

# Rwanda Red Cross Society (RRCS)

P.O Box 425 Kigali



## RRCS Strategic Plan 2022-2026



April 2023

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## *i. List of acronyms and abbreviations*

AIDS	Acquired Immune Deficiency Syndrome
BOCA(C)	Branch Organization Capacity Assessment(Certification)
CBEHPP	Community-Based Environmental Health Promotion Programme
CBHFA	Community Based Health and First Aid
CNTS	<i>Centre National de Transfusion Sanguine</i>
CSC	Community Score Card
CTB	<i>Cooperation Technique Belge</i>
DM	Disaster Management
DRR	Disaster Risk Reduction
EAC	East Africa Community
ECA	Emergency Care Assistance
EMS	Emergency Medical Services
EMT	Emergency Medical Team
EU	European Union
GIZ	German Cooperation Development Program
HDP	Humanitarian Diplomacy Promotion
HIV	Human Immunodeficiency Virus
HMP	Historically Marginalized People
HR	Human Resource
ICRC	International Committee of the Red Cross
IEC	Information, Education & Communication
IFRC	International Federation of Red Cross and Red Crescent Societies
IGA	Income Generating Activities
IHL	International Humanitarian Law
JADF	Joint Action Development Forum
JAICA	Japan Development Cooperation Agency
LDRT	Local Disaster Response Team
M&E	Monitoring & Evaluation
MINADEF	Ministry of Defence
MINAFET	Ministry of Foreign Affairs
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of local Government
MINECOFIN	Ministry of Finance & Economic Planning
MINEMA	Ministry in Charge of Emergency Management
MINIJUST	Ministry of Justice
MINISANTE	Ministry of Health
MV	Model Village
MYICT	Ministry of Youth & ICT
NCD	Non Communicable Diseases
NDRT	National Disaster Response Team
NGO	Non-Governmental Organization
NST1	National Transformation Strategy

OCAC	Organization Capacity Assessment (Certification)
PA	<i>Plan d'Action Project</i>
PESTEL	Political-Economic-Social-Technological-Environmental-Legal Analysis
PMER	Planning, Monitoring, Evaluation, and Reporting
PNS	Partner National Societies
PPE	Personal Protection Equipment
PSS	Psycho Social Services
PWD	People with Disabilities
RBA	Rwanda Biomedical Centre
RDF	Rwanda Defence Force
RFL	Restoring Family Links
RIS	<i>Reseau d'Investissement Social</i>
RRCS	Rwanda Red Cross Society
SDGs	Sustainable Development Goals
SWOT	Strength-Weakness-Opportunity-Threat
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
VSLA	Voluntary Saving & Loan Association
WASH	Water, Sanitation & Hygiene
WFP	World Food Program

## *ii. Foreword - Secretary General*

We are pleased to unveil the 2022-2026 Strategic Plan of our Society. The Strategic Plan is a highly valuable tool, because it determines the overall development of the institution in the next



five years. This strategic plan draws its uniqueness from the participatory manner in which it was developed. This is evident from the several retreat sessions that gathered Board members, Management, Staff and Volunteers/Members of the Rwanda Red Cross Society in Nyanza, Karongi and Kigali. In addition, key informants including Intra-movement partners as well as government officials were interviewed and Focus group discussions with key stakeholders were held. This strategic plan is also based on the IFRC Strategy 2030, the Rwanda Vision 2050 and the National Strategy for Transformation (NST1) as well as the Sustainable Development Goals (SDGs)

The various consultations mentioned above played a crucial role in conducting an in-depth evaluation of the just concluded 2017-2021 Strategic Plan, its achievements and factors that may have led to any shortcomings. Ample time was also spared to draw the ‘Situation Analysis’ as well as giving our Society a ‘Strategic Direction’ for the next five-year period. In this regard, these consultations allowed the definition of our Vision and Mission, while ensuring that they are in tandem with the Seven Red Cross Principles and the core values of our Society. Furthermore, we adopted the Pillars on which our strategic plan is built for the next five years. The strategy logical framework and the operational plan for the first three years of this strategy were also developed.

With the new strategy, our Society plans to introduce special and new dynamics in its activities. Among them there is the Digitization transformation, the Shift from ‘One model village by District’ to ‘One model village by Sector’, the Revitalization of Emergency medical services and the Creation of Youth Centers.

We are strongly convinced that the critical role played by all of those concerned at the various levels to develop this strategic plan is a clear indication of a strong ownership at the individual and the institutional level. We firmly believe that this ownership is a sure guarantee of the strategic plan implementation. Therefore, we would like to extend our heartfelt vote of thanks to the

Governing Board, Management team, Staff, Volunteers/Members and Partners for their role in developing this strategic plan. May we conclude by stating that everyone's commitment to the strategic plan implementation will surely enable RRCS attain the high status that the strategy is bound to propel us to.

**Mr. Apollinaire KARAMAGA,**  
**Secretary General, RRCS**

### *iii. Executive Summary*

Since its establishment in 1964, Rwanda Red Cross Society (RRCS) has been the leading humanitarian organization in the Country. Over the years, operations of the Society have been guided by well-thought-out comprehensive Strategic Plans. As the 2017-2021 Strategic Plan has come to its conclusion, RRCS has just embarked on developing a new Strategic Plan to guide its activities for the 2022-2026 period.

The process of developing the 2022-2026 Strategic Plan was highly participatory as most of the RRCS key stakeholders, both internal and external, were consulted. It is in this regard that key informants, including the RRCS Governing Board, the Secretary-General, Heads of Departments, Representatives of ICRC, Partner National Societies, Government officials ...were interviewed. Focus Group Discussions comprising teams of local committees and volunteers in one district per province were held. These are Gisagara, Karongi, Rulindo, Nyarugenge and Kirehe. Workshops attended by the Governing Board, the General Secretariat, the Staff and other key stakeholders were successively organized at Nyanza, Kigali and Karongi.

The development of the 2022-2026 Strategic Plan commenced with examining the Performance of the previous strategy implementation. At the beginning, this exercise consisted in checking the main achievements of different departments over the past five years. Then after, focus group discussions were held in the above listed 5 districts, with the purpose of assessing the achievements and challenges. The table below shows results of the assessment conducted through group discussions, based on the different pillars of the strategy.

#### **Scores of the 2017-2021 Strategy implementation performance**

<b>Pillar</b>	<b>Score (%)</b>
1. RRCS Capacity development	68.2
2. RRCS Image & H.D.P	74.2
3. Model Village's approach toward community resilience	76.0
4. Social Protection	80.0
5. Health and Disaster Emergency Management	82.1
6. Public awareness for health promotion and care	82.8
<b>Average</b>	<b>77.2%</b>

In conclusion, the just concluded strategic plan implementation was highly satisfactory, despite various challenges encountered, including the Covid-19 pandemic.

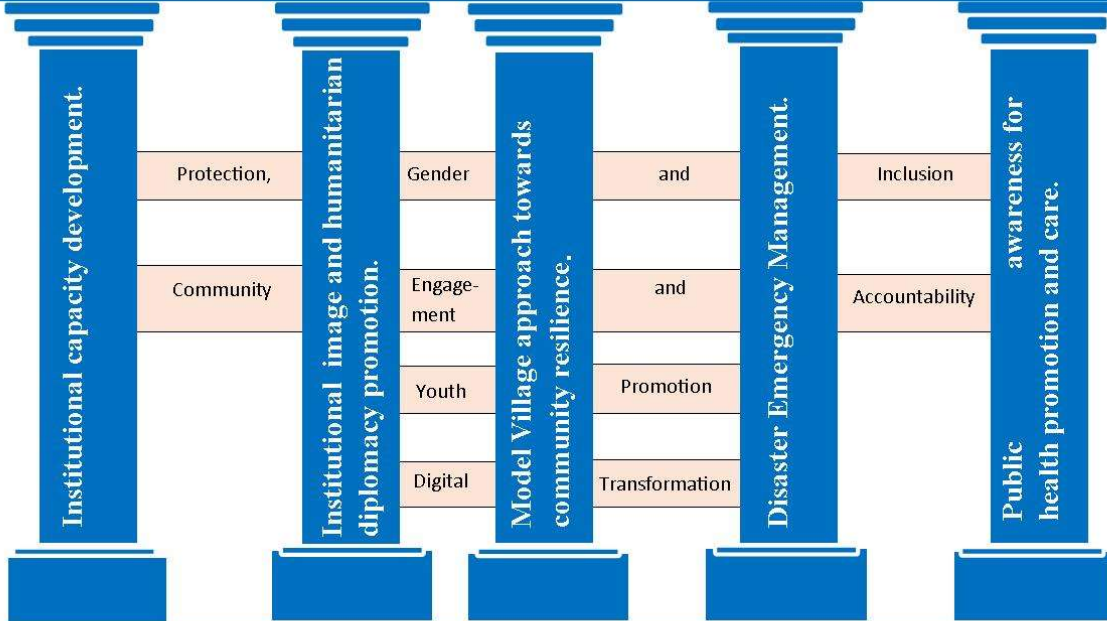
The assessment was then followed by an in-depth analysis of the Internal and External Environment of the institution. In this regard, the exploration of the institutional strengths, weaknesses, opportunities and threats was done, using the SWOT and PESTEL Analysis models. This was then followed by charting out the Institutional Strategic Direction for the next 5-year period. Here, it was a matter of defining the institutional Vision, Mission, Values, Pillars, Crosscutting issues, Objectives, and Priority Actions for the concerned period. It worth noting that this strategy was also defined on the basis of the 7 principles of the Red Cross, the IFRC Strategy 2030, the Universal Sustainable Development Goals (SDGs) as well as the Rwanda’s 2050 Vision and the National Transformation Strategy (NST1). It is important to note that the 3-day workshop held at Nyanza from 4<sup>th</sup> to 6<sup>th</sup> April 2022 played a big role in this regard.

The 2022-2026 RRCS Strategy is presented through the following structure:

**RRCs STRATEGY HOUSE**

**VISION: A HEALTHY, 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.**



**CORE VALUES:** Mutual relationships and solidarity, Integrity, Excellence and Professionalism, Transparency, Accountability and equitable use of resources, Justice and Democracy, Dignity and Respect, Teamwork, Meaningful Participation and Local ownership, Swiftness.

Principles of the International Red Cross and Red Crescent Movement:

Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

After the definition of the strategic direction of RRCS for the next 5 years, the related objectives, indicators and activities were set as well and all these elements were compiled into the 2022-2026 RRCS Draft Strategic Plan. It is important to note that this exercise was followed by the validation of the Draft Strategic Plan during a meeting that brought together Board members, at Kigali, on 12<sup>th</sup> June 2022. Soon after, the logical framework of this strategy was prepared. The operational plan for the first three years of the strategic plan was also developed. The above mentioned activities were carried out during workshops that took place in Karongi and Kigali.

With the new strategy, Rwanda Red Cross plans to introduce special and new dynamics in its activities. This is nothing other than the launch of initiatives that can be qualified as flagship programs or “*Programmes Phares*”. Among them one can mention the Digitization transformation, the Shift from ‘*One Model Village by District*’ to ‘*One Model Village by Sector*’, the Revitalization of the Emergency medical services and the Creation of Youth Centers.

a) Digital transformation: Rwanda Red Cross plans to digitalize its services as much as possible: this will certainly improve volunteers’ management while easing the information flow among different actors at the internal and external level. The digital transformation is also expected to increase the effectiveness and efficiency of the Society’s activities in general and the administrative as well as financial services in particular.

b) Shift from ‘One Model Village by District’ to ‘One Model Village by Sector’<sup>1</sup>. This ambitious project requires a redefinition of the minimum support package to model villages, an improved collaboration with local governments, a revitalization of local Red Cross committees and of course the need for more financial and logistical resources.

c) Revitalization of Emergency medical services (EMS): In this regard, Rwanda Red Cross plans to synergize and empower the Ambulance services, the Psychosocial services and the Commercial First Aid activities. Indeed, this revitalization of the EMS is capital today not only as a burning need from the community but also as strong potential income generating mechanism for the Society.

d) Creation of Youth centers: In our country, youth empowerment is an evident and urgent need at the community level. Therefore, Rwanda Red Cross would like to create centers in which services related to Reproductive Health and livelihood as well as Psychosocial services can be combined with sport and entertainment. With this strategy, RRC intends to start with one pilot center per province plus Kigali City.

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<sup>1</sup> Rwanda is composed of 30 districts and 416 sectors

Finally, this strategic Plan is a highly valuable tool, not only to determine the overall development of the Society in the next five years, but it is also a crucial instrument to facilitate the monitoring & evaluation of the Society activities. Furthermore, the Strategy is an important tool for mobilizing the resources required for its implementation. The fact that all organs of the Society and key partners played a fundamental role in the whole exercise gives a guarantee that with this strategy RRCS will be certainly elevated from the current status to a much higher one.

# **1. General introduction**

## **1.1 Background**

Rwanda Red Cross Society (RRCS) commenced its operations in Rwanda in 1964. It was created through the Presidential decree No 8/13 of 29 December 1964. It has legal status as a Non-Governmental humanitarian relief organization and it operates through a network of members and volunteers spanning the whole country. RRCS, as a volunteer-based humanitarian relief organization has, as its core mission to complement government efforts in providing humanitarian assistance to alleviate the day-to-day socio-economic plight of the most vulnerable members of the community.

The auxiliary role legally mandates RRCS and public authorities to work together focusing on the interests of vulnerable people in Rwanda on humanitarian issues, while protecting the independence of the National Society and the Seven Fundamental Principles of the Red Cross and Red Crescent. Volunteers and members deliver humanitarian services, strengthen community resilience, develop social cohesion, engage in civic processes, and advocate strongly on behalf of the communities. Volunteerism continues to be at the heart of RRCS as it has proven to be a powerful and cross-cutting humanitarian service delivery approach.

