diplomacy and international humanitarian principles and values.

Strategic Objectives

1. Promote visibility of RRCS activities among stakeholders
2. Enhance knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and international humanitarian law.
3. Increase the support of communities and other stakeholders to the work of RRCS, respect for humanity and alleviation of human suffering especially of the most vulnerable people

3.3.3. Strategic direction three: Model village approach towards community resilience

The communities and households among the selected villages will be supported in model village in order to meet the resilience criteria as per IFRC definition (community knowledgeable and healthy, organized, connected, with appropriate infrastructure and services, exposed to economic opportunities, enough skills for managing its natural assets).

RRCS will define and develop clear guidelines and tools of model village approach, train people to increase the capacity of communities to access and manage safe and adequate water, sanitation and hygiene at household and community level.

RRCS will improve health and socio economic conditions of target HHs and villages based on defined standard criteria through nutrition promotion, malaria prevention, family planning, HIV/AIDS & other STDs prevention, Reinforcing Immunization Campaign, and food security promotion.

Strategic Goal: Promoted model village approach towards community resilience

Strategic Objectives

1. Define and develop clear guidelines and tools of model village approach.
2. Increase the capacity of communities to access and manage safe and adequate water, sanitation and hygiene at household and community level
3. Improve health and socio economic conditions of target HHs and villages based on defined standard criteria
4. Strengthen capacity of communities to address climate change resilience and implement specific environment management interventions
5. Enable model villages to transfer developed best practices to other villages and increase the coverage.

3.3.4. Strategic direction four: Health and disaster Emergency Management

In a bid to execute its mandate to save lives, reduce suffering, damage and losses, and to protect, comfort and support affected people; Rwanda Red Cross Society will take a holistic approach to disaster management. This will aim at minimizing community vulnerability, to avoid or limit the adverse impact of disasters within the broad context of sustainable development. Through risk assessment and identification, risk analysis, planning for risk reduction activities, the society will implement preventive measures while strengthening community capacity to resist or cope with and recover from disasters.

Building on the work already started during the earlier planned period, the Society will strengthen its activities in environmental management and conservation as one of the major components of disaster preparedness. Similarly, it shall focus on restoring family links, build capacity, and raise more understanding of disasters and how their

effects may be mitigated and integrated in disaster prevention. Community awareness shall be emphasized especially in high-risk communities.

RRCS will also scale up networking and collaboration with in Red Cross Movement, UN agencies and other NGOs for better coordination of disaster responses. Since the role of RRCS in providing emergence support services to the local communities is supplementary to Government and other humanitarian agencies, stronger linkages shall be forged with relevant public institutions including local government to prepare for and mitigate the impact of disasters. The overall target is to ensure better preparedness quicker and quality responses.

RRCS will strengthen its institutional capacities at HQs and branches to deliver comprehensive services in emergency situation for increasing preparedness for response capacity at central and branch level of the Society with good cooperation between RRCS and other stakeholders in disaster prevention and response.

RRCS will also establish an effective early warning and information systems to reach people at risk in order to get appropriate and timely shared information on predictable manmade and natural disasters.

RRCS will enhance community awareness to disasters prevention through DRR activities focusing on increasing community capacity to develop adequate mechanisms in disaster risk reduction

In addition, disaster affected communities will receive appropriate and timely support. The RRCS will support disaster or emergency stricken populations to recover from disaster effects, and to sustain their livelihood and social integration

Capacity building for RRCS and community is crucial to manage health emergencies arising within their communities. The health management will be enhanced after giving RRCS an operational ambulance service, promoting effective preventive first aid interventions countrywide, and increasing public awareness and knowledge on management of health emergencies.

RRCS will strengthen community mechanisms for restoring family links of separated people by promoting RFL network structure and partnership with national and international stakeholders.

Strategic Goal

Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies.

Strategic Objectives

1. Strengthen institutional capacity at HQs and branches to deliver comprehensive services in emergency situation
2. Establish an effective early warning and information systems to reach people at risk
3. Enhance community awareness to disasters prevention through DRR activities
4. Support disaster or emergency stricken populations to sustain their livelihood and social integration
5. Build RRCS and community capacity to manage health emergencies arising within their communities
6. Strengthen community mechanisms for Restoring Family Links (RFL) of separated people

3.3.5. Strategic direction five: Public awareness for health promotion and care

Rwanda Red Cross Society in this new strategic plan 2017-2021, will continue to focus on the major health problems and health emergencies among the most vulnerable people by sensitizing, mobilizing, and promoting health education on prevention and control of diseases like HIV/AIDS, Malaria, diarrhea, intestinal parasites, skin diseases, malnutrition and communicable diseases. Prevention of Causes of injuries such as road accidents as well as recruitment of blood donors should continue to be a matter of concern for the National Society. RRCS will mobilize communities for voluntary donation of adequate and safe blood by scaling up blood donor mobilization, education and recruitment.

Community education to immunization and reproductive health as well as water and sanitation projects to enable people access safe water shall be scaled up. In addition, the Society will also continue to facilitate the provision of care and support services for those who are vulnerable to health challenges in the community.

Good health practices and community first aid will be promoted by improving nutrition education among vulnerable groups, increasing access to prevention, care and support services for people affected by HIV and AID, and improving first aid skills of RRC volunteers and young people to respond in emergency situation.

Finally, RRCS will increase water supply for least covered communities by increasing access to safe and clean water in the targeted population.

Strategic Goal

The public is well informed on appropriate measures in order to reduce impact of major health problems.

Strategic Objectives

1. Mobilize communities for voluntary donation of adequate and safe blood
2. Increase good health practices and community First Aid (FA).

3.3.6. Strategic direction six: Social protection of specific vulnerable groups

Under this SP 2017-2021, the National Society will continue to support orphans and other vulnerable children in the target communities. Interventions in the OVC program will be based on the minimum package defined by Ministry of Gender and Family Protection. Similarly, as part of social projects, community economic empowerment and development will be scaled up as an intervention aimed at improving livelihoods of disadvantaged people. Communities will be mobilized to identify their economic needs and priority interventions and resources to deal with those conditions. The different types of projects will include agricultural income (livestock, crops, fisheries and agro-forestry); non-agricultural small enterprises; access to drought resistant crops, storage, marketing, processing, production techniques; linkage with agricultural advisory and extension services; sustainable

natural resource utilization and management. The plan includes encouraging RRCS youth and women to join government savings, credit and cooperative organizations (SACCOs) and other public and civil society led community development initiatives.

