



## USADEC STRATEGIC PLAN 2025-2029

## TABLE OF CONTENT

Abbreviations .....	5
1 Executive summary .....	7
1.1 Mission statement .....	8
1.2 Values .....	8
1.3 Objectives .....	9
1.4 Intervention domains .....	10
2.1 Background and context.....	10
2.2 Period of Plan/Objectives: .....	11
2.3 The Purpose of the plan .....	11
2.4 Methodology and Approach.....	11
2.5 The Philosophy .....	11
2.6.1 National context .....	12
2.6.2 International Context .....	12
2.7 SWOT analysis .....	13
3 STRATEGIC DIRECTIONS .....	14
3.1 Strategic framework.....	14
3.1.1 Vision.....	14
3.1.2 Mission statement .....	14
3.1.3 USADEC's values.....	14
3.1.4 Stakeholders' analysis.....	16
3.1.4.1 Identification of Stakeholders .....	16
3.1.4.2 Stakeholders' Analysis Matrix.....	17
3.1.4.3 Stakeholder Engagement Plan .....	18
4 USADEC's objectives .....	20

5 Strategic priorities.....	22
5.1 Axis 1: Corporate development .....	22
5.1.1 Domain 1: Finance and expansion .....	23
5.1.1.1 Priority 1.1: Ensuring financial stability .....	23
5.1.1.2 Priority 1.2: Expansion of geographical intervention .....	23
5.1.1.3 Priority 1.3: Expertise management.....	24
5.1.2 Domain 2. Lobbying, advocacy and awareness .....	24
5.1.2.1 Priority 2.1: Donor relationship management .....	25
5.1.2.2 Priority 2.2: USADEC website .....	25
5.1.3 Domain 3: Institutional Capacity and Organisational Management .....	25
5.1.3.1 Priority 3.1: Human resources capability .....	25
5.1.3.2 Priority 3.2: Organizational management .....	25
5.1.3.3 Priority 3.3: Information management .....	25
5.2 Axis 2 - Community development .....	26
5.2.1 Domain 4: Capacity building and economic development .....	28
5.2.1.1 Priority 4.1: Promotion of cooperatives and income generating activities .....	28
5.2.1.2 Priority 4.2: Training and individual development .....	28
5.2.1.3 Priority 4.3: Agriculture sector promotion.....	30
5.2.2 Domain 5. Environmental protection, mitigation and adaptation to climate change .....	30
5.2.2.1 Priority 5.1: Improving awareness of climate change and efficient land use.....	30
5.2.2.2 Priority 5.2: Promotion of energy saving and the use of renewable energy .....	31
5.2.3 Domain 6. The promotion of good governance .....	32
5.2.3.1 Priority 6.1: Developing the ability of communities to contribute to good governance .....	32
5.2.3.2 Priority 6.2: Promotion of the rights of vulnerable groups .....	32
5.2.3.3 Priority 6.3: Promotion of patriotic, peaceful attitudes among youth.....	32

5.2.4 Domain 7: Improving the health of vulnerable groups .....	33
5.2.4.1 Priority 7.1: Prevention of the transmission of HIV/AIDS, STIs, malaria, tuberculosis and other non-communicable diseases .....	33
5.2.4.2 Priority 7.2: Mitigating the impact of living with HIV/AIDS, STIs, malaria, tuberculosis and other non-communicable diseases.....	33
5.2.4.3 Priority 7.3: Monitoring of health sector policies .....	33
5.2.5 Domain 8. Improving access to safe water and basic sanitation .....	34
5.2.5.1 Priority 8.1: Facilitate access to safe water .....	34
5.2.5.2 Priority 8.2: Improve access to basic sanitation.....	34
5.2.5.3 Priority 8.3: land use and sustainable water resource management .....	34
5.3 Monitoring and evaluation of the strategic priorities .....	34
6 Monitoring and evaluation and data collection system .....	34
6.1 Monitoring and evaluation .....	34
6.2 Qualitative Methodologies .....	41
6.3 Quantitative Methodologies .....	41
7 AnnexES: .....	42
7.1 Logical framework (Annex1).....	42
7.2 Diagram of Result Chain (Annex2) .....	77
7.3 Estimate budget for 2025-2029(Annex3) .....	78
7.4 Organisational Structure(Annex4) .....	84
7.5 Implementation Plan(Annex5).....	85

## ABBREVIATIONS

USADEC	Union de Solidarite d'Aide au Developement Communautaire
NGO	Non-Profit Organization
ICT	Information and Communications Technology, or Technologies
EDPRS	Economic Development and Poverty Reduction Strategy II
SDGs	Sustainable Development Goals
ATEDEC	Action Technique Pour Un Developpement Communautaire
NDC	Nationally Determined Contribution
GGCRS	Green Growth and Climate Resilience Strategy
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immunodeficiency Syndrome
RGB	Rwanda Government Board
TB	Tuberculosis
EAC	East African Community
WRI	World Resources Institute
FONERWA	Fond National de l'Environnement du Rwanda
MINIRENA	Ministry of Environment and Natural Resources
RCCDN	Rwanda Climate Change Development Forum
RCSP	Rwanda Civil Society Platform
REFAC	Rwanda Education For All Coalition

RNGOF	Rwanda Non-Profit Organisation Forum
RMENT	Rwanda Men Network
WB	World Bank
UN	United Nations
CSR	Corporate Social Responsibility
TVET	Technical and Vocational Training
UNFCCC	United Nations Framework Convention on Climate Change
LED	Light-Emitting Diode
SWH	Solar Water Heater
HPS	High Pressure Sodium
WWEP	Waste Water Treatment Plant
PLWHA	People Living with HIV/AIDS
STI	Sexually Transmitted Disease

## **1 EXECUTIVE SUMMARY**

Significant Initiatives and efforts have been made to develop Rwanda in various sectors including agriculture, environmental protection, education health, promoting gender equality and equity, and community empowerment in general. However, we still have the challenge to bridge up the gap that requires intervention and participation of different partners. USADEC (Union de Solidarite d'Aide au Development Communautaire) as one of the partners intervening in the above mentioned sectors, is putting in place a strategic plan that will guide the implementation of projects that will be developed to bridge up the gap and make a remarkable social -economic impact in the five upcoming years. This strategic plan constitute a mirror and main tool to achieve USADEC targets through the following forefront strategic directions:

Empowering youth and most vulnerable families through income generating projects;

- Raising awareness through campaigns against HIV/AIDS, Malaria and Tuberculosis;
- Development projects such as the provision of clean drinking water and sanitation;
- Education of the rural communities on the environment, and on mitigation and adaption to climate change effects.
- Education of urban and rural communities through Technical Vocation Trainings on Income Generating Activities.
- Human rights development such as improving gender equality, GBV, women empowerment, family planning promotion, and child labor advocacy.

The estimated budget for the projected activities for the upcoming five years will cost USADEC 4,159.300, 000 Frw. The main sources of funds will be from funding development partners.

Every year, an action plan will be developed along with an implementation roadmap based on the available funds granted from funding organizations.

As all organisations, USADEC will be operating in respect of our core values, mission and objectives and intervention which are as follows:

### **1.1 Mission statement**

The Mission of USADEC is to promote social and economic welfare, advocate for lasting peace and respect for human rights in Rwanda.

### **1.2 Values**

- Equality and Equity
- Team Work and Partnership
- Transparency and Accountability (Integrity)
- Justice and Cooperation

### **Inclusiveness**

Unleashing talent in everybody contributes to common good. We recognise the potential in every human being and the ability to do right for the personal and common good. Our inclusiveness means non discrimination at all levels of our engagement. Our inclusive approach leads us to prioritise the most vulnerable.

### **Integrity**

Being honest with oneself and in relationships with others is the starting point in honouring commitments. We acknowledge people's right to keep with their fundamental ethical commitments.

### **Accountability and Transparency**

Accepting responsibility for our actions and the willingness to learn from the mistakes made form the core of accountability. We are accountable to the communities and partners with whom we work with and to the donors who support the work we do. We struggle to deliver and channel services and resources effectively to where they are designated in order to make the desired impact. We want to be transparent in our activities.

### **Sustainability**

We aim at creating lasting impacts. We want to build capacities which carry communities far beyond our interventions. We seek to make sustainability visible.



## **Ensuring Sustainability (justification of presence)**

The core of USADEC existence is the need that is on ground for its services and programs. Rwanda development program is still having gaps to fill, needs for support, facilitation and accompaniment to deliver services that grantees sustainable development. This is what we seek to address during our whole period of our existence. Our given mandate justifies our engagement in serving those in endemic need. The need is still there and the number of those in need is even growing.

## **Complementarity with other actors**

In Rwanda there are several organisations and structures which contribute to poverty reduction program and which assist in meeting the development challenge. However, the niche of USADEC as a implementing and facilitating actor places us, with our coverage area, target population and methodology into complementing other existing actor and in introducing a working methodology which benefits the local communities.

## **Strategy to make our operation sustainable**

We aim at empowering local communities in order to gradually reduce the role of USADEC as a National actor to allow expansion of activities to other parts of country that needs similar support. To achieve this USADEC has a strategy to implement its activities in such a way it plays increasingly a role of facilitation and support, and strengthening of local capacities to handle the activities in themselves in long run.

## **1.3 Objectives**

- To fight against the destruction of the environment and climate change and protection of biodiversity;
- To promote hygiene, sanitation and clean drinking water and production of water harvesting systems;
- Increasing awareness to climate change through mitigation and adaptation measures
- Increase agriculture production by providing technical and financial assistance to the farmers' cooperatives.
- To undertake capacity building activities to make sustainable improvements to populations living in the rural areas;
- To fight against HIV / AIDS, Sexually Transmitted Infections, Malaria and TB and promote family planning and reproductive health;

- To promote the rights of women and children in social and economical empowerment for sustainable development in local communities;
- To organise income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.

#### **1.4 Intervention domains**

- Health.
- Agriculture.
- Vocational Education.
- Safe water and basic sanitation
- Capacity building and economic development.
- Environmental protection through climate change mitigation and adaptation strategies.
- ICT applied to climate change.
- Good governance.

In order to be more practical, an annual review of priorities and the strategic planning team will be responsible to provide an annual review of each and every objective's priorities.

In the same perspective, performance metrics will be prepared encompassing the ones for day-to-day operations including the strategic planning prioritization.

## **2. Introduction**

### **2.1 Background and context**

Rwanda has been gripped by the trauma of the genocide. Being so, Rwanda is undergoing much more than post-conflict reconstruction - it is working towards a society transformation in the areas of governance, participation, development and justice. All this needs skilled manpower to guide the process of transformation. USADEC is an NGO devoted to the sustainable development of rural communities and co-operatives in the Eastern Region of Africa. We undertake capacity building at a grass roots level to empower people with skills and knowledge to make positive changes in their local communities.

We were established in 2003 and we work in the following important areas:

- Establishment of rural cooperatives and income generating projects;
- Health improvement and awareness campaigns such as enhancing services for the Most At Risk Populations of contracting and spreading HIV/AIDS, Malaria and Tuberculosis;

- Development projects such as the provision of clean drinking water and sanitation;
- Education of the rural communities on the environment, and on mitigation and adaption to climate change effects.
- Education of urban and rural communities in Work Readiness and Technical Vocation Trainings on Income Generating Activities.
- Human rights development such as improving gender equality, GBV, women empowerment, family planning promotion, and child labour advocacy.
- To achieve those targets, it is very important to have a strategic plan as a mirror and main tool for USADEC's activities.

## **2.2 Period of Plan/Objectives:**

This strategic plan indicates the plan for USADEC for the period 2025 – 2029

## **2.3 The Purpose of the plan**

The purpose of this plan is to create and implement a meaningful set of strategic goals to promote and support the USADEC organisation and build lasting relationship with Donors.

## **2.4 Methodology and Approach**

This strategic plan has been elaborated through participative approach with all potential stakeholders involved in the intervention zones where or through which USADEC operates.

## **2.5 The Philosophy**

This strategic plan has been drafted with a firm background belief and understanding that an empowered community can drive its own economy, create self initiatives and attain sustainable development. In attaining this, the plan proposes to implement projects with long enduring effects and also bring on board the community to participate. The all-inclusive approach advocated here is based on the high level of success guaranteed when a process is wholly participatory.

## **2.6 International and national context**

### **2.6.1 National context**

The existing national planning tools will be aligned to in this strategic planning as well as in the development of priorities. The below tools will be considered in the framework of bridging up the gap and contributing to the country development and social transformation.

The available recommended tools are:

- The vision 2050
- Gender policies and strategies,
- Nationally Determined Contributions
- National Strategy for Transformation
- GGCRS (Revised Green Growth and Climate Resilience Strategy)

The analysis below provides context to USADEC's operations and the background to the formulation of USADEC's strategic priorities:

### **2.6.2 International Context**

With regard to the climate change, a couple of conventions and treaties have been signed with various strategies and road maps to address the consequences of the climate change by setting up an array of mitigation and adaptation measures highlighted in the UN Agenda 2030 and its seventeen sustainable Development Goals, African Union Agenda 2063, EAC Vision 2050, and Paris Agreement as well as NDCs and their relevancy to civil society.

USADEC's intervention areas and expertise are in line with government and the above guidelines tools as far as climate change is concerned. Environment protection is one of USADEC's programs thematic among others such as gender equality, Quality Education, good health and well being, gender equality, and poverty eradication.

## 2.7 SWOT analysis

This strategic plan takes into account the following key strengths, weaknesses, opportunities and threats.

