

# STRATEGIC | 2016 PLAN | 2020

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*Rwanda Women's Network*





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## List of acronyms

<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>ART</b>	Antiretroviral Therapy
<b>ARV</b>	Antiretroviral (Drug)
<b>AVEGA</b>	Association des Veuves du Genocide Agahozo
<b>CHWs</b>	Community Health workers
<b>CSO</b>	Civil Society Organisation
<b>DP</b>	Development Partner
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>FP</b>	Family Planning
<b>GBV</b>	Gender Based Violence
<b>GoR</b>	Government of Rwanda
<b>HBC</b>	Home Based Care
<b>IGA</b>	Income Generating Activities
<b>LNGO</b>	Local Nongovernmental Organization
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MCH</b>	Maternal and Child Health
<b>MDG</b>	Millennium Development Goals
<b>MOH</b>	Ministry of Health
<b>OCAT</b>	Organizational Capacity Assessment Tool
<b>OVC</b>	Orphans and Vulnerable Children
<b>PLWHV</b>	People Living With HIV/AIDS
<b>PoH</b>	Polyclinic of Hope
<b>RGB</b>	Rwanda Governance Board
<b>RH</b>	Reproductive Health
<b>RWN</b>	Rwanda Women Network
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>VCT</b>	Voluntary Counseling and Testing
<b>VOH</b>	Village of Hope
<b>UPR</b>	Universal Periodic Review

## 1. Executive summary

The government of Rwanda has made significant strides in promoting gender equity and equality but we still have gender issues that affect their full participation in decision-making especially in rural areas. This presents both challenges and opportunities for women empowerment; Rwanda Women's Network sees more opportunities than challenges throughout this journey. RWN has been working with its wide network members and partners throughout Rwanda to promote socio-economic welfare of women. RWN will build the tremendous achievements registered in this new strategic plan to enhance its efforts in socio-economic empowerment of women through the following objectives:

- a) Increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities
- b) Promote Mental Health wellness for women, men and youth
- c) Enhance knowledge and skills for youth, women and communities to achieve their full potential
- d) Enhance economic empowerment of vulnerable women, their families and communities towards gender equality.
- e) Improve protection of women and youth from gender based violence
- f) Increase the capacity of women in decision making, communities to engage and demand their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.
- g) Enhance organizational capacity to deliver its objectives and strengthen its relationship with partners

From its many years working with women, RWN has learnt that issues and challenges facing women and children in Rwanda are diverse in nature and require holistic approach to deal with them. The holistic approach includes both expertise and constant engagement with the partner communities. The volunteers have been doing a great job in this process and will continue to play a similar or increased role going forward. The genocide Against the Tutsi weakened the social fabric among the population and although the government has achieved a lot in rebuilding the social relations more efforts are still needed. Due to this reason, emotional wellness will remain a cross cutting aspect in RWN programming process.

The organizational capacity objective shall enable RWN to acquire the requisite human resources capacity to do sustainable programming and to develop innovative ways to raise funds both internally and externally to allow the network to sustain its work.

The Government of Rwanda has made important strides in women empowerment and RWN is very proud to be part of this journey. To multiply its efforts to make significant contribution however, innovation and change in its current mode of doing business are a prerequisite. This strategic plan is narrowing the areas of focus for RWN in the next planning period and developing new ways of raising resources to support its programs.

## 2. RWN Background

Rwanda Women's Network is a Non-Governmental Organization dedicated to promoting and strengthening strategies that empower Rwandan women. The Network was established in 1995, taking over from its parent organization; the US based Church World Service, which had initiated a two-year program in the country following the Genocide against the Tutsi in 1994. RWN's mission is to work towards the promotion and improvement of the socio-economic welfare of women in Rwanda by enhancing their efforts to meet their basic needs. RWN works towards this mission through four core programs:

- a) Provision of health care and health promotion;
- b) Education and awareness programs on different issues affecting women including HIV/AIDS, human/legal rights, Sexual gender based violence, reproductive health;
- c) Socio economic empowerment;
- d) Community networking and advocacy.

## 3. Strategic plan 2010-2015 milestones

Within the previous Strategic Plan 2010-2015, RWN has achieved much that includes:

- a) RWN has contributed to holding duty bearers accountable and promoted citizen participation in governance and policy change through community score card process, budget analysis, civic educations and dialogue between the led and leaders.
- b) RWN is active in promoting women driven centers and spaces to prevent and respond to GBV and some of this work is championed through the Global Network of Women Shelters of which RWN is a member of the Board and currently a Chair of the African Chapter and also a member of different National, Regional and International networks.
- c) We have increased access to affordable and comprehensive health services through our clinic serving a population of 16716 in 6 cells.
- d) Through informal and formal education 420 OVC have been supported with schools fees and scholastic materials together with psychosocial support.
- e) RWN has started a program that supports environmental protection through improved cook stoves known as save80 and this program has socio-economically empowered 16 women; 8 stove benders/assemblers and 8 distributors to actively participate in the production and distribution of the stoves. To date 2, 655 stoves have been distributed.
- f) Through RGB grant RWN was able to build and strengthen the organizational and leadership capacity of its grass-root partners.

