

RWANDA MEN'S RESOURCE CENTER (RWAMREC)

RWAMREC'S UPDATE 2022-2026 AND EXTENSION TO 2028 STRATEGIC PLAN



RWANDA MEN'S RESOURCE CENTER (RWAMREC)

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Foreword



It is with great pride and renewed commitment that we present the Rwanda Men's Resource Centre (RWAMREC) Strategic Plan for 2025–2028. This plan builds on the achievements of the 2022–2026 Strategic Plan and reflects the lessons learned through a comprehensive mid-term review. It comes at a time when Rwanda and the world continue to face complex challenges related to gender equality, social justice, and sustainable development.

Over the past years, RWAMREC has contributed to remarkable progress: scaling up the Bandebereho program, strengthening youth mentorship through school and community initiatives, and advancing policy reforms that promote gender justice and men's engagement. These achievements confirm that meaningful and lasting social transformation is possible when men and boys work alongside women and girls as allies in building a more equal and peaceful society.

This Strategic Plan outlines RWAMREC's priorities for the coming years, focusing on four key result areas: Community Empowerment and Sustainability; Peaceful and Healthy Families; Youth Mentorship and Child Support Norms; and Institutional Capacity Development. It also reaffirms our commitment to inclusivity, diversity, climate resilience, and evidence-based advocacy.

As we look ahead to 2028, we recognize that our journey requires continued collaboration. We invite all partners, government institutions, civil society actors, communities, and donors to join hands with us in realizing the vision of a Rwanda—and a world—where men and women share responsibilities equally, live free from violence, and foster peace and respect within families and communities.

At a time when the feminist movement and gender equality are under attack, we do not step back. We remain steadfast in our vision of a peaceful society where men, women, persons with disabilities, youth, refugees, and those not recognized in these categories share responsibilities in their families, communities, countries, and the world.

We are on this path because each of us has experienced the benefits of gender equality, and together we are working toward it.

Just imagine a woman who is free to pursue the job of her dreams; just imagine a man having time to play with his child; just imagine a person with a disability accessing a building that was finally made accessible for them; just imagine a refugee winning a competition under the refugee team; just imagine a young boy feeling safe to be vulnerable; just imagine a young girl unafraid to say no; just imagine parents baking together a cake for their child's birthday; just imagine a church that welcomes everyone. Just imagine a world where care replaces competition. Can you see it? We can, and it is powerful.

Together, let us continue to transform masculinities, challenge harmful norms, and build a society that values equality for all.

Board Chairperson

Rosette Uwizera Mukankomeje

Acknowledgements



The development of this Strategic Plan was made possible through the collective efforts of many individuals and institutions. RWAMREC extends its deepest gratitude to all who contributed their time, expertise, and insights during this process.

We are especially grateful to our Board of Directors for their leadership and guidance, and to our staff members for their tireless commitment to advancing gender equality and preventing violence in Rwanda and beyond. Our sincere thanks also go to the Government of Rwanda, which continues to provide an enabling environment for civil society organizations to thrive, contribute to national priorities, and set the example, with Rwanda ranking 39th globally in the Global Gender Gap Index. The recent signing by the President of Rwanda of the law lowering the age of consent for accessing health services, including sexual and reproductive health care, from 18 to 15, is another sign of Rwanda looking to the future and supporting young generations and civil society organizations in protecting sexual and reproductive health rights.

We acknowledge the invaluable support of our development partners, donors, and allies, whose trust and collaboration enable our programs to thrive and make innovation and scale possible. The cross-fertilization of ideas, made possible through engagement with countless dynamic organizations, associations, private institutions, and foundations—each bringing their own experience and knowledge—has been foundational to RWAMREC's growth.

Special appreciation goes to the community leaders, youth, women, and men who shared their voices and experiences during consultations—your lived realities continue to shape and inspire our work. Without the incredible women who raise their voices despite the barriers hindering their full potential, we would not exist. Without the growing number of transformed, vulnerable, and empowered men who

have acknowledged their privilege and stepped out of their “man box,” we would not be here. Without those who do not find themselves at the extreme ends of the gender continuum, yet continue to assert their identities and raise their challenges, we would not be here. Without young people who have witnessed violence and chosen non-violence instead of replicating it, we would not be here.

Finally, we thank our regional and international partners, particularly members of the MenEngage Alliance and sister organizations across Africa and beyond, for walking with us in solidarity and amplifying the movement to transform harmful masculinities and promote gender justice globally.

This Strategic Plan is both a reflection of our collective achievements and a roadmap for the future. We remain deeply committed to working together with all of you to create peaceful, equitable, and inclusive communities.

Fidèle Rutayisire

Founder and Executive Director

Executive Summary

Vision, mission, and core values

Vision

A peaceful society where women and men share roles/responsibilities in raising families and governing society through equality and respect.

Mission

To promote gender equality by transforming masculinities and femininities through awareness creation, advocacy, capacity development, movement building, and service delivery.

Core Values

RWAMREC will work in consultation, collaboration, and partnership, seeking input and sharing information to develop strategies and actions to advocate for and work towards ending violence against women and children.

RWAMREC will work towards creating social systems and institutions that are rooted in equality. Systemic change enacts changes beyond individuals, individual organizations, single problems, and single solutions.

All women and children have the right to live in safety and dignity. RWAMREC is committed to promoting positive forms of masculinities, engaging men as supportive partners to create environments where all women and children feel safe.



The root causes of violence against women and children are societal, and the solutions lie in changing values, attitudes, behaviors, structures, and systems to achieve gender equality. RWAMREC will advocate for equity and social justice in an effort to address and eliminate barriers to inclusion.

We are committed to helping people reach their full potential by providing them with tools, resources, and support.

Figure 1: RWAMREC Core Values

Key Result Areas	Strategic Objectives	Expected Outcomes
Community Empowerment and Sustainability	Create awareness and an enabling environment for gender equality (GE) among key stakeholders.	Increased stakeholder commitment and public support for gender equality initiatives.
	Build community structures that can help identify, prevent and respond to gender discrimination and violence	Operational grassroots systems effectively address gender-based violence (GBV).
	Strengthen community-level mechanisms for the prevention of violence	Enhanced community resilience and local ownership of GBV prevention.
	Entrench gender accountability at policy and institutional levels	Stronger institutional frameworks promoting gender justice and accountability.
	Strengthen community's voice and agency	Empowered communities actively advocating for gender equity.
	Change challenging harmful social & gender norms towards gender equality for effective GBV prevention in families	Shifted attitudes and behaviors reducing the social acceptability of GBV.
	Strengthen climate resilience by engaging men and boys as active partners in gender-equitable climate action	Improved climate adaptation strategies inclusive of gender-responsive male engagement.
Peaceful and Healthy Families	Facilitate the engagement of men in reproductive health as caring supportive partners	Increased male participation in reproductive health and caregiving roles.

Key Result Areas	Strategic Objectives	Expected Outcomes
	Foster supportive family environments through counseling and educational resources to resolve domestic conflict.	Improved intra-family relationships and conflict resolution skills.
	Entrench gender accountability at policy and institutional levels.	Stronger institutional frameworks promoting gender justice and accountability.
Youth Mentorship and Child Support	Promote Positive Masculinities and Femininities Among Adolescents and Youth (Ages 10–24).	Adolescents practicing gender-equitable behaviors and rejecting harmful norms.
	Strengthen Boyhood Initiatives for Respectful, Non-Violent, and Equitable Behaviors.	Reduced violence and increased empathy among boys and young men.
	Build capacity for girls and boys to promote healthy gender relations and reduce teenage pregnancy risk.	Lower incidence of teenage pregnancies and better understanding of healthy relationships.
	Promote collaboration with service providers to strengthen GBV service delivery	Improved access to coordinated and survivor-centered GBV services. Establish a regional training hub to build capacity regionally
Institutional Capacity Development	Strengthen RWAMREC's systems, structures, and processes for effective and accountable program delivery	Improved efficiency, transparency, and programmatic performance.

Key Result Areas	Strategic Objectives	Expected Outcomes
	Reinforce communication and networking capacity	Stronger stakeholder relationships and increased program visibility.
	Diversify and strengthen resource mobilization and strategic partnerships	Expanded funding base and strategic partnerships for sustained impact.
	Entrench gender accountability at policy and institutional levels	Stronger institutional frameworks promoting gender justice and accountability.
	Promote quality service delivery to GBV survivors	Enhanced survivor well-being through accessible, high-quality services.
	Partner with organizations to develop and refine GBV strategies	Co-created, evidence-based GBV interventions for broader systemic impact.
	Develop a research and knowledge management system to inform evidence-based advocacy	Strengthened policy influence through reliable gender data and evidence.
	Enhance staff and leadership capacity to deliver gender-transformative programming and advocacy	Team that is able to deliver impactful gender-transformative interventions.

List of Abbreviations/Acronyms

Acronym Full Form

AU	African Union
BOD	Board of Directors
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CHWs	Community Health Workers
COMESA	Common Market for Eastern and Southern Africa
CRC	Convention on the Rights of the Child
CSOs	Civil Society Organizations
EAC	East African Community
FHF	Fred Hollows Foundation
GBV	Gender-Based Violence
HMIS	Health Management Information System
ICGLR	International Conference on the Great Lakes Region
ICPD	International Conference on Population and Development
KRA	Key Result Area
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex

MELI	Monitoring, Evaluation, Learning and Impact
PBA	Programs-Based Approach
REB	Rwanda Education Board
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SOGI	Sexual Orientation and Gender Identity
SORF	State of Rwanda's Fathers
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNSC	United Nations Security Council
VAW	Violence Against Women

Chapter One: Introduction

Overview

This section explores the background of Rwanda Men's Resource Centre (RWAMREC), the rationale of the Mid-term Review of 2022–2026 and the extension to 2028 (2025–28 execution period) were conducted. It also describes the process used to develop this Strategic Plan.

Background

Rwanda Men's Resource Centre (RWAMREC) is a non-governmental organization dedicated to achieving gender equality by promoting positive masculinities and engaging men and boys as allies in preventing gender-based violence (GBV) in Rwanda. Founded in 2006 by nine members and legally established in 2008 under Ministerial Order No. 114/11 of 3/9/2008, RWAMREC emerged as a response to the critical need for men to actively participate in ending violent behaviors and reshaping traditional gender norms. The organization was born out of the recognition that gender equality efforts were often perceived as solely women's issues, leading to resistance from some men who felt threatened by the empowerment of women. RWAMREC sought to address this by demonstrating that men, too, benefit from gender equality and have a vital role to play in fostering inclusive and equitable societies.

Since its inception, RWAMREC has evolved from a small local initiative into a nationally recognized organization, operating across 27 districts in Rwanda. Its programs span four provinces, reflecting its growing reach and impact. The organization's core mission remains centered on transforming harmful masculine norms, reducing violence against women and children, and fostering partnerships

between men and women to advance gender justice. RWAMREC's work is grounded in the belief that sustainable change requires the active involvement of men as advocates and role models for positive behavior.

Rationale for a Strategic Plan

RWAMREC undertook a mid-term review and extension of its strategic plan (2022–2026) to define refined priorities and an actionable roadmap for interventions through 2028. This process responds to the evolving landscape of gender justice in Rwanda and globally, recognizing the need for alignment with Vision 2050, the National GBV Prevention Strategy, and the Sustainable Development Goals—especially Goal 5 on Gender Equality. As policy frameworks shift, including the enactment of new GBV laws, RWAMREC is poised to recalibrate its advocacy and implementation strategies to remain responsive and relevant. Insights from the previous strategic cycle (2017–2021), such as the successful expansion of the Bandedereho program and identified gaps in rural reach, underscore the importance of sustainability, reducing donor dependency, and boosting community engagement. RWAMREC's operational context continues to evolve amid technological advances like digital GBV reporting tools, the growing socio-economic influence of youth and women, and new forms of violence such as cyber-based GBV. Internally, the organization faces resource limitations and scalability challenges as it expands geographically. Stakeholder consultations have also highlighted the need for inclusive adaptation, especially for marginalized groups such as persons with disabilities and LGBTQ+ communities, with partners calling for stronger measurement of impact and program sustainability. To build resilience, RWAMREC aims to diversify funding sources, enhance risk management capacity, and fortify its monitoring and evaluation systems to track gender-transformative progress.