<b>Strengths</b>	<b>Weaknesses</b>
<p>Highly specialized with significant local experience and knowledge – particularly in health, community development, Youth and ICT development, capacity building and environmental protection.</p> <p>Participatory approach - involves beneficiaries and partners from the beginning.</p> <p>Strong partnerships at the international, national and local levels with NGOs, cooperatives, associations and authorities.</p> <p>Multi-disciplinary team.</p> <p>Strong project management skills and organizational monitoring and evaluation systems.</p> <p>Proven track record over 11 years.</p>	<p>Limited financial, material and human resources.</p> <p>Over reliance on project income from donors creates sustainability concerns regarding long-term staff retention and staff training.</p> <p>Significant focus in current intervention areas, risk that development priorities may change.</p> <p>Strategy and internal procedures in need of review to reflect new circumstances.</p>
<b>Opportunities</b>	<b>Threat</b>
<p>Strong focus in Kigali City, the Western and Northern Provinces possibility of expansion to other regions.</p> <p>Recognition of the organization as a strong partner locally, nationally and internationally – potential for future funding/donor partnerships.</p> <p>Opportunities for training, networking and development through membership and partnership of existing local, national and international organizations.</p> <p>Large number of NGOs with similar intervention areas,</p>	<p>The international financial crisis may lead to a reduction in donor aid.</p> <p>Major international disasters may divert funds away from developing countries.</p> <p>Large number of NGOs with similar intervention areas competing for investment.</p> <p>There is a tendency for donor funding to be diverted from civil society to the central</p>

<p>opportunity for networking, collaboration and expertise exchange.</p> <p>Stable government willing to develop and invest in the country.</p>	<p>government budget.</p> <p>Rwandan society is very fragile due to the genocide perpetrated against Tutsis; there is a lack of hope for the future among some parts of society.</p> <p>Ignorance within villages regarding gender equality can reduce the effectiveness of projects.</p>
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### **3 STRATEGIC DIRECTIONS**

#### **3.1 Strategic framework**

##### **3.1.1 Vision**

The overall vision of USADEC is to create conditions for sustainable development by engaging in sustainable livelihood projects with long-term enduring effects, working with indigenous population and partners. These conditions are such the target groups especially those from vulnerable families should have access to basic tools for self help to fighting poverty and members should have access to formal education, proper nutrition, clean water, alternative livelihoods and a healthy environment.

##### **3.1.2 Mission statement**

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##### **3.1.3 USADEC's values**

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USADEC has a strategy to implement its activities in such a way it plays increasingly a role of facilitation and support, and strengthening of local capacities to handle the activities in themselves in long run.

### **3.1.4 Stakeholders' analysis**

#### **3.1.4.1 Identification of Stakeholders**

List all potential stakeholders who might have an interest or influence in the strategic plan.

##### **Internal Stakeholders:**

- ✓ Organization's Staff and Volunteers: Individuals directly involved in implementing the strategic plan.
- ✓ Board of Directors: Members responsible for governance and strategic oversight.

##### **External Stakeholders:**

- ✓ Local Communities: Residents of Nyabihu and Rubavu districts.
- ✓ Local Governments: District authorities and local councils.
- ✓ National Government: Ministries related to environment, agriculture, and local development.
- ✓ Non-Governmental Organizations (NGOs): Organizations working on environmental, agricultural, and social issues.
- ✓ Private Sector: Businesses involved in agriculture, waste management, and other relevant sectors.
- ✓ Donors and Funding Agencies: Organizations providing financial support.
- ✓ Media: Local and national media outlets.
- ✓ International Organizations: Agencies like the UN, World Bank, etc., involved in climate and development projects.



### 3.1.4.2 Stakeholders' Analysis Matrix

Stakeholder	Interest	Influence	Impact on Project	Engagement Strategy
Local Communities	High	High	Direct beneficiaries and key participants in project activities.	Community meetings, participatory planning, regular updates, capacity-building programs.
CBOs	High	Medium	Key partners for grassroots mobilization and community engagement.	Capacity building, regular coordination meetings, joint community projects.
Educational Institutions	Medium	Medium	Partners for research, education, and awareness activities.	Collaborative research projects, educational programs, internships, workshops.
Private Sector	Medium	Medium	Can provide resources, innovation, and investment.	Public-private partnerships, corporate social responsibility (CSR) initiatives, forums.
Donors and Funding Agencies	High	High	Major sources of financial support	Detailed project proposals, regular financial and

			and resources.	progress reports, site visits.
Media	Medium	Medium	Crucial for public awareness and information dissemination.	Press releases, media briefings, storytelling, social media engagement.
International Organizations	Medium	High	Providers of technical expertise, funding, and policy support.	Strategic partnerships, compliance with international standards, regular updates.

### 3.1.4.3 Stakeholder Engagement Plan

#### Local Communities:

- ✓ Engagement Methods: Community meetings, participatory planning sessions, regular feedback mechanisms, capacity-building programs.
- ✓ Frequency: Monthly meetings, quarterly feedback sessions, annual capacity-building workshops.
- ✓ Responsibility: Community engagement officers, project managers.

#### Local Governments:

- ✓ Engagement Methods: Regular consultations, joint planning sessions, formal agreements, progress reports.
- ✓ Frequency: Bi-monthly consultations, quarterly planning sessions, annual formal agreements.
- ✓ Responsibility: Project managers, senior management.

**National Government:**

- ✓ Engagement Methods: Formal reports, strategic alignment meetings, advocacy sessions.
- ✓ Frequency: Quarterly reports, annual strategic alignment meetings.
- ✓ Responsibility: Senior management, policy advisors.

**NGOs:**

- ✓ Engagement Methods: Partnership agreements, joint initiatives, information sharing, networking events.
- ✓ Frequency: Bi-monthly coordination meetings, annual partnership reviews.
- ✓ Responsibility: Project coordinators, partnership managers.

**CBOs:**

- ✓ Engagement Methods: Capacity building, regular coordination meetings, joint community projects.
- ✓ Frequency: Monthly coordination meetings, bi-annual capacity-building workshops.
- ✓ Responsibility: Community engagement officers, project coordinators.

**Educational Institutions:**

- ✓ Engagement Methods: Collaborative research projects, educational programs, internships, workshops.
- ✓ Frequency: Semester-based internships, annual research projects.
- ✓ Responsibility: Project coordinators, educational liaisons.

**Private Sector:**

- ✓ Engagement Methods: Public-private partnerships, CSR initiatives, forums.
- ✓ Frequency: Quarterly CSR meetings, annual partnership forums.

- ✓ Responsibility: Corporate engagement officers, project managers.

#### **Donors and Funding Agencies:**

- ✓ Engagement Methods: Detailed project proposals, regular financial and progress reports, site visits.
- ✓ Frequency: Quarterly financial reports, annual site visits.
- ✓ Responsibility: Financial managers, project directors.

#### **Media:**

- ✓ Engagement Methods: Press releases, media briefings, storytelling, social media engagement.
- ✓ Frequency: As needed for press releases, quarterly media briefings.
- ✓ Responsibility: Communications officers, media relations managers.

#### **International Organizations:**

- ✓ Engagement Methods: Strategic partnerships, compliance with international standards, regular updates.
- ✓ Frequency: Bi-annual strategic meetings, annual compliance reviews.
- ✓ Responsibility: Senior management, international relations officers.

This stakeholder analysis ensures that all relevant parties are engaged appropriately, fostering

Collaboration and support for the successful implementation of the strategic plan.

#### **4 USADEC’S OBJECTIVES**

- To fight against the destruction of the environment and climate change and protection of biodiversity ;
- To promote hygiene, sanitation and clean drinking water and production of water harvesting systems ;
- Increasing awareness to climate change through mitigation and adaptation measures

- Increase agriculture production by providing technical and financial assistance to the farmers' cooperatives.
- To undertake capacity building activities to make sustainable improvements to populations living in the rural areas ;
- To fight against HIV / AIDS, Sexually Transmitted Infections, Malaria and TB and promote family planning and reproductive health ;
- To promote the rights of women and children in social and economical empowerment for sustainable development in local communities ;
- To organise income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.

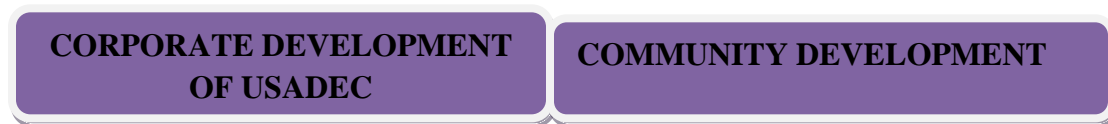
USADEC will pursue these objectives through the following intervention domains :

- Health.
- Agriculture.
- Vocational Education.
- Safe water and basic sanitation
- Capacity building and economic development.
- Environmental protection through climate change mitigation and adaptation strategies.
- ICT applied to climate change.
- Good governance.
- USADEC also intends to develop community development projects and other profitable initiatives so that the organization can become self-financing specifically for administrative costs.

## 5 STRATEGIC PRIORITIES

USADEC will realize its vision and objectives by focusing on a new set of strategic priorities

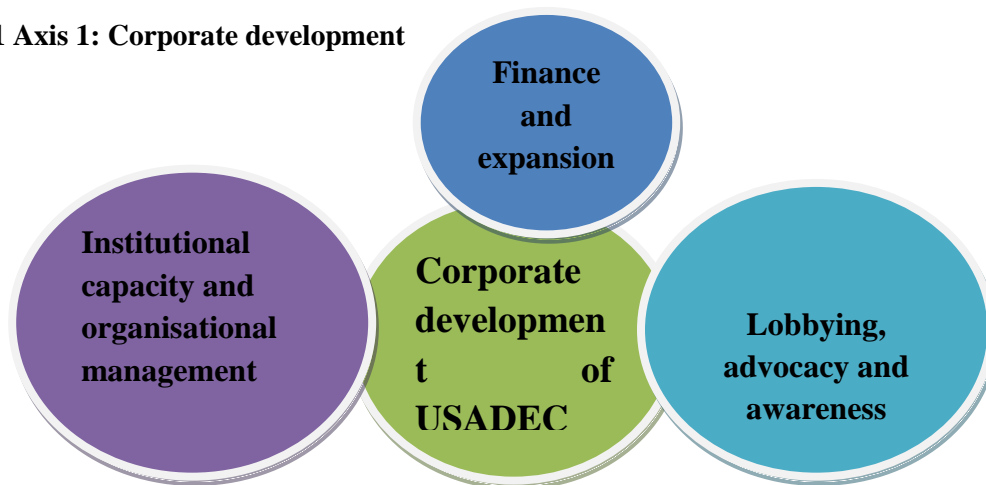
These priorities are divided into two strategic axes:



These strategic axes contain of a total of eight strategic domains from which a clear set of strategic priorities for the period 2024-2029 have been derived. The priorities of each axis are outlined below along with the expected output of each priority.

The specific actions relating to each priority will be detailed in USADEC's Annual plans.

### 5.1 Axis 1: Corporate development



Strategic domains	Strategic priorities	Output
Finance and expansion	Ensuring financial stability	Income generating projects are developed to provide a stable revenue stream from separate from donor project
	Expansion of geographical intervention	USADEC delivers projects across all Provinces in Rwanda and into other East African Countries

	Expertise management	A mechanism to ensure that all projects remain relevant to current development priorities
Institution capacity and organizational management	Reinforce the capacity of the staff	All staff and members are equipped with the required knowledge of managing the USADEC's activities
	Human resources capabilities	Staffing will expand with increased need, training and short courses for staff are provided according to their role within USADEC
	Organizational development	Rules and regulations are updated and respected. All USADEC structures are functioning
	Information management	A corporate memory and database of USADEC information are created which all staff can access
Lobbying, advocacy and awareness	Donor relationship management	A close and mutually beneficial relationship between USADEC and its donors and stakeholders
		Memorandum of understanding are signed

### **5.1.1 Domain 1: Finance and expansion**

In the period 20224-2029 USADEC will seek to operate from a stable and secure financial base, and help a greater number of people across a larger geographical area. This domain entails three strategic priorities.

#### **5.1.1.1 Priority 1.1: Ensuring financial stability**

By early 2024 USADEC will develop a specific, detailed and achievable funding strategy with the aim of creating a stable revenue stream. It is intended that the focus of this funding strategy will be the development of a training centre that will assist with the corporate, financial and organizational development of other NGOs, stakeholders, cooperatives, etc. Initially, a large donor will be sought to provide long-term funding to enable the centre's development. Once operational, it will be a self-sufficient social enterprise that will generate revenue to provide human resources development within USADEC and encourage long-term staff retention.

#### **5.1.1.2 Priority 1.2: Expansion of geographical intervention.**

Expansion beyond Nyamasheke, Rusizi, Burera, Rutsiro Districts and Kigali City will allow USADEC to assist a greater number of people and achieve its vision across Rwanda. This is a complex priority that may take more than 5 years to fully implement.

### **Alignment to NDC, GGCRS, SDGs and NST2 integration**

As far as the climate change effects are concerned, mitigation measures and adaptation plan to climate change must be looked into and concentrate effort on mitigation and adaptation or contributions. Projects addressing specifically climate change will be developed and implemented. In addition, climate change will be integrated in all USADEC programs as cross-cutting element with clear performance indicators.

### **Strategy for expansion**

Expansion will occur in Rwanda as well as beyond, It will occur gradually, USADEC will continue to operate in the areas of intervention where it has expertise

USADEC will also seek to re-position itself from currently focusing on project implementation to focusing on project coordination – taking a more prominent role in the management of projects. To do this, it is likely that USADEC will need strong relationships with donor organizations and other stakeholders.

There are a number of actions that USADEC will undertake to enable effective expansion into other areas. In particular, an information management system will need to be put in place.

#### **5.1.1.3 Priority 1.3: Expertise management**

As USADEC begins to operate at national and international levels, it will need to develop a mechanism to identify, analyze and adapt to changes in local, national and international development priorities. This will ensure that USADEC continues to maximize the impact of the organization's operations and that they remain relevant to changing priorities.

#### **5.1.2 Domain 2. Lobbying, advocacy and awareness**

Central to the development of USADEC is the broadening of its lobbying and advocacy base and raising awareness of the work it does. Making connections with stakeholders and donors is critical to the operation of USADEC. By improving the management of these relationships and creating a clear internet presence USADEC will be able to take a greater role in Rwandan civil society, develop stronger relationships with stakeholders and secure funding from a wider variety of donors. This domain has two strategic priorities:



#### **5.1.2.1 Priority 2.1: Donor relationship management**

A system for managing and maximizing relationships with donors and other stakeholders is required. Coordinating the presence of USADEC representatives at networking events will also assist in raising the profile of USADEC and in building relationships.

#### **5.1.2.2 Priority 2.2: USADEC website**

The development and regular maintenance of a website will improve national and international visibility. The website must remain relevant, and include information about USADEC's current projects as well as past successes.

