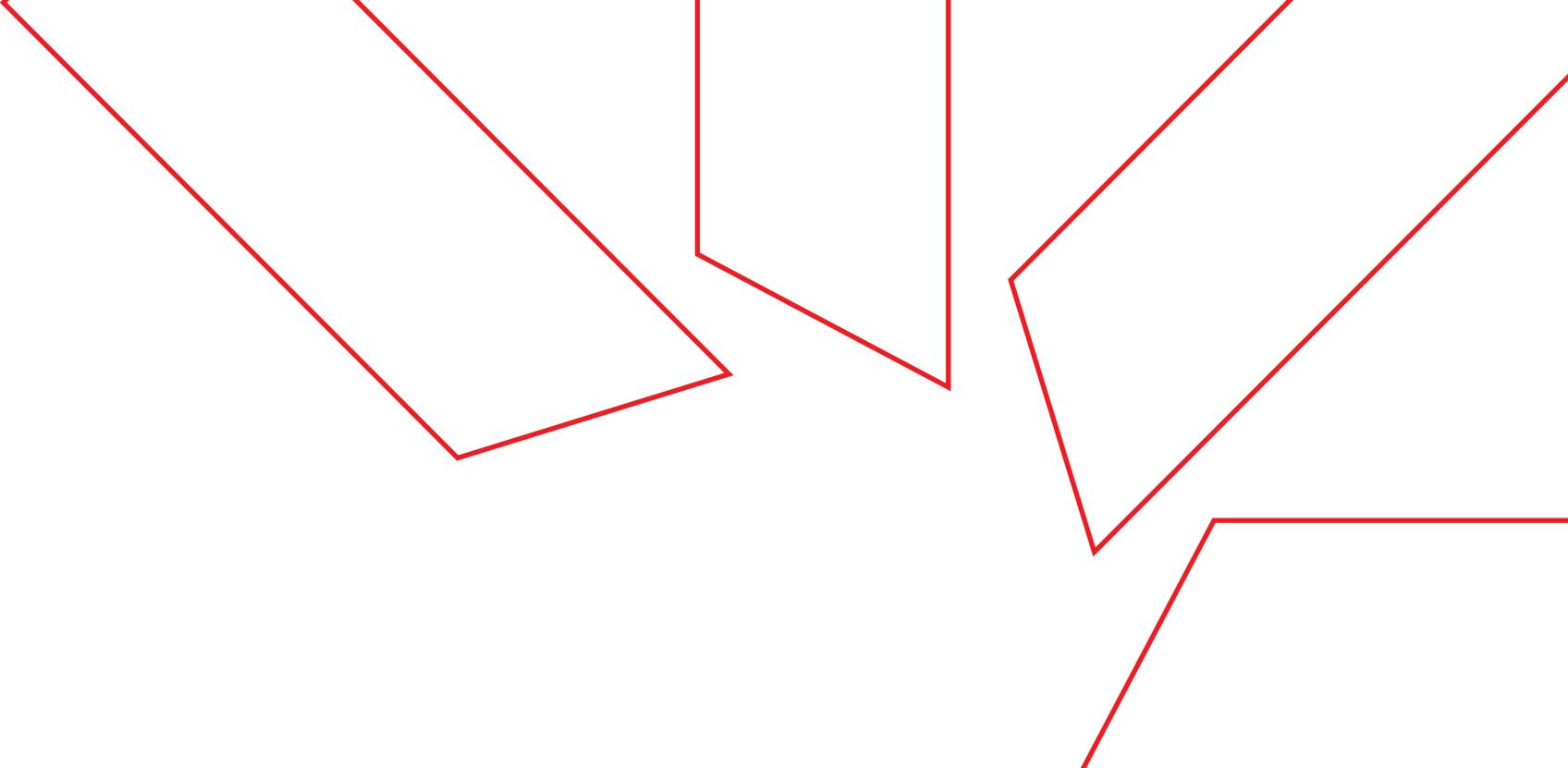




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Development based on Rights and Dignity

ActionAid International Rwanda Country Strategy Paper (CSP) 2013-2017



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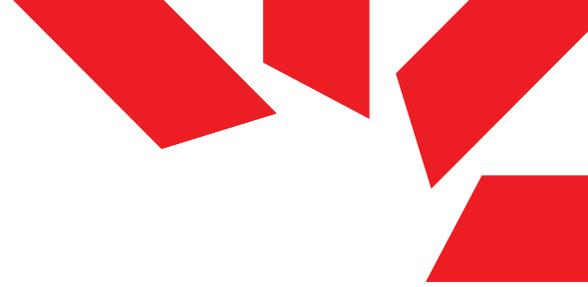


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Perpetue Mukamuhoza, 51, married with 7 children, is a smallholder farmer from Nyanza district and a survivor of Gender Based Violence.

"In 2011, I got a Friesian cow, courtesy of ActionAid Rwanda, which calved in 2012. Now from the cow I get milk, for home consumption and to sell and buy fertilizers for my gardens where I grow beans, potatoes, maize, beans, cassava and soy beans."

EXECUTIVE SUMMARY

This Country Strategy Paper (CSP) which evolved from detailed reviews of previous drafts and consultations with key stakeholders is the first by ActionAid International Rwanda (AAIR). It conforms with the ActionAid's global Accountability, Learning and Planning System (ALPS) in providing a guideline to staff to enable the pursuit of the broader goals and builds on works already done by AAIR. The strategy, which responds to the poverty context of Rwanda, is in alignment to ActionAid Global Strategy, "People's Action to End Poverty 2012-2017". This document has been developed through a participatory process involving interaction with communities at different levels to identify their priorities. There was also an external peer review exercise, and meetings with staff and partners to critically analyse both the internal and external environment.

ActionAid International Rwanda has been part of the Rwandan post-1994 Genocide reconstruction process since 1996 working through relief, rehabilitation, and development programmes. AAIR continues to work in building community cohesion and harmony, by developing and supporting innovative approaches to empower and inspire people, mainly women, girls, youth and children of Rwanda to act and claim their rights.

The 1994 genocide against the Tutsis shattered the entire socio-economic and political systems of Rwanda. Remarkable progress of reconstructing the destroyed systems and structures is evident and has been supported by the people and leading to unity, reconciliation, harmonised co-existence, increasing women empowerment and participation in leadership. However, despite the current Socio-economic and political development trend, Rwanda still has and faces societal challenges that affect most significantly women, youth and children who make up the majority of the population. Efforts geared towards empowerment and economic progress will be lost if these rights holders are not able to thrive.

In order to achieve its mandate, AAIR will instil in staff and partners a strong performance-based culture of confidence, transparency and accountability. This organisational effectiveness will be achieved through promoting strong leadership culture, retention of competent staff, enhanced performance-based culture, and effective communication, systems and processes. In all that we do, AAIR is committed to nurturing uniquely vibrant relationships of trust and mutual transformation with partner communities and supporter constituencies.

ActionAid uses Human Rights Based Approach as a programming model to tackle structural causes of poverty and injustice through empowerment, solidarity and campaigns. AAIR will work with partners using participatory analysis and awareness raising, working in Local Rights Programme and supporting capacity development of CBOs. Research will be used to develop and promote alternatives, take sides with the poor in action researches to provide evidence for policy and structural changes. Diversification of income will be done to reduce dependency on regular giving from Funding Affiliates. More institutional and high value funds will be raised for complementary projects geared towards delivery of this CSP. The funding mix will be 40:60 regular giving to Partnership and other Income. A detailed Performance Monitoring and Evaluation Framework for this CSP implementation will be used as a tool to regularly measure the progress and ensure that the expected outcomes are achieved. The paper ends with some specified risks and assumptions and how these will be mitigated and managed.

ACRONYMS

AAI	ActionAid International
AAI ²	Another Africa Is Imperative
AAIFMF	ActionAid International Financial Management Framework.
AAIR	ActionAid International Rwanda
AIDS	Acquired Immune Deficiency Syndrome
ALPS	Accountability, Learning and Planning Systems
BSHG	Budget Support Harmonization Group
CBOs	Community Based Organisations
CD	Country Director
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
COMESA	Common Market for East and Southern Africa
CMT	Country Management Team
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
CP	Country Program
DFID	Department For International Development
DHS	Demographic Health Survey
DRC	Democratic Republic of Congo
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategy
EFA	Education For All
EICV	Integrated Household Living Conditions Survey
EU	European Union.
FGDs	Focus Group Discussions
FLOW	Funding Leadership and Opportunities for Women
GBV	Gender Based Violence
GDP	Gross Domestic Product
GMF	Global Monitoring Framework

GLI	Great Lakes Initiative
GoR	Government of Rwanda
HIPC	Highly Indebted Poor Countries
HRBA	Human Rights Based Approach
HR/OD	Human Resources and Organizational Development
HR	Human Resources
HIV	Human Immunodeficiency Virus
HoPP	Head of Programs and Policy
IDA	International Development Assistance
IDP	Internally Displaced Persons
IFRS	International Financial Reporting Standards
IGAs	Income Generating Activities
INGOs	International Non Governmental Organizations
LRP	Local Rights Programme
LTSFF	Long Term Strategy and Financing Framework
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MLA	Monitoring of Learning and Achievement
MIDMAR	Ministry Disaster Management and Refugee Affairs
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning.
MINEDUC	Ministry of Education

MINIRENA	Ministry Environment and Natural Resources
NISR	National Institute of Statistics of Rwanda
PFA	Public Financing for Agriculture
PTCs	Parent –Teacher Committees
PMF	Performance Monitoring Framework
PQ	Programmes Quality
PQM	Programs Quality Manager
PRRP	Participatory Review and Reflection Process
PRSP	Poverty Reduction Strategy Paper
PMs	Project Managers
RALGA	Rwanda Association of Local Government Authorities
REMA	Rwanda Environmental Management Authority
RBA	Rights-Based Approach
RDSF	Rwanda Decentralization Strategy Framework
RLDSF	Rwanda Local Development Support Funds
RTEP	Rights To End Poverty
SACCO	Savings and Credit Cooperatives
SMT	Senior Management Team
UNDP	United Nations Development Program
UPE	Universal Primary Education

INTRODUCTION

ActionAid International Rwanda

ActionAid signed an MoU with the GoR and commenced operations on 7 May 1982. On 23 October 1986, AAIR moved to Burundi on agreement with Aide et Action which managed the activities in Rwanda till 1996 when AAIR resumed its work, as cross boarder initiative under ActionAid Uganda and became a full fledged Country Programme in 1997. Between 2001 and 2005 Actionaid was back to being a joint programme with Aide et Action and in the same period AAIR was part of the regionalisation process under the Great Lakes initiatives and resumed its status of country program In 2006. AAIR works through a decentralised structure where the Local Rights Programs (LRPs) are units of operations. LRPs are geographically focused, integrated programmes with long-term programmatic interventions that work closely with communities and rights holders to identify and address developmental issues. Currently, AAIR has seven LRPs throughout the country.

RATIONALE FOR THE STRATEGIC PLAN

This strategic plan seeks to ensure alignment with the AAI Global strategy 2012-2017 and attempts to create linkages between our organisational aspiration and the relevant

government development agenda in Rwanda. Such government development strategic plans include Vision 2020, Economic Development and Poverty Reduction Strategy (EDPRS 2), Sector Strategic Plans and commitments to the MDGs. This strategy also provides guidance for deepening and sustaining our commitment to innovations and best practices in the efforts at supporting People's Action to End Poverty through community empowerment, capacity building, improved livelihoods, advocacy and campaigns for strategic policy change.

CSP DEVELOPMENT PROCESS

In formulating the strategic direction for the next five years, ActionAid Rwanda engaged in extensive consultations both at national and at local levels, and with the communities of right holders. Peer and external reviews were conducted and the feedback from these reviews went into the draft of the strategy. This was followed by in-house reassessment of both the draft strategy and our works at a staff retreat with support from the regional office.

CONTEXTUAL ANALYSIS

Rwanda is one of the countries classified as having low Human Development Index (HDI). The latest UNDP international development indicator showed the country's HDI as having declined between 1980 and 2012 by -1.7% annually from 0.277 to 0.4341. This situation may have been made worse by the country's recent war of Genocide against Tutsis. In spite of this, Rwandan political leadership has been making efforts at providing a clear vision and direction for growth. However, progress recorded in economic growth has not impacted on the lives of the citizenry as poverty still remains a constant reality for majority of the people. Most rural dwellers still depend on subsistence agriculture for livelihoods, thus living in poverty, while the youth are also grappling with high rate of unemployment. Women still remain socially disadvantaged with high level of Illiteracy, far higher than that of their male compatriots. The patriarchal practices still prevail, affecting women access to economic alternatives and limiting their control over their bodies.

