

actionaid
RWANDA

COUNTRY STRATEGY PAPER III
2024 - 2028

"Empowerment for Poverty Reduction and Social Justice"

actionaid
RWANDA



“When women are empowered and can claim their rights and access to land, leadership, opportunities, and choices, economies grow, food security is enhanced, and prospects are improved for current and future generations."

Michelle Bachelet







Acknowledgement

ActionAid Rwanda (AAR) expresses heartfelt gratitude to the communities we serve, whose voices and experiences are central to our work. We appreciate our civil society and public sector partners for their collaboration and insights, which have been invaluable in shaping our Country Strategy Paper (CSPIII).

We deeply thank the dedicated AAR staff for their unwavering commitment and efforts in developing this strategy, ensuring it reflects the communities' aspirations and needs.

Special recognition goes to AAR's Executive Director and the Board for their exemplary leadership, guidance, and endorsement of the Country Strategy Paper 2024 – 2028. We also acknowledge the collaboration and support from line ministries, donor and funding agencies, and like-minded civil society organizations.

Additionally, we express gratitude to the ActionAid Global Secretariat for their encouragement and guidance throughout the strategy development process. With the collective efforts and support of all involved stakeholders, we are empowered to continue our mission of promoting social justice, gender equality, and sustainable development in Rwanda and beyond.

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Acronyms

AAI	ActionAid International
AAR	ActionAid Rwanda
CBOs	Community-Based Organizations
CEDAW	Convention for the Elimination of all Forms of Discrimination Against Women
Covid-19	Corona virus disease 2019
CRSA	Climate Resilient Sustainable Agriculture
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
CSW	Commission on the Status of Women
DDSs	Districts Development Strategies
DJAF	Joint Action Development Forums
DRC	Democratic Republic of Congo
EAC	East African Community
ECD	Early Childhood Development
EDPRS	Economic Development & Poverty Reduction Strategy
FVA	Faith Victory Association
GBP	Great Britain Pounds
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
GGCRS	Green Growth and Climate Resilience Strategy
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HRBA	Human Rights-Based Approach
ICT	Information and Communication Technology
IMF	International Monetary Fund
INGO	International Non-Government Organizations
IOSC	Isange One-Stop Centers
KPI	Key Performance Indicator
LRP	Local Rights Programme
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MIGEPROF	Ministry of Gender and Family Planning
MoU	Memorandum of Understanding
NAP	National Agriculture Policy
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NST	National Strategy for Transformation
PI	Partnership Income
PPP	Purchasing Power Parity
PRRPs	Participatory Review and Reflection Processes
PSTA	Strategic Plan for Agricultural Transformation
RDHS	Rwanda Demographic and Health Survey
RGI	Regular Giving Income
SACCOs	Savings and Credit Cooperative Organisations
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SHF	Small Holder Farmer
SIF 2	Strategy Implementation Framework (2)
SRHR	Sexual Reproductive Health Rights
TVET	Technical and Vocational Education and Training
UN	United Nations
USD	United States dollars
VAWG	Violence Against Women and Girls
VSLA	Village Saving and Lending Association
WSHF	Women Small Holder Farmer

Foreword

ActionAid Rwanda (AAR) as highlighted in this Country Strategic Paper III (CSP III) entitled "Empowerment for Poverty Reduction and Social Justice", will continue to implement its programme and projects towards the reduction of poverty and injustices with a focus on tackling the root causes of poverty and injustice. AAR strongly believes that empowering and educating people living in poverty, especially women, girls, and their agencies will enable them to challenge power structures and negotiate their interests with duty bearers aiming at effectively addressing the structural causes of poverty that prevent them from enjoying a life of dignity.

This new Country Strategic Paper (CSP III) was informed by findings from final evaluations of CSP II, Previous CSPs, AA Global strategy, SIF2 & SIF 3, NST1 & NST2, and Vision 2050. More on that, perceptions from different stakeholders were gathered as well. This strategy has two key programmatic priorities namely: Strengthening Women and girls' resilience to secure social and economic Justice; and Empower Women Smallholder Famers to enhance Food Security, strengthening their resilience to Climate change through agroecology practices.

It has four strategic objectives which are: Address the root causes of violence against women and girls.; Promotion of gender equity, women's empowerment and address unpaid care work.; Promote agroecology and Climate resilient practices in agriculture to ensure food security; and to Empower Women Smallholder Farmer through agriculture Value chain development and access to market.

Over the next Five (5) years, AAR will embark on implementing CSP III towards promoting gender equality and women empowerment through the Human Rights Based approach, Feminist leadership and participatory approach endeavouring to enable women and girls to enjoy a life of dignity.

We are committed to building a strong society free from violence and resilient livelihoods in the face of climate change by addressing the root causes of violence and empowering women farmers to practice agroecology, which ensures increased agriculture productivity, and food sovereignty while protecting the environment.

Dear Esteemed Stakeholders; the Government of Rwanda, our partners, and supporters, we deeply value the strong partnership we share with you. Your unwavering support has been instrumental in driving our endeavors forward. As we look to the future, we sincerely hope for your continued collaboration on this noble journey.

Together, let us work towards building a nation where social and economic justice prevails, ensuring that every individual can enjoy their right to a life of dignity.