Over the years, to realize this crucial mandate, RRCS has been guided by a five-year Strategic Plan which has to be implemented using community-based approaches. The last strategic plan was from 2017 to 2021. This Strategic Plan was implemented through six core strategic directions, namely;

1. Institutional capacity development
2. Institution 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

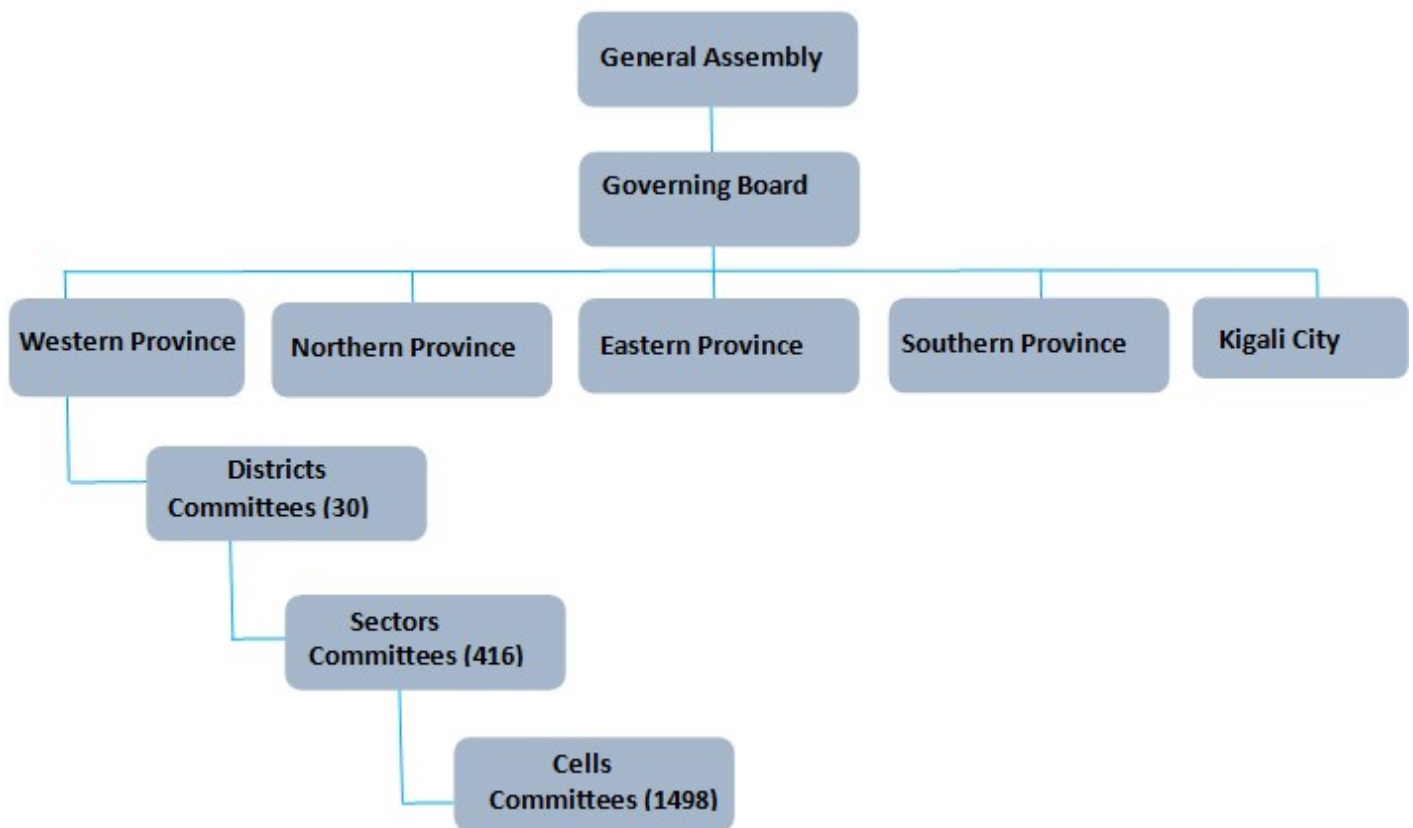
This strategy, which has come to its end, was aimed at enhancing appropriate systems, and coordinating the synergies between and among RRCS departments. In turn this would build a more resource endowed National Society that has sufficient capacity to effectively and efficiently develop and sustain programs while offering prompt services as well.

Today, the 2017-2021 Strategy is over, and it is in the light of the above background that, Cope Consulting Ltd has been trusted by the RRCS and entrusted with facilitating the development of a new five-year strategy, the 2022-2026 Strategic Plan.

## 1.2 Rwanda Red Cross Society (RRCS) Overview

Rwanda Red Cross Society (RRCS) is a member of the International Committee of the Red Cross (ICRC). It is also a member of the International Federation of the Red Cross and Red Crescent Societies (IFRC).

### RRC Governance Structure



The head of the Management Structure is the Secretary General. Under the Secretary General there are five departments, which are:

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

The Technical Support Department coordinates programs that include Disaster management, First Aid, Health and Care, Restoration of family links, Assistance to orphans and other vulnerable

groups. The support services include the Central Secretariat, Communication, ICT, Audit, Procurement, and Logistics.

RRCS also has an investment company called '*Reseau d'Investissement Social*' (RIS). This company coordinates all the income generating activities of RRCS.

### **1.3 Methodology toward the development of the 2022-2026 Strategic Plan**

The process of developing the 2022-2026 Strategic Plan was a highly participatory one, in the sense that most of the RRCS key stakeholders, both internal and external, were consulted. Key informants included the RRCS Governing Board, the Secretary-General, and Heads of Departments, Representatives of ICRC, and Partner National Societies. Government officials from all levels, including District mayors, Vice mayors, as well as JADF representatives were interviewed. Representatives of RRCS Programs/Projects beneficiaries were also involved in the discussions. These consultations were conducted mainly through interviews. It is worth noting here that the assignment started with the exploitation of all relevant policy documents, strategies, and reports from the international, regional and national fields.

Other data collection approaches which were used in this exercise include Focus Group Discussions and Workshops. Focus Group Discussions, using the Community Score Card Model, have been held with teams of local committees and volunteers in five sampled districts. These districts, which represented their provinces, are Nyarugenge (Kigali City), Gisagara (Southern Province), Karongi (Western Province), Rulindo (Northern Province) and Kirehe (Eastern Province).

Workshops were also organized in the course of this assignment. The first 3-day workshop, which enjoyed the participation of the top Leadership and the Management of the National Society, was held at Nyanza (Southern Province). This important workshop aimed at building a consensus on the Institutional Situation analysis and the Strategic Direction. Another 3-day workshop was organized and held at Karongi. This was also attended by the Secretary General, Heads of departments and Heads of programs. This particular workshop played a big role in defining the performance indicators of the Strategy. It also helped in defining the 3-year operational of the Strategy. Three other working sessions were held in Kigali. Among them, there is the Board Meeting which took place at the Rwanda Red Cross Head Quarters on 12th June 2022. It is in this meeting that the Strategic Plan was validated.

It is important to note that RRCS has aligned its strategy to the Rwanda Vision 2050, and the IFRC Strategy 2030. Through this strategy, RRCS is also obliged to contribute to Rwanda's efforts towards the attainment of the Sustainable Development Goals (SDGs), specifically in fighting

poverty (SDG1), and hunger (SDG2), promoting good health and well-being (SDG3), gender equality (SDG5), clean water and sanitation (SDG6), clean energy(SDG7), climate action (SDG13), peace and justice (SDG16), and partnerships (SDG17).

## **2. Situation analysis**

### **2.1 The 2017-2021 Strategic plan review**

In order to assess the performance of the 2017-2021 Strategy implementation, two approaches were used: The first one consisted in checking the main achievements of different departments over the past five years. The second approach was the Group discussion using the Community Score Card (CSC) model.

#### **2.1.1 Inventory of major achievements over the last 5 years**

The list below is a summary of the main achievements, identified in the various departments.

##### **Pillar one: RRCS Capacity Development**

- Construction and rehabilitation of offices and other facilities in different districts such as Rusizi, Nyamasheke, Burera, Rutsiro, Ngororero, Gicumbi and Gisagara
- Development of Income Generating Activities (EMS & FA training Center, Rugerero Training Center, Nyanza, Karongi)
- Policy development (Volunteers policy, Financial procedures manual)
- Purchase of Management & IT tools (Introduction of the GPS in fleet management, Kobo, Cash Transfer Programs, MOMO account, HR management, Shifting from Navision to MS business software)
- Partnerships (RKV, Japanese RC, UNICEF, USAID, Canada Funds for Local Initiatives...)
- Volunteers Mobilization & Training, particularly during the Covid19 period
- HR (Recruitment and training, salary review, reviewing the working environment)
- Supporting District hospitals with the provision of ambulances
- Official establishment of RIS
- Building the capacity of RRC volunteers to raise awareness on different response and intervention areas
- Reform of different Commissions (Gender balance)
- Reviewing the policy of Human Resource Management
- RRCS staff support to other National societies
- Enhancing cooperation with other organizations

##### **Pillar two: RRCS Image & HDF**

- Community mobilization via Mobile radio programs and Mobile cinema shows in different districts such as Rusizi, Nyamasheke, Burera, Rutsiro, Ngororero, Gicumbi, and Mukindo Sector of Gisagara district
- Introducing Media coverage activities (working with media outlets)
- Upgrading the RRCS website
- Social Media platforms which have been created and verified
- Launch of the RRCS Humanitarian Center
- Training Volunteers on CEA
- Policies and guidelines which have been developed (Policy Dialogue, Branding manual, Social Media guidelines)

- Partnerships that have been established (MoUs between RRCS and UNHCR, MOH, MINEMA, Coca-Cola...)
- Negotiations on RRCS Law

### **Pillar three: RRCS Model Village approach towards community resilience**

- Increase of Model Villages (16 villages supported by PA 17-21, 8 in Nyamasheke, 5 Gisagara, + 1 village per district)
- Development of MV guidelines
- Upgrading MV packages (Water and sanitation, nutrition...)
- Livestock donation and distribution

### **Pillar four: Health Emergency & Disaster Management**



- Increase of preparedness through trainings (Kit 2 & Kit 5, EVCA, NDRTS, Shelter...)
- Emergency fleet (trucks, water tanks...)
- Pandemics preparedness (Ebola, Covid-19, others)
- Strategic stores and shops
- Covid-19 (preparedness, response and recovery activities; trainings, food distribution, Cash Transfers)
- Refugees response and intervention initiatives
- Rapid Response to natural disasters
- Response to outbreaks and pandemics (Ebola, Covid19)
- RFL, PSS

## **Pillar five: Health Awareness and Care**

- New programs (First aid for youth, First aid for first responders, Emergency Care Assistance)
- Ambulance stations (Emergency Medical Technicians, new ambulances, Taskforce RBC/covid-19)
- PSS (Trainings, PSS First Aid, trained teams)
- Blood donation (Partnership with RBC)
- WASH campaigns
- Non Communicable diseases awareness
- Community mobilization on vaccines

## **Pillar six: Social Protection and Special Groups**

- Support to HMP & other vulnerable people (Education, Health, IGA...)
- Construction of houses for Genocide Survivors
- Training in Sign Language
- Support to Refugees and their Host Communities
- Partnership with local Government in the Follow up of Girinka and VUP Programs

### ***2.1.2 Strategy review using the Community Score Card model***

In a bid to assess the performance of the previous strategy, group discussions using the Community Score Card (CSC) model were held with local committees and volunteers in five sample districts. At every site, the number of participants varied between eight and fifteen. These districts are Kirehe, Karongi, Rulindo, Gisagara and Nyarugenge. It is important to mention that during these field visits, the Consultant also had the opportunity to discuss with District leaders about their partnership with Rwanda Red Cross.

Under the Community Score Card (CSC) model<sup>2</sup>, participants had, in a participatory manner, to discuss and assess the achievements and challenges related to the previous strategy (2017-2021). In concrete terms, they had to assess the implementation performance related to each pillar and to suggest the way forward for the next 5-year strategy. It is worth noting that the consultant had first to remind them the objectives and targets associated with the pillars. These pillars are:

1. RRCS Capacity Development
2. RRCS image and Humanitarian Diplomacy promotion
3. Model Village's approach toward community resilience
4. Health and Disaster Emergency Management
5. Public Awareness for Health Promotion and Care