1

<http://hdrstats.undp.org/en/countries/profiles/RWA.html>

ECONOMIC SITUATION

Rwanda has made substantial progress in revitalising her economy which was stunted by the 1994 Genocide. Since the late 1990s the GDP has been growing by 7 – 9 % annually.¹ The government is making efforts at overcoming the difficulties of being a small, landlocked economy by making efforts towards regional trade integration. In 2007 Rwanda joined the East African Community (EAC) and is aligning her trade and immigration policies with that of her regional partners. Moreover, substantial efforts have been made to develop the service sector and to stimulate investment. Rwanda's business environment has improved dramatically in recent years, earning a rank of 48 out of 185 in the World Bank's 2011 Ease of Doing Business Index, and 3 of 46 in Sub-Saharan Africa.² Since 2005, foreign direct investment (FDI) has increased drastically, moving from just above 8 million USD in that year to more than 118 million USD in 2009.³ Nevertheless these positive economic developments, the country continues to receive substantial aid support and a large proportion of the population still live in poverty. In 2012, Rwanda was ranked at 167 out of 187 on the Human Development Index.⁴ Despite a significant reduction in poverty across Rwanda in the five years (2006-2011), 44.9% of the population remains below the poverty line, with 24% living in extreme poverty⁵ - the southern province experiences the highest rates of people below the poverty line and those living in extreme poverty rates, with 56.5% and 31.1% respectively. Poverty levels in Rwanda do not reflect the country's economic growth and increases in foreign investment.

Economic inequality is deep, with the richest 10% of the population controlling about 50% of the national wealth compared with 50% of the population holding just 10% of

the wealth.⁶ Table 1 presents poverty rates at regional level in the years 2000 – 2011. Southern and western provinces are the poorest in the country due to acidic soils that result in low agricultural productivity. Agriculture is the main source of income in Rural Rwanda. An interruption of the agriculture system adversely affects households and community safety nets and survival mechanisms.

Province	2000/01	2005/06	2010/11
Kigali City	22.7%	20.8%	16.8%
Southern Province	65.5%	66.7%	56.5%
Western Province	62.3%	60.4%	48.4%
Northern Province	64.2%	60.5%	42.8%
Eastern Province	59.3%	52.1%	42.6%
Urban	NA	28.5%	22.1%
Rural	NA	61.9%	48.7%
Total	58.9%	56.7%	44.9%

Source: National Institute of Statistics of Rwanda, 2011. The Evolution of Poverty in Rwanda from 2000 to 2011. Results from the Households Surveys (EICV).

¹ World Bank 2012.

² World Bank 2011. <http://www.doingbusiness.org/rankings>

³ World Bank 2009. <http://data.worldbank.org/indicator/BN.KLT.DINV.CD/countries/RW?display=graph>

⁴ UNDP 2012. *Human Development Report*.

⁵ National Institute of Statistics of Rwanda (2012). "The Third Integrated Household Living Conditions Survey (EICV3)." p. 5

⁶ UNDP 2012. *Rwanda – poverty reduction*. http://www.undp.org.rw/Poverty_Reduction.html (retrieved 18-10-2012).

AGRICULTURE AND FOOD SECURITY

The Rwandan rural population accounts for over 81% of the total country population (2010).¹ Agriculture plays a crucial role in the Rwandan economy. In 2005 the sector provided 79% of total employment.² Nevertheless, it contributed only 32% of GDP (2010) which is still low compared to the people working in the sector.³

Rwanda has made substantial progress in the fight against hunger, largely due to its pro poor policies that ensure increased investment in small holder farmers.

In spite of these, there however still remain several challenges in food production. Rough hilly terrain, erosion, and the lack of modern technology combined together create serious constraints to agricultural development. The sector is also dominated by poor women (86%) with lowest levels of schooling and highest rates of illiteracy (23.3%). Agriculture production remains predominantly at a subsistence level because a large number of rural household's farm plots are too small to support commercial production. In 2009, 19% of farmers had less than 0.1 ha, 37% less than 0.2 ha, and 59% less than 0.5 ha. Only 4% of the rural households had access to 1ha or more. Around two thirds of food crops are thus earmarked for family consumption.

Government has promoted home grown solutions including livestock production through One Cow per poor family, targeted at agricultural transformation with its triple pronged benefits. These include provision of manure, milk to fight malnutrition and meeting demands for traditional events. This solution however still faces various constraints amongst them land sizes, diseases, poor extension services, and poor per-

formance of indigenous breeds.

Hunger and malnutrition among rural population is a major problem. According to the Comprehensive Food Security and Vulnerability (CFSVA) and Nutrition survey conducted in March and April 2012, 21% of household had unacceptable food consumption and may be considered food insecure.

Apart from the challenges of land, terrain and climate change, lack of access to markets and low prices of agricultural produce has further added to the level of poverty among the rural populace who constitute more than 80% of the population. The Government still needs to institute strong legal framework that guarantees Right to Food.

1 IFAD 2010. *Rural Poverty Portal*. <http://www.ruralpovertyportal.org/country/statistics/tags/rwanda> (retrieved 18-10-2012).

2 World Bank 2012.

3 World Bank 2012.

WOMEN AND POVERTY

Over the past decade, legislative and policy-making achievements have been registered in the promotion of gender equality and women's empowerment. Rwanda has one of the best legal frameworks promoting and protecting women's rights. It also stands out globally as the country with the highest female representation in parliament at 56 per cent and over 30 per cent ministerial posts. This not only demonstrates the existing political will, but underscores a favourable gender policy towards women. This, however, is available at the central level. At the provincial governance and below, representation dips well below the 30 per cent threshold.

Nearly one third of Rwandan households are headed by women.⁴ The Genocide of 1994 resulted in a situation where many women assumed responsibility of heading households as widows or with husbands in prison. These female-headed households however experience high poverty levels as they are mostly in agriculture. 76% are independent farmers and a further 10% are waged farm workers, meaning 86% of female household heads work in farming. These women experience many challenges such as limited access to credit and being underserved in the financial sector with merely an estimated 12% of total credit to women although they are key contributors to private enterprise.

In spite of Rwanda having one of the best legal frameworks for women rights globally, there are still cultural practices limiting such rights. The Social attitudes towards role of women in the family make it difficult to address complex issues including violence against women and girls, divorce

and the needs of widows and single mothers.

Many women still face difficulties in negotiating condom use and who they want to have sex with. This is one of the factors contributing to the higher HIV prevalence among women (3.7%) compared with 2.2% for men.⁵ The 2010 *Rwanda Demographic and Health Survey* indicates that, 19% of married women have an unmet need for family planning and is highest among the poorest women and those with no education.⁶

Violence against women is still prevalent. Over 41% of women aged 15-49 experience violence.⁷ While 22% of women in this age group are subject to sexual violence and more than half of them have their first experience of sexual violence before the age of 19.⁸

4 UNDP 2012. *Rwanda – poverty reduction*. http://www.undp.org/nw/Poverty_Reduction.html (retrieved 18-10-2012).

5 Republic of Rwanda. *Demographic and Health Survey 2010*.

6 Republic of Rwanda. *Demographic and Health Survey 2010*.

7 Republic of Rwanda. *Demographic and Health Survey 2010*.

8 Republic of Rwanda. *Demographic and Health Survey 2010*.

EDUCATION; CHILDREN AND YOUTH

Half of Rwandan citizens are under the age of 18 and 45% live below the poverty line. Several of these are also in households headed by children. The 1994 Genocide and HIV/AIDS related mortalities have been cited for situation where children are forced to head households whilst they still need parental care themselves. It is estimated that 29% of children in Rwanda can be classified as orphans and vulnerable children (OVC).⁹ The National Child Labour Survey in 2008 found that 11% of children work - half of them in hazardous conditions.¹⁰

Although Rwanda has made progress in improving child survival rate, over 50,000 children under the age of five continue to die annually from diseases like diarrhoea, acute respiratory infection and malaria. In addition, 44% of children under five years old suffer from chronic malnutrition and a quarter of the population still does not have access to an improved drinking water source or improved sanitation facilities (DHS, 2010). In Rwanda, 44% of all children under the age of five are stunted, 3 % are wasted and 11% are underweight.¹¹ Children remain at risk of violence, exploitation and abuse in Rwanda. Rwanda is a signatory to international conventions on the rights of children. In 2011 when it was subjected to a Universal Periodic Review (UPR), the report showed that the country had recorded some progress in right of the child. The report also took note of the introduction of nine-year Basic Education programme (9YBE) and the piloting of the One Laptop per Child programme. The country made another significant progress in the establishment of a National Commission for Children (NCC) to address all issues of child rights. However, studies¹² have shown that in spite of this acknowledged progress, access to education still remains a challenge as it is not fully fee-free. Fees like PTA Costs, examination fees, purchase of reams of papers and other

9 Republic of Rwanda. *Demographic and Health Survey 2005*

10 Situation of Children in Rwanda 2011, UNICEF www.unicef.org

11 *ECD strategic Plan Draft, May 2010; National Institute of Statistics of Rwanda (2012). "Rwanda Demographic and Health Survey (DHS), page 22*

12 Rwanda Education NGO Coordination Platform, *The untoward costs of children's schooling in Rwanda*, Oct 20

contributions are still in existence. Most of these costs are unaffordable for most parents.

Policy and legislative change measures have been adopted to advance gender equality at all levels of education. Effect of this is illustrated in the gender parity reached at primary education level and the increase of women's numbers in higher education that rose from 1,283 in 1997 to 15,465 in 2006¹³. It is worth noting that with the new educational policies, pregnant girls are no longer expelled from school and married women can enrol to attend classes. However, poverty, cultural attitudes and family responsibilities are still barriers hindering the girl child from taking advantage of these policies.

Rwanda youth grapple with low-quality public education and limited pathways for skill development. In Rwanda, while most have some experience of primary schooling, almost half drop out before the end of the primary cycle (EFA 2012). Majority of young people (67%) are engaged in agriculture. For males this proportion decreases for older age groups, from 64% for 14–19 year olds to 54% for 30–35 year olds. For females the opposite pattern holds, and the proportion increases for older age groups, from 69% for 14–19 year olds to 79% for 30–35 year olds. Most youth spend most of their time trying to earn money to live and cannot afford to participate in a youth development project without assistance. Reproductive and Sexual Health is still a huge challenge among the youth, especially among young women and girls due to low reproductive health education, there is high prevalence of teenage pregnancies. According to the 2010 *Rwanda Demographic and Health Survey (DHS)*, 6% of young females age 15–19 have already begun childbearing. Teenage motherhood is more common in rural areas than in urban areas. It is estimated that young females with no education are six times as likely to have started childbearing by age 19 compared with those who have secondary and higher education.¹⁴