### **5.1.3 Domain 3: Institutional Capacity and Organisational Management**

USADEC is to undergo a number of major changes, particularly the expansion from the Kigali City.

USADEC must therefore have the capacity and human resources capability to adapt to these changes as an organization without disruption to its core activities. This domain has three strategic priorities.

#### **5.1.3.1 Priority 3.1: Human resources capability**

USADEC will need to employ more staff to meet the delivery needs of new projects, in particular in areas where USADEC may not currently have expertise. Staff will also need to be provided with training to ensure they have the skills that USADEC requires. An induction pack will be created for new employees, setting out how USADEC operates.

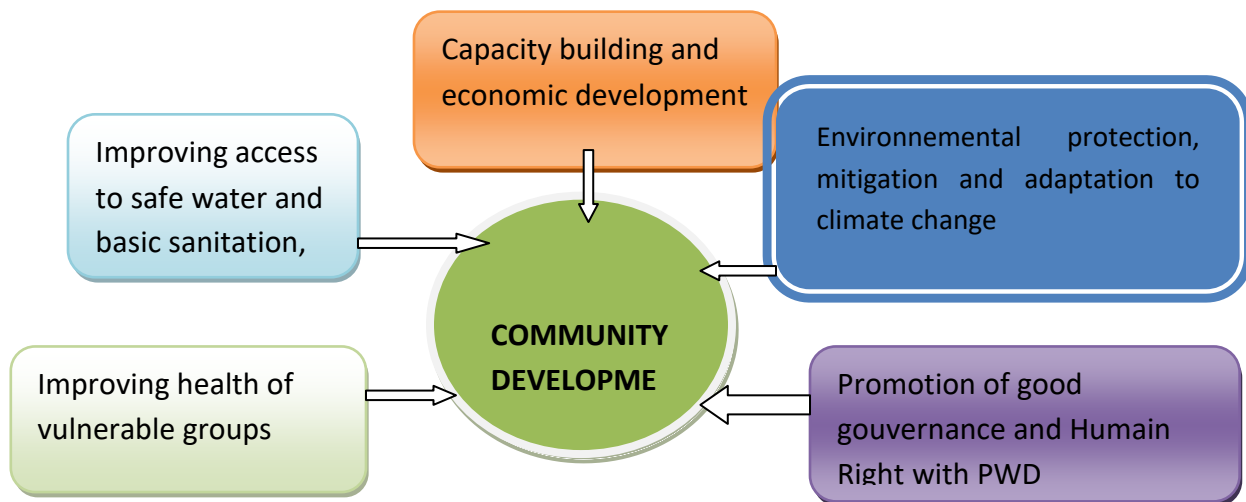
#### **5.1.3.2 Priority 3.2: Organizational management**

There will be a review of administrative processes during 2020 to ensure that USADEC has the right organizational management systems to operate effectively in its new form. This will include a review of internal management procedures and documents and the effectiveness of internal meetings. All elements of the organization will be fully functioning.

#### **5.1.3.3 Priority 3.3: Information management**

As USADEC expands, it must keep track of all important documentation. Members of USADEC must be able to access information when they need it, and all information needs to be shared effectively within the organization so that everyone can make the best use of USADEC's knowledge and experience.

## 5.2 Axis 2 - Community development



Strategic domain	Strategic priorities	Output
Capacity building and economic development	Promotion of cooperatives and income generating activities	Income generating activities provide economic independence for vulnerable group
		More than 1500 cows are provided to vulnerable groups especially persons living with HIV/AIDS
	Training and individual development	Training provides women and youths with vocational skills and ICT skills to enable their future employment
	Agriculture sector promotion	Farmers are technically assisted in modern farming
Environment protection, mitigation and adaption to	Improving awareness of climate change and efficiency land use	Increased awareness of climate change adaptation by efficient land use and

climate change		accessible technologies
	Promotion of saving in existing energies and the use of renewable energy	Increased awareness of alternative energy sources, energy saving and energy efficient technologies
	Land and Sustainable water resource management	60% of the target population adopt techniques for the efficient use of water domestically and agriculturally
	Agro forestry promotion	USADEC is participating actively in agro forestry promotion all over the country
Promotion of good governance	Developing the ability of communities to contribute to good governance	People are sensitized and facilitated to participate in local planning processes
	Promotion of patriotic, peaceful attitudes among youths	People are trained and informed of their rights and obligations
	Promotion of the rights of vulnerable groups	Youth are trained and informed of the positive values of Rwandan culture and of a peaceful and tolerant culture
Improving the health of vulnerable groups	Prevention of the transmission of HIV/AIDS, STIs, Malaria, Tuberculosis and other non communicable diseases	60% of target population is reached by a comprehensive prevention program
	Reducing gender-based violence, drug use and prostitution	70% of target population is reached by a comprehensive prevention program
Improving access to safe water and basic sanitation	Facilitate access to safe water	80% of the target population understand the need for safe water and methods for water treatment

	Improve access to basic sanitation	70% of the target population are aware of basic sanitation techniques and hygienic behavior
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## **5.2.1 Domain 4: Capacity building and economic development**

### **5.2.1.1 Priority 4.1: Promotion of cooperatives and income generating activities**

The development of small income generating activities is a route out of poverty for many people.

These have been shown to give vulnerable people new economic independence, to remove their reliance on donor hand-outs, to provide them with a sense of purpose, and to bring people together through the work of cooperatives. The development of cooperatives also provides people with technical skills and encourages entrepreneurship. All of these elements are important in helping people to raise themselves out of poverty. It is therefore a priority for USADEC that marginalized and vulnerable populations are empowered to build new cooperatives.

### **5.2.1.2 Priority 4.2: Training and individual development**

Human resources development and the building of a knowledge-based economy is a central pillar of Rwanda's Vision 2020. Furthermore, Vision 2020 identifies the need for good access to, and knowledge of ICT as an issue integral to the achievement of the plan and the development of Rwanda. USADEC already has experience in providing training on these issues.

Lack of Vocational training services has the devastating potential to create a severe of economic impacts. Young people have struggled with life and they need a hand that can support them through vocational training that can equip them with constructive Knowledge and reliable Skills. It is noticed that 60% of youths in their productive years, lack direction which has contributed greatly in affecting the development and economic out-put of the country.

Education is essential for economic and social development of a country. Having a well-trained, motivated and adaptable workforce is key. The fact that the Rwandan workforce, of around 4.6 million people, is characterized by low skill levels is a major barrier to economic and social development. Two-thirds of the population completes some primary education, but only 3.5% and 0.4% complete secondary or higher education respectively. According to the Fast-Track Initiative Assessment, dated September 2006, unemployment among Rwandans with only some primary education is as high as 61% compared to the Sub-Saharan average of 29%. Rwanda suffers from serious deficiencies in terms of trained human capital and this is more so for the technical professions. The impact of the 1994 genocide, which resulted

in the massive loss of an educated and skilled workforce, further compounds the problem. This poses a great threat to Rwanda in reaching its Vision 2020 targets.

Although the Education Sector Policy and the National Science, Technology and Innovation Policy clearly indicate the Government's commitment to develop and improve TVET. The country still is in direct need of skilled workers and technicians.

The TVET lacks effectiveness and relevance to the reality of the workplace. Even in those occupational fields that show high demand for skilled workforce, TVET graduates remain unemployed because they have not acquired the practical hands-on competencies.

It is certain, that demand exceeds by far the current supply and that the majority of the young population is not reached by TVET. 170,000 young people annually leave schools without vocational preparation and continuing TVET capacities are not capable to prepare them for the labor market.

It is obvious that schools alone cannot prepare graduates for self employment. Any supporting structure which assists and accompanies business starters is needed in order to improve the sustainability of business start-ups. Reason why seven ltd initiated this project of equipping youth out of school, A level graduates and other vulnerable group (youth living with disabilities) with vocational and technical skills in software and artistic design

USADEC will contribute to the promotion of that sector through providing technical skills for the participants, who will be working either independently, as self-employed operators, or in newly created jobs related to specified sector.

Providing people with training in technical, business and vocational skills will give them the ability to support themselves and their families and the opportunity to remove themselves from poverty. It will also enable them to operate cooperatives efficiently and effectively. Successfully run cooperatives will create further job opportunities and help develop the local economy and community. Providing appropriate training is therefore very important.

## **ICT training**

Since 2000, Rwanda has had a new National ICT Plan (NICI) every 4 years. The focus for NICI- 2011-15 will be to empower and transform local communities through improved access to information and services using ICT. However, many people, particularly in rural communities and those in poverty, have no understanding of computer skills. For communities to take advantage of the Government of Rwanda's plans, training on basic computer and internet skills is required. People with these skills will be well-placed to compete for jobs in what is hoped will be a significant growth area for Rwanda.

### **5.2.1.3 Priority 4.3: Agriculture sector promotion**

According that the agriculture sector is one of the incomes generating for more than 70% of Rwandan population, USADEC will contribute in the promotion of that sector through capacity building of farmers and cow's provision through GIRINKA MUNYARWANDA.

## **5.2.2 Domain 5. Environmental protection, mitigation and adaptation to climate change**

### **5.2.2 1 Priority 5.1: Improving awareness of climate change and efficient land use**

Climate change is causing enormous damage to the natural environment and has resulted in the loss of life and livelihoods. Recognizing the consequences of inaction, Rwanda remains steadfastly committed to the Paris Agreement and has dedicated the resources required to achieve substantial emissions reductions.

Sustainable development, reversing the loss of environmental resources and reducing biodiversity loss are some of the targets of the NDC. It is important that rural communities understand the impact of climate change on agriculture, as well as how to make best use of the land available, for example through the use of fertilizers, modern techniques and irrigation.

Efficient and productive land use will enable communities to move beyond subsistence farming, while also protecting the environment by avoiding the expansion of agricultural land into new areas.

USADEC, as partner in the country development through environmental protection programme, is including in its strategic plan, strategies and mechanisms to address climate change effects which is causing disaster and loss of lives and damages of population's properties.

Nationally Determined Contributions (NDCs) for mitigation and adaptation for the period going to 2030, is the Government of Rwanda's commitment to take urgent action to mitigate and adapt to the effects of climate change.

Mitigation actions should have the following criteria:

**Environmental effectiveness** : mitigation actions should achieve real emissions reductions, at the national and global level, whilst minimizing indirect environmental impacts and ensuring resilience to climate change impacts.

**Socio-economic impacts and co-benefits** : mitigation actions should prioritize the most cost-effective options including those with developmental co-benefits and be acceptable to all entities involved taking account impacts and risks to affected groups including households, businesses, and communities.

**Feasibility of implementation** : mitigation actions should be feasible to implement in the specific context of the national infrastructure and legal framework, be in alignment with national policy aims and objectives, and be suitable to international support and climate finance consistent with the UNFCCC and Paris Agreement.

### **Mitigation and adaptation measures**

- Projects of solar energy use will be prepared and submitted for funding. USADEC will raise awareness to use solar lighting and LED systems to replace high-pressure sodium (HPS) lamps in the household.
- Awareness rising on the use of cooking stoves especially in the rural villages where the use of firewood is still at more than 80%, and as well as the use of biomass. This will mitigate the excess use of wood and biomass which also contribute the emission of GHG.
- Solar water heater (SWH) programme will be developed and funding strategies put in place for the sensitization to the use of solar water heaters in the households. Whenever possible, providing solar water heaters to the most vulnerable families.
- Soil and water conservation (crop rotation) will be prioritized among the actions to mitigate and adapt to the climate change effects. Continuous crop rotation leading to prevention of soil erosion that contributes to the reduction of CO<sub>2</sub> and N<sub>2</sub>O emissions and carbon sequestration in soils.
- Waste-water treatment plants (WWTP) projects will be developed specifically waste water recycling in the urban areas. This will reduce the emission of methane from wastewater.

#### **5.2.2. 2 Priority 5.2: Promotion of energy saving and the use of renewable energy**

Renewable energy is cheap and readily available. For example, charcoal stoves are common in Rwanda, but there are more efficient alternatives. Solar ovens are cheaper to run and have a reduced impact on the environment, while improved traditional stoves are also available. This knowledge, energy saving and the

promotion of renewable energy use, will be spread across all of Rwanda's rural communities and USADEC will be one of Partners on this issue.

### **5.2.3 Domain 6. The promotion of good governance**

#### **5.2.3.1 Priority 6.1: Developing the ability of communities to contribute to good governance**

Good governance of the Rwandan state and its communities is considered a pre-condition to the effective development of the country in the Vision 2020 plan. Since 2000, Rwanda has followed a policy of decentralization that provides for the political, economic, social, managerial, administrative and technical empowerment of local populations to fight poverty by participating in the planning and management of the development process. However, for citizens to participate in decision-making processes and engage in public policy formation and implementation, they must have a strong understanding of the principles of good governance. Communities need to be provided with governance training to facilitate their interactions with local authorities and so that they can hold officials to account and participate in local planning processes.

#### **5.2.3.2 Priority 6.2: Promotion of the rights of vulnerable groups**

Vulnerable groups require the support of their community for them to take an active role in society. It is important that equal rights for all are upheld, particularly for youth, women and persons with disabilities. These groups should be supported by the provision of advocacy activities, the promotion of human rights and education on prostitution, robbery and gender-based violence.

#### **5.2.3.3 Priority 6.3: Promotion of patriotic, peaceful attitudes among youth**

Community cohesion is an important element in the successful development of Rwanda. A peaceful society, devoid of community tension, where people have a sense of patriotism for Rwanda, is one where vulnerable groups will be able to develop in confidence. Similarly, where individuals respect the rights of others and of the law, gender-based violence, robbery and prostitution are less likely to take place. The promotion of peace and patriotism, particularly among young people, who can be more easily affected by malign influences, is an important priority for the achievement of USADEC's wider objectives and vision.



## **5.2.4 Domain 7: Improving the health of vulnerable groups**

### **5.2.4.1 Priority 7.1: Prevention of the transmission of HIV/AIDS, STIs, malaria, tuberculosis and other non-communicable diseases**

A reduction in the prevalence of HIV/AIDS, malaria and other major diseases is a key target of the UN Millennium Development Goals and Rwanda's Vision 2020. It is also the primary objective of the Rwanda National Strategic Plan on HIV and AIDS. A strong understanding of the issues regarding HIV/AIDS, reproductive health, STIs, family planning and disease prevention is essential if people are to avoid these infections, fulfill their potential and lead healthy lives. This is of particular concern for poor and rural communities, where such knowledge may not exist, and who are more vulnerable to these issues.