Françoise Kayitare Tengera
Board Chair



Assoc. Prof. Jeanne N. KAGWIZA
Interim Executive Director

Executive Summary

ActionAid Rwanda (AAR) formed strong partnerships with local CSOs, women's coalitions, and government bodies, which facilitated the successful implementation of CSP II. Women and girls benefitted from VAWG and SRHR clubs, gaining knowledge on GBV laws and reproductive health, while girls' rooms were set up in schools to support menstrual hygiene and retention. Campaigns addressing unpaid care work, supported by men's involvement and advocacy events, led to shifts in community attitudes and time savings for women. Building on past experience, CSP III (2024–2028) emphasizes a systemic, feminist, and rights-based approach to reduce poverty and injustice through community engagement and advocacy. The strategy was informed by stakeholder consultations and participatory reviews involving women, girls, leaders, and partners.

AAR piloted agroecology and supported women smallholder farmers through cooperatives and savings groups, boosting productivity and climate resilience. Despite progress, content analysis and data from the World Bank and NISR show rising vulnerability post-COVID-19 and persistent gender disparities in unemployment, leadership, and ICT use. Women remain underrepresented in decision-making due to low education, patriarchal norms, and unpaid care work, highlighting the ongoing need for multi-stakeholder efforts to fight poverty and gender inequality.

To address those aforementioned challenges, CSP III embarks on two priorities and four strategic objectives which are:

Priority area 1:

Strengthening Women and girls' resilience to secure social and economic Justice.

Strategic objective 1:

Address the root causes of violence against women and girls

Strategic objective 2:

Advance gender equity, women's empowerment, and address unpaid care work.

Priority area 1:

Empowering Women Smallholder Famers to enhance Food Security, strengthening their resilience to Climate change through agroecology practices.

Strategic objective 3:

Promote agroecology and Climate resilient practices in agriculture to ensure food security.

Strategic objective 4:

Empower Women Smallholder Farmer through agriculture Value chain development and access to market.

AAR will apply a Human Rights Based Approach to promote social justice, gender equality, and poverty reduction by empowering communities, especially women and girls, to challenge structural inequalities.





Our Identity

OUR VISION

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

OUR MISSION

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

CORE 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 and gender inequalities.

- **Mutual respect:**

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

- **Equity and justice:**

We work with people living in poverty and the marginalized to eradicate poverty by overcoming injustice and inequity that cause it.

- **Independence:**

Independence from any religious or political affiliation Humility In all our actions and behaviour, we acknowledge and recognize 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.

● Humility:

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

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

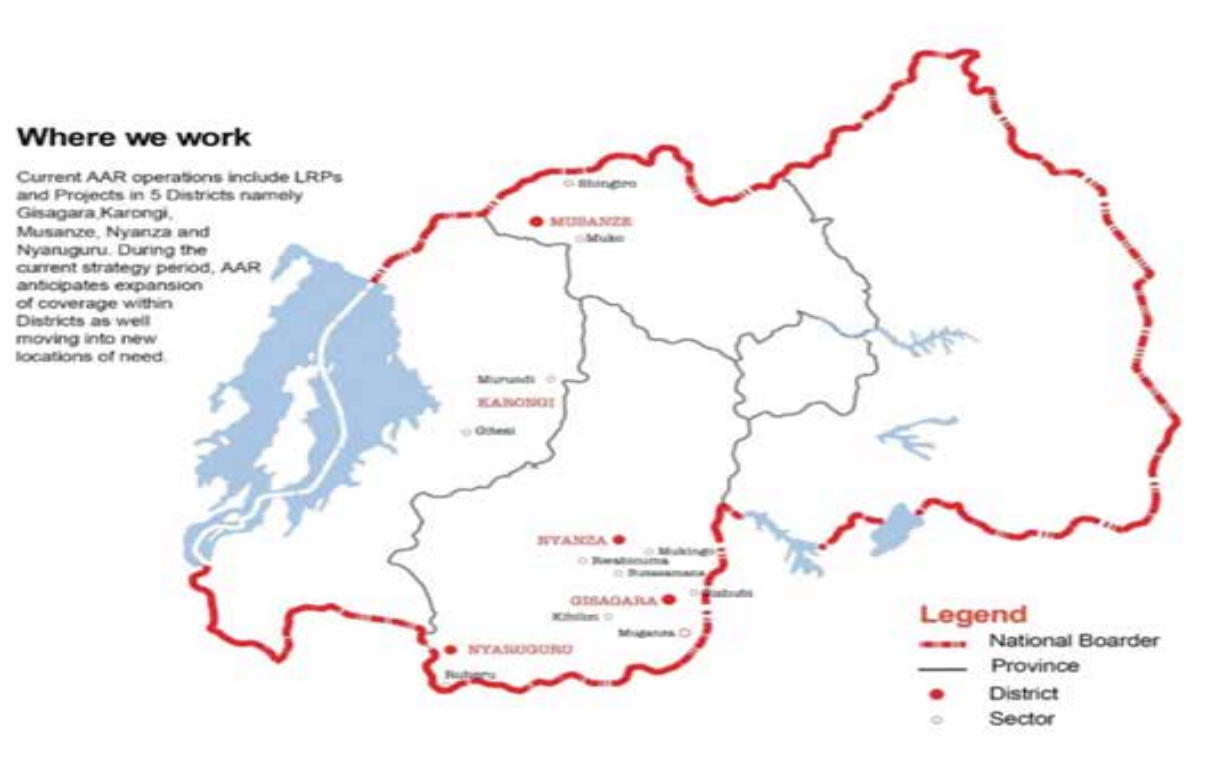
In the fight against poverty we align ourselves with the powerless, marginalized and excluded to empower them to be the drivers of change.