13 MINEDUC, Statistics, 2008.

14 Republic of Rwanda, 2000. *Rwanda Vision 2020*.

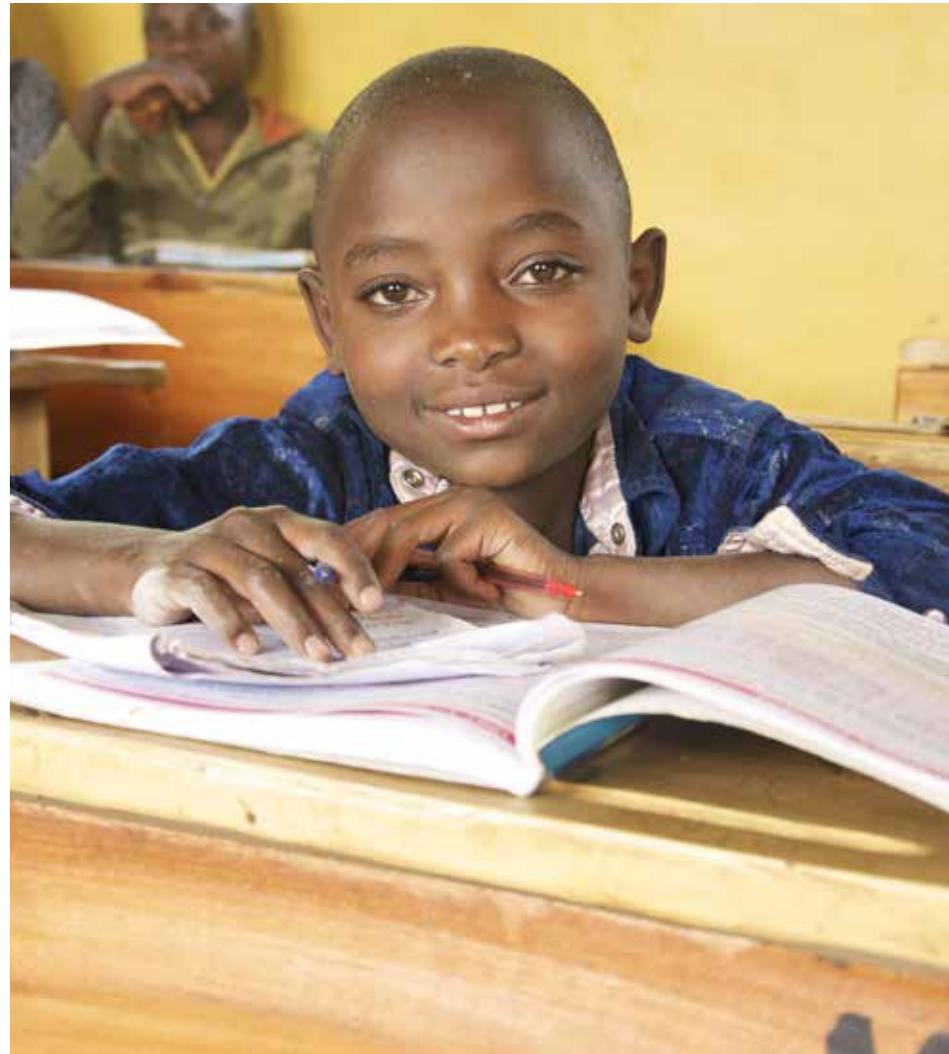
VULNERABILITY TO HAZARDS

Rwanda historically has been vulnerable for periodic natural disasters, mainly in the form of droughts, floods and landslides. This has had challenging impact on the economy and the country's efforts towards sustainable development and poverty reduction. Rwanda has also been identified as one of the 24 hazard/disaster prone countries, both conflict and climate-related. In addition, the perennial conflict in the Great Lakes Region, especially in Democratic Republic of Congo (DRC) has had hard-hitting effects on Rwandan communities.

Periodic droughts and active volcanic virunga mountains in the northwest along the border with DRC have always generated concerns as they create set back for development initiatives.

Given this high level of exposure of the country's economy to natural disasters, it became necessary that national development strategies of the country recognise natural disasters as a challenge and propose ways to move forward.

In July 2002, a national policy on disaster risk reduction and prevention in Rwanda was formulated and approved by the Cabinet in July 2003. As provided for in the policy, a national body on Disaster Risk Management was put in place in July 2004, and was functioning as an autonomous body under the Ministry of Local Government. In April 2010, a fully pledged Ministry of Disaster Management and Refugees Affairs was created with necessary regulatory and institutional frameworks put in place.



OPERATIONAL ENVIRONMENT ANALYSIS

POLICY CONTEXT

Rwanda is a post-conflict country, emerging from a civil war and 1994 Genocide against Tutsi which resulted in a total breakdown of the governance structures as well as social, economic and political infrastructure. Persistent insecurity in DRC resulting from armed rebels' activities has affected peace between Rwanda and DRC hence affecting economic activities of the populations along the border lines. A lot of displacements have been so created with a large population of Internal Displaced Persons (IDP). Whilst the country has made great strides in restoring the state structures and resuscitating the socioeconomic formations, social vulnerability challenges remain enormous.

In 2000 the government developed a long-term strategy, Vision 2020, in which it anticipates Rwanda's transformation into a middle income country by 2020. The strategy has six pillars: (1) good governance and a capable State (2) human resource development, and a knowledge-based economy (3) a private sector-led development (4) infrastructure development (5) productive, high value and market oriented agriculture, and (6) regional and international integration. Moreover, three cross-cutting issues are identified: (a) gender equality (b) natural resources and environment and (c) science and technology, including ICT.

Within the framework of Vision 2020 short and medium term strategies have been developed. Rwanda implemented its first national Poverty Reduction Strategy Paper (PRSP) during 2001-2005. The PRSP was developed in a post-conflict context and thus focused mainly on issues of reconstruction. Its successor, the Economic Development and Poverty Reduction Strategy (EDPRS) covers the five year (2008–2012) planning period and contains three flagship programmes related to export-led growth,

Vision 2020 Umurenge, and Good Governance. Human development through productive and skill-based education, early childhood development and expansion of pre-primary education (a nursery school for every cell), expansion of vocational education and stepping up social protection for vulnerable children, are important priorities in the EDPRS. Moreover, EDPRS recognises the role of civil society and has widened space for its engagement in the development process. In 2003, Rwanda adopted a new constitution eliminating all forms of social exclusions and other forms of discrimination supporting each citizen to enjoy his or her civil rights and liberties. Challenges still faced by the government include promoting further democratisation and judicial reform; prosecuting many individuals that were tried under the *gacaca* system; preventing the recurrence of any conflict and the shift away from crisis to medium- and long-term development planning.

In 2000, government implemented the decentralisation reform where decision making power, administrative responsibilities and resources were progressively transferred from the central level to district and sector levels. Decentralisation enhanced the active participation of community members in community development initiatives through planning and decision making; involving women, youth and other interest groups that were earlier excluded from decision making. The centre of development planning has been shifted from the ministerial level to district and lower levels, where development needs are identified through the village general assembly (*Inteko Rusange*) in a participatory

bottom-up approach.

Rwanda's government development strategies resonate well with pro-poor and pro-women initiatives, very close to ActionAid's Human Rights Based Approach (HRBA) principles. Stability and security in the country create an environment conducive for development initiatives. However, instability in eastern DRC appears to have become regional concern and is likely to pose an emergency threat to neighbouring communities including one of our LRPs. We will develop contingency plans to address the related issues. It is recognised that the transformational development will only be possible if it includes improvement in the economic situation of the poor and the excluded. It is for this reason that one of the key objectives for AAIR is to empower rights holders to overcome economic challenges and supporting Vision 2020.

SOCIAL CONTEXT

Rwanda has had a complex social set up created during the colonial era with divisions set on ethnic lines even though a common socio-cultural identity is evident, including the same language, intermarriages, same traditional religious heritage and physical coexistence serving as unifying factors. The 1994 Genocide against Tutsi resulted in mistrust among Rwandans and shattering the social cohesion and disintegrating the family unit.

The Government of National Unity with the civil society, private sector and other development partners have made a substantial progress in rebuilding the society through the new constitution, establishment of the National Unity and Reconciliation Commission (NURC), gacaca, and other legal frameworks tackling the short and long-term effects and impact of the Genocide on Rwandan society. Despite these big

strides made, there is still more to be done in order to ensure a strong social cohesion which is critical to achieving transformational development. A focus on rebuilding community trust and harmony is therefore central to AAIR achieving its objectives

Rwanda Civil society is still young according to CIVICUS Civil Society Index (CSI) report, 2011. On the whole, one of Rwandan civil society's greatest strengths is that its values are relatively positive. Civil society, to a great extent, nurtures and upholds positive values such as anti-corruption practices, gender equality, poverty eradication, tolerance and promotion of principles and practice of democracy. However, this study also reveals that Rwandan civil society is weak in holding government to be transparent, ensuring environmental protection and influencing public policy. In addition, there is limited will and capacity of Rwandan civil society to overcome traditions of passivity and dependency on the state and foreign donors and to take a more active role in mobilising resources and energies to participate more fully in national and local decision-making. There is also a challenge of low trust levels of CSOs among the people

SELF ASSESSMENT

ActionAid Rwanda organised self assessment sessions to look at the various aspects of the Country Programme to identify the strengths that can support effectiveness and achievement of its set objectives and weaknesses or areas for growth that are likely to impede the achievement the same objectives. The performance assessment data has informed organisational effectiveness goals that will support

the achievement of the CSP.

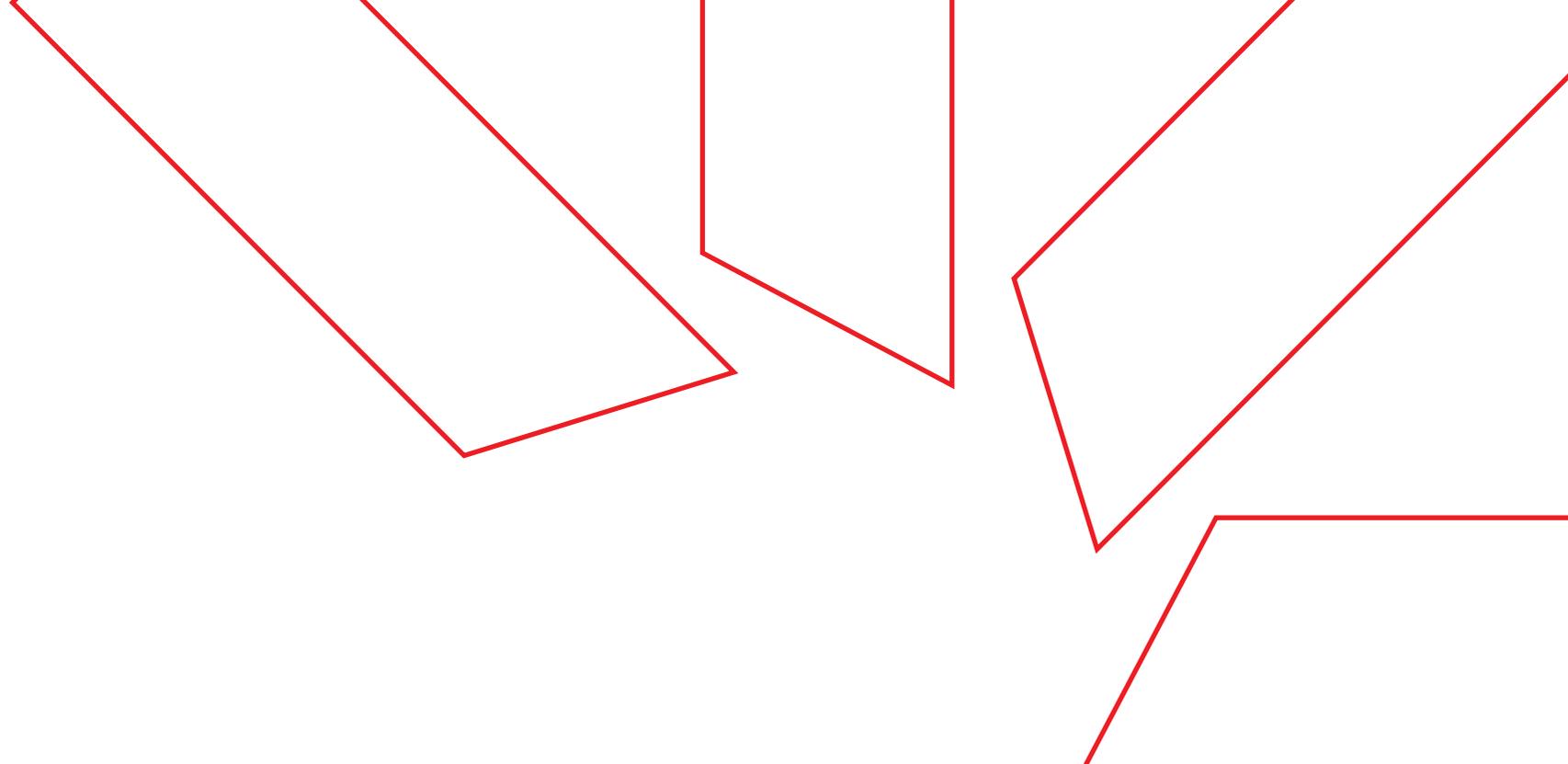
STRENGTHS

1. Ability to position and maintain recognition as a key factor in Rwanda's sustainable economic development and community empowerment.
2. Decentralisation of LRP offices to fully support and empower communities in their transformational development journey.
3. Strong relationship with the local community, the Government, development partners like EU, CIDA and DFID.
4. Deepening work with pro-poor empowering approaches like HRBA, Regenerated Freirean Literacy Through Empowering Community Techniques (REFLECT) advocacy, campaigns and partnership.
5. Committed and competent staff with the required skills and a lot of positive energy that can be stirred up to deliver to the AAIR's values, mission and vision.
6. A participatory leadership with open door policy that allows for staff engagement and committed to policies and procedures manuals for effectiveness.
7. Access to information from a donor scoping done in 2011. This information can be used to inform the development of a resource mobilization strategy and plan
8. A sponsorship function that has improved and is working relatively well

WEAKNESSES

1. AAI Rwanda has been working without a country strategy since it became a fully fledged Country Program which affected strategic planning. Annual plans were based on Participatory, Reflection Review and Planning (PRRP) and directed by the Global Strategy.
2. Limited financial resources to respond to all community needs within the LRPs areas and linking it to national level work. This was due to the fact that the CP has generally relied on Child Sponsorship funding which does not allow flexibility and there is limited capacity of the staff to raise more income.
3. The CP did not establish and implement a structured induction and internalisation of the ALPS processes such as PRRPs, Reviews, Planning and other requirements to ensure proper understanding and practices.
4. Weak support systems and mechanisms for integration of sponsorship, programming and administrative functions at LRP level.
5. There is a limited staff capacity for effective grant management and internal resource mobilization.
6. Staff have limited capacity to effectively engage with policy issues, only the Head of Programme and Policy and the CD have such skills
7. Lack of clear and strong systems to engage partners in the implementation of planned activities





WHO WE ARE

OUR VISION

A Country without poverty and injustice in which every person enjoys their right to a life of dignity.