RRCS will improve life conditions, social inclusion and develop psychosocial support to specific groups by assessing and identifying target beneficiaries and their needs, supporting identified cases in basic needs including organizing home based care, advocating for vulnerable groups among stakeholders, bringing members of vulnerable groups together to support one another, and organizing and participating in forums focusing on problems of specific groups in order to improve life condition and social inclusion of most vulnerable groups

RRCS will effectively assist people with disabling psychological problems by establishing PSS program and developing appropriate tools, training volunteers on PSS and providing appropriate equipment, providing psychosocial assistance to target people (traumatized genocide survivors, non assisted mentally disabled people among others, and establishing linkages with specialized services providers.

Strategic Goal

Improved living conditions of disadvantaged people for self-reliance and self-sustenance

Strategic Objectives

1. Improve life conditions, and social inclusion
2. Develop psychosocial support to specific groups

3.4. Logical framework of the strategic plan

Table 5: Logical framework

STRATEGIC DIRECTION 1: RRCS capacity development			
Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Strategic Goal : A prospering National society having the capacity to effectively and efficiently deliver community oriented service	RRCS self-evaluated on an annual basis and at least 80% of weaknesses identified are annually eliminated	<ul style="list-style-type: none"> ➤ Report of the diagnosis by RRCS ➤ Activity reports 	<ul style="list-style-type: none"> • resource availability • the interest of the target group • induced negative and positive effects are favorable to SP
Strategic Objective 1: Establish and operationalize RRCS committees at all levels	At the end of the SP implementation, at least 70% of RRCS Structures are strengthened in Governance and Leadership	Report of RRCS Committees Activity reports	Commitment of the executive committees members and donors of RRCS
	Each year, there is at least an increase of 20% of RRCS Branches which enhanced their capacity to ensure effective and efficient service delivery.	<ul style="list-style-type: none"> • logistics, financial, M&E, tender reports, • volunteer management reports, • governance and management activity reports at all RRCS structures levels 	Synergy of Committees, leaders, staff and partners in RRCS capacity building
	Each year, there is at least an increase of 20% of expanded and mobilised professional volunteers and membership networks.	<ul style="list-style-type: none"> • Information management system reports • member management system reports 	The will of professional volunteers and members to be in strong networks.
Strategic Objective 2: Strengthen RRCS administrative and managerial systems and procedures	Each year, at least 80% of managerial systems and procedures are strengthened for effective organization and administration of the society at HQ and branch levels	Organizational and financial audit reports Annual evaluation reports	Commitment of managers for good use of managerial systems and procedures
	Each year, at least a strong M&E framework is utilized for all programmes at all levels for effective and timely implementation and reporting of activities.	<ul style="list-style-type: none"> • Monitoring and evaluation reports • Reporting and feedback modalities at all levels • baseline, midterm and end of strategic plan evaluation reports 	Commitment of managers for good use a strong M&E framework
Strategic Objective 3: Stimulate and	Each year, at least 70% of youth volunteers are effectively mobilized and	<ul style="list-style-type: none"> • Youth mobilisation, recruitment and retention reports 	The will of partners to support initiatives of RRCS youth

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
support initiatives of RRCS youth volunteers	empowered as the most active volunteer force	<ul style="list-style-type: none"> Registration book for youth in secondary schools, higher learning institutions 	volunteers
Strategic Objective 4: Develop and diversify sources of financing for the sustainability of the national society at HQ and branch levels	Each year, RRCS has expanded at least 30% of options and 40% of opportunities for generating Resources	<ul style="list-style-type: none"> Implementation report of the RRCS property development master plan. 	The will of partners to support the national society at HQ and branch levels.

STRATEGIC DIRECTION 2: RRCS image and humanitarian diplomacy promotion

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Strategic Goal : A well-informed community, equipped with knowledge of RRCS services, humanitarian diplomacy and international humanitarian principles and values	At the end of each year, at least 80% of target communities are equipped with knowledge of RRCS services, humanitarian diplomacy and international humanitarian principles and values.	<ul style="list-style-type: none"> Activity reports Study report on community perception on knowledge of RRCS services delivery, humanitarian diplomacy and international humanitarian principles and values. 	<ul style="list-style-type: none"> resource availability the interest of the target group induced negative and positive effects are favorable to SP
Strategic Objective 1: Promote visibility of RRCS activities among stakeholders	At the beginning of the SP implementation, there is a well developed Internal communication system for information sharing	<ul style="list-style-type: none"> Approved document of Internal communication system for information sharing and good use of communication policy 	Commitment of Executives committees for good use of communication policy and Internal communication system for information sharing
	RRCS mission, vision and activities are documented and disseminated to stakeholders and public	Perception survey report on RRCS mission, vision and activities	The will of stakeholders and public
Strategic Objective 2: Enhance knowledge, understanding and	Each year, there is an increase of at least 20% of proportion of stakeholders highly	Stakeholders survey report on their involvement in dissemination of	The will of stakeholders appropriating Red Cross Movement

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
application of core values, fundamental principles of the Red Cross movement and international humanitarian law.	involved in dissemination of Red Cross Movement Fundamental Principles and values, and International Humanitarian Law.	Red Cross Movement Fundamental Principles and values, and International Humanitarian Law	Fundamental Principles and values, and International Humanitarian Law
Strategic Objective 3: Increase the support of communities and other stakeholders to the work of RRCS, respect for humanity and alleviation of human suffering especially of the most vulnerable people.	Each year, at least an increase of 20% of communities and other stakeholders supporting the work of RRCS, the respect for humanity and alleviation of human suffering especially of the most vulnerable people	Partnerships MoU signed between RRCS and Private, civil society and government institutions	The will of stakeholders supporting the work of RRCS