● Feminist

AAR is committed to promoting self-awareness, self-care, and empathy to help individuals understand their own thoughts, feelings, and actions. The organization prioritizes inclusivity, equitable power-sharing, accountability, and a zero-tolerance policy toward discrimination in all aspects of its work.

Where we work

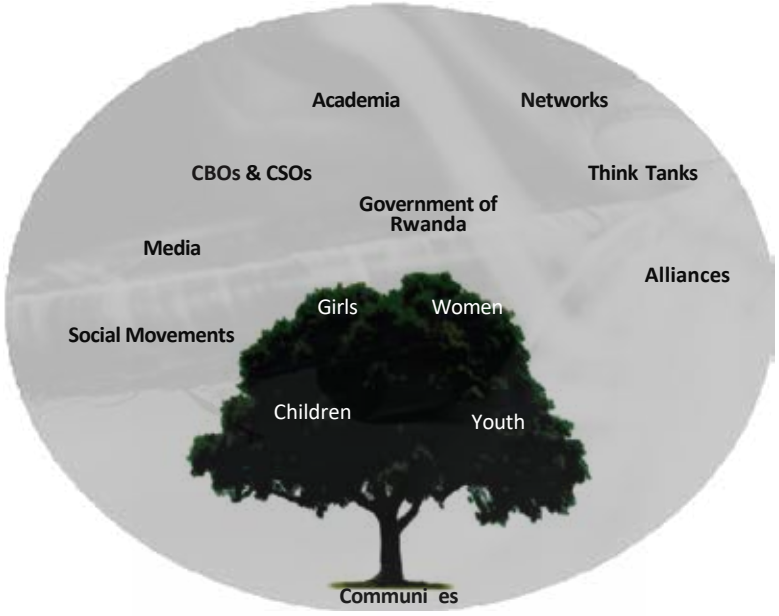
Currently, AAR works from tree provinces of Rwanda; we have long-term interventions operating in Local Rights Programmes (LRPs) distributed within 5 Districts of Rwanda namely Gisagara, Karongi, Musanze, Nyanza and Nyaruguru.During this strategy period, AAR anticipates expansion of coverage within Districts as well as moving into new locations of need.



Human Rights based Approach

ActionAid views poverty as a human rights violation caused by marginalization and discrimination, and addresses it through a distinctive Human Rights Based Approach (HRBA) that empowers people—especially women and girls—to understand, claim, and defend their rights. Rooted in feminist principles and a commitment to confronting power imbalances, AAR's HRBA goes beyond legal frameworks by actively challenging abuses of power at all levels.

Who we work with:



ActionAid Rwanda will continue prioritizing women, girls, and other vulnerable groups by strengthening partnerships with communities, CSOs, NGOs, international partners, and government bodies. Building on lessons from CSP I and II, AAR emphasizes inclusive collaboration through networks and alliances to amplify voices, mobilize resources, and advance the rights and power of women and girls.

CHAP I. ITRODUCTION

I.1 Organization Overview

ActionAid Rwanda (AAR), part of ActionAid International, has worked since 1982 to tackle poverty and injustice by addressing their root causes. After several organizational changes, it became an independent country program in 2006. AAR's strategies align with national development plans like EDPRS and NST1. Its current strategy (2024–2028) focuses on empowering women and vulnerable groups through rights-based development that promotes gender equality and social justice.

AAR supports women and girls through cooperatives and networks, enabling access to education, resources, and leadership opportunities. It collaborates with community organizations, civil society, and social movements to drive systemic change. AAR conducts research on barriers such as gender norms, unpaid care work, gender-based violence, and climate change. Operating through seven Local Rights Programs (LRPs) across Rwanda, it works with communities to address challenges and advocate nationally and internationally using a Human Rights-Based Approach focused on empowerment, solidarity, and campaigns.

I.2 Key achievements, challenges and Lessons learnt from CSPII

The new AAR Country Strategy (CSPIII) builds on the successes and lessons from previous strategies. It reflects key achievements, challenges, and insights gained from implementing CSPII.

Key achievements

ActionAid Rwanda (AAR) is recognized locally for empowering women and girls since 1982, building strong partnerships with CSOs, government bodies, and international partners to effectively implement CSPII. It strengthened 14 women's rights organizations to campaign for SRHR and combat SGBV, while enabling over 43,000 women and girls to challenge violence through VAWG and SRHR clubs, increasing their awareness of GBV prevention and legal protections.

ActionAid Rwanda also reduced women's unpaid care work through research, awareness, and infrastructure support, while boosting women farmers' productivity and economic empowerment with training, livestock, and market access.

