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**Strategic Plan**

**2019 - 2023**

**Watoto Vision on Africa**

 **Secretariat**

**WVA**

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# Acronyms

|  |  |
| --- | --- |
| AIDS ASRH&RCSODir.EDPRSGBVGDPGMOGORHIVHRHRBAINGOISTEMJADFM&EMAJMIGEPROFMINAGRIMINALOCMINEDUCMINIJUSTMYICTNGONWCOVCPSOWATOTO VISION ON AFRICA (WVA)SACCOSWOTToTTVETUSDVSL | Acquired Immune-Deficiency SyndromeAdolescent Sexual and Reproductive Health and Rights PolicyCivil Society OrganizationDirectorEconomic Development Poverty Reduction StrategyGender Based ViolenceGross Domestic ProductGender Monitoring OfficeGovernment of RwandaHuman Immune-deficiency VirusHuman ResourcesHuman Rights-Based ApproachInternational Non-Governmental OrganizationInstitute of Science Technology Engineering and MathematicsJoint Action Development ForumMonitoring and EvaluationMaison d’ Accès à la JusticeMinistry of Gender and Family PromotionMinistry of AgricultureMinistry of Local Government, Community Development and Social AffairsMinistry of EducationMinistry of JusticeMinistry of Youth and ICTNon-Governmental OrganizationNational Women’s CouncilOrphans and Vulnerable ChildrenPrivate Sector OrganizationReligious Leaders ForumSavings and Credit Co-operativeStrengths, Weaknesses, Opportunities, ThreatsTraining of TrainersTechnical Vocational Education and TrainingUnited States DollarVillage Savings and Loans |

# Forward

It comes as a great pleasure to present WATOTO VISION ON AFRICA (WVA)’s Strategic Plan 2018-2023. With this document, WATOTO VISION ON AFRICA (WVA) remains committed to inspiring future religious leaders and ensuring the rights of youth, women, vulnerable children, and historically marginalized people are protected and support the socio-economic conditions to lift many out of poverty. This new strategic plan builds on our previous achievements while mapping the way forward to even larger and sustainable impacts on Rwandan society.

We must congratulate ourselves for the achievements made, particularly with regard to fight against GBV, Child Protection, Policy Advocacy, Empowering religious Youth and Women economically among religious leaders in Rwanda.

While our accomplishments are significant, we remain humble by the fact that there is still a lot of work that needs to be done. Nationally, the Government of Rwanda has made significant strides in improving the welfare of its citizens; however, inequalities still exist that leave many behind. It is therefore essential that WATOTO VISION ON AFRICA (WVA) continues to promote religious children and women Rights while developing youth for the betterment of future generations.

In conclusion, we would like to extend our gratitude to the WATOTO VISION ON AFRICA (WVA) members, staff, partner organizations, and project participants who gave their time, in-puts and assistance which helped to formulate this document

30th November 2018

**RUKABU Benson**

**Founder/Director, WATOTO VISION ON AFRICA (WVA)**

# Organization Background

Watoto Vision on Africa a national NGO was founded in June 2013 in Kigali, by local Rwandan Nationals. The purpose is to provide sustainable livelihoods intervention opportunities to support the most vulnerable communities both in the urban and rural areas of the country consequently to have access to better education, adequate primary health care, self-reliance and economic empowerment, respect the ideals of human rights, peace, good governance and eventually improved sustainable community development.

WATOTO VISION ON AFRICA is registered under the Rwanda Governance Board (RGB)

Subsequent to series of consultative meetings in Kigali and outside of Rwanda, the founders responded to the urgent need of Rwanda people and contributed into the emergency humanitarian crisis and development of their country rehabilitation and reconstruction after years of destructive conflicts and successive droughts and famines which led to the total collapse of socio-economic and political institutions.

WATOTO VISION ON AFRICA’s humanitarian and development intervention programs are holistic, people-cent led community- based and sustainable. Therefore, sustainable livelihoods approaches are adopted for all WATOTO VISION ON AFRICA strategic and short-term program focus in Rwanda.

WATOTO VISION ON AFRICA sustainable livelihoods program interventions only add to the current humanitarian and developmental commitments in Rwanda, by utilizing principally home-ground solutions to vulnerable community challenges and needs. WATOTO VISION ON AFRICA corresponds to the existing international and national humanitarian and development strategies.