g) In addition to raising awareness on commitments made by Rwanda i.e the UN resolution 1325 and Kampala Declaration for local leaders and citizens, RWN has contributed to monitoring the implementation of Res 1325, and actively involved CSO perspective on the implementation of the National Action Plan of the UPR,

h) Through cooperative approaches and voluntary savings and loan associations (VSLA), the lives of over 900 PLWHA organised in 45 Cooperatives, 51 vulnerable women and their vulnerable has been improved.

i) RWN has expanded its community based resource to 690 people including Community paralegals, Community Health Workers, Community Animators; Home based care givers, Peer Educators and GBV Case Managers and Community Facilitators to reach a critical mass.

j) RWN won the Avon Foundation Communications Award for speaking out about Violence against Women (Washington: March 1, 2012).

#### 4. Lessons learnt and best practices

a) Providing increased access to integrated health services through the Rwanda Women's Network Health Center is an effective model

b) Close engagement of leaders and community in governance and accountability initiatives is key to allay fears and concerns while promoting citizens and leaders recognition of their responsibility.

c) Collaboration with partners has led to success of programs and the underlying resource mobilization and consortium building (synergy and advocacy).

d) Networking as an important tool for building advocacy, skills and knowledge.

#### 5. RWN Identity

##### 5.1. Vision:

A healthy, empowered and peaceful Rwandan society.

##### 5.2. Mission:

RWN exists to work towards improvement for the socio-economic welfare of women in Rwanda through enhancing their efforts to meet their basic needs.

### 5.3. Core Values

- o Tolerance and co-existence
- o Respect and value for humanity
- o Integration (honesty, transparency, accountability)
- o Gender sensitivity
- o Non-partisanship, non-discrimination
- o Equality and justice
- o Commitment to success and excellence
- o Partnership and collaboration
- o Environmental friendliness

### 5.4. Goals

- o To increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities
- o To promote Mental Health wellness for women, men and youth
- o To enhance knowledge and skills for youth, women and communities to achieve their full potential
- o To enhance economic empowerment of vulnerable women, their families and communities towards gender equality.
- o To improve protection of women and youth from gender based violence
- o To increase the capacity of women in decision making, communities to engage and demand their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.
- o To enhance organizational capacity to deliver its objectives and strengthen its relationship with partners

## 6. Programming Focus

### • Health Care and Support

The Rwanda Women's Network Health Care and Support programme is based on various health interventions that use a holistic approach to provide women with health services.

The interventions socially empower women through the RWN Health Centre and different projects that address health related issues such as; reproductive health, sexual and gender-based violence (SGBV), shelter construction and rehabilitation, HIV/AIDS prevention, care and support



- **Education and knowledge sharing**

The programme seeks to enhance Rwandan women's access to information in order to build their capacity to claim and enjoy their rights. RWN uses different platforms to raise awareness on legal and human rights, provide formal and informal vocational training, and share research information on issues affecting women or community development.

Through raising awareness on issues such as legal, gender and human rights RWN empowers women to identify injustices carried out towards them and take action. Subsequently women have tackled violations such as illegal property inheritance and Domestic Violence. RWN also provides further support in their respective pursuit for justice through sharing information on legislative and judicial structures.

- **Socio-economic empowerment**

Enhancing the socio-economic empowerment of vulnerable women, families and communities is at the core of RWN's programming. Women continue to be disadvantaged socio-economically due to low levels of education and lack of profitable skills.

In an effort to improve their status RWN provides capacity development through providing financial credit for the development of income generating activities and small scale businesses and establishment of voluntary savings and loan associations. Some of the activities women are engaged in include; assembling and distribution of the environmentally friendly save80 stoves, soap and flour making, knitting and weaving.

- **GBV Prevention and Response**

Gender Based Violence continues to negatively affect Rwandan society with an estimated 43.9% of all women aged between 15 -49 have suffered physical or sexual violence. RWN's main objective under this programme focus is to empower communities to actively address the issue of GBV in their communities for improved socio-economic welfare.

RWN uses different platforms to address GBV such as; raising awareness on human rights and existing legislation that denounce GBV, providing psychosocial support, safe spaces for victims/survivors of GBV, counselling, legal and medical referrals.

- **Governance and Leadership**

RWN values the active participation of women in governance and leadership issues in order to guarantee that their needs and concerns are included in development. RWN empowers women through training to strengthen their leadership skills and ensure that they actively participate in decision making activities within their communities. RWN also enhances citizen and community leadership relations through providing platforms for dialogue that influence policy development, change and implementation.

## 7. Beneficiaries

### Primary beneficiaries:

Poor, vulnerable women who are survivors of the genocide and women experience GBV, living with affected HIV/AIDS, widowed, women household heads, women with disabilities, rural based, returning/resettling population and survive on subsistence agriculture. Children 0-18 years; who are orphaned and/or made vulnerable by HIV/AIDS; child household heads; rural based; some are returning/resettling displaced/migrant population.

### Secondary beneficiaries:

Households headed by women/widowed fostered, fostering/taking care of vulnerable children, youth and men. The women are the main bread winners.

