

## STRATEGIC PLAN 2024-2027

**OUR MISSION:** Empowering communities to reduce poverty.

**OUR VISION:** Rwanda Action projects leave lasting legacies that do not rely on external support.

**THE METHODOLOGY:** We work closely with the community to identify the most pressing challenges. We then work closely together to devise and pilot solutions to those challenges, which are so effective that they are adopted by the community and government.

Effective monitoring and evaluation is intrinsic to the design and implementation of our projects.

**WORKING IN RWANDA:** In many respects Rwanda is an attractive country to work in. Whilst there is still great poverty, the country is achieving economic growth, and the government is committed to providing good education and healthcare that is accessible to all. It is also developing policies to include those on the margins of society and to preserve the ecological assets.



## TEAM STRUCTURE FOR GOVERNANCE AND PROJECT DELIVERY

### UK GOVERNANCE

### PROJECT DELIVERY IN RWANDA

Chair

Board of Trustees

CEO

Finance Director

Fundraiser

#### COUNTRY DIRECTOR & ADMINISTRATION AND FINANCE MANAGER

#### TEACHER TRAINING

Manager  
Teacher Trainers X2

#### THE ALIVERA PROJECT

Manager  
Trainers, Teachers,  
Carers  
Farm Manager  
Support staff

#### BUILDING COMMUNITIES

Manager  
Project Officer  
Trainers, Teachers  
Farming & Enterprise  
Trainers

## OBJECTIVES

#### GOVERNANCE

To run a lean and efficient charity that delivers valued and lasting impact for the people of Rwanda, especially the disadvantaged.

#### TEACHER TRAINING

To develop an effective grassroots, in-service teacher training programme that can be easily replicated.

#### THE ALIVERA PROJECT

To develop a practical model for the care and inclusion of people living with disability that can be easily replicated.

#### BUILDING COMMUNITIES

To develop a focussed and bespoke approach to poverty relief at a community level.

## OUTPUTS

#### GOVERNANCE

- Maintain a well-informed and active Board of Trustees.
- Produce annual reports to relevant authorities.
- Adhere to robust and annually reviewed policies and procedures.
- Maintain excellent financial systems.
- Financial planning, monitoring and reporting.
- Regular risk assessment and management.
- Establish a fundraising strategy.
- Ensure safeguarding is at the centre of the organisation's activities.
- Trustees will keep succession planning relevant.

#### TEACHER TRAINING

- Appoint and train Lead Teachers in each of 33 sectors, leading the continuous professional development of teachers through a network of School Based Mentors.
- Continue to develop and implement the pilot scheme designed to assess the value of teaching at the right level and improving pupil retention and performance.
- Developing networks of influence across key education sector stakeholders.
- Building effective assessment, monitoring and evaluation.

#### THE ALIVERA PROJECT

- Provide interim boarding provision for children living with disability (CWD) to enable them to access mainstream schooling.
- Develop Special Educational Needs Coordinators at a sector level.
- Gradually develop one School of Excellence for Special Needs and Inclusive Education in each sector.
- Deliver training in the centre in Nyamasheke and in the community.
- Provide vocational training and work experience for young people with disabilities (YPWD).

#### BUILDING COMMUNITIES

- Develop farm and off-farm enterprise projects, working at a community level.
- Provide training and support to associations of farmers and enterprise groups.
- Support community-based tree nurseries.
- Provide training and coordination of community-based dairy goat farming.
- Develop the Rusizi Centre for Inclusion as a training centre.
- Expand training and delivery of the inclusive education programme in Rusizi District



## OUTCOMES

### GOVERNANCE

- Accessible policies and procedures and a review system will guide the organisation.
- Well-trained and experienced trustees with a range of skills and experience managing the strategic direction and delivery of strategy.
- A strong leader in Rwanda managing the team and engaging with decision makers at all levels.
- Shifting the balance of decision making and financial sustainability towards localisation.
- Funding in place from acceptable sources for delivery of outputs in line with strategy.

### TEACHER TRAINING

- Evidence that local and national government authorities are committed to the scheme (support at meetings, reduction of teachers' timetables etc).