The organization puts into operation participatory approaches, strategic planning and community mobilization to find solutions to community problems. It offers a range of programming and support in;

* Emergency Relief Response,
* Human rights advocacy
* Civic engagement
* Budget allocation advocacy
* Climate change mitigation and Adaption
* Environment Protection
* Water Sanitation and Health (WASH)
* Youth Capacity Development Programs,
* Micro-Enterprise Development (MED)

Since inception, the organization was successful to implement a number of emergency and development projects in cooperation with the locals, and international agencies. These projects benefited a large number of the most vulnerable communities in Rwanda; it created credibility, good-track- record and close collaboration with all stakeholders, local authorities, communities and donors. It has now transformed into well-established NGO competent of implementing multiple projects simultaneously.

1. WATOTO VISION ON AFRICA CORE VALUES AND PRINCIPLES
* Equity and solidarity
* Justice for all
* Commitment to serve the vulnerable
* Integrity, transparency and accountability
* Equality and gender balance

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1. VISION

WATOTO VISION ON AFRICA strives to ultimately see a stable and economical strong Rwandan society living in harmony and people respect the ideals of peace, good governance, rule of law, human rights.

1. MISSION

Improved and sustaining livelihood of vulnerable communities in Rwanda through environmentally sound interventions while focusing on equity, good governance, justice, democracy and human rights.

 5. OBJECTIVES

1. Reduce malnutrition and food insecurity that cause irreparable damage to livelihoods, thereby reducing self-sufficiency through introducing sustainable food security and livelihoods improvement initiatives.
2. Climate change mitigation and adoption
3. Increase access to education for children from poor and vulnerable groups while strengthening the quality and capacity of teachers, teaching/learning environment and institutional structures.
4. Increased sustainable access to safe water and sanitation services for men, women and children in rural and peri-urban.
5. Increase access to primary health care services to vulnerable groups and locations.
6. Increase public environmental awareness and advocacy through trainings, meetings, media etc.
7. To enhance education and skills training access to youth and adults to promote employment opportunities.
8. Enhance peace building, human rights and democracy promotion.
9. Promote and advocate for gender sensitive approaches to enhance women’s rights and girl-child education and strengthen the participation and involvement of women and vulnerable groups in programs and organization.
10. Strengthen community capacity to cope with future shocks in disaster preparedness and management.
11. Improve the protection of and respect for the human rights and dignity of vulnerable populations – with a special focus on IDPs, women, children and marginalized groups – through effective advocacy and the application of a rights-based approach across all sectors;
12. Work with local communities and encourage management practices that conserve local natural resources.

# Country Analysis

## Rwanda Overview

The 1994 genocide against the Tutsi destroyed almost all economic, legal and social infrastructures and led the country into quasi - total ruin. After this period, the country needed reconstruction in all sectors, with a population of about 12, 337, 1381on a surface area of 26,338 square kilometers.

Rwanda’s population density is among the highest in the world. Agriculture makes up 36% of the GDP of Rwanda The reconstruction, among other things, required the setting up of adequate social protection, legal and poverty reduction frameworks to manage the situation of post-genocide and war.

The documents of the Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS 2] 2013-2018 set the target to achieve income status with an annual growth rate of 11.5% and the GDP per capita of USD 1,200 by 2020. With a very high population density, low GDP per capita and highly agrarian economy, Rwanda still faces challenges to achieve these ambitious targets.

## Gender and Poverty Disparities

In Rwanda, female headed households are more likely to be categorized as extremely poor compared to male headed households (26% female, 23% male).

A major factor is that poverty is directly tied to the work women do. For instance, 82% of women work in agriculture compared to 61% of men and most women in agriculture support households that rely on their subsistence farming with little or no stable income.

Another issue is within households women are unlikely to have control over resources; only 18%of women decide for themselves how their earnings are used

Providing women ownership and control over agriculture income gained, and any agriculture business developed would contribute to women’s economic empowerment.

## Gender-Based Violence and Stereotypes

In Rwanda, 60% of women have experienced GBV in their lifetime and many women themselves report that wife beating is justified for certain reasons. Attitudes towards women and GBV violence could in some respects be a ramification of Rwanda’s patriarchal society and beliefs in what the role of the woman in Rwandan society should be. Civil society in Rwanda, including religious leaders, health services providers, schools, have undertaken sensitization efforts in the form of campaigns and trainings across society; these efforts contribute to the reduction of GBV.

## Adolescent Sexual Reproductive Health

Due to cultural norms, the discussion of sexuality in family settings is generally considered taboo; instead parents consider sex education the responsibility of teachers. Rwanda has developed the Adolescent Sexual and Reproductive Health and Rights (ASRH&R) Policy and Strategic Plan to counter the lack of information and mandate “youth friendly services” such as counseling and family planning methods are provided to adolescents. The ASRH&R Policy emphasizes the importance of creating referral systems with other health facilities and the community to increase follow-up of adolescent clients.