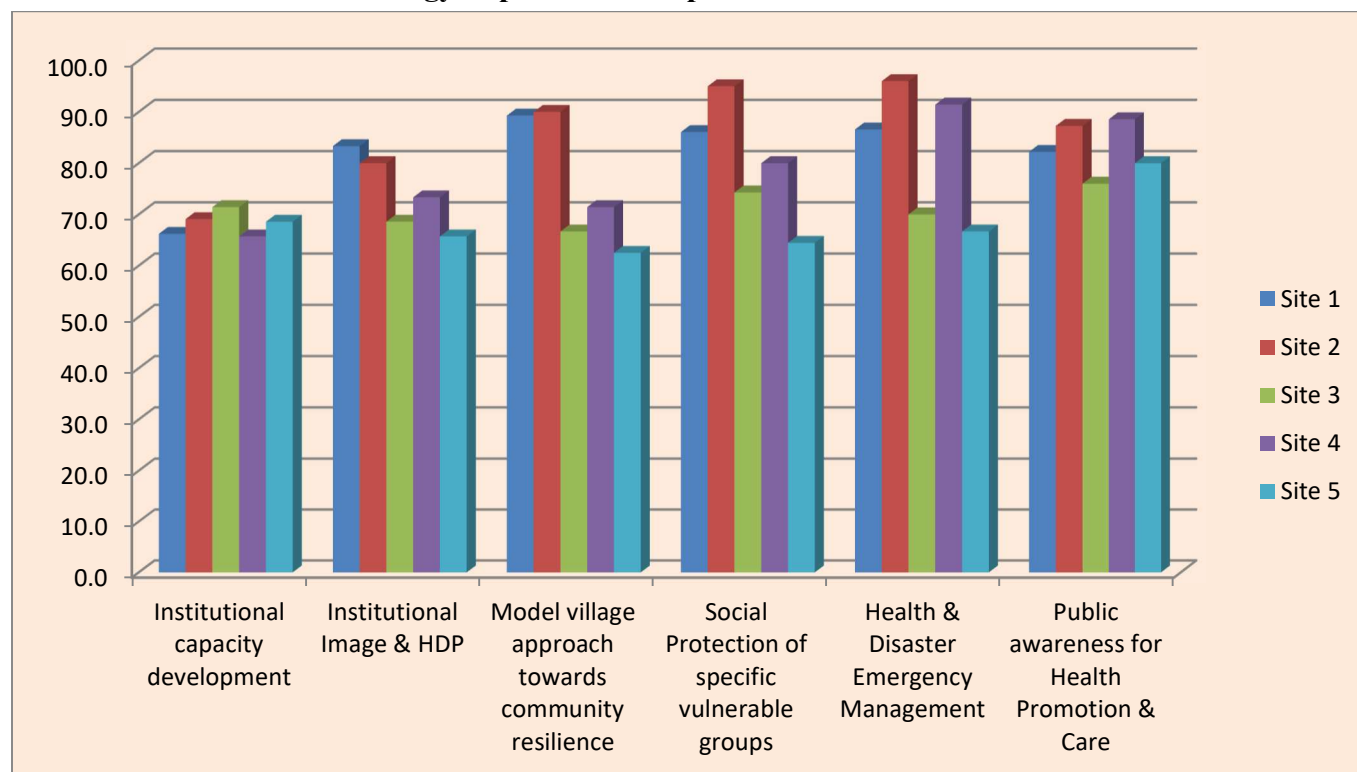
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<sup>2</sup> *The Community Score Card (CSC) process is a powerful tool to monitor services, empower citizens, and improve the accountability of service provision. The scoring exercises provide citizens (service providers or service beneficiaries) the opportunity to analyze services such as health services or education based on their personal perceptions. Citizens can provide encouragement for good work or express dissatisfaction and give suggestions for improvement(www.civilsocietyacademy.org)*

## 6. Social Protection of specific vulnerable groups

It was with utmost discretion that every participant had to score each strategic pillar. The scores varied from 1, 2, 3, 4 to 5 corresponding to “Very low”, “Low”, Medium, “High”, and “Very high” performance, respectively<sup>3</sup>. The performance scores in the 5 sampled districts of Kirehe, Karongi, Rulindo, Gisagara & Nyarugenge, here referred to as sites, are as follows:

### Scores of the 2017-2021 Strategy implementation performance



### <sup>3</sup>Evaluation grid

Grade	Score	Equivalent in %
Very low performance	1	0%-20%
Low performance	2	20%- 40%
Medium performance	3	40%-60%
High performance	4	60%-80%
Very high performance	5	80%-100%

**Table 5: Synthesis of the results**

Pillar	Average (%)
1. RRCS Capacity development	68.2
2. RRCS Image & H.D.P	74.2
3. Model Village's approach toward community resilience	76.0
4. Social Protection	80.0
5. Health and Disaster Emergency Management	82.1
6. Public awareness for health promotion and care	82.8
<b>Total</b>	463.3
<b>Average</b>	<b>77.2%</b>

It can be seen on the graph and table above, that one pillar, namely Capacity development, received the lowest score of 6/10. Two other pillars, namely Image & H.D.P as well as Model Village approach followed with the scores of 7/10 respectively. Finally, the three remaining pillars scored 8/10 each. These are Social Protection, Health & Disaster Emergency Management as well as Public awareness for health promotion & care. It is worth specifying here that it is the latter that attained the highest marks (82.8%). The estimated average performance of the overall strategy implementation was 77.2%.

As mentioned above, participants had to give explanations justifying their ratings as to what did and did not work. In specific terms, this involved explaining the strengths and weaknesses of the strategy implementation. Finally, the participants gave recommendations, which can be considered as suggestions for improvement. The following is a summary of the participants' explanations as well as their recommendations for the 2022-2026 Strategic Plan:

#### Institutional Capacity Development

Participants in the group discussions commended the various and important achievements during the last five years. These include committees that were provided with offices and supported in terms of income-generating activities. Among them there are Karongi Hotel, Kirehe Offices, and Mukindo Sector Offices. They also recognized the dedication and serious commitment of volunteers from the Headquarters to the cell level and the training workshops which were organized for them to gain knowledge and skills in such crucial aspects as disaster management, First Aid & Simulation, PSS, KOBO, and more.

However, they deplored the insufficiency of capacity-building activities for local committees in general and Youth sections in schools in particular. It was also noted that the COVID-19 pandemic worsened the situation related to capacity development over the past 2 years, since it was not easy to organize any training sessions during that period.

The following recommendations were among those made:

- Develop the volunteers' policy and the related capacity development roadmap
- Construct/Rehabilitate local committee offices at the Districts and Sector level
- Support/Initiate local committees' IGA (Income generating activities)
- Invest in the youth sections. In this regard, local committees need a trained teacher per youth section and basic First Aid equipment, at least
- Decentralize training sessions: emphasis should be put on programs related to Training of Trainers (ToT)
- Digitalization of services must be reinforced at all levels (Governance, Management & operational Level)

### **Institutional Image & Humanitarian diplomacy promotion**

Collaboration between local committees and local governments is commendable. Rwanda Red Cross was an important part of the National Task Force against COVID 19, and it played an active role in critical interventions such as Mobilization, Ambulance Service, and Food Distribution. This was also the case in 2021, during the eruption of the Nyiragongo Volcano and many other disasters. These situations greatly increased the visibility and recognition of the Red Cross. The National Society also made extensive use of the media outlets such as television, radio, website, and the many existing social media platforms. For example, Gisagara local committee has received a certificate of merit from JADF, every year, for a period of more than ten years.

However, the quality of the relationship between the local committees and local government organs such as the JADF depends on the capacity of the Red Cross Chairperson or Coordinator at the District level. Another issue is that sometimes, volunteers intervene without proper identification, such as having the Red Cross emblem (T-Shirt, Jacket and Cap). Some people sometimes misuse even the Red Cross emblem, in some activities unrelated to those of the Red Cross mandate.

Therefore, the following recommendations were made:

- Clarify the role of the Red Cross District Chairperson and the Coordinator concerning the collaboration with local government (JADF)
- Combine the activities of the Red Cross with sports competitions (Youth)
- Decentralize the distribution of items bearing the Red Cross emblem (T-Shirt, Jacket, Cap...)
- Strengthen the capacity of the HQ and local committees in the use of media (Television, Radio, Social media, etc.)
- Strengthen the capacity of local committees and district coordinators in the use of different community spaces such as JADF, Umuganda, Itorero...
- Strengthen local committees in mobilizing Friends of Red Cross

- Train specialized teams in advocacy, project development and fundraising, at Headquarter and local level
- Instruct volunteers on the proper use of the Red Cross emblem

### **Model Village's approach toward community resilience**

The model village with its comprehensive support package (Water, Sanitation, Nutrition, Voluntary Saving & Loan Association, Cash transfer, Girinka...) has been very instrumental to the beneficiaries. The Project “Plan d’Action” has also played a big role in this regard. However, water supply remains one of the major issues in many places. Another issue is that there is only one model village per district. This limits the impact of the project.

Therefore, participants in the group discussions from various sites proposed the following:

- Assess the impact of the Model Village approach, then rethink it and possibly concentrate on supports on few specific activities that may have a very high impact (Pareto Rule<sup>4</sup>). This could enable the extension of the Model village project to the sector level (One model village per Sector /Umurenge).
- Strengthen the capacities of volunteers concerning the Model village approach
- Increase the distribution of seeds (Umurama) to fight malnutrition, more aggressively
- Reinforce the water supply component. In this light, one of the top leaders of the Gisagara District declared,

*We are very grateful to the Red Cross for Kansi and Kibirizi Sectors that they helped us to access a clean water supply. But, frankly speaking, water needs are still significant in our district. We would be even happier if the Red Cross helped us to supply water to the remaining sectors.*

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<sup>4</sup> The Pareto (Vilfredo) Principle or the 20/80 rule states that for many outcomes, roughly 80% of consequences come from 20% of causes. In other words, a small percentage of causes have an outsized effect. This concept is important to understand because it can help people to identify which initiatives to prioritize, the ones that make the most impact.

## ✚ Health and Disaster Emergency Management

In general, the existence of Disaster Reduction Teams (Volunteers) facilitates interventions and prompt reporting. Volunteers sacrificed a lot during the COVID 19 period, the Nyiragongo volcanic eruption, and many other disasters. However, there are times when disasters far exceed the means of intervention (violent winds, landslides, lightning strikes, volcanic eruptions...).



Also, volunteers sometimes had to work in difficult conditions, like the lack of insurance cover when burying the victims of COVID 19. The impact of climate change also remains a big challenge.

Therefore, the following was recommended:

- Reinforce DRR at the community level/ Organize DRR Refresher courses for volunteers
- Strengthen the fight against disasters in schools
- Organize intervention teams at all levels (especially at the Sector/Umurenge level)
- Increase the strategic stock (from 100 to 500 households)
- Provide volunteers with insurance and means of transport (e.g. supply bicycles to volunteers)
- Plant as many trees as possible in the fight against climate change/ Develop nursery beds in each Sector (Umurenge)
- More technology applications (E.g. Using drones to collect disaster-related information)
- Increase the use of the media concerning DRR

## ✚ Public Awareness for Health Promotion and Care

Rwanda Red Cross has trained many volunteers in First aid and blood donation. Thanks to this, the Society has become exemplary countrywide. It is in this regard that RRCS has very good relations with RBC in general and the Blood donation department in particular. For example, Karongi Red Cross received the award of the best partner in the matter of blood donation at the national level, in 2019.

There is however the issue of first aid in cases of accidents. During the Consultant's fieldwork, a citizen of the Rulindo district painfully told the following:

*“Quite recently, we lost our beloved Executive Secretary after a motorcycle accident. He bled to death because no one was allowed to help him before the national police arrived and completed their assessment. Isn't it possible to avoid this kind of tragedy if the Red Cross signs an agreement with the National Police which allows volunteers to provide First aid in such emergencies?”*

### **Recommendations**

- Strengthen First aid & Blood donation teams, especially in schools
- Decentralize the distribution of First aid equipment (First aid kit, training modules, pamphlets, posters, and others.)
- More efforts in community mobilization regarding blood donation
- Train volunteers in disease prevention (hygiene and sanitation)
- Organize refresher courses in First aid and Training of Trainers (ToT) among volunteers
- Prepare a Memorandum of understanding with the National Police and Ministry of Health about First aid. This MoU would allow Certified Red Cross volunteers to provide first aid to accident victims, even in the absence of police intervention.

### **Social Protection of Special vulnerable groups**

According to participants in the group discussions, many volunteers were trained in Psychosocial services (PSS) at the district level and the creation of the Call center was of great importance. Regarding PSS, volunteers intervene adequately during and after the Genocide commemoration period. The Non Communicable Diseases (NCD) Project has also been very beneficial, despite its limited coverage. The projects which supported Historically Marginalized People (HMP) and refugees also realized significant changes in the lives of these communities.



As far as social protection of special groups at the community level is concerned, People with Disabilities (PWD) lack assistive devices (prostheses) and many volunteers have no knowledge of Sign language. Therefore, the following was recommended:

- There is a need to decentralize Psychosocial Services, up to the sector level, at least
- Train volunteers in NCDs and extend the NCD project to other areas.
- Train volunteers in the identification and care for the elderly
- Develop a project for providing assistive devices (prostheses) to PWD
- Recruit more volunteers from special groups (People With Disabilities, Genocide survivors, HMP)
- Train volunteers in sign language
- Initiate ‘Self Help Groups’ as one of the efficient psychotherapy approaches
- Appoint a focal point person in charge of special groups at all levels of the governance board (national & local level)

## **2.2. Scanning the internal and external institutional environment**

In identifying the internal and external factors that have a direct and indirect impact on the organization’s performance, a combination of the Strength-Weakness-Opportunity-Threat (SWOT) and the Political-Economic-Social-Technological-Environmental-Legal (PESTEL) analysis was made. It is important to mention that this analysis was conducted during the Nyanza Workshop. The results are shown below:

## SWOT/PESTEL Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• RRCS has had the legal personality since 1964</li> <li>• Strong structure from the Headquarter to the cell level</li> <li>• Countrywide members &amp; volunteers network (Headquarters, District, Sector, Cell)</li> <li>• Strong partnership at international , regional, national &amp; local levels (Red Cross Movement, and other partners)</li> <li>• Strong partnership with the government (Auxiliary to the government)</li> <li>• Programs in line with government policies: Health, Disaster management, Nutrition, Girinka, Water, Hygiene &amp; sanitation...</li> <li>• Good image in the eyes of the population</li> <li>• Experienced human resource management</li> <li>• A significant number of resources (land, offices, estates, vehicles, etc.)</li> <li>• Investment company: <i>Reseau d'Investment Social (RIS)</i></li> <li>• Policies, Procedures, and Strategies</li> <li>• Membership fees</li> <li>• ICT tools: Website, Accounting software, KOBO, Use of video conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient income-generating activities (IGA)</li> <li>• High dependency on external funding</li> <li>• Insufficient human resources (Headquarters and branches)</li> <li>• Poor management of volunteers (Lack of volunteers' database, Problem of Volunteers motivation &amp; retention...)</li> <li>• Poor management of existing income-generating activities (IGA)</li> <li>• Vulnerability of some members &amp; volunteers</li> <li>• Poor filing system</li> <li>• Some missing policies (Gender policy, Insurance policy, RFL policy, Code of conduct...)</li> <li>• Lack of tax exemption</li> </ul>
Opportunities	Threats
Political	
<ul style="list-style-type: none"> <li>• National political stability</li> <li>• National decentralization policy</li> <li>• Strong support from the Government</li> <li>• Strong intra-movement support (CICR, IFRC, Partner National Societies...)</li> <li>• RRC fundamental principles</li> </ul>	<ul style="list-style-type: none"> <li>• Global &amp; Regional crisis</li> <li>• High expectations vis-à-vis the Society</li> </ul>