STRATEGIC DIRECTION 3: Model village approach towards community resilience

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Specific Goal: Promoted model village approach towards community resilience	At the end of the SP implementation, at least 90% of communities and 95% of households among the selected villages have met the resilience criteria as per IFRC definition (knowledgeable and healthy, organized, connected, has infrastructure and services, has economic opportunities, can manage its natural assets)	<ul style="list-style-type: none"> Monitoring reports Evaluation reports Documentation of model village best practices & innovations 	<ul style="list-style-type: none"> resource availability the interest of the target group Induced negative and positive effects are favorable to SP Support from Central and Local government to Model village approach.
Strategic Objective 1: Define and develop clear guidelines and tools of model village approach.	At the beginning of each year, there are commonly defined and agreed on standard procedures for identification and evaluation of the model village programme	<ul style="list-style-type: none"> Model village document with clear Selection Criteria & standard characteristics available & used 	Available & harmonized (VCA & Baseline, HH/ model village) planning tools
Strategic Objective 2: Increase the capacity of communities to access and manage safe and adequate water,	At the end of each year, there is a Community capacity increase of at least 20% to access and manage safe and adequate water,	<ul style="list-style-type: none"> Monitoring reports Training reports of water management committees 	The will of community to be involved in access and manage safe and adequate

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
sanitation and hygiene at household and community level	sanitation and hygiene at household reducing morbidity and mortality due to poor hygiene and sanitation at respectively 5% and 10% annually.	<ul style="list-style-type: none"> • Evaluation reports 	water, sanitation and hygiene at household level
	Increased community access at least 20% annually to safe and clean water in targeted model villages.	<ul style="list-style-type: none"> • Baseline report on access & availability of water in all villages 	The will of community
	Each year, there is an increase of at least 30% of hygiene and sanitation facilities in model villages in targeted model villages.	<ul style="list-style-type: none"> • Annual reports • hygiene and sanitation facilities reports 	The will of community
Strategic Objective 3: Improve health and socio economic conditions of target HHs and villages based on defined standard criteria.	Each year, there is an increase of at least 20% of Households having access to prevention, care and support services for people affected by preventable and common diseases	<ul style="list-style-type: none"> • Malaria prevention reports • Family planning reports • Food security reports 	The motivation of community for prevention, care and support services for preventable and common diseases
	Each year, there is an increase access and awareness to reproductive health services in targeted communities respectively at least 30% and 95%.	<ul style="list-style-type: none"> • Family planning reports • Awareness campaign reports 	The resolve of community for reproductive health services
	Each year, there is an increase of support of at least 20% in targeted model villages in livelihood and other economic opportunities	<ul style="list-style-type: none"> • Voluntary Savings & Loans Associations (VSLA) and cooperatives 	The determination of community for practices of Voluntary Savings & Loans
Strategic Objective 4: Strengthen capacity of communities to address climate change resilience and implement specific environment management interventions	Each year, there is at least 60% of HHs having capacity to address climate change resilience issues, and at least: <ul style="list-style-type: none"> • 1 nursery bed for Tree planting established in each village, • an increase of 20% of villages supported in Energy saving practices • 3 trees planted & followed in each household 	<ul style="list-style-type: none"> • Study reports on capacity need assessment related to climate change resilience and environment • Field visits reports 	The determination of community to address climate change resilience issues
Strategic Objective 5: Enable model villages	Each year, there is an increase of 50% of model	<ul style="list-style-type: none"> • Documentation of model village best 	The determination of community to apply

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
to transfer developed best practices to other villages and increase the coverage	villages which transfer developed best practices to other villages and an increase of at least 20% of the coverage in the country.	practices & innovations <ul style="list-style-type: none"> • Inter village exchange leaning visits (internal & external) • Model villages inventory reports 	the developed best practices from model villages

STRATEGIC DIRECTION 4: Health and disaster Emergency Management

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Strategic Goal Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies	At the end of the SP implementation, there are in RRCS at least 80% of institutional capacities (in terms of human, financial and material capacities) to deliver comprehensive services in emergency situations.	<ul style="list-style-type: none"> • RRCS institutional and organizational diagnosis report • Human resource report • Financial reports • Activity reports 	<ul style="list-style-type: none"> • resource availability • the interest of the target group • induced negative and positive effects are favorable to SP
Strategic Objective 1: Strengthen institutional capacity at HQs and branches to deliver comprehensive services in emergency situation	Each year, there is an increase of preparedness for response capacity of at least 15% at central and branch level of the National Society in terms of comprehensive services delivery in emergency situation.	<ul style="list-style-type: none"> • RRCS institutional and organizational diagnosis report • Intervention reports • Services delivery reports in emergency situations at central and branch levels. 	<ul style="list-style-type: none"> • resource availability • Many emergencies involve RRCS
	Each year, there is an increase of at least 20% for good cooperation between RRCS and other stakeholders in disaster prevention and response.	<ul style="list-style-type: none"> • Memorandum of Understanding (MoU) in cooperation between RRCS and other stakeholders in disaster prevention and response. 	<ul style="list-style-type: none"> • relationships with the negative and positive effects of development are favorable to the RRCS Strategic Plan
Strategic Objective 2: Establish an effective early warning and information systems to reach people at risk	At the beginning, there is An effective early warning and information systems, and each year, there is an increase of at least 30% of appropriate and timely shared information on	<ul style="list-style-type: none"> • An effective early warning and information systems • M&E reports on predictable manmade and 	<ul style="list-style-type: none"> • High ability of the local partners who will be responsible for intervention