Process of updating of 2022-2026 and the extension to 2028 (2025-2028 execution period) strategic plan

The development of RWAMREC's 2022–2028 Strategic Plan was preceded by a comprehensive midterm review of the 2022–2026 strategic plan. This review

identified key gaps and informed the extension process through a participatory, inclusive, and adaptive planning approach. The process was structured into five interlinked and iterative phases. The first phase, Context and Performance Review, involved a critical assessment of internal and external conditions, including political, economic, social, technological, environmental, and legal (PESTEL) factors—as well as institutional performance under the current strategic plan. The second phase, Stakeholder Engagement and Co-Creation, emphasized broad-based consultations with staff, community groups, government representatives, donors, and partners to ensure inclusive input and a shared vision, with particular attention to marginalized groups and remote communities. The third phase, Gap and Opportunity Analysis, synthesized midterm review findings to identify programmatic gaps, resource constraints, and opportunities for scaling successful initiatives such as Bandedereho, while also addressing internal capacity and partnership limitations.

In the fourth phase, Strategic Prioritization and Theory of Change Revision, RWAMREC refined its strategic objectives and revised its Theory of Change to reflect emerging needs and opportunities—laying the groundwork for an updated set of strategic objectives for 2025–2028. This revision was directly informed by the midterm review and supported by adjustments to implementation pathways and indicators of success. Additionally, the extended plan was aligned with RWAMREC's organizational strategies, particularly the fundraising roadmap and phased scale-up of the Bandedereho program, with clear milestones for program expansion and long-term sustainability. Finally, the fifth phase, Validation, Alignment, and Operational Planning, focused on aligning strategic priorities with national policy frameworks and global gender equity commitments. This phase culminated in a detailed extended strategic plan, encompassing revised objectives, implementation steps, and a results framework for 2025–2028. A strengthened monitoring and evaluation (M&E) framework was also developed to ensure systematic tracking of progress, incorporation of qualitative and behavioral indicators, and adaptive learning throughout the extended period.

As noted above, the following approaches will be employed to guide the SP development:

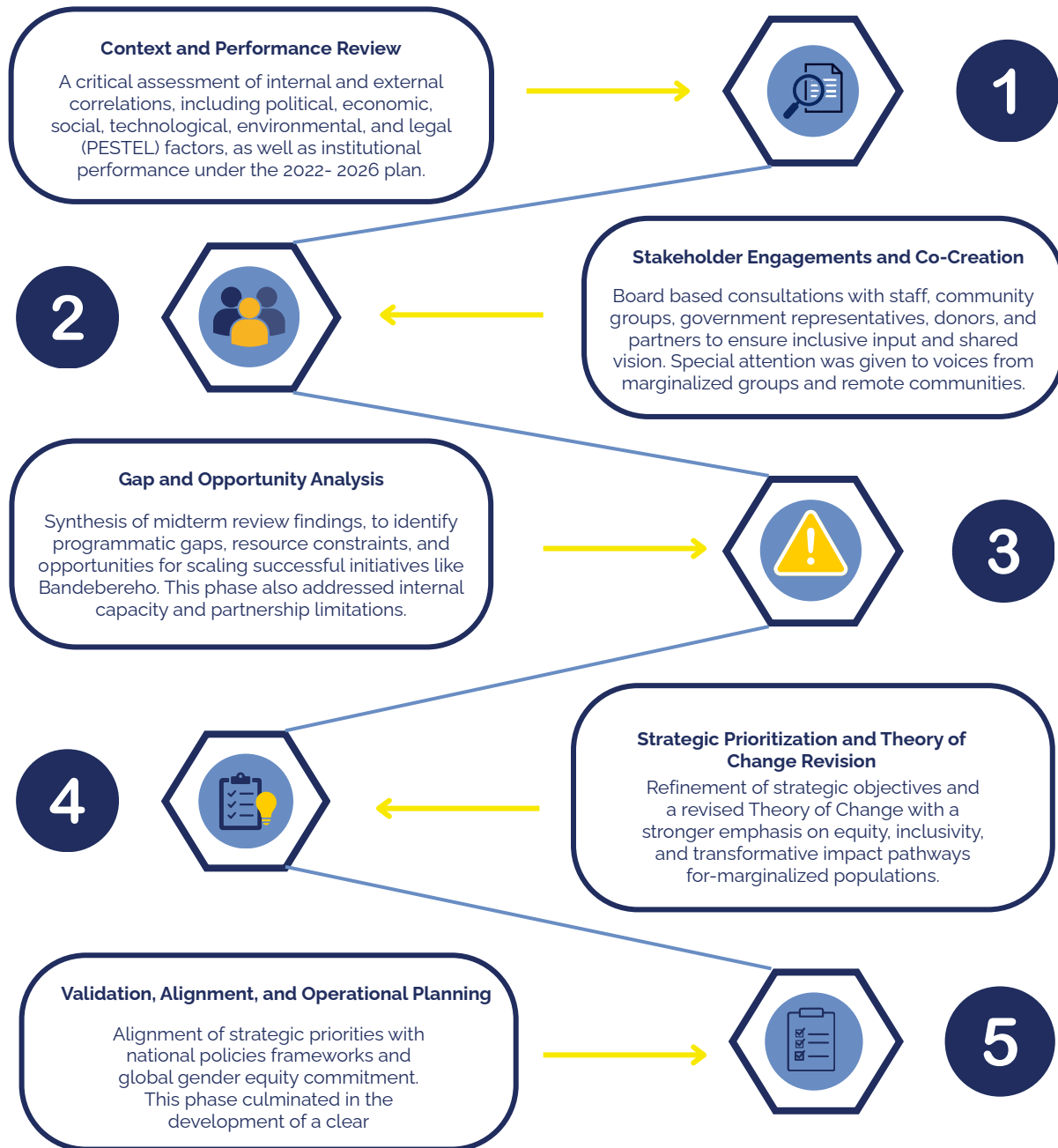


Figure 2: Process of Developing RWAMREC Strategic Plan Mid-term Review of 2022–2026 and Extension to 2028 (Execution 2025–2028)

Structure of the Strategic Plan

The Strategic Plan comprises four chapters. Chapter One focuses on the organisational background and the rationale for its development. Chapter Two reviews the previous Strategic Plan, highlighting the achievements attained by RWAMREC and the lessons learnt in the period 2022-2024. It examines the external and internal environment within which the organization will deliver its programmes in the strategic execution period 2025-2028. Chapter Three provides the strategic model that will direct RWAMREC's interventions for the next five years. Chapter Four presents the implementation framework while highlighting the human, technical and financial resources required for the effective delivery of the outlined strategy. This chapter also provides for the monitoring, evaluation, reporting and learning as well as the modification of the Strategic Plan.

Chapter Two: Situational Analysis

Overview

This chapter provides a comprehensive overview of RWAMREC's strategic positioning by examining key accomplishments, lessons learned, and challenges encountered during the previous strategic period. It presents an in-depth institutional assessment informed by both internal and external analyses, aimed at identifying factors that may directly or indirectly influence RWAMREC's work going forward. To ensure a robust and evidence-based analysis, several diagnostic tools were applied, including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework; Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis; and stakeholder mapping. These tools facilitated the identification of both enabling and constraining factors that shape the organization's operational environment. The findings from this situational analysis formed the foundation for strategic implications and informed the development of appropriate responses and mitigation measures. These insights were crucial in guiding the refinement of RWAMREC's strategic objectives and in shaping a responsive, inclusive, and forward-looking strategic plan for the 2025–2028 period.

Mid-Term Review Summary: RWAMREC 2022-2026 Strategic Plan

This section presents the key findings from the Mid-Term Review of RWAMREC's 2022–2026 Strategic Plan. The review aimed to evaluate progress against strategic objectives, identify implementation challenges, and extract critical lessons to inform the strategic plan's extension and refinement through 2028. The assessment was conducted through a comprehensive process including document reviews, stakeholder consultations with over 30 participants (staff, Board, partners, beneficiaries, and donors), and a detailed gap and risk analysis

2.0 Progress and Key Accomplishments

RWAMREC has demonstrated significant progress across its six Key Result Areas (KRAs), establishing a strong foundation for its mission of engaging men and boys for gender equality and GBV prevention.

- **KRA 1: Community Empowerment & Sustainability:**

The Gender Equality and Women Empowerment Program (GEWEP III) successfully engaged over 7,000 people in eight districts of the Southern Province. Over 320 youth (50% girls, 50% boys) were trained as peer advocates, and initiatives linking gender equality to climate change awareness were launched.

- **KRA 2: Healthy Families:**

The flagship Bandedereho program transitioned from pilot to scale-up, now integrated into the government health system across three districts. A six-year Randomized Controlled Trial (RCT) confirmed a 45% reduction in intimate partner violence among participants, alongside improved parenting and maternal health outcomes.

- **KRA 3: Youth Mentorship:**

The organization strengthened the Rwanda MenEngage Network (RWAMNET) youth wing and facilitated the 4th Edition of the Policy Youth Dialogue, engaging 260 participants, including youth with disabilities. School-based initiatives like Boys4Change and Girls Take the Lead clubs were nurtured to promote positive gender norms.

- **KRA 4: Gender Justice & Advocacy:**

RWAMREC achieved landmark policy victories, successfully advocating for an increase in paternity leave from four to seven days. The organization played a key role in developing the National Male Engagement Strategy and contributed to amendments in family law and GBV legislation.

- **KRA 5: Diversity and Inclusion:**

Principles of inclusion and diversity were institutionalized across program design and implementation. The organization began addressing gaps by providing training for staff on SOGIE (Sexual Orientation, Gender Identity, and Expression) and inclusive practices.

- **KRA 6: Capacity Building:**

Organizational capacity was enhanced through staff development sessions and by providing technical consultancy services to partners like GIZ and SOS Children's Villages. Financial management systems were strengthened, with annual audits confirming compliance.

3.0 Challenges Encountered

Despite notable achievements, several challenges hindered optimal implementation:

- A heavy reliance on short-term, donor-funded projects created financial instability, constrained program scalability, and threatened the sustainability of successful initiatives.
- High staff turnover, primarily due to fixed-term contracts, led to a loss of institutional knowledge and affected program continuity, especially at the community level.
- The absence of a centralized, real-time M&E system limited robust data collection, impact assessment, and the ability to engage in adaptive learning.
- Deep-rooted social norms, such as persistent patriarchal attitudes and stigma surrounding masculinity, sexuality, and vulnerable groups (e.g., LGBTQ+ individuals, teen mothers) continued to resist change and slow community uptake.
- Limited visibility beyond immediate networks and the lack of a comprehensive communication strategy hampered outreach, donor engagement, and advocacy efforts.
- Recent amendments to NGO laws introduced operational complexities, including

re-registration requirements and increased government oversight, posing a risk to operational continuity.

4.0 Key Lessons Learned

The mid-term review process yielded valuable lessons for future planning:

- Programs demonstrated higher impact and sustainability in areas where community leaders and grassroots structures were engaged from the outset.
- Linking gender equality with other sectors—such as livelihoods, family health, and climate resilience—proves more effective and creates long-term benefits.
- Strong, maintained collaborations with local authorities, CSOs, and development partners are essential for program legitimacy and expanded impact.
- Adopting flexible programming approaches allows the organization to remain relevant and resilient in the face of external socio-economic and environmental shocks.

