

STRATEGIC PLAN
2023 - 2027

KEY STRATEGIC AREAS

1

ORGANISATION CAPACITY
DEVELOPMENT

2

ACCESS TO JUSTICE AND
PSYCHOSOCIAL SUPPORT

3

RESEARCH AND
ADVOCACY





**Haguruka
strategic plan
is a dynamic
guiding
document and
which may
be reviewed,
adapted,
changed or
even add other
features within
the five years
2023-2027.**



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ACRONYMS AND ABBREVIATIONS

AU	African Union
BODS	Board of Directors
BPA	Beijing Platform for Action
CEDAW	Convention of Eliminations of Discriminations Against Women
CRC	Convention on the Rights of the Child
CSOs	Civil Society Organizations
EAC	East African Community
ES	Executive Secretary
FBOs	Faith Based Organizations
GA	General Assembly
HR	Human Resources
SRHR	Sexual Reproductive and Heath Right
JLROS	Justice, Law, Reconciliation, Order and Security
LAF	Legal Aid Forum
LPA	Legal Aid Policy
NGP	National Gender Policy
NST	National Strategy for Transformation
NGOs	Non-Government Organizations
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SDGs	Sustainable Development Goal
UDHR	United
UNSC	United Nations Security Council

EXECUTIVE SUMMARY

This strategic plan is the result of concerted efforts from work carried out in documents reviews, consultations meetings, interviews & workshops. The Strategic Plan is a guiding document for Haguruka in setting up priorities, focusing energy and resources, strengthening operations, ensuring that employees and other stakeholders are working towards common goals. It helps to establish agreement around intended objectives, outputs and outcomes/results and set the pace for planning, implementation, monitoring and evaluation as well as resource mobilization. The ultimate goal of strategic planning is to improve efficiency and effectiveness for enhanced service delivery to women and children, to members, staff, stakeholders including development partners.

This strategy will focus on the following key strategic areas:

Organization Capacity Development (OCD): This strategic area aims at strengthening Haguruka's organizational capacity in terms of systems and processes to enhance quality programming, transparency, and accountability. Furthermore, it will lead to secure diversified funding opportunities and the retainment of highly skilled and competent staff and paralegals in realizing Haguruka's vision and mission. The objective further aims at strengthening and improving Haguruka's portfolio in monitoring, evaluation and learning (MEL), documentation, data management and dissemination, learning and reflective practices, communication/dissemination, and knowledge sharing.

Access to Justice and Psychosocial Support (AJPS): This strategic area seeks to strengthen access to quality justice for women and children by empowering them with the necessary information to claim their rights and recover their dignity. This is realized through awareness raising on rights and entitlements and the provisioning of legal aid services and psycho-social support. Alternative Dispute Resolution/Mediation is emphasized as a means to promote social cohesion. Haguruka will conduct diverse capacity building to empower duty bearers and right-holders to promote services delivery and accountability. Haguruka will use its shelters to respond to GBV and ensure re-integration of women and children who are victims of injustices through engagement of strategic partners and collaboration with like-minded organizations.

Research & Advocacy (RAD): Research and Advocacy are both tools to mobilize and defend women and children's rights based on evidence-based research. The goal is to strengthen action research to inform advocacy positions through information sharing, publication of findings, and active engagement with relevant public policy actors.

1. INTRODUCTION

Haguruka is a non-governmental organization registered under the Rwandan Law. We work towards empowering women and children to claim their rights by improving their access to quality justice across the country. Haguruka was founded in 1991 and has since been at the forefront of the fight for the rights of women and children. Haguruka has its head office in Kigali (the capital city of Rwanda) with regional offices in Northern, Eastern, Southern, and Western provinces of the country. These provide the base from which Haguruka coordinates a network of over 416 paralegals located at sector level. Each office has a lawyer, psychologist and a shelter for women and children to assist Sexual Gender Based Violence and other women and children's rights violations that require legal and psycho-social support such as Human Trafficking, among others.

We see our beneficiaries as right holders who are empowered to claim their fundamental rights from duty bearers following relevant international and national legal instruments applicable in Rwanda. Haguruka has a zero-tolerance approach towards sexual exploitation, abuse and harassment.

Haguruka implements programs that address the immediate human right needs of vulnerable women and children while working towards combating Gender-Based Violence (GBV) and promoting gender equality. We apply a right-based approach and a holistic vision of victims' needs.

To achieve its mission, Haguruka collaborates with the Government at the central and local levels and partners with national and international non-governmental organizations (NGOs) with aligned mission of defending and protecting women and children's rights.

2. MEMBERSHIP AND COVERAGE

Haguruka is a membership-based organization. The organization is composed of effective members, honorary members and sympathetic members. To date, Haguruka is composed of 96 effective members countrywide.

In terms of coverage, Haguruka's work covers right holders who are vulnerable women and children in all the four provinces and the City of Kigali.

3. PURPOSE

The purpose of this strategic plan is;

- To provide HAGURUKA a flexible system and a conducive working environment with a renewed strategic focus over the next five years,
- To guide internal and external stakeholders to renew the agreement on a common purpose,
- To build consensus around organizational goals and increase effectiveness and efficiency,
- To provide the basis for resources allocation and ensure value for money,
- To provide the management with a better understanding of and ability to predict and adjust to changing global environment,
- To improve organizational ability to communicate with impact, strengthen coordination and cooperation and to make informed decisions,
- To enhance transparency and accountability through the establishment of monitoring, evaluation and reporting frameworks that track and assess HAGURUKA's performance.

4. NORMATIVE FRAMEWORK

Haguruka's strategic plan is aligned to the international and national policies and development instruments such as: (i) the Sustainable Development Goals (Goal5); the Beijing Platform for Action (BPA). (UDHR (1948); CEDAW (1979); UNSC 1325 (2000); the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa in its entirety, the AU Agenda (2063¹); The East African Community Treaty particularly in its articles 5(e), 121 and 122. All these instruments reinforced the principles of human rights and equal access and opportunities to exercise rights equally between men and women, boys and girls.

At the national level, Haguruka's Strategy is aligned with the constitutional imperative of reducing inequalities of the most vulnerable women and children and to access their rights sustainably as enshrined in the Constitution of The Republic of Rwanda². Haguruka's Strategic Plan is also aligned to Rwanda's National Strategy for Transformation (NST1) which emphasizes "Strengthening partnerships between Government, private sector, citizens, NGOs and FBOs to fast-track national development and people-centered prosperity."³ The Strategic Plan is equally aligned to the National Gender Policy which calls for "Continuing awareness and fighting against gender-based violence and human trafficking"⁴ The Strategic Plan further contributes to The Legal Aid Policy (LAP)⁵ and Justice, Reconciliation, Law and Order Sector (JRLOS) Strategy⁶ under the Ministry of Justice both of which seeks to enhance justice, peace, and rule of law.