The high rate of teenage pregnancy is a contributing factor in the rate of girls dropping out of upper secondary school. Becoming pregnant also leads girls to be excluded from the community which increases their vulnerability. Rwanda has undertaken efforts to reduce teenage pregnancy through various initiatives and campaigns but the issue of teenage pregnancy remains a concern.

Additionally, early sexual experiences may also lead to contracting sexually transmitted infections as well as HIV/AIDS. Among initiatives to raise awareness, the Ministry of Gender and Family Promotion launched the 2015 Anti-Teenage Pregnancy Campaign engaging religious leaders, community leaders, school leaders, media and many other sources using community debates about teenage pregnancy

Another issue related to sexual and reproductive health is the lack of access to sanitation materials, which along with embarrassment and bullying may deter girls from school causing them to fall behind in their studies. Segregated toilets and stocked/open girls rooms, accessibility of sanitary pads and sensitization of teachers are necessary to help girls manage their menstruation while at school.

## Youth Unemployment

Due to a high population density, youth unemployment and underemployment will continue to be a concern in Rwanda. To deal with the challenges of unemployment, Rwanda is focused on developing opportunities by encouraging small business creation, as well as increasing the number of jobs available in the service and light industry sectors. Rwanda is committed to becoming a knowledge-based economy and has aspirations to increase the skills of the population to meet the needs of this envisioned economy.

However, the reality is the majority of the population is young, under the age of 25 and in need of skills development and training. This means that workers at this time are not fully prepared for the job market, especially in the technology and service based sectors which Rwanda wants to pursue.

Although young people today are better educated than their parents, this has not lifted their prospects of finding a job. Youth remain almost twice as likely to be unemployed than their elders.

This is partly because of a mismatch between their skills and what is required for available employment opportunities, which is caused by emphasis on university education and under valuing vocational trainings.

Currently, Rwanda’s level of unemployment is reported to be in the area of 3% nationwide, however, according to the latest national census only 7% of the population is considered to have “stable employment”. This is a major concern as without stable, reliable employment youth do not have the same life choices and opportunities as a steadily employed individual.

If the focus for Rwanda is reducing youth unemployment, then a priority needs to be placed on ISTEM, TVET and small business and entrepreneurship. In order to ensure that the new economy is gender inclusive, girls should also be encouraged to participate in technology training and ISTEM areas and to acquire market-oriented skills. To accomplish this mindsets, have to be changed of what the “work of a woman” is and models of successful women working in careers previously not common for women should be offered.

## Education

Rwanda has achieved nearly universal access to primary education; the current primary school enrollment rate above 97%. Enrollment in secondary school education has improved as well as graduation rates. Rwandan families at all socioeconomic levels value education and attending school is seen by families as a stepping-stone to better opportunities and a better life. However, school drop-out rates especially at the secondary level is still a problem.

## Good Governance

Rwanda has become a model for what commitment to gender inclusion in governance may look like by ensuring representation of women in national and local governing bodies. In Rwanda 63.8% of the Parliament Chamber of Deputies are women: women represent 38% of the Senate and 30% of the cabinet, 42% of Supreme Court Judges are women, and 50% of Permanent Secretaries are women

This is also observed at decentralized levels where women are represented at 38.7% in Village Executive committees, 43.9% in Cell Consultative committees and 45.1% Sectors Consultative committees.

While the percentages may not be 50-50 in every situation, they are far better ratios than any country in Africa and most countries in the world. An area that may be lacking is at the district level where only 10% of Mayors are women. Women leaders in government serve as models for girls and young women and should be used as examples of what women are capable of achieving and that women are able to work in high profile offices in decision making positions.

## Food Security and Nutrition

The Third Integrated Household Living Conditions Survey (EICV III), released in 2012, reported a20% reduction in poverty in Rwandan households since 2008. With more income available for families, household food security may be attainable but nutrition will only improve if families are properly educated in nutrition and make healthy decisions in regards to what foods to eat and foods to serve their families.

Despite Rwanda’s impressive economic recovery, household food insecurity continues to be a major challenge. Lower energy and impaired brain function represent the downward spiral of malnutrition at 34% which causes not to perform tasks they need in order to earn a living, acquire food or gain an education.

The National Nutrition and Food Policy states that only 22% of children between one and two years of age are provided with nutritious diets and 34% of children less than 5 years old are stunted in their development. According to the World Food Program, loss of productivity in the workforce due to malnutrition affects Rwanda’s economy each year by an estimated $820 million

The national policy calls for concrete efforts in the prevention of chronic malnutrition in children, particularly during the “1,000 day window.” The 1,000 day window refers to the fact that the period from pregnancy until the age of two is the most crucial time in which nutrition interventions can have a long-lasting impact. The policy also calls for increasing the general supply of nutritious foods at the household level as well as improving food and nutritional education in schools.