5.0 Strategic Reflections for the New Strategic Plan (2025-2028)

The findings from this review provide critical insights that must inform the development of the extended Strategic Plan:

1. Revise the Theory of Change (ToC):

The current ToC requires significant refinement to clearly articulate RWAMREC's unique value proposition in transforming masculinities. It must become a practical, usable tool that guides resource allocation and decision-making, and it should integrate emerging priorities like the gender-climate change nexus and inclusion for the elderly and gender-diverse individuals.

2. Prioritize Organizational Sustainability:

The new plan must aggressively pursue diversified funding streams. This includes establishing a regional male engagement hub for fee-based services,

deepening private sector partnerships, and embedding resource mobilization strategies into all program designs.

3. Invest in a Robust MELI System:

Building a centralized Monitoring, Evaluation, Learning, and Impact (MELI) system is non-negotiable. This will enable evidence-based decision-making, demonstrate impact to donors, and facilitate adaptive management.

4. Institutionalize for Scale:

The plan must outline clear strategies for institutionalizing successful models like Bandebereho within government systems to ensure sustainability and nationwide impact beyond donor cycles.

5. Embed Inclusivity and Intersectionality:

A strengthened commitment to feminist and rights-based principles must be explicit. Programs need to be more intentionally designed to reach and support the most marginalized communities, moving beyond a gender binary.

6. Strengthen Internal Capacity:

Address staff turnover through retention strategies, professional development, and longer-term contracts. Building a stable, skilled workforce is fundamental to achieving the organization's mission.

Way Forward: Strategic Priorities for 2025-2028

The midterm review confirms RWAMREC's significant progress and highlights the path toward greater impact and sustainability. The extended strategic plan for 2025-2028 will be refined to be more focused, resilient, and adaptive.

To achieve this, our strategic framework will be streamlined for clarity and effectiveness:

- From Six to Four Key Result Areas (KRAs): The previous six KRAs will be

consolidated into four core areas. The two cross-cutting themes (e.g., Gender Justice, and Diversity & Inclusion) will be mainstreamed and integrated into each of the four new KRAs, ensuring these critical principles are embedded in all our work rather than managed separately.

The four refined Key Result Areas for the 2025-2028 strategic period are:

1. Community Empowerment and Sustainability
2. Peaceful and Healthy Families
3. Youth Mentorship and Child Support
4. Institutional Capacity Development

This streamlined structure will allow us to leverage past success by building upon the strong accomplishments and evidence generated under the current plan, thereby enhancing focus and execution as we concentrate resources and efforts on these core strategic pillars for greater depth of impact. Furthermore, the consolidated framework will enable us to more effectively navigate complexity by remaining agile and responsive within a dynamic operational environment, ultimately working to solidify RWAMREC's leadership by firmly establishing the organization as a leading global voice in engaging men and boys for gender equality.

Our Operating Environment

The performance of RWAMREC depends on its internal and external environments. This section presents an analysis of the context within which the organization is operating following a mid-term review of the 2022–2026 Strategic Period and Extension to 2028.

Situational Analysis

Rwanda remains one of the global leaders in gender equality. In 2021, the World Economic Forum ranked it the 7th most gender-equal country in the world.

This section analyses the prevailing political, economic, social, and technological,

Political Context

Rwanda's strong governmental commitment to gender equality offers a favorable policy environment for RWAMREC's initiatives. The country is internationally recognized for its high levels of gender representation in political leadership, which creates strategic opportunities for advocacy and collaboration. However, persistent gender disparities at district levels hinder women's participation in decision-making processes. In effect, gender stereotypes still limit full and equitable participation of women in leadership.

RWAMREC also faces challenges due to limited mainstreaming of Gender-Based Violence (GBV) issues in broader government and donor-funded development programs, particularly those aimed at marginalized populations such as the elderly, people living with HIV (PLHIV), and persons with disabilities. Moreover, evolving NGO regulations introduce risks to operational continuity, particularly if re-accreditation and compliance standards are not met.

Social stigma facing people with disabilities and other marginalized communities or groups limit access to basic services and rights across all sectors. Gender inequalities intersect with other inequalities. Yet, there is limited mainstreaming of GBV in projects targeting the elderly, persons with disabilities, persons affected with HIV/AIDs etc.

Economic Context

There are several economic conditions that have influenced and will continue to influence the work of RWAMREC. The post-COVID economic recovery in Rwanda has had uneven effects. While recovery programs have introduced new avenues for engagement and economic empowerment, the pandemic has deepened pre-existing gendered poverty and increased instances of GBV. Persistent structural barriers—such as limited access to credit, information and communication technology (ICT), and

entrepreneurship opportunities—continue to marginalize women and vulnerable groups. RWAMREC also grapples with the instability brought by short-term donor funding cycles, which threaten the sustainability of ongoing programs and complicate efforts to retain qualified staff.

Technological Context

The rapid growth of Rwanda's ICT sector, coupled with the widespread use of mobile phones and digital platforms, presents significant opportunities for RWAMREC to enhance program delivery, virtual engagement, data collection, and knowledge management. The expansion of social media and the integration of emerging technologies such as artificial intelligence (AI) further open possibilities for innovation outreach, program monitoring, and evaluation. However, persistent digital inequalities—particularly among rural communities, women, and other vulnerable groups—limit the inclusiveness of technology-driven interventions. To fully harness these opportunities, RWAMREC must invest in digital literacy, staff capacity building, and gender-responsive strategies that bridge the digital divide. Lessons from the COVID-19 pandemic, including the shift to online meetings, demonstrate the potential for technology to improve operational efficiency and organizational effectiveness. Ultimately, promoting gender equality in access to and use of technology remains essential to advancing RWAMREC's broader mission of ensuring equal rights and opportunities for all.

Social Context

Rwanda's social landscape continues to be shaped by entrenched patriarchal norms and gender stereotypes that fuel gender-based violence (GBV) and limit the promotion of positive masculinities. Although legal and policy reforms have been enacted, societal tolerance for GBV and low awareness of legal recourse discourage many survivors—particularly women—from seeking justice. Stigma against vulnerable groups, including teen mothers, LGBTQ+ individuals, and persons with disabilities, further undermines inclusivity in development programs.

Women's literacy rates remain lower than men's, restricting their access to resources, entrepreneurial opportunities, and decision-making processes. Despite educational attainment, women still shoulder the bulk of unpaid domestic and childcare responsibilities, limiting their career and leadership prospects. GBV remains prevalent, under-reported, and often viewed as a private family matter, reinforcing permissive attitudes toward harmful practices such as defilement, child labor, and teenage pregnancies.

RWAMREC's community-driven interventions—including Bandedereho and Youth4Change—demonstrate strong potential to transform harmful gender norms and challenge stigma. However, progress requires sustained efforts in public education, increased community awareness of GBV laws and policies, and capacity building to strengthen GBV prevention and response mechanisms. Achieving gender equality in Rwanda, therefore, remains closely tied to addressing deep-rooted social norms, cultural practices, and inequalities that perpetuate exclusion and violence.

Legal Context

Rwanda's progressive legal environment—marked by constitutionally mandated gender quotas and robust GBV legislation—provides a solid foundation for RWAMREC's advocacy and programming. However, enforcement remains inconsistent, and many GBV survivors lack the legal literacy necessary to navigate judicial processes. Moreover, recent changes to NGO laws could disrupt RWAMREC's collaborations with grassroots partners, especially those unable to meet new re-registration requirements, thus threatening community-level implementation and impact.

Legal and Policy Frameworks

Rwanda operates within several laws and policies at both international, continental, regional and national levels which support the work of RWAMREC. These are mentioned in summary in the tables below.

Table 1: International treaties

Policy	Provision
Sustainable Development Goals	SDG 5 envisaged the achievement of gender equality and empowerment for all women and girls. It has many targets that include gender equality and/or speak specifically to women and girls. The SDG agenda also recognizes the engagement of men and boys as a key strategy in eliminating all forms of discrimination and violence against women and girls.
1995 Beijing Platform for Action / Beijing Declaration	The Declaration ensures respect for international law, including humanitarian law, in order to protect women and girls in particular; develop the fullest potential of girls and women of all ages, ensure their full and equal participation in building a better world for all and enhance their role in the development process. Violence against women is one of the twelve critical areas of the Beijing Declaration and platform for action.
Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979	Calls for establishment of mechanisms such as tribunals and other public institutions to ensure the effective protection of women against discrimination and to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.
Kampala Declaration	This Declaration defined the actions to be undertaken to prevent the occurrence of Sexual and Gender-Based Violence (SGBV), end impunity for sexual crimes and provide support with legal, financial, medical and psychosocial support.
1325 UNSC Resolution	Resolution 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts.
1994 International Conference on Population and Development Beyond 2014	ICPD Provides for women's empowerment and gender equality in the home and the workplace as a prerequisite to sustainable development, the protection, promotion and fulfillment of the fundamental human rights of women and girls to be placed at the core of development, the protection of human rights of

Policy	Provision
1994 International Conference on Population and Development Beyond 2014	<p>women and girls, as well as the eradication of gender-based violence and to environmental preservation efforts.</p> <p>It also provides for the involvement of men and boys in reproductive roles and household chores; and acknowledges that without such task shifting, women take on an inordinate double burden of responsibility and are unlikely to realize their full and fair participation in both productive and reproductive life and to enjoy equal status in society.</p>
UN General Assembly, Declaration on the Elimination of Violence against Women (1993)	<p>Calls upon States to take measures to ensure that law enforcement officers and public officials responsible for implementing policies to prevent, investigate and punish violence against women receive training to sensitize them to the needs of women.</p>

In 2016 UNAIDS launched its Global Platform for Action on Engaging Men and Boys in the HIV Response, and in June 2017 the 35th session of the United Nations Human Rights Council passed a resolution titled “Accelerating efforts to eliminate violence against women: Engaging men and boys in preventing and responding to violence against all women and girls.”

Table 2: Regional Treaties

Policy	Provision
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa / 2003 Maputo Platform for Action on Women's Rights	<p>Under the protocol, States Parties committed to combat all forms of discrimination against women through appropriate legislative, institutional and other measures.</p>

Policy	Provision
African Union Solemn Declaration on Gender Equality in Africa	In the Declaration, members agreed to accelerate the implementation of gender specific measures aimed at combating HIV/AIDS and to implement agreements on Malaria, HIV/AIDS, Tuberculosis and other related infectious diseases. Such measures include ensuring that treatment and social services are available to women at the local level, enacting legislation to end discrimination against women living with HIV/AIDS and increasing budgetary allocations to alleviate women's burden of care.
African Union Agenda 2063	The agenda builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. It emphasizes women's empowerment in all spheres of social, economic and political lives leading to inclusive economic growth with expanded job opportunities, especially for the youth and women. In the same area, the agenda, envisions an African continent where no child, woman or man will be left behind.
2009 AU Gender Policy	The 2009 AU gender policy guides the process of gender mainstreaming and women empowerment to influence policies, procedures and practices which will accelerate achievement of gender equality, gender justice, non-discrimination and fundamental human rights in Africa.
EAC Vision 2050	The vision recognizes that no society can reach its full potential, unless it empowers women and remove all obstacles to women's full participation in all areas of human endeavors. Through the vision, the EAC region stresses the harmonization of gender policies in order to facilitate gender equality and women's empowerment.
ICGLR Kampala Declaration 2011	The 2011 Kampala declaration defined the actions to be undertaken to prevent the occurrence of SGBV, end impunity for sexual crimes and provide support with legal, financial, medical and psychosocial support.