5. SWOT ANALYSIS

The analysis of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for Haguruka was an important exercise that brought together several categories of people including Haguruka staff, Board Members, rights holders, development partners, and civil society organizations working with Haguruka in the areas of gender, women and children's rights. Throughout the four sessions with these categories, participants discussed the main internal strengths and weaknesses and explored external opportunities and threats to the development of Haguruka. The process highlighted key strategic issues that are addressed in this strategic plan.

1 Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched with priority 2 on Human Rights, Justice and The Rule of Law.

2 Constitution of the Republic of Rwanda 2003 as revised in 2015 (Article 10) : (2) eradication of discrimination and divisionism based on ethnicity, region or on any other ground as well as promotion of national unity, (5) building a State committed to promoting social welfare and establishing appropriate mechanisms for equal opportunity to social justice;

3 The Republic of Rwanda, 7 Years Government Programme: National Strategy for Transformation (NST 1) 2017 – 2024.

4 Ministry of Gender and Family Promotion, National Gender Policy, July 2010

5 Republic of Rwanda (Ministry of Justice), National Legal Aid Policy, October 2014

6 Republic of Rwanda, (Ministry of Justice), Justice, Reconciliation, Law & Order Sector Strategic Plan- 2018/19 to 2023/24.

Strengths	Weaknesses
1. The uniqueness of Haguruka's mission to defend the rights women and children, 2. Committed and proactive leadership, 3. Committed and dedicated staff, 4. Capacity to mobilise and use resources efficiently, 5. Dynamism and long outstanding expertise in the defence of women and children's rights, 6. Strong networking approach with stakeholders (partners), 7. Conducive working environment. 8. Equipped offices with adequate materials 9. Good relations between Haguruka and stakeholders, 10. Decentralisation of Haguruka's interventions (presence of Haguruka in four provinces and Kigali City), 11. Strong administration, systems and procedures, 12. Culture of Inclusivity, accountability and excellence.	1. Insufficient capacity of Haguruka to meet the high demand of beneficiaries (women and children's victims of injustices), 2. Limited operational of Shelters due to limited funds, 3. Focusing more on response than prevention to injustices for both women and children, 4. Limited capacity in area of research and advocacy, 5. Limited resources (HR & Financial) to drive change, 6. Focusing more on women's rights and less focus on children's rights, 7. Insufficient means of following up the execution of court decisions for the assisted victims, 8. Limited capacity to document and share survivors'/victims' stories and other good practices, 9. Limited advocacy of children's rights , 10. Limited information sharing between Haguruka and members (rights holders), 11. Limited capacity and insufficient numbers of paralegals, 12. Limited engagement in advocacy, 13. Inability to meet the high demand of service seekers due to the budget constraint.
Opportunities	Threats
1. Expansion of new partners 2. Good reputation of Haguruka among partners 3. Young staff open to learn and innovate 4. Strong support of government and partners 5. Favourable legal and policy environment 6. Rooted organization at community level 7. Good collaboration with partners and donors 8. Well known organization by majority of Rwanda and foreigners living or working in Rwanda 9. Credibility of partners 10. Strong commitment of Haguruka team to their end goal 11. Engaging youth in discussions about women and children's rights	1. Financial dependence with the insufficient contribution of members 2. Force majeure that may impose restrictions of meeting victims 3. Working on issues touching on the private life and interests of some individuals with political power or big businesses may be very sensitive and may attract retribution

6. ACHIEVEMENTS

Haguruka has been operating and guided by a Strategic Plan 2017-2022. The Strategic plan which had three areas of interventions namely:

- **Legal aid and psychosocial support**
- **Capacity Building and Awareness-raising**
- **Research and Advocacy**

In the last five years of implementation, Haguruka registered several achievements under each strategic area of focus. The few retained main achievement is highlighted below:

• Legal aid and psychosocial support:	• Capacity Building and Awareness-raising:	• Research and Advocacy:	• Organizational capacity:
In the last five years, Haguruka assisted with 10,207 cases (71.67% were women while 28.33% were men).	Haguruka provided capacity building through training to 3,123 people on different topics, including key laws, gender equality, and GBV prevention, legal aid standards and SRHR. Through awareness-raising, 14,466 people have been directly reached during community dialogues and mobile legal aid clinics.	In the last five years, Haguruka conducted a number of action research, including; (i) under-representation of women in leadership positions at local government and financial institutions; (ii) researches on women's rights, gender, access to justice, GBV, women participation and ADR Assessment, to mention but few.	The capacity of Haguruka has increased in terms of personnel and financial resources. Currently, the organization has 31 W from 8 staff in 2017. Similarly, Haguruka's budget increased from 225,328,163 Rwandan Francs in 2017 to 1,609,443,527 Rwandan Francs in 2022.

7. CHALLENGES

In the last five years 5 years, Haguruka dealt with several challenges influencing directly or indirectly the performance of the organization and the level of implementation of the strategy. During the assessment of the results and performance of Haguruka, the following have been highlighted as direct challenges that affected the expected outcome in the five last years.

- Covid-19 breakout which affected performance
- High demand for services with the limited human and financial resources
- Limited capacity of paralegals
- Insufficient financial capacity to make of Haguruka' shelters of SGBV victims
- High financial dependency etc.

8. RATIONALE

The rationale for this strategic plan is to guide Haguruka in setting up priorities, focusing energy and resources, strengthening operations, ensuring that employees and other stakeholders are working towards common goals, and helps to establish agreement around intended objectives, outputs and outcomes/results. The strategic plan sets also the pace for planning, implementation, monitoring and evaluation, resource mobilization, among others; with an ultimate goal of improving efficiency and effectiveness for enhanced service delivery to Haguruka's constituents.

9. THE STRATEGIC FRAMEWORK

9.1. Vision

Haguruka's vision is a society where the rights of women and children are respected; where women and children live free from violence and discrimination so that they can reach their full potential.

9.2. Mission

To promote and defend the rights of women and children.

9.3. Core Values

- **Equality:** Gender equality ensures a more peaceful and prosperous society for women and men, girls and boys.
- **Confidentiality:** We ensure that information you provide is kept confidential and is only accessible to those who are authorized to have access.
- **Accountability:** We are accountable to the citizens and communities we serve, our partners and stakeholders.
- **Empowerment:** We empower citizens to claim their rights.
- **Respect:** We value every citizen we serve and respect all rights-holders equally in our work and interactions.