<ul style="list-style-type: none"> <li>Well known RRC Emblem</li> </ul>	
<b>Economic</b>	
<ul style="list-style-type: none"> <li>Steady national economic growth</li> <li>Conducive donor environment</li> <li>Government social protection programs (VUP, Girinka...)</li> </ul>	<ul style="list-style-type: none"> <li>Inflation</li> <li>Donors dependence</li> <li>Limited support from donors</li> <li>High poverty rates</li> <li>High unemployment rates (Also among the youth in general and the volunteers in particular)</li> </ul>
<b>Social</b>	
<ul style="list-style-type: none"> <li>Education for all (many children enrolled in school)</li> <li>Medical insurance cover for all (Mutuelle de Santé)</li> <li>Kinyarwanda language, spoken by the whole population</li> <li>Many people of integrity, trustworthy</li> </ul>	<ul style="list-style-type: none"> <li>High demographic density and trends</li> <li>High levels of vulnerability among the population</li> <li>Illiteracy among the population</li> <li>High expectations from the community</li> <li>High pandemic risks (COVID 19, Ebola...)</li> </ul>
<b>Technological</b>	
<ul style="list-style-type: none"> <li>Good national transport network and infrastructure</li> <li>Good internet network, Fiber optic...</li> <li>Availability of drones technology</li> </ul>	<ul style="list-style-type: none"> <li>Modern means of communication (smartphones, internet...) still unaffordable for some members</li> <li>Some members are not conversant with modern information and communication technology</li> </ul>
<b>Environmental</b>	
<ul style="list-style-type: none"> <li>Existence of meteorological services</li> </ul>	<ul style="list-style-type: none"> <li>Landlocked country</li> <li>Geophysical terrain (Land of 1000 hills/potential disasters)</li> <li>Disasters that far exceed the means of intervention (violent winds, landslides, lightning strikes, volcanic eruptions...).</li> </ul>

Legal	
Legal instruments (Decentralization, Social protection...)	<ul style="list-style-type: none"> <li>Absence of the law governing the Red Cross</li> </ul>

## 2.3 Stakeholders' analysis

Red Cross key stakeholders can be divided into five main categories:

- Internal stakeholders
- Intra-movement partners
- The community
- Public institutions
- Other partners

### a) Internal stakeholders

The Internal stakeholders comprise members of the RRCS family. These include:

- Rwanda Red Cross Governing Board
- Top Executive Managers
- The staff of the National Society
- Rwanda Red Cross Volunteers
- Rwanda Red Cross Members
- Local committees

### b) The Intra-movement partners

This category is composed of ICRC, IFRC and Partner National Societies (PNS). The National Societies currently working with the RRCS are Red Cross Austria, Red Cross Belgium-Flanders, Red Cross Belgium-Francophone, Red Cross Japan and Red Cross Spain. All these organizations implement joint projects with Rwanda Red Cross.

### c) The community

The community in general, and vulnerable people in particular, are privileged stakeholders of the Rwanda Red Cross.

### d) Public institutions

Key collaborating Ministries include MINEMA, MINISANTE, MINALOC, MINAFET, MYICT, MINAGRI, MINADEF, MINECOFIN and MINIJUST. Among other public partner institutions, are RBC, National Police, RDF, RBA, CNTS, National Referral Hospitals and the University of

Rwanda. RRCS also works closely with local governments countrywide: District, Sector, Cell, and Village administration.

#### **e) Other Partners**

Other partners include UN Agencies (UNHCR, UNICEF, UNDP, WFP...), Regional organizations, Embassies, and Development partners such as EU, USAID, JAICA, EAC, CTB, and GIZ... RRCS also works with Civil Society organizations like Plan International, Care International, World Vision, and Action Aid. Other key RRCS stakeholders include the media, especially Radio stations and Television channels, print media, and online platforms. Finally, the special public groups include youths (College and Secondary school students), Cooperatives...

Subsequently, the new strategic plan will require new partnerships, while strengthening existing ones. For example, it was suggested that with this new strategy, the partnership of RRCS with local governments should be strengthened to optimize the Model Village projects. Also, with this new strategy, reinforcing the existing cooperation with the National Police in matters of First Aid was strongly recommended.

### **3. RRCS strategic direction for the next five years**

#### **3.1 Vision, Mission, Fundamental Principles and Core Values**

The Vision, Mission and Values of the RRCS have been defined as follows:

##### **Vision**

A healthy, 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.

##### **Fundamental Principles & Core values**



##### **Principles of the International Red Cross and Red Crescent Movement**

1. Humanity
2. Impartiality
3. Neutrality
4. Independence
5. Voluntary Service
6. Unity
7. Universality

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

1. We believe in mutual relationships and solidarity with all our supporters and the communities that we serve
2. Our staff and volunteers work with a sense of integrity, excellence and professionalism
3. We believe in transparency, accountability and equitable use of resources
4. We are committed to justice and democracy at all levels of the society
5. We speak out for the dignity and respect of every human being
6. We uphold teamwork, meaningful participation and local ownership in all our activities
7. We act and respond swiftly wherever and whenever our services are called for.

#### **3.2 Strategic pillars**

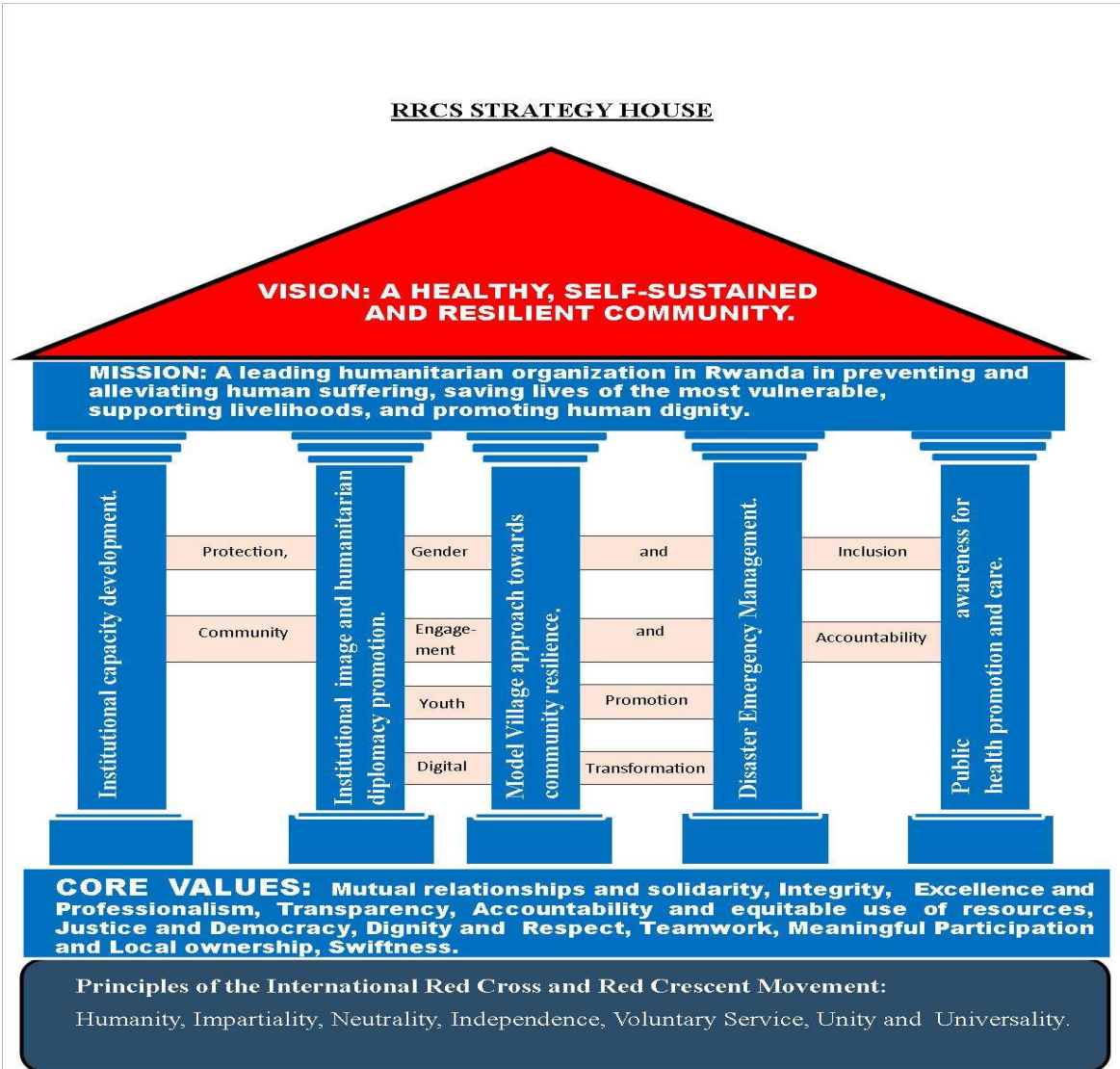
The pillars of the Strategic Plan 2022-2026, as they were defined by the Workshop held at Nyanza, are the following:

1. Institutional capacity development
2. Institutional image and humanitarian diplomacy promotion
3. Model Village approach towards community resilience
4. Disaster and Emergency Management
5. Public awareness for health promotion and care

Cross cutting issues were also defined as follows:

- Protection, Gender and Inclusion
- Community participation & accountability
- Promoting youth engagement
- Digital transformation

### 3.4: The strategy house



## 3.5 Strategic goals & objectives and priority actions

### 3.5.1 Strategic goals and objectives



The goals and objectives related to the 2022-2026 Strategic Plan were defined as follows:

#### **Pillar 1: Institutional capacity development**

**Strategic Goal 1:** The National society has the capacity to fulfill its mandate and obligations in delivering quality and sustainable humanitarian assistance.

- ✚ **Strategic objective 1.1:** Establish and operationalize RRCS committees at all levels
- ✚ **Strategic objective 1.2:** Strengthen RRCS administrative and managerial systems as well as procedures at headquarter and branch level
- ✚ **Strategic objective 1.3:** Empower youth/volunteers in skills and opportunities creation
- ✚ **Strategic objective 1.4:** Strengthen income generating initiatives for the sustainability of the national society at HQ and branch levels

#### **Pillar 2: Institutional image and humanitarian diplomacy promotion**

**Strategic Goal 2:** RRCS stakeholders are equipped with knowledge of RRCS services and their collaboration at national & international level is improved.

- ✚ **Strategic objective 2.1 :** Promote visibility of RRCS activities among stakeholders
- ✚ **Strategic objective 2.2:** Enhance knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and international Humanitarian law.
- ✚ **Strategic objective 2.3** Improve the collaboration between RRC and its key stakeholders at the international and national level

- ✚ **Strategic objective 2.4:** Increase incomes through diversified fundraising initiatives

### **Pillar 3: Model Village approach towards community resilience**

**Strategic Goal 3:** Engaged and accountable communities are healthy and have opportunities to achieve social, economic and psychosocial wellbeing in an inclusive framework

- ✚ **Strategic objective 3.1:** Update and Disseminate MV guidelines tool
- ✚ **Strategic objective 3.2 :** Make operational the One MV per Sector model
- ✚ **Strategic objective 3.3:** Enable MV communities to access clean water
- ✚ **Strategic objective 3.4:** Strengthen capacity of Communities to address climate adaptation and implement specific environment management intervention
- ✚ **Strategic objective 3.5:** Scale up model village activities based on already developed best practices

### **Pillar 4: Disaster and Emergency Management**



**Strategic Goal 4:** Communities are able to anticipate, prepare, respond to and quickly recover from crises

- ✚ **Strategic objective 4.1:** Strengthen institutional capacity to deliver comprehensive services in emergency situation at HQ and branch level
- ✚ **Strategic objective 4.2:** Enhance community capacity to anticipate, prepare and respond to the emerging crises to disasters prevention through DRR activities

- ✚ **Strategic objective 4.3:** Support disaster or emergency-stricken populations to sustain their livelihood and social integration
- ✚ **Strategic objective 4.4:** Strengthen community mechanisms for Restoring Family Links (RFL) of separated people

### **Pillar 5: Public awareness for health promotion and care**

**Strategic Goal 5:** Communities have the capacity to prevent and manage health emergencies as well as other health issues

- ✚ **Strategic objective 5.1:** Strengthen RRCS and community capacity to manage health emergencies and re-enforce pre hospital interventions
- ✚ **Strategic objective 5.2:** Strengthen psychosocial Interventions countrywide
- ✚ **Strategic objective 5.3:** Increase the community awareness and capacity in epidemic control and disease prevention
- ✚ **Strategic objective 5.4:** Increase and retain the number of voluntary blood donors
- ✚ **Strategic objective 5.5:** Increase access to clean adequate water supply, sanitation, and hygiene for least coverage communities

#### **3.5.2 Cross cutting issues**

Cross cutting issues must be integrated into all the pillars, objectives and activities. However, given that most of them are of a different mindset, they do require a paradigm shift. Therefore, cross cutting issues should be seriously considered in all planning and budgeting exercises. The cross cutting issues identified are the following:

##### **a. Protection, Gender and Inclusion**

A person's sex, age, physical ability, religion, race, nationality and many other factors can influence how he/she is vulnerable to, and affected by disasters, conflicts and crises. These factors can also affect how they respond and recover. Our work must ensure dignity, access, participation and safety for all people affected by disasters and crises.