Policy	Provision
The African Charter on the Rights and Welfare of the Child (CRC), 1999	The Children's Charter is a comprehensive instrument that sets out rights and defines universal principles and norms for the status of children. It covers the whole spectrum of civil, political, economic, social and cultural rights.
The COMESA Treaty (1993)	The COMESA Treaty requires Member States and other stakeholders to promote Gender Equality through the mainstreaming of gender in all policies, programmes and projects and creating an enabling environment to ensure that women are not left behind from participation and benefiting from all sectors implemented by COMESA's regional integration and development agenda.
The COMESA Gender Policy	The COMESA Gender Policy encourages member states to adopt legislation and development policies that promote women's equal participation, access to and control over production and productivity resources such as land, credit, technology and information.

Table 3: National Laws and Policies

Policy	Provision
The Constitution of the Republic of Rwanda of 2003 revised in 2015	Enshrines the principles of gender equality and women's rights and provides for the minimum 30% quota for women in all decision-making organs.
National Gender Policy 2010	The policy envisages to set the Rwandan society free from all forms of gender-based discrimination and create an environment where both men and women equally contribute to and benefit from the national development goals.
National Policy against Gender Based Violence 2011	The overall objective of the policy is to progressively eliminate gender-based violence through the development of

Policy	Provision
	a preventive, protective, supportive and transformative environment.
Girls Education Policy 2008	The overall objective of the Girls' Education Policy is to guide and promote sustainable actions aimed at the progressive elimination of gender disparities in education and training as well as in management structures.
Sector Gender Mainstreaming Strategies	In line with the aspirations of the National Gender Policy, different sectors including but not limited to Private Sector, Infrastructure, Agriculture, and Employment have developed gender mainstreaming strategies to guide their strategic interventions on the promotion of gender equality and empowerment of women.
National Decentralization Policy 2012	The National Decentralization policy underlines the commitment of the Rwandan government to empower its people to determine their destiny. It further considers gender equality and social inclusiveness among the policy fundamental principles.
The Health Sector Policy 2015	The policy envisages 'people-centered services' as one of its guiding principles and values, focusing on "the well-being of individuals and communities", with special attention to women and children.

SWOT Analysis

Strength

1. Unique Programmatic Approach

Distinct focus on engaging men and boys in gender equality, positioning RWAMREC as a pioneer in the field.

3. Policy Influence & Alignment

Active role in shaping national advocacy (e.g., maternity/paternity leave, National Gender Transformative Strategy) enhances legitimacy and alignment with policy priorities.

5. Collaborative Networks

Strong alliances through ECOSOC observer status, African Union engagement, and partnerships with UN agencies and national actors amplify influence and visibility.



2. Deep Community Engagement

Sustained grassroots initiatives -Men Engage Clubs, youth clubs, community activists, and opinion leader involvement-ensure broad reach and local ownership.

4. Evidence-Based Programming

Strategic use of research and data (GBV studies, masculinities research, safety audits) strengthens credibility and impact measurement.

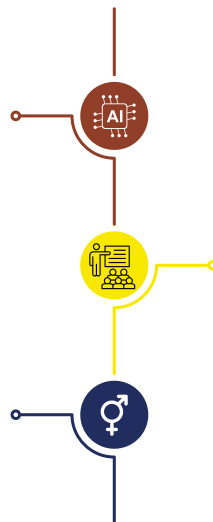
Opportunities

Leveraging Artificial Intelligence and Emerging Technologies

Rapid advancement of AI and other emerging technologies presents significant opportunity for RWAMREC to improve visibility, operational efficiency, and resource mobilization. Aligned with the Localization Movement in gender equality programming, supporting RWAMREC's leadership in community-centered, locally driven interventions.

Regional Training

Plans to establish a regional training hub present a strategic platform for build capacity across East Africa, positioning RWAMREC as a thought leader, and generate sustainable income through fee-based training and consultancy services.



Growing Recognition of Men's Role in Gender Equality

International frameworks and national policy agendas embracing male engagement as a core strategy for advancing gender equality, reinforcing RWAMREC's mission and opening avenues for influence.

Weaknesses

Despite its strong programmatic impact and national recognition, RWAMREC faces several internal and structural constraints that may affect its ability to achieve scale, sustainability, and long-term institutional influence. These weaknesses present important areas for strategic strengthening in the 2025–2028 period:

01

Heavy Reliance on Short-Term Donor Funding

RWAMREC's financial sustainability remains constrained by a high dependence on short-term, project-based donor funding. This limits long-term planning, affects program continuity, and constrains the organization's ability to scale proven models such as Bandedereho. The lack of diversified and flexible funding streams also increases vulnerability to shifting donor priorities.

Fragmented Monitoring, Evaluation, Learning, and Impact (MELI) Systems

While RWAMREC generates strong field-level results and evidence, the absence of a fully integrated, centralized MELI system limits the organization's ability to aggregate data, track long-term impact, and support real-time decision-making. Data remains dispersed across projects, reducing efficiency in reporting, learning, and strategic positioning.

02

03

Limited Institutionalization of Knowledge and Evidence

RWAMREC produces valuable insights and evidence from its programs; however, systems for documentation, knowledge management, and dissemination are not yet fully developed. This limits the organization's ability to package evidence into strategic products such as policy briefs, research outputs, and global advocacy materials, thereby constraining its influence and visibility.

High Staff Turnover and Retention Challenges

The organization experiences relatively high staff turnover, largely due to reliance on short-term contracts linked to project funding cycles. This affects institutional memory, continuity of implementation, and long-term capacity development, particularly at community and program levels.

04

05

Weak Integration of Internal Systems and Processes

Existing internal systems—across programs, finance, human resources, and MELI—are not yet fully integrated. This leads to operational inefficiencies, coordination gaps, and delays in reporting and decision-making. Strengthening internal alignment and systems integration remains a key priority.

06

Limited Strategic Communication and Global Positioning

Although RWAMREC has achieved significant impact, its communication function remains largely program-driven and not fully institutionalized or transversal. This is constrained by weak knowledge management systems and limited investment in strategic communications. As a result, communication efforts are not fully strategic or aligned with a strong institutional narrative, and RWAMREC's visibility and positioning at national, regional, and global levels remain below potential, limiting influence, partnerships, and resource mobilization.

Incomplete Operationalization of Scaling Models

While RWAMREC has developed highly effective and evidence-based interventions, particularly the Bandedereho model, the organization has not yet fully operationalized a clear, costed, and replicable scaling framework. This limits its ability to effectively communicate and implement large-scale expansion strategies.

07

08

Leadership Centralization and Institutional Dependency

RWAMREC's growth and strategic direction have been strongly driven by its leadership. While this has been a key strength, it also presents a structural risk, as institutional processes and systems are not yet fully decentralized. Strengthening distributed leadership and institutional autonomy will be critical for long-term sustainability.

9. Limited Engagement with the Private Sector and Alternative Financing Models

Efforts to diversify funding through private sector partnerships and innovative financing mechanisms remain at an early stage. The absence of well-developed revenue-generating models, such as a fully operational training hub or social enterprise initiatives, limits financial sustainability.

09

10

Emerging Areas Not Yet Fully Integrated into Programming

RWAMREC is beginning to explore emerging issues such as technology-facilitated gender-based violence (TFGBV) and digital transformation. However, these areas are not yet fully integrated into core programming, limiting the organization's responsiveness to evolving forms of gender inequality and violence.

Threats

Imbalanced Donor Expectations

Preference for short-term, measurable outcomes clashes with the sustained effort required for transformative masculinities and gender norm change.

Hostility Toward MenEngage and Gender-Transformative Narratives

Anti-gender movements, online extremism and neoliberalization of gender concepts fuel polarization and resistance.

Donor Dependency and Global Funding Shifts

Heavy reliance on external donors makes RWAMREC vulnerable to funding cuts and increased competition.



Increased Imitation and Co-operation of Positive Masculinity Language

Superficial adoption of RWAMREC's approaches by others risks diluting authenticity and confusing stakeholders, and weakening pushholders.

Gender Misconceptions, Polarization and Regressive Masculinity Narratives

Shifting NGO laws and weak civil society protections threaten advocacy and operational community.

Stakeholder Analysis

Table 4: Categories of RWAMREC's Stakeholders

Stakeholder	Influence	Interst	Engagement Strategy	Expected Contribution
Government Ministries and Agencies	High	High	Policy dialogues, MOUs, technical working groups	Policy and financial support; coordination
Media Houses & Journalists	Medium	High	Media briefings, training on ethical reporting	Amplify messaging; raise awareness
Private Sectors	High	Medium	Public-private partnerships, CSR initiatives	Resources, innovation, gender-sensitive practices
Development Partners	High	High	Joint planning, capacity-building workshops	Funding, technical advice, global linkages
Judiciary	High	Medium	Legal reform roundtables, expert forums	Justice system reform and case resolution
Civil Society Organizations (CSOs)	Medium	High	Community outreach, joint campaigns	Grassroots mobilization and advocacy
General Public	Low	High	Sensitization forums, participatory dialogues	Norms transformation and accountability
Academic and Research Institutions	Medium	High	Joint research, seminars, knowledge exchanges	Evidence generation and academic input
Youth Networks and Student Associations	Medium	High	Peer education programs, youth leadership forums	Youth mobilization and peer influence

Stakeholder	Influence	Interst	Engagement Strategy	Expected Contribution
Survivor Networks and Support Groups	Low	High	Feedback sessions, survivor-informed co-design	Program relevance and survivor-centered design

Chapter Three: Strategic Direction

Overview

This chapter highlights the strategic direction of RWAMREC following the Mid-term Review of 2022–2026 and Extension to 2028 as anchored on the organizational vision, mission, core values and core principles.

Vision, Mission and Core Values

Vision

A peaceful society where women and men share roles/responsibilities in raising families and governing society through equality and respect.

Mission

To promote gender equality through reconstruction of a non-violent identity of a man, promoting adoption of non-violent masculine behaviours in order to become positive and supportive partners of women in ending sexual and gender based violence, supporting men to become role models for peer men and change agents in promoting healthy families, engaging men to support and partner with women for women's empowerment, and engaging men to act as positive fathers and parents who display non-risky behaviours that are harmful to themselves and others.

Core Values

- Men are naturally-loving, -caring and -sensitive; and may practice compassion and non-violence.
- Powerful men do not need to hurt or blame others.
- Men of quality do not fear equality.
- There are non-violent, non-abusive and non-controlling means of solving problems and conflicts.

RWAMREC's Strategic Model

Over the next five years, RWAMREC seeks to focus on the following four key result areas that will leverage its greatest influence and sustainable impacts in the fight against Gender Based Violence, Gender equality as well as inclusion and diversity. RWAMREC shall continue using the MenEngage approach that emphasizes on the participation of men in the fight against GBV and on the transformation of the relationships between men and women, as well as boys and girls.

Key Result Area One: Community Empowerment and Sustainability

Rationale

Gender-based discrimination and violence against women in Rwanda are deeply rooted in socially constructed norms, behaviors, and mindsets shaped from an early age. Patriarchal practices perpetuate inequality and limit both women and men in achieving their full potential. At its core, gender-based violence (GBV) reflects a problem of knowledge, awareness, and entrenched attitudes. Changing mindsets—among men, women, boys, and girls—is a critical first step toward transforming behavior and dismantling harmful social norms.

RWAMREC recognizes that achieving gender equality requires the active participation of all members of society. By working inclusively with women, men, boys, and girls, RWAMREC will contribute to stronger, more equitable communities. The organization seeks to empower women and girls while engaging men as partners, beneficiaries, and agents of change. This holistic approach ensures that community empowerment is sustainable, socially transformative, and resilient in the face of emerging challenges such as climate change.

Strategic Objectives and Strategies

Objective 1.1: Create awareness and an enabling environment for gender equality (GE) among key stakeholders.

- Conduct research, mass mobilization, and awareness campaigns.
- Leverage mainstream and social media platforms for outreach.
- Deliver capacity-building workshops and training sessions.
- Engage in targeted advocacy and policy influence initiatives.