10. DESCRIPTION OF STRATEGIC AREAS (2023-2027)

This Strategic Plan (2023-2027) is a result of wide consultations with key selected stakeholders from all sectors and institutions working or planning to partner with Haguruka in the next five years. From the consultations we came up with three strategic focus areas; (i) Organizational Capacity Development, ii) Access to Justice and Psychosocial Support iii) Research and Advocacy. The strategic focus areas are to be realised through specific objectives with intended outcomes as further elaborated below:

A. STRATEGIC AREA 1. ORGANISATION CAPACITY DEVELOPMENT

While Haguruka has made significant strides in the area of organizational capacity strengthening in the last few years, especially in the area of policies and control systems, Haguruka still require further capacity strengthening to continue engaging its constituencies and other relevant stakeholders at a highly effective and efficient manner. In this regard, Haguruka will prioritize organizational development in the following key areas:

- Staff capacity and new skills developed,
- Systems and tools development and strengthening,
- Monitoring, evaluation, documentation and reflective practices,
- Enhancing finance management systems and resource mobilization,
- Building synergies with likeminded organizations and strategic government institutions to strengthen collaboration.



Outcome:

Haguruka have the systems and required capacity to implement the organization's vision and mission

Strategy:

Haguruka will focus on strengthening its internal capacity by focusing on strengthening systems, procedures, and enhance human resources capacities of both staff and paralegals for transparency and accountability. This will address the needs/gaps of staff and paralegals both individually and collectively. Among others, below are the key priority areas that requires capacity strengthening:

- Gender and inclusiveness,
- Monitoring, evaluation, documentation, learning and knowledge sharing,
- Policy analysis, formulation and monitoring,
- Approaches and strategies that facilitate awareness raising on existing laws, policies, regulations, rights and entitlements.

Specific Objectives

Objective 1. Strengthen Haguruka's policies and systems: HR, systems, tools, procedures)

- Strengthening staff development and expertise - The SWOT analysis highlighted several capacity gaps and needs to address in the next five years. More effort will be dedicated in organizational and staff development to ensure sustainability and quality service delivery. Thus, a number of interventions have been planned. They include; transitioning from manual to digital apps.

Objective 2: Strengthen Monitoring, Evaluation and Results Management: Haguruka recognize the importance of capturing data to measure effectiveness, facilitate learning and improve performance. Vis-à-vis inputs, outputs, outcomes and impact and to use the collected data for reflection, learning and improvement of performance. Strengthening the monitoring and documentation systems will be a critical area of focus for Haguruka.

Haguruka will improve her monitoring and evaluation framework by strengthening staff capacities to monitor, document, analyse and disseminate lessons and best practices for learning and knowledge sharing purpose. This will be complemented by developing an effective and functional monitoring, evaluation learning and knowledge management structure that enables Haguruka to reach-out to rights holders and stakeholders and consistently monitor and evaluate program implementation. Particularly, Haguruka will develop a culture of reflective practices where monitoring and evaluation products shall be reviewed and analyzing M&E products on a determined period of time.

Objective 3. Improve the quality-of-service delivery. Haguruka provides multiple services to victims of human rights violations and stakeholders. The focus of this five-year strategy will be to ensure that rights holders, partners, and other stakeholders are accurately informed on the list of services provided, the conditions to access services, and the required time to get the needed service. To realize this objective, a service delivery charter will be developed, simplified, and disseminated through Haguruka website and other communication platforms.

Haguruka intends to profile herself as a national organization with expertise in gender as well as sexual reproductive health and rights (SRHR). Among others, Haguruka will educate adults on sexual reproductive health and rights by giving them accurate information to make informed decision.

Objective 4: Development of sustainable funding mechanisms – Financial resources are always insufficient compared to the needs of the organization. In this strategic plan, Haguruka commits to reinforce the existing fundraising mechanisms and sharpen the fundraising team with relevant skills. Networking approaches with like-minded organisations will also be promoted. In addition to strengthening fundraising, Haguruka will explore other potential means of generating revenues by: 1. providing services through trainings, 2. Mobilising membership contributions, and 3. Generate income using own resources/properties such as renting Haguruka's infrastructures.

Specific Objective 5: Strengthen the capacity of Haguruka's staff in policy analysis and advocacy. Based on Haguruka's experience, the interventions laid out in this strategic plan will generate a lot of issues that many of them shall require review of existing policies, monitor policy implementation or to initiate new policies to address emerging challenges. Haguruka will strengthen staff's skills and equip staff with knowledge to analyse anecdotal evidence generated through Haguruka's interventions as well as scientific evidence generated through action researches commissioned by Haguruka or other researches. This will enable Haguruka to contribute to policy growth and development in Rwanda.

B. STRATEGIC AREA 2: ACCESS TO JUSTICE AND PSYCHOSOCIAL SUPPORT

Legal Aid and Psychosocial Support has a big part of Haguruka's mission. The primary service provided by Haguruka is to assist women and children to claim, regain their rights and dignity. To perform this noble goal, Haguruka sets a strategic objective with specific objectives and expected results to meet those goals.

Outcome:

Women, children and other vulnerable groups enjoy their rights and recover their dignity as a result of legal aid and psycho-social support provided by Haguruka.

Strategy:

The strategy to strengthen the access of women and children to legal aid services so that they can claim their rights and dignity will be achieved via (i) education on legal rights and how to claim them, (ii) awareness of their rights and obligations, and (iii) strengthening referral systems and pathways to access legal services. Legal services provided by Haguruka include; legal advice, legal representation, referrals, mediation, among others.



Moreover, numerous legal problems emerge from a breakdown of social cohesion which presents psycho-social issues that needs to be responded to. Thus, psycho-social support becomes part and parcel of dealing with the legal issues that vulnerable women and children face. The strategy will build synergy with diverse stakeholders and ensure collaboration and information sharing to achieve this objective.

Specific Objectives:

Specific objective 1: Community Awareness Raising about Rights and entitlements: Despite efforts by several services providers such as the government through MAJ and local leaders as well as several other CSOs, legal literacy and awareness ranks low; yet knowledge/awareness is critical factors in determining whether citizens are able to seek services. This imply that even the available legal aid services may not be accessible if citizens are not aware of them. In this regard, Haguruka will continue to raise community awareness about rights and entitlements with special focus on laws such as family law, property law, land law, GBV law, paternity rights, Sexual Reproductive Health and Rights, succession, and ADR, among others. Haguruka will produce and disseminate simplified and summarized communications tools in Haguruka's geographical areas of interventions and to like-minded organizations for wider dissemination in their constituencies.