Community based women groups: they are locally managed, inadequately funded local organisations (51 cooperatives), self-help groups involved in income generating activities, HIV/AIDS, human rights, food security and reach out to women as their beneficiaries.

Rwanda Women Network targets the improvement of livelihood and wellbeing of the vulnerable women and their families including their communities. RWN remains committed to serve its beneficiaries with a range of services for the improvement of their well-being.

## 8. RWN Strategic approaches

### a. Holistic

The issues and problems affecting women and children in Rwanda are diverse in nature. There is therefore no one way to effectively address them. RWN views the problems affecting their constituents (women and their families) in a holistic manner as a process of addressing them wholesomely and not as dealing with just some particular aspects. RWN will integrate different approaches to jointly address the issues of improved health service delivery and poverty reduction by preventing the continued spread and mitigating the effects HIV/AIDS, advocating for women rights to land, inheritance and property.

### b. Empowerment and Capacity building

RWN considers women empowerment as a process, strategy of increasing the political, social and economic strengths of individuals, member organizations, communities and beneficiaries to have: the right/power to decision making; access to information and resources; have a range of options



to make choices; develop assertiveness in collective decision making; have ability to learn new skills; ability to democratically change others' perception and ability to influence the direction of social change.

Capacity building will include:

- o Coordinating and building upon existing efforts in RWN to increase the efficiency
- o Human resource development as a process of educating, training and equipping individuals with skills and access to information, knowledge and experience to increase performance.
- o Organizational development as a strategy to streamline management structures strengthen internal processes and procedures, develop/improve policies and programs and develop a network of donors.
- o Building partnership as a strategy where member organizations willingly come together formally or informally to achieve a common purpose. RWN will support activities and institutions that contribute to achievement of its SP.
- o Extending small grants to help partners increase implementation, coverage, scaling up best practices; improve management, governance, public relations, financial, technical and human resource capacity.

### **c. Voluntary community participation**

RWN considers community participation as a strategy of involving beneficiaries, network members and other stakeholders voluntarily in the process of solving their own issues. Volunteering is a way in which individuals freely give out time and energy to render free services that bring measurable benefits to the volunteer, individual beneficiaries, groups and organizations, communities they work in and is not motivated primarily for financial gain, a wage or salary.

RWN has a critical mass of trained community volunteers (peer educators, counsellors, paralegals, Women Space Facilitators) who play a key role as first line workers in: carrying out HIV/AIDS education, referrals and basic care for people with HIV/AIDS; campaign for peace and reconciliation, paralegals, receive GBV victims and offer counsel and referral etc. RWN will continue to recruit, train and conduct refresher courses to keep the volunteers knowledgeable of current Health, GBV and human rights issues to galvanize their morale

### **d. Gender Mainstreaming**

Mainstreaming gender is not just about “including” women and girls, or mere addition of women’s rights elements but contributing to TRANSFORMATION. RWN will undertake to: strengthen the capacity of staff and partners in mainstreaming gender; develop specific gender interventions or programmes that focus on: GBV against women; Gender and HIV/AIDS; women’s land rights and women; participation in politics (peace and reconciliation). RWN will promote building internal capacity for gender monitoring and evaluation while strengthening the alignment of resources with the gender commitments e.g tracking budgets, tracking staff, tracking and analyzing partnerships and creating networks of exchange and learning that build on emerging experiences both within and outside the organization.

## e. Advocacy and networking

RWN considers advocacy as aimed at changing the status of policies, strategies or programmes. In our advocacy efforts, we undertake research to clarify issues on health service delivery, women rights to property inheritance, land and GBV, providing evidence based information and education to all concerned parties for achievement of equality and equity. We aim to promote access for all to health services, building partnerships, alliances, networks and coalitions on the issues being advocated for so as to build a collective voice; dialoguing and negotiating with individuals and organizations with contrary views and positions.

RWN will focus attention on the power relationships between people, households and authority structures where it will hold duty bearers (power centres) responsible to their obligations by holding regular platform meetings with; local administrations, parliamentarians and/or caucus committees ministers, law enforcers, judiciary on issues of health service delivery, women participation in decision making and GBV.

## f. Mapping, documentation, research and development of different IEC materials

The documentation of the implementation process and lessons learned, combined with the program learning activities, will result in RWN having the information needed to scale up interventions.

RWN will work synergistically with its partners/stakeholders to ensure the process of introducing innovations and scaling up key interventions is well documented and evidence-based. Throughout the process of improving the quality, equity, gender sensitivity, and sustainability of its interventions/projects, RWN will promote innovation, evidence building through operational research, community mapping, monitoring the implementation process and outcomes based on data, and conduct a dialogue about what is or is not working well.

## g. Creation of safe space

A fundamental component of preventing GBV is ensuring the provision of community mobilization spaces for women, including facilitating women through these community spaces to connect with other women on key issues and support each other for collective change.

RWN has rich experience in developing & running community spaces and this approach facilitates women through a process of awareness of rights and support to claim them. These safe spaces are run by Women Space Facilitators who are trained and equipped with advocacy skills.