Challenges encountered

Economic challenges from the Covid-19 pandemic and the Russia-Ukraine war led to funding shortages, staff reductions, and program adjustments. These crises increased poverty, inflation, and food scarcity, highlighting the urgent need for more funding to support affected populations. Additionally, persistent cultural and religious norms continue to hinder women's progress in leadership and economic empowerment.

Lessons learned

Strong collaboration with local leaders and NGOs enhanced CSPII delivery. Key successes included Girls' Rooms in schools, digital outreach during COVID-19, decentralized program delivery, men's engagement in gender equality, and agroecology training for women farmers.



I.3 The development process of AAR's CSP III

Insights from the final evaluation of CSPII and the PRRP guided the development of CSPIII, focusing on addressing past challenges while building on achievements. The new strategy (2024–2028) emphasizes women's socio-economic empowerment and expanding interventions to close remaining gaps. It aligns with national and global frameworks and is shaped by broad stakeholder consultations and contextual analysis.

CHAP II. CONTEXT ANALYSIS

The context analysis was conducted to assess external factors that may affect the implementation of CSP III. It is very crucial to understand how those factors will influence the effectiveness and sustainability of our programme.

II.1 Political Context

Over the past two decades, Rwanda has demonstrated strong political will to promote gender equality, integrating it into national strategies like Vision 2050 and NST1. Legal frameworks and institutions were established to support women's rights, resulting in significant representation gains in government. However, gaps remain in the private sector and local governance, largely due to persistent patriarchal norms, unpaid care work, and limited education. Strengthening mechanisms to boost women's leadership and decision-making remains a national priority.

II.2 Economic Context

Rwanda aims to become an upper middle-income country by 2035 and a high-income country by 2050, with gender and family promotion as a cross-cutting priority. Financial inclusion for women has improved significantly, narrowing the gender gap. While key economic indicators like life expectancy and GDP per capita have risen, unemployment remains higher among women and youth. To meet development goals, continued investment in human capital, job creation, and strong partnerships with global and local stakeholders is essential.

II.3 Political Context

Rwanda's Constitution and legal framework strongly promote equality, social justice, and family protection, with specific laws ensuring equal rights in succession, land ownership, and gender equality. Despite progress, patriarchal norms and social injustices persist, with 37% of women aged 15–49 having experienced some form of gender-based violence. The government urges collaboration with stakeholders to prevent violence and support survivors through awareness campaigns and access to justice.

II.4 Technology context

Rwanda prioritizes ICT as a key driver of economic growth and employment, with major investments in infrastructure and digital services like Irembo. While initiatives aim to empower women through digital technology, significant gender disparities remain—only 25.5% of ICT jobs are held by women, and just 29% use digital financial services despite high mobile phone access. Bridging these gaps is vital for inclusive digital transformation.

II.2.5 Enabling National Policy Framework

Rwanda has undertaken a series of institutional reforms and policies to set guidelines for public institutions and partners towards speeding the national development ambitions. Therefore, CSPIII is aligned with the following policies among others:

- **Revised National Gender Equality Policy (2021):**
  Promotes gender equality across sectors and in the private sector
- **National Environment and Climate Change Policy:**
  Focuses on sustainable land use, food security, and climate resilience.
- **National Decentralization Policy:**
  Empowers local communities and integrates gender equality and social inclusiveness.
- **Social Protection Policy:**
  Provides income security and aims to reduce poverty and inequality.
- **National Policy Against Gender-Based Violence:**
  Seeks to eliminate GBV through a range ofpreventive and supportive measures.
- **Education Sector Policy:**
  Enhances human capital through equitable access to quality education, supported by additional policies like Girls Education and TVET.
- **Agriculture Policy:**
  Aims for food security, sustainable agricultural growth, and modernizing agribusiness.

II.2.6. Enabling Sustainable Development Goals (SDGs) framework

ActionAid's framework responds to the following Sustainable Development Goals (SDGs) which were formulated to end poverty and all its dimensions and craft an equal, just and secure world for people, planet and prosperity



A partnership among various stakeholders aims to end poverty by improving livelihoods, aligned with the UN 2030 Agenda. Rwanda has integrated SDGs into its policies and strategies, including Vision 2050 and NST1, to eradicate all forms of poverty. Decentralization through District Development Strategies (DDSs) supports the implementation of programs targeting poverty reduction.

CHAP 3. THEORY OF CHANGE, OUR APPROACH AND STRATEGY GUIDING FRAMEWORK

III.1 Theory of change

Our theory of change is rooted in the belief that social justice, gender equality, and poverty Reduction are achieved through systemic changes that shift power and resources to vulnerable communities.

It includes:

Empowerment: Building capacities of communities to assert their rights

Solidarity: Strengthening alliances with social movements and networks.

Empowerment: Conducting rooted campaigns that address local and global issues.

We believe that Social Justice, Gender Equality and Poverty reduction are achieved by shifting power and redistribution of resources, strengthening the resilience of communities, and enforcing the rights of people living in poverty and exclusion, particularly
women and girls to challenge power structures and negotiate their interests with duty bearers aiming at effectively addressing the structural causes of poverty that prevent them from enjoying a life of dignity.