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
	predictable manmade and natural disasters.	natural disasters.	
Strategic Objective 3: Enhance community awareness to disasters prevention through DRR activities	Each year, there is an increase of 20% of initiatives in terms of capacity and strategies for communities to develop adequate mechanisms in disaster risk reduction	<ul style="list-style-type: none"> • RRCS Activity reports • Inventory reports on capacity and strategies for communities to develop adequate mechanisms in disaster risk reduction. 	<ul style="list-style-type: none"> • the interest of the community is high in RRCS SP implementation
Strategic Objective 4: Support disaster or emergency stricken populations to sustain their livelihood and social integration	At the beginning, there is an effective disaster affected communities information system, and each year, there is at least 80% of rescue intervention conducted effectively annually	<ul style="list-style-type: none"> • An effective disaster affected communities information systems • M&E reports on predictable manmade and natural disasters. 	induced negative and positive effects are favorable to RRCS SP implementation
	Each year, at least 80% of cases of disaster affected communities are effectively supported to recover from disaster effects	Inventory report on cases of disaster affected communities and their status	<ul style="list-style-type: none"> • probability of success is high • resource availability
Strategic Objective 5: Build RRCS and community capacity to manage health emergencies arising within their communities.	At the beginning of the SP implementation, RRCS has acquired an operational ambulance service which assists at least 90% of affected people	<ul style="list-style-type: none"> • an operational ambulance service • ambulance assistance reports on affected people 	<ul style="list-style-type: none"> • probability of success is high • resource availability
	From the second year of the SP implementation, there is an effective preventive first aid intervention countrywide, and at least 95% of volunteers are skilled and operational in PFA annually.	<ul style="list-style-type: none"> • Activity report on preventive first aid intervention countrywide • Training report • Annual report on volunteers skills assessment in PFA 	<ul style="list-style-type: none"> • probability of success is high • resource availability
	Each year, there is an increase of at least 30% of trained staff on health	<ul style="list-style-type: none"> • Staff training reports on health emergency • Survey report on 	<ul style="list-style-type: none"> • probability of success is high • resource availability

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
	emergency for increasing public awareness and knowledge on management of health emergencies.	public awareness and knowledge related to management of health emergencies.	
Strategic Objective 6: Strengthen community mechanisms for Restoring Family Links (RFL) of separated people	Each year, RFL network structure is strengthened by using biometric technologies with a score of 100% of restored family links of separated people	<ul style="list-style-type: none"> • RFL network structure • Inventory reports on restored family links of separated people 	<ul style="list-style-type: none"> • probability of success is high • resource availability
	Each year, partnership between RRCS and national and international stakeholders is promoted with an increase of at least 20% annually.	Evaluation report of partnerships between RRCS and national and international stakeholders	<ul style="list-style-type: none"> • probability of success is high • resource availability

STRATEGIC DIRECTION 5: Public awareness for health promotion and care

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Strategic Goal: The public are well informed about and take measures to reduce impact of major health problems	Each year, there is an increase of at least 20% of population well informed about preventive measures to reduce impact of major health problems	<ul style="list-style-type: none"> • Public awareness survey report on the impact of major health problems • RRCS reports 	<ul style="list-style-type: none"> • the interest of the community is high in RRCS SP implementation
Strategic Objective 1: Mobilize communities for voluntary donation of adequate and safe blood.	Each year, there is an average increase of 20% of population mobilized to scale up blood donor mobilization, education and recruitment.	<ul style="list-style-type: none"> • Database on Voluntary donation of adequate and safe blood • Blood donors, mobilization, education and recruitment reports. 	<ul style="list-style-type: none"> • the interest of the community is high in RRCS SP implementation
Strategic Objective 2: Increase good health practices and community First Aid (FA).	Each year, there is an improvement in nutrition education among vulnerable groups and at least 95% of them have been trained	<ul style="list-style-type: none"> • Training report in nutrition education for vulnerable groups 	<ul style="list-style-type: none"> • The interest of the community is high in RRCS SP implementation.
	Each year, there is an increased access of 20% to prevention, 30% to care and 40% to support services for people affected by HIV and AIDS, comparatively to the previous year achievement	<ul style="list-style-type: none"> • RRCS annual reports • M&E reports on services for people affected by HIV and AIDS. 	<ul style="list-style-type: none"> • the interest of the community is high in RRCS SP implementation • Resource availability.

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
	Each year, there is an improved FA skills of RRCS volunteers and young people to respond in emergency situation and at least 80% of them are trained volunteers and equipment is provided to them annually.	Training reports related to First Aid skills of RRCS volunteers and young people to respond in emergency situation	<ul style="list-style-type: none"> the interest of the RRCS volunteers is high in RRCS SP implementation resource availability
	Each year, there is an increase access of 20% to safe and clean water in the targeted population and an integrated plan is made with Local Governments for clean water problem solving	<ul style="list-style-type: none"> RRCS reports Integrated plan RRCS and Local Governments for clean water problem solving. 	<ul style="list-style-type: none"> the interest of Local Governments is high in RRCS SP implementation Resource availability.

STRATEGIC DIRECTION 6: Social protection of specific vulnerable groups

Logic of intervention	Objective Verifiable Indicators (OVI)	Sources of verification	Important Assumptions
Strategic Goal: Improved living conditions of Disadvantaged People for Self-reliance and Self-sustenance	At the end of the SP implementation, there is an increase of at least 25% of disadvantaged people who upgrade for self-reliance and Self-sustenance improving their living conditions	Impact assessment report on disadvantaged people who upgrade for self-reliance and Self-sustenance improving their living conditions	<ul style="list-style-type: none"> Resource availability.
Strategic Objective 1: Improve life conditions, and social inclusion	Each year, life conditions and social inclusion of at least 70% target vulnerable groups improved	M&E reports and Database on life condition and social inclusion of vulnerable groups	<ul style="list-style-type: none"> the interest of vulnerable groups is high in RRCS SP implementation Resource availability.
Strategic Objective 2: Develop psychosocial support to specific groups	Each year, at least 95% of people with disabling psychological problems are effectively cared for and at least 50% among them are healed and reintegrated in the community.	M&E reports and Database on people with disabling psychological problems	<ul style="list-style-type: none"> the interest of people with disabling psychological problems is high in RRCS SP Resource availability.

3.5. Strategic actions

Strategic direction 1: RRCS capacity development

Strategic Goal: A prospering National society having the capacity to effectively and efficiently deliver community oriented service.

