



fiom rwanda

The Future In Our Minds

Strategic Plan 2026-2030

“shaping a sustainable and inclusive future”

Kigali, October 2025

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EXECUTIVE SUMMARY

Since its establishment in 1998, FIOM Rwanda has worked with determination to empower vulnerable communities, particularly youth, women, and marginalized groups, to unlock the future in their minds and actively participate in the country's transformation. Building on the strong foundation of its 2019–2025 Strategic Plan and its track record in socio-economic development, nutrition and food security, health and WASH, sustainable energy, environmental protection, and governance, FIOM Rwanda now looks forward to the next five years with renewed ambition and clarity of purpose. The Strategic Plan 2026–2030 positions FIOM Rwanda as a resilient, relevant, and impactful civil society actor, fully aligned with Rwanda's Vision 2050 and the National Strategy for Transformation (NST2), as well as with global frameworks such as the Sustainable Development Goals (SDGs) and Agenda 2063 of the African Union.

This plan is anchored on five interrelated strategic objectives that together will accelerate inclusive and sustainable development. First, FIOM Rwanda will expand its work in **socio-economic empowerment and job creation**, fostering cooperatives, incubating small and medium enterprises, supporting vocational skills, and promoting digital entrepreneurship to generate new opportunities for youth and women. Second, it will intensify efforts in **nutrition and food security**, scaling up household and community gardens, small-scale irrigation, food processing, and nutrition education to reduce malnutrition and strengthen rural livelihoods. Third, FIOM Rwanda will advance **health and WASH interventions**, expanding community health awareness, supporting peer educators, promoting eco-friendly sanitation, and advocating for stronger health policies to ensure healthier and more resilient populations. Fourth, the organization will invest in **sustainable energy and environmental protection**, promoting renewable energy solutions, climate adaptation practices, reforestation, and green enterprises that reduce environmental degradation while improving household economies. Finally, FIOM Rwanda will strengthen **governance, policy dialogue, and advocacy**, empowering citizens to engage in decision-making, promoting civic education, building platforms for state–civil society dialogue, and fostering peaceful, patriotic, and rights-based communities.

Cross-cutting issues of gender equality, human rights—including for persons with disabilities—digital transformation, and climate resilience will inform all interventions. FIOM Rwanda will also strengthen its institutional capacity by diversifying funding through income-generating activities and social enterprises, enhancing staff competencies, expanding geographically to cover all districts in the Eastern Province of Rwanda, and adopting robust digital monitoring and evaluation systems.

With an indicative budget framework of **USD 5 million over** five years, this plan sets clear targets: creating over 10,000 jobs, increasing access to clean water and renewable energy for tens of thousands of households, improving nutrition for vulnerable populations, and establishing FIOM Rwanda as a leading voice in governance and advocacy. Through a participatory, community-driven approach, close collaboration with government and private

sector partners, and evidence-based advocacy, FIOM Rwanda is poised to make a transformative contribution to Rwanda’s development journey. This Strategic Plan reflects not only the lessons of the past but also a bold vision for the future: empowering communities for inclusive transformation and ensuring that no one is left behind in Rwanda’s march toward 2050.

1. BACKGROUND

1.1 FIOM’s History (1998–2025) and Major Achievements

The Future In Our Minds Rwanda (FIOM Rwanda) was founded in 1998, inspired by the conviction that every vulnerable person carries within them a hidden future that can be revealed through empowerment, opportunity, and voice. Since its legal registration as a national NGO in 2001, Fiom Rwanda has been at the forefront of civil society action in Rwanda, especially in the Eastern Province and Kigali, working with youth, women, and marginalized populations to foster socio-economic transformation, improve health, and promote human rights. Over the past two decades, Fiom Rwanda has steadily built credibility as a trusted community-based development partner through innovative, practical, and participatory approaches.