Objective 2: Increasing access to legal aid and psychosocial support to reduce cases of S/GBV for women and children - In the next five years, Haguruka commits to dedicate more focus on addressing the root causes of the SGBV and to mitigate their long-term negative effects to the victims. Haguruka will continue to provide and scale-up psychosocial counselling and legal assistance/support by providing psycho-social counselling and legal aid assistance to vulnerable victims.

This will include building a strong team of lawyers, paralegals, and psychologists and equip them with adequate skills to assist vulnerable women and children who are victims of SGBV and other injustices.

Objective 3. Ensure full implementation and enforcement of courts and administrative decisions – in addition to assisting and representing vulnerable women and children who are victims of S/GBV and other human rights violations before the courts of law; and other administrative entities,

Haguruka will support victims to fully realise their rights and to be socially rehabilitated by ensuring that courts and administrative decisions are fully executed.

Objective 4: Promote social cohesion through Alternative Dispute Resolution (ADR): on 8th September 2022, the Government of Rwanda adopted an Alternative Dispute Resolution policy (ADR) to promote the culture of problem-solving in families and reinforce amicable settlement of disputes. The policy recognises a number of issues to address which among others, include; overreliance on litigation and dissatisfaction of outcomes of the Courts system; overreliance on a retributive system, aspirations for a restorative justice empowering communities and families; existence of various informal ADR mechanisms with no professional guidelines and linkage with the Court system; Limited capacity building in disputes settlement; lack of proper service providers inter – connection or coordination system to ensure information sharing, data collection, documentation, monitoring and evaluation. The policy offers new momentum to align Haguruka’s interventions particularly; it’s mediation work and other peacebuilding endeavors.

In this regard, Haguruka will continue to promote social cohesion through mediation of conflicts as part of implementing the ADR policy. By employing its experience and skills, Haguruka will strive to improve coordination of various informal ADR mechanisms through developing integrated ADR module that will guide capacity building interventions of all ADR actors. This will also include supporting and participating in various ADR capacity strengthening initiatives, dissemination and awareness raising to promote social cohesion.

Objective 5. Provide community reintegration assistance to women and children’s victims of injustice. Haguruka has shelters that temporarily accommodates victims of S/GBV and other injustices particularly GBV and other rights violations that put women and children in danger such as human trafficking. Haguruka will continue to provide shelters to women and children victims of S/GBV and other serious human rights violations while being prepared for re-integration back to their communities. However, Haguruka cannot single handedly manage the re-integration of victims of injustice. Re-integration is a collaboration effort that requires inputs and support of various stakeholders. Haguruka will therefore, map relevant stakeholders mainly in the domain of economic empowerment, psycho-social support as well as engagement of local government; to strengthen collaboration and to build synergies that will support re-integration of women victims of injustice. Once collaboration and synergies are established, Haguruka will develop a referral mechanism for victims of S/GBV injustice; taking into consideration the economic, psycho-social, legal and administrative needs of each woman and/or child victim of injustice. Through its existing monitoring, evaluation and documentation framework, Haguruka will monitor and follow up re-integrated victims at the community level.

C. STRATEGIC AREA 3: RESEARCH AND ADVOCACY

Haguruka understands that the in Rwandan political context, to advocacy that is not rooted in evidence. Indeed, experience shows that policy makers are willing to engage with CSOs when they present scientifically compelling evidence. Haguruka has built strong strategic partnerships with relevant government institutions which if presented with evidence would be ready to listen and adopt policy changes or improve policy implementation. Haguruka will strengthen the component of action research on issues affecting women and children with the view of generating compelling evidence to engage with policy makers.

Outcome:

Pro-vulnerable women and children’s policies and decisions improved based on action research.

Strategy:

The strategy to achieve this outcome is to strengthen action research as a means to inform advocacy positions through information sharing, publication, media, and other platforms to build knowledge around women and children’s rights and make Haguruka a partner of choice.



The evidence from action research and other sources is the ingredient of good proposals, and policy papers. Haguruka is committed to strengthening the capacity of gathering data and evidenced data to ensure decisions and interventions are based on facts.

Specific Objectives:

Specific Objective 1. Promoting action research on various issues touching women and children's rights and injustices- Haguruka recognizes that policy making should be guided by evidence. Moreover, the Rwandan political context does not recognize facts or advocacy that are not based on evidence. Providing research-based evidence will be a critical approach to influencing policies; while at the same time, building on the citizens priorities and concerns and promoting participatory and inclusive engagement. Therefore, action research will be vital to Haguruka's interventions in the next five years. Action research will focus mainly on emerging policy issues, policy gaps and poor policy implementation that are consistent with Haguruka's vision, mission and strategic areas of interventions.

Specific Objective 2. Advocating for pro-vulnerable women and children's policies and effective policy implementation: Equipped with Action Research as well as anecdotal evidence generated through Haguruka's interventions, Haguruka will reinforce her efforts in advocating for improvements in policies laws, and implementation of commitments stipulated in laws, policies, strategies as well as development commitments such as SDGs and NST1 commitments that promote women and children's rights. Haguruka's main focus is "pro-poor advocacy" which means advocacy for political decisions and actions that respond to the interests of poor, who directly face poverty, marginalization and are disadvantaged.

In this regard, Haguruka will transform action research into strategic advocacy papers such as policy position papers and actively engage decision makers with specific actionable recommendations.