Preparedness planning and disaster response is also a concern as a poor harvest may lead to the decrease in food available and rapidly contribute to acute hunger especially in the most vulnerable populations that rely on subsistence agriculture.

The cause and solution of hunger are linked to social policies across the country and require interventions from multiple sectors including education, health and social protection.

Water and Sanitation Fulfillment of basic Human Rights, socio-economic development and poverty reduction are heavily reliant on access to water.

However, in Rwanda, especially in rural settings, access to safe water and sanitation services is limited. According to UNICEF, 25% of the Rwandan population is still unable to access a safe drinking water source, while 26% of the population has no access to improved sanitation facilities

One issue is the cost of water at community water points where people are charged a fee for water according to either container size or monthly consumption. However, many cannot always afford the fee and instead collect water from local streams and ponds which put them at risk of contracting waterborne diseases. Poor sanitation and unsafe drinking water is especially risky to children as they are vulnerable to the ill effects of unsafe water, poor sanitation and lack of hygiene. For instance, diarrhea is one of the top three causes of death among children which results from poor sanitation and unsafe drinking water.

Another issue is the far distance to collect clean water. In many rural areas, the walking distance to clean water sources imposes a significant burden on women and girls who are the primary water carriers. The time and labor spent by women and girls collecting water, negatively impacts on their quality of life, their economic productivity and their access to education. To improve water and sanitation in Rwanda a large investment is needed to repair and expand infrastructures.

# Organization Consideration

## SWOT Analysis

The strategic planning tool of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was used to consider the internal and external environment. The SWOT analysis highlights helpful and harmful attributes which can promote or prevent WATOTO VISION ON AFRICA (WVA) achieving its stated goals and objectives over the Two year period. This in-depth analysis offers WATOTO VISION ON AFRICA (WVA) the prospect to utilize its strengths, to take advantage of opportunities, to build on weaknesses and to minimize threats.

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| --- |
| **Strengths** |
| **Internal Capacity*** Strong board members to support the organization
* Strong leadership
* Established both national and local levels
* Experience in project implementation
* Ability to mobilize
* Skilled in advocacy
* Qualified and competent staff
* Clear programs
* Understands the context well
* Expertise in Human Rights

**Management*** Annual reporting done
* Proper use of resources
* Experienced in financial management
* Clear procedure manuals and internal controls
* Human resource management
* Regular reporting
* Legal status

**Organization Culture*** Team work
* Collaborative
* Are very inclusive of other organizations
* Good reputation
* Youthful, energetic, motivated, passionate

**Project implementation*** Strategic approach
* Projects responding to relevant problems for beneficiaries
* Initiatives that correspond to vision and mission of the organization
* Strong collaboration with government, local leaders and civil societies
* Program methodology and implementation are strong
* Trainings were well received by target groups
* Group selection and group leadership are well made
* Willingness and motivation of participants
* Good follow-up by staff to trained beneficiaries
* Participants role is valued In the community
* Projects are well received by people
* Thematic areas in line with organizational mission, Rwanda guiding documents
* of Vision 2020and EDPRS 2
* Very strong relationships/complementarity between different projects
* Are seen as a community resource
 |
| **Weakness** |
| **Internal Capacity*** M&E systems need strengthening
* Lacking research to do evidence based-policy analysis, baseline assessments and
* Statistical data collection are weak
* Sustainable phase out plans on projects are lacking
* Limited fundraising capacities of staff
* A narrow fundraising strategy focused on a few donors in Rwanda

**Management*** Heavily reliant on top leadership
* Delegation of tasks from management to other staff is not utilized
* Few women represented across management positions
* Mixed responsibilities of staff leadership, coordinators
* Lacking management structure with clear roles, responsibilities, duties
* Communication between staff is limited
* Frequent staff turnover
* Sharing/ retaining institutional knowledge of staff not systematically done
* Many short term projects

**Organizational Culture*** Gender balance –No female staff

**Project Implementation*** Area of coverage is limited due to funding
* Challenge of engaging youth ages 14-20 in the project
 |
| **Opportunities** |
| **Program*** Many government programs and policies that are in-line with WATOTO VISION ON AFRICA (WVA) areas
* of intervention
* Government has strong commitment to youth, health, education and
* poverty reduction
* Religious Leaders have a good reputation in working with the government
* in economic development
* Organization has good reputation country wide
* History of implementing many successful projects