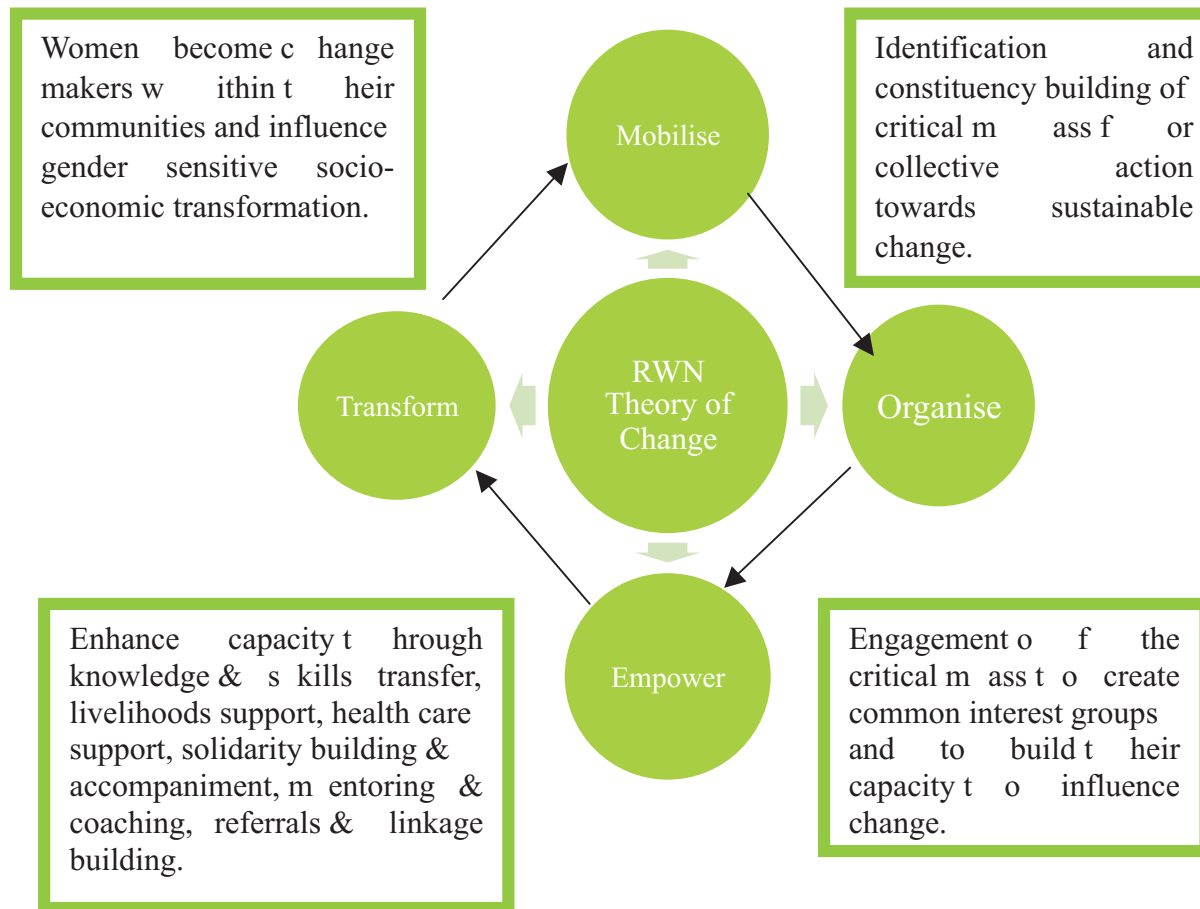
## 9. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