The organization’s impact has been tangible and far-reaching. In socio-economic development, Fiom Rwanda has supported the creation of cooperatives and small enterprises, resulting in thousands of youth and women gaining livelihoods in agribusiness, crafts, and services. It has established vocational centers, incubation platforms, and ICT training hubs that have trained over 2,000 youth, many of whom have transitioned into employment or entrepreneurship. In nutrition and food security, Fiom Rwanda has set up community-based food processing units (maize, pineapple, tomato) and promoted kitchen gardens, reaching thousands of households with improved diets and income streams. In the area of health and WASH, Fiom Rwanda has mobilized communities for HIV/AIDS prevention, family planning, and hygiene promotion, directly reaching more than 20,000 households with lifesaving messages and services. Furthermore, Fiom Rwanda has been a pioneer in promoting renewable energy and climate-smart solutions, training community leaders on solar technologies, efficient cookstoves, and climate adaptation techniques. In governance and human rights, the organization has mobilized over 120,000 citizens through civic education, dialogues, and advocacy platforms, empowering them to claim their rights and contribute to local decision-making processes. This rich history reflects Fiom Rwanda’s deep-rooted commitment to improving lives and contributing meaningfully to Rwanda’s sustainable development journey.

Over the past strategic periods, Fiom Rwanda has made significant contributions across its five priority areas. The following highlights three key achievements per sector that reflect both impact and sustainability.

1. Socio-Economic Development

- **Youth and women empowerment:** Over 1,000 young people organized into associations, provided with start-up resources (e.g., 600 bicycles), and supported through vocational training—resulting in around 60% establishing businesses in transport, carpentry, welding, masonry, and agribusiness.
- **Skills and cooperative strengthening:** More than 760 women trained in project management, entrepreneurship, and cooperative governance, with average household income rising from USD 1 to USD 4 per day.
- **Business creation and diversification:** Seven sustainable income-generating businesses established, directly benefiting 46 cooperatives of over 1500 members, 80% of them women, and including centers for handicrafts and vocational training in Nyagatare, Gatsibo and Kirehe Districts.

2. Health, Water, Sanitation & Hygiene (WASH)

- **Health awareness and outreach:** Over 9,500 youth reached through HIV/AIDS and reproductive health campaigns; 22,500 households sensitized on family planning, male circumcision, and safe sex practices.
- **Community capacity building:** 242 peer educators, 68 caregivers, and 70 community health workers trained as counselors to support community-level HIV/AIDS prevention and reproductive health.
- **Support to vulnerable groups:** 67 multi-sector projects implemented for people affected by HIV/AIDS, including income-generating activities, home-based care, health insurance schemes, and OVC education support.

3. Nutrition and Food Security

- **Agro-processing infrastructure:** Establishment of maize, pineapple, and tomato processing units across Kayonza, Kirehe, and Ngoma districts to strengthen cooperative value chains.
- **Nutrition education:** More than 1,000 people trained in infant and young child feeding, breastfeeding, maternal nutrition, and micronutrient awareness.
- **Climate-smart farming:** Over 1,500 people supported to cultivate high-nutrition crops through household gardens, small-scale irrigation, and food preservation/processing techniques.

4. Sustainable Energy & Environmental Protection

- **Renewable energy promotion:** 200 community leaders trained in solar energy systems and off-grid electricity, indirectly reaching 3,000 people.

- **Environmental education and law awareness:** 200 community members trained on Rwanda’s environmental protection law, with distribution of 1,000+ legal awareness materials.
- **Green technology transfer:** Training of 200 association members on solar cooker fabrication, leading to nearly 13,000 indirect beneficiaries and the establishment of a solar oven exhibition centre in Ngoma Districts.

5. Good Governance & Human Rights

- **Legal literacy:** 300 people trained on national laws relating to land, inheritance, and expropriation, with over 1,500 legal booklets and leaflets distributed.
- **Human rights promotion:** Targeted training delivered to HIV+ associations and demobilized soldiers on human rights, privacy, and civic engagement.
- **Community sensitization:** Awareness campaigns and dialogues reached over 120,000 people on gender-based violence and children’s rights, strengthening community action for protection and accountability.