OUR MISSION

We work with people living in poverty with focus on women and girls to eradicate poverty and injustice.

OUR VALUES

Courage of conviction

We are committed to be open, creative and constructively engage without fear - in pursuit of making the greatest possible impact on the causes of poverty.

Mutual respect

We recognise and appreciate the inherent value of each human being and the significance of diversity.

Equity and justice

We work to ensure that all people irrespective of gender, ethnicity, location, political affiliations, social class, health status, religion, sexual orientation have fair and equal opportunities.

Humility

In all our actions and behaviour, we acknowledge and recognise that we are a part of a wider alliance against poverty and injustice.

Honesty and transparency

We are committed to being accountable at all levels for the effectiveness of our actions and open in judgments and communication with others.

Solidarity with the people living in poverty (women, children and youth)

In fight against poverty we align ourselves with the powerless, marginalised and excluded to empower them to be the drivers of change.



Mary Grace Mukashema's long walk to the freedom and dignity:

"I was given a new life through those acts of generosity, now it's high time I, too, gave back with delight," says Mukashema, 39, the President of Mpro-eDukunde- Inzuki Cooperative of women former victims of GBV in Nyanza district.

OUR APPROACH AND STRATEGIES

Who we work with

Our context analysis reveals that people living in poverty largely consist of women, children and the youth, who live in rural areas. These are the most vulnerable people in the society that deserve particular attention in all our anti-poverty interventions. Thus, ActionAid International Rwanda works with them and their organisations to empower them to

engage with duty bearers to respond to their needs. We also work in partnership with other institutions, groups, social movements and stakeholders that significantly contribute to the fight against poverty and injustice.

How we work

Our programming approach will continue to be HRBA which is based on three pillars that are; solidarity, campaign and advocacy. ActionAid's primary role in the communities will be to "walk alongside" community-rooted organisations and agencies in the LRP Areas, national and international levels.

PARTICIPATION:

We will facilitate the active participation and ownership of community members in all aspects of their development. We will support a culture of reciprocal relationships, mutual accountability, shared decision making and values. We will seek to develop capacity of the communities and facilitate a deepened critical thinking and awareness in all the communities where we work. We will intentionally build and facilitate community based organisations to implement developmental processes in their respective areas.

INTEGRATION:

We will reinforce systems and structures that ensure that all our developmental efforts are integrated, coordinated and harmonised to minimise waste and duplication. We will focus expertise and resources where they are most needed and will encourage a culture of dialogue and sharing of information among the various programmes and projects of ActionAid at national and the LRP levels.

EMPOWERMENT:

Empowerment of women, children and youth to have a strong say in family and community decisions and control will be our focus in all interventions but without forgetting awareness among men. We will enhance our mobilisation efforts among community-based organisations to promote gender equality. AAIR will promote mainstreaming of gender equity into its programming processes i.e. assessment of new program/project areas and ensure that identified

gender issues are integrated in the design.

ADVOCACY:

AAIR is committed to promoting integration of actions that engage community groups, individuals and other stakeholders to advocate for the respect of human rights with emphasis on the rights of vulnerable children, women and the poor. We will reinforce participatory community empowerment approaches for ownership to ensure they engage duty bearers to take responsibility for dealing with rights issues.

PARTNERSHIPS AND NETWORKING:

ActionAid International Rwanda will encourage and build on the legitimate roles of local civil society, government, and private stakeholders in improving and sustaining people's wellbeing, especially among the poor and excluded. We recognise that we do not have the entire expertise resident in the organisation. We will therefore seek to leverage on expertise and comparative advantage available within government agencies, community based organisations and other partners, including non-government organisations with similar values and missions.

We will actively seek opportunities for joint resource mobilisation and sharing of expertise and implementation.

We will actively seek to be members of various consortiums implementing projects and will actively participate and contribute to the overall development efforts in Rwanda by being

part of development networks.

Partnering with civil society organisations will include a wide range of formal and informal groups, with an equally wide range of structures and capacities, from associations, cooperatives, Community Based Organisations (CBO) to trade unions, networks, social movements and national and international NGOs to influence policy and ally with people living in poverty to have a collective voice to end poverty and injustice.



THEORY OF CHANGE

Constructive engagement with the duty bearers for policy influencing is facilitated by empowering and educating poor people, especially women, youth and children, to challenge power bearers and negotiate their strategic interests/ priorities to end structural causes of poverty, so that they can enjoy life of dignity.

This theory of change is informed by our context, the experience we have built over the past years and by this we believe that supporting women and youth to become the agents of change is the only ultimate solution to overcome poverty

STRATEGIC PRIORITIES

This section presents detailed discussions on the strategic objectives, change promises and expected outcomes. After the analysis by all stakeholders, AAIR will work on three AAI strategic objectives while issues relating to advancing to political influence, public accountability and building resilience of people living in poverty to conflict and disasters will be mainstreamed through networks and alliances of women smallholder farmers, youth and children's groups.

Strategic Objective 1:

Support people living in poverty to have access to sustainable agriculture, secure livelihood alternatives and build resilience to natural disasters through preparedness, mitigation and response to risks.

Agriculture plays an important role in the Rwandan economy, particularly in rural areas. In 2010/2011, 85 per cent of all working adults are engaged in agriculture (EICV3). The sector contributed 47% of the GNP and 71% of the country's export.

Despite this impressive contribution to the Rwandan economy, agriculture still faces severe constraints. High population growth and limited land size has led the government to implement the land consolidation to increasing food productivity. Most families depend on an average land size of 0.76 ha for agriculture.

Degradation of the soils overtime due to over cultivation and the hilly topography has led to further declines in production. High cost of inorganic manure and the limited availability of organic manure due to lack of adequate animals contribute to the farmers' inability to improve the fertility of their soils. Lack of markets and low prices for agricultural produce leads to poor returns on investment in agriculture. There has also been a marked reluctance by the private and commercial sector to invest in agriculture. We will promote alternative process and models that empower people living in poverty, especially women, and guarantee quality life without poverty through active engagement of smallholder farmers.



Members of Indatwa ku Murimo Cooperative which was started in Kibuguzi Cell, Shingiro Sector of Musanze district at their seed bank.



PROMISE 1:

By 2017, we will have supported at least 10,000 vulnerable women smallholder farmers to have access to sustainable agriculture and secure livelihood alternatives.

To achieve this promise key actions to be undertaken will include promoting access to quality agricultural extension services, soft loans and inputs, advocating for increased public financing for agriculture through research, policy analysis and round table dialogues, organising and building the capacity of women smallholder farmers' groups, promoting research and supporting communities for livestock development; including other off-farm activities to facilitate the value chain systems process to the benefits of people living in poverty. Attention will also be given to alternatives in sustainable agriculture to promote their livelihood.

EXPECTED OUTCOMES:

- Hunger and undernourishment amongst the members of supported vulnerable women smallholder farmers groups and their families will have been reduced,
- Increased capacity of women to control productive resources and participate in decision-making, with increased knowledge of how to leverage their position for improved socio-economic outcomes for themselves, their families and their communities.
- Improved public agriculture policy that better supports women smallholder farmers nationwide in working towards the common goal of achieving food security for all, with better access to financial and extension services, as well as appropriate inputs and knowledge for increased productivity.
- Active participation of smallholder farmers' organisations in policy formulation and budget tracking that increases the accountability of the government and development partners to civil society in line with the principles of international agreements on aid effectiveness.
- Robust and well-developed networks of smallholder farmers that is fully capable of mobilising and organising women farmers to improve their socioeconomic positions.

Strategic Objective 2:

Improve the quality of public education for girls and boys equally and support children and youth to become drivers of change in their communities.

The Rwandan society highly values education. However, extreme poverty and weak family and community support systems have put at risk the education of many, particularly vulnerable children. In many parts of the country, particularly rural areas of northern, southern and western provinces, schools are still too few and too far away. In addition, academic programs, vocational education forms are not available to many. Adult learning, particularly literacy for women produces significant benefits to the health and well being of children and their families. It is an accepted fact that access to quality education is a fundamental component of child well being. Only the well educated will be able to take full advantage of the opportunities for development that may be offered. AAIR has worked in communities to improve the quality of education and learning environment.

We will promote access to improved quality public education in a safe and non violent learning environment through advocacy and campaigns to enable children and youth to claim their rights , become self reliant and active agents of change in their communities

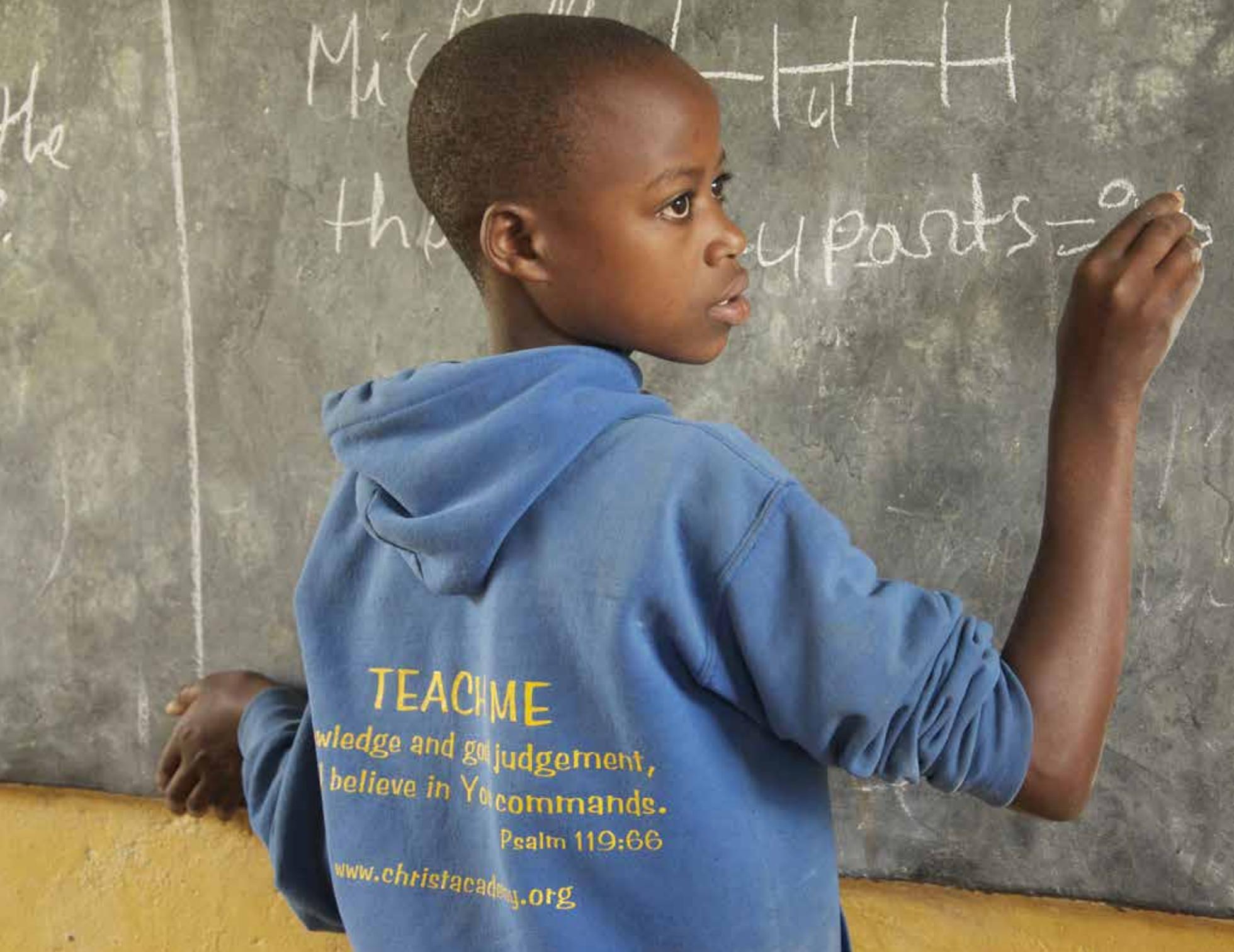
PROMISE 2:

By 2017, at least 7,000 children (at least 50% of them girls) in communities where we work will be educated in good quality, transformed public primary schools and Early Childhood Development (ECD) centres, enabling them to become active citizens committed to ending poverty and injustice.