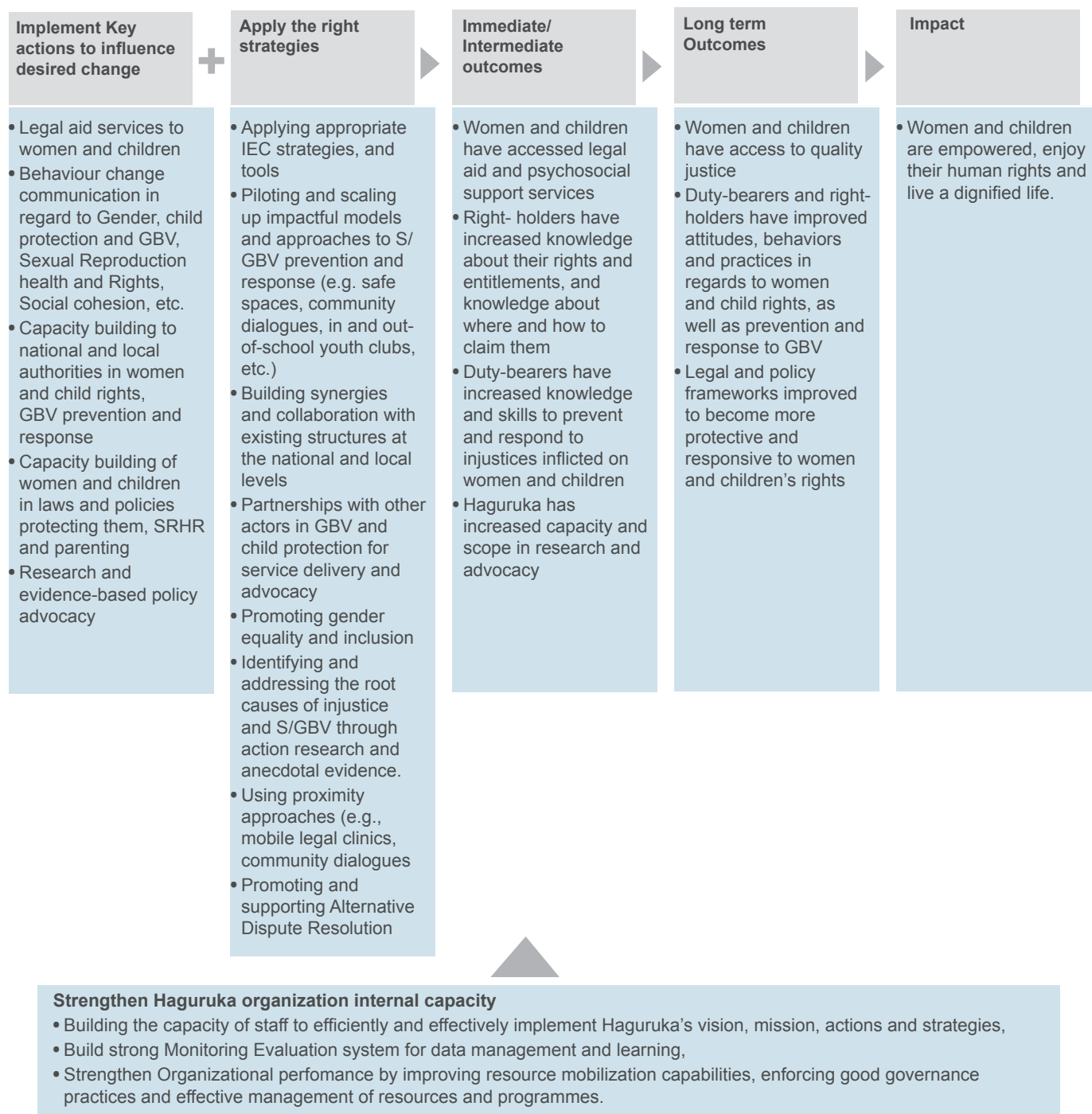
Specific Objective 3. Engaging in conversations related to women and children's issues: The current global trend demonstrates that at family, community, and country levels, show that it's better to talk, discuss and engage everybody at the beginning of any decision to ensure effectiveness and ownership. By use of critical debates/hard talks, Haguruka will engage in discussions regarded as taboo depending on cultural norms and stereotypes. These discussions will center on sexuality, gender identity, masculinity, feminism, and abortion in Rwanda.

Specific Objective 4. Build advocacy networks and coalitions with likeminded organizations:

For effective coordination of advocacy work and in order to speak with one and voice about policy concerns, Haguruka build synergies and collaboration with likeminded CSOs and women rights organisations to engage policy makers with a collective voice and to collectively and continuously influence policies and monitor effective policy implementation.

11. THE THEORY OF CHANGE (TOC)

The graph below details Haguruka's 'Theory of Change'. It highlights the underlying assumptions and logical relationships between inputs, strategies, outcomes and how they lead to the impact where women and children enjoy their rights and live a dignified life.



12. IMPLEMENTATION MECHANISMS

The implementation of the strategic plan requires Haguruka's internal organization effectiveness and conducive working environment as well as technical and financial capabilities. Also, Haguruka needs to join efforts with stakeholders including development partners, NGOs, INGOs, and the Government of Rwanda at the central and decentralized government. Furthermore, Haguruka need to build a strong partnership and trust in the community to ensure interventions ownership and sustainability.

12.1. Haguruka's Organization Structure

The organisation structure is a central component of Haguruka to ensure effective operation and guarantee that different actors within the organization are sharing responsibilities amongst themselves for the realization of the organisation's vision and mission.

The current structure of Haguruka (Annex 1) was proposed by the Board of Directors (BoDs) and approved by the General Assembly (GA). The structure has three levels of decision-making. The structure aims to strengthen the technical wing and enable Haguruka to achieve the following:

- Increasing the effectiveness of the organization
- Organizing internal functions and responsibilities
- Easing the decision-making process
- Building identity of the organization
- Increasing transparency and accountability
- Sustaining organization's image and reputation
- Strengthening partnership coalition building with other organizations
- Strengthening staff expertise and career development for high-quality performance etc.

12.2. Possible Risks Associated with Implementing the Strategic Plan

Through the development of the strategic plan, several risks are sizeable and Haguruka can plan to set a possible mitigation strategy. Those risks identified include the following (i) over 90% financial dependency (ii) global financial instability and uncertainty, (iii) relocation of donors' priorities due to several international and country political interests (iv) limited staff retention and capacity to attract new caliber staff, (v) insufficient contribution of Haguruka members and (vi) high demand of services with a limited number of Human resources, etc.

12.3. Governance, Leadership and Management

Haguruka's current leadership has shown the capability of rebuilding the organization from a weak position to a trusted, known, and capable organization. Structures at national, provincial, and sector levels are operational with limitations and low capacity at the sector. Staff are performing well, and programs are producing impressive results (ref to annex on achievements). Stakeholders and partners are committed to working with Haguruka and appreciate the working environment and partnership. Financial resources, based on audit reports shown significant improvement compared to the last decades. Currently, reports show that systems and procedures are transparent and are working well.

BoDs and Executive management are happy with the progress of the current administration in the last 10 years. The outcomes of leadership can be seen through Haguruka interventions, beneficiaries' and testimonies, the satisfaction of rights holders and partners, etc. These have been verified during the process of data collection pre-phases of elaboration of the strategic plan. However, some gaps have been highlighted and should be addressed in the coming five years. The information sharing between management and members, the development of simplified communication materials (as tools) to the educated community on the existing and new laws, the increase of fundraising strategy and team capacities, etc. are the most areas the strategy should focus on.