##### **b. Community participation & accountability**

We can only achieve community participation & accountability, if we meaningfully insure community involvement in all our activities, promote open and honest communication, and set forth mechanisms to listen to and act promptly on feedback, within our programs and daily operations.

##### **c. Promoting youth engagement**

For the IFRC, there are many opportunities to support young people on our journey. The IFRC Youth Engagement Strategy aims to articulate an approach that supports young people to do more, do better, and reach further in their local communities and beyond”<sup>5</sup>.

#### **d. Digital transformation**

The opportunities provided by new technologies in the fields of health, social care and management are obvious. RRCS therefore needs to develop a comprehensive an approach that integrates the digitalization in all its activities. This should improve the digital literacy of Red Cross staff and volunteers as well as supporting the development of digitalized work processes. Rwanda Red Cross therefore needs a Digital Master Plan, particularly for coordination purposes.

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<sup>5</sup> Youth Engagement Strategy, International Federation of Red Cross and Red Crescent (IFRC), Geneva, 2013

### 3.5.3 Logical framework

#### Pillar 1: Institutional Capacity Development

Logic of intervention	Objectively Verifiable Indicators (OVI)	Source/Mean of verification	Assumptions
<b>Strategic Goal 1:</b> The National society has the capacity to fulfil its mandate and obligations in delivering quality and sustainable humanitarian assistance.	<ul style="list-style-type: none"> <li>By the end of SP, at least 80% of RRCS organs and human resource have the capacity to deliver quality, timely and sustainable humanitarian assistance.</li> </ul>	Institutional & individual performance contracts Strategy Mid-term Evaluation Strategy Final Evaluation	A comprehensive capacity development plan is put in place Required resources for the Strategic Plan implementation are available All key stakeholders are mobilized for the strategy implementation
<b>Strategic objective 1.1:</b> Establish and operationalize RRCS committees at all levels	<ul style="list-style-type: none"> <li>By the end of SP, at least 70% of RRCS established structures are strengthened in governance and leadership</li> </ul>	Report of RRCS Committees Performance evaluation of district Imihigo Strategy Final Evaluation	Commitment of the executive committees members and donors of RRCS
	<ul style="list-style-type: none"> <li>By year two, the reviewed roles and responsibilities for the governance structures is adopted and disseminated</li> </ul>	Structure review Strategy Final Evaluation	This decision is taken by the Board
	<ul style="list-style-type: none"> <li>By the end of SP, all established RRCS structures from cell to the national level are operational</li> </ul>	Branches Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers policy is developed Key stakeholders are cooperative
	<ul style="list-style-type: none"> <li>Each year, there is at least 20% of expanded and mobilised professional &amp; active volunteers in different fields</li> </ul>	Members /Volunteers database Members /Volunteers management system	The will of professional Volunteers and members to be in strong networks.

Logic of intervention	Objectively Verifiable Indicators (OVI)	Source/Mean of verification	Assumptions
	<ul style="list-style-type: none"> <li>By the end of SP, 93% of branches / district committees have their own and well equipped offices</li> </ul>	Branch report Logistical report Strategy Final Evaluation	Availability of resources for equipping offices of local committees
	<ul style="list-style-type: none"> <li>By the end of SP, at least 80% of established sectors committees have working places</li> </ul>	Branch report Logistical report Strategy Final Evaluation	Local committees at the sector level are committed to own their working places Availability of Resources
	<ul style="list-style-type: none"> <li>By the end of SP, there is at least an increase of 50% of members</li> </ul>	Members /Volunteers database Strategy Final Evaluation	The will of volunteers and Members to be part of the strong networks.
<b>Strategic objective 1.2:</b> Strengthen RRCS administrative and managerial systems and procedures at headquarter and branch level	<ul style="list-style-type: none"> <li>By year two, the identified policies are developed and disseminated</li> </ul>	Strategy Mid-term Evaluation Annual evaluation reports	The institution is committed to develop new policies
	<ul style="list-style-type: none"> <li>By the end of the SP, all the RRCS structures will be in compliance with all the developed policies</li> </ul>	Organizational and financial audit reports Annual evaluation reports	Commitment of All organs for good use of managerial systems and procedures
	<ul style="list-style-type: none"> <li>By the end of the SP, 5 administrative and managerial procedures are digitalised (volunteers management system, warehouse, requisitions processing, data &amp; performance tracking, fleet management, assets management)</li> </ul>	New applications New reporting tools Organizational audit reports	Shift of paradigm Resources availability
	<ul style="list-style-type: none"> <li>At the beginning of the SP implementation, the performance management system related to this strategy is put in place</li> </ul>	Jobs description with Key Performance Indicators Institutional & individual performance contracts Performance contracts evaluation M&E Reports	Commitment of RRCS leadership Resources availability

Logic of intervention	Objectively Verifiable Indicators (OVI)	Source/Mean of verification	Assumptions
	<ul style="list-style-type: none"> <li>The institutional structure is regularly updated and gaps are filled</li> </ul>	New organizational chart Recruitment report Strategy Final Evaluation	Commitment of RRCS leadership Resources availability
	<ul style="list-style-type: none"> <li>By the end of the SP, the capacity of every member of staff is developed based on professional standards</li> </ul>	H.R development plan HR Annual Reports Strategy Mid-term Evaluation Strategy Final Evaluation	The will of the staff for their capacity development Resources availability
<b>Strategic objective 1.3:</b> Empowering youth/volunteers in skills and opportunities creation	<ul style="list-style-type: none"> <li>By the end of the SP, <ul style="list-style-type: none"> <li>4 youth centres are operational and serve as capacity development units</li> <li>At least 2 youth sections per sector are empowered and are actively involved in community activities</li> <li>Established youth clubs in model villages are empowered and are actively involved in community activities</li> <li>Cooperation agreement with MINEDUC, to disseminate the first aid skills among the students, is signed</li> <li>A strategy for youth and volunteers IGAs, based on local economic opportunity assessment, is developed</li> </ul> </li> </ul>	Registration book for youth in secondary schools, higher Learning institutions. Branches IGAs Strategy Final Evaluation	Volunteers capacity building Will of partners to support initiatives of RRCS youth volunteers
<b>Strategic objective 1.4:</b> Develop and Strengthen income generating initiatives for the sustainability of the national society at HQ and branch levels	<ul style="list-style-type: none"> <li>Each year, the implementation plan of this strategy is fully funded</li> </ul>	Partnership MoUs RRCS annual Budget Financial statement	Fundraising mechanisms Availability of financial means
	<ul style="list-style-type: none"> <li>By year two, a feasibility study on a decentralized income generating activities system is completed</li> </ul>	Study report Annual Report	A feasibility study on a decentralized income generating activities system is conducted by Year one

Logic of intervention	Objectively Verifiable Indicators (OVI)	Source/Mean of verification	Assumptions
	<ul style="list-style-type: none"> <li>By Year one the RRC Properties master plan is developed</li> </ul>	Properties master plan Annual Report	Required expertise for the RRC Properties master plan development
	<ul style="list-style-type: none"> <li>Each year, RRCS branch committees capacity is strengthened in terms of leadership and IGA management</li> </ul>	Training modules in leadership and IGA Strategy Final Evaluation	Capacity development plan, in terms of leadership and IGA management, is put in place
	<ul style="list-style-type: none"> <li>Each year, RRCS has expanded at least 3 operational and profitable sources of income (Nyanza, Ngoma, Kirehe)</li> </ul>	Annual financial report Logistical Report Audit reports	Resource mobilisation capacity strengthened
	<ul style="list-style-type: none"> <li>By the end of the SP, 40% of branch committees are able to cover administration costs</li> </ul>	Annual financial report Branch annual Report Audit reports	Shift of mind-set among local committees Resource mobilisation capacity strengthened

## Pillar 2: Image and Humanitarian Diplomacy Promotion

Logic of intervention	• Target/Indicators	Means of verification	Assumptions
<b>Strategic Goal 2:</b> RRCS stakeholders are equipped with knowledge of RRCS services and the institutional collaboration at the national & international level is improved.	<ul style="list-style-type: none"> <li>By the end of SP, 100% of RRCS targeted stakeholders are equipped with knowledge of RRCS services, international humanitarian law, fundamental principles and values.</li> </ul>	Institutional performance contracts Strategy Mid-term Evaluation Strategy Final Evaluation Activity reports	Resource availability The interest of the target group Induced negative and positive effects are favourable to SP
	<ul style="list-style-type: none"> <li>At the end of this SP, RRC law is promulgated by the Government and disseminated</li> </ul>	RRCS Annual Reports Strategy Final Evaluation	Increased partnerships
<b>Strategic objective 2.1 :</b> Promote visibility of RRCS activities among stakeholders	<ul style="list-style-type: none"> <li>By the end of the SP, the visibility of RRCS activities among stakeholders is 100% promoted</li> </ul>	Study report on community perception on knowledge of RRCS services delivery, humanitarian diplomacy and International humanitarian Principles and values.	Empowerment of local committees in humanitarian diplomacy
<b>Strategic objective 2.2:</b> Enhance the knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and International Humanitarian Law.	<ul style="list-style-type: none"> <li>Each year, the knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and international Humanitarian law are enhanced at the rate of 20%.</li> </ul>	RRCS Annual Reports Perception survey report on RRCS mission, vision, activities, core values and fundamental principles	The will of stakeholders and public All targeted institutions are reached
	<ul style="list-style-type: none"> <li>At the end of the SP, the NS radio is set up</li> </ul>	RRCS Annual Reports Strategy Final Evaluation	Technical capacity Availability of financial means
	<ul style="list-style-type: none"> <li>2 journalist tours are organised for disseminating RRC activities</li> </ul>	RRCS Annual Reports Strategy Mid-term Evaluation	Availability of financial means

Logic of intervention	Target/Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> <li>By Year 3, the CFHD Department in partnership with RIS Ltd produce NS visibility materials</li> </ul>	RRCS Annual Reports Strategy Mid-term Evaluation	Feasibility study conducted Technical know-how increased Availability of financial means
<b>Strategic objective 2.3</b> Improve the collaboration between RRC and its key stakeholders at the international and national level	<ul style="list-style-type: none"> <li>By year one all potential partners at local, national, regional and international level are identified.</li> <li>Each year, 30% of RRC partners are reached and MoUs with key partners are signed.</li> </ul>	Annual Reports Partnership MoUs signed between RRCS and Private, civil society and government institutions at local, national, regional and international level	The will of stakeholders supporting the work of RRCS
<b>Strategic objective 2.4</b> Increase incomes through diversified fundraising initiatives	<ul style="list-style-type: none"> <li>By the 2<sup>nd</sup> year, fundraising tools and skills are developed, from HQ to branch levels</li> </ul>	Annual Report Strategy Mid-term Evaluation Strategy Final Evaluation	Capacity development in terms of fundraising
	<ul style="list-style-type: none"> <li>By Year 2, fundraising approaches (IT and other tools) in case of crises are developed.</li> </ul>	Annual Report Strategy Mid-term Evaluation Strategy Final Evaluation	Capacity development in terms of fundraising
	<ul style="list-style-type: none"> <li>Each year, there is at least an increase of 20% of friends of RC</li> </ul>	Annual Report Strategy Mid-term Evaluation Strategy Final Evaluation	The will of stakeholders supporting the work of RRCS
	<ul style="list-style-type: none"> <li>Each year, there is an increase of 10% of support to vulnerable people by branches from community collects</li> </ul>	Annual Report Strategy Mid-term Evaluation Strategy Final Evaluation	The will of stakeholders supporting the work of RRCS
	<ul style="list-style-type: none"> <li>Each year, there is an increase of 10% of grants from fundraising initiatives</li> </ul>	Annual Report Strategy Mid-term Evaluation Strategy Final Evaluation	The will of stakeholders supporting the work of RRCS

### Pillar 3: Promotion of the Model village approach towards community resilience

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<b>Strategic Goal 3:</b> Engaged and accountable communities are healthy and have opportunities to achieve social, economic and psychosocial wellbeing in an inclusive framework	<ul style="list-style-type: none"> <li>By the end of the SP, communities in a Model Village per Sector have healthy lives and opportunities to achieve social, economic and psychosocial wellbeing</li> </ul>	Census on local committee capacity NS data base Strategy Mid-term Evaluation Strategy Final Evaluation	Resource availability Interest of the target group Induced negative and positive effects are favourable to SP
	<ul style="list-style-type: none"> <li>By year one, model villages are established, based on the institutional local committee capacity (Complete sector committees, Local Disaster Response Team/LDRT and the office)</li> </ul>	Census on local committee capacity NS data base Strategy Mid-term Evaluation Strategy Final Evaluation	Resource availability Interest of the target group
<b>Strategic objective 3.1:</b> Update and Disseminate MV guidelines tool	<ul style="list-style-type: none"> <li>At the beginning of the SP, MV guidelines are updated</li> </ul>	Model village document with clear Selection Criteria & standard Characteristics available & used Annual reports	Available & harmonized (VCA & Baseline, HH/ model village) planning tools
	<ul style="list-style-type: none"> <li>By the end of the SP , 100% of local governments are familiar to MV approach</li> </ul>	Partnership Reports Local governments reports Database of the network of competent volunteers Model villages inventory report	RRCS Good information & communication system with local government Availability of Resources Local government cooperation