1.2 Lessons Learned from the 2019–2025 Strategic Plan

The 2019–2025 Strategic Plan marked a period of institutional strengthening and expanded impact for FIOM Rwanda. The plan consolidated the organization’s five areas of expertise, namely socio-economic empowerment, food security, health and WASH, environmental protection, and governance, and translated them into concrete interventions that reached thousands of households. Among the key achievements were the establishment of seven sustainable income-generating businesses benefiting 46 cooperatives (over 80% women), vocational training for orphans and vulnerable youth, and food processing units that boosted value addition for smallholder farmers. These initiatives demonstrated that structured support for cooperatives and SMEs significantly improves household incomes, reduces dependency, and empowers youth and women to take leadership in local economies.

In health and WASH, FIOM Rwanda learned that combining peer-to-peer education with strong partnerships with community health workers was the most effective way to influence behavioral change around HIV/AIDS, family planning, and hygiene. However, sustainability required continuous follow-up and integration into local government systems. In nutrition, household gardens and small-scale irrigation proved effective in fighting malnutrition, but required close monitoring to ensure consistent beneficiary engagement and ownership. Renewable energy interventions, such as training on solar ovens and cookstoves, highlighted the potential of climate-smart technologies, though uptake was slowed by affordability challenges. Governance and advocacy efforts demonstrated that citizens are eager to participate in decision-making, but their engagement is meaningful only when coupled with civic education, safe dialogue spaces, and opportunities to influence policy.

Overall, the period reinforced important lessons: that participatory approaches yield ownership and sustainability; that diversification of funding sources is critical to reduce over-reliance on donors; that capacity-building must be continuous; and that advocacy based on evidence and research strengthens civil society’s legitimacy. These lessons directly inform FIOM Rwanda’s 2026–2030 strategy.

1.3 Strategic Rationale: Positioning FIOM as a Relevant, Resilient, and Impactful NGO Partner

The 2026–2030 Strategic Plan comes at a time when Rwanda is implementing the second National Strategy for Transformation, and pushing forward with its Vision 2050, aiming to achieve high-income status and a prosperous, inclusive society. Achieving these ambitions requires active participation of civil society alongside government and private sector actors. However, NGOs in Rwanda face significant challenges, including reduced donor funding, heightened competition, and the demand to demonstrate clear added value. FIOM Rwanda recognizes that survival in this context requires not only programmatic relevance but also institutional resilience and innovation.

The rationale behind this strategy is therefore threefold. First, FIOM Rwanda seeks to remain **relevant** by aligning all its interventions with national priorities such as the National Strategy for Transformation (NST2), PSTA5 for agriculture, and Rwanda’s green growth agenda. This ensures that FIOM Rwanda’s contributions directly complement government efforts while addressing community needs. Second, FIOM Rwanda aims to be **resilient** by diversifying its resource base through social enterprises, expanding its geographical presence across Rwanda, and leveraging digital technologies for efficiency and visibility. This will reduce vulnerability to donor volatility and ensure continuity of services. Third, FIOM Rwanda aspires to be **impactful**, focusing on results that can be measured in terms of jobs created, households lifted out of malnutrition, communities adopting renewable energy, and citizens actively engaging in governance. By adopting a participatory, community-driven, and evidence-based approach, FIOM Rwanda positions itself as a trusted development partner, a credible voice in advocacy, and a catalyst for inclusive transformation.

Through this strategy, FIOM Rwanda not only seeks to build on its legacy but also to reinvent itself as a model of self-reliant, innovative, and impactful civil society in Rwanda. It reflects the conviction that the future in people’s minds can only become reality when communities are empowered, engaged, and equipped to lead their own development journey.

2. STRATEGIC CONTEXT

2.1 Rwanda’s Vision 2050 and NST2 Priorities

Rwanda’s Vision 2050 articulates the country’s aspiration to become an upper-middle-income country by 2035 and a high-income country by 2050, built on prosperity, resilience, and inclusiveness. Central to this vision are the goals of achieving a GDP per capita of USD 12,476 by 2050, ensuring high-quality social services, and building a green and knowledge-based

economy. To operationalize this vision, the Government of Rwanda developed the National Strategy for Transformation (NST2), which outlines the country’s medium-term priorities across three pillars: economic transformation, social transformation, and transformational governance. Fiom Rwanda’s strategic plan for 2026–2030 directly responds to these pillars by promoting entrepreneurship and job creation, enhancing food security and nutrition, improving access to health and WASH services, promoting sustainable energy, and strengthening citizen participation in governance. By doing so, Fiom ensures that its grassroots interventions are not parallel to, but rather complementary to, the national transformation agenda.