Table 6: Strategic actions

Strategic Objectives:	Strategic actions
<p>1. Establish and operationalize RRCS committees at all levels</p>	<ol style="list-style-type: none"> 1. Establish local committees at sector level 2. Equip RRCS committee members with good governance and leadership skills 3. follow-up and monitoring of all activities 4. increase financial and administrative autonomy of committees 5. reinforce partnership between local administration and RRCS local committees 6. increase ownership of RRCS local committees by communities and governance structures 7. update and implement RRCS decentralisation policy 8. update and implement volunteer management policy 9. Evaluate good governance and leadership of committees 10. develop practical tools (logistics, financial, M&E, tender procedures, volunteer management, ...) for day to day governance and management activities at all RRCS structures 11. construction of district committee permanent premises and office equipment 12. provide transport means to branches 13. create income generating activities to allow self-sustainability and due decentralisation 14. Increase membership and volunteer recruitment 15. Train members and volunteers on red cross movement and basic first aid skills 16. Train volunteers in specialised thematic areas of Red Cross activities 17. Harmonise volunteer management to create one strong network for RRCS with specialised skills 18. Create an Information management system 19. Update and implement member management system to raise quality of membership for improved productivity and self-sustainability 20. Empowering volunteers to establish income generating activities on local levels
<p>2. Strengthen RRCS administrative and managerial systems and procedures</p>	<ol style="list-style-type: none"> 21. Create mandatory basic training for staff on RRCS intervention areas 22. Improve working conditions of staff such as additional benefits to increase motivation 23. Conduct regular staff performance appraisals 24. Streamline periodic planning for staff and implementation thereof 25. Revise staff salaries and mission fees 26. Develop financial management procedures including establishing electronic financial management 27. Disseminate key policy documents and sensitise staff to create ownership 28. Update tender procedure regulations 29. Introduce the use of payroll, fleet management, warehouse management, and procurement keys of Navision software 30. Establish proper management of archives 31. Train branch staff on resource mobilisation and proper management 32. Develop RRCS code of conduct (staff, volunteers and volunteers teams) 33. Update organisational chart 34. Align RRCS activity planning to SP at all levels 35. Regularly update and harmonise M&E framework for programmes 36. Strengthen RRCS skills in effective M&E 37. Carryout a baseline, midterm and end of strategic plan evaluation 38. Create simple M&E tools that can easily be used 39. Review and streamline reporting and feedback modalities at all levels

Strategic Objectives:	Strategic actions
	40. Develop and follow up project proposals
3. Stimulate and support initiatives of RRCS youth volunteers	41. Mobilise, recruit and retain youth 42. Create youth sections in secondary schools, higher learning institutions 43. Engage youth in regular community work 44. Facilitate youth in communities 45. Train youth volunteers in various humanitarian skills 46. Increase dissemination of red cross fundamental principles and movement values among youth 47. Facilitate and reinforce youth sections' exchange visits 48. Mobilise youth volunteers to take lead positions in model villages 49. Stimulate and support youth income generating activities
4. Develop and diversify sources of financing for the sustainability of the national society at HQ and branch levels	50. Streamlining the policy related to the Investment promotion, the RRCS Master plan, resources mobilisation, self-sourcing: Savings. 51. Valorise or sell RRCS assets no productive. 52. Strengthen capacity of existing staff in financial management. 53. Design and implement BOT system to help RRCS in valorisation of its assets and business opportunities 54. Establish market oriented Income Generating Activities at both the national and branch levels 55. Market reorientation of existing IGAs at all levels 56. Update resource mobilisation strategy 57. Finalise and implement the RRCS property development master plan 58. Conduct a systematic valuation of all RRCS assets across the country 59. Conduct renovation to increase asset value 60. Streamline management of RRCS assets including clear renting procedures 61. Training of staff in resource mobilisation and exchange visits

Strategic direction 2: RRCS image and humanitarian diplomacy promotion

Strategic Goal: A well-informed community, equipped with knowledge of RRCS services, humanitarian diplomacy and international humanitarian principles and values

Strategic Objectives:	Strategic actions
1. Promote visibility of RRCS activities among stakeholders	1. Develop and approve communication policy 2. Design internal communication strategies 3. Develop media relations with major outlets to ease dissemination of RRCS activities 4. Establish a content development studio 5. Train volunteers on good communication content development and skills 6. Evaluate impact of Communication activities (regular perception survey updates) 7. Reinforce website interactivity and attractiveness 8. Diversify communication channels 9. Build skills of RRC managers on talking with the media 10. Establish centralized promotional material production 11. Create media basket to finance visibility activities
2. Enhance knowledge, understanding and	12. efficiently motivate communication volunteers to reach various stakeholders

application of core values, fundamental principles of the Red Cross movement and international humanitarian law.	<ul style="list-style-type: none"> 13. Strengthen volunteerism spirit 14. Conduct volunteers and staff training on IHL 15. Conduct dissemination sessions on IHL and RCRC principles 16. Stimulate establishment of National IHL Committee
3. Increase the support of communities and other stakeholders to the work of RRCS, respect for humanity and alleviation of human suffering especially of the most vulnerable people.	<ul style="list-style-type: none"> 17. Increase advocacy for the most vulnerable people 18. Increase partnerships and networking with stakeholders to support RRCS activities 19. Develop humanitarian diplomacy strategy and policy to target high-level influential people. 20. Design and implement a study on Stability, security, predicting what will happen in this region, plan of response for crisis, plan forward-looking : Burundi, M23, Communication outreach and PER, Information diffusion 21. Incite the government to increase the support attributed to the Red Cross. 22. Strengthen decentralised structures in order to maintain Red Cross in the society 23. Design and implement an integration plan of Red Cross and build a system in order to take advantage of the integration in the East Africa society.