12.4. Financial and Human Resources

The successful implementation of the Strategic Plan will require financial resources and a pool of qualified and skilled technical staff. Haguruka will establish a comprehensive and sustained resource mobilization framework and build strong resource mobilization team with the required skills and competence to sustain Haguruka's financial in-flow.

Moreover, the effective implementation of the Strategic Plan will require qualified and committed technical staff particularly in the areas of human rights, women's rights, children's rights, mass communication, policy analysis and advocacy, monitoring, evaluation and documentation, Sexual Reproductive Health and Rights, Psychology, mediation and conflict management, Human resources and finance, among others. Haguruka leadership will have to make sure that the right people with the right skills are employed and retained to lead the implementation of the strategy.

12.5. Partnership Commitment and Focus

Weak partnership, networking, or lack of commitment and focus between stakeholders and partners could weaken the successful implementation of the Strategy and the achievement of its results. Since Haguruka is a defender of women and children's rights, it will require strategic support from all partners and the communities. Relentless consultations with various stakeholders are key to implement aligned and responsive interventions.

12.6. Implementation responsibilities

Haguruka, in collaboration with stakeholders, will implement the activities through Haguruka structures, local authorities, CSOs working in the same area, and community members. The important arm of Haguruka is through paralegals working at the sector level. This group is crucial in the implementation of Haguruka interventions. As a member of different umbrellas of Civil Society, Haguruka will ensure that they play their part and join with other organizations, bilateral, multilateral, and international agencies. That will necessitate building new and revitalizing existing partnerships. Using the comparative advantage of its unique mission to defend women and children's rights in the country, Haguruka should be able to meet all its targets coming to an end of the five-year Strategic Plan.

13. COSTING OF THE STRATEGIC PLAN

13.1. Costing Methodology

This section sets out the estimated financing requirements of Haguruka Strategic Plan 2023 – 2027. It provides a broad indication of the financial requirements and a basis for the mobilization of additional funding to support the implementation of the Strategic Plan. The financing framework is based on the expected outputs and detailed budget for each activity will be developed in each Annual Action Plan.

The estimation of financial resources required for the operationalization of Haguruka Strategic Plan 2023-2027, should be based on the Resource Needs Model (RNM⁷) which is Target population (beneficiaries x Unit cost x Coverage target = RN \$ and Activity-Based Costing Model (ABC⁸) (Stover et al., 2005; Williams et al 2004). The Model estimates required resources for a given set of targets in line with the three strategic pillars of Haguruka Strategic Plan. The financial estimation should rely on:

- Outputs necessary to achieve the results specified in the Strategic Plan;
- Unit cost for delivering services, based on the existing cost of various items and Haguruka experience to implementing such activity;

⁷ Resource Needs Model is an estimation on the resource requirements based on projections of key variables that determine the expenditure on each programmatic intervention

⁸ Activity Based Costing it is a one-off exercise which measures the cost and performance of activities, resources and the objects which consume them in order to generate more accurate and meaningful information for decision-making

- Size of the population in need for each of the service/intervention, based on available demographic data; and
- Appropriate levels of coverage for each intervention during the strategy period.

13.2. Estimated budget for five-year implementation plan (2023 – 2027)

The estimated budget for the implementation of the five-year strategic plan covers the three strategic pillars and outputs. These figures are subjected to changes while respecting what is described under each pillar. The Activity-Based Costing Model (ABC) is used to calculate the necessary required resources and inputs for the implementation of each intervention. The table below presents a summary of the budget by the pillar and costed outputs. The total budget of the SP is six billion, nine hundred seventy-one million, nine hundred sixty-two thousand, three hundred seventy Rwandan francs.

13.3. Table 2. Estimated budget for five-year implementation plan (2023-2027)

Strategic Focus Areas	Estimated Total (RWF)
Strategic Area I. Organization Capacity Development	3,511,125,320
Objective 1: Strengthen Haguruka's policies and systems: HR, systems, tools, procedures) - Strengthening staff development and expertise	2,852,487,320
Output 1.1: Staff capacity developed and new skills acquired	108,181,600
Output 1.2: Career path and motivation strategy developed	2,716,805,720
Output 1.3: System and tools updated and effectively used	19,000,000
Output 1.4: Policies and procedures are understood and applied at all levels of Haguruka	8,500,000
Objective 2. Strengthen Monitoring, Evaluation and Results Management:	299,510,000
Output 2.1. Document detailing the key gender inequalities, gender norms, stereotypes and negative perceptions of gender are identified and put in planning to be addressed	9,840,000
Output 2.2. Data collection tools and processes developed and implemented	22,700,000
Output 2.3. Documentation system and equipment's established and operational	14,250,000
Output 2.4. Documents and records are kept and consulted through digital system and manually operational and secured	2,500,000
Output 2.5. Haguruka's programme staff and paralegals are trained in monitoring, evaluation, learning and reflective practices.	250,220,000
Objective 3. Improve the quality-of-service delivery	94,356,000
Output 3.1. Service delivery charter with Haguruka services developed	94,356,000
Objective 4. Development of sustainable funding mechanisms	134,770,000
Output 4.1. Resource mobilization strategy developed and implemented	8,125,000
Output 4.2. Haguruka fundraising team established and equipped with relevant tools and skills to revamp the fundraising portfolio	18,645,000

Output 4.4. Haguruka's revenue generating services strengthened and marketed to potential services buyers	108,000,000
Objective 5. Strengthen the capacity of Haguruka's staff in policy analysis and advocacy.	3,252,000
Output 5.1. Haguruka staff's skills and knowledge to collect and analyses anecdotal evidence and produce policy position papers strengthened	3,252,000
Objective 6. Strengthen Haguruka's reputation and branding	126,750,000
Output 6.1. An internal and external communication strategy is developed and implemented	27,000,000
Output 6.2. Haguruka is profiled as a national organization with expertise in gender rights, SRHR and social cohesion.	17,000,000
Output 6.3. Ability of Haguruka to retain and attract qualified and competent staff	72,000,000
Output 6.4. Strategic working relationships with likeminded organizations and strategic partners developed and maintained. (MoU, collaborative relationships and building synergies).	10,750,000
Strategic Area II. Access to Justice and Psychosocial Support	2,944,637,050
Objective 1. Community Awareness Raising about Rights and entitlements	2,090,277,200
Output 1.1. Community members are sensitive and aware of existing and new laws, rights and entitlements, sexual reproductive health and rights.	1,878,040,000
Output 1.2. Community members are knowledgeable of judicial services and processes	146,960,000
Output 1.3. Awareness sessions on SGBV and human trafficking organized for stakeholders and beneficiaries	44,657,200
Output 1.6. Collaboration and synergies are established with likeminded organization (NGOs) and strategic partners (Central and local government) to reach out to the wider community beyond Haguruka's geographical areas of interventions.	20,620,000
Objective 2: Increasing access to legal aid and psychosocial support to reduce cases of S/GBV for women and children at individual and community levels	436,945,500
Output 2.1. Legal Aid is provided to victims of SGBV, GBV, Human trafficking and other cases of injustice within the competence of Haguruka	183,037,500
Output 2.2. Services to SGBV victims are closer to community at sector level	126,000,000
Output 2.4. Victims of SGBV, GBV, Human Trafficking and other forms of severe injustices in need of safety are provided with safe shelters as a transition to their re-integration.	127,908,000
Objective 3:	
Objective 4: Promote social cohesion through Alternative Dispute Resolution (ADR):	380,189,350
Output 4.1. Support various capacity strengthening initiatives and continuous community awareness raising about social cohesion	277,491,350