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<p><b>Strategic objective 3.2</b> Make operational the One Village per Sector model</p>	<ul style="list-style-type: none"> <li>● By year two,               <ul style="list-style-type: none"> <li>○ The listing and validating MV is completed</li> <li>○ A team of 10 selected and trained volunteers with the Team leader in each MV/Sector is available</li> <li>○ Enhanced Vulnerability Capacity Assessment conducted</li> <li>○ An Action Plan is shared with key stakeholders</li> </ul> </li> </ul>	<p>Annual reports Strategy Mid-term evaluation</p>	<p>Availability of Resources Synergy from RRCS, Local governments, Development partners and project beneficiaries</p>
	<ul style="list-style-type: none"> <li>● From year 3 to year 5,               <ul style="list-style-type: none"> <li>○ Hygiene (100% of HH having proper latrines and associated hygiene facilities) is 100% promoted</li> <li>○ Malnutrition is reduced at 50% by enhancing community awareness and putting in place kitchen gardens</li> <li>○ Socio-economic conditions are enhanced by putting in place at least 2 community solidarity clubs /village (Voluntary Saving and Loan Associations /VSLA, live stocks, small business, etc.)</li> <li>○ The number of youth volunteers initiatives supported in the MV is increased</li> </ul> </li> </ul>	<p>Annual reports Mid-term evaluation Strategy Final Evaluation</p>	<p>Availability of Resources Synergy from RRCS, Local governments, Development partners and project beneficiaries</p>

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<b>Strategic objective 3.3 :</b> Enable MV communities to access clean water	<ul style="list-style-type: none"> <li>• At the end of the SP:               <ul style="list-style-type: none"> <li>○ 50% of HH practice rain water harvesting</li> <li>○ At least 80% of HH use water treatment methods</li> <li>○ Water catchment are constructed ( water point construction)</li> <li>○ Water management committees established</li> </ul> </li> </ul>	Reports on the access to safe and adequate water, sanitation and hygiene Strategy Mid-term Evaluation Strategy Final Evaluation	Synergy from RRCS, Local governments, Development partners
<b>Strategic objective 3.4:</b> Strengthen capacity of Communities to address climate adaptation and implement specific environment management intervention	<ul style="list-style-type: none"> <li>• At the end of this SP, 80% of community members in model villages have the knowledge on climate change risks and mitigation (tree planting and maintenance, environment friendly energy sources, eg: improved cooking stoves, biogas, etc.)</li> </ul>	Study reports on capacity need assessment related to climate change resilience and environment Field visits reports	Strong determination of community to address climate change & resilience issues
<b>Strategic objective 3.5</b> Scale up model village activities based on already developed best practices	<ul style="list-style-type: none"> <li>• At the beginning of the SP, the impact assessment of the MV is conducted</li> </ul>	Impact assessment report Model villages inventory reports	Expertise availability Availability of resources
	<ul style="list-style-type: none"> <li>• At the end of this SP, remaining villages have learned from others best practices</li> </ul>	Impact assessment report Documentation of model village best practices & innovations Inter village exchange leaning visits ( internal &external) Model villages inventory reports	Resources available The determination of community to apply the developed best practices from model villages

## Pillar 4: Disaster and Emergency Management

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<p><b>Strategic Goal 4:</b> Communities are able to anticipate, prepare, respond to and quickly recover from crises</p>	<ul style="list-style-type: none"> <li>By end of SP, the preparedness capacity, for effective response (PER) assessment score for the NS has increased by 30%</li> <li>70% of target communities are able to anticipate and cope with emergency crises affecting them</li> </ul>	<p>RRCS institutional and organizational diagnosis report</p> <p>Memorandum of Understanding (MoU) in cooperation between RRCS and other stakeholders in Disaster prevention and response. Activity reports on disaster prevention and response Strategy Mid-term Evaluation Strategy Final Evaluation PER and BCA assessment reports KAP survey</p>	<p>Resource availability Interest of the target group Induced negative and positive effects are favourable to SP</p>
<p><b>Strategic objective 4.1:</b> Strengthen institutional capacity to deliver comprehensive services in emergency situation at HQ and branch level</p>	<ul style="list-style-type: none"> <li>By Year two, all identified preparedness and response policies have been developed, adopted and disseminated (DM, DRR policies, emergency Response procedures, eWASH SOPs...)</li> </ul>	<p>DM Policies and Procedure document Reports on stakeholders capacity in disaster prevention and response</p>	<p>Resource availability Many emergencies involve RRCS</p>
	<ul style="list-style-type: none"> <li>At end of the SP ; 60% of identified gaps in terms of materials and equipment for readiness for NDRT, BDRT and LDRT are availed at the national and district levels and well maintained</li> </ul>	<p>Strategy Mid-term Evaluation Strategy Final Evaluation PER assessment report</p>	<p>Technical capacity is built at the national and district level</p>

Logic of intervention	Target/Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> <li>100% of trained 300 NDRT are well prepared for effective response through , Refresh trainings /simulation exercise &amp; prepared for effective responses</li> </ul>	<p>Skills development plan Skills development report</p>	<p>Resource availability Volunteers willingness</p>
	<ul style="list-style-type: none"> <li>100% of trained 900 BDRT (30 per district) and 60% of LDRT are well prepared for effective responses</li> </ul>	<p>Volunteers database Strategy Final Evaluation</p>	<p>Resource availability Volunteers willingness</p>
	<ul style="list-style-type: none"> <li>100% of established BDRT and LDRT have established the risk maps and contingency plans</li> </ul>	<p>Contingency plans and risk maps produced Progress reports Branch capacity assessment report</p>	<p>Good community mobilization system Resource availability</p>
	<ul style="list-style-type: none"> <li>At the end of the SP, 100% of established NDRT, BDRT and LDRT have scored at least 70% during implementation of their plans</li> </ul>	<p>Progress reports Strategy Final Evaluation Branch capacity assessment report</p>	<p>Good community mobilization system Resource availability</p>
	<ul style="list-style-type: none"> <li>100% of DM volunteers registered in the data management system indicate their presence and regular updates in 30 districts.</li> </ul>	<p>Volunteers database Data management system</p>	<p>Good volunteer database and management system</p>
	<ul style="list-style-type: none"> <li>Effective early warning and information systems is strengthened in prone 15 districts</li> </ul>	<p>An effective early warning and Information systems M&amp;E reports on predictable manmade and natural disasters. Early warning and information systems</p>	<p>High ability of the local partners who will be responsible for intervention</p>

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<b>Strategic objective 4.2:</b> Enhance community capacity to anticipate, prepare and respond to the emerging crises to disasters through DRR and environmental protection activities	<ul style="list-style-type: none"> <li>By the end of the SP, at least 3 million trees are planted and well maintained by the NS countrywide</li> </ul>	Branch report M&E reports on tree planted Availability of forest Strategy Final Evaluation	Resource availability Collaboration from volunteers The monitoring strategy involving other stakeholders for continuous maintenance of planted trees established at each district and regularly evaluated
	<ul style="list-style-type: none"> <li>By the end of the SP, 80% of DRR committees established in model villages and schools, are trained and implement DRR plans with communities</li> </ul>	Reports on Established clubs DRR Clubs available Strategy Final Evaluation	Resource availability Collaboration from volunteers
<b>Strategic objective 4.3:</b> Support disaster or emergency-stricken populations to sustain their livelihood and social integration	<ul style="list-style-type: none"> <li>Each year, at least 60% of cases of crises and disaster affected communities are timely and effectively supported to recover from disaster effects</li> </ul>	An effective disaster affected communities information systems M&E reports on predictable manmade and natural disasters.	Resource availability Network of skilled volunteers
	By the end of the SP, 50% of emergency assistance is delivered through cash transfer program	Inventory report on cases of disaster affected communities and their status	Resource availability Ownership of initiatives by beneficiaries
	<ul style="list-style-type: none"> <li>By the end of the SP, the NS has mobilised and established a crisis modifier fund that is used in pre-financing the response activities</li> </ul>	Financial reports Relevant application	Resources availability Follow up mechanisms

Logic of intervention	Target/Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> <li>Each year, at least 60% of cases of crises and disaster affected communities are timely and effectively supported to recover from disaster effects</li> </ul>	Narrative and Financial report Strategy Final Evaluation	
<b>Strategic objective 4.4</b> Strengthen community mechanisms for Protection of Family Links (RFL)	<ul style="list-style-type: none"> <li>100% of PFL volunteers are strengthened to be ready in emergency response particularly for effective support to unaccompanied children and other imaging cases</li> </ul>	RFL network structure Inventory reports on restored family links of separated people	Probability of success is high Resource availability
	<ul style="list-style-type: none"> <li>30% tracing requests processed by the NS particularly from people affected by the genocide against Tutsi in 1994 are linked to their biological families or their relatives,</li> </ul>	Evaluation report of partnerships between RRCS and national and international stakeholders	Probability of success is high Resource availability
	<ul style="list-style-type: none"> <li>By end of SP, the Case Management (RFL answers) tools are effectively used by the NS</li> </ul>	Evaluation report of partnerships between RRCS and national and international stakeholders	Probability of success is high Resource availability
	<ul style="list-style-type: none"> <li>By end of SP, there is RFL network, digitalization, looking for partnerships in PNS on PFL/RFL</li> </ul>	Evaluation report of partnerships between RRCS and national and international stakeholders	Probability of success is high Resource availability

## 5. Public awareness for health promotion and care

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<p><b>Strategic Goal 5:</b> Communities have the capacity to prevent and manage health emergencies as well as other health issues</p>	<ul style="list-style-type: none"> <li>• The identified gaps in NS capacity for effective implementation of health and care activities has decreased by 30%</li> <li>• 70% of beneficiaries of health and care activities are satisfied with the NS service delivery</li> </ul>	<p>M&amp; E Reports Strategy Mid-term Evaluation Strategy Final Evaluation KAP survey</p>	<p>The interest of the community is high in RRCS SP implementation Volunteers trained in health emergencies and other health issues</p>
<p><b>Strategic objective 5.1:</b> Strengthen RRCS and community capacity to manage health emergencies and re-enforce pre hospital interventions</p>	<ul style="list-style-type: none"> <li>• By the end of SP,               <ul style="list-style-type: none"> <li>○ The NS has increased its ambulance capacity response: 20 well equipped operational ambulances, 2 to 5 ambulance stations</li> <li>○ Accreditation and licensed of NS at national and international level</li> <li>○ At least 300 EMT are trained and licensed</li> <li>○ The health care services are effectively delivered through Partnership with MOH and at least other 5 Partners in health</li> <li>○ The EMS income increased by 40% through marketing strategy document elaborated</li> <li>○ 10 volunteers in model villages are skilled in home based care package in each model village</li> </ul> </li> </ul>	<p>M&amp; E Reports Strategy Mid-term Evaluation Strategy Final Evaluation</p>	<p>Resource availability Volunteers trained in first aid</p>

Logic of intervention	Target/Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> <li>At least 50% of the Rwanda Red Cross volunteer teams are skilled in PFA,</li> </ul>	Activity report on preventive first aid Intervention countrywide Training report Annual report on volunteers skills assessment in PFA	Resource availability Volunteers interest in First aid
	<ul style="list-style-type: none"> <li>The first aid materials provision is increased at least 20%</li> </ul>	Strategy Mid-term Evaluation Strategy Final Evaluation Activity report on preventive first aid Intervention countrywide	Resource availability Skilled volunteers
	<ul style="list-style-type: none"> <li>Each year, at least 2000 people in the workplace first aid countrywide are trained</li> </ul>	Annual reports Activity report on preventive first aid Intervention countrywide	Resource availability Strong cooperation from the Private Sector
	<ul style="list-style-type: none"> <li>Each year, the number of people with the first aid service is increased by 20 %</li> </ul>	Activity report on preventive first aid intervention countrywide Training report Annual report on volunteers skills assessment in PFA	Resource availability Skilled volunteers
	<ul style="list-style-type: none"> <li>At the end of 2<sup>nd</sup> year, home based care health needs/issues in model villages, are identified</li> </ul>	M& E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Resource availability Volunteers trained in first aid
<b>Strategic objective 5.2:</b> Strengthen psychosocial Interventions countrywide	<ul style="list-style-type: none"> <li>By the end of SP, The NS PSS volunteers network are Strengthened from the National level to the sector level: at least 2 volunteers per sector and 5 at district level</li> </ul>	M & E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers interest Resource availability
	<ul style="list-style-type: none"> <li>80% of the PSS beneficiaries are satisfied by the quality of services provided by RRC PSS volunteers</li> </ul>	M & E Reports Annual reports	Resource availability Skilled volunteers

Logic of intervention	Target/Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> <li>Each year, the number of people with PSS services is increased by 20 %,</li> </ul>	M & E Reports Annual reports	Resource availability Skilled volunteers
	<ul style="list-style-type: none"> <li>By the end of 1st year , PSS strategy and MHPSS tools (SRHR and SGBV) are developed and disseminated</li> </ul>	M & E Reports Annual reports	Resource availability Skilled volunteers
<b>Strategic objective 5.3:</b> Increase the community awareness and capacity in epidemic control and disease prevention	<ul style="list-style-type: none"> <li>By the end of SP,               <ul style="list-style-type: none"> <li>80% of population in target villages are aware of preventive measures on communicable and non-communicable diseases</li> <li>60% of population in target villages have adopted behaviour changes in prevention of communicable and non-communicable diseases</li> <li>The network of health volunteers are skilled in health specific areas: (at least 5 volunteers per sector and 5 at district level)</li> </ul> </li> </ul>	KAP survey M & E Reports Strategy Final Evaluation	Volunteers interest Resource availability
	<ul style="list-style-type: none"> <li>By the end of SP, the network of vaccination volunteers from the National level to the sector level are skilled in vaccination program: at least 1 volunteers per sector and 1 at district level</li> </ul>	M & E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers interest Resource availability
	<ul style="list-style-type: none"> <li>Each year, 50% of population are reached with awareness messages on vaccination through media campaigns and mass media tools</li> </ul>	Mobilisation reports KAP survey Strategy Final Evaluation	Resource availability Volunteers interest

Logic of intervention	Target/Indicators	Means of verification	Assumptions
<b>Strategic objective 5.4:</b> Increase and retain the number of voluntary blood donors	<ul style="list-style-type: none"> <li>By the end of SP,               <ul style="list-style-type: none"> <li>50% of 832 targeted schools have blood donor clubs</li> <li>The NS blood donor recruiter volunteers network is strengthened from the National level to the sector level: at least 2 volunteers per sector and 2 at district level</li> </ul> </li> </ul>	M & E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Schools cooperation Volunteers interest
	<ul style="list-style-type: none"> <li>At least every year there is, 20% Increase of blood donors country wide</li> </ul>	MOH reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers interest Resource availability
	<ul style="list-style-type: none"> <li>By the end of SP, 60% of eligible people are aware of the importance of blood donation</li> </ul>	M & E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers interest Strong institutional partnership
	<ul style="list-style-type: none"> <li>By year two, 60% of 832 target schools have blood IEC materials, and training Manual, brochures.....</li> </ul>	M & E Reports Strategy Mid-term Evaluation Strategy Final Evaluation	Volunteers interest Resource availability
<b>Strategic objective 5.5:</b> Increase access to clean adequate water supply, sanitation, and hygiene for least coverage communities	<ul style="list-style-type: none"> <li>By end of SP,               <ul style="list-style-type: none"> <li>At least 2 water projects are developed and implemented to support at least 15000 households with clean and safe water</li> <li>100% of water infrastructure supplied by RRC are handed to the Community and local Government for effective management</li> </ul> </li> </ul>	M & E Reports Annual reports Strategy Final Evaluation	Resource availability Strong cooperation from local governments
	<ul style="list-style-type: none"> <li>Each year, there is an increase access of 20% to adequate sanitation</li> </ul>	Annual reports Strategy Mid-term Evaluation Strategy Final Evaluation	Resource availability Strong cooperation from local government

### 3.5.4 Priority actions and Implementation plan

#### Pillar 1: Institutional capacity development

**Strategic Goal 1:** The National society has the capacity to fulfill its mandate and obligations in delivering quality and sustainable humanitarian assistance.