2.2 Alignment with SDGs and AU Agenda 2063

The Strategic Plan is also aligned with broader regional and global frameworks. The United Nations Sustainable Development Goals (SDGs) provide a global roadmap for ending poverty, protecting the planet, and ensuring prosperity for all by 2030. Fiom’s work contributes directly to several SDGs, including Goal 1 (No Poverty), Goal 2 (Zero Hunger), Goal 3 (Good Health and Well-being), Goal 5 (Gender Equality), Goal 6 (Clean Water and Sanitation), Goal 7 (Affordable and Clean Energy), Goal 8 (Decent Work and Economic Growth), Goal 13 (Climate Action), and Goal 16 (Peace, Justice and Strong Institutions). At the continental level, the African Union’s Agenda 2063 outlines a shared framework for inclusive growth, sustainable development, and integration of Africa. Fiom’s interventions in youth empowerment, women’s leadership, agribusiness, renewable energy, and governance strongly echo Agenda 2063 aspirations such as “A prosperous Africa based on inclusive growth and sustainable development” and “An Africa of good governance, democracy, respect for human rights, justice and the rule of law.” This alignment positions Fiom not only as a national actor but also as a regional contributor to Africa’s transformation.

3.3 Key Opportunities and Challenges for Civil Society

The context for civil society organizations (CSOs) in Rwanda presents both opportunities and challenges that shape the strategic choices of Fiom. On the opportunity side, Rwanda has a stable governance framework and a clear policy direction that encourages partnerships with non-state actors in achieving development goals. The growing demand for digital transformation, renewable energy solutions, and green economy practices creates new avenues for CSOs to innovate and add value. In addition, Rwanda’s youthful population provides a vast human resource base that, if well-trained and supported, can drive entrepreneurship, innovation, and socio-economic transformation.

However, challenges remain significant. Donor funding for NGOs continues to decline, with a tendency for development aid to be channeled directly through government budgets rather than civil society. This trend requires NGOs like Fiom Rwanda to embrace self-reliance models, diversify their funding sources, and develop social enterprises to ensure sustainability. Civil society also faces competition from a growing number of organizations with overlapping mandates, which calls for stronger collaboration and niche positioning. Moreover, issues such

as climate change, unemployment, and inequality remain pressing, demanding adaptive and innovative approaches. FIOM Rwanda recognizes that to remain relevant, resilient, and impactful, it must navigate this landscape strategically, leveraging opportunities, addressing challenges head-on, and demonstrating measurable value in Rwanda’s transformation agenda.

3. VISION, MISSION, AND CORE VALUES

3.1 Vision

“A Rwanda where vulnerable populations are empowered, resilient, and actively shaping a sustainable and inclusive future.”

This vision emphasizes FIOM Rwanda’s long-term aspiration: a society in which no one is left behind, and where youth, women, and other vulnerable groups are not passive recipients of aid but active contributors to national transformation. It reflects the belief that empowerment, resilience, sustainability, and inclusiveness are central to achieving Rwanda’s Vision 2050.

3.2 Mission

“To empower youth, women, and vulnerable populations to enhance their socio-economic wellbeing, strengthen resilience, and participate fully in Rwanda’s transformation through capacity building, community mobilization, advocacy, and sustainable development initiatives.”

The mission translates FIOM Rwanda’s vision into action. It underscores the dual focus on improving livelihoods and fostering active citizenship. By equipping communities with skills, resources, and opportunities, FIOM Rwanda contributes to individual prosperity while strengthening collective participation in Rwanda’s governance and development agenda.

3.3 Core Values

FIOM Rwanda’s work is guided by five interlinked values that serve as both principles of conduct and pillars of institutional culture:

1. **Empowerment** – We believe that true development occurs when communities take ownership of their future. FIOM Rwanda prioritizes participatory approaches that build capacity, unlock potential, and enable people to drive their own transformation.
2. **Resilience** – In a world facing uncertainties such as climate change, economic shocks, and declining donor support, resilience is essential. FIOM equips individuals and communities with adaptive skills, technologies, and mindsets that enable them to withstand shocks and recover stronger.
3. **Sustainability** – Every intervention is designed with a long-term perspective. From promoting renewable energy to strengthening cooperatives, FIOM Rwanda integrates environmental, social, and economic sustainability to ensure benefits endure beyond project cycles.