**Donner*** Willingness to include WATOTO VISION ON AFRICA (WVA) as an implementing partner
* Increased focus by international donors to work through local organizations
* An increased priority among donors on good governance promotion rather than needs based approaches
* Poverty reduction initiatives can be linked to good governance

**Partner*** Technical support from partners
* Strong collaboration with government and civil societies
* Collaboration with other CSOs
* Media in Rwanda willing to report on community development projects; but also on youth behavior change program
 |
| **Threats** |
| **Program*** New Forum
* Dependency syndrome (aid-based mindset)

**Donner*** Few donors active in Rwanda
* Potential shift in donor priorities
* Unreliable donor funding commitment
* High competition among local organizations for the same funding sources

**Partners*** Fear of accountability of local leaders
* Risk of offending local leaders or government
* Lack of synergy/collaboration and coordination among similar organizations
* Duplication of interventions

Other* Climate changes
 |

# Thematic Areas

Over the course of the strategic planning process it was deemed necessary for WATOTO VISION ON AFRICA (WVA) to continue to work in the same primary program areas of Social Protection, economic empowerment and institutional capacity development among Rwanda Community through religious leaders.

Additionally, sub program issues of Income generating activities, GBV prevention, Child Protection, Malnutrition and Stunting prevention, Conflict Management, Peace building and HIV/AIDS prevention were identified.

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| **Thematic Areas of Intervention 2018 – 2023**  |
| 1. **Social Protection**
 | * GBV Prevention
* Child Protection
* Malnutrition and Stunting Prevention
* Conflict Management
* Peace building
 |
| 1. **Economic Empowerment**
 | * Income Generation
* Micro Credit Saving Schemes
* Sustainable Livelihoods
* Decent Work
 |
| 1. **Institutional Capacity Building**
 | * Skills Development
* Communication and Visibility
* Research and Documentation
* Fundraising methodologies
* Proposal Writing Techniques
 |

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| Thematic Area 1: Social Protection |

## Gender Based Violence (GBV) prevention

Gender based violence (GBV) is one of the most harmful forms of violation of women’s rights. Research and data show that it has reached pandemic proportions. More than 60% of women at least once in their lifetime experience some kind of violence which are; physical, sexual, economical and psychological violence. The prevalence of violence against women and girls demonstrates that the issue is more urgent than ever and that it requires immediate and continuous joint efforts and strong commitments from various institutions to mitigate and fight serious this issue. Despite that the gender equality and gender-based violence is still an issue as described above, tangible and immense efforts have been deployed by the government of Rwanda through various programs and created institutions to curb gender violence and ensure gender equality in the Rwandan society.

If gender equality and gender responsiveness in not well enshrined in the Rwandan beliefs and practices, it will be always hard for the Rwandan society to curb gender-based violence and other forms of violence related to gender and girls’ abuses.

Gender Equality is of a paramount factor for a society to develop, mature and sustain achieved gains. On this particular note, The Government of Rwanda significantly strives to promote gender equality in the country and has created a favorable environment fostering inclusiveness and equal opportunities for all. In this context, gender sensitive law, policies and mechanisms that promote and ensure that gender equality is fully complied with and implemented by all actors have been put in place

Despite all said efforts, Rwanda still experiences issues of gender based violence and child abuse which most of the time are linked to mindset and stereotypes. This situation calls for more efforts in educating the Rwandan community on gender equality and its principles, its importance and its benefits in the society**.**

## Child Protection

The policy of Rwanda is keeping families together and ensuring that children without families are retained in single parent/extended/ foster/ adoptive families social support can also serve as incentive to encourage families to care for children other than their own. In order to promote and support care for children without parents in familial settings (extended family, foster care, adoption), social protection measures will be undertaken. Assistance for preservation of family and for supporting care of children by persons other than their families, have been set up and managed by MIGEPROF.

## Malnutrition and Stunting Prevention

The National Nutrition and Food Policy states that only 22% of children between one and two years of age are provided with nutritious diets and 34% of children less than 5 years old are stunted in their development. According to the World Food Program, loss of productivity in the workforce due to malnutrition affects Rwanda’s economy each year by an estimated $820 million

The national policy calls for concrete efforts in the prevention of chronic malnutrition in children, particularly during the “1,000 day window.” The 1,000 day window refers to the fact that the period from pregnancy until the age of two is the most crucial time in which nutrition interventions can have a long-lasting impact. The policy also calls for increasing the general supply of nutritious foods at the household level as well as improving food and nutritional education in schools.

Preparedness planning and disaster response is also a concern as a poor harvest may lead to the decrease in food available and rapidly contribute to acute hunger especially in the most vulnerable populations that rely on subsistence agriculture.