In schools supported with CPD:

- Min. 2% p.a. reduction in drop-out in state primary schools.
- Min. 2% p.a. improvement in the pass rate at level 2 in P6 students.

In 36 schools in The Learning Initiative (TLI) project:

- Min. 5% p.a. reduction in dropout in state primary schools.
- Min. 5% p.a. improvement in the pass rate at level 2 in P6 students.

### THE ALIVERA PROJECT

- Other districts will be interested in replicating the model.
- Higher authorities will visit and approve and influence nationally as a result.
- District support for the development of the project.
- An active Management Board in place with district representation.
- Better understanding and acceptance of disability in communities.
- Min. 20 additional children with disability (CWD) will be attending mainstream school p.a.
- Min. 20 additional families trained p.a. to enable them to care effectively for their CWD at home.
- Min. 12 young PWD in paid employment.
- Min. 2 young PWD in leadership roles per year.
- Financially self-supported business centre promoting opportunities for young PWD.

### BUILDING COMMUNITIES

- Improved local economies, leading to marked improvement in all ten of the Grameen Poverty Indicators in the targeted cells.
- Durability and profitability of the farming associations and enterprise groups.
- Improved care and inclusion for the disadvantages in the community.
- Improved land management reducing environmental risk.
- Community-based dairy goat farming established in Rusizi district.
- The training at the Rusizi Centre for inclusion will lead to:
  - Min. 20 additional children with disability (CWD) will be attending mainstream school p.a.
  - Min. 20 additional families trained p.a. to enable them to care effectively for their CWD at home.

## WHAT WILL SUCCESS LOOK LIKE?

### UK GOVERNANCE

Projects will be sustainable and fully self-funded so that UK governance will not be needed after 2028.

This will be achieved through ensuring programmes are delivered within government funded facilities, such as schools, or locally managed, self-financing centres.

### TEACHER TRAINING

The Learning Initiative Project will end in 2025. The aim is for RA's Education Team to be employed by the Rwandan Government at a district level to maintain teacher training through continuous professional development in state schools.

### THE ALIVERA PROJECT

Inclusive education will be available in government schools and there will be SENCOs working in all sectors by 2025.

There will be Schools of Excellence for Special Needs and Inclusive Education funded by the Rwandan Government at a sector level by 2027.

The Alivera Village will be financially sustainable and run by a local management board by 2027.

### BUILDING COMMUNITIES

Monitoring of the supported communities will show that by 2025, local economies and therefore living conditions have improved at a cell level and skills are shared widely

Land will be well managed through sustainable farming techniques for more secure food sources and ecosystem benefits.

Development of farming and enterprise associations will have led to increased employment opportunities.

## CHALLENGES / RISK MITIGATION

### GOVERNANCE

- Political; including changes to Rwandan policy on INGOs, education curriculum, care of people with disabilities etc.
- Security threats; political and physical risk to people.
- Financial; difficulty in gaining support for work in Rwanda, rising cost of living including salaries, sustainability of projects relying on long-term support of Rwandan government.
- Legal action against the charity, resulting in financial and reputational impact.
- Inability to recruit and retain trustees resulting in inadequate range of skills and experience.
- Safeguarding.
- Work of other non-government organisations in the local area.

## FUNDRAISING STRATEGY

Our fundraising strategy is to seek support from a diverse range of funding sources, gradually placing more emphasis on self-funded projects and those integrated into Rwandan government funded activities, e.g. Rwanda schools.

To date, funding has been secured from the following:

UK Schools, trusts and foundations, sponsorship, individual supporters, businesses, government agencies established in Rwanda, events, campaigns, income from craft sales.

### **Rwanda Action**

[www.rwanda-action.org](http://www.rwanda-action.org)

[info@rwandaaction.org](mailto:info@rwandaaction.org)

Bugsell Farm, Bugsell Lane, Robertsbridge, East Sussex, TN32 5EN

Rwanda Action is a charitable organisation based in the UK, No.1124634 and registered in Rwanda No. 000045/RGB/INGO/RC/12/2023