### **5.2.4.2 Priority 7.2: Mitigating the impact of living with HIV/AIDS, STIs, malaria, tuberculosis and other non-communicable diseases**

Many people living with HIV/AIDS are among the poorest and most marginalized in society. Such people have few economic opportunities, and their dependents risk becoming stuck in a cycle of poverty. The Rwanda National Strategic Plan on HIV and AIDS has a specific goal that people infected and affected by HIV have equal opportunities alongside all others in Rwanda. Social and economic support for PLWHA will ensure that these groups enjoy food security, a minimum package of services and the same human rights as everyone else, while enabling them to live as active members of their communities and improve their quality of life.

The same rights are due to those affected by STIs, malaria, tuberculosis and other non-communicable diseases. Those suffering with these diseases often become economically inactive, and may leave dependents behind if they succumb to the infection. These groups also require economic and social support to improve their quality of life and that of those around them.

### **5.2.4.3 Priority 7.3: Monitoring of health sector policies**

Health policy in Rwanda is changing and developing quickly. It is important for USADEC to understand the implications of these changes on our beneficiaries, and the effectiveness of policy implementation within the wider community of greatest interest is sexual reproductive health policies and health insurance policies.

### **5.2.5 Domain 8. Improving access to safe water and basic sanitation**

#### **5.2.5.1 Priority 8.1: Facilitate access to safe water**

Rwanda's Vision 2020 has set a target that everyone in Rwanda will have access to clean water by 2020. The SDGs also seek to reduce the number of people without access to this basic necessity. Clean water is essential for communities to be healthy and productive. This is a complex objective to achieve across Rwanda, but USADEC is committed to intervening in communities to facilitate the changes required, raise community awareness and encourage small steps towards this goal.

#### **5.2.5.2 Priority 8.2: Improve access to basic sanitation**

Access to basic sanitation is also a target of the SDGs. Proper waste water management will avoid the contamination of clean water and help prevent the spread of disease. Effective cleaning also has a strong role to play. Rural communities, in particular, should be trained and educated on the importance of basic sanitation and hygienic behavior.

#### **5.2.5.3 Priority 8.3: land use and sustainable water resource management**

An objective of Rwanda's EDPRS is the implementation of sustainable water management policies across Rwanda. Rwanda receives considerable rainfall; improved irrigation techniques and the construction of water storage facilities will increase the agricultural output of rural communities. Efficient and profitable agriculture will provide income for farmers, and benefit everyone in a community. Educating communities of these issues is therefore a priority.

### **5.3 Monitoring and evaluation of the strategic priorities**

The priorities set out in the strategic plan will be implemented over the period 2024-2029 through USADEC's annual plans. The annual plans will set out the specific actions required by each priority at that point in time. Monitoring of these actions, and the priorities, will be ongoing as part of day-to-day operations, while there will be a formal evaluation of progress against the priorities every three months.

Many of the priorities will be completed within the first year, and all of them started during that period. In the five years of this strategy, USADEC will consider its strategic plan for the subsequent 5 years.

## **6 MONITORING AND EVALUATION AND DATA COLLECTION SYSTEM**

### **6.1 Monitoring and evaluation**

Outcomes/ Outputs	Indicators	Baseline	Annual Targets					Source of verification
			2025	2026	2027	2028	2029	
<b>Outcome 1: To fight against the destruction of the environmental and climate change.</b>	Number of community members participating in environmental education programs or sustainability initiatives	0	1000	2000	3000	1000	0	Annual progress reports.
<b>Output1: Climate-Smart Agriculture Implemented</b>	Percentage of farmers adopting climate-smart agricultural practices.	TBD	-	5%	10%	30%	40%	Annual progress reports.
<b>Output2: Reforestation and Land Rehabilitation Projects Launched.</b>	Total hectares of land reforested or rehabilitated annually	TBD	-	1000	10000	20000	3000	Annual progress reports
<b>Output3: Biodiversity Conservation Areas Established</b>	Number of local community members participating in conservation activities or programs.	TBD	1000	2000	3000	1000	0	Annual progress reports
<b>Outcome 2: Members' capacity is raised to improve production, quality, and preparing production for market and to fight malnutrition by emphasising on income generating activities.</b>	Decrease in malnutrition rates (e.g., stunting, wasting) among members' households.	TBD	20%	40%	50%	60%	70%	Baseline study Annual progress reports
<b>Output1: Hygiene and Sanitation Campaigns Conducted</b>	Percentage of the target population participating in hygiene and sanitation	TBD	10000	30000	60000	80000	100000	Annual progress reports

	campaigns.							
<b>Output2: Clean Drinking Water Projects Implemented</b>	Percentage of the target population with access to improved drinking water sources.	TBD	40%	50%	55%	60%	70%	Annual progress reports
<b>Output3: Water Harvesting Systems Promoted</b>	Percentage of installed systems that is well-maintained and operational after a specific period.	TBD	6	14	28	56	-	Annual progress reports and physical existence
<b>Outcome 3: Increasing awareness to climate change through mitigation and adaptation measures.</b>	Percentage of participants reporting satisfaction with the awareness campaigns and their effectiveness	0	1000	2000	3000	1000	0	Annual progress reports
<b>Output1: Climate Change Awareness Campaigns Conducted.</b>	Percentage of the target population participating in awareness campaigns	0	20%	30%	35%	40%	60%	Annual progress reports
<b>Output2: Renewable Energy and Reforestation Promoted.</b>	Percentage of households or businesses adopting renewable energy technologies.	TBD	10%	15%	20%	30%	31%	Annual progress reports
<b>Output3: Climate Resilient Agricultural Practices Implemented</b>	Percentage of farmers implementing climate-resilient agricultural practices.	TBD	30%	40%	50%	60%	80%	Annual progress reports
<b>Outcome 4: Increase agriculture production by providing technical and financial assistance to the</b>	Percentage increase in income for member farmers	TBD	5%	12%	15%	20%	30%	Annual progress reports

farmers' cooperatives.	from cooperative activities.							
<b>Output1: Training and Capacity Building for Cooperatives are conducted.</b>	Percentage of cooperative members participating in training sessions.	TBD	15%	25%	30%	40%	60%	Annual progress reports
<b>Output2: Financial Assistance and Support are provided.</b>	Percentage of cooperative members gaining access to credit or financial services as a result of the support.	TBD	15%	25%	30%	40%	60%	Annual progress reports
<b>Output3: Productivity Enhancement Programs Implemented</b>	Percentage increase in crop yields as a result of implemented productivity enhancement programs.	0	10%	15%	30%	35%	40%	Annual progress reports
<b>Outcome 5: Capacity building activities undertaken, and populations living in Rural areas conditions are improved and sustained.</b>	Percentage of participants reporting sustained improvements in their livelihoods and well-being six months to one year after the capacity building activities.	0	20%	20%	25%	40%	41%	Assessment reports
<b>Output1: Training and Capacity Building Workshops Conducted.</b>	Percentage of target participants attending the training and capacity building workshops.	0	30%	40%	60%	80%	0	Progress reports
<b>Output2: Access to Resources and Services Improved</b>	Percentage of the rural population gaining access to	TBD	60%	65%	65%	70%	80%	Annual reports

	essential resources and services (e.g., healthcare, education, credit) after interventions.							
<b>Output3: Sustainable Livelihood Projects</b>	Total number of sustainable livelihood projects initiated in the community.	TBD	14	14	14	14	0	Annual reports
<b>Outcome 6: Fighting against HIV / AIDS, Sexually Transmitted Infections, Malaria and TB and promote family planning and reproductive health.</b>	Percentage decrease in new cases of HIV/AIDS, STIs, malaria, and TB within the target population over a defined period.	TBD	20%	30%	40%	60%	60%	Assessment report
<b>Output1: HIV/AIDS and STI Awareness and Testing Campaigns Conducted</b>	Percentage of the target population participating in awareness and testing campaigns.	0	70%	70%	75%	80%	80%	Annual report
<b>Output2: ITNs and Conduct Malaria and TB Education Programs Distributed.</b>	Total number of insecticide-treated nets (ITNs) distributed to households.	TBD	5000	5000	5000	5000	5000	Annual report
<b>Output3: Family Planning and Reproductive Health Services Enhanced.</b>	Percentage increase in the number of individuals utilizing family planning services.	TBD	60%	60%	65%	70%	70%	Progressive report
<b>Outcome7: To promote the rights of women and children in social and economical empowerment for sustainable development in local communities.</b>	Percentage of women and children actively participating in empowerment initiatives (e.g.,	TBD	70%	75%	75%	76%	80%	Annual report

	workshops, training).							
<b>Output1: Social Empowerment Workshops and Training Conducted.</b>	Percentage of target participants attending social empowerment workshops and training sessions.	0	80%	80%	80%	80%	80%	Annual Report
<b>Output2: Access to Financial Services Provided</b>	Percentage of beneficiaries actively using financial services (e.g., savings, credit) after receiving access.	TBD	30%	30%	40%	40%	50%	Annual Report
<b>Output3: Development Projects Implemented</b>	Total number of development projects focused on women and children's empowerment initiated in the community.	0	14	14	14	14	14	14
<b>Outcome8: To organize income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.</b>	Percentage increase in employment rates among vulnerable groups involved in income-generating activities.	0	40%	40%	40%	40%	40%	Annual report
<b>Output1 : Income-Generating Projects established.</b>	Total number of income-generating projects established for vulnerable groups.	0	30	30	40	40	50	Annual Report
<b>Output2 : Skills &amp; Training provided.</b>	Percentage of target participants attending skills training sessions.	0	80%	80%	80%	80%	80%	80%
<b>Output3 : Poverty Reduction Programs Implemented.</b>	Total number of	TBD	600,000	600,00	600,000	600,000	600,000	

	individuals benefiting from poverty reduction initiatives.			0				
<b>Outcome 9 : To fight against the destruction of the environment, climate change and protection of biodiversity.</b>	Percentage decrease in greenhouse gas emissions from targeted sectors or communities.	TBD	25T	25T	25T	25T	25T	Annual report
<b>Output1: Sustainable Land Management Practices Implemented.</b>	Percentage of land users (farmers, communities) adopting sustainable land management practices.	TBD	60%	60%	60%	60%	60%	Annual report
<b>Output2: Climate Change Mitigation and Adaptation Projects Developed and Implemented</b>	Total number of climate change mitigation and adaptation projects initiated and implemented.	0	2	4	4	4	6	Progressive report
<b>Output3: Biodiversity Conservation Efforts Strengthened.</b>	Number of new protected areas established or existing areas enhanced for biodiversity conservation.	TBD	10Hect	10Hect	10Hect	10Hect	10Hect	Annual Reports



## **6.2 Qualitative Methodologies**

Monitoring and evaluation are important for any project, as it provides vital insights into the progress of its implementation. Data collection methods such as interviewing and focus groups are especially valuable when conducting monitoring and evaluation, as these qualitative data collection methods can provide in-depth insights into a target population's needs, beliefs, and behaviors. With these insights, a project is able to adjust its implementation accordingly to ensure the desired outcomes are achieved.

Monitoring and evaluation are important to determine the success of any program. But these methods can also be used to explore topics that can sometimes be difficult to measure in numerical terms. For example, looking at how people engage with a program, or how attitudes change over time as a result of it, challenge us to look beyond numerical data and analyze qualitative outcomes as well. By monitoring and evaluating outcomes in this way, we can gain greater insight into the effectiveness of programs.

## **6.3 Quantitative Methodologies**

Quantitative data collection methods involve using surveys, questionnaires, and other forms of structured data collection to gain insights about an initiative by gathering numerical information. This helps to create a clear picture of what is happening and identify any trends or patterns in the performance or outcomes of the program. By collecting quantitative data, it is easier to make decisions that could improve or sustain success in the future.

Monitoring and evaluation are important data collection methods that can provide key insights into the effectiveness of a program or project. This type of data allows us to measure progress, identify any issues, and understand the demographics involved. Since monitoring and evaluation gives us an accurate understanding of the situation, it is a critical part for long-term success.

## 7 ANNEXES:

### 7.1 Logical framework (Annex1)

Objective	Indicators	Means of Verification	Assumptions
To fight against the destruction of the environment and climate change and protection of biodiversity;	<p>Number of climate-resilient practices adopted by farmers.</p> <p>Reduction in crop losses due to climate events.</p> <p>Increase in community awareness and preparedness for climate change impacts.</p> <p>Area (hectares) of land restored and reforested.</p> <p>Number of sustainable land management practices implemented.</p> <p>Reduction in soil erosion and degradation rates.</p> <p>Number of species protected and biodiversity hotspots conserved.</p> <p>Increase in populations of</p>	<p>Surveys and reports from agricultural extension services.</p> <p>Agricultural yield data and disaster impact assessments.</p> <p>Attendance record and feedback from community awareness programs.</p> <p>Satellite imagery and GIS data on land cover changes.</p> <p>Reports and surveys from land management projects.</p> <p>Soil health assessments and erosion monitoring data.</p> <p>Satellite imagery and GIS data on land cover changes.</p> <p>Reports and surveys from land management projects.</p> <p>Soil health assessments and erosion monitoring</p>	<p>Farmers are willing to adopt new practices.</p> <p>Sufficient funding and resources are available for training and support.</p> <p>Climate resilience measures are effective in mitigating impacts.</p> <p>Community and stakeholder support for land management initiatives.</p> <p>Availability of suitable land for restoration projects.</p> <p>Effective implementation and maintenance of sustainable practices.</p> <p>Community and stakeholder support for land management initiatives.</p> <p>Availability of suitable land for restoration projects.</p> <p>Effective implementation and maintenance of</p>

	<p>endangered species.</p> <p>Area (hectares) of natural habitats restored and protected.</p>	<p>data.</p> <p>Number of species protected and biodiversity hotspots conserved.</p> <p>Increase in populations of endangered species.</p> <p>Area (hectares) of natural habitats restored and protected.</p> <p>Training attendance record, pre-and post-training assessments.</p> <p>Field surveys, farmer reports.</p> <p>Project reports,</p>	<p>sustainable practices.</p> <p>Government and community commitment to biodiversity conservation.</p> <p>Adequate funding and resources for conservation projects.</p> <p>Effective enforcement of conservation policies and regulations.</p>
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<p><u>Goal:</u></p> <p>To combat environmental destruction, mitigate climate change impacts, and protect biodiversity in Rwanda.</p> <p><u>Activities and Outputs:</u></p> <p>Activity 1: Implement Climate-Smart Agriculture</p> <p>Output: Farmers trained in climate-resilient practices.</p> <p>Output: Adoption of climate-smart techniques.</p> <p>Activity 2: Launch Reforestation and Land Rehabilitation Projects</p> <p>Output: Land areas reforested and rehabilitated.</p> <p>Output: Community involvement in restoration activities.</p> <p>Activity 3: Establish Biodiversity Conservation Areas</p> <p>Output: Designated protected areas for biodiversity conservation.</p> <p>Output: Increase in biodiversity within protected areas.</p>	Number of farmers trained.	satellite images.	
	Percentage increase in adoption of techniques.	Participation record, feedback forms.	
	Hectares of land reforested.	Government record, conservation project reports.	
	Number of community members participating.	Biodiversity surveys, monitoring reports.	
	Number of protected areas established.		
	Number of species recorded.		