AAIR will address the low community awareness and appreciations of quality education by providing trainings for parents and guardians on the impor-

tance of child education particularly the girl child

through different platforms such as PTAs, Children's forums and other child focussed activities. AAIR will also work with communities to improve school environment and infrastructure. Advocacy and campaign will continue on promoting child rights in general and in particular rights in schools. Out of the ten rights on the Charter on Promoting Rights in schools, AAIR will work with relevant agencies of the people on all rights. We will support women literacy and empowerment to track budget, hold schools accountable and fight against child labour.



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TEACH ME

Knowledge and god judgement,
I believe in Your commands.

Psalm 119:66

www.christacademy.org

EXPECTED OUTCOMES:

1. Parents, teachers and community leaders are engaged in promoting quality education for girls and boys (through awareness, school management, children education monitoring, education financing, influencing education policies)
2. Increased access to ECD facilities and services for children in rural communities
3. Increased capacity of children to promote rights in school including girl child education rights and fighting Gender Based Violence (GBV) at school.
4. Increased parents' (especially mothers') literacy through REFLECT circles so they can contribute to their children's education.

PROMISE 3:

By 2017, at least 2000 youths will be mobilised into groups, networks and coalitions to engage in sustained development actions through entrepreneurship skills development, advocacy and campaigns to enable them claim their rights and influence policy change as active agents.

AAIR will continue building the capacity of youth especially those living in poverty by supporting their initiatives to enable them become active citizens in their communities. We will support youth involvement in governance, demands for accountability, build youth leadership and alliances building. We will strengthen youth resilience to climate and disasters and empower youth through entrepreneur skills and economic alternatives.

EXPECTED OUTCOMES:

1. Youth in LRPs supported and empowered to actively participate and engage in their community development and policy discourse through youth organisations, networks and movements.
2. Through Reflection-Action processes, youth empowered with entrepreneurial skills to create employment opportunities through economic alternatives.
3. Youth actively involved in all our programmes around resilient livelihoods, democratic governance, education and women's rights.

Strategic Objective 3:

Empower women and girls to build social and economic alternatives that enable them break the cycle of poverty, violence and have control over their bodies.

Rwanda has a patriarchal social structure that upholds unequal social power relations between men and women. Gender discrimination, inequalities and changes in social and economic structures have exacerbated the weak position of most women. Most caregivers are women, who most of the time also put up with all household chores. Unpaid care work is rarely recognised in the society and GBV including spousal abuse, such as wife beating, is common. The judicial system working hand in hand with the police has begun to take the problem of violence against women seriously. The press published frequent accounts of rape and abuse, and the judiciary has continued to impose heavier penalties on those convicted of rape. However, domestic violence is not discussed openly by women, reportedly even among themselves. This, in part, is due to the lack of resources and support services such as shelters or facilities for treatment of women who suffer physical or sexual abuse. Women make up 52% of the full-time agricultural labour force, but they have limited access to services such as education, health care and credit. Households headed by women have fewer assets, limited access to productive inputs and land, a greater burden of dependants, limited opportunities for off-farm employment and longer periods of food insecurity. We will support the women to get organised and start demanding for gender equality.

PROMISE 4.

By 2017, we will have directly supported 5000 women and girls living in poverty to protect themselves from violence, make informed choices and have control over their bodies.

AAIR will support women groups and networks that promote the protection of women and girls from violence; building their capacity and promoting establishment of their networks at various levels. Mapping of the policy environment and stakeholders will be undertaken to promote dialogue and sensitise the public, influence policies and practices in favour of ensuring women's safety and control over their bodies. We will strive to empower women and sensitise the community on the rights of women and girls so that they can fight all sort of violence. We will increase women and girls' understanding on reproductive sexual health which will support them in claiming their rights and health care services.

EXPECTED OUTCOMES:

- Women and girls will have understood and be able to respond to violence against them in their communities.
- Women and girls will have understood sexual and reproductive health rights to prevent unwanted pregnancies and spread of Sexual Transmitted Diseases (STDs)/ HIV/

AIDS.

- Women's alternative production models are effective and improving the wellbeing of women in their communities.
- Women organisations and CSOs calling for alternative production models and economic policy change.

PROMISE 5:

By 2017, we will have supported 5000 women and girls to access economic alternatives that reduce unpaid care work burdens to break the cycle of poverty. Government, donors and other stakeholders recognise the economic and social contribution of women's paid and unpaid work and develop strategies to reduce heavy workload.

In this strategy we will support women's livelihood including access to social protections schemes and decent work opportunities like off-farm activities.

KEY EXPECTED OUTCOMES

- Cooperatives and social enterprises supported as alternative models of production that respect equality and environmental sustainability, so women can generate additional income and become advocates for alternative production models.
- Community members will recognize and acknowledge the value of unpaid care work following increased conscientisation and awareness raising.
- Policy changes on agricultural extension services for women smallholder farmers that reduces their burden and give them better alternatives to take care of their families achieved.



Mukeshimana Ashia, 52, married with 7 children selling foodstuffs in Nyanza market after receiving a grant from her cooperative under the credit and savings scheme with support from ActionAid.

OPERATIONAL STRATEGIES

In striving to achieve AAI Rwanda's organisational mission, this strategy must be matched with adequate and strong organisational culture, structures, systems, rigorous planning and internal capacity development for enhancing organisational efficiency and effectiveness. Learning from the review of our program works in the past five years, the recent AAI organisational change, restructuring, the evolving labour dynamics in Rwanda and the socio-economic and political contexts impacts on this strategy. In line with the Global Strategy, AAIR intends to organise its Human Resources, develop the organisation capabilities, strengthen partnerships and manage its resources wisely in order to effectively achieve this 2013-2017 strategy.

Operational Objective 1:

Increase and diversify funding base, improve ability to access, absorb and manage funds ActionAid International Rwanda is required to adequately and sustainably mobilise and increase resource base to fully implement these objectives for the period 2013-2017.

We will focus on income diversification and engage donors in order to increase our opportunities of raising institutional and high value funding to minimise the effects of the global financial crisis. We will strive to grow income from £ 1.3 million to £ 1.9 million over the period of the strategy.

AAIR will aim at building strong funding planning process and system, positioning the organisation as programme-led and ensure the integration of financial and contract management systems with programming and planning framework.

The organisation will build and strengthen the capacity of the core fundraising, program and finance staff in contract management, building and managing donor relations and proposal development to increase and diversify AAIR's income portfolio and ensure effective grant management. We will continue to strengthen our internal systems, procedures, policies and practices to achieve cost efficiency, proper contract management, enhance compliance and meet reporting requirements.

PROMISE 1:

By 2017, our annual income diversified and increased from £ 1.3 million to £ 1.9 million.

About 70% of our income is generated through Regular Giving Income (RGI) and the balance of 18% is from Partnership Income (PI) that includes both Institutional and High Value donors. In forecasting the resource needs for the strategy period through PI and RGI, past trends and absorptive capacities of AAIR and that of partners have been assessed.

To achieve the income projections during the strategy period, we will build and diversify donor base that provides sustainable funding to deliver AAIR's mission and also enhance capability in engagement, effective communication and reporting with existing and potential priority donors.

We will demonstrate our organisational uniqueness in areas of HRBA programming, research and policy analysis and campaigning to offer donors a broader, more innovative choice of funding opportunities, and connect them to the voices and stories of people living in poverty. We will design and implement effective capacity package to motivate staff and partners at all levels to be innovative and committed to engaging donors, community needs identification, proposal development and absorbing financial

resources.

We will also work closely with ActionAid Country Coordination Office, Funding Affiliates, and the International Fundraising and Communications Team to improve institutional and high value fundraising opportunities and share experiences at all levels.

KEY EXPECTED OUTCOMES:

Partnership income increased by 30% with institutional funding and high value funding.

Organisational uniqueness in areas of HRB programming, research and policy analysis and campaigning demonstrated to offer donors a broader, more innovative choice of funding opportunities, and connect them to the voices and stories of people living in poverty.

Capacity package developed and implemented to motivate staff and partners at all levels for improved performance.

Fundraising strategy developed and funding planning systems established and strengthened



Mujawamungu Hilary, 44, is the founding President of Hugukirwa Muko Cooperative in Musanze district, Northern Province.

With ActionAid support to her cooperative, she says her income like many of her colleagues in the cooperative has improved and is able to meet her needs.

“Today, my unwavering zeal is to see all my children through to the university. I do not want them to stop midway the academic journey. It is my ambition to have them live a good free of wanting.”



Operational Objective 2:

Transforming Child Sponsorship operation and making it more accountable to supporters and beneficial to communities, especially children, through an improved and integrated delivery of programs and communications.

We will strengthen the child sponsorship by ensuring proper synergy between programme works and sponsorship .

We recognise that our sponsorship work is vital to making real connections between people living in poverty and our supporters through stories that show how our support and community actions have created real change as a means of fundraising mechanism.

We will ensure that our programming work has appropriate focus particularly on children and link it with different sponsorship activities such as child message collection. We will strengthen involvement of the community and children in child sponsorship process to build up on community ownership and participation and demonstrate impact so as to satisfy our supporters' emotional and rational needs and increase their commitment.

We will ensure the highest standard of supporter communication and its timeliness to increase our accountability and transparency both to our supporters and the communities we work with.

KEY EXPECTED OUTCOMES:

- Reviewed and improved implementation of the Invigorating Child Sponsorship to enhance the integration with program and sponsorship and capacity of staff built
- Programme works have appropriate focus on children and linked with different sponsorship activities.
- Greater involvement of communities in child sponsorship processes to enhance ownership , participation and achieve demonstrable impact to increase supporter satisfaction and commitment
- Communication for accountability and transparency to the supporters and communities maintained

Operational Objective 3:

Improvement of financial management across AAIR units and partners in line with internal and external accountability and reporting standards.

Management, staff, communities and partners will effectively participate in budgeting and planning processes for improved accountability and transparency. Financial management systems and frameworks like internal controls, policies, and risk management will be reviewed, updated and improved on regular basis to enhance efficiency, effectiveness and compliance to set standards. Quality and timely financial reporting to all stakeholders will be ensured for transparency and accountability.

In order to achieve this objective key actions will focus on building the capacity of AAIR staff and partners' in financial management through on the job training, exposure visits to other CPs, finance training for none finance managers, regular monitoring of partners' financial and asset management records. AAIR will reinforce the current decentralised structure to enhance efficient and effective financial systems, procedures and support mechanisms for both the implementing partners and LRP based staff to mitigate the risk related to programme implementation and grant management.

KEY EXPECTED OUTCOMES

- AAIR financial management systems, policies and practices improved and in compliance with the Government of Rwanda laws, Actionaid International Financial Management Framework (AAIFMF) and International Financial Reporting Standards (IFRS)
- Stakeholders engaged and supported in Planning, budgeting and reporting in line with the AAIFMF.
- Financial integrity and cost efficiency maintained in AAIR resources and assets management.
- AAIR and Partner staff capacity built in grant management, financial and other resource management.

Operational Objective 4:

Building and consolidating our profile and visibility

During the strategy period, AAIR will maintain its profile as a pro-poor and accountable organisation committed to gender equality. Our communication practices and modalities will be guided by ALPS principles and standards so that our identity, profile, image and visibility is enhanced and best practices are shared to influence other actors in the eradication of poverty. Strategy will be developed to guide our effective external communication processes.