4. **Inclusiveness** – Development must leave no one behind. FIOM intentionally includes women, youth, people with disabilities, and marginalized groups in all programs, ensuring equal opportunities and amplifying their voices in decision-making.
5. **Integrity** – As a trusted development partner, FIOM Rwanda upholds the highest standards of transparency, accountability, and ethical practice in its operations. This value builds confidence among communities, partners, and donors.

4. GEOGRAPHICAL INTERVENTION AND TARGETED BENEFICIARIES

The project will directly benefit **50,000 people** across four districts of Rwanda’s Eastern Province: Gatsibo, Kayonza, Ngoma, and Kirehe. These districts were selected based on clearly identified needs as well as their strong potential to generate measurable impact in poverty reduction, livelihood improvement, and wealth creation. By focusing interventions in these areas, the project aims to build sustainable local ecosystems that foster job creation, enterprise development, and community resilience.

According to the 2022 Rwanda Population and Housing Census, the Eastern Province has a total population of 3,563,145 residents. Within this, the target districts host sizeable populations: Gatsibo with 551,164 people, Kayonza with 457,156, Ngoma with 404,048, and Kirehe with 460,860 residents. Concentrating project activities in these districts ensures that interventions respond to the socio-economic realities of a large and diverse population, while maximizing the reach and inclusiveness of project outcomes.

4.1. Poverty, Livelihoods, and Job Opportunities in the Eastern Province

Eastern Province, with over 3.5 million residents, is Rwanda’s most populous province and one of the least urbanized. Despite its agricultural potential, poverty levels remain significant, especially in rural districts such as Gatsibo, Ngoma, Kayonza, and Kirehe. Many households rely on **subsistence farming** of crops like maize, cassava, beans, and sorghum, yet face persistent challenges of **low productivity, limited access to irrigation, post-harvest losses, and weak market linkages**. As a result, income levels are low, and food insecurity is recurrent, particularly during prolonged dry seasons.

Youth unemployment and underemployment are pressing concerns. While the province has a large youthful population, most lack access to **skills training, vocational programs, and finance for entrepreneurship**. Opportunities for wage employment are scarce beyond small-scale trade, construction, and cross-border commerce. Women are disproportionately affected, often confined to informal and low-paying activities with limited access to productive assets or credit.

The province is also highly vulnerable to **climate shocks** such as droughts and floods, which disrupt livelihoods and further entrench poverty. In addition, poor infrastructure in remote areas restricts mobility, limits access to markets, and reduces investment opportunities. These socio-economic challenges underscore the urgent need for interventions that focus on **job creation, agribusiness development, renewable energy solutions, and strengthening**

cooperatives. Addressing these issues will not only improve household incomes but also reduce poverty and build resilience among vulnerable groups in Eastern Province.

4.2. Situation of Women

Women in Eastern Province are central to household survival and community development, yet they face persistent socio-economic disadvantages. The majority of women are engaged in **subsistence farming** with limited access to land ownership, modern inputs, or irrigation. Their income is often seasonal and low, making them more vulnerable to food insecurity and poverty. Many women are also concentrated in the **informal sector**, petty trade, handicrafts, and small processing, where earnings are unstable and social protection is lacking. Limited access to **finance, training, and markets** restricts their ability to transition into more profitable ventures or scale existing businesses.

Furthermore, women carry a **disproportionate burden of unpaid care work**, reducing their time for income-generating activities. Gender norms still constrain their participation in leadership and decision-making within cooperatives and local governance structures. Cases of gender-based violence and lack of economic independence continue to erode women's wellbeing and agency. The Fiom Rwanda Strategic Plan addresses these challenges by focusing on **empowerment, entrepreneurship, and cooperative strengthening**. By targeting 30,000 women (60% of beneficiaries) with training, start-up support, and access to finance, Fiom Rwanda seeks to enable women to secure sustainable incomes, strengthen food security, and play leadership roles in community development.