## Conflict Resolution

The abunzi mediation in Rwanda is an illustrative example of the synergies between the state and the local processes of conflict resolution. Literally translated, the word abunzi means ‘those who reconcile’. The abunzi are local mediators in Rwanda, who are mandated by the state as the conciliatory approach to resolve disputes, ensuring mutually acceptable solutions to the conflict. The abunzi mediators are chosen on the basis of their integrity, and they handle local cases of civil and criminal nature. Currently, more than 30 000 abunzi mediators operate in Rwanda at the cell level. In 2006, the Rwandan government passed the Organic Law (No. 31/2006)12 which recognizes the role of abunzi or local mediators in conflict resolution. The abunzi system was popularized in the post 2000 era by the Rwandan government as a way of decentralizing justice, making it affordable and accessible. The resuscitation of the abunzi is part of the Rwandan government’s repertoire of initiatives designed to make justice and governance available to citizens at every level. The abunzi exist alongside other decentralized forms of governance in Rwanda, including the gacaca courts.

Before seeking justice in local courts, mediation by the abunzi is obligatory for local level disputes, criminal cases and civil cases, whose property value is below 3 million Rwandese francs. Like their counterpart institution of gacaca courts, which has tried more than 1 million cases of genocide, the abunzi system is inspired by Rwandan traditional dispute resolution systems that encourage local capacity in the resolution of conflicts. In a way, abunzi can be seen as a hybrid between state-sponsored justice and traditional methods of conflict resolution, as it helps to address the challenges of an overburdened modern court system.

## Peace Building

Peace building is one of the core programs at WATOTO VISION ON AFRICA (WVA), under this program WATOTO VISION ON AFRICA (WVA) works with religious leaders under various programs and projects with the aim of establishing sustainable peace and prevention of future violence through providing platforms for religious leaders to discuss root causes of conflict and how to overcome them in their respective communities. Through its Societal Healing program WATOTO VISION ON AFRICA (WVA) provides safe spaces for peace for both religious leaders and community members from diverse backgrounds to dialogue on their sensitive past stemming from various events that led to the 1994 genocide against the Tutsis. The sub program also provides therapy sessions (Individual and group) for specific victims of sexual violence namely; women who were raped and children born out of rape during the 1994 genocide against the Tutsis. These therapy sessions will be accompanied by income generating activities to enable group members to become dependent and address the issue of poverty.

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| Thematic Area 2: Economic Empowerment |

Everyone in Rwanda has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment.” For Rwandan youth, unemployment is a major concern as the present labor market cannot absorb currently unemployed youth let alone meet the future need. Youth unemployment, underemployment and poor wages can have long term adverse impacts on other rights such as adequate housing, access to nutritious food, purchasing power for basic needs, etc….

## Goals

WVA will establish;

* Income Generating activities
* Micro Credit Saving Schemes and
* Sustainable Livelihoods activities to empower Rwandese community and religious believers to be uplifted from poverty.

Economic hardship coupled with a lack of opportunities to meaningfully participate in the society puts youth at risk of long-term social exclusion; which in turn compromises a countries’ social cohesion and can lead to political instability. Therefore, it is important to support Rwandan youth’s right to favorable work and protection against unemployment as a fundamental human right by;

## Objectives

* Increasing opportunities for youth to acquire skills and experience in income-generating activities
* Conduct policy advocacy and raise awareness to strengthen mechanisms that facilitate youth entering into productive employment
* Promote and support self-employment, micro-enterprise and credit schemes for youth
* Engage with education providers and the private sector to increase access to education, vocational training and skill development for vulnerable people, especially women, to gain meaningful employment

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| Thematic Area 3: Institutional Capacity Development |

In order to achieve measurable and sustainable impacts, WATOTO VISION ON AFRICA (WVA) will need to enhance its organizational capacity. Increasing the skills of current staff while seeking ways to attract and retain other qualified staff is essential. WATOTO VISION ON AFRICA (WVA) has a vast number of opportunities which can be realized through having a clear focus to programs, increasing visibility, intensifying outreach, strengthening procedures and continuing to reliably deliver impactful projects to vulnerable youth, women and children.

## Goal

WATOTO VISION ON AFRICA (WVA) is able to further its mission by developing internal skills, knowledge, structures and ways of working

## Objectives

* Increase capacity in the area of research, documentation and publication
* Improve fundraising strategies and proposal writing skills
* Improve internal structures of roles, responsibilities, knowledge management, communication and visibility
* Set up formal structures for efficient project monitoring, procedures and increase capacities in applying and integrating skilled approach in all stages of project cycle

# Coordination Monitoring and Evaluation

The successful implementation of this strategic plan will require the commitment of current staff, board of directors, members, donors and partner organizations. This plan serves as a roadmap which, when followed, will help WATOTO VISION ON AFRICA (WVA) further achieve its vision and mission.