Strategic direction 3: Model village approach towards community resilience

Specific Goal: Promoted model village approach towards community resilience

Strategic Objectives:	Strategic actions
1. Define and develop clear guidelines and tools of model village approach.	<ul style="list-style-type: none"> 1. Set up selection Criteria of model HH/ village 2. Establish Standards / characteristics of RRC model HH/ village 3. Develop & Harmonies available tools for assessment(VCA & baseline) 4. Conduct VCA & baseline in target model villages 5. Validation & data analysis 6. Develop HHs/ model village simple participatory planning tools 7. Facilitate villages to come up with their plans based on identified Risks/problems 8. Select, train & engage at least 10 trained volunteers in specific skills, CBEHPP, nutrition, malaria, DRR, CBHFA &PMER, agasozi ndatwa/model village approach 9. Elect coaches at cell level 10. Train sector volunteer TOT/Coaches to support 6 model villages 11. Create community action groups(CAGs) 12. Launch the approach to the local leaders & authorities 13. Use mobile Cinema for mass community mobilization
2. Increase the capacity	<ul style="list-style-type: none"> 14. Assessment of water , hygiene and sanitation

<p>of communities to access and manage safe and adequate water, sanitation and hygiene at household and community level</p>	<p>15. Provide, rehabilitate & repair water sources to target vulnerable groups in model villages water harvest, spring protection, valley dams</p> <p>16. Promotion of water treatment campaign and management</p> <p>17. Set up and train water management committees</p> <p>18. Mobilize community & local leaders for involvement and ownership</p>
<p>3. Improve health and socio economic conditions of target HHs and villages based on defined standard criteria.</p>	<p>19. Creation of hygiene clubs in model villages</p> <p>20. Skilled volunteers facilitate CBEHPP through Hygiene clubs</p> <p>21. Multiply and distribute IEC & CBEHPP tools</p> <p>22. Promotion in set up hygiene & sanitation facilities at each HH in model village eg latrine, drying rack, tippy tap, Compost manure</p> <p>23. Sensitize & promotion of personal hygiene</p>
	<p>24. Nutrition promotion</p> <ul style="list-style-type: none"> a. Identify malnutrition cases through collaboration with health centers and community health workers b. Food demonstration on balance diet in model villages c. Promotion of vegetable gardens in all model village HHs. <p>25. Malaria prevention</p> <ul style="list-style-type: none"> a. Organize community work on cleanliness b. Promotion of use IMN/mosquito nets. <p>26. Family planning</p> <ul style="list-style-type: none"> a. Collaboration with health centers b. Train youth on reproductive health <p>27. HIV/AIDS& other STDs</p> <ul style="list-style-type: none"> a. Promote use condoms and increase use of VCT b. Creation of community awareness on HIV/AIDS /prevention and control c. Peer to peer education especially in schools. <p>28. Reinforce Immunization Campaign</p> <ul style="list-style-type: none"> a. Community sensitization & mobilization on immunization b. Review guidelines for livestock distribution ,IGAs & rotation system c. Creation of Voluntary Savings & Loans Associations (VSLA) and cooperatives d. Different training on Cooperative management, saving skills, agriculture technics e. Economic support through IGAs initiatives <p>29. Food security</p> <ul style="list-style-type: none"> a. Distribution of livestock, agriculture tools & seeds

	<ul style="list-style-type: none"> b. Engage HHs in Construction of shelters for livestock c. Promote planting ,forage, agro- forest & fruits treeper HHs in model villages d. Promote & encourage the culture of food storage & preservation
4. Strengthen capacity of communities to address climate change resilience and implement specific environment management interventions	<ul style="list-style-type: none"> 30. Establish Nursery bed for Tree planting 31. Promoting energy saving practices 32. Community sensitization on Environmental protection 33. Set up monitoring mechanism of planted tree
5. Enable model villages to transfer developed best practices to other villages and increase the coverage	<ul style="list-style-type: none"> 34. Documentation of model village best practices & innovations 35. Inter village exchange leaning visits internal & external 36. Workshop to disseminate model village 37. Organize steering committee meetings with other stakeholders 38. Rewarding /motivate the best model HH/villages 39. Coordinate and manage RRCS interventions for highlighting best practices. 40. Design and harmonise M&E system for Model village Impact, challenges to be streamlined related to sustainability of achievements, Collaboration with LG, Collaboration with beneficiaries, Little ownership, Maintenance plan

Strategic direction 4: Health and disaster Emergency Management

Strategic Goal: Effective preparedness and response capacities for appropriate and timely actions before, during and after disasters and emergencies

Strategic Objectives:	Strategic actions
1. Strengthen institutional capacity at HQs and branches to deliver comprehensive services in emergency situation	<ul style="list-style-type: none"> 1. Trainings volunteers emergency teams (basic and specialized training for NDRT, EMT for ambulance service, BDRT) 2. Establish and train LDRT 3. Establish and train Fire fighting brigade 4. Organise meeting and Simulation exercises 5. Training and refresher courses of staff on emergency preparedness and response 6. Provision and Maintenance of strategic stocks and equipment, transport means (ambulances, truck) and communication system 7. extend and operationalize the volunteers network (communication) 8. update contingency plans (national and branch) 9. Update and disseminate the training modules and tools 10. Strategic stock management and reporting 11. Participation in coordination meetings (national and

	<p>branches)</p> <p>12. Development and operationalise MOU with stakeholders (MIDIMAR, Meteo Rwanda, MoH, REMA ...)</p> <p>13. Creating partnership with stakeholders within and outside RC movement for emergency related programmes</p>
2. Establish an effective early warning and information systems to reach people at risk	<p>14. Communication and information management within and outside RRCS regarding EW</p> <p>15. Building and equipping volunteer network with adequate communication tools</p> <p>16. Dissemination of EW information through volunteers network</p>
3. Enhance community awareness to disasters prevention through DRR activities	<p>17. Support communities to identify potential risks of disasters</p> <p>18. Raising awareness of people (especially youth) on environmental hazards and other risks</p> <p>19. Support communities to implement DRR initiatives (Tree planting and maintenance, community saving energy activities, road safety...)</p> <p>20. Launch and effective use of mobile phone hazard application</p>
4. Support disaster or emergency stricken populations to sustain their livelihood and social integration	<p>21. Ensure Emergency communication and Assessment reports</p> <p>22. Organise Rescue interventions</p> <p>23. Provision of required immediate support</p> <p>24. Provision of required long term support (Shelter, community infrastructures services, livelihoods restoration)</p>
5. Build RRCS and community capacity to manage health emergencies arising within their communities.	<p>25. Provision of first aid services to injured persons and other emergency affected communities</p> <p>26. Psychological First Aid training to volunteers</p> <p>27. Organise Interventions during commemoration of genocide</p> <p>28. Organise intervention during public events and other big gatherings</p> <p>29. Training staff on health emergency</p> <p>30. Production and distribution of IEC materials</p> <p>31. Sensitisation and community education on health emergency</p> <p>32. Extending access and use of mobile phone first aid application</p>
6. Strengthen community mechanisms for Restoring Family Links (RFL) of separated people	<p>33. Reinforcement of RFL network and its management</p> <p>34. Digitalize the tracing requests and exchange of RC messages</p> <p>35. Renew the RFL network.</p> <p>36. Raising awareness on existing RFL related services</p> <p>37. Exchange visits and experience sharing</p>