Objective 1.2: Build community structures that can identify, prevent, and respond to gender discrimination and violence.

- Provide training and mentorship for community leaders and volunteers.
- Strengthen and institutionalize local structures to sustain gender equality initiatives.

Objective 1.3: Strengthen community-level mechanisms for the prevention of violence.

- Establish referral pathways for survivors of GBV.
- Train frontline workers to deliver effective and survivor-centered responses.

Objective 1.4: Entrench gender accountability at policy and institutional levels.

- Conduct policy advocacy and engage institutions to adopt gender-sensitive practices.
- Facilitate institutional sensitization workshops to mainstream accountability.

Objective 1.5: Strengthen community voice and agency.

- Support grassroots community groups and networks to advocate for gender justice.
- Facilitate inclusive platforms for dialogue and collective action.

Objective 1.6: Challenge harmful social and gender norms to prevent GBV in families.

- Strengthen councils, committees, and local groups to transform social norms.
- Develop and expand women's economic empowerment initiatives to reduce vulnerability.

Objective 1.7: Strengthen climate resilience through gender-equitable approaches.

- Conduct community dialogues with men and boys on the link between restrictive gender norms and climate vulnerability.
- Promote male-inclusive green livelihoods (e.g., renewable energy, sustainable water management, climate-smart agriculture).

Key Result Area Two: Peaceful and Healthy Families***Rationale***

The family should provide safety, love, and support; however, many women, men, boys, and girls in Rwanda experience insecurity within their homes due to gender-based violence (GBV) and discrimination. Violence in families undermines stability and contributes to physical illness, psychological distress, and social disruption. It manifests through loss of trust between partners, marital breakdown, increased mental health disorders, and significant economic costs such as legal fees, medical expenses, and productivity losses.

Children raised in abusive environments face long-term challenges, including fear, anger, trauma, and social vulnerability, which perpetuate cycles of violence. Furthermore, gender disparities create barriers to health and nutrition outcomes for women, children, and entire families.

RWAMREC seeks to promote peaceful and healthy families by preventing intimate partner violence, addressing gender discrimination at the household level, and fostering positive family relationships. By engaging men as supportive partners, strengthening family support systems, and improving service delivery for survivors, RWAMREC will contribute to healthier, more resilient families across Rwanda.

Strategic Objectives and Strategies***Objective 2.1: Facilitate the engagement of men in reproductive health as caring,***

supportive partners.

- Conduct community health talks, awareness sessions, and targeted advocacy campaigns to promote male involvement in reproductive, maternal, and child health.

Objective 2.2: Foster supportive family environments through counseling and conflict resolution.

- Establish and operate free, confidential counseling services for couples and families, staffed by trained professionals.
- Provide educational resources on communication, parenting, and conflict resolution to strengthen family relationships.

Objective 2.3: Promote quality service delivery for GBV survivors.

- Develop and enforce standardized protocols for the identification, referral, and care of survivors across partner organizations.
- Provide regular training for staff and volunteers on trauma-informed, survivor-centered, and culturally sensitive care.
- Strengthen collaboration with health, legal, and social service providers to ensure seamless referral systems.
- Establish a monitoring and evaluation system that tracks accessibility, effectiveness, and survivor feedback to drive service improvement.

Objective 2.4: Entrench gender accountability at policy and institutional levels.

- Advocate for gender-responsive budgeting and planning across sectors.
- Provide technical support to institutions in developing and implementing gender-sensitive policies and practices.

Key Result Area Three: Youth Mentorship and Child Support***Rationale***

Rwanda's population is predominantly young, with over 40% under the age of 15. This demographic reality presents both opportunities and challenges. A growing concern

is the high prevalence of sexual, physical, and emotional violence affecting children and adolescents. For instance, UN Women reported over 17,000 cases of teen pregnancies nationwide in 2017, with a 35.3% increase in 2019. The onset of the COVID-19 pandemic further exacerbated the crisis, leading to rising cases of early and unintended pregnancies, school dropouts, increased vulnerability to gender-based violence (GBV), and heightened risks of sexually transmitted infections. Cultural barriers compound the problem, as parents rarely engage children in discussions about reproductive health, leaving youth without adequate knowledge or guidance to navigate these challenges. Given that children and youth are the future of Rwanda, it is imperative to invest in gender equality and youth empowerment. Promoting positive gender norms, addressing harmful stereotypes, and equipping young people with accurate information on reproductive health will contribute to dismantling rigid social norms. This will, in turn, nurture healthy gender relations, reduce vulnerabilities, and foster a generation of empowered and responsible citizens.

Strategic Objectives and Strategies

Objective 3.1: Promote positive masculinities and femininities among adolescents and youth (ages 10–24).

- Integrate gender-transformative curricula in schools to address healthy relationships, gender equality, and the dismantling of harmful stereotypes.
- Develop extracurricular activities that promote respectful, equitable interactions among youth.

Objective 3.2: Strengthen boyhood initiatives that foster respectful, non-violent, and equitable behaviors.

- Establish and support Youth4Change clubs as safe spaces for boys to learn, share, and practice positive masculinities.
- Train mentors and peer educators to guide boys in adopting non-violent and gender-equitable behaviors.

Objective 3.3: Build the capacity of girls and boys to promote healthy gender

relations and reduce teenage pregnancy.

- Conduct comprehensive trainings covering consent, reproductive health, and gender power dynamics.
- Develop peer-to-peer education models where trained youth can influence others in their communities.

Objective 3.4: Promote strategic collaboration with service providers to strengthen GBV service delivery.

- Strengthen partnerships with health, education, and child protection service providers.
- Establish effective referral mechanisms for adolescents and youth at risk of GBV.
- Regularly assess partnerships to integrate lessons learned and improve collaboration.

Key Result Area Four: 4. Institutional Capacity Development***Rationale***

For RWAMREC to deliver effectively on its strategic priorities, its institutional and operational capacities must be adequately strengthened. An organizational assessment has identified areas where both individual and institutional development is needed to ensure efficiency, accountability, and sustainability.

As an organization working to achieve gender-transformative social change—a process that is long-term, resource-intensive, and complex—RWAMREC requires strong management systems, resilient structures, and diversified partnerships. Strengthening internal systems, reinforcing communication and networking, diversifying funding streams, and embedding evidence-based advocacy will enable RWAMREC to deliver programs effectively while ensuring long-term sustainability.

Strategic Objectives and Strategies***Objective 4.1: Strengthen RWAMREC's internal systems, structures, and processes***

to support effective and accountable program delivery and operational excellence.

- Improve documentation, reporting, and monitoring systems.
- Enhance governance, leadership, and financial management systems to align with best practices.

Objective 4.2: Reinforce communication and networking capacity.

- Develop and implement a comprehensive communication and visibility strategy.
- Expand participation in national, regional, and global advocacy platforms to amplify RWAMREC's voice.

Objective 4.3: Diversify and strengthen resource mobilization and strategic partnerships.

- Diversify the donor base beyond traditional grants by exploring social enterprise models, private sector engagement, and innovative financing.
- Build alliances with like-minded organizations and networks to amplify impact and share resources.

Objective 4.4: Entrench gender accountability at policy and institutional levels.

- Conduct sustained policy advocacy and institutional sensitization to promote gender accountability across sectors.

Objective 4.5: Promote quality service delivery to GBV survivors.

- Provide continuous training to service providers on trauma-informed and survivor-centered approaches.
- Partner with organizations to develop, refine, and advocate for GBV strategies and guidelines at local and national levels.

Objective 4.6: Develop a robust research and knowledge management system to inform evidence-based advocacy.

- Establish a centralized research and knowledge management system.
- Build staff capacity to generate, analyze, and use evidence for program design

and advocacy.

Objective 4.7: Enhance staff and leadership capacity to deliver gender-transformative programming and advocacy.

- Design and implement a structured staff development plan, including leadership training and mentorship.
- Strengthen internal learning and exchange mechanisms to improve organizational resilience and innovation.

THEORY OF CHANGE

RWAMREC's Theory of Change is based on the understanding that lasting gender equality requires both individual transformation and systemic change. By engaging men and boys as allies, strengthening households, empowering youth, mobilizing communities, and influencing institutions, RWAMREC addresses harmful norms at multiple levels. Through this integrated approach, immediate outputs such as increased awareness and capacity translate into behavioral shifts, supportive policies, and, ultimately, gender-equitable, non-violent communities.

Problem statement

In Rwanda, deeply rooted gender norms and unequal power dynamics contribute to high rates of gender-based violence (GBV), limited male involvement in caregiving, unequal decision-making in households, and restricted access to economic opportunities for women and girls. Policies and systems often lack gender sensitivity or male engagement strategies, and community actors are not consistently empowered to lead social norm change.

Goal: To promote gender equality, prevent GBV, and transform harmful social norms by engaging men and boys as allies, supporting women's empowerment, and influencing systems and institutions for inclusive, lasting change.

Theory of Change

IMPACT STATEMENT				
Gender-equitable, non-violent communities that support healthy relationships, women's empowerment, and social cohesion				
Pathways Target Groups	Activities	Outputs	Outcomes	Impact
1. Men	Training sessions on positive masculinity, caregiving, shared decision-making, and GBV prevention	Men trained, sensitized, and engaged in reflection groups	Men adopt equitable attitudes and caregiving roles; they become role models promoting gender equality	Non-violent, supportive men drive norm change in families and communities
2. Households	A couple of sessions on joint decision-making, GBV prevention, and shared responsibilities.	Couples trained in communication and equitable practices	Couples adopt joint decision-making and non-violent conflict resolution	Households are safe, supportive, and gender-equitable
3. Youth (Boys & Girls)	Establish and support youth clubs that build life skills and strengthen leadership through peer mentoring	Youth clubs established; youth trained on gender, rights, and leadership	Youth develop positive norms, reject GBV, and become change agents	A new generation that embraces equality and non-violence

Pathways Target Groups	Activities	Outputs	Outcomes	Impact
4. Community (Leaders, CHWs, Faith- based actors, influencers)	Engage communities and train leaders to promote gender- equitable norms through dialogues and creative campaigns	Leaders and influencers capacitated; community sensitization events held	Communities adopt inclusive norms, reject GBV, and hold members accountable	Grassroots norm change sustains gender- equitable practices
5. Government & Private Actors	Advance gender equality and prevent GBV through advocacy, training, and partnerships with FSPs and CSOs	Policymakers engaged; gender- sensitive frameworks/to ols developed	Policies, services, and institutions become gender- responsive; financial actors adopt inclusive practices	Institutional systems uphold gender equality and support sustainable change

ASSUMPTIONS:

- Men and households are open to shifting long-standing cultural norms.
- Youth are receptive to positive role models and safe spaces for dialogue.
- Community leaders and influencers are willing to champion new norms.
- Government and private actors prioritize gender-responsive policies and practices.
- RWAMREC maintains trusted partnerships with communities and stakeholders.

RWAMREC's Approach and Theory of Change

RWAMREC's Theory of Change, updated after the Mid-term Review of 2022–2026 and extension to 2028, offers a gender-transformative framework. Its goal is to challenge harmful social norms and promote equitable, violence-free communities. The strategy involves engaging men, women, youth, and key community actors. At the core of this approach is the belief that sustainable gender equality and the reduction of Gender-Based Violence (GBV) require a fundamental transformation in how masculinities and power dynamics are understood and practiced at the household and community levels. The organization initiates its interventions by engaging men not as bystanders or perpetrators, but as proactive allies—supportive fathers, equitable partners, and community change agents. This foundational shift is operationalized through targeted training, dialogue, and coaching aimed at promoting shared decision-making, respectful relationships, and equitable caregiving.