III.2 AAR's approach

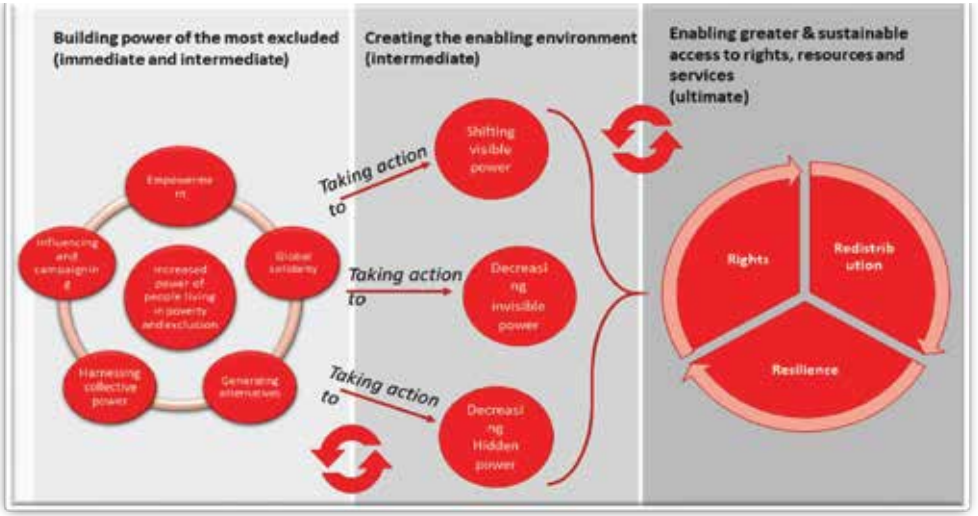
ActionAid Rwanda (AAR) is committed to a Human Rights Based Approach (HRBA), focusing on Empowerment, Solidarity, and Campaigns. The organization aims to empower women, girls, youth, and vulnerable groups to assert their rights and needs, while promoting sustainable service delivery and holding duty bearers accountable. AAR applies feminist leadership and participatory methods to build grassroots power, mobilizing collectives to challenge inequalities and shape policies. The organization prioritizes the involvement of young people, women, and marginalized groups, including those with disabilities, in their initiatives.

Fig. People living in Poverty



III.3 Strategy Guiding Frameworks

ActionAid Rwanda's CSP III, aligned with AAI Strategy 2028, is a five-year programme focused on achieving social justice, gender equality, and poverty eradication. It emphasizes empowering individuals and fostering collective action to challenge all forms of unequal power, especially by and for women and marginalized communities.



CHAP 4. OUR PRIORITY AREAS AND RELATED STRATEGIC OBJECTIVES

The Country Strategic Paper III (CSPIII) builds on CSPII, aiming to achieve social justice, gender equality, and poverty reduction through power shifts and resource redistribution. It focuses on addressing the root causes of violence against women and promoting gender equality and economic justice. Additionally, it empowers women smallholder farmers to improve food security and climate resilience through agroecology.

IV.1 Key Performance indicators of the programme Goal:

AActionAid Rwanda (AAR) established the following seven Key Performance Indicators (KPIs) to create a comprehensive framework for assessing progress towards social justice, gender equality, and poverty reduction:

1. Food Security:

Monitor changes in food availability, access, and utilization at household and community levels, indicated by increased dietary diversity, reduced food insecurity, and improved nutrition outcomes.

2. Incidence Rate of Reported Violence:

Measure the frequency of reported cases of violence against women, irls, and vulnerable groups, including persons with disabilities, over a defined period.

3. Participation in Decision-Making:

Measure the frequency of reported cases of violence against women, girls, and vulnerable groups, including persons with disabilities, over a defined period.

4. Income Generation:

Assess the increase in income generated by women smallholder farmers through agro-ecologypractices compared to conventional farming m ethods.

5. Legislation and Policy Enforcement:

Track the number of laws and policies implemented to protect the rights of vulnerable groups, including anti-discrimination laws, labor rights protections, and social welfare policies.

6. Access to Land, Resources, and Services:

Measure access to land, irrigation water, seeds, agricultural inputs, clean water, and other resources among vulnerable groups, particularly women, and track progress towards equitable distribution.

7. Engagement and Participation

Measure the engagement and participation of communities, civil society organizations, and grass roots initiatives in preventing violence, supporting survivors, and advocating for systemic change.

8. Unpaid Carework:

Monitor the Recognition, Redistribution and Reduction (3 Rs) of the burdens of unpaid Carework on women and girls.

9. Social economic empowerment:

Monitor the social intergration of women and girls in their respective communities.



PRIORITY AREA 1:

Strengthening Women and girls' resilience to secure social and economic Justice

ActionAid Rwanda (AAR) will use a Human Rights-Based Approach (HRBA) to collaborate with various groups to challenge norms that condone gender-based violence (GBV). They will educate women smallholder farmers, youth, people with disabilities, and adolescents about GBV and sexual and reproductive health and rights (SRHR). Community awareness campaigns will also be organized. AAR will empower women to advocate for their rights, control assets, and participate in decision-making, while also working to reduce unpaid care work through partnerships with women-led organizations and networks.

Strategic objective 1:

Address the root causes of violence against women and girls.