RWN conducted a SWOT analysis using focus group discussions, individual interviews with key partners to identify strengths; weaknesses that are likely to impede the implementation of objectives; opportunities that RWN needs to take advantage of, and risks that should be properly managed to ensure intended objectives are achieved with maximum level of efficiency. The team also reviewed existing documents particularly looking at the status of implementation of the previous strategic plan.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>o Large membership base</li> <li>o Quality programming and delivery of services</li> <li>o Deliver of experienced</li> <li>o Engagement of experienced, skilled and dedicated staf</li> <li>o Commitment to women empowerment</li> <li>o Working with the most vulnerable groups, survivors of rape, Genocide, PHAs, OVC,</li> <li>o Good and reliable infrastructure for provision of services</li> <li>o National and cross boarder coverage</li> <li>o Experience in service delivery and advocacy</li> <li>o Commitment and willingness to engage</li> <li>o Strategic linkages and partnerships locally, nationally and globally</li> <li>o Functional areas of excellence Village and Clinic of Hope</li> <li>o Reputation of RWN based on integrated and desire to do all that is possible for vulnerable women, OVC.</li> <li>o Sound financial accountability and competence in managing varied grant require -ments, rules and regulations</li> <li>o Potential to develop an efcient training and consultancy department for local income generation.</li> <li>o Ability to position RWN as experts in HIV/AIDS, Human rights and SGBV</li> </ul>	<ul style="list-style-type: none"> <li>o Good political will by the establishment that has enacted laws on SGBV, inheritance, property and land.</li> <li>o Existence of potential partnership and prospective member base</li> <li>o Collaborative partners willing to work with RWN in a mutually supportive and cost efective approach</li> <li>o Goodwill and support from the Ministry of Health and other Government institu-tions</li> <li>o Goodwill and receptiveness of grassroots communities enable RWN to make efective community programs</li> <li>o Expressed demand for RWN services (POH, VOH) in Districts where no estab-lished centers exist and HIV/AIDS problems are not adequately addressed.</li> <li>o The Government policy of Universal Primary Education meets some of the costs for Orphans and vulnerable children.</li> <li>o The trend for INGO to work through local partners</li> <li>o Gowvernment’s strong policies for job creation for women supported by pro-grams to implement them.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>o Donor dependency</li> <li>o Limited programming capacity skills</li> <li>o Diversity in members priorities</li> <li>o Inability to partner with INGOs to access framework partnership agree-ment</li> <li>o Lack of M&amp;E system to track performance</li> <li>o Inability to have own building to house the ofces and limited capacity to generate its (RWN) own funds.</li> <li>o Weak implementation of RWN policies, systems and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>o Limited funding (lack of long term fnancing)</li> <li>o Limited human resource capacity in the network</li> <li>o Misconception of rights as privileges and more as entitlements hence failing advocacy initiatives</li> <li>o The increasing numbers of vulnerable women and OVC who require specialised services e.g. child counselling, material support and education</li> <li>o RWN beneficiaries live in poverty where access to food security, access to health and safe water are beyond reach yet RWN is not in a position to deal with most of the problems raised.</li> <li>o Complacency among the population that HIV is no longer a problem than it used to be.</li> <li>o Perception of the local authorities on “soft activities”</li> <li>o Private sector is not proactive in supporting the local NGOs</li> <li>o The drive towards gender equality with less emphasis on women empowerment</li> </ul>

## RWN Theory of change (mobilise-organise-empower and transform diagram)

### The Theory of Change



RWN's Theory of Change is to facilitate and contribute to mobilizing, organizing and empowering women at all levels to shift from being victims to empowered, influential and effective leaders in their communities' socio-economic transformation.



## 10. Program areas and strategic objectives

This strategic plan builds on the success of 2011-2015 Strategic Plan. It reinforces RWN core activities in Women (counselling and testing, medical services, social support, capacity building and advocacy); Women socio-economic empowerment (skills development, access to micro-credit and markets); Human rights, democracy and good governance (awareness creation, Paralegal services and advocacy); capacity building and training all built in an environment of peace and reconciliation.

Through the decentralisation process, RWN seeks to expand access to services through both direct and indirect service delivery, community capacity building and building partnerships with NGOs, government and local authorities while strengthening accountability and advocacy.

Strategic Program	Strategic Objectives
Health care and support	<ul style="list-style-type: none"> <li>o To increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities.</li> <li>o To promote Mental Health wellness for women, men and youth.</li> </ul>
Education and knowledge sharing	<ul style="list-style-type: none"> <li>o To enhance knowledge and skills for youth, women and communities to achieve their full potential.</li> </ul>
Socio-economic empowerment	<ul style="list-style-type: none"> <li>o To enhance economic empowerment of vulnerable women, their families and communities towards gender equality.</li> </ul>
Governance and Leadership	<ul style="list-style-type: none"> <li>o To increase the capacity of women in decision making, communities to engage and demand their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.</li> <li>o To enhance organizational capacity to deliver its objectives and strengthen its relationship with partners</li> </ul>
GBV prevention and response	<ul style="list-style-type: none"> <li>o To improve protection of women and youth from gender based violence</li> </ul>