Simultaneously, RWAMREC ensures that women and youth are not passive beneficiaries but active co-creators of change. Youth-focused programming fosters critical consciousness around gender and consent, while empowering adolescents—particularly teen mothers and fathers—to reclaim agency over their lives. These interventions are complemented by structured community mobilization and leadership development efforts, targeting local leaders, religious figures, employers, and service providers. Through such multi-level engagement, RWAMREC cultivates enabling environments in which equitable attitudes are modeled, reinforced, and institutionalized. Programs like Bandedereho, GEWEP, TINYUKA, and Wisigara Umugore exemplify this theory in action, linking behavior change at the micro level to systemic transformations at the macro level.

The immediate outputs of these initiatives include increased male involvement in caregiving and health-seeking behaviors, women's enhanced participation in decision-making processes, and a growing youth movement championing gender justice. These outputs contribute to intermediate outcomes such as safer home environments, improved maternal and child health, increased financial autonomy for women, and

widespread community rejection of GBV. Over time, these gains are expected to translate into structural outcomes: normalized equitable gender roles, intergenerational behavior change, and the institutionalization of gender-transformative policies across sectors including health, education, finance, and governance.

Ultimately, RWAMREC envisions a long-term societal transformation in which communities are safer, healthier, and more gender-just across generations. This vision is underpinned by a theory of change that is both evidence-based and contextually grounded, integrating rigorous research, community voice, and continuous adaptation. By challenging and reshaping masculinities from within, RWAMREC moves beyond surface-level awareness to catalyze deep, relational, and systemic change—laying the foundation for a more inclusive and equitable Rwanda and beyond.

Chapter Four: Implementation of The Updated 2022-2026 and Extension to 2028

Overview

This section presents the implementation framework while highlighting the human, technical and financial resources required for the effective delivery of the outlined strategy. It also provides for the monitoring, evaluation, reporting and learning as well as the modification of the Strategic Plan.

Organizational Structure

RWAMREC has three main organs, the General Assembly, the Board of Directors, and the Secretariat, which will guide the implementation of this strategic plan.

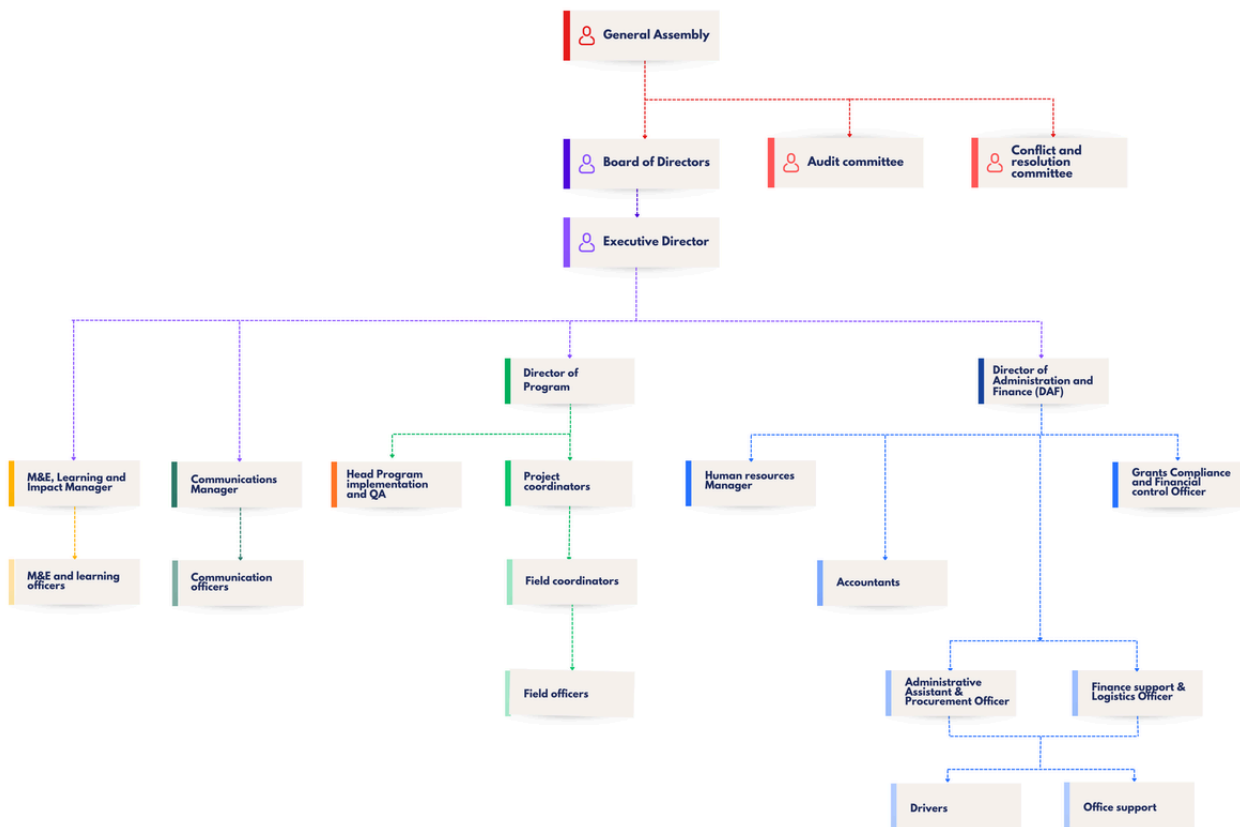


Figure 3: RWAMREC's Organigram

Resource Requirements and Resource Mobilization

RWAMREC Budget projections after the Mid-term Review of 2022–2026 and extension to 2028 strategic plan is USD 12,141,057. RWAMREC receives most of its funding from development partners, internal contributions and other donors. Forming collaborative partnerships and generating synergies in all its activities has also harvested in kind support that reinforced available financial and technical resources.

In the new strategic period, RWAMREC places high value to strategic partnerships. This will not only enhance the funding partnership base but will also improve the RWAMREC's implementation capacities.

The organization shall enhance resource mobilization efforts with the aim of broadening its donor base and embracing innovative means of raising funds. This will be done through the following:

- a) Developing a resource mobilization and funding strategy
- b) Operationalizing a resource mobilization committee
- c) Engaging more development partners for funding
- d) Widening collaborative and implementation partnerships

The organization will also ensure stringent financial discipline in the utilization of finances by undertaking proper budgeting, strictly adhering to the budget and reducing wastage.

Risk Management

RWAMREC's risk analysis highlights key areas that can affect the implementation of the Strategic Plan. The contributing factors and mitigating actions form a basis of developing and implementing the broader risk management framework updated after the Mid-term Review of 2022–2026 and extension to 2028 strategic period.

Table 5: Risk Analysis Framework for RWAMREC

Risk Category	Contributing Factors	Risk Level	Impact	Owner	Mitigation Actions
Strategic	Tolerance of GBV among the public	High	Reduced program effectiveness and failure to achieve core mission objectives.	Executive Director	Consistent public engagement and social behavior change campaigns.
Financial	Inadequate funding	High	Program stoppages, inability to scale, and loss of skilled staff.	Head of Finance & Operations	Enhance partnerships; diversify donor base.
	Limited donor pool	Medium	Vulnerability to shifting donor priorities and funding gaps.	Head of Finance & Operations	Develop a resource mobilization strategy; explore social enterprise models.
Organizational	Processes and systems not fully matured	Medium	Operational inefficiencies, delays, and errors in reporting.	Head of Finance & Operations	Develop SOPs; invest in system upgrades; optimal use of existing systems.
Technological	Inadequate software and equipment	Medium	Data insecurity, inefficient monitoring, and reduced operational capacity.	MELI Manager	Lobby donors for dedicated tech resources; invest in secure software.

Risk Category	Contributing Factors	Risk Level	Impact	Owner	Mitigation Actions
Operational	Limited geographical presence	High	Inability to serve vulnerable communities and maximize national impact.	Director of Programs	Explore partnerships with local CSOs; lobby for resources for regional offices.
	Covid-19 or other health crises	Medium	Program disruptions, staff illness, and halted field activities.	HR Manager	Adherence to health guidelines; develop remote work protocols.
Regulatory & Compliance	Unanticipated shifts in NGO regulations	High	Suspension of operations, legal penalties, and loss of legal status.	Executive Director	Proactive policy monitoring; regular dialogue with government agencies (RGB).
Safeguarding & PSEA	Weak reporting mechanisms; inadequate training	High	Harm to beneficiaries, severe reputational damage, and loss of donor funding.	Safeguarding Focal Person	Implement a robust PSEA policy; mandatory training; establish safe reporting channels.
Data Privacy	Lack of a data protection policy; use of paper records	High	Breach of confidential beneficiary data, legal non-compliance, and reputational harm.	MELI Manager	Develop a Data Protection Policy; use encrypted digital tools for data collection.

Risk Category	Contributing Factors	Risk Level	Impact	Owner	Mitigation Actions
TFGBV/Digital Harms	Increased online activity without protective measures	Medium	Clients and staff exposed to online harassment, doxing, and digital threats.	Program Manager	Integrate digital safety modules into all relevant programs.
Staff Security	Fieldwork in high-risk areas; community backlash	High	Physical harm or psychological trauma to staff; program interruptions.	HR Manager	Develop stringent security protocols; provide security training.
Partner Compliance	Weak due diligence; misaligned values	High	Programmatic failure, financial mismanagement, and safeguarding incidents.	Director of Programs	Conduct thorough partner assessments; formalize MOUs with compliance clauses.

Safeguarding Framework

RWAMREC is committed to the highest standards of safeguarding, ensuring a safe and protective environment for all children, beneficiaries, community members, and staff. Our zero-tolerance policy towards all forms of abuse, exploitation, neglect, and harassment is embedded in all operations and partnerships.

1. Reporting Channels

RWAMREC provides multiple, safe, accessible, and confidential channels for reporting safeguarding concerns, ensuring survivors and witnesses can come forward without fear:

- Primary Channel: Designated Safeguarding Focal Person(s): Human Resource Manager (as per policy custodian role). Contact details to be specified internally.
- Alternate Channel: Executive Director (as per policy custodian). Contact: info@rwamrec.org | +250788381183 / +250788315140.
- Confidential Reporting: Reports can be made to line managers or next-level supervisors if the line manager is involved.
- Whistleblowing Protection: No employee shall be dismissed or suffer negative consequences for reporting in good faith (as per policy).
- Partner Reporting: All implementing partners are expected to have their own child protection policies and reporting mechanisms, which are assessed by RWAMREC before partnership.

2. Training Cadence

Mandatory safeguarding training is integrated into the employee and partner lifecycle to ensure sustained awareness and competence:

- All New Staff, Volunteers, and Interns: Receive training on the Child Protection Policy and Code of Conduct as part of their induction.
- All Existing Staff & Volunteers: Periodic refresher training, especially when new risks or programs are introduced.
- Partners & Consultants: RWAMREC reviews partner child protection policies before collaboration. Partners working directly with children are expected to develop and

implement appropriate codes of conduct.

- Board of Directors: Responsible for oversight, policy review, and ensuring safeguarding measures are in place and effective.

3. Survivor-Centered Approach

All actions are guided by a survivor-centered approach that prioritizes the safety, dignity, and rights of the affected person:

- Do No Harm: The safety and well-being of the child is the paramount consideration.
- Confidentiality: All reports are handled with strict confidentiality. Information is shared only on a need-to-know basis during investigation.
- Informed Consent: Children and caregivers are made aware of their rights and reporting procedures using child-friendly materials.
- Access to Support: RWAMREC will ensure immediate action is taken to address reports and ensure the child's safety. Referral to competent authorities for legal or medical support is mandated where applicable.