<p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Resistance to Change</p> <p>Mitigation Strategy: Engage communities and stakeholders early in the planning process, provide clear benefits and success stories from similar initiatives.</p> <p>Risk 2: Insufficient Funding</p> <p>Mitigation Strategy: Diversify funding sources, including government grants, international aid, and private sector partnerships.</p> <p>Risk 3: Environmental Factors</p> <p>Mitigation Strategy: Develop flexible and adaptive management plans that can respond to unexpected environmental changes.</p> <p><u>Sustainability Plan</u></p> <p>Community Engagement: Ensure active participation of local communities in project planning and implementation.</p> <p>Capacity Building: Provide ongoing training and support to local stakeholders to maintain project activities.</p> <p>Policy Integration: Advocate for the integration of successful practices into local and national policies to ensure long-term</p>			
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sustainability.			
<p>To promote hygiene, sanitation and clean drinking water and production of water harvesting systems;</p> <p><u>Goal:</u></p> <p>To improve public health and environmental sustainability by promoting hygiene, sanitation, access to clean drinking water, and the production of water harvesting systems in Rwanda.</p>	<p>Increase in the percentage of households with access to improved sanitation facilities.</p> <p>Increase in the frequency of hand washing with soap at critical times.</p> <p>Reduction in incidences of waterborne diseases.</p> <p>Increase in the percentage of households with access to clean and safe drinking water.</p> <p>Reduction in the time spent fetching water.</p> <p>Improvement in water quality metrics (e.g., reduction in contamination levels).</p> <p>Number of households and institutions with installed water harvesting</p>	<p>Household surveys and health facility reports.</p> <p>Observational studies and self-reported hygiene practices.</p> <p>Health record and disease surveillance data.</p> <p>Water quality testing reports.</p> <p>Household surveys and time-use studies.</p> <p>Reports from water supply projects and community feedback.</p> <p>Project installation reports and field surveys.</p> <p>Water usage logs and monitoring reports.</p> <p>Training attendance record and participant feedback.</p>	<p>Communities are receptive to adopting improved hygiene practices.</p> <p>Adequate resources are available for the construction of sanitation facilities.</p> <p>Continuous public health education is provided.</p> <p>Sufficient funding and resources are available for water infrastructure projects.</p> <p>Communities are willing to maintain and manage water supply systems.</p> <p>There is cooperation from local authorities and stakeholders.</p> <p>Community members are interested in and willing to adopt water harvesting technologies.</p> <p>Technical expertise and materials are available locally.</p> <p>Adequate training and follow-up support are</p>

	systems.  Volume of rainwater harvested and utilized.  Increase in the number of water harvesting system maintenance trainings conducted.		provided.
<u>Activities and Outputs:</u>			
Activity 1: Conduct Hygiene and Sanitation Campaigns			
Output: Increased awareness and adoption of hygiene practices.			
.	Number of hygiene and sanitation workshops conducted.	Workshop attendance record, pre- and post-workshop surveys.	
Output: Construction and use of improved sanitation facilities.	Number of new sanitation facilities built.	Construction reports, household surveys.	
Activity 2: Implement Clean Drinking Water Projects			
Output: Improved access to clean drinking water.	Number of households with new water supply connections.	Project reports, household surveys.	
Output: Reduced waterborne diseases.		Health facility record, disease surveillance data.	
Activity 3: Promote Water		Installation reports, household and	

Harvesting Systems		institutional surveys.	
Output: Increased adoption of water harvesting systems.	Reduction in reported cases of waterborne diseases	Water usage logs, monitoring reports.	
Output: Improved water availability during dry seasons.			
Risk Management and Mitigation Strategies	Number of water harvesting systems installed.		
Risk 1: Resistance to Behavioral Change			
Mitigation Strategy: Engage community leaders and influencers to advocate for the benefits of improved hygiene and sanitation practices.	Volume of water harvested and utilized.		
Risk 2: Insufficient Funding			
Mitigation Strategy: Diversify funding sources through partnerships with government agencies, NGOs, and private sector organizations.			
Risk 3: Technical Challenges			
Mitigation Strategy: Provide comprehensive training and technical support for the installation and maintenance of water systems.			
<u>Sustainability Plan</u>			
Community Involvement: Foster community ownership by involving local stakeholders in project planning and implementation.			



<p>Capacity Building: Conduct regular training sessions to build local capacity for maintaining hygiene and sanitation facilities, water supply systems, and water harvesting technologies.</p> <p>Policy Advocacy: Work with local and national authorities to integrate successful practices into broader water and sanitation policies and programs.</p>			
Increasing awareness to climate change through mitigation and			

<p>adaptation measures.</p> <p><u>Goal:</u></p> <p>To enhance community awareness and capacity to address climate change through effective mitigation and adaptation measures in Rwanda.</p>	<p>Increase in the number of community members with knowledge about climate change and its impacts.</p> <p>Number of awareness campaigns and educational programs conducted.</p> <p>Participation rates in climate change awareness activities.</p> <p>Number of households adopting renewable energy sources (e.g., solar</p>	<p>Pre- and post-awareness surveys.</p> <p>Attendance record and reports from awareness campaigns.</p> <p>Feedback forms and participant evaluations.</p> <p>Installation and adoption reports from renewable energy projects.</p> <p>Tree planting record and satellite imagery.</p>	<p>Communities are willing to participate in awareness programs.</p> <p>Adequate resources and materials are available for conducting campaigns.</p> <p>Continuous support from local leaders and influencers.</p> <p>Access to affordable and reliable renewable energy technologies.</p> <p>Community support for tree planting and reforestation initiatives.</p> <p>Government policies and incentives favoring mitigation practices.</p> <p>Sufficient funding and technical expertise for adaptation projects.</p>
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<p><u>Activities and Outputs:</u></p> <p>Activity 1: Conduct Climate Change Awareness Campaigns</p> <p>Output: Increased public awareness and understanding of climate change.</p> <p>Output: Enhanced community engagement in climate change discussions.</p> <p>Activity 2: Promote Renewable Energy and Reforestation</p> <p>Output: Increased adoption of renewable energy sources.</p> <p>Output: Expanded tree planting and reforestation efforts.</p> <p>Activity 3: Implement Climate Resilient Agricultural Practices</p> <p>Output: Adoption of climate-resilient farming techniques.</p> <p>Output: Increased resilience to climate impacts in agriculture.</p> <p><u>Risk Management and Mitigation Strategies</u></p>	<p>panels, biogas).</p> <p>Increase in tree planting and reforestation activities.</p> <p>Reduction in greenhouse gas (GHG) emissions from targeted communities.</p> <p>Number of adaptation projects implemented (e.g., water conservation, flood management).</p> <p>Increase in the use of climate-resilient agricultural practices.</p> <p>Reduction in vulnerability to climate-related hazards (e.g., droughts, floods).</p> <p>Number of awareness campaigns conducted.</p>	<p>GHG emissions monitoring data.</p> <p>Project implementation reports and field surveys.</p> <p>Agricultural productivity data and resilience assessments.</p> <p>Disaster risk reduction and impact assessment reports.</p> <p>Campaign reports, attendance record.</p>	<p>Willingness of communities to adopt climate-resilient practices.</p> <p>Effective coordination among stakeholders involved in adaptation efforts.</p>
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<p>Risk 1: Limited Community Engagement</p> <p>Mitigation Strategy: Develop culturally relevant and appealing awareness materials, engage community leaders, and use participatory approaches.</p>		<p>Meeting minutes, feedback forms.</p>	
<p>Risk 2: Financial Constraints</p> <p>Mitigation Strategy: Seek funding from multiple sources, including government, international donors, and private sector partners.</p>	<p>Number of community meetings and workshops held.</p>		
<p>Risk 3: Technological Challenges</p> <p>Mitigation Strategy: Provide technical training and support, ensure the availability of appropriate technologies, and conduct regular maintenance.</p>		<p>Installation records, user surveys.</p>	
<p><u>Sustainability Plan</u></p> <p>Community Ownership: Involve communities in planning and decision-making processes to ensure ownership and long-term commitment.</p> <p>Capacity Building: Provide ongoing training and capacity-building initiatives to enhance local skills and knowledge.</p> <p>Policy Integration: Advocate for the inclusion of successful practices into local and national policies to support sustainability and scalability.</p>	<p>Number of households and institutions using renewable energy.</p>	<p>Tree planting record, satellite imagery.</p>	
	<p>Number of trees planted and survival rates.</p>		
		<p>Training attendance record, field surveys.</p>	
	<p>Number of farmers trained and adopting new practices.</p>	<p>Agricultural productivity reports, resilience studies.</p>	

	Agricultural yield data, resilience assessments.		
<p>Increase agriculture production by providing technical and financial assistance to the farmers' cooperatives.</p> <p><u>Goal:</u></p> <p>To increase agricultural production by providing technical and financial assistance to farmers' cooperatives in Rwanda.</p>	<p>Number of training sessions conducted for cooperative members.</p> <p>Increase in knowledge and skills of cooperative members.</p> <p>Adoption of improved agricultural practices and technologies.</p>	<p>Training attendance record and evaluation forms.</p> <p>Pre- and post-training assessments.</p> <p>Field visits and reports on the implementation of new practices.</p> <p>Financial record and disbursement reports.</p> <p>Cooperative financial statements and</p>	<p>Cooperative members are willing to participate in training sessions.</p> <p>Sufficient resources are available for providing technical training.</p> <p>Extension services and agricultural experts are available to conduct training.</p> <p>Financial institutions and donors are willing to provide funds.</p> <p>Cooperatives have the capacity to manage</p>

	<p>Amount of financial assistance provided to cooperatives.</p> <p>Number of cooperatives receiving financial assistance.</p> <p>Increase in investments in agricultural inputs and infrastructure.</p> <p>Increase in crop yields and agricultural output.</p> <p>Increase in farmers' incomes and profitability.</p> <p>Reduction in post-harvest losses.</p>	<p>investment reports.</p> <p>Monitoring reports on the use of financial assistance.</p> <p>Agricultural productivity data and yield reports.</p> <p>Income and expenditure surveys of farmers.</p> <p>Post-harvest loss assessments and reports.</p> <p>Training attendance record, pre- and post-training assessments.</p>	<p>and utilize financial assistance effectively.</p> <p>Transparency and accountability mechanisms are in place.</p> <p>Favorable weather conditions and absence of major pest or disease outbreaks.</p> <p>Continued market demand for agricultural produce.</p> <p>Availability of necessary inputs and infrastructure.</p>
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	Number of training sessions conducted and members trained.	Field surveys and adoption reports.	
		Financial disbursement reports, cooperative financial statements.	
		Investment reports, monitoring visits.	
<u>Activities and Outputs:</u>			
Activity 1: Conduct Training and Capacity Building for Cooperatives	Percentage of members adopting new practices.		
Output: Enhanced skills and knowledge of cooperative members.		Agricultural productivity assessments, yield reports.	
Output: Adoption of improved agricultural practices.		Income surveys, post-harvest loss reports.	
Activity 2: Provide Financial Assistance and Support	Amount of financial assistance provided.		
Output: Increased financial resources for cooperatives.			
Output: Increased investment in agricultural inputs and infrastructure.	Number of cooperatives investing in new inputs/infrastructure.		
Activity 3: Implement Productivity Enhancement			

<p>Programs</p> <p>Output: Increased agricultural productivity.</p> <p>Output: Increased income and reduced post-harvest losses.</p> <p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Resistance to Change</p> <p>Mitigation Strategy: Involve cooperative leaders in the planning process, provide evidence of the benefits of new practices, and offer continuous support.</p> <p>Risk 2: Insufficient Funding</p> <p>Mitigation Strategy: Diversify funding sources, including government grants, international aid, and private sector partnerships.</p> <p>Risk 3: External Factors (e.g., Weather, Market Fluctuations)</p> <p>Mitigation Strategy: Develop risk management strategies, such as crop insurance and diversification of crops, and create linkages to stable markets.</p> <p><u>Sustainability Plan</u></p> <p>Community Ownership: Encourage active participation of cooperative members in decision-making processes to ensure ownership and long-term</p>	<p>Crop yield data and output reports.</p> <p>Farmers' income data, post-harvest loss assessments.</p>		
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<p>sustainability.</p> <p>Capacity Building: Provide ongoing training and support to maintain and enhance skills and knowledge.</p> <p>Financial Management: Strengthen financial management and accountability within cooperatives to ensure effective use of resources.</p>			
<p>To undertake capacity building activities to make sustainable improvements to populations living in the rural areas;</p> <p><u>Goal:</u></p> <p>To undertake capacity building activities that result in sustainable improvements for populations living in rural areas in Rwanda.</p>	<p>Number of training sessions conducted.</p> <p>Increase in knowledge and skills of participants.</p> <p>Adoption of best practices and improved techniques.</p> <p>Number of households with improved access to resources (e.g., water, energy, agricultural inputs).</p> <p>Number of new or improved services available (e.g. healthcare, education, market</p>	<p>Training attendance record and evaluation forms.</p> <p>Pre- and post-training assessments.</p> <p>Field visits and reports on the implementation of new skills and knowledge.</p> <p>Resource and service access reports.</p> <p>Surveys and interviews with households.</p> <p>Monitoring and evaluation reports from service providers</p> <p>Household income and expenditure</p>	<p>Community members are willing to participate in training sessions.</p> <p>Sufficient resources are available for providing training.</p> <p>Trainers and facilitators are knowledgeable and effective.</p> <p>Resources and services are available and accessible to rural populations.</p> <p>There is cooperation from local authorities and stakeholders.</p> <p>Funding is available to support improvements in access to resources</p>