Logic of intervention	• Priority actions
<p><b>Strategic objective 1.1:</b> Establish and operationalize RRCS committees at all levels</p>	<ol style="list-style-type: none"> <li>1. Evaluate good governance and leadership of committees ( OCAC, BOCA(C)</li> <li>2. Equip RRCS committee members with good governance and leadership skills (Governance, Leadership, Entrepreneurship, Business development, Driving license, Scholarships)</li> <li>3. Review &amp; disseminate roles and responsibilities for the governance structures</li> <li>4. Recruit professional volunteers</li> <li>5. Establish local committees at sector and cell level</li> <li>6. Develop RRC decentralization policy (minimum package for branches at district, sector and cell level)</li> <li>7. Build the capacity of all established RRCS structures from the cell level to the national level</li> <li>8. Train members and volunteers on basic First aid PFA, WASH, fire fighting, tree planting and health issues (NCDs, etc...)</li> <li>9. Train volunteers in specialized thematic areas of Red Cross activities</li> <li>10. Organise simulation exercises</li> <li>11. Assign social protection/special groups to a focal point person (in charge of Gender promotion) at all governance levels</li> <li>12. Implement more projects (Water supply, Tree planting , PSS, 1st aid, Disaster Management) in partnership with volunteers</li> <li>13. Rehabilitate HQ and 6 branch offices (Gisagara, Huye, Kayonza, Muyira /Nyanza...)</li> <li>14. Construction of permanent premises for 4 district committee (Kamonyi, Rurindo, Ruhango and Rwamagana) and provision of office equipment</li> <li>15. Mobilize resource for construction of offices at sector level</li> <li>16. Recruit 33,000 new members at all levels</li> </ol>

Logic of intervention	• Priority actions
<p><b>Strategic objective 1.2:</b> Strengthen RRCS administrative and managerial systems and procedures at headquarter and branch level</p>	<ol style="list-style-type: none"> <li>1. Total dissemination of the strategic plan within the whole institution</li> <li>2. Develop new policies (Decentralisation, Digitalisation, Integration of the Movement priorities, integrity .....</li> <li>3. Dissemination of the developed policies</li> <li>4. Monitoring of the policies implementation</li> <li>5. Digitalise volunteers management, warehouse, requisitions processing, data &amp; performance tracking, fleet management, assets management</li> <li>6. Link performance contracts with the strategic objectives of the organization</li> <li>7. Update job descriptions and define related key performance indicators</li> <li>8. Update the institutional structure</li> <li>9. Recruit required competent staff</li> <li>10. Organize general professional trainings (Leadership, management, ethics, digitalization, fundraising, etc.) and specific ones for every member of the staff</li> <li>11. Organize of specific/technical training for all staff</li> <li>12. Monitor and evaluation of individual and institutional performance on a regular basis</li> </ol>
<p><b>Strategic objective 1.3:</b> Empowering youth/volunteers in skills and opportunities creation</p>	<ol style="list-style-type: none"> <li>1. Develop a strategy for youth and volunteers IGAs, based on local economic opportunity assessment,</li> <li>2. Establish 5 Youth centres countrywide</li> <li>3. Establish 2 Youth sections per sector</li> <li>4. Establish Youth clubs in model villages</li> <li>5. Develop first aid skills among the students</li> </ol>

Logic of intervention	• Priority actions
<p><b>Strategic objective 1.4:</b> Develop and Strengthen income generating initiatives for the sustainability of the national society at HQ and branch levels</p>	<ol style="list-style-type: none"> <li>1. Mobilize the required resources for funding the Strategic Plan</li> <li>2. Conduct a feasibility study on a decentralized income generating activities</li> <li>3. Increase advocacy for the most vulnerable people</li> <li>4. Increase partnerships and networking with stakeholders to support RRCS activities</li> <li>5. Design and implementation of a study on stability, security, predicting what may happen in this Region, plan the response for the crisis, plan forward-looking / communication outreach and PER, Information diffusion</li> <li>6. Conduct a study aimed at developing the RRC Properties master plan</li> <li>7. Train specialized teams in advocacy, project development, business development and Leadership, at Headquarter and local level</li> <li>8. Diversify sources of revenues</li> <li>9. Train the staff and volunteers in project drafting</li> <li>10. Launching profitable Income Generating activities (Nyanza, Ngoma, Kirehe)</li> <li>11. Strengthen existing IGA (Gisagara, Huye, Kageyo, Rubavu, Karongi, Kayonza and Nyanza)</li> <li>12. Create income generating activities to allow self-sustainability and due decentralization at District level</li> </ol>

## Pillar 2: Institutional image and humanitarian diplomacy promotion

**Strategic Goal 2:** RRCS stakeholders are equipped with knowledge of RRCS services and the institutional collaboration at the national & international level is improved.

Logic of intervention	Priority actions
<b>Strategic Objective 2.1</b> : Promote visibility of RRCS activities among stakeholders	<ol style="list-style-type: none"><li>1. Reinforce the digital media communication channel through training of the RRCS staff and volunteers</li><li>2. Build skills of RRC managers on talking with the media</li><li>3. Conduct a feasibility study for putting in place a Red Cross Radio</li><li>4. Reinforce website interactivity and attractiveness</li><li>5. Diversify communication channels (Creation of you tube channel, socio media use...)</li><li>6. Exchange visits to different public institutions and other organizations</li><li>7. Update, validate and dissemination the internal communication strategies</li><li>8. Develop media relations with major outlets to ease dissemination of RRCS activities</li><li>9. Establish a content development studio</li><li>10. Train volunteers on good communication content development and skills</li><li>11. Evaluate the impact of communication activities (regular perception survey updates)</li></ol>

Logic of intervention	Priority actions
<p><b>Strategic objective 2.2:</b> Enhance the knowledge, understanding and application of core values, fundamental principles of the Red Cross movement and International Humanitarian Law.</p>	<ol style="list-style-type: none"> <li>1. Strengthen humanitarian centre (museum &amp; library), e-library, Safer Access Framework,</li> <li>2. Develop advocacy strategy, skills on FP, HD, IHL,</li> <li>3. Integrate the Safer Access Framework into the Society policies</li> <li>4. Sensitize Volunteers about the proper use of RRCs tools</li> <li>5. Strengthening the call centre communication for feedback mechanism (CEA)</li> <li>6. Reinforce the RRCS humanitarian centre (Extension of the building, incorporate technological means in the presentation...)</li> <li>7. Increase the number of materials in the library, and digital transformation</li> <li>8. Decentralize Red Cross emblem distribution (T-Shirt, Jacket, Hat...)</li> <li>9. Instructed volunteers about the proper use of Red Cross emblem</li> <li>10. Efficiently motivate communication volunteers to reach various Stakeholders</li> <li>11. Strengthen volunteerism spirit</li> <li>12. Conduct volunteers and staff training on Safer Access framework</li> <li>13. Conduct volunteers and staff training on IHL</li> <li>14. Conduct dissemination sessions on IHL and RCRC principles</li> <li>15. Stimulate establishment of National IHL Committee</li> <li>16. Follow-up the validation of the Rwanda Red Cross acts/Law</li> <li>17. Set up the NS radio</li> <li>18. Two journalist tours for disseminating RRC activities</li> <li>19. Auto production of visibility materials (Leaflet, T-Shirts, Caps, banners, Calendars, Magazines...)</li> </ol>
<p><b>Strategic objective 2.3</b> Improve the collaboration between RRC and its key stakeholders at the international and national level</p>	<ol style="list-style-type: none"> <li>1. Conduct a stakeholders analysis</li> <li>2. Identify potential partners at local, national, regional and international level</li> <li>3. Reinforce the partnership of the internal and external partners</li> <li>4. 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 (Peer to peer exchange visit ...)</li> <li>5. Clearly define the collaboration framework between local committees and local government (JADF)</li> <li>6. Strengthen the capacity of local committees</li> </ol>

Logic of intervention	Priority actions
<p><b>Strategic objective 2.4</b> Increase incomes through diversified fundraising initiatives</p>	<ol style="list-style-type: none"> <li>1. Define the Fundraising strategy,</li> <li>2. Train specialized teams in fundraising, at Headquarter and local level</li> <li>3. Increase partnerships and networking with stakeholders to support RRCS activities</li> <li>4. Develop humanitarian diplomacy strategy and policy to target high-level Influential people</li> <li>5. Update and approve communication policy and dissemination</li> <li>6. Institutionalize the meeting of local committees with friends of Red Cross</li> <li>7. Organize meetings with stakeholders</li> <li>8. Organize Radio show, Schools visit</li> <li>9. Visit to different events, F.A. interventions (Football matches, Basketball...)</li> <li>10. Creation of Cash boxes in the targeted areas (Airport, National Stadium, Markets,)</li> <li>11. Staff &amp; volunteers contribution (cash or in kind support)</li> <li>12. Create media basket to finance visibility activities...</li> <li>13. Develop fundraising IT tools to use in case of crises</li> <li>14. Search for more friends of Red Cross.</li> <li>15. Develop IT tools to be used with friends of Red Cross</li> <li>16. Support to vulnerable people by branches from community collects</li> <li>17. Sign MoUs with the government and other partners aimed at increasing the support attributed to the Red Cross.</li> </ol>

### Pillar 3: Model Village approach towards community resilience

**Strategic Goal 3:** Engaged and accountable communities are healthy and have opportunities to achieve social, economic and psychosocial wellbeing in an inclusive framework

Logic of intervention	Priority actions
<p><b>Strategic objective 3.1:</b> Update and Disseminate MV guidelines tool</p>	<ol style="list-style-type: none"> <li>1. Define and disseminate model village / model homes package and certification process;</li> <li>2. Integrate EVCA/ increase community volunteers and staff engagement</li> <li>3. Set up criteria of graduation of MV and HHs (Minimum package)</li> <li>4. Put in place the performance contract of MV</li> <li>5. MV multi-sectorial training involving local government</li> <li>6. Integrate the VUP monitoring approach into model village management system</li> </ol>
<p><b>Strategic objective 3.2</b> Make operational the One Village per Sector model</p>	<ol style="list-style-type: none"> <li>1. Conduct the Model Village impact assessment</li> <li>2. Listing and validating MV</li> <li>3. Selecting &amp; training 10 volunteers with the Team leader in each MV/Sector</li> <li>4. Mobilizing resources for putting in place a model village/sector</li> <li>5. Support the acquisition of proper latrines and associated hygiene facilities</li> <li>6. Put in place kitchen gardens</li> <li>7. Put in place 2 community solidarity clubs /village (Voluntary Saving and Loan Associations, livestock, small business, etc.), at least</li> <li>8. Support youth volunteers initiatives in the MV framework</li> </ol>
<p><b>Strategic objective 3.3 :</b> Enable MV communities to access clean water</p>	<ol style="list-style-type: none"> <li>1. Organize water treatment and management campaign</li> <li>2. Organize trainings on water harvest system</li> <li>3. Provide, rehabilitate &amp; repair water sources for vulnerable groups in model villages/ water harvest, spring protection, valley dams</li> </ol>

Logic of intervention	Priority actions
<p><b>Strategic objective 3.4:</b> Strengthen capacity of Communities to address climate adaptation and implement specific environment management intervention</p>	<ol style="list-style-type: none"> <li>1. Sensitize community on environmental protection</li> <li>2. Agro forestry tree planting</li> <li>3. Tree plantations, cooking stoves, biogas ...</li> <li>4. Disseminate information on climate change ( Early warning)</li> <li>5. Promote energy saving practices</li> <li>6. Set up monitoring mechanism of planted trees</li> <li>7. Promote strategies for reducing carbon dioxide</li> <li>8. Promote waste management technologies</li> </ol>
<p><b>Strategic objective 3.5</b> Scale up model village activities based on already developed best practices</p>	<ol style="list-style-type: none"> <li>1. MV impact assessment</li> <li>2. Organize workshops to disseminate model village best practices</li> <li>3. Organize steering committee meetings with other stakeholders</li> <li>4. Reward /motivate the best model HH/villages</li> <li>5. Coordinate and manage RRCS interventions for highlighting best practices.</li> <li>6. Design and harmonize M&amp;E system for Model village impact &amp; challenges to be streamlined with regard to the sustainability of achievements,</li> <li>7. Increase collaboration with LG and Beneficiaries for raising ownership and putting in place a maintenance plan</li> <li>8. Certification/graduation package and process for extension Competitions organized among model villages + rewarding</li> </ol>