4. Partner Compliance Standards

RWAMREC ensures that all partners adhere to rigorous safeguarding standards through due diligence and capacity building:

- Pre-Partner Assessment: RWAMREC reviews the child protection policy of potential partners before entering into any agreement.
- Contractual Obligation: Partners must meet RWAMREC's child protection standards. Agreements may be conditional on the development of a child protection policy if none exists.
- Capacity Building: RWAMREC provides guidance and expects partners to develop codes of conduct prohibiting abuse and exploitation of children.
- Monitoring & Auditing: Partner compliance is monitored through project audits, risk assessments, and formal reviews. RWAMREC may withdraw from partnerships if safeguarding standards are not met.

Monitoring, Evaluation, Learning and Impact (MELI) Framework

RWAMREC will implement a comprehensive Monitoring, Evaluation, Learning, and Improvement (MELI) system to ensure the Strategic Plan's success. This framework is designed to track progress, evaluate outcomes, and demonstrate transformative impact—specifically in gender equality, male engagement, and GBV prevention. Through continuous monitoring, adaptive learning, and systematic reporting, the MELI system ensures accountability to stakeholders, enables responsiveness to challenges, and drives evidence-based decision-making for continuous improvement.

1. Monitoring

Focus Areas:

- Performance Monitoring: Continuous tracking of progress against Strategic Objectives and Key Result Areas (KRAs) using defined indicators. This includes activity completion, output delivery, and progress toward annual targets.
- Process Monitoring: Assessment of internal systems, resource utilization, and the efficiency of strategic implementation processes.

Mechanisms:

- Quarterly internal reviews led by the MELI Manager and Program Directors.
- Regular data collection through program reports, beneficiary feedback, and partner updates.
- Use of digital tools (e.g., mobile-based reporting, dashboards) to improve timeliness and accuracy.

2. Evaluation

Types of Evaluation:

- Mid-Term Review (2024): Assess effectiveness, relevance, and sustainability of strategies; inform necessary course corrections.
- End-Term Review (after 2028): Measure overall impact, capture lessons, and provide evidence for the next Strategic Plan.

Approach:

- Combination of internal and external evaluations to ensure objectivity.

- Participatory evaluation methods involving beneficiaries, staff, and partners.
- Use of both quantitative (surveys, monitoring data) and qualitative (case studies, focus groups) evidence.

3. Reporting

Principles:

- Timely, transparent, and inclusive reporting to all stakeholders.
- Reports tailored to different audiences—Board of Directors, donors, partners, government, and communities.

Key Reports:

- Quarterly Progress Reports (internal performance and challenges).
- Annual Performance Reports (achievements, challenges, financial accountability, and impact stories).
- Donor-Specific Reports (aligned to grant requirements).
- Public Accountability Briefs (community-friendly summaries shared via forums, media, and digital platforms).

4. Learning

Learning will be institutionalized to ensure continuous improvement and adaptive management.

Key Learning Mechanisms:

- Annual Reflection Workshops: Staff and partners review achievements, challenges, and lessons to co-create annual action plans.
- Learning Reviews embedded in Mid-Term and End-Term Evaluations: Focused on identifying what works, what doesn't, and why.
- Communities of Practice: Peer learning platforms with national and regional partners.
- Knowledge Management System: Centralized repository for program data, evaluations, case studies, and research to inform advocacy and scale-up.

5. Institutional Arrangements

- MELI Steering Committee: Composed of senior program officers, chaired by the Executive Secretary; meets quarterly to review progress and make strategic recommendations.
- MELI Manager & Unit: Responsible for data collection, analysis, reporting, and capacity-building across programs.
- Board of Directors (BoD): Oversight role, ensuring accountability and use of MELI findings in governance decisions.
- Program Staff: Responsible for routine monitoring, reporting, and documenting lessons at community level.

Key Success Factors for MELI

- Strong stakeholder participation in monitoring and evaluation.
- Alignment of indicators with national and global frameworks (e.g., SDGs, National Gender Strategy).
- Adequate resourcing (human, financial, and technological) for MELI functions.
- Integration of gender-sensitive and inclusive indicators, ensuring voices of women, men, youth, and marginalized groups inform learning.

Knowledge Management Framework

RWAMREC recognizes that knowledge is a critical strategic asset. To maximize our impact, ensure accountability, and contribute to the broader field of engaging men and boys in gender equality, a systematic approach to Knowledge Management (KM) is essential. This framework outlines how RWAMREC will generate, capture, organize, share, and effectively use knowledge throughout the 2025-2028 strategic period. It is intrinsically linked to and supported by the Monitoring, Evaluation, Learning, and Impact (MELI) system, ensuring that knowledge is derived from robust evidence and directly informs decision-making.

Goal and Objectives

Goal: To become a learning organization and a recognized knowledge hub on masculinities, male engagement, and GBV prevention in Rwanda and the region.

ii) Systematically gather data, evidence, and insights generated from programs, research, and MELI activities.

i) Transform raw data into actionable intelligence, identifying key lessons, success factors, and emerging trends.

iii) Ensure relevant knowledge is accessible to internal staff, partners, donors, policymakers, and the communities we serve.

iv) Facilitate the use of knowledge for adaptive management, strategic decision-making, program improvement, and evidence-based advocacy.

Key Knowledge Management Products and Activities (Linked to MELI)

The following products will be developed based on data and learning from the MELI cycle:

Knowledge Evidence & Learning Digital Library	Description	Primary Source (MELI Link)	Target Audience & Purpose
RWAMREC Evidence & Learning Digital Library	A centralized, cloud-based repository for all organizational knowledge.	All MELI data, reports, studies, and tools.	Internal: Provides staff easy access to past reports, baseline data, and tools for program design and proposal writing. External: (Limited access) Allows partners and researchers to access public evidence.
Quarterly/Annual Learning Briefs	Short (2-4 page), visually engaging documents highlighting key insights, stories of change, and operational lessons.	Quarterly internal reviews, monitoring data, beneficiary feedback	Donors, Partners: Demonstrates progress and impact beyond standard reports. Staff: Summarizes key learnings for adaptive management.

Knowledge Evidence & Learning Digital Library	Description	Primary Source (MELI Link)	Target Audience & Purpose
In-Depth Thematic Research Reports	Comprehensive analyses on core themes (e.g., impact of Bandedereho, male engagement in climate action, youth mentorship models).	Mid-term and end-term evaluations, dedicated research projects, RCT data.	Academia, Policymakers, Global Practitioners: Contributes to the global evidence base and informs national policy.
Case Studies & Impact Stories	Detailed narratives and multimedia content (photos, videos) that put a human face on quantitative data and demonstrate transformative change.	Most Significant Change stories, qualitative data from focus groups, beneficiary interviews.	General Public, Donors, Communities: Raises awareness, builds support, and makes RWAMREC's work relatable and compelling.
Policy Briefs & Advocacy Fact Sheets	Concise, evidence-based documents with clear recommendations for policymakers and institutions.	Research findings, evaluation results, and data on policy gaps.	Government Ministries, NGOs, Donors: Informs and influences policy and funding decisions at local and national levels.
Training Manuals & Program Models	Standardized, documented methodologies for successful programs (e.g., Bandedereho, Youth4Change clubs) for replication and scale.	Process documentation, training materials, implementation guides.	Staff, Implementing Partners, Regional Hub: Ensures program fidelity and quality during scale-up and replication.

Institutional Arrangements and Responsibilities

- **MELI Manager & Unit:** Lead the KM process; responsible for curating the digital library, producing learning briefs, and synthesizing evaluation data into knowledge products.
- **Program Teams:** Responsible for continuous documentation of field experiences, collecting stories, and participating in learning reviews.
- **Communications Manager:** Responsible for the design, dissemination, and branding of public-facing knowledge products.
- **Executive Leadership & BoD:** Champion the use of knowledge in strategic decision-making and advocate for RWAMREC's evidence externally.
- **Annual Learning Forum:** A dedicated event where staff, partners, and community representatives come together to review the year's key learnings and plan for the future.

Success Factors

- **Dedicated Resources:** Budget and staff time allocated specifically for KM activities.
- **Culture of Learning:** Fostering an environment where staff are encouraged to document, share, and learn from both successes and failures without blame.
- **Technology:** Investing in simple, user-friendly digital platforms for storing and sharing knowledge.

Integration: Ensuring KM is not a standalone activity but is fully embedded in every stage of the program and MELI cycle.

Logic Model

Beneficiaries	In-Program and Immediate Outcomes	Short-Term Outcomes (<1 Year)	Long-Term Outcomes (2–5 Years)	Impact
Men	<p>1. Men participate in and complete training/sessions on positive masculinity, caregiving, decision-making (≥70%).</p> <p>2. Men trained become advocates for violence prevention and gender equality.</p>	<p>A. Men acquire knowledge and adopt positive attitudes toward gender equality in caregiving, decision-making, GBV prevention, and healthier couple relationships.</p> <p>B. Men serve as community activists/role models/allies in GBV prevention.</p>	<p>i. Men engage actively in caregiving, shared decision-making, shared domestic responsibilities, and create safe environments at home.</p> <p>ii. Men-led community efforts foster enduring changes in gender norms.</p>	Supportive, non-violent men contribute to safer, healthier families and communities, fostering gender equality, social cohesion, and improved well-being for all.
Families (Couples)	Concise, evidence-based documents with clear recommendations for policymakers and institutions.	A. Couples acquire knowledge and adopt improved attitudes toward gender equality in communication, equitable responsibilities, and financial decision-making.	i. Families experience improved relationships, joint decision-making, increased financial prosperity, and reduced violence.	Families foster healthier environments for caregiving, child development, equal participation, and shared prosperity.

Beneficiaries	In-Program and Immediate Outcomes	Short-Term Outcomes (<1 Year)	Long-Term Outcomes (2–5 Years)	Impact
Stakeholders (Private sector, CSOs, Networks)	Stakeholders are engaged and capacitated on gender equality, GBV prevention, and gender mainstreaming in policies/strategies.	A. Stakeholders acquire and adopt gender equality and GBV prevention attitudes.	Stakeholders adapt existing policies and strategies to mainstream gender equality and GBV prevention in their programmes.	Stakeholder institutions offer equitable opportunities and are free from any form of GBV.
Policymakers	Policymakers are engaged in RWAMREC-led advocacy sessions/dialogues on gender-sensitive policies and male engagement approaches.	A. Policymakers demonstrate increased awareness, commitment, and political will to advance gender-sensitive and male engagement approaches in policy discourse and planning processes.	i. Policymakers draft and implement gender-sensitive, GBV prevention, and male engagement strategies/policy/law.	Policy/ strategy and legal frameworks institutionalize gender equality using male engagement approaches for transformative change.
Financial Service Providers	FSPs are trained on gender equality and inclusive finance for young women entrepreneurs.	A. FSPs reflect on their attitudes and commit to offering tailored, gender-inclusive products (e.g., loans, savings, insurance).	i. FSPs offer tailored, gender-inclusive financial products to support young women entrepreneurs.	Young women gain greater financial independence, leading to business growth and economic stability.

Beneficiaries	In-Program and Immediate Outcomes	Short-Term Outcomes (<1 Year)	Long-Term Outcomes (2–5 Years)	Impact
Young Women Entrepreneurs	Access training and support to utilize gender-inclusive financial services.	A. Women entrepreneurs gain confidence and agency in accessing resources and services.	i. Women access financial products and scale up their businesses.	Women experience economic empowerment and resilience.
Community Actors (leaders, CHWs, youth agents, etc.)	Trained on gender equality, GBV prevention, male engagement, and non-violent communication.	A. Community actors adopt gender-sensitive and non-violent norms.	i. Incorporate gender-sensitive messages in community platforms.	Communities adopt gender-equitable norms, actively reject GBV, and promote healthy, inclusive practices in daily life and decision-making.