Gender-Based Violence (GBV) involves harm inflicted due to gender, disproportionately affecting women and girls worldwide. It can be physical, emotional, psychological, financial, social, or involve sexual exploitation and abuse. Contributing factors include unequal gender relations, women's economic dependency, feminization of poverty, ignorance, lack of self-esteem, and a culture of silence. In Rwanda, GBV remains significant despite numerous policies, laws, and programs. The government has adopted a gender-sensitive constitution ensuring equal treatment and abolished discriminatory laws.

Key Actions:

- AAR will support interventions to keep girls in school through girls' rooms and SRHR initiatives. They will also enhance children's education.
- AAR will strengthen women-led organizations and networks advocating for the protection of women and girls from violence, building their capacity to engage, challenge, and establish networks at all levels..
- AAR will conduct ongoing grassroots awareness campaigns about the impacts of violence against women and girls, using local media, social networks, and community events
- AAR will provide training and resources to local women's groups to strengthen their capacity for advocacy and campaign work.
- AAR will build alliances with local, national, and international organizations working on gender-based violence to create a unified and stronger advocacy voice..
- Sensitize parents on positive parenting through ECDs to reduce emotional and psychological abuse and enhance children's participation in decision-making at household and community levels.
- Support girl-child-focused interventions to ensure their retention in schools through the promotion of girls' rooms and other SRHR initiatives.
- Enhance organizations and networks led by women that advocate for the protection of women and girls from violence.
- Collaborate with community leaders, religious leaders, and other stakeholders in prevention efforts as synergy in the implementation of policies, laws, and strategies
- Engage men and boys in challenging harmful gender norms, promoting strong relationships, and preventing violence against women and girls as agents of change.
- Conduct evidence-based research and develop and share tools and practices around VAWG & GBV with implementing partners.
- Increase awareness among women and girls including those with disabilities about the causes of VAWG, GBV, reporting mechanisms, and access to GBV response services.

Expected Outcome:

By the end of 2028, 43,226 women and girls will be able to challenge all forms of violence, stand for their rights and increased access gender-responsive public serVices.

Indicators:

1. Perception of Safety
2. Access to Support Services
3. Education and Awareness Level



Strategic objective 2:

Promotion of gender equity, women's empowerment and address unpaid care work.

Rwanda excels in gender equality, with women holding key political positions. However, patriarchal norms and Unpaid care work still limit women's economic and decision-making roles. AAR's "5Rs" framework — Recognizing, Reducing, Redistributing, Representing, and Rewarding unpaid care work—aims to address these challenges by making care work visible, reducing its burden, and enhancing women's socio-economic participation and access to decent work.

Key Actions:

- AAR will support and promote the participation of women and girls, including those with disabilities, in leadership roles and economic activities. Additionally, AAR will facilitate peer-to-peer learning among women and girls' associations and rights networks.
- Encourage partnerships between government, civil society organizations, the private sector, and other stakeholders to promote gender equality related to unpaid care work.
- Facilitate women and young girls to start income-generating activities through cash grants, tool-kits, and enrolment in TVET schools.
- Collaborate with National Gender Machinery to mainstream gender equality in public and private institutions..
- AAR will run community campaigns to promote shared household responsibilities between men, women, boys, and girls.
- Conduct community campaigns on unpaid care work towards reducing and sharing household chores among men and women, boys and girls.
- Strengthen women's groups or women-led organizations to conduct evidence-based research and advocate with policy makers on reducing unpaid care work.
- Advocate for infrastructure development (e.g., water supply systems, cooking stoves, child care facilities) to reduce the burden of unpaid care work.
- Action Aid Rwanda will support women and young girls, particularly young mothers, in starting non-agriculture income-generating activities by providing cash grants, toolkits, and TVET school enrollment to aid in their job-seeking or entrepreneurial ventures.
- AAR will collaborate with National Gender Machinery to promote gender equality by enacting laws and policies that reduce unpaid care work and enhance women's representation in decision-making roles in both public and private sectors.
- AAR will advocate for curriculum revision towards educating young boys and girls at an early age about sharing household chores.

Expected Outcome:

By the end of 2028, time spent on Unpaid care work has reduced and increased women and girls' participation in economic and political activities

Indicators:

1. Unpaid Care Work Reduction
2. Gender Equality Awareness and Attitudes



PRIORITY AREA 2:

Empower WSHF to enhance Food Security, strengthening their resilience to Climate change through agroecology practices.

AAR will support marginalized groups in promoting agroecology to improve food security, climate resilience, and community well-being through sustainable farming practices that emphasize ecological principles and social equity.

Indicator for priority area 2:

1. Increase in Women's Participation in Agroe-e cology
2. Nutritional Status
3. Increase in income and yield productivity
4. Natural Ressource Management
5. Community Engagement

Access to Financial Services

Strategic objective 3:

Promote agroecology and Climate resilient practices in agriculture to ensure food security.