	<p>access).</p> <p>Increase in the use of available resources and services.</p> <p>Increase in household income and economic activities.</p> <p>Number of sustainable livelihood projects implemented.</p> <p>Reduction in poverty levels in targeted communities.</p>	<p>surveys.</p> <p>Project implementation reports and field visits.</p> <p>Poverty assessment and socioeconomic surveys.</p> <p>Training attendance record, pre- and post-</p>	<p>and services.</p> <p>Market demand for products and services created by sustainable livelihood projects.</p> <p>Continued support from local authorities and stakeholders.</p> <p>Effective implementation and monitoring of livelihood projects.</p>
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<p><u>Activities and Outputs:</u></p> <p>Activity 1: Conduct Training and Capacity Building Workshops</p> <p>Output: Enhanced skills and knowledge among rural populations.</p> <p>Output: Adoption of best practices and improved techniques.</p> <p>Activity 2: Improve Access to Resources and Services</p> <p>Output: Increased access to essential resources and services.</p> <p>Output: Increased utilization of available resources and services.</p> <p>Activity 3: Implement Sustainable Livelihood Projects</p> <p>Output: Increased economic activities and household income.</p>	<p>Number of training sessions conducted and participants trained.</p>	<p>training assessments</p>	
	<p>Percentage of participants adopting new practices.</p>	<p>Field surveys and adoption reports.</p>	
	<p>Number of households with improved access.</p>	<p>Resource and service access reports, household surveys.</p> <p>Service provider reports, household interviews.</p>	
	<p>Usage rates of resources and services.</p>	<p>Project reports, income and expenditure surveys.</p>	
	<p>Number of livelihood projects implemented, increase in household income.</p>	<p>Socioeconomic surveys and poverty assessments.</p>	
	<p>Poverty assessment data.</p>		

<p>Output: Reduction in poverty levels in targeted communities.</p> <p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Limited Community Participation</p> <p>Mitigation Strategy: Engage community leaders in the planning process, provide clear benefits of participation, and offer incentives for involvement.</p> <p>Risk 2: Inadequate Resources</p> <p>Mitigation Strategy: Seek funding from multiple sources, including government grants, international aid, and private sector partnerships.</p> <p>Risk 3: External Factors (e.g., Economic Fluctuations, Climate Conditions)</p> <p>Mitigation Strategy: Develop risk management plans, diversify livelihood activities, and promote climate-resilient practices.</p> <p><u>Sustainability Plan</u></p> <p>Community Ownership: Ensure active participation of community members in planning and decision-making processes to foster ownership and long-term commitment.</p> <p>Capacity Building: Provide ongoing training and capacity-building initiatives to enhance</p>		
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<p>local skills and knowledge.</p> <p>Resource Management: Promote sustainable use and management of resources to ensure long-term availability and benefits.</p>			
<p>To fight against HIV / AIDS, Sexually Transmitted Infections, Malaria and TB and promote family planning and reproductive health;</p> <p><u>Goal:</u></p> <p>To reduce the prevalence and impact of HIV/AIDS, sexually transmitted infections (STIs), malaria, and tuberculosis (TB) while promoting family planning and reproductive health in Rwanda.</p>	<p>Reduction in the number of new HIV/AIDS and STI cases.</p> <p>Increase in the number of people tested for HIV and STIs.</p> <p>Increase in the number of people receiving antiretroviral therapy (ART) and STI treatments.</p> <p>Reduction in the incidence of malaria and TB.</p> <p>Increase in the number of households using insecticide-treated nets (ITNs).</p> <p>Increase in the</p>	<p>Health facility record and national health statistics.</p> <p>Reports from HIV/AIDS and STI testing campaigns.</p> <p>ART and STI treatment distribution record.</p> <p>Health facility record and national health statistics.</p> <p>ITN distribution record and household surveys.</p> <p>TB screening and treatment record.</p> <p>Health facility record and national health surveys.</p> <p>Family planning service usage record.</p>	<p>Continued support and funding for HIV/AIDS and STI programs.</p> <p>Availability of testing kits, ART, and STI treatments.</p> <p>Willingness of the population to participate in testing and treatment programs.</p> <p>Continuous supply of ITNs, TB screening kits, and medications.</p> <p>Effective community outreach and education programs.</p> <p>Support from local health authorities and international partners.</p> <p>Availability and accessibility of family</p>

	<p>number of people screened and treated for TB.</p> <p>Increase in the use of modern contraceptives.</p> <p>Reduction in the unmet need for family planning services.</p> <p>Increase in the number of women receiving antenatal and postnatal care.</p>	<p>Antenatal and postnatal care attendance record.</p> <p>Campaign reports, testing record.</p> <p>Treatment distribution record, health facility reports.</p> <p>Distribution record, household surveys.</p>	<p>planning services and supplies.</p> <p>Continued education and outreach efforts on reproductive health.</p> <p>Cultural acceptance of family planning practices.</p>
<p><u>Activities and Outputs:</u></p> <p>Activity 1: Conduct HIV/AIDS and STI Awareness and Testing Campaigns</p> <p>Output: Increased awareness and</p>	<p>Number of awareness campaigns conducted and</p>	<p>Screening and treatment record, health facility reports.</p>	

testing for HIV/AIDS and STIs.	people tested.	Family planning service usage record, health facility reports.	
Output: Increased access to ART and STI treatments.	Number of people receiving ART and STI treatments.	Attendance record, health facility reports.	
Activity 2: Distribute ITNs and Conduct Malaria and TB Education Programs			
Output: Increased use of ITNs and knowledge about malaria prevention.	Number of ITNs distributed and households using them.		
Output: Increased TB screening and treatment.			
Activity 3: Enhance Family Planning and Reproductive Health Services	Number of people screened and treated for TB.		
Output: Increased use of family planning services.	Number of people using modern contraceptives.		
Output: Improved antenatal and postnatal care services.			
<u>Risk Management and Mitigation Strategies</u>			
Risk 1: Stigma and Discrimination	Number of women receiving antenatal and postnatal care.		
Mitigation Strategy: Implement community education programs to reduce stigma, involve community leaders to advocate for acceptance.			
Risk 2: Resource Constraints			
Mitigation Strategy: Secure funding from multiple sources,			

<p>including government, international donors, and private sector partners.</p> <p>Risk 3: Cultural Barriers</p> <p>Mitigation Strategy: Engage cultural leaders and influencers in program design and implementation to ensure cultural relevance and acceptance.</p> <p><u>Sustainability Plan</u></p> <p>Community Engagement: Involve local communities in planning and decision-making processes to ensure ownership and sustainability.</p> <p>Capacity Building: Provide ongoing training and capacity-building initiatives for healthcare providers and community health workers.</p> <p>Policy Advocacy: Advocate for the integration of successful practices into national health policies to ensure long-term support and scalability.</p>			
<p>To promote the rights of women and children in social and economical empowerment for sustainable development in local communities;</p>	<p>Increase in the number of women and children participating in community decision-making processes.</p> <p>Reduction in gender-based</p>	<p>Community meeting record and attendance lists.</p> <p>Reports from local authorities and NGOs on gender-based violence and child abuse.</p>	<p>Community members are willing to support and participate in empowerment initiatives.</p> <p>Availability of support services for victims of gender-based violence</p>



<p><u>Goal:</u></p> <p>To promote the rights of women and children and enhance their social and economic empowerment for sustainable development in local communities in Rwanda.</p>	<p>violence and child abuse cases.</p> <p>Increase in enrollment and retention rates of girls in schools.</p> <p>Increase in the number of women owning and managing businesses.</p> <p>Increase in women's access to financial services and credit.</p> <p>Increase in household income from women-led economic activities.</p> <p>Increase in the number of women and children engaged in sustainable development projects.</p> <p>Adoption of environmentally friendly practices by local communities.</p> <p>Improvement in community health and living conditions.</p>	<p>School enrollment and retention record.</p> <p>Business registration record and surveys.</p> <p>Financial service provider reports and credit access data.</p> <p>Household income and expenditure surveys.</p> <p>Project reports and participation record.</p> <p>Environmental impact assessments and community surveys.</p> <p>Health and sanitation reports from local health authorities.</p>	<p>and child abuse.</p> <p>Policies and programs are in place to support girls' education.</p> <p>Financial institutions and programs are willing to provide services to women.</p> <p>Women have access to the necessary training and resources to start and manage businesses.</p> <p>There is a market demand for products and services created by women-led businesses.</p> <p>Availability of resources and support for sustainable development projects.</p> <p>Community willingness to adopt sustainable practices.</p> <p>Continued support from local authorities and development partners.</p>
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<p><u>Activities and Outputs:</u></p> <p>Activity 1: Conduct Social Empowerment Workshops and Training</p> <p>Output: Increased knowledge and participation of women and children in social empowerment initiatives.</p> <p>Output: Enhanced protection and support for victims of gender-based violence and child abuse.</p> <p>Activity 2: Provide Economic Empowerment Programs and Access to Financial Services</p> <p>Output: Increased economic opportunities for women.</p> <p>Output: Improved access to financial services for women.</p> <p>Activity 3: Implement Sustainable Development Projects</p> <p>Output: Increased engagement of women and children in sustainable development activities.</p> <p>Output: Adoption of environmentally friendly practices.</p> <p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Cultural Resistance to</p>	<p>Number of workshops conducted and participants trained.</p> <p>Number of support services and programs established.</p> <p>Number of women trained and supported in business development.</p> <p>Number of women accessing credit and financial services.</p>	<p>Training attendance record, pre- and post-training assessments.</p> <p>Service provider reports, beneficiary</p>	
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Change		feedback.	
Mitigation Strategy: Engage cultural leaders and influencers in program design and implementation to ensure cultural relevance and acceptance.			
Risk 2: Insufficient Resources			
Mitigation Strategy: Secure funding from multiple sources, including government grants, international donors, and private sector partners.	Number of sustainable development projects implemented.	Training record, business registration data.	
Risk 3: Low Participation Rates			
Mitigation Strategy: Develop targeted outreach and engagement strategies to encourage participation, provide incentives, and highlight the benefits of involvement.	Number of households adopting sustainable practices.	Financial service provider reports, credit access data.	
<u>Sustainability Plan</u>			
Community Ownership: Involve local communities in planning and decision-making processes to foster ownership and long-term commitment.		Project reports, participation record.	
Capacity Building: Provide ongoing training and capacity-building initiatives to enhance local skills and knowledge.		Environmental impact assessments, community surveys.	
Policy Advocacy: Advocate for the integration of successful practices into local and national policies to support sustainability and scalability.			

<p>To organize income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.</p> <p><u>Goal:</u></p> <p>To organize income-generating activities for vulnerable groups to reduce poverty and improve employment opportunities in Rwanda.</p>	<p>Number of income-generating activities established.</p> <p>Number of vulnerable group members participating in income-generating activities.</p> <p>Increase in the average income of participants.</p> <p>Number of new employment opportunities created.</p> <p>Increase in employment rates among vulnerable groups.</p> <p>Number of participants receiving skills training and job placement support.</p> <p>Reduction in the poverty rate among targeted vulnerable groups.</p> <p>Increase in household income</p>	<p>Project reports and record of income-generating activities.</p> <p>Participation record and beneficiary lists.</p> <p>Income surveys and financial records of participants.</p> <p>Employment record and job placement data.</p> <p>Training attendance record and evaluations.</p> <p>Surveys and interviews with employers and employees.</p> <p>Household income and expenditure surveys.</p> <p>Poverty assessment reports.</p> <p>Surveys on access to basic services and living conditions.</p>	<p>Vulnerable groups are willing to participate in income-generating activities.</p> <p>Sufficient resources and support are available to establish these activities.</p> <p>Market demand exists for the products or services generated.</p> <p>Local businesses and industries are willing to hire trained participants.</p> <p>Training programs are effective in equipping participants with necessary skills.</p> <p>Economic conditions support the creation of new jobs.</p> <p>Effective implementation and monitoring of poverty reduction programs.</p> <p>Continued support from local authorities and development partners.</p> <p>Economic stability and growth.</p>