## 11. Results Framework

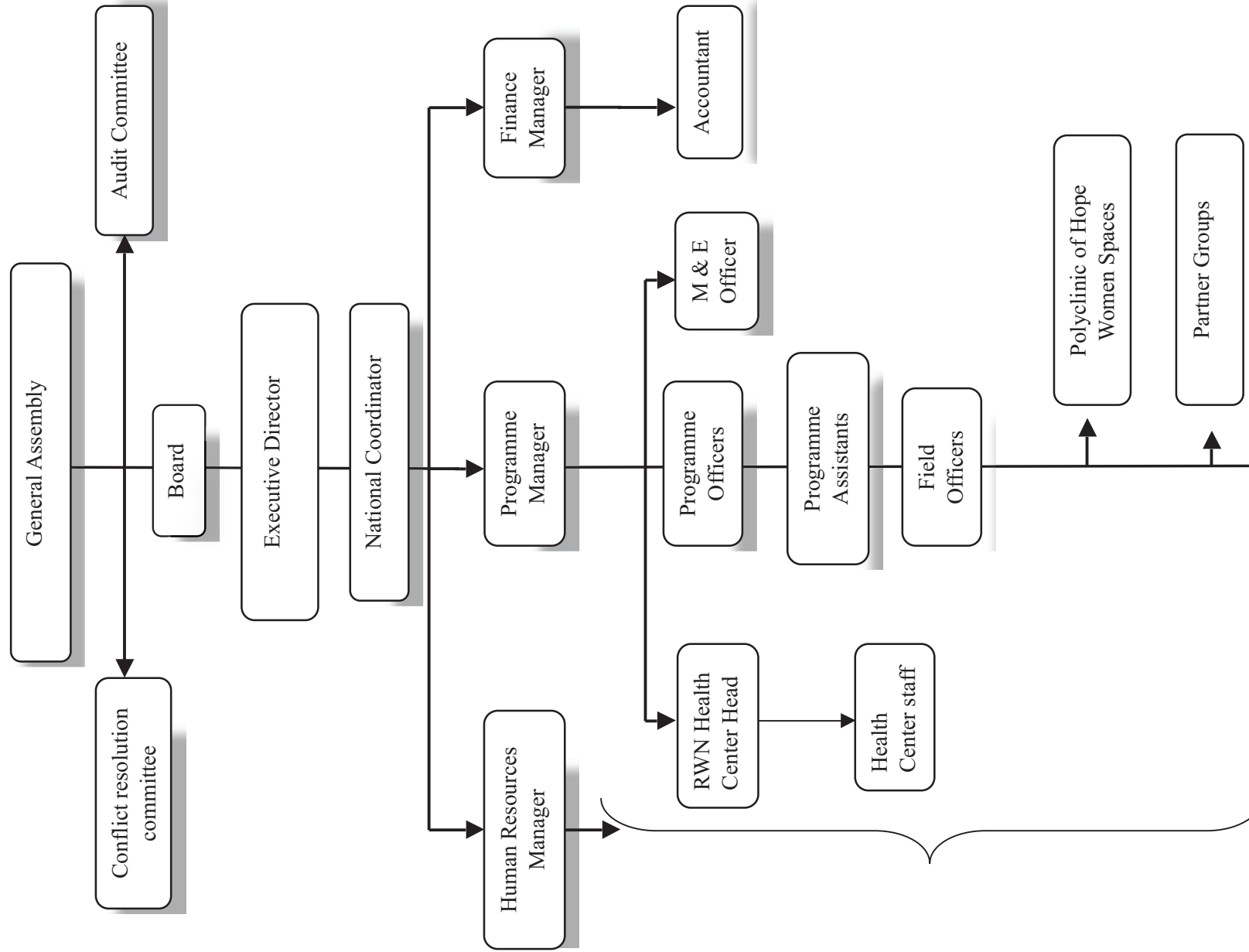
Strategic objective	Sub-Objective	Outcome	Indicator
<b>Health care and support</b>			
1. To increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities.	Increased adoption of FP techniques	Increased utilization of FP services to 50 % men and women in operational areas	% of women able to utilize and adapt FP techniques
	Improved sexual Reproductive health rights for women and youth	Increased access to affordable and comprehensive SRH and MCH	% of women, men, boys and girls with correct knowledge, skills, and attitudes towards reproductive health
2. To promote Mental Health wellness for women, men and youth.	Health insurance for vulnerable women	Increased coverage of health insurance (Mutuelle de santé) for vulnerable women	% increase in health insurance coverage among vulnerable women
	Address emotional problems of vulnerable women	Increased emotional health of vulnerable women through community based approaches	% Of targeted vulnerable women with psychological issues healed
<b>Education and knowledge sharing</b>			
3. To enhance knowledge and skills for youth, women and communities to achieve their full potential.	Increasing life skills for women and young people to undertake development programs	Increased literacy skills among vulnerable women to effectively undertake development programs	% of women acquiring functional literacy skills
	Improved knowledge, attitude and practices related to hygiene and sanitation among poor people (75% of target population)	Improved knowledge, attitude and practices related to hygiene and sanitation among poor people (75% of target population)	% of women, men, boys and girls with correct knowledge, skills, and attitudes towards reproductive health
<b>Socio-economic empowerment</b>			
4. To enhance economic empowerment of vulnerable women, their families and communities towards gender equality.	Income from IGA for vulnerable women and youth	Increased skills of women to manage IGA projects	% of household with increased in income/assets
	Access to finance for vulnerable women	Increased access to finance for vulnerable women to run IGA	% of vulnerable women in RWN operational areas accessing finance to run IGA



<b>Governance and Leadership</b>			
5. To increase the capacity of women in decision making, communities to engage and claim for their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.	Promote leadership and women participation in decision making processes	Increased participation of women in decision making processes	% increase in women taking the lead in decision making processes
6. To enhance organizational capacity to deliver its objectives and strengthen its relationship with partners	Strengthen Systems, structure and policies	Increased cost effectiveness of RWN systems and structures to raise the level of impact to the beneficiaries  Governance structure and systems strengthened to enhance RWN operational effectiveness	Revised organizational structure aligned to strategy  Availability of a functional Program management information system (PMIS)  % Of staf showing confidence and trust in organization's internal communications, human resource policies and practice  Availability of a functional board of governors
	Increase staf capacity and effectiveness	Enhanced staf competence to attain high level of effectiveness and efficiency	% Of staf receiving positive performance rating based on the timely accomplishment of clearly defined objectives
	Fundraising capacity of RWN	Increased capacity of RWN to raise funds to pursue its mandate and ensure sustainability of its operations	% of funds raised using internal capacity  % of revenues generated annually
	Ensure communication is effective within and outside the network	Enhanced culture of timely and quality communications with network members, community partners, donors and key stakeholders	% Of community partners, donors and key stakeholders expressing satisfaction with RWN communication % Improvement in donor satisfaction and retention