Despite role of Rwanda in modernizing agriculture, it faces challenges like soil degradation and climate change. Action-Aid Rwanda supports this by promoting agroecology and empowering marginalized groups, which is essential for achieving food security, reducing poverty, and promoting gender equality, contributing to the country's overall developmen

Key Actions:

- AAR will facilitate Small Holder Farmers (SHF) living in poverty and exclusion women, young people, and persons with disabilities to practice agroecology toward promoting sustainable agriculture, increasing productivity and food security, and resilience to climate change.
- Support the formation of farmer cooperatives to enhance collective bargaining power and resource sharing.
- Advocate for the inclusion of agroecology in national agricultural policies and development plans
- Partner with environmental and climate justice platforms to advocate for policies supporting sustainable farming practices.
- Organize awareness campaigns to educate the community about the benefits of agroecology
- Establish community seed banks to preserve local crop varieties and promote biodiversity.
- Support the development of local markets for agroe cological products to enhance farmers' income.
- AAR will continue to support the increase of terrac ing, planting of agroforestry trees, irrigated land, farmer field schools, compost making, the establish ment of nursery bed trees to fight against erosion, soil conservation and promoting a green environmen
- AAR will strengthen the capacity of smallholder farmers' cooperatives and CSOs' partners on agroeco logy practices and natural disasters towards increas ing resilience to climate change and advocate farmers' interest
- AAR will foster partnerships and collaborations with relevant stakeholders, such as NGOs, government agencies, research institutions, and private sector companies, to promote agroecology and scale up its implementation
- AAR will advocate for Small Holder Farmers (SHF) living in poverty and exclusion women, young people,, and persons with disabilities to obtain on-time-improved seeds, fertilizers, pesticides, and irrigation materials to increase food production and access to inputs

Expected Outcome:

By the end of 2028, 16,200 Women Small Holder Farmers and other vulnerable groups including young people, and persons with disabilities practice agroecology, increased their productivity, food sovereignty and resilience to climate change.

Indicators:

1. Soil Health:
2. Water Use Efficiency
3. Yield Stability:
4. Knowledge Sharing and Capacity Building



Strategic objective 4:

Enhance access to finance and market among vulnerable groups including women, young people, and persons with disabilities by building strong co-operatives and partnerships with social enterprises

Key Actions:

- AAR will boost financial access for women smallholder farmers, youth, and people with disabilities by linking them with financial institutions, forming savings groups, creating tailored financial models, and improving their digital financial literacy.
- Strengthen women's cooperatives to enhance collective access to finance and markets.
- Enhance access to finance for women smallholder farmers through partnerships with financial institutions.
- Advocate for infrastructure development such as roads and storage facilities to improve market access.
- AAR will advocate the adoption of modern technology, such as irrigation systems, mechanization, and digital tools, to boost productivity and efficiency in the agricultural value chain. Improve infrastructure, such as roads, storage facilities, and marketplaces.
- Create platforms that connect farmers directly to buyers and markets.
- Develop partnerships with private sector actors to create market linkages and support for women farmers.
- AAR will strengthen the capacity of smallholder farmers' cooperative and CSOs' partners about value addition management, financial literacy including digitized financial services, and financial models appropriate to farmers

Access to finance and markets is essential for empowering Rwandan women smallholder farmers, youth, and people with disabilities to engage in market-oriented agriculture. Financial resources, such as credit and subsidies, enable them to invest in modern farming techniques and improve productivity

Expected Outcome:

By the end of 2028, 16,200 women smallholder farmers and other vulnerable groups including young people and People with disabilities grouped into cooperatives have access to finance and market for their agriculture production

Indicators:

1. **WSHF with Access to Formal Financial Services**
2. **Increase in Agricultural Credit to WSHF**
3. **Expansion of Market Linkages for WSHF**
4. **Knowledge Sharing and Capacity Building**



CHAP V. OPERATIONAL OBJECTIVES

To facilitate the achievement of its strategic priorities, AAR has outlined five organizational objectives; Throughout the implementation of CSPIII, we are committed to enhancing our effectiveness, agility, and accountability as we strive for social justice, gender equality, and poverty reduction.

V.1. Reinforce resource mobilization to ensure organization stability and become more agile.

AAR will secure sustainable financing for its programs by strategically acquiring and managing funds, strengthening and diversifying donor partnerships, and prioritizing transparency and accountability. Clear financial management and strong relationships with donors are key to the long-term success of CSP III and its impact.

Strategies to ensure AAR's stability until 2028

AAR's strategy aims to enhance fundraising by setting clear goals, securing diverse funding, and building strong partnerships. The organization prioritizes transparency, accountability, and ethical practices, while improving financial management, internal systems, and staff skills. AAR also emphasizes continuous financial training and rigorous due diligence to ensure accountability and efficient resource use.

Summary of the income projections and funding mix for 2024-2028 (in 000GBP)

Type of Income in GBP'000	2024	2025	2026	2027	2028	Total
Partnership Institutional	508	620	867	800	800	3,595
Partnership High Value	133					
Total Partnership Income (PI)	**641**	**620**	**867**	**800**	**800**	**3,728**
Partnership Growth rate		-3%	28%	-8%	0%	
Regular Giving Income (RGI)	1,266	1,200	1,200	1,200	1,233	6,099
Other Income						
RGI Growth rate		-6%	0%	0%	3%	
Funding Mix (RGI-Share)		66/34	58/42	60/40	61/39	
Total income	**1,907**	**1,820**	**2,067**	**2,000**	**2,033**	**9,827**

V.2. Promote Human Resources and Organizational Effectiveness

By 2028, AAR will ensure Organizational effectiveness and governance structures leading to a strong member of the Federation. AAR's strength is in its collective capabilities and determination. Over the next five years, AAR will solidify its role within the ActionAid Federation by attracting top talent and improving skills to ensure effective program implementation.