However, the achievement of this plan can only be recognized by putting in place appropriate systems and structures to plan, evaluate and up-date. Furthermore, as the strategic plan is a living document meant to adjust with the changing times, changes in government policy and organizational realities, it is important that processes are set in place for regular review and realignment of the strategic plan over the two-year period

Effective implementation of this strategic plan also lies with the ability of the organization to coordinate with all stakeholders. It is important to know what interventions are taking place in a given area and who is responsible for which activities and what achievements have been made

To ensure WATOTO VISION ON AFRICA (WVA) maintains the strategic plan the following Monitoring and Evaluation guidelines are suggested.

## Steering Committee

WATOTO VISION ON AFRICA (WVA) should develop a steering committee to ensure effective M&E and coordinate the activities to be undertaken to carry out the plan. The steering committee should meet on quarterly basis to monitor progress made and suggest adjustments when needed. The steering committee should oversee the development of M&E reports and submit these reports to the general assembly of WATOTO VISION ON AFRICA (WVA) for approval.

## Annual Action Plan

WATOTO VISION ON AFRICA (WVA) leadership should develop annual action plans early in each year to show roles, responsibilities, goals, objectives, targets and budget for programs/projects projected forthat year. The annual action plan should be linked directly to the strategic plan and be used asa tool for monitoring and evaluation.

## Mid – Term Evaluation

A mid-term evaluation should be carried out to document progress made and recommend adjustments according to problems encountered or changes directly affecting implementing activities. It is recommended that an independent consultant carry out the mid-term evaluation for purposes of neutrality.

## Final Evaluation

A final evaluation should be conducted as the strategic plan two-year period concludes. The report should assess progress made; challenges encountered and develop recommendations for the next strategic plan.

**Figure1: WATOTO VISION ON AFRICA (WVA) Strategic Plan Coordination/Evaluation**

# Implementation Plan

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| **Thematic Area (Program) 1: Social Protection** |
| **#** | **Sub Program** | **Target** | **Indicators** | **Partner** | **Time Frame** | **Proposed Budget** |
| 1 |  Gender Based Violence (GBV) prevention | 167 family sensitization sessions and trainings in all districts in the country | # of sessions and trainings made | MIGEPROF, GMO, SCI,NCC, NCECDP | 2019 - 2023 |   |
| 2 | Child protection  | 167 family sensitization sessions and trainings in all districts in the country | # of sessions and trainings made | MINEDUC, MIGEPROF, GMO, SCI,NCC, NCECDP | 2019 - 2023 |   |
| 3 | Malnutrition and Stunting Prevention  | 167 family sensitization sessions, trainings and distribution of nutritious foods to about 6 schools in each district | # of sessions, trainings, and schools distributed  | MINAGRI, RAB, MINEDUC, MIGEPROF, GMO, SCI,NCC, NCECDP | 2019 - 2023 |   |
| 4 | Conflict Resolution | 167 family sensitization sessions and trainings in all districts in the country | # of sessions and trainings made | MINIJUST, NAR, MINEDUC, MIGEPROF, GMO, SCI,NCC, NCECDP | 2019 - 2023 |   |
| 5 | Peace Building | 167 family sensitization sessions and trainings in all districts in the country | # of sessions and trainings made | MINIJUST, NAR, MINEDUC, MIGEPROF, GMO, SCI,NCC, NCECDP | 2019 - 2023 |   |