Output 4.3. Lead/contribute to improved coordination of various informal ADR mechanisms	86,064,000
Output 4.4. Lead/contribute to the development of ADR professional guidelines	16,634,000
Objective 5. Provide community reintegration assistance to women and children's victims of injustice.	37,225,000
Output 5.3. monitor and follow up of re-integrated victims at the community level through Haguruka's existing monitoring framework.	37,225,000
Strategic Area III. Research & Advocacy	516,200,000
Objective 1. Promote action research on various issues touching women and children's rights	412,688,000
Output 1.1. Action research conducted on issues affecting women and children	300,000,000
Output 1.4. Debates on key issues hindering women and children's rights organized on TV, Radio and other platforms	112,688,000
Objective 2: Continuously engage government entities particularly MINI-JUST, MINALOC, and local government and advocate for implementation of women and children related policies and strategies	103,512,000
Output 2.1. Regular round table meetings organized with like-minded organizations and women rights organizations to brainstorm on issues affecting women and children and to have a collective advocacy voice.	59,928,000
Output 2.2. Regular round table meetings organized with relevant central government and local government entities to advocate about issues affecting women and children.	43,584,000

Total estimated budget

#	Strategic Focus Areas	Estimated Total (RWF)
1	Organization Capacity Development	3,511,125,320
2	Access to justice and Psychosocial Support	2,944,637,050
3	Research & Advocacy	516,200,000
Total		6,971,962,370

14. REVIEW OF THE STRATEGIC PLAN

Haguruka strategic plan is a dynamic guiding document and which may be reviewed, adapted, changed or even add other features within the five years 2023-2027. However, the minimum period for review is two years but due to the current global and national trends it can be reviewed before but not in less than one year. The SP review should be informed by the annual report, monitoring and evaluation reports, quarterly reports as well as internal reflective practices based on research findings. The review may be conducted by an internal team or external or both. Finally, at the end of the SP implementation, Haguruka will conduct the final evaluation of the implementation to measure the level of performance and learn from the past experience to inform the next generation of the Strategic Plan.

15. MONITORING, EVALUATION AND LEARNING

Under this Strategic Plan, a robust monitoring and evaluation framework is developed to provide quality, timely, and accurate evidence of progress. The M&E framework will guide data collection and analysis, and the dissemination of information to enable the accurate tracking of progress and ongoing decision-making by Haguruka and partners.

Haguruka will be responsible for monitoring and evaluating the overall performance and achievements of results under the Strategic Plan and Annual Action Plans. The mechanisms for M&E include the following;

- **Semi-annual review:** Twice a year, Haguruka will organize a formal review meeting to assess which objectives/outputs are on track, challenges encountered and strategies to address them,
- **Annual Assessment:** Each year, a comprehensive assessment will be undertaken to evaluate the implementation of the Strategic Plan to inform future planning,
- **Mid-term Review:** The mid-term review will be conducted after two years and a half of the implementation of the Strategy,
- **End Line Evaluation of the Strategic Plan:** After five years, Haguruka should organize a comprehensive external review/assessment of the implementation of the Strategic Plan to determine the outcomes set against the overall goal.

All the above evaluations will be done with the support of SP Technical Committee composed of Haguruka management and partners. The M&E will be expected to generate useful information to measure performance and facilitate organizational growth and learning. In more specific terms, the M&E framework will:

- Facilitate an integrated and common approach to systematically track performance across all programs and ensure that all programs and projects contribute to the overall results of the organization as reflected in the Strategic Plan.
- Provide a platform for enhancing partnership, networking, collaboration, and feedback from key stakeholders.
- Strive to address both internal and external reporting requirements to multiple stakeholders.
- Facilitates the collection of data on women and children for evidence-informed interventions.
- Inform the progressive steps in developing a holistic framework that spans all the outcome areas.

15.1. Reporting and Schedule

Regular reporting on the implementation of planned activities is an integral component that will allow to share Haguruka's story internally and externally. Quarterly reports from all projects and thematic areas will be consolidated to make annual report.

The reports will capture the progress made in project implementation, challenges; lessons learned, and proposed interventions to address any gaps in project implementation. The comparative analysis of the planned versus actual activities. All quarterly reports will be due within 15 days after the end of the reporting period. The annual report will be due within 30 days after the end of the year.

- **Activity-based reports** - These will include workshop/training reports, field reports, consultancy reports, etc.
- **Quarterly reports** - Each active project will be required to prepare quarterly reports highlighting key achievements, challenges, lessons learned and planned activities for the next quarter.
- **Annual report** - These will serve as the communication tools for the organization at the end of each year. The annual report should provide highlights of key achievements for the year against the set targets, lessons, challenges and way forward.

- **Evaluation reports** - These will include baseline, mid-term, and endline of project evaluation reports.
- **Financial monitoring reports** - Refers to monitoring project/ program expenditure and comparing them with the budgets prepared at the planning stage. Financial monitoring is also important for accountability and reporting purposes as well as for measuring financial efficiency (the maximization of outputs with minimal inputs-value for money).

To ensure harmonization of monitoring and reporting within the Haguruka departments, monitoring tools will be developed by the programme team with support of monitoring and evaluation specialists and will always be reviewed and where necessary revised to adapt to data collection needs.

16. HAGURUKA'S STAKEOLDERS MATRIX ANALYSIS

The stakeholder's analysis is a central step towards the implementation of Haguruka's Strategic Plan. The stakeholder's analysis aim is to contribute to creating a common understanding, an open atmosphere, strengthening the relationship and rapport, and it's an effort to ensure expectations and goals match.