Strategic direction 5: Public awareness for health promotion and care

Strategic Goal: The public are well informed about and take measures to reduce impact of major health problems

Strategic Objectives:	Strategic actions
1. Mobilize communities for voluntary donation of	<ol style="list-style-type: none"> 1. Establish & train a network of regular blood donors from sectors, district and HQ level 2. Develop specific blood donation documents 3. Mass mobilization through mobile cinema / Target large community

adequate and safe blood.	<ul style="list-style-type: none"> 4. Blood donation Data management 5. Use club of 25 in schools especially Youth
2. Increase good health practices and community First Aid (FA).	<ul style="list-style-type: none"> 6. Training of volunteers in health specific skills, Hygiene, nutrition, malaria, Community First Aid 7. Production , harmonies & distribute of IEC materials to the volunteers 8. Community education on nutrition through mobile cinema 9. Community sensitization on balance diet through food demonstration 10. Community sensitization & mobilization on immunization in least covered areas 11. Participate in national Immunization campaigns 12. Conduct public awareness on HIV/AIDS prevention, stigma and discrimination 13. Increase economic empowerment of people living with HIV and Aids (PLHIV) 14. Train and equip volunteer First Aid teams in all sectors 15. Produce and distribute FA booklets, brochures, posters 16. Reinforce First Aid Simulations exercise 17. Support model villages and communities to develop Community Based First Aid plans of actions on the identified health priorities 18. Community sensitization & mobilization on immunization in least coverage areas 19. Conduct awareness campaigns for malarial control and treatment 20. Mass sensitization on prevention of NCD 21. Identify& Mapp communities with acute water and sanitation needs / low water coverage 22. Awareness promotion on use of safe water and sanitation practices 23. Promotion of Hygiene behaviour change on target communities using CBEHPP 24. Lobby for partnerships with Local Governments for the sustainability of the water and sanitation projects /Partnership with MININFRA

Strategic direction 6: Social protection of specific vulnerable groups

Strategic Goal: Improved living conditions of Disadvantaged People for Self-reliance and Self-sustenance

Strategic Objectives:	Strategic actions
1. Improve life conditions, and social inclusion	<ul style="list-style-type: none"> 1. Assessment and identification of target beneficiaries and their needs 2. Support identified cases in basic needs including organising home based care 3. Advocate for vulnerable groups among stakeholders 4. Bring members of vulnerable groups together to support one another 5. Organisation and Participation in forums focusing on problems of specific groups
2. Develop psychosocial support to	<ul style="list-style-type: none"> 6. Establishment of PSS program and develop appropriate tools 7. Train volunteers on PSS and provide appropriate equipment 8. Provide psychosocial assistance to target people (traumatized genocide

specific
groups

survivors, non assisted mentally disabled people...
9. Establish linkages with specialized services providers

4. IMPLEMENTATION MECHANISMS FOR THE STRATEGIC PLAN

4.1. Critical Success Factors

In the implementation of the strategic plan, the following critical factors are necessary:

- i. Clear understanding of the Strategic Objectives, Strategies and Activities for implementation of the Strategic Plan by both the Management and the Board.
- ii. Continuous monitoring and supervision of the implementation of the strategic plan by the Board and its oversight committees
- iii. Implementation of this strategic plan will largely depend on the availability of finances thus resource mobilization, investment in income generating activities and effective partnerships will be key in facilitating the implementation of each activity in the new Strategic Plan
- iv. Continuous sensitization of and feedback to communities, partners and other stakeholders will increase program effectiveness and ensure successful implementation of this plan.
- v. Support and contributions of RRCS networks (Movement, Volunteers, Community) both local and international will play a critical role in the implementation of this strategic plan.
- vi. Successful implementation will also depend on the leadership and commitment of RRCS's top management in terms of decision making and implementation of Strategy
- vii. A robust Information Technology System will enhance the Society's ability to make timely and accurate decisions based on the reliable data processed. This will reduce the down time experienced due to processing.
- viii. Periodical review, performance oversight, measurement and reporting and Support from other institutions and key stakeholders are also critical drivers.

4.2. Disseminating the plan

The effective implementation of the Strategic Plan is largely dependent on the understanding and appreciation of the institutional strategy. Ownership of the plan will play an important role on how the activities of National Society are perceived by the different players. Therefore, society has to adopt a stratified plan dissemination strategy that will promote ownership as outlined in Table below.

Table 7: Plan Dissemination Focus by Stakeholders

How-strategy?	Who?	Why?
Complete version of the Strategic Plan	The Board	Ownership, Advocacy, Support Supervision, reporting
	Management	Ownership and implementation of the strategic plan
	Partners	o Funding, standardization, Monitoring/Support Supervision o -Information sharing & benchmarking
	Government and other Agencies	Funding, standardization, Monitoring/Support Supervision
Summarized versions of the Strategic Plan	Beneficiaries	Information sharing
	Volunteers	Information sharing

4.3. Monitoring and evaluation framework

The Monitoring and Evaluation Framework is intended to guide the national society on how to effectively track progress in the implementation of the RRCS strategic plan 2017 – 2021 and final impact assessment.