**Pillar 4: Disaster and Emergency Management**

**Strategic Goal 4:** Communities are able to anticipate, prepare, respond to and quickly recover from crises

Logic of intervention	Priority actions
<p><b>Strategic objective</b>  <b>4.1:</b> Strengthen institutional capacity to deliver comprehensive services in emergency situation at HQ and branch level</p>	<ol style="list-style-type: none"> <li>1. Develop, adopt and disseminate DM, DRR policies, emergency Response procedures, eWASH SOPs.....</li> <li>2. Measure the gaps in terms readiness for NDRT, BDRT and LDRT</li> <li>3. Acquire readiness materials and equipment for NDRT, BDRT and LDRT</li> <li>4. Refresh/assimilation exercise training of 300NDRT in Disaster management</li> <li>5. Restructure and update BDRT volunteers in all 30 districts</li> <li>6. Training of 900 BDRT in Emergency management in 30 districts</li> <li>7. Train 30 DM focal points in DRR and EW and assign them roles</li> <li>8. Establish the network of skilled/professional NDRT &amp; BDRT (IT, Engineers, WASH, DR, accountants.....)</li> <li>9. Organize Emergency simulation exercise at least every 1 e.g. WASH in emergency, CASH response...</li> <li>10. Develop skill of volunteers at National and City of Kigali Branches on Firefighting knowledge</li> <li>11. Establish and train Fire brigade (NDRT)</li> <li>12. Deploy disaster management staff, skilled volunteers to other National Societies for supporting and learning purposes.</li> <li>13. Restructure/Establish LDRT volunteers in 416 sectors and train at least 832 in DRR &amp; EW</li> <li>14. Organize 5 Simulation exercises in Emergency semitic areas.</li> <li>15. Organize EVCA training of 30 NDRT and 30 Branch coordinators</li> <li>16. Develop risk maps and contingency plans in 15 Disaster risk zones and disseminate them to the stakeholders</li> <li>17. Establish performance contracts for BDRT and LDRT</li> <li>18. Monitor the implementation performance of BDRT and LDRT</li> <li>19. DM volunteers attend meetings/workshops/seminar with stakeholders in the disaster prevention and response.</li> <li>20. Preposition and increase capacity of strategic stocks in 28 districts</li> <li>21. Restructuring and update BDRT volunteers in all 30 districts</li> <li>22. DM volunteers are registered in the data management system</li> <li>23. Train 60 BDRT 2 per district and 416 LDRT (1 per sector in EW and early action).</li> <li>24. Establish an effective early warning and information systems in RRC</li> <li>25. Capacity of Red cross 900 BDRT and 20 of LDRT in district prone areas in EW and early action</li> </ol>

Logic of intervention	Priority actions
<p><b>Strategic objective 4.2:</b> Enhance community capacity to anticipate, Prepare and respond to the emerging crises to disasters through DRR and environmental protection activities</p>	<ol style="list-style-type: none"> <li>1. Establish 30 sustainable Nursery beds at least 6 Nursery bed every year</li> <li>2. Plant 3,000,000 trees at least 100,000 trees per district</li> <li>3. Organize DRR and Environmental protection sessions through tree planting, protection against erosion .... 150 schools (at least 5 schools per district)</li> <li>4. Train DRR committees established in model villages and schools to implement DRR plans with communities</li> <li>5. Established DRR committees in model villages and in schools</li> <li>6. implement DRR plans in collaboration with communities</li> </ol>
<p><b>Strategic objective 4.3:</b> Support disaster or emergency-stricken populations to sustain their livelihood and social integration</p>	<ol style="list-style-type: none"> <li>1. Refresh capacity building of NDRT in DREF and Emergency Appeal</li> <li>2. Conduct needs and market assessments in the affected communities.</li> <li>3. Establish partnership and sign MoUs with Ministries and other partners (MINEMA, REMA, METEO- RWANDA...UNHC- IN DISASTER MANAGEMENT</li> <li>4. Assist affected communities to recover from disaster effects</li> <li>5. Disseminate cash tool kit</li> <li>6. Deliver assistance through cash transfer program</li> <li>7. Develop at least 2 Emergency projects every year for resources mobilization</li> <li>8. Establish a crisis modifier fund that is used in pre-financing the response activities</li> </ol>
<p><b>Strategic objective 4.4</b> Strengthen community mechanisms for Protection of Family Links (RFL)</p>	<ol style="list-style-type: none"> <li>1. Strengthening the Volunteers Network by using biometric technologies of restored family</li> <li>2. Training and refresh of RFL network of Red Cross volunteers in Zones and branches in tracing areas</li> <li>3. Develop the National RFL strategy</li> <li>4. Process tracing requests particularly from people affected by the genocide against Tutsi</li> <li>5. Link victims of genocide in need to their biological families or their relatives,</li> <li>6. Train of RFL Red Cross staff and RFL Zone volunteers in RFL data management</li> <li>7. Develop case Management tools (RFL answers)</li> <li>8. Contact identified institutions for partnership</li> <li>9. Identify potential partners at national and international level</li> <li>10. Establish and digitalize the RFL network</li> </ol>

## Pillar 5: Public awareness for health promotion and care

**Strategic Goal 5:** Communities have the capacity to prevent and manage health emergencies as well as other health issues

<b>Logic of intervention</b>	
<p><b>Strategic objective</b>  <b>5.1:</b> Strengthen RRCS and community capacity to manage health emergencies and re-enforce pre hospital interventions</p>	<ol style="list-style-type: none"> <li>1. Mobilize resources and develop partnership</li> <li>2. Train the licenced Emergency medical assistant (ECA)</li> <li>3. Establish the system of ambulance stations /Dispatching centre</li> <li>4. Purchase 20 well equipped/operational ambulances</li> <li>5. Accreditation of the NS at national and international level</li> <li>6. Train at least 300 licensed EMT</li> <li>7. Partner with local governments and the other institution of the domain</li> <li>8. Train 10 volunteers in home based care in each model village</li> <li>9. Training / refresh the trainers and master trainers</li> <li>10. Train NDRT, BDRT, LDRT</li> <li>11. Train/refresh teachers in schools</li> <li>12. Train Youth sections</li> <li>13. Train at least 2000 people in the workplace first aid, countrywide, every year</li> <li>14. Increase first aid materials provision</li> </ol>
<p><b>Strategic objective</b>  <b>5.2:</b> Strengthen psychosocial Interventions countrywide</p>	<ol style="list-style-type: none"> <li>1. Develop and disseminate PSS strategy and MHPSS tools (SRHR and SGBV)</li> <li>2. Organize Psychological First Aid training for volunteers</li> <li>3. Develop training manuals</li> <li>4. Purchase materials to support the Psychological PFA services/activities</li> <li>5. Mobilize required resources for the program</li> <li>1. Train volunteers in PSS</li> <li>2. Organize interventions during the genocide commemoration period</li> <li>3. Develop different project supporting the PSS activities</li> <li>4. Streamline the gender, protection and inclusion in the RRCS programs</li> <li>5. Conduct the feasibility study for a PSS referral centre</li> <li>6. Put in place Self- help groups &amp; initiate group therapy</li> </ol>

Logic of intervention	
<p><b>Strategic objective 5.3:</b> Increase the community awareness and capacity in epidemic control and disease prevention</p>	<ol style="list-style-type: none"> <li>1. Organize awareness campaigns related to preventive measures on communicable and non- communicable diseases for villages</li> <li>2. Train at least 5 volunteers per sector and 5 at district level in specific health areas</li> <li>3. Form the network of health volunteers</li> <li>4. Train at least 1 vaccination volunteer per sector and 1 at district level</li> <li>5. Form the network of vaccination volunteers from the National level to the sector level</li> <li>6. Disseminate awareness messages and tools on vaccination</li> <li>7. Organize vaccination campaigns through media and mass media tools</li> </ol>
<p><b>Strategic objective: 5.4</b> Increase and retain the number of voluntary blood donors</p>	<ol style="list-style-type: none"> <li>1. Mobilize blood donors countrywide</li> <li>2. Form blood donor clubs in targeted schools</li> <li>3. Establish the National volunteer network : at least 2 volunteers per sector and 2 at district level</li> <li>4. Organize campaigns in blood donation countrywide</li> <li>5. Strengthen the volunteer network established</li> <li>6. Empower the blood donor clubs established in schools</li> <li>7. Equip volunteers with the required capacity to sensitize communities on the importance of blood donation</li> <li>8. Organize blood donation campaigns through media and mass media tools</li> <li>9. Mobilise resources for equipping schools with blood IEC materials</li> <li>10. Provide schools with blood IEC materials, training Manual, and brochures.....</li> </ol>
<p><b>Strategic objective 5.5:</b> Increase access to clean adequate water supply, sanitation, and hygiene for least coverage communities</p>	<ol style="list-style-type: none"> <li>1. Develop a number of big water projects</li> <li>2. Mobilize resources to implement water projects</li> <li>3. Establish water supply infrastructure</li> <li>4. Synergize with local government and communities for proper water resources management</li> <li>5. Sensitize the population on the importance of adequate sanitation</li> <li>6. Mobilise resources for increasing communities access to adequate sanitation</li> </ol>

## 4. Implementation arrangements, Monitoring & Evaluation of the Strategy

### 4.1 Implementation arrangements

#### 4.1.1 Coordination & Critical success factors

The Governing Board will play the oversight role of the strategy while the day-to-day implementation of the strategy will be entrusted to the management team. The actual execution of the planned programs will take place in the branches with support from Headquarters. The critical success factors include, but are not limited to:

- Actors' ownership of the strategy and the related responsibilities, coupled with the obligation to provide timely feedback.
- Commitment of the National Society's Governance and Management vis-a-vis the implementation of the Strategic Plan.
- Leadership commitment to the mobilization of the requisite resources and making of key decisions along the implementation journey.
- Continuous monitoring, supervision, and evaluation of the implementation of the strategic plan by the Governing Board
- Resource mobilization, investment in income-generating activities, and effective partnerships for facilitating the implementation of each activity in the new Strategic Plan
- Continued support from the Red Cross family, Volunteers, Members, and other partners (Friends of Red Cross), including but not limited to UN Agencies, Government, Media, NGOs, Academia, and others that RRCS management shall deem relevant.
- Digital tools that will enhance automation of the key processes for quick, efficient, and timely decision-making. This will also help in the timely production of accurate and reliable database and reports.
- Regular and continuous feedback from stakeholders on the strategic plan implementation progress.

#### 4.1.2 Human Resource Management

With the new strategy, the National Society plans to put in place a performance management system. The following steps will be fundamental:

- Link the institutional/departmental & individual performance contracts with the strategy's objectives, targets, and indicators
- Review the institutional structure, recruit the required staff and update job descriptions with key performance indicators
- Build the institutional capacity, mainly through general professional training sessions (leadership, team building, time management, ethics, IT, advocacy, fundraising, etc.) and specific ones, for every member of the staff

### 4.1.3 Resource mobilization

Effective resource mobilization is a critical concern for RRCS in the years ahead. Delivering relevant services to the most vulnerable promptly and efficiently requires sustainable and adequate financing. In matters of resources mobilization, the following specific recommendations are pertinent:

- Develop a resource mobilization strategy (Financial resources, Partners, members and friends of Red Cross)
- Strengthen existing capacities in First aid activities including commercial First aid,
- Conduct a feasibility study on decentralized income-generating activities, based on comparative advantages of different districts
- Design a comprehensive Master plan of RRCS properties (lands, houses, woods...)
- Initiate big projects in partnership with government & private institutions. These investments could be done in areas such as Emergency Medical Services (MINISANTE-National police), Tree planting (MINAGRI), fighting Malnutrition (MINISANTE), Commercial First aid (Private Sector), One Model village per sector (MINALOC)...
- Strengthen partnerships with both humanitarian and development partners to reach out to the most vulnerable communities
- Improve mechanisms for allocation, utilization, and accountability for the resources management

## 4.2 Monitoring and Evaluation of the Strategy

This strategic plan must be converted into departmental operational plans, on a regular basis (Annual / quarterly). Related performance contracts will be at the heart of the Monitoring and Evaluation system. Performance contracts will be developed at the organizational and individual level. The organization's extensive performance framework will be shared at the departmental and branch levels. The Strategic plan monitoring and evaluation exercises will be conducted as follows:

- Regular Monitoring & Reporting,
- Mid-term evaluation,
- Final evaluation

These processes shall help the Board and Management to keep track of the performance of the strategic plan and assess both its progress and impact.

### Regular monitoring & reporting:

The reporting system will include quarterly and annual progress reports to guide management decisions. The quarterly reports shall be consolidated into annual progress reports to inform the Board on the plan implementation performance. The reports shall present actual achievements against set targets. The performance review report of the operational plan which should also

integrate the annual performance of districts, as well as the evaluation process by the Governing Board, shall be the major contribution to the compilation of the National Society's Annual Reports.

#### **Mid-term evaluation**

The strategy mid-term review shall be conducted halfway to establish whether or not the implementation of the plan is on the course, and whether the plan is likely to achieve the targets set in the plan. Preferably, this midterm review should be conducted by an independent organization, in the year 2024. It will help to detect any variations and or deviations from the target performance and provide strategic measures for addressing them, as well as summarize the lessons learned from the implementation of the first phase that might be useful for later phases.

#### **Final evaluation:**

This aims to assess the extent to which the strategic plan's objectives have been achieved, pointing out 'what worked' and 'what did not' and the reasons for the success, and or failure.

In principle, the final evaluation of this strategy should be conducted in its final year, which is the year 2026. Suffice it to mention here that the findings of the final evaluation of the strategy should inform the next one.

***Annex: RRC Operational Plan 2022-2025***