GBV Prevention and response			
	Increase capacity of women and men to protect and advocate for the women's rights	Reduced cases of GBV in the RWN partner communities	% of reduction of GBV by 50% in 2020
	Access of vulnerable women to free legal aid	Enhanced knowledge and capacity of communities to successfully prevent and respond to GBV issues	% of women successfully advocating for their rights
		Increased access of vulnerable women to free legal aid	% of vulnerable women accessing free legal services
	Research and documentation on gender issues affecting women development	Increased research on gender issues affecting especially women development for evidence based programming and advocacy	% increase in evidence based programming and advocacy % of publications made available

### 12.1. The RWN Organization structure



## 12. Management/operations Structure

RWN has the governance and management structures to carry on with its work even at an expanded level. RWN will manage and implement this strategic plan within its current organisation framework with modest changes.

The General Assembly which comprises of the elected members from among RWN founders, member association is the top most policy and decision making body. It provides overall governance, leadership, policy guidance and direction to the organisation.

The Executive Director will continue to give strategic direction in the day to day running of RWN supported by a senior management team of people leading specific program areas. This team through the Executive Director will be reporting to the General Assembly.

The partners are charged with the responsibility of initiating, developing and implementing actions/projects at community level that contribute to achievement of this strategic plan.

RWN has got up-to-date internal control systems that will continue to uphold and improve.

## Five Year's implementation Plan

GBV Prevention and response	Implementation period				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Socio-economic Empowerment</b>					
<b>Strategic objective 1:</b> Enhance economic empowerment of vulnerable women, their families and communities towards gender equality					
1.1: Income from IGA for vulnerable women					
1.2: Access to finance for vulnerable women					
<b>Education and knowledge sharing</b>					
<b>Strategic Objective 2:</b> Enhance knowledge and skills for youth, women and communities to achieve their full potential					
2.1: Functional Literacy among vulnerable women					
2.2: Knowledge of HIV/AIDS prevention, treatment, and care among women and men					
2.3: Hygiene and sanitation education					
<b>Health care and support</b>					
<b>Strategic Objective 3:</b> Increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities					
3.1: Increasing adoption of Family planning techniques among women and men					
3.3: Reproductive health, maternal and child health					
<b>Strategic Objective 4:</b> Promote Mental Health wellness for women, men and youth					
4.1: Health insurance for vulnerable women					
4.2: Address emotional problems of vulnerable women					

Leadership and Governance	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Strategic Objective 5:</b> Increase the capacity of women in decision making, communities to engage and demand their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.					
5.1: Enhancing capacity of women to advocate for more access and control of resources					
5.2: Participation of women in decision making processes					
<b>Strategic Objective 6:</b> Enhance organizational capacity to deliver its objectives and strengthen its relationship with partners					
6.1: Strengthen Systems, structure and policies					
6.2: Increase staf capacity and efectiveness					
6.3: Ensure communication is efective within and outside the network					
6.4: Strengthening of governance systems and structures					
6.5: Fundraising capacity of RWN					
<b>GBV prevention and response</b>					
Strategic objective 7: To improve protection of women and youth from gender based violence					
7.1: Increase capacity of women and men to protect and advocate for the women’s rights					
7.2: Access of vulnerable women to free legal aid					
7.3: Research and documentation on gender issues affecting women development					

### 13. Risk analysis and contingency plan

RISK	ASSUMPTIONS	CONTINGENCY/MITIGATION PLANS
Advocacy for respect of human rights may be politically perceived negatively/agitation	The Government respects the rule of law and respects freedoms of association, speech etc	RWN will work in close collaboration with the state and local governments.
Inability to finance the planned programmes/budgets	Current donors make commitments to continue financing RWN programmes/projects	New donors identified and brought on board RWN builds consortia with INGOs who can be applicants to their back donors and
No resource mobilization plan/fundraising strategy in place	RWN develops a resource mobilization strategy that contributes to achievement of strategic plan, goals and objectives.	Develop a resource mobilisation plan that fully finances the SP.
RWN does not divert from its strategic plan	The National development priorities remain the same and are not driven by the national political and/or global agenda	Annual reviews. Mid-term review to measure the performance of the strategic plan. Adjustments are made to the SP to match the national and global changes.
		Introduction of consolidated development fund where all donor funded projects contribute an annual percentage for the sustenance of RW.