We will enhance AAIR's capacity for effective communications and raising profile and visibility

AAIR recognises that creating and occupying public space, with our partners and social movements is fundamental to securing changes in policies, practices, attitudes and behaviours. Throughout this strategic period, AAIR will become a more externally facing organisation, building support and momentum behind our organisation, the people we work with, our partners and our campaigns in all our LRPs.

KEY EXPECTED OUTCOMES:

- Cost-effective means of mass communication become a stronger part of our work, supporting our efforts to empower people in all our LRPs to know and exercise their rights, and to challenge harmful social attitudes and behaviours in the public at large, especially in rural communities and national level.
- Communications and public engagement work highly responsive to community, national and international events, establishing relevance and currency of our voice with a wider target audience and creating space for the voices of the communities we work with.
- Digital communication and campaigning become central to our vision, with our website and social media strategy being key to achieving change and meeting the needs of our evolving, current and potential audiences.
- Capacity of staff built on media and documentation to enhance strategic engagement and effective delivery of our work. Enhanced staff media relations and proficiency in communications equipment to support documentation work related to policy and advocacy acquired.

Operational Objective 5:

Strive to establish the strategic role of communications

To effectively deliver our strategy and deepen the power in people, AAIR will ensure that communications underpinned by a clear audience-centred theory of change are integrated in our programme design, fundraising, policy and campaigning.

KEY EXPECTED OUTCOMES:

- Communication strategy developed and implemented through a common planning framework.
- A systematic approach to understanding and targeting key audiences developed
- Enhanced use of mass communications to influence attitudes, behaviours and policies,
- Engage new audiences and create an enabling environment for generating income and strengthening our cases for support



Operational Objective 6:

Enhance organisational effectiveness and efficiency by creating strong organisational structures and systems

We will work towards the development of a dynamic, robust and agile HR/OE by positioning ourselves as a strategic unit within the rest of the CP. For realisation of this strategy, AAIR HROE is and will continue to prioritise professional HR service provision; strategic business partnership, change leadership and agency. We will also lay emphasis on capability improvement, provision of administrative expertise and acting as an employee champion, while staying abreast with and adapting relevant contemporary HROE practices.

HR/OE will place emphasis on developing AAIR's organisational capacity to become a full-fledged member of the AAI Federation. We will work at building a strong and relevant organisational and work culture, strengthening HR/OE processes and fostering continuous change and compliance with AAI global HROD standards and practices.

KEY EXPECTED OUTCOMES:

- Strong organisational structures and systems for facilitating smooth delivery of the strategic objectives and promises
- AAIR will revamp staff performance planning, appraisal systems and feedback processes including 360 degrees to ensure continued improvement in performance, facilitate learning and strengthen accountability.

Operational Objective 7:

Improvement of financial management across AAIR units and partners in line with internal and external accountability and reporting standards.

AAIR recognises the need to internationalise so as to effectively act locally, nationally and internationally. In order to add our voice to and get support from the global AAI Federation, we have to undergo internationalisation process. We intend to deepen our accountability and impact at both local and international level so that AAIR attains association status by 2017.

KEY EXPECTED OUTCOMES

- Effective internal governance and leadership system that helps achieve mission and organisational objectives and ensures accountability and advance to association level.

Operational Objective 8:

Ensuring that reliable and timely information on the outcomes of our work can be utilised for decision making about programme and investments;

The Performance Monitoring and Evaluation Framework for Rights and Responsibilities is a uniting mechanism that

ActionAid International Rwanda will employ to gauge its progress towards achieving its strategy. The fundamental question is whether our work helps shape the relations of power in such a way that poor and excluded people, particularly women and girls, are able to gain and exercise power within a human rights framework. Thus the framework seeks to understand not only what changes are achieved, but how, and by whom, and who is empowered in the process.

The framework provides a lens to explore change and power in specified areas which are essential to the realisation of rights and responsibilities. It will support our work and keep us focused on the broader picture and long term goals to ensure we are working towards these, rather than just focus on activities. All programmes – whether at local or national level – will incorporate these elements into their ongoing monitoring and evaluation so that progress can be assessed against programme objectives, against country strategy, but also against Peoples' Action to End Poverty. The framework intends to measure and report programme performance and progress, provide evaluation feedback to improve planning and management decisions and identify and help answer critical uncertainties, linking monitoring and evaluation to all

activities of the organisation.

KEY EXPECTED OUTCOMES

- Effective performance monitoring and Evaluation framework well aligned to the AAI People's Action to End Poverty Global Monitoring Framework (GMF), compliant to Accountability Learning and Planning System (ALPS), Human Rights Based Approach and meeting People's Action in Practice requirements is sustainable and responding to the needs of internal and external stakeholders of this strategy.
- The M&E Framework will provide a lens to explore change and power in specified areas which are essential to the realization of rights and responsibilities.



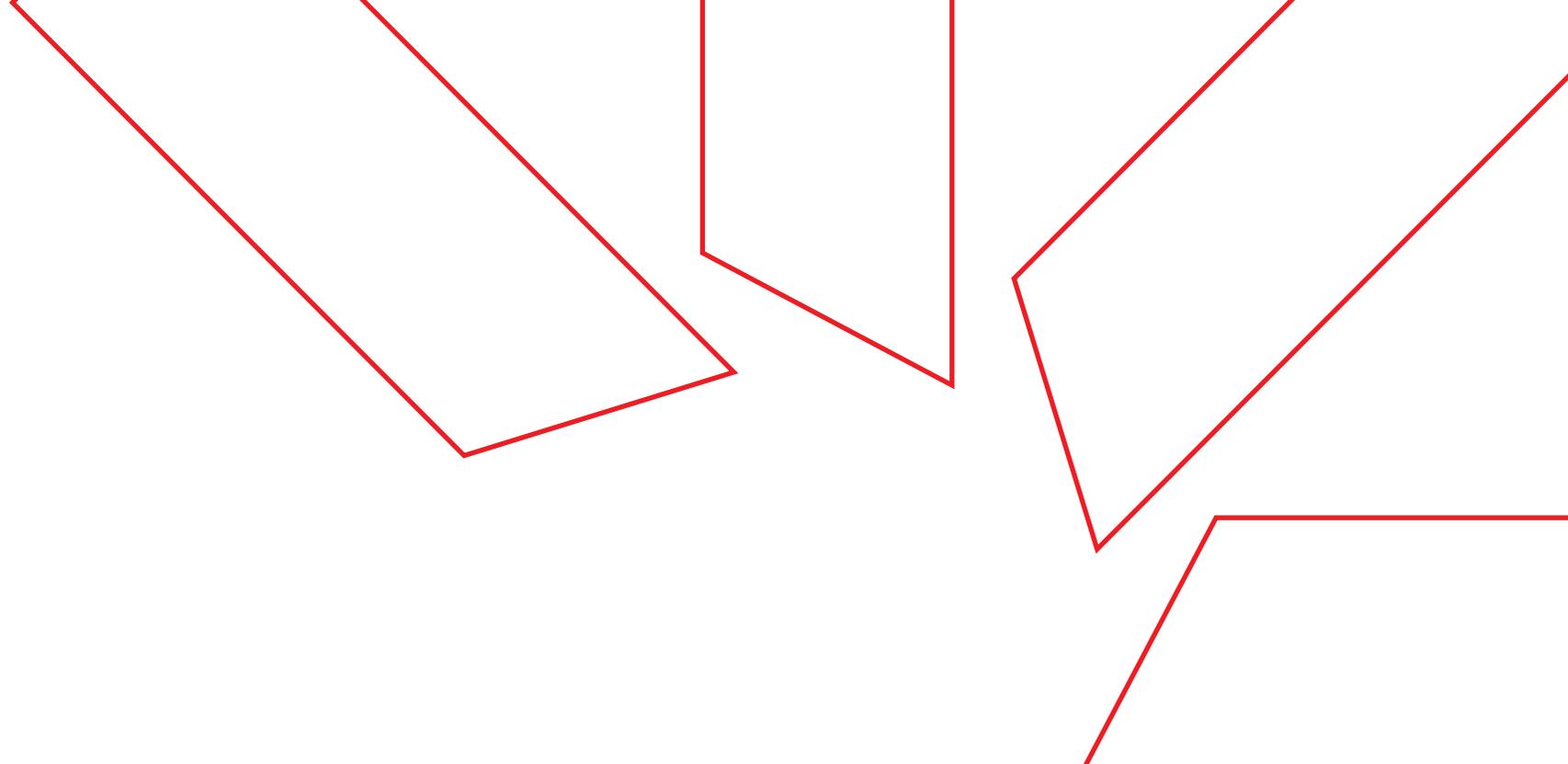
Operational Objective 9:

Providing regular updates on progress against planned interventions for accountability to management, partners, supporters, donors, to the poor and excluded people and AAI Federation.

The Program Monitoring Framework (PMF) will help AAIR to gather formation and analyse data for the purposes of accountability to donors, rights holders and key stakeholders

KEY EXPECTED OUTCOMES

- Adequate evidence of change we are making, lessons learnt and challenges documented and database built to enhance accountability and proper programming for our policy advocacy, campaign work and fundraising.
- Regular review and updates done for accurate data and information for reporting progress and change on a timely basis to management and other stakeholders



ANNEXES

Annex 1: RISKS MATRIX

Threats/Risks	High	Medium	Low	Responsible	Actions
<ul style="list-style-type: none"> Natural Disasters and climate change affecting the communities (Floods, storms, landslides) affecting our work 		✓		HoPP	<ul style="list-style-type: none"> Train staff , partners and communities in disaster preparedness ,needs assessment and develop disaster preparedness plan in each of the LRP Training staff in appropriate skills (including needs assessment, personal and rights holders' security, human rights based emergency programming etc. Strengthen sectors committee in each LRP Emergency supplies (food and non food items to prone areas) Promote tree planting and land terracing in all LRPs Development of mitigation strategies and community Preparedness plans to manage potential shocks. Conduct a hazard risks analysis in the country Create an emergency Fund (8%) of total budget by the end of the CSP to cater for emerging shocks disasters Networking with other Organisations that have experience in managing disaster (sharing of the best practices, exchange of Knowledge)
<ul style="list-style-type: none"> Limited capacities for civil societies to engage on policy and development issues 		✓		CD HoPP IPD PQM	<ul style="list-style-type: none"> In partnership with Rwanda civil society platform , train Civil society organisations in policy , advocacy and lobbying Organising workshops with like minded organisations through sharing best practices and lessons learnt to effectively engage with duty bearers
<ul style="list-style-type: none"> Conflicts in DRC affecting Great lake region and presence of military groups in DRC as source of insecurity ; increase food prices and food shortage, disease outbreak; increased child and women abuses. 			✓	CD HoPP IPD LRPMs	<ul style="list-style-type: none"> Emergency supplies (food and non food items to prone areas) Sensitize and raise awareness among communities on possible shocks and being prepared with buffer stocks. Conduct a hazard risks analysis in the country Staff and partners Capacity building on writing concept notes and proposal development Increase work with AAIDRC on cross boarder GBV interventions to empower and build solidarity of women and children to hold duty bearers to account and reduce these abuses Strengthening staff capacity and putting in place relevant policies and structures to ensure staff safety and security.