Table 6: Stakeholder Analysis Matrix

Stakeholder Group	Influence	Interest	Engagement Strategy	Expected Contribution
Government Ministries and Agencies	High	High	Policy dialogues, MOUs, technical working groups	Policy and financial support; coordination
Media Houses & Journalists	Medium	High	Media briefings, training on ethical reporting	Amplify messaging; raise awareness
Private Sector	High	Medium	Public-private partnerships, CSR initiatives	Resources, innovation, gender-sensitive practices
Development Partners	High	High	Joint planning, capacity-building workshops	Funding, technical advice, global linkages
Judiciary	High	Medium	Legal reform roundtables, expert forums	Justice system reform and case resolution
Civil Society Organizations (CSOs)	Medium	High	Community outreach, joint campaigns	Grassroots mobilization and advocacy
General Public	Low	High	Sensitization forums, participatory dialogues	Norms transformation and accountability
Academic and Research Institutions	Medium	High	Joint research, seminars, knowledge exchanges	Evidence generation and academic input
Youth Networks and Student Associations	Medium	High	Peer education programs, youth leadership forums	Youth mobilization and peer influence
Survivor Networks and Support Groups	Low	High	Feedback sessions, survivor-informed co-design	Program relevance and survivor-centered design

Table 7: RWAMREC's Strategic plan Implementation Matrix

KRA 1. Community Empowerment and Sustainability	
Strategic Plans	Strategies
1.1. Create awareness and an enabling environment for gender equality (GE) among key stakeholders.	1.1.1. Undertake research, use social media, conduct mass mobilization campaigns
	1.1.2. Use mainstream and social media
	1.1.3. Capacity Building & Training
	1.1.4. Advocacy & Policy Influence
1.2. Build community structures that can help identify, prevent and respond to gender discrimination and violence	1.2.1 Capacity building for community members
	1.2.2 Strengthen the capacity of community structures to promote and sustain gender equality initiatives
1.3. Strengthen community-level mechanisms for the prevention of violence	1.3.1 Referral systems and frontline worker training
1.4 Entrench gender accountability at policy and institutional levels	1.4.1 Policy advocacy and institutional sensitization
1.5 Strengthen community's voice and agency	1.5.1 Support community groups
1.6 Change challenging harmful social & gender norms towards gender equality for effective GBV prevention in families	1.6.1 Strengthen the capacity of community structures (e.g., councils, committees, and local groups) to promote and sustain gender equality initiatives
	1.6.2 Develop and scale up women's economic empowerment solutions
1.7 To strengthen climate resilience by systematically engaging men and boys as active partners in gender-equitable climate action	1.7.1 Conduct community dialogues with men/boys on how restrictive gender norms harm that climate resilience.
	1.7.2 Promote male-inclusive green livelihoods (renewable energy, water management) to incentivize participation.

Table 7: RWAMREC's Strategic plan Implementation Matrix

KRA 2. Peaceful and Healthy Families	
Strategic Plans	Strategies
2.2 Facilitate the engagement of men in Reproductive health as caring supportive partners	2.2.1 Health talks and advocacy
2.3 Foster supportive family environments by offering comprehensive counseling and educational resources to resolve domestic conflict	2.3.1 Establish and operate a free, confidential couple and family counseling service staffed by trained professionals to help resolve conflicts and improve communication
2.4 Promote quality service delivery to GBV survivors	2.4.1. Establish and enforce standardized protocols for the identification, referral, and care of GBV survivors across all partner organizations.
	2.4.2. Provide regular training for staff and volunteers on trauma-informed, culturally sensitive, and compassionate support.
	2.4.3 Strengthen collaboration with service providers to create a seamless, survivor-centered referral system.
	2.4.4 Implement a robust monitoring and evaluation system to track the quality, accessibility, and effectiveness of services, using feedback from survivors to drive continuous improvement.
2.5 Entrench gender accountability at policy and institutional levels	2.5.1 Promote gender-responsive budgeting and planning
	2.5.2 Provide technical support for gender-sensitive policies

Table 7: RWAMREC's Strategic plan Implementation Matrix

KRA 3. Youth Mentorship and Child Support	
Strategic Plans	Strategies
3.1 Promote Positive Masculinities and Femininities Among Adolescents and Youth (Ages 10–24)	3.1.1 Integrate gender-transformative curricula in schools, covering healthy relationships and challenging stereotypes.
3.2 Strengthen Boyhood Initiatives that Foster Respectful, Non-Violent, and Equitable Behaviors	3.2.1 Establish and train Youth4Change clubs
3.3. Build the capacity of girls and boys to promote healthy gender relations that reduce the risk of teenage pregnancy.	3.3.1 Conduct training covering consent, reproductive health, and gender power dynamics.
3.4 Promote strategic collaboration with service providers to strengthen GBV service delivery	3.4.1 Strengthen partnerships with service providers by onboarding new partners, building effective referral mechanisms, and regularly assessing our collaborative efforts to integrate lessons learned.

Table 7: RWAMREC's Strategic plan Implementation Matrix

KRA 4. Institutional Capacity Development	
Strategic Plans	Strategies
4.1. Strengthen RWAMREC's internal systems, structures, and processes to support effective and accountable program delivery & operational excellence	4.1.1 Improve documentation and reporting systems
4.2 Reinforce communication and networking capacity	4.2.1 Develop communication strategy
4.3 Diversify and strengthen resource mobilization and strategic partnerships	4.3.1 Diversify donor base beyond traditional grants
	4.3.2 Leverage alliances with actors who amplify impact (e.g. hub??) Policy advocacy and institutional sensitization
4.4 Entrench gender accountability at policy and institutional levels	4.4.1 Policy advocacy and institutional sensitization
4.5 Promote quality service delivery to GBV survivors	4.5.1 Train service providers
4.6 Partner with organizations to develop and refine GBV strategies.	4.6.1 Collaborate with partner organizations on joint advocacy initiatives to influence and improve GBV-related policies and institutional guidelines at all levels.
4.7 Develop a robust research and knowledge management system to inform evidence-based advocacy	4.7.1 Establish a centralized system for research and knowledge generation, and train staff to effectively utilize this evidence to inform and drive all advocacy efforts.
4.8 Enhance staff and leadership capacity to deliver gender-transformative programming and advocacy.	

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)1: Community Empowerment and Sustainability								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
1.1. Create awareness about gender equality among community members and local leaders	Use mainstream and social media as a tool for outreach and social change	150,000+ people informed about RWAMREC's impact by 2028 (cumulative)	X	X	X	X	Communication Manager	Comms staff, graphic design, airtime, social media ads, transport, mobilizers, IEC materials
	Conduct mass mobilization campaigns	500,000 people reached by mass campaigns by 2028 (cumulative)	X	X	X	X	Director of Program & PCs	Comms staff, graphic design, airtime, social media ads, transport, community mobilizers, IEC materials
1.2. Empower the community to identify, prevent and respond to Gender-based violence	Conduct Gender transformative trainings to community members	500 men and women trained annually on gender equality, GBV prevention and male engagement, using GTA	X	X	X	X	Director of Programs & PCs	Facilitators, curriculums and training manuals, venue, per diems of staff, facilitation of participants , refreshments, MELI support, follow-up & supervision

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)1: Community Empowerment and Sustainability								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
1.3. Promote quality service delivery to GBV survivors through strategic collaboration with service providers and strengthening of referral systems	Mapping of GBV referral services	# of referral services mapped and updated annually with functioning pathways documented	X	X	X	X	Director of Programs & MELI Manager	Consultant/technical staff, travel, data collection tools, MELI staff, database setup
	Capacity strengthening of GBV service providers on GTA, feminist principles, and male engagement	Increased % of service providers demonstrating adherence to survivor-centered GBV prevention and response principles 12 months post-training	X	X	X	X	Project Coordinators	Facilitators, curriculums and training manuals, venue, per diems of staff, facilitation of participants , refreshments, MELI support, follow-up & supervision
1.4 Entrench gender accountability at policy and institutional levels	Conduct research to identify gaps in existing national policies and programs for advocacy.	# of Rwamrec's policy recommendations adopted by government agencies/policymakers on an annual basis	X	X	X	X	Executive Director	Consultants/technical staff, lobbying and networking costs, conference packages,

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)1: Community Empowerment and Sustainability								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
1.5 Strengthen community's voice and agency to prevent GBV	Build capacity of community groups including Men Engage clubs to address Gender-based violence	50 community groups engaged and supported to address gender discrimination by 2028	X	X	X	X	Director of Programs & Project Coordinators	Staff time, transport facilitation, venue, IEC materials, MELI support

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)2: Peaceful and Healthy Families								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
2.1. Promote positive gender and social norms to prevent GBV in families	Conduct Bandebereho group education sessions at scale	104,000 families reached through Bandebereho by 2027	X	X	X		Project coordinator	Facilitators, training manuals, venue, per diem, refreshments, MELI support, follow-up supervision
2.2. Promote the engagement of Men as supportive partners and allies	Establish partnerships to integrate male engagement in parenting and caregiving programs, and health programs	10 high-value partnerships established by 2028	X	X	X	X	Executive Director	Consultants/technical staff, lobbying and networking costs, conference packages
2.3. Facilitate the engagement of men in family health as supportive partner and caring father	Train boys and men on positive and caregiving fatherhood	250 men trained annually on positive and caregiving fatherhood practices	X	X	X	X	Project Coordinator	Facilitators, couples manuals, safe venues, transport reimbursement, MELI follow-up

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)3: Youth Mentorship and Child Support								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
3.1. Promote positive masculinities & femininities among in and out of school youth to become agents of change in their community	Conduct GTA trainings for different youth groups including adolescents.	150 youth received in-depth gender transformative trainings annually	X	X	X	X	Project coordinator	Facilitators, training manuals, venue, per diem, refreshments, MELI support, follow-up supervision
	Conduct social media and mass mobilization campaigns and dialogues targeting negative masculinities among adolescents and youth	10,000 young people reached annually through awareness, outreach and dialogues	X	X	X	X	Communications manager	Staff time, IEC materials, graphic design, social media ads, community mobilizers, transport facilitation & airtime
3.2. Support and collaborate with strategic partners to promote inclusion and diversity	Mobilize resources earmarked for initiatives focused on inclusion and diversity among youth	At least \$250,000 mobilized for diversity and inclusion advocacy by 2028	X	X	X	X	Head of Ressource Mobilization & Executive Director	Networking events, staff time, travel, partnership facilitation

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)4: Institutional Capacity Development								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
4.1. Strengthen RWAMREC's internal systems, structures, staff capacity, knowledge management and processes to effectively deliver gender transformative programs and sustain the organizational growth	Develop and implement a staff capacity-building strategy, supported by annual learning plans	Staff capacity building strategy is available by 2026, learning plans are available in January of each year.	X	X	X	X	Executive Director and HR Manager	Staff time
	Put in place, operationalize or strengthen M&E system, planning and (internal & external) reporting processes / mechanisms	M&E system fully operational by early 2027, annual and quarterly organizational plans and reports available on time	X	X	X	X	MELI Manager	System cost (annual), technical support, staff time
4.2. Enhance the capacity of regional institutions and partners to apply GTA and mainstream male engagement approaches into programs , policy and service delivery	Establish and operationalize the regional hub	Regional hub operational by 2026 with at least 5 strategic partnerships established	X	X	X	X	Director of Programs	Networking events, MoU support, staff time, travel, partnership facilitation

Table 8: Implementation Framework Time Frame

Key Result Area (KRA)4: Institutional Capacity Development								
Strategic Objectives	Activities	KPI	2025	2026	2027	2028	Responsibility	Resources needed
4.3. Diversify and strengthen resource mobilization and strategic partnerships to ensure organizational sustainability.	Development & Implementation of the fundraising strategy	Fundraising strategy developed by 2025 and \$ 10,000,000 mobilized cumulatively by 2028	X	X	X	X	Executive Director, Head of Ressource Mobilization & Director of Programs	Staff time, networking events, travel, partnership facilitation