## 14. Monitoring and Evaluation plan

A monitoring and evaluation systems for this SP is necessary to ensure that RWN has timely, focused, objective and evidence based information on its performance. RWN recognizes the monitoring and evaluation system as an integral aspect of its programming. RWN prefers a joint monitoring and evaluation system with the women groups to enhance their capacity and to promote transparency and accountability. The monitoring and evaluation will utilize a range of data collection methods to ensure adequacy of information both for internal management purposes and for performance monitoring and measurement of impact to the target groups. Mechanisms to facilitate the monitoring and evaluation activities of this strategic plan shall include:

- Organizing semi-annual and annual stakeholders' meetings to review the progress, challenges and issues likely to hinder the achievement of the objectives of this Strategic Plan.
- Stakeholder meetings to be held on a semi-annual and annual basis for this purpose and resolutions from these meetings to be used as input for the development of subsequent annual plans of action in line with this strategic plan
- Conduct midterm review (after 2.5 years) to assess the overall progress and effectiveness of the implementation including transparent communications to all stakeholders in terms of the achievements as well as possible shortfalls
- As part of measuring the real success of the strategic plan and its associated outcomes, there will be a significant need to have a functional database of quantitative and qualitative data consolidated at the central level but with input from the various network members at the grassroots level.
- A final review shall be conducted after 5 years to assess the achievements during the life of this strategic plan and draw lessons that will inform the next strategic planning period.
- The monitoring and evaluation system shall also help assess the efficiency of RWN internal processes in facilitating it to meet the needs of its primary stakeholders who are the vulnerable women
- Learning and growth analysis of employee skills, their innovativeness, retention and their satisfaction shall also be considered in the M and E system implementation.

The strategic plan monitoring and reporting shall be organized into the following parts: Training in monitoring and reporting, data collection, data quality verification, analysis and management and dissemination and feedback.



## 15. Summary indicative budget

To implement this Strategic Plan, estimates for the required financial resources have been made based on the experience of our implementation of the various programs to empower women. The budget estimate for the various strategic actions is estimated to be 3, 731, 600,000 billion Rwandan Francs for five years. Some of the strategies to raise this budget include; increasing the RWN trust among donors by enhancing accountability and visibility of our work, promotion of private involvement to invest in women empowerment programs especially economic empowerment of women, fighting gender based violence and promotion of the health living for women and their families. We also intend to work with the government more closely and to tap into government resources to synergistically increase the level of impact in the empowerment of women.

### 15.1. Budget summary table

Budget Line Item description	2017	2018	2019	2020	2021	Total Budget in FRW
Socio-economic empowerment						365,000,000
Strategic objective 1: Enhance economic empowerment of vulnerable women, their families and communities towards gender equality						
1.1: Income from IGA for vulnerable women	-	55,000,000	-	80,000,000		135,000,000
1.2: Food production and productivity for women		50,000,000	50,000,000	50,000,000	50,000,000	200,000,000
1.3: Access to finance for vulnerable women	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
Education						715,000,000
Strategic Objective 2: Enhance knowledge and skills for youth, women and communities to achieve their full potential						
2.1: Functional Literacy among vulnerable women	100,000,000	100,000,000	100,000,000	120,000,000	120,000,000	540,000,000
2.2: Knowledge of HIV/AIDS prevention, treatment, and care among women and men	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
2.3: Hygiene and sanitation education	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000

<b>Health</b>						<b>761,000,000</b>
<b>Strategic Objective 3: Increase access to and utilisation of quality healthcare services by vulnerable women, their families and communities</b>						
3.1: Increasing adoption of Family planning techniques among women and men	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	300,000,000
3.3: Reproductive health, maternal and child health	20,000,000	20,000,000	20,000,000	20,000,000	6,000,000	86,000,000
<b>Strategic Objective 4: Promote Mental Health wellness for women, men and youth</b>						
4.1: Health insurance for vulnerable women	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
4.2: Address emotional problems of vulnerable women	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	350,000,000
<b>Leadership and Governance</b>						<b>665,600,000</b>
<b>Strategic Objective 5: Increase the capacity of women in decision making, communities to engage and demand their rights as well as build the capacity of the duty bearers to respect, protect, promote and fulfil these rights.</b>						
5.1: Enhancing capacity of women to advocate for more access and control of resources	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	300,000,000
5.2: Participation of women in decision making processes						
<b>Strategic Objective 6: Enhance organizational capacity to deliver its objectives and strengthen its relationship with partners</b>						
6.1: Strengthen Systems, structure and policies	10,000,000	100,000,000	50,000,000	15,000,000	15,000,000	190,000,000
6.2: Increase staff capacity and effectiveness	5,000,000	5,000,000	6,000,000	6,000,000	6,000,000	28,000,000
6.3: Ensure communication is effective within and outside the network	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
6.4: Strengthening of governance systems and structures	10,000,000	10,000,000	10,000,000	10,000,000	8,000,000	48,000,000
6.5: Fundraising capacity of RWN	9,600,000	10,000,000	10,000,000	10,000,000	10,000,000	49,600,000

<b>GBV prevention and response</b>						245,000,000
<b>Strategic objective 7: To improve protection of women and youth from gender based violence</b>						
7.1: Increase capacity of women and men to protect and advocate for the women's rights	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
7.2: Sensitization of vulnerable women to make use of free legal aid	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
7.3: Research on gender issues affecting women development		10,000,000	-	15,000,000	-	25,000,000
Admin and operations	130,000,000	130,000,000	130,000,000	130,000,000	130,000,000	120,000,000
<b>TOTAL</b>	<b>560,600,000</b>	<b>756,000,000</b>	<b>642,000,000</b>	<b>722,000,000</b>	<b>611,000,000</b>	<b>2,751,600,000</b>