Threats/Risks	High	Medium	Low	Responsible	Actions
<ul style="list-style-type: none"> • Patriarchal system that might limit our interventions through women's right approach or pose security challenges for staff and partners. 		✓		CD, HoPP	<ul style="list-style-type: none"> ▪ Design Programs that take into account men participation in household work ▪ Sensitise women and men on unpaid care work and unequal balance of power between men and women, girls and boys ▪ Focus on IGAs to empower women
<ul style="list-style-type: none"> • Global Financial crisis that affects donors' confidence and commitment and affects mostly that EURO zone that limit access to funds 	✓			CD, HoPP, HoF, PD&C, CSM	<ul style="list-style-type: none"> ▪ Develop Fundraising strategy and Update Donor scoping data base ▪ Organise annual roundtable dialogue with donors ▪ Official launch of new strategy and conduct quarterly meetings with donors to share our new strategy, best practices and most significant change stories ▪ Individual donors visits ▪ ensuring Cost efficiency and effectiveness across ▪ Improve our supporters communications ▪ Community awareness on the Global crisis and how this affects their initiatives
<ul style="list-style-type: none"> • Labour market dynamics such as competition etc. 			✓	CD, HROE, HoF	<ul style="list-style-type: none"> ▪ Conduct salary survey by Birches Groups and update accordingly the conditions of service to ensure competitiveness
<ul style="list-style-type: none"> • Lack of compliance to the INGO law that requires INGOs to keep a maximum of 20% overhead costs which may lead to delay project implementation, reduction of staff 	✓			CD, HROE	<ul style="list-style-type: none"> ▪ Increase income base to reduce overhead costs through partnership funding ▪ No recruitment of new staff except for the most essential in new projects ▪ Establish mechanisms (joint planning and implementation, limited travels, use ICT) to reduce cost ▪ Review current organisation structure to make optimum use of available human resource capacity ▪ Review and update the CP resources allocation framework and financial reporting formats
<ul style="list-style-type: none"> • Perception of the public officers preferring service delivery rather than HRBA 	✓			CD, HoPP	<ul style="list-style-type: none"> ▪ Training CSOs and local leaders on HRBA, CSP, ▪ CSP roll out to enable stakeholders to understand AA strategic focus, theory of change and People's Action In Practise ▪ Design innovative programming and adaptation of HRBA to fit in the Rwandan context ▪ Improving working with the civil society to proactively and strategically engage on policy issues ▪ Effective communication and strategic engagement with the media to create sensitisation and acceptance around Human Rights Based Approach.

Annex 2: INCOME ,EXPENDITURES AND HEAD COUNTS

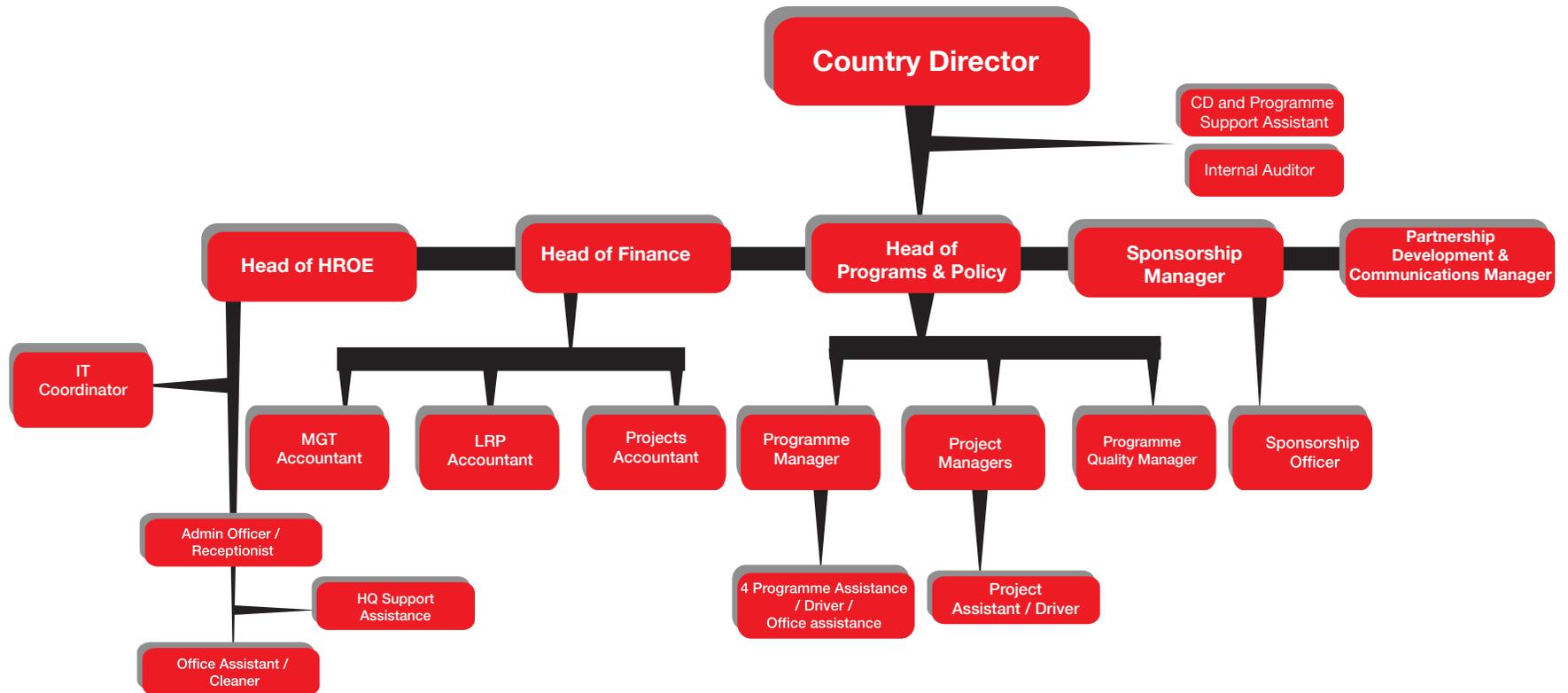
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
Year	2,012	2,013	2,014	2,015	2,016	2,017	
Opening reserve	341	366	385	408	485	546	
Income							
Sponsorship income	910	892	862	841	827	812	5,144
SI income decline		-2%	-3%	-2%	-2%	-2%	-11%
Net Unrestricted Allocation	127	128	130	131	132	133	135
Other income	27						
Partnership income	241	450	518	635	794	1032	3,671
Institutional income	187	250	288	359	449	584	2,117
High value income	54	200	230	276	345	449	1,554
PI Growth rate		87%	15%	23%	25%	30%	2
Total Income	1,305	1,470	1,509	1,607	1,753	1,978	9,623
Total income growth%		13%	3%	7%	9%	13%	44%
Funding Mix							
% of Sponsorship to Total Income	70%	61%	57%	52%	47%	41%	53%
% of Partnership to Total Income	18%	31%	34%	40%	45%	52%	38%
% of unrestricted	10%	9%	9%	8%	8%	7%	1%
% of other income	2%						
<u>Expenditure</u>							
Natural Expenditure Detail							
- Grants and community inputs	824	949	954	983	1,104	1,280	6,094
- Staff costs	324	354	370	378	398	448	2,271
- Equipment	29	8	8	9	29	10	93
- Other Expenditure	103	140	154	160	162	200	919
Total Cost	1,280	1,451	1,486	1,530	1,693	1,938	9,377

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
Statutory Expenditure Detail							
Project	918	1,049	1,074	1,106	1,226	1,400	6,772
Support	232	261	268	275	305	349	1,690
Fundraising	127	131	134	138	152	174	856
Governance	3	10	10	11	11	15	60
Total cost	1280	1,451	1,486	1,530	1,693	1,938	9,378
Expenditure by objectives							
Improve the quality of Education	449	420	430	442	490	560	2,791
Sustainable Agriculture and Secure Livelihood	235	315	322	332	368	420	1,991
Women's rights and empowerment.	199	278	284	294	328	380	1,762
Cross cutting	35	37	38	38	40	40	228
Total Cost	918	1049	1074	1106	1226	1400	6,772
Mouvements in reserve	25	19	23	77	61	40	
Closing reserve	366	385	408	485	546	586	
No of Months	3	3	3	3	3	4	
Head Count	27	29	29	30	30	30	
DA/DI's							
Number of LRPs	7	7	8	8	8	9	

Annex 3: AAIR STAFF PROJECTIONS UP TO 2017

	Planned Positions						
	2011	2012	2013	2014	2015	2016	2017
National Staff							
Country Director	1	1	1	1	1	1	1
Heads of Departments (Finance, HR/OE/ SFP, Programs and Policy)	3	3	3	3	3	3	3
Managers (Local Rights Programs , Sponsorship, Partnership & Comms, Program Quality, Internal Audit, Grants)	7	8	9	9	9	9	9
Coordinators/Accountants							
LRP Programs, Projects Support, Sponsorship, Accountants, IT/IS, Administration, Research/Policy)	3	4	4	4	4	4	4
Officers							
Program, Projects, Admin, Sponsorship, Personal Assistant	2	2	4	4	5	5	5
Assistants/ Drivers/Cleaners							
Support, Office; Drivers; Cleaners	4	8	8	8	8	8	8
Total Staff	20	26	29	29	30	30	30

Annex 4: ORGANISATIONAL STRUCTURE



Annex 5: PERFORMANCE MONITORING AND EVALUATION FRAMEWORK

The Performance Monitoring and Evaluation Framework for Rights and Responsibilities (Rwanda CSP I) is a uniting mechanism that ActionAid Rwanda will employ to gauge its progress towards achieving its strategy. It is designed to help us understand if we are fulfilling our intent and promises, which centre on support to poor and excluded people to organise and mobilise for their rights and to change unequal and unjust power relations. Attention whether our work helps shape the relations of power in such a way that poor and excluded people, particularly women and girls, are able to gain and exercise power within a human rights framework. Thus the framework seeks to understand not only what changes are achieved, but how, and by whom, and who is empowered in the process.

The framework provides a lens to explore change and power in specified areas which are essential to the realisation of Rights and Responsibilities. All programmes – whether at local or national level – will incorporate these elements into their ongoing monitoring and evaluation so that progress can be assessed against programme objectives, against both the country and ActionAid global strategies. The framework intends to measure and report programme performance and progress, provide evaluation feedback to improve planning and management decisions and identify and help answer critical uncertainties, linking monitoring and evaluation to all activities of the organisation.

We will keep track of focus on our set objectives, impact of our works against both outputs and outcomes and also keep tab on the quality of both the interventions and achievements

recorded.

How we monitor and evaluate in AAIR

AAIR employs various ways to assess the impact of its interventions in communities. The following are some of the regular ways AAIR and partners monitor. This framework puts emphasis on monitoring the numbers of people we are reaching both as direct targets and indirectly. It also requires that LRPs and policy monitor the different categories of people and groups we work with as well as the qualitative changes (practices, actions, structures, attitudes and behaviours) our programmes are making in their lives. This will be done through regular field visits, quarterly partners review meeting, participatory review and reflection processes (PRRP), Senior Management Team (SMT) and Country Management Team (CMT) meetings and field visits, Annual reports, mid-term reviews and external and peer reviews.

CSP Performance Monitoring and Evaluation Framework (PM&EF)

Coding: 1.0 WR = Women's Rights 2.0 R2E = Right to Education 3.0 R2F = Right to Food and Livelihood

1.0 Women Rights and Economic Empowerment								
Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Means of Verification	Method of Collection	Frequency	Person (s) Responsible
<p>CSP I Strategic objective 5: By 2017 we will have engaged 1,400 women and girls in 7 LRPs to raise awareness and increase their capacity to claim their rights to property including land, economic opportunities, sexual and reproductive health, control over their bodies, and education, leading to improved opportunities for personal development.</p>								
WR & Empowerment	Number of GBV case reported to the police by women victims per year.	Meetings held sector/District officials to discuss GBV issues and take policy actions	17 (2012)	7	Sector social affairs register/in charge of Gender at district level	Interviews, FGDs	Annually	LRPM & PQM
WR & Empowerment	Number of reported cases of sexual harassment of women and girls per year	Women and girls report cases of violence to the Police, Local authorities etc. for redress or justice to be done	34% (2012)	10%	Police GBV Desk, sector officials	Interviews	Quarterly	LRPMs & PQM
WR & Empowerment	Number of women benefiting from modern farming trainings	All women who benefitted from at least one modern farming training	45.4% (2012)	60%	LRP/Partner Communities	Desk review, field visits, testimony	Quarterly	LPM
WR & Empowerment	Percentage of women who are able to make financial decisions in their households in AAIR communities	Where women are the providers of food for the households	13% (2012)	35%	She has a bank account, runs a business, Access to credit	Focus group discussions, Desk review, field visits, Partners reports	Quarterly	LPM

Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Means of Verification	Method of Collection	Frequency	Person (s) Responsible
WR & Empowerment	Percentage of female who are able to exercise their rights/ live in their own homes free of fear of being abused by their husbands	Women who are free from GBV abuse in their homes	44% (2012)	60%	Community Testimonies, sector/district authority documentation	Interviews & field visits	Quarterly, Annually	LRP/PQM
WR & Empowerment	Percentage of women using birth control measures like contraceptives	Women using family planning methods are aware of its importance in relation to economic growth	17.5 % (2012)	37%	Review sector/district Health centres records, community interviews	Community Interviews and review of data	Annually	LRPM
WR & Empowerment	Percentage of women in paid employment	Women spend their hours on productive, leisure, community development and other activities	2.7% (2012)	10%	Review district/sector records on employment ratio women: men	Conduct Survey on employment status,	Annually	PQM,
WR & Empowerment	Percentage of women working as unpaid family workers	Women spent most of hours on unpaid care work	19.3% (2012)	15%	Review district/sector records on employment ratio women: men	Conduct Survey on Unemployment	Annually	PQM & LRPM
WR & Empowerment	% of women trained as leaders of smallholder farmers' groups	Women smallholder farmers meet regularly with local and national policy makers and engage in planning and budgeting processes to demand more resources to support them in food production	2,000 (2012)	600,000	Trained leaders of women smallholder farmers' groups by Implementing partners	Review training manuals, community interviews on training offered	Quarterly	PQM & LRPM