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| **Thematic Area (Program) 2: Economic Empowerment** |
| **No.**  | **Sub Program** | **Activities** | **Target** | **Indicator** | **Partner** | **Time Frame**  | **Proposed Budget** |
| 1 | Income Generating Activities | Creation of Village Savings and Loan groups for community clubs/members | 25 Village Savings and Loan groups for community will be created | # of Village Savings and Loan groups for community created | Youth Leaders, Community leaders | 2019 - 2023 |   |
|   | Micro Credit Saving Schemes | Develop VSL methodology and form community cooperatives | 5% project participants of community participating in VSL 25religious, youth and community cooperatives formed | # of VSL methodology and community cooperatives formed | Religious, Youth and Community Leaders | 2019 - 2023 |   |
|   | Sustainable Livelihoods activities to empower Rwandese community members and to be uplifted from poverty. | Create linkages to formal banking, develop partnerships with other institutions and organizations | 5 % of community project participants have access financial credits | # of community who have opened bank accounts | MFI, SACCOS, Banks, MINALOC,MINAGRI MIGEPROF MICT | 2019 - 2023 |   |
|   |   | Provide job mentorship and coaching to the youth | Quarterly mentorship and couching sessions held for community members at district level | # of Job mentorship and couching session held | Business Experts, CSOs, PSOs, BDF, MINALOC | 2019 - 2023 |   |
|   |   | Conduct community members entrepreneurship/business forum meetings (successful business people invited to address the youth to motivate them) | 2 business experts invited for quarterly business forum meetings at district levels 3 business forum meetings held/ year at District levels | # of business experts invited to address the community members at District levels # of business forum meetings conducted | Community Leaders, Youth leaders, MINALOC, MICT | 2019 - 2023 |   |
|   |   | Conduct mapping of technical education service providers | 17 Technical training services identified (1 at each district of operation) Technical education service providers are identified at district and national level | # of technical education service providers identified | Technical institute, MINIEDUC,WDA, CSOs, PSOs | 2019 - 2023 |   |
|   |   | Design business skills training modules and implement trainings for the community members | 1 Training guide/modules developed Trainings held twice a year (1000 community members trained per year) total 5,000) Community members trained | # of business training modules developed | Technical institute, MINIEDUC,WDA, C SOs, PSOs | 2019 - 2023 |   |
|   |   | # of community members trained on business skills and entrepreneurship |
|   |   | Build partnerships to create linkages to existing programs with key partners | 5% of community members are supported at national level 5% of Community members are supported at district levels | % of community members supported through technical training programs by partners | Technical institute, MINIEDUC, WDA, CSOs, PSOs | 2019 - 2023 |   |

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| **Thematic Area ( Program) : 3 : Institutional Capacity Building** |
| **Goal: WATOTO VISION ON AFRICA (WVA) is able to further its mission by developing internal systems, skills, knowledge, structures and ways of working** |  |
| **No** | **Sub Program** | **Activity** | **Target** | **Indicator** | **Partner** | **Time Frame** | **Proposed Budget** |
| 1 | **Objective:** Increased organizational capacity and skills development in the area of research, documentation and publication | Prioritize training needs and knowledge gaps in terms of organizational capacity | Gap assessment conducted by 2018 | Training needs and knowledge gaps assessment conducted | CSOs, PSOs, MINALOC, MIGEPROF, WDA, WATOTO VISION ON AFRICA (WVA) | 2019 - 2023 |   |
|   | **Outcome:** An efficient professionalism in the executive and management levels strengthened and a transparent performance based System Implemented | Conduct trainings on research methods, monitoring, documentation and report development for publication | Annual training held on research methods, monitoring, documentation and report development for publication | # of Training workshops held | External Facilitator, WATOTO VISION ON AFRICA (WVA) M&E  | 2019 - 2023 |   |
|   |   | # of up-dated administrative and operational documents according to the standards set during the training by senior management |
|   | **Objective:** Improved fundraising strategies and proposal writing | Implement an internal knowledge sharing system and documentation system for trainings staff participated in the training | By 2018knowledge sharing system is developed and used | # of staff using system | WATOTO VISION ON AFRICA (WVA) | 2019-2023 |   |
|   | **Outcome:** Enhanced team skills and capacity in fundraising and proposal writing | Develop a fundraising strategy | At least 5 fundraising proposals developed and submitted every year | # of grant/funding proposals developed and submitted to donors/funding agencies | Facilitator, M&E Staff | 2019 - 2023 |   |
|   |   | Conduct staff trainings on grant research and proposal development | Hold staff development training once a year | # of skills training conducted on proposal writing | Facilitator, M&E Staff | 2019 - 2023 |   |
|   | **Objective**: Establish an effective and efficient internal structures, roles, responsibilities, Visibility and communication system | Conduct a capacity gap and departmental needs assessment | 2 Capacity gaps and needs are assessed within the 3 key thematic areas conducted 1 in 2018 and 1 in 2020 | # of capacity gaps and needs assessments conducted | Secretariat, Director HR | 2019 – 2023 |   |
|   | **Outcome:** Related services are systematically integrated based on assessments of departmental needs | Review and revise positions/ titles/ descriptions, roles and responsibilities | An updated organizational structure by 2018 Internal policy and code of conduct developed by 2018 | Organization structure with clear roles and responsibilities updated Internal code of conduct form signed by WATOTO VISION ON AFRICA (WVA) staff | Secretariat, Director HR | 2019 - 2023 |   |
|   |   | Develop a visibility and communication strategy | Visibility and a Communication strategy is developed by 2018 | Communication strategy and visibility tools like WATOTO VISION ON AFRICA (WVA) website is in place and used by WATOTO VISION ON AFRICA (WVA) staff | Secretariat, Director HR and IT | 2019 - 2023 |   |