Expected outcome:

- Enhanced HR frameworks are cultivated to reinforce innovation and advance feminist leadership principles within the organization.
- Facilitate a robust governance system that ensures the stability and sustainability of the organization.

Strategies to ensure AAR's Human Resources and Organizational Effectiveness capacity

AAR will empower its workforce through capacity development, maintain strong HR management to retain skilled staff, and enhance organizational effectiveness by developing multi-skilled teams and clear objectives. The organization focuses on transparency, accountability, internal governance, staff safety, integrating SHEA guidelines, and strengthening IT systems for better security and efficiency.

V.3. Strengthen Monitoring, Evaluation, Accountability, and Learning (MEAL)

AAR will establish a strong M&E system to generate evidence-based knowledge, enhance accountability, and mprove programming through a feminist transformative approach. The organization will follow established M&E and reporting protocols, providing regular updates to national and global partners. Activities will align with CSPIII's result areas, with indicators to track progress. Implementation will include a baseline study, mid-term review, and final evaluation in 2028 to assess outcomes and sustainability. AAR's M&E framework will focus on reshaping power relations to empower vulnerable groups, particularly women and girls, within a human rights framework.

Expected outcome:

- Effective Impact tracking system and assessment of the quality of results-based management within the organization at all stages of programming.
- Improved evidence-based programming through enhancing accountability and informed agile decisionmaking. Strategies to support a strong MEAL system emphasize assessing power shifts through participatory approaches to enable empowerment and accountability to right holders.

Strategies to ensure Strategies to support a robust MEAL system

- Comprehensive research methodologies, aiming to articulate and disseminate impactful insights.
- Fostering continuous learning and informed decision-making among diverse stakeholders
- AAR commits to embracing innovative IT-based systems and tools.
- Integration and continual enhancement of digital solutions, data accuracy, data Security, enable informed decision-making across all operational facets.
- Conduct baseline studies to identify and establish baseline data and design targets for the output, outcome
- AAR will regularly conduct Reflection meetings, PRRP meetings bi-annual and annual and Project based accountability team meetings to share achievements, learnings, and challenges.
- Strengthen the AAR MEAL system to focus on measuring contribution to social change and how AAR influence change, learning and improving programming and impact.
- Mainstream value for money principles in the MEAL framework.
- Build amount staff a culture of refereeing to and using MEAL framework and related tools to measure result against target and general learning for further efficiency and effectiveness.
- AAR will establish a comprehensive data collection framework to capture key metrics across operations, ensuring accuracy, accountability, and informed decision-making. This will foster a culture of learning and maximize value for money through efficient data management and stakeholder engagement Coordinate the develoment and implementation of a monitoring and evaluation framework, including performance indicators and targets, to effectively track and communicate the results of our interventions throughout the strategy.

V.4. Enhance Organizational Visibility

By 2028, AAR will strengthen its brand through visibility and communication strategies, impact documentation and dissemination approaches. AAR has a substantial history in Rwanda and is a well-recognized organization in the country. Therefore, for greater impact to contribute to social justice, gender equality and reduction of poverty, AAR will seek ways to increase its visibility and communication particularly to support its ability to operate cohesively, innovate, and thrive in an increasingly competitive landscape.

Expected outcome:

- Strengthened AAR's brand and impact of interventions while influencing systems, programmes, policies and practices.
- Increased access to information for effective accountability and partnerships.

Strategies to support accountability, networking and visibility

AAR's strategy involves using technology to improve knowledge sharing, visibility, and collaboration. It aims to build a dynamic network and open communication channels for better engagement and resilience. The organization plans to strengthen alliances and work with policy-makers to drive impactful initiatives and influence policy. Additionally, AAR will focus on effective dissemination of findings and enhancing its brand presence through consistent messaging and multimedia documentation to boost its identity and social impact.



V.5. Forge Partnerships with other like-minded organizations.

By 2028, AAR will work with partners and collaborate with other likeminded organizations to promote global social and economic justice. AAR is committed to fostering partnership relationships to facilitate effective collaboration and fruitful engagements aimed at enlightening our collective imagination, harnessing our resources, and leveraging the power of people towards achieving social justice and reducing poverty. The successful implementation of this strategy aper requires strong partnership and collaboration with communities, academia, civil society organisations, the private sector, Government of Rwanda line ministries.

Expected outcome:

- Increased voice for advocacy and policy influence leading to development, social and economic justice.
- Increased capacity of CBOs/Women networks or Cooperatives at the local level in the management of programs and projects.

Strategies to support accountability, networking and visibility

AAR's strategy focuses on strengthening its role in economic communities through strategic partnerships, policy advocacy, and stakeholder engagement. The organization aims to foster inclusive dialogue, align policies for sustainable development, and build alliances for social justice. It will also work with local NGOs for resource mobilization and program implementation, and support community-based organizations, especially Women's rights Organizations, with targeted training and resources to boost advocacy and campaigns.



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