2.0 Children and Youth (Right to Education)

Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Data Sources	Method of Collection	Frequency	Person (s) Responsible
<p>Strategic objective 3: Increase access to quality education for 15,000 children in basic primary schools, 700 youth in vocational training, and 500 adults in literacy programs in 7 LRPs through improved infrastructure and management and by empowering youth, children, and adults to claim their educational rights, leading to enhanced life opportunities and improved literacy and numeracy rates.</p>								
Right to Education	Public spending on education as capita-tion grant	Amount of capita-tion grant allocat-ed to education per child in public schools	3, 500 (2012)	5,000	MINECOFIN,	Budget analy-sis in educa-tion sector	Annually	PTC's PQM, LRPM & HoPP
Right to Education	Public spending on education, total (% of GDP)	Budget allocation as percentage of GDP	16.87 % (2011)	18%	MINEDUC, Educ officers at District & sector level	Budget anal-ysis	Annually	PTC's, PQM, LRPM & HoPP
Right to Education	Percentage increase in Enrolment Ratio in schools where AAIR's intervenes.	Increase in enrol-ment ratio at Dis-trict and Sector levels in AAIR's LRPs	96% (2011)	98%	MINEDUC, MINE-COFIN	Desk re-views,	Annually	PQM, LRPM, Sponsorship Manager and HoPP
Right to Education	Primary school completion rate in AAIR intervention areas	Percentage of pupils who start and complete primary school successfully, with-out dropping out	79% (2011)	85%	District & Sector Education officers	Desk reviews,Semi structured interviews		PQM, LRPM, Sponsorship Manager and HoPP

Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Data Sources	Method of Collection	Frequency	Person (s) Responsible
Right to Education	Primary school completion rate in AAIR intervention areas	Percentage of pupils who start and complete primary school successfully, without dropping out	79% (2011)	85%	District & Sector Education officers	Desk reviews, Semi structured interviews	Annually	PQM, LRPM, Sponsorship Manager and HoPP
Right to Education	Percentage of satisfaction with quality of primary schooling in AAIR LRPs	Schools facilitated to get quality infrastructure in AAIR LRPs	83% (2012)	90%	Communities Partners, sector education officer	Interviews, field visits, LRP documents	Quarterly	Partners, LRPM & PQM
Right to Education	Number of teachers, children and youth participating in the management of the school income + capitation grant	PTCs participation in management of the school resources.	38.5% (2012)	50%	PTCs, children	Minutes of the PTCs meetings on the usage of capitation grant	Semi-annually	PTCs, Sector leaders, LRP & PQM
Right to Education	Number of national and international education campaigns held/Girls education campaign, Rwanda Literacy campaign and education for all campaign	National and international education campaigns conducted to address right to education	10 (2012)	15	Partners, PTCs, district/sector education officers	Interviews, public speeches	Annually	LRPMs, PTCs, Partners, PTCs, district/sector education officers
Right to Education	Number of trained boys and girls whose lives have been transformed through vocational centres	Both girls and boys acquire skills vocational skills for self sustainability	109 (2011)	500	Social Affairs officials at the sector and district level, LRPM documents	Desk reviews, field visits, testimonies	Semi-annually	LRPM, PQM

3.0 Sustainable agriculture and Secure livelihoods (Right to Food & Livelihoods)

Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Data Sources	Method of Collection	Frequency	Person (s) Responsible
CSP IV Strategic Objective 1: To empower 700 smallholder farmers in 7 LRPs with knowledge, skills and resources for sustainable agricultural production, support their initiatives and advocate for increased public financing of agriculture that effectively addresses the needs of poor and excluded.								
Right to Food and Livelihoods	Percentage increase in national budget allocation to agricultural sector	Increase in proportion of National Budget allocated to the agricultural sector, in Rwanda	7.3% 2011/2012	10%	MINECOFINPFA reports, Parliament	Budget analysis	Annually	PFA & FLOW PM, PQM, LRPM
Right to Food and Livelihoods	Number of women groups able to claim secure access to land or other natural resources	Community women who are able to access fertile land for agricultural purposes	29% (2011)	35%	Community, AAIR reports, Partners, MINAGRI, MINEREN	Focus group discussions,	Annually	LRPM & PQM, PFA & FLOW PMs & Partners
Right to Food and Livelihoods	Number of women farmer groups getting access to farm inputs and social services from the government	Women farmer groups able to access farm inputs and services from government	15% (2011)	25%	MINECOFINPFA PM reports and Community	interviews, desk reviews, focus group discussions	Annually	PMs for PFA&-FLOW
Right to Food and Livelihoods	Number of people mobilised to form agriculture networks/ coalitions	All individuals who are mobilized by AAIR to form networks for smallholder farmers where AAIR intervenes as partners at national, regional or local levels	210 (2012)	1050	MINECOFIN, Partners, AAIR	Interviews, policy/ research	Annually	PQM & Community PFA PM, LRPM & PQM

Code	Performance Indicators	Definition of Indicator	Baseline (2011/12)	Target (2013-17)	Data Sources	Method of Collection	Frequency	Person (s) Responsible
Right to Food and Livelihoods	Number of co-operatives being facilitated to acquire legal status/ registration	Cooperatives facilitated to acquire legal status for effective operations	20 (2012)	55	Cooperative Records/ LRPMs reports & community	Interviews/group discussions	Quarterly	LRPMs
Right to Food and Livelihoods	Number of community agriculture mobilizers trained	Community agriculture mobilizers trained on modern agriculture techniques	382 (2012)	500	Sector agronomist report, LRPM report	List of trained community mobilizers and training manual	Quarterly	LRPM, Sector agronomist, PQM
Right to Food and Livelihoods	Number of women associations/cooperatives supported to have IGAs	Women associations/cooperatives practices small scale projects	48 (2012)	100	Field visit, AAIR financial reports, sector authority reports	Community testimonies, interviews, field visits	Quarterly	LRPM, PQM & Partners
Right to Food and Livelihoods	Number of households sensitized on Environment protection, climate change and disaster mitigation	Households aware of environmental issues, climate change effects and disaster mitigation approaches	800 (2012)	15,000	MIDMAR, REMA, Partner reports,	Meetings held on environmental protection, climate change, disaster mitigation	Annually	LRPM, Partners

Code	Performance Indicators
<p>Monitor and record the organizational characteristics that we believe to be necessary to deliver our mission related strategies and objectives – they are our desired areas of change in relation to the organization.</p> <p>Each function or unit needs to analyze which of their plans corresponds to which target, to report on what they have done in relation to it, and to reflect on whether in fact the actions carried out are helping us to deliver on our strategy and to achieve the desired characteristics specified in the CSP.</p>	
<p>Human Resources and Organizational Development:</p>	<ul style="list-style-type: none"> ▪ Improved understanding of the new strategy and desired organizational priorities and culture; ▪ Improved organizational structures, systems and culture to support Peoples' Actions to End Poverty ▪ Improved overall staff capacity to deliver the objectives of Peoples' Actions to End Poverty; ▪ Increased ability, capacity and visibility of women leaders within Action Aid Rwanda; ▪ Increased empowerment of staff at all levels; ▪ Improved gender competence of staff within Action Aid International; ▪ Improved knowledge, skills and capabilities of staff
<p>Communication, Information Technology and Documentation:</p>	<ul style="list-style-type: none"> ▪ Ease of access to information in AAIR, its operations and activities ▪ Efficient and effective communication from AAIR ▪ Robust whistle-blowing mechanism and deepened accountability to stakeholders ▪ AAIR image and visibility increased ▪ Communication brand guidelines rolled out and understood by staff ▪ AAIR programme activities highlighted in both local and regional media ▪ Community challenges highlighted by the media Communication strategy rolled-out ▪ Brand communication materials produced and used appropriately ▪ AAIR's image and visibility to media understood and improved ▪ Increased coverage of AAIR activities both at national and community level ▪ Pro-poor issues in particular women and children highlighted and are given due attention by the media ▪ Staff have capacity to engage the media in form of interviews ▪ The communications unit has modern equipment and can document all programme activities through audio-visual and print media ▪ Quality of our communication and documentation ▪ Relationship between our communication and campaigns ▪ Issues of the poor given more space in the media.

Code	Performance Indicators
Fundraising:	<ul style="list-style-type: none"> ▪ Improved Resource Mobilization Strategy and IPD capacity ▪ Developed and enhanced donor and grant management processes ▪ Improved donor communications and quality feedback ▪ Increase in the number of our financial supporters/sponsors ▪ Increase in number of financial links/donors ▪ Increase in the income we are seeking from high value sources (trust, major donors, and companies) ▪ Impact of funding sources on our ability to deliver our strategy ▪ Application of lessons learned in increasing and diversifying income
Financial :	<ul style="list-style-type: none"> ▪ Change in quality and quantity of our income ▪ Appropriateness of resource allocation, budget monitoring and cost control ▪ Effectiveness of internal control ▪ Partners' capacity on financial system and processes ▪ Operationalization of financial systems ▪ Safeguarding of organizational assets ▪ Compliance to statutory obligations
Sponsorship:	<ul style="list-style-type: none"> ▪ Our Sponsor Portfolio and Commitment will be increased through our quality communication to sponsors ▪ Increased understanding and engagement of community and children in our sponsorship activities ▪ Improved and effective Child Sponsorship Function through improved capacity of the staff
Monitoring and Evaluation	<ul style="list-style-type: none"> ▪ Staff, partners and communities are able to track change overtime ▪ Staff and partners equipped with M&E skills ▪ Quality work through result base performances ▪ AAIR financial management systems, policies and practices in compliance with ALPs and People's Right in Practice ▪ Efficient and effective implementation of poverty programs by AAIR Partners ▪ Reliability and timeliness of information (data and analysis) on the outcomes of work ▪ Regularity of updates on progress against planned actions ▪ Operationalization of systems, strategies, framework and policies

Organizational responsibilities in relation to monitoring

The responsibilities of the communities we work in, that of our partners and our responsibilities are outlined below.

STAKEHOLDERS	OUTLINE OF RESPONSIBILITIES
Communities and Social movements	<ul style="list-style-type: none"> ▪ Participate in the monitoring of projects/programmes and measuring of change/results based on the empowerment indicators set locally. ▪ Take ownership and responsibility to provide feedback that should allow learning and adaption of plans. ▪ Make use of the data to monitor and evaluate each intervention area with specific focus on ActionAid Rwanda.
Our Partners	<ul style="list-style-type: none"> ▪ Implement agreed project / programme activities in line with the priorities of the Country Strategy Paper. ▪ Ensure quality monitoring and analysis of data provided by project and community distribution points. ▪ Ensure access of data and information to ActionAid Rwanda and communities when needed. ▪ If monitoring studies and activities are out-sourced by local partner, the contracting partner will take responsibility for the quality and quantity of the data provided.
Actionaid Rwanda (AAIR)	<ul style="list-style-type: none"> ▪ Design, develop and coordinate the implementation of the Change Monitoring Framework. ▪ Coordinate the development and use of recording forms for data collection at all levels. ▪ Establish a participatory practice for setting and monitoring change at community/rights holder group and partner levels. ▪ Develop a database to manage and analyze data and share findings with stakeholders. ▪ Ensure that sufficient resources (financial and human) are available to implement the Monitoring Plan. ▪ Commission and/or review and approve operational study proposals submitted by partner(s) for relevance to project design and content of study purpose. ▪ Supervise partners in applying data collection system. ▪ Conduct audit and data verification visits. ▪ Ensure the development and utilization of appropriate reporting formats. ▪ Identify training needs related to project monitoring among partners and communities and ensure the capacity gaps are addressed. ▪ Monitor and manage studies and activities out-sourced. ▪ Develop clear guidelines/manual to ensure implementation. ▪ Invest in staff and partners' capacities to meet management monitoring requirements. ▪ Share relevant information with relevant stakeholders.







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