<p><u>Activities and Outputs:</u></p> <p>Activity 1: Establish Income-Generating Projects</p> <p>Output: Creation of sustainable income-generating activities.</p> <p>Output: Increased participation of vulnerable groups.</p> <p>Activity 2: Provide Skills Training and Employment Support</p> <p>Output: Enhanced skills and employability of participants.</p> <p>Output: Increased job placement and employment opportunities.</p> <p>Activity 3: Implement Poverty Reduction Programs</p> <p>Output: Improved living standards and income levels.</p> <p>Output: Improved access to basic services.</p>	<p>and living standards.</p> <p>Improvement in access to basic services (e.g., healthcare, education, housing).</p> <p>Number of projects established and operational.</p> <p>Number of</p>	<p>Project reports, operational record.</p> <p>Participation record, beneficiary lists.</p> <p>Training attendance records, pre- and post-training assessments.</p> <p>Job placement records, employer feedback.</p>	
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<p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Limited Participation</p> <p>Mitigation Strategy: Conduct outreach and awareness campaigns to encourage participation, provide incentives, and ensure community involvement.</p> <p>Risk 2: Insufficient Resources</p> <p>Mitigation Strategy: Seek funding from multiple sources, including government, international donors, and private sector partners.</p> <p>Risk 3: Economic Instability</p> <p>Mitigation Strategy: Diversify income-generating activities to reduce dependence on a single source, promote savings and financial literacy among participants.</p> <p><u>Sustainability Plan</u></p> <p>Community Ownership: Involve local communities in the planning and implementation of projects to foster ownership and long-term commitment.</p> <p>Capacity Building: Provide ongoing training and capacity-building initiatives to enhance skills and ensure the sustainability of income-</p>	<p>participants involved in income-generating activities.</p> <p>Number of training sessions conducted and participants trained.</p> <p>Number of participants placed in jobs.</p> <p>Increase in household income and reduction in poverty rates.</p> <p>Number of households with improved access to services.</p>	<p>Income surveys, poverty assessment reports.</p> <p>Service access surveys, community health and education reports.</p>	
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<p>generating activities.</p> <p>Policy Advocacy: Advocate for supportive policies and programs at local and national levels to ensure sustained support for vulnerable groups.</p>			
<p>To fight against the destruction of the environment and climate change and protection of biodiversity;</p> <p><u>Goal:</u></p> <p>To fight against the destruction of the environment and climate change and to protect biodiversity in Rwanda.</p>	<p>Reduction in deforestation rates.</p> <p>Reduction in soil erosion and land degradation.</p> <p>Increase in the number of sustainable land management practices adopted.</p> <p>Reduction in greenhouse gas (GHG) emissions.</p> <p>Increase in the number of climate adaptation projects implemented.</p> <p>Improvement in community resilience to climate change impacts.</p> <p>Increase in the number and size of protected areas.</p>	<p>Satellite imagery and deforestation reports.</p> <p>Soil erosion and land degradation assessments.</p> <p>Reports on the implementation of sustainable land management practices.</p> <p>National GHG emission inventories and reports.</p> <p>Project reports and records on climate adaptation initiatives.</p> <p>Surveys and assessments of community resilience.</p> <p>Protected area management record and reports.</p> <p>Biodiversity surveys and species monitoring reports.</p> <p>Project reports and records on</p>	<p>Communities are willing to adopt sustainable land management practices.</p> <p>Adequate resources and support are available for environmental protection initiatives.</p> <p>Effective enforcement of environmental regulations and policies.</p> <p>Continued support for climate change mitigation and adaptation initiatives.</p> <p>Availability of funding and resources for implementing projects.</p> <p>Communities are aware of and willing to participate in climate adaptation measures.</p> <p>Sufficient resources and support for biodiversity</p>

	<p>Improvement in the conservation status of key species.</p> <p>Increase in biodiversity conservation projects and programs.</p>	<p>biodiversity conservation initiatives.</p>	<p>conservation efforts.</p> <p>Effective enforcement of wildlife and habitat protection laws.</p> <p>Community involvement and support for biodiversity conservation activities.</p>
<p><u>Activities and Outputs:</u></p> <p>Activity 1: Implement Sustainable Land Management Practices</p> <p>Output: Reduced deforestation and land degradation.</p> <p>Output: Increased adoption of sustainable practices.</p> <p>Activity 2: Develop and Implement Climate Change Mitigation and Adaptation Projects</p> <p>Output: Reduced GHG emissions and increased climate resilience.</p> <p>Output: Improved community awareness and resilience.</p>	<p>Number of hectares of land under sustainable management.</p> <p>Number of training sessions conducted and participants trained.</p> <p>Number of</p>	<p>Land management record, satellite imagery.</p> <p>Training attendance records, pre- and post-training assessme</p> <p>Project reports, emission reduction</p>	



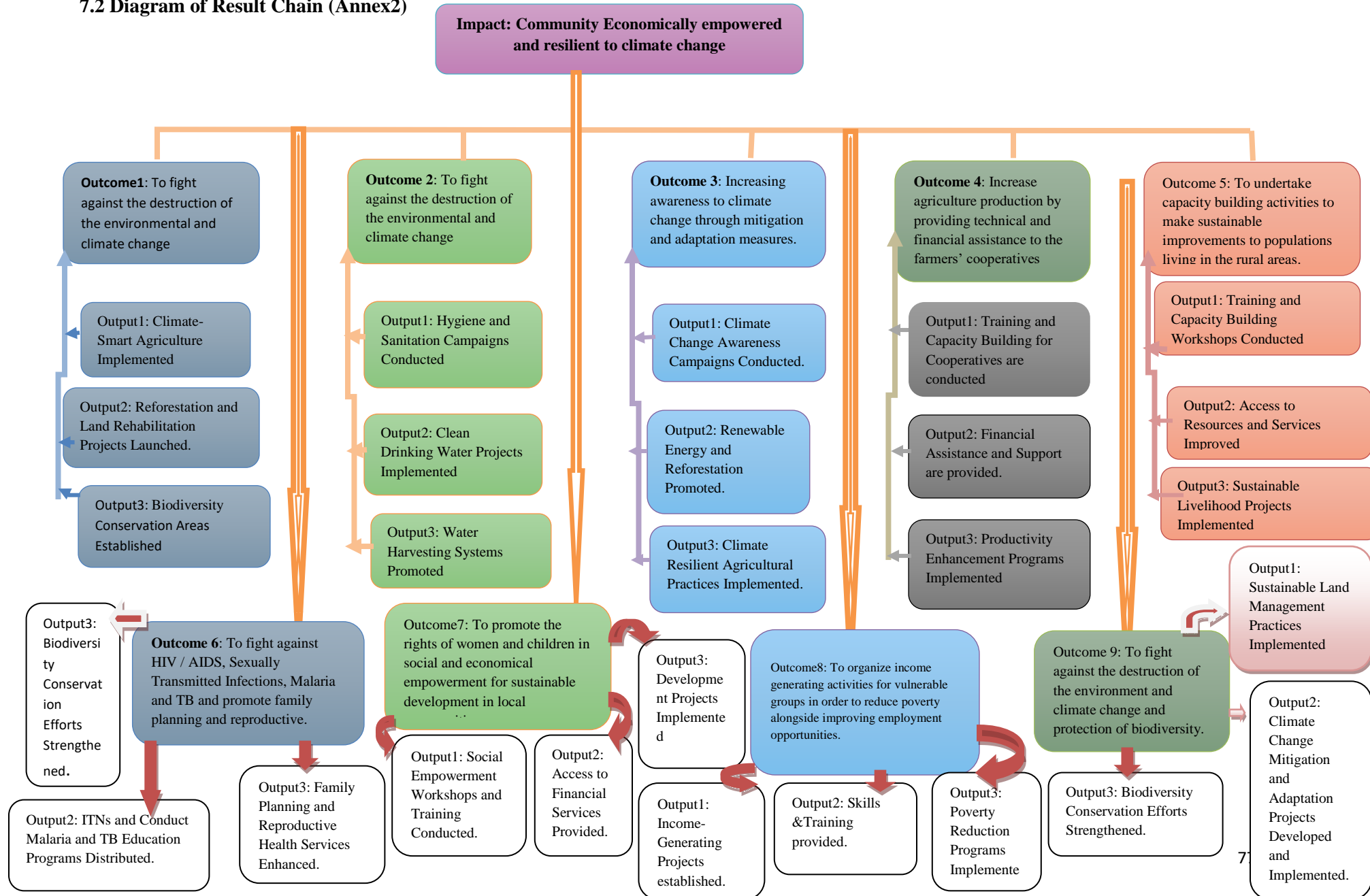
<p>Activity 3: Strengthen Biodiversity Conservation Efforts</p> <p>Output: Enhanced protection of biodiversity and ecosystems.</p> <p>Output: Improved conservation status of key species.</p> <p><u>Risk Management and Mitigation Strategies</u></p> <p>Risk 1: Lack of Community Engagement</p> <p>Mitigation Strategy: Conduct community outreach and education programs to raise awareness and encourage participation in environmental protection activities.</p> <p>Risk 2: Insufficient Funding</p> <p>Mitigation Strategy: Secure funding from multiple sources, including government grants, international aid, and private sector partnerships.</p> <p>Risk 3: Policy and Regulatory Challenges</p> <p>Mitigation Strategy: Advocate for supportive policies and regulations, and engage policymakers to ensure effective enforcement.</p>	<p>Mitigation and adaptation projects implemented.</p> <p>Number of awareness campaigns conducted and participants reached.</p> <p>Number of new or expanded protected areas.</p> <p>Number of species with improved conservation status.</p>	<p>data.</p> <p>Campaign reports, community surveys.</p> <p>Protected area management record, biodiversity surveys.</p> <p>Species monitoring reports, conservation project record.</p>	
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<p><u>Sustainability Plan</u></p> <p>Community Ownership: Involve local communities in the planning and implementation of projects to foster ownership and long-term commitment.</p> <p>Capacity Building: Provide ongoing training and capacity-building initiatives to enhance local skills and knowledge.</p> <p>Policy Advocacy: Advocate for the integration of successful practices into local and national policies to ensure sustained support for environmental and biodiversity protection.</p>			
<p>To promote hygiene, sanitation and clean drinking water and production of water harvesting systems;</p>	<p>The proportion of households with access to safe and clean drinking water before and after the intervention.</p> <p>The decrease in the incidence of waterborne diseases in the target area.</p> <p>The total count of water harvesting systems set up within the project timeframe.</p> <p>The degree of change in hygiene</p>	<p>Conduct regular surveys to gather data on access to clean water and hygiene practices.</p> <p>Obtain and analyze water quality reports to verify the safety and cleanliness of drinking water.</p> <p>Review health records from local health facilities to track changes in waterborne disease incidence.</p> <p>Keep detailed record of the number and types of water</p>	<p>Sufficient resources (financial, human, and material) will be available to implement the project effectively.</p> <p>The community will actively participate in and support hygiene, sanitation, and water management activities.</p> <p>The water harvesting systems and hygiene practices will be maintained and sustained by the community over time.</p> <p>Training and</p>

	<p>and sanitation practices among community members.</p> <p>The level of understanding and awareness about hygiene, sanitation, and water management practices.</p>	<p>harvesting systems installed.</p> <p>Collect feedback from community members and conduct observational studies to assess changes in practices and awareness.</p>	<p>educational efforts will result in measurable improvements in hygiene practices and water management knowledge.</p> <p>Data collection methods will be reliable and provide accurate information for monitoring and evaluation.</p>
<p>To organize income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.</p> <p><u>Goal</u></p> <p>Improved public health and environmental sustainability through enhanced access to clean drinking water, effective sanitation, and widespread adoption of water harvesting systems.</p>	<p>Reduction in the incidence of waterborne diseases in the target area.</p> <p>Comparative analysis of health record before and after the intervention.</p> <p>Increase in the percentage of households with reliable access to clean drinking water.</p> <p>Household surveys and water quality tests.</p> <p>Number of functional water harvesting systems installed</p>	<p>Analyze health facility records and disease surveillance data to assess changes in waterborne disease rates.</p> <p>Conduct surveys to evaluate the proportion of households with access to clean drinking water and improved sanitation.</p> <p>Perform regular water quality testing to ensure the safety of drinking water.</p> <p>Review installation and maintenance record for water harvesting systems.</p> <p>Gather feedback through interviews and focus groups to</p>	<p>Sufficient financial, human, and material resources will be provided for effective implementation and maintenance.</p> <p>The community will be actively involved and supportive of hygiene, sanitation, and water management initiatives.</p> <p>The installed water harvesting systems and improved hygiene practices will be sustained by the community.</p> <p>Training and educational programs will effectively increase community knowledge and lead to improved practices.</p>

	<p>and maintained.</p> <p>Installation record and maintenance reports.</p> <p>Improvement in hygiene and sanitation practices among community members.</p> <p>Observational studies and community surveys.</p> <p>Increased awareness and knowledge about hygiene, sanitation, and water management.</p> <p>Pre- and post-training assessments, community feedback.</p>	<p>assess changes in hygiene practices and knowledge.</p>	<p>Data collection methods will be reliable and accurately reflect changes in health, water</p>
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## 7.2 Diagram of Result Chain (Annex2)



**7.3 Estimate budget for 2025-2029(Annex3)**

Objective	Activities	Period					Budget
		2025	2026	2027	2028	2029	
Domain : Finance and expansion							
Priority N°1 : Ensuring financial stability							
Result No 1 : Income generating projects are developed to provide a stable revenue stream from separate from donor project	Identification of existing opportunities to invest in.	x					2, 500,000
	Elaboration and implementation of income generating activities		x	x	x	x	85.000.000
	Preparation and submission of offers in different tenders		x	x	x	x	12, 000,000
Priority N° 2 : Expansion of geographical intervention							
Result No 1 : USADEC delivers projects across all Provinces in Rwanda and into other East African Countries	Identification and contact of potential donors	x					3, 000,000
	Elaboration of different projects and funds mobilization	x	x				4, 500,000
	Establishment of liaison offices in different Countries for fundraising purposes		x	X			25, 000,000
Priority No 3 : Expertise management							
Result No 1 : Set up a mechanism to ensure that all projects remain relevant to current development priorities	Organization of Consultation meetings, dialogue and conference debate with different Institutions	x	x	X	x	x	6, 000,000
Domain : Institution capacity and organizational management							

Priority No 1: Reinforce the capacity of the staff and organization's members							
Result No 1: All staff and members are equipped with the required knowledge of managing the USADEC's activities	Organization of trainings and study tours on management both technical and financial	x					4, 500,000
Priority No 2: Human resources capabilities							
Result No 1: Staffing will expand with increased need, training and short courses for staff are provided according to their role within USADEC	Provision of different trainings and short courses	x	x				12, 000,000
Priority No 3: Organizational development							
Result No 1: Rules and regulations are updated and respected. All USADEC structures are functioning	Updating internal rules and regulation and other legal documents of USADEC	x					500,000
	Training of USADEC's Members of the Board and members on legal documents governing USADEC	x					5, 000,000
Priority No 4: Information management							
Result No 1: A corporate memory and database of USADEC information are created which all staff can access	Updating and make operational of USADEC's website	x					800,000
Domain : Lobbying, advocacy and awareness							
Priority No 1: Donor relationship management							
Result No 1: A close and mutually beneficial relationship between	Identification and contact of new	x					1, 000,000