Also, the analysis provides all parties the global picture of inclusive planning to avoid overlaps and duplication, instead, it offers chances to ensure integration of related interventions. In government, the Haguruka work directly with the Ministry of Justice in the framework of JRLOS; The Ministry of Gender and Family Promotion; The Ministry of Local Government; The Gender Monitoring Office; The National Women Council, and FFRP.

Haguruka is a member of national umbrellas including Profemme Twese Hamwe, Coalition Umwana Kwisonga, and Legal Aid Forum and works directly or indirectly with many organizations intervening in the areas such as of gender and women's empowerment, justice, children's rights, and conflict resolutions. In addition, Haguruka works closely with local government entities from the district to the village. The central work of Haguruka is based on community members include women and children in the community. Furthermore, the implementation of Haguruka activities requires involvement and support from donor communities. This matrix does not provide exhaustive list of all potential partners, Haguruka has the right to add and extend list of other potential partners with similar mission in different categories depending on the work relation and collaboration.

Haguruka is a member of national umbrellas including Profemme Twese Hamwe, Umwana Kwisonga, and Legal Aid Forum and works directly or indirectly with many organizations intervening in the areas such as of gender and women's empowerment, justice, children's rights, and conflict resolutions.



17. STAKEOLDERS MATRIX ANALYSIS

Names of stakeholders	Areas of focus/interest	Stakeholders' descriptions (primary funding, human), Potential role in the activity	Level of commitment	Available resources
Ministries / Institutions				
Ministry of Justice-JRLOS	Awareness of existing laws and new enacted laws Advocating for women and children's victims of SGBV rights Advocating for judicial support of SGBV and other human rights violation Contributing to capacitate judicial systems and ensure perpetrators are getting transparent and fair judgement Engaging debates on issues affecting women and children's victims of human rights violation	Laws and other legal instruments	High level	Technical capacities
Ministry of Gender and Family Promotion and affiliated agencies and commissions	Contributing to the fight of human rights violation and injustices against women and children's Engaging the ministry in debate and advocate for policy actions to address gender and women and children's rights	Policy influence and changes	High level	Technical and political support
Ministry of Local Government	Collaborate with the ministry of local government to assess the roots causes of injustices to women and children in community and fight SGBV	Implementation of policies and changes	High level	Political support and technical capacities

Local Government	Engage districts and local leaders in the fight against SGBV and injustices against women and children/ put these indicators in Imihigo and planning tools	Implementation of policies and community influences	High level	Political support and technical capacities
CSOs (like-minded organisations)				
Coalition Umwana ku Isonga	Advocacy of child safety and protection	Children's rights	High level	Mutual support in advocacy
ProFemmes Twese Hamwe	Prepare policy papers on women's rights and advocates for policy changes	Influencing policies and advocacy on women and children's rights	High level	Mutual support in advocacy
Legal Aid Forum:	Collaborate with Haguruka to defend the rights of women and children	Defend and advocacy on women and children's rights	High level	Mutual support in advocacy
DONORS				
In the implementation of this strategic plan, Haguruka will continue to establish smooth partnership with diverse development partners whose mission and interventions are aligned with Haguruka's mandate. Those partners include but not limited to: USAID, SIDA, UN WOMEN, KIVINNA Till KIVINNA, INTERPEACE, , SAVE THE CHILDREN, NPA, GIZ, LANTMATERIET, MOTT FOUNDATION, RCN JUSTICE & DÉMOCRATIE, A4AID among others.				

18. ANNEXES

18.1. ANNEX 1: TERMINOLOGIES

1. **Assumptions:** critical assumptions are those key things we assume will or will not take place that is likely to affect results.
2. **Baseline:** is a record of what exists in an area before an action or a benchmark upon which future performance will be measured.
3. **Data management:** refers to the standard operation procedures/routines and actions put in place to track data flow and reduce risk/probability of errors.
4. **Data quality:** refers to the accuracy or worth of the information collected.
5. **Effectiveness:** measures the degree to which results/objectives have been achieved.
6. **Efficiency:** measures how productively inputs (money, time, equipment, personnel, etc.) were used in the creation of results.
7. **Evaluation:** is a systematic process of collecting and analyzing information to assess the effectiveness of an organization in the achievement of results.
8. **Impact:** is the overall and long-term effect of an intervention
9. **Indicator:** is specific information that provides evidence on the achievement (or lack of) results and activities. They can be quantitative (number related) measures or qualitative (narrative related) observations).
10. **Inputs:** are the physical (e.g. equipment), material (e.g. supplies and provisions), human (personnel), or financial (e.g. travel costs, per diem, etc.) resources required to create change.
11. **Learning:** the process through which knowledge is expanded.
12. **M&E system:** is a tool that organizations and managers use to see if they are achieving change.
13. **Monitoring:** is a systematic process of collecting and analyzing information to track the efficiency of the organization in the achievement of results.
14. **Outcomes:** are the broad changes in development conditions, answering the “so what” questions (so... we trained 100 people and increased their capacity to advocate for increased respect to the right to own property but did those improved skills result in more widows being allowed to own property?). Outcomes reflect behavior or attitudinal changes. Outcomes on the other hand are contributions to the overall objectives of AGR, usually reflecting a permanent change in systems and institutions, behaviors, attitudes, and practices accomplished by partners.
15. **Output:** is information, products, or results produced by undertaking activities or projects. They relate to the completion of activities and reflect what you hoped to achieve from a particular input. For example, you decide the process you want to use is train people, thus people trained is the result at the input/process level while knowledge level increased would be the result at the output level.

16. Processes: are the methods employed (e. g. training, capacity building, service provision, message promotion) to create change.

17. Inputs and processes: are the resources or methods employed to bring about change while outputs are the direct result of the expenditure of resources.

18. Impact: is the long-term change arising from the interventions put in place by AGR and other actors over an extended period.

19. Reporting: is the systematic and timely provision of essential (useful) information at periodic intervals OR process of providing regular feedback to help organizations inform themselves and others (stakeholders, partners, donors, etc.) on the progress, challenges, successes, and lessons of program/project implementation.

20. Result: is a consequence of a particular activity, project, or program that an organization can effect and for which it is willing to be held accountable OR a change in condition attributable in whole or part to your organization.

21. Rights-based Approach: is a conceptual framework that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights.

22. Target: magnitude or level of outputs expected to be achieved OR values against which the actual program/project achievements are measured.

18.2.ANNEX 2: HAGURUKA ORGANISATIONAL CHART 2023