4.3.1. Levels and functions of players in the M&E

Three levels are suggested in this M&E, namely, the national level, the regional and branch level and finally the community level. Monitoring will be an ongoing activity by the different levels to track the use of inputs, and to some degree also track (intermediate) outcomes. Through monitoring, the utilization and depletion of resources will be focused on by departments implementing program/projects, which at times can necessitate revision of work plans. On the other hand, the impact assessment or end of term evaluation will be executed at the end of five years of SP 2017 – 2021 focusing on the achievements or outcomes/impacts.

At national level, RRCS head office shall take leadership in monitoring and evaluation of all initiatives. The PME&R Department, working together with the RRCS management and the Governance will have the primary responsibility of monitoring and evaluating the supported interventions/activities. Qualified and competent staff of the department will coordinate the linkages developed for M&E and on a regular basis receive reports from individual program departments collected from the branches. RRCS may further refine monitoring schedules and reporting systems with assistance and consultation of the branches. It is important that RRCS develops further and disseminates the tools designed to capture key aspects for M&E. At lower level, RRCS' regions and branches shall handle the day-to-day monitoring of activities for subsequent feedback to RRCS headquarters. The branches will participate in the monitoring and evaluation activities that may be initiated by the head office. These linkages are necessary to ensure timely assessment of progress and application of corrective measures.

4.3.2. Frequency and Timing of M&E

The suggested M&EF indicates the M&E in terms of the level of program/project objectives monitored, and the type of monitoring and assessment that will be conducted, namely; Baseline (BL), Regular Monitoring (RM), MTR and Impact Assessment/Evaluation.

4.3.3. Baseline (BL)

Baseline survey will be conducted by individual program departments prior or early in the implementation of the SP. The purpose is to collect data on baseline indicators against which progress can be monitored. Ideally, this should be internally carried

once in the life span of the SP by the respective departments without engaging external personnel. Use of external personnel can be, however, limited to providing technical assistance such as input into tools development and possibly data analysis.

4.3.4. Regular Monitoring (RM)

RM will be an internal continuous process at the regional and branch level of collecting and analyzing information on projects, programs or policy and comparing against expected results. Depending on the nature of the program or projects, RM can be carried out on quarterly basis to assess the extent the inputs are being procured, compliance to activity work plan, progress in achieving the outputs and if the outputs are contributing to the overall outcome and goals. RM is possible if players at HQ departments provide oversight to regions/branches to collect data on a monthly basis upon which quarterly reports can be synthesized.

4.3.5. Mid-Term review (MTR)

MTR is meant to track the extent to which the SP objectives are being realized, the critical factors that are enabling achieving of objectives and challenges. For the SP 2017-2021, the MTR is envisaged to be conducted in the second quarter of 2019. The MTR should ideally be carried out by independent personnel working regularly with, PM&E department on a short-term exercise applying both qualitative and quantitative methods, for it is intended to provide a fresh look at the objectives, design and performance of the SP with the aim of making adjustments. At this stage a need could arise to review some aspects of the SP.

4.3.6. Impact Assessment (IA) End of Term Evaluation

The impact assessment or end of term evaluation of the SP will be carried out at the end of the life span of the SP i.e. in the last quarter of 2021. As suggested for MTR, the end of term evaluation should be carried out by external personnel, but working closely with the PM&E department. The end of term evaluation will provide an assessment of the outcomes, impact, a SWOT analysis vis-à-vis the outgoing SP, challenges encountered, lessons learned and other contextual factors that can feed into the new SP.

4.3.7. Sources of Data, Reporting and Feedback

Two sources of data are envisaged in the suggested M&EF; (i) primary and (ii) secondary sources. Primary sources will principally include beneficiaries of programs and projects, volunteers and partners especially at the branch, regional level. Suggested methods to collect data from primary sources include scaled down community surveys, in-depth interviews with key informants, focused discussions and observations. The PME&R department has a duty to develop standardized tools for collecting RM primary data and a check list for collecting secondary data.

As Figure shows, data especially for RM will be collected at the beneficiary level/community and preliminary analysis performed at the branches with the help of regional staff. The RM reports are then submitted to respective departments at the HQ that will provide feedback before reporting or submitting to the PME&E department, which is expected to compile unified society RM Report.

The RM unified Report is submitted to the DSG who, if need be will provide feedback before submission to the SG. The SG can provide feedback and if there is any policy issue, the SG brings it to the attention of the Governing Board.

Inputs/Arrangements for M&E

The following will be in place to guide the monitoring and evaluation of the work of RRCS:

- The Log frame matrix of RRCS' SP 2017-2021
- Annual and Quarterly work plans and monitoring checklists
- Monitoring and support supervision of the branches implementing RRCS' programs

4.3.8. Key Elements for Monitoring

The following shall constitute the major aspects of monitoring for RRCS:

- Availability of expected inputs for service delivery, including timing, quality and amount
- Activities implemented vis-à-vis activities planned
- Timelines of implementation of activities
- Evidence of outcomes of the activities implemented, including timing, quality and amount
- Level of involvement of actors as planned

- Beneficiaries both targeted and rescheduled
- Changes, omissions, deletions or additions (in activities or entire SP)
- Capacities of implementing RRCS branches

4.3.9. Key Elements of Evaluation

RRCS shall prepare for the terminal evaluation of SP 2017-2021 towards the end of the last year of the plan period. The evaluation shall be guided by Strategy Log Frame, and make use of reviews/evaluations of various programs and projects with information on relevant indicators of the SP.

The following shall constitute the major aspects of evaluation for RRCS:

- Effectiveness of programs of RRCS in meeting the goal and objectives set
- Efficiency in attaining the objectives/targets in terms of cost-effectiveness in service delivery
- Validity, relevance and coherence of designs of interventions/programs
- Sustainability of programs activities
- Possible alternative strategies that could help or be more effective and efficient in attaining the same objectives
- Unanticipated effects of RRCS

4.3.10. Means of Verification/Instruments for M&E

The following means will generate the information required as process, output and impact indicators to monitor and evaluate the work of RRCS:

- All program review reports
- Progress and impact studies at mid and end of strategy implementation
- Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed
- Support supervision and monitoring visits
- Periodic review meetings
- Quarterly and annual report of RRCS programs, projects and activities.

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