USADEC and its donors and stakeholders	potential donors						
Result No 2: Memorandum of understanding are signed	Dialogue with existing Donors of USADEC	x	x				6, 000,000
	Advocacy for community development	x	x	X	x	x	12, 000,000
Domain : Capacity building and economic development							
Priority N° 1: Promotion of cooperatives and income generating activities							
Result N° 1: Income generating activities provide economic independence for vulnerable group	Organization of trainings on income generating activities for vulnerable groups	x	x	X	x	x	50, 000,000
	Group beneficiaries into cooperatives		x				10, 000,000
	Advocacy and fund mobilization		x	X	x	x	40, 000,000
	Assist beneficiaries to start income generating activities		x	X	x	x	100, 000,000
Result No 2: More than 1500 cows are provided to vulnerable groups especially persons living with HIV/AIDS	Fund mobilization	x	x				4, 000,000
	Provision of cows	x	x	X	x	x	250, 000,000
Priority No 2: Training and individual development							
Result No 1: Training provides women and youths with vocational skills and ICT skills to enable their future employment	Organization of trainings and provision of professional skills on ICT and Multimedia	x	x	X	x	x	300, 000,000
	Construction of a youth training center		x				850, 000,000
Priority No 3: Agriculture sector promotion, food security and nutrition							
Result No 1: Farmers are technically assisted	Organization of trainings on modern	x	x	X	x	x	620, 000,000

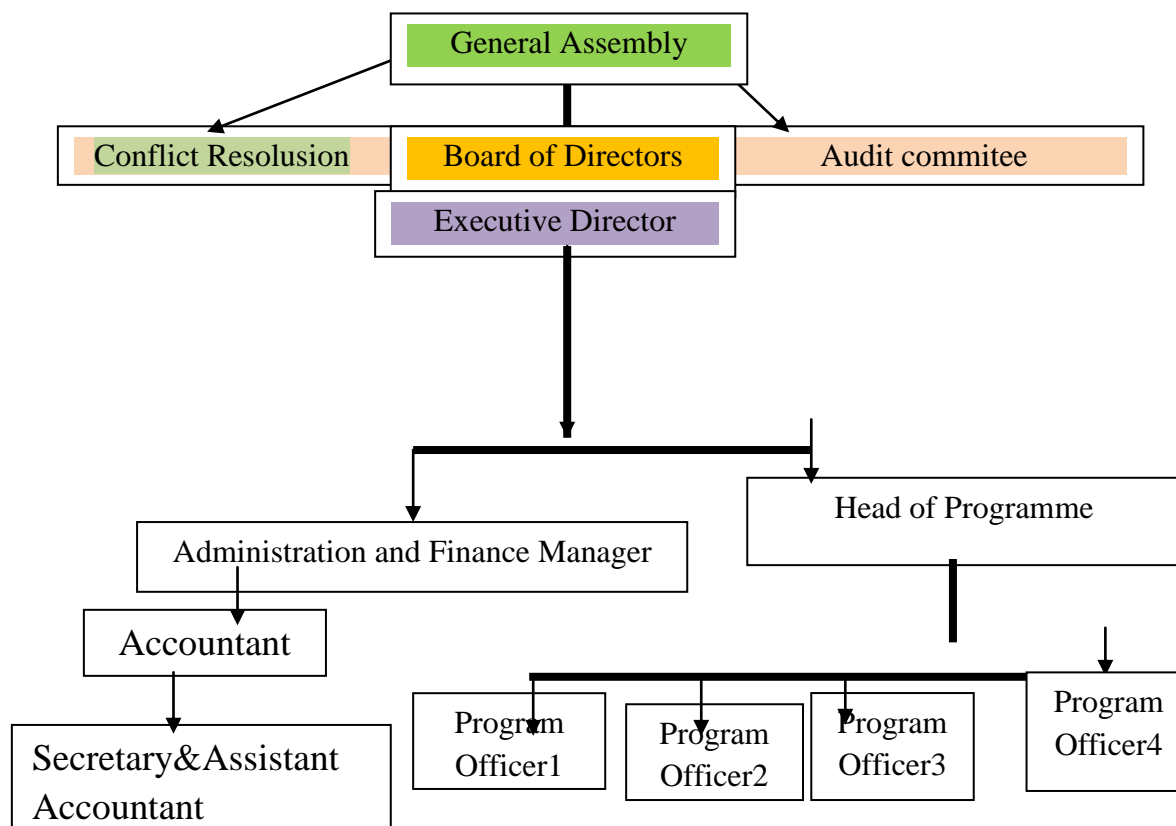


in modern farming	farming, and nutrition						
	Group farmers into cooperatives	x	x	X	x	x	15, 000,000
	Advocacy in marketing and proximity technical assistance of farmers	x	x	X	x	x	6, 000,000
Domain : Environment protection and climate change adaptation and mitigation							
Priority No 1:Improving awareness of climate change and efficiency land use							
Result No 1: Increased awareness of climate change adaptation by efficient land use and accessible technologies	Awareness campaigns and advocacy on climate change and sustainable land management	x	x	x			60, 000,000
	Organization of trainings on climate change, soil erosion control and sustainable land management	x	x	x	x	x	100, 000,000
Priority No 2:Promotion of saving in existing energies and the use of renewable energy							
Result No 1: Increased awareness of alternative energy sources, energy saving and energy efficient technologies	Training of beneficiaries on renewable energy such as biogas and improved cooking stoves	x	x				40, 000,000
	Construction of biogas and improved cooking stoves for beneficiaries		x	x	x	x	120, 000,000
	Preparation and assistance of the population in planting agro forestry trees		x	x	x	x	15, 000,000
Priority No 3:Land and Sustainable water resource management							
Result No 1: 60% of the target population adopt techniques for the efficient use of water domestically and	Organization of trainings on water resources management and continual technical assistance		x	x	x	x	

agriculturally							
Domain :Promotion of good governance							
Priority No 1: Developing the ability of communities to contribute to good governance							
Result No 1: People are sensitized and facilitated to participate in local planning processes	Organization of awareness campaigns		x	x			44, 000,000
	Organization of trainings on planning and monitoring and evaluation by using community score cards		x	x	x	x	80, 000,000,
Priority No 2:Promotion of patriotic, peaceful attitudes among youths							
Result No 1: People are trained and informed of their rights and obligations	Organization of different trainings on civic education and good governance		x	x			80, 000,000
Priority No 3:Promotion of the rights of vulnerable groups							
Result No 1: Youth are trained and informed of the positive values of Rwandan culture and of a peaceful and tolerant culture	Organization of relevant trainings		x	x	x		36, 000,000
Domain : Improving the health of vulnerable groups							
Priority No 1:Prevention of the transmission of HIV/AIDS, STIs, Malaria, Tuberculosis and other non communicable diseases							
Result No 1: 60% of target population is reached by a comprehensive prevention program	Organization awareness campaigns, trainings and assistance in fighting against HIV/AIDS, STIs, Malaria, Tuberculosis and other non communicable diseases	x	x	x	x	x	540, 000,000
	Advocacy and funds mobilization	x	x	x	x	x	4, 500,000
Priority No 2:Reducing gender based violence, drug use and prostitution							

Result No 1: Population especially youth and women are informed, trained and assisted on GBV, drug abuse and prostitution	Advocacy and funds mobilization	x	x				
	Organization of awareness campaigns and relevant trainings	x	x	x	x	x	100, 000,000
Domain: Improving access to safe water and basic sanitation							
Priority No 1: Facilitate access to safe water							
Result No1: 80% of the target population understand the need for safe water and methods for water treatment	Trainings on water resources management	x	x	x	x	x	55, 000,000
	Catchment of water sources for vulnerable groups		x	x	x	x	180, 000,000
Priority No2: Improve access to basic sanitation							
Result No1: 70% of the target population are aware of basic sanitation techniques and hygienic behavior	Organization of awareness campaigns, trainings and coaching on hygiene and sanitation	x	x	x	x	x	280, 000,000
<b>TOTAL ESTIMATED BUDGET</b>							<b>4,159.300, 000</b>

#### 7.4 Organisational Structure(Annex4)



The articles of the association govern the operation of USADEC and all of its constituent parts.

The General Assembly is the supreme organ of the association, and meets annually under normal circumstances. The Management Committees discuss matters relating to programmes, finance and logistics, and ensures that members of the General Assembly have a role in the pursuit of USADEC's objectives.

The Board of Directors is responsible for the overall management of the organization. The Executive Director manages the day-to-day operation of USADEC.

The Coordination Office designs, plans and implements USADEC's projects and reports on their success.

USADEC has well-established principles of account management, and regularly reports this information to members and donors.

**7.5 Implementation Plan(Annex5)**

Outcomes/ Outputs/ key activities	2025	2026	2027	2028	2029
<b>Outcome 1: To fight against the destruction of the environmental and climate change</b>					
<b>Output1: Climate-Smart Agriculture Implemented</b>					
Activity1: Training Farmers in climate-resilient practices.					
Activity2: climate-smart techniques Adopted					
<b>Output2: Reforestation and Land Rehabilitation Projects Launched.</b>					
Activity1: reforestation and rehabilitation of Land areas					
Activity2: Community involvement in restoration activities.					
<b>Output3: Biodiversity Conservation Areas Established</b>					
Activity1: Protecting areas designated for biodiversity conservation					
Activity2: Increasing biodiversity within protected areas.					
<b>Outcome 2: To fight against the destruction of the environmental due to climate change</b>					
<b>Output1: Hygiene and Sanitation Campaigns Conducted</b>					
Activity1: training Farmers in climate-resilient practices.					
Activity2: climate-smart techniques Adopted					
<b>Output2: Clean Drinking Water Projects Implemented</b>					
Activity1: reforestation and rehabilitation of Land areas					
Activity2: Community involvement in restoration activities.					
<b>Output3: Water Harvesting Systems Promoted</b>					
Activity1: Protecting areas designated for biodiversity conservation.					
Activity2: Increasing biodiversity within protected areas.					
<b>Outcome 3: Increasing awareness to climate change through mitigation and adaptation measures.</b>					
<b>Output1: Climate Change Awareness Campaigns Conducted.</b>					
Activity1: Increase awareness and adoption of hygiene					

practices.					
Activity2: Construction and use of improved sanitation facilities.					
<b>Output2: Renewable Energy and Reforestation Promoted.</b>					
Activity1: Improve access to clean drinking water.					
Activity2: Reduce waterborne diseases.					
<b>Output3: Climate Resilient Agricultural Practices Implemented</b>					
Activity1: Increase adoption of water harvesting systems					
Activity2: Training Farmers in climate-resilient practices.					
<b>Outcome 4: Increase agriculture production by providing technical and financial assistance to the farmers' cooperatives.</b>					
<b>Output1: Training and Capacity Building for Cooperatives are conducted.</b>					
Activity1: Enhance skills and knowledge of cooperative members.					
Activity2: Adoption of improved agricultural practices.					
<b>Output2: Financial Assistance and Support are provided.</b>					
Activity1: Increase financial resources for cooperatives.					
Activity2: Increase investment in agricultural inputs and infrastructure.					
<b>Output3: Productivity Enhancement Programs Implemented</b>					
Activity1: Increase agricultural productivity.					
Activity2: Increase income and reduced post-harvest losses.					
<b>Outcome 5: To undertake capacity building activities to make sustainable improvements to populations living in the rural areas.</b>					
<b>Output1: Training and Capacity Building Workshops Conducted.</b>					
Activity1: Enhance skills and knowledge among rural populations.					
Activity2: Adoption of best practices and improved techniques.					
<b>Output2: Access to Resources and Services Improved</b>					
Activity1: Increase financial resources for cooperatives.					
Activity2: Increase investment in agricultural inputs and					

infrastructure					
<b>Output3: Sustainable Livelihood Projects</b>					
Activity1: Increase economic activities and household income.					
Activity2: Reduction in poverty levels in targeted communities.					
<b>Outcome 6: To fight against HIV / AIDS, Sexually Transmitted Infections, Malaria and TB and promote family planning and reproductive health.</b>					
<b>Output1: HIV/AIDS and STI Awareness and Testing Campaigns Conducted</b>					
Activity1 Increase awareness and testing for HIV/AIDS and STIs					
Activity2: Increase access to ART and STI diagnostics					
<b>Output2: ITNs and Conduct Malaria and TB Education Programs Distributed.</b>					
Activity1: Increase use of ITNs and knowledge about malaria prevention.					
Activity2: Increase TB screening and diagnostics awareness					
<b>Output3: Family Planning and Reproductive Health Services Enhanced.</b>					
Activity1: Increase use of family planning services.					
Activity2: Improve antenatal and postnatal care services.					
<b>Outcome7: To promote the rights of women and children in social and economical empowerment for sustainable development in local communities.</b>					
<b>Output1: Social Empowerment Workshops and Training Conducted.</b>					
Activity1: Increased knowledge and participation of women and children in social empowerment initiatives.					
Activity2: Enhanced protection and support for victims of gender-based.					
<b>Output2: Access to Financial Services Provided</b>					
Activity1: Increased economic opportunities for women					
Activity2: Improved access to financial services for women					
<b>Output3: Development Projects Implemented</b>					
Activity1: Increased engagement of women and children in sustainable development Goals					

Activity2: Adoption of environmentally friendly practices					
<b>Outcome8: To organize income generating activities for vulnerable groups in order to reduce poverty alongside improving employment opportunities.</b>					
<b>Output1: Income-Generating Projects established.</b>					
Activity1: Creation of sustainable income-generating activities					
Activity2: Increased participation of vulnerable groups.					
<b>Output2: Skills &amp; Training provided.</b>					
Activity1: Enhance skills and employability of participants.					
Activity2: Increase job placement and employment opportunities.					
<b>Output3: Poverty Reduction Programs Implemented.</b>					
Activity1: Improve living standards and income levels.					
Activity2: Improve access to basic services.					
<b>Outcome 9: To fight against the destruction of the environment and climate change and protection of biodiversity.</b>					
<b>Output1: Sustainable Land Management Practices Implemented.</b>					
Activity1: Reduce deforestation and land degradation.					
Activity 2: Increase adoption of sustainable practices.					
<b>Output2: Climate Change Mitigation and Adaptation Projects Developed and Implemented.</b>					
Activity1: Reduce GHG emissions and increased climate resilience.					
Activity2: Improve community awareness and resilience.					
<b>Output3: Biodiversity Conservation Efforts Strengthened.</b>					
Activity1: Enhance protection of biodiversity and ecosystems.					
Activity 2: Improve conservation status of key species.					