4.3. Situation of Youth

Eastern Province has a predominantly young population, but **youth unemployment and underemployment** are among its greatest challenges. Many young people have low levels of education and lack vocational skills, leaving them dependent on subsistence farming or casual labor. Opportunities for formal wage employment are scarce, while entrepreneurship remains constrained by **limited access to credit, digital tools, and market networks**. As a result, youth are often excluded from economic growth and remain vulnerable to poverty and migration pressures.

At the same time, youth represent a **critical demographic dividend**. They are adaptable, innovative, and increasingly connected to technology and digital platforms. With the right support, vocational training, digital literacy, entrepreneurship coaching, and start-up incubation, youth can drive new enterprises in **agribusiness, renewable energy, ICT, and services**. Fiom Rwanda's plan will directly target 20,000 youth (40% of beneficiaries) in the four districts, with a focus on creating 10,000 new jobs across sectors. By building youth capacity, linking them to finance, and promoting cooperative models, Fiom Rwanda aims to transform them from vulnerable job-seekers into **resilient job-creators** who contribute to local and national development.

5. GOAL AND OBJECTIVES

Overall Goal: To empower youth, women, and vulnerable populations to contribute to Rwanda's inclusive socio-economic transformation in alignment with NST2, Vision 2050, and the SDGs.

5.1. Socio-Economic Development & Job Creation:

Objective 1: To support youth, women, and vulnerable populations to create sustainable livelihoods through entrepreneurship, skills development, cooperative strengthening, and access to digital and financial markets, thereby contributing to Rwanda's inclusive economic transformation.

Expected Outcomes:

- Agribusiness value chains are promoted and generate income for rural women and youth.
- Thriving small and medium-sized enterprises (SMEs) established and sustained across Rwanda.
- Expanded and well-managed cooperatives generating employment and income for members.
- Increased youth and women's participation in local and national economies.
- Adoption of digital entrepreneurship and e-commerce platforms by rural and urban communities.

Key Activities and Practical Initiatives

1. **Expansion of Agribusiness Value Chains (Beekeeping, Maize, Soya Pineapple, Tomato)**
 - *Initiative 1:* Support **beekeeping** cooperatives in Kayonza and Gatsibo to increase *honey production* and improve its quality.
 - *Initiative 2:* Support cooperatives in Kayonza and Ngoma to develop **Maize and Soya Processing and Fortification Units**, improving local nutrition and creating market-ready products.
 - *Initiative 3:* Establish a **Pineapple Production and Processing Unit** in Kirehe, linking farmers with private sector buyers and export markets.
2. **SME Incubation Hub in Eastern Province**
 - *Initiative 1:* Establish a **Provincial Innovation & Enterprise Hub** in Kayonza to support youth-led startups with workspace, mentorship, and business coaching.

- *Initiative 2:* Partner with district authorities to launch a **“Made in Rwanda Business Accelerator”** program targeting women-owned SMEs in agro-processing, crafts, and green enterprises.

3. Digital Literacy and E-Commerce Training

- *Initiative 1:* Roll out a **“Digital Farmers Marketplace”** platform where farmer cooperatives can market their products directly to Kigali supermarkets.
- *Initiative 2:* Organize **Digital Literacy Bootcamps** for 500 rural youth per year, training them on mobile banking, online sales, and social media marketing.

4. Vocational & Apprenticeship Programs

- *Initiative 1:* Launch a **Youth Apprenticeship Scheme** in welding, carpentry, and mechanics in collaboration with local workshops, targeting 2,000 vulnerable youth.
- *Initiative 2:* Establish a **Women in Trade and Fashion Skills Program** in Kirehe, offering tailoring, design, and craft production linked to national and regional markets.

5. Access to Finance (MFIs, SACCOs, Banks)

- *Initiative 1:* Create a **Microfinance Access Guarantee Fund** to de-risk lending for youth and women cooperatives, enabling them to access loans for agribusiness expansion.
- *Initiative 2:* Facilitate **“Finance Clinics”** with SACCOs and banks to train 100 SMEs annually on loan applications, bookkeeping, and credit management.

5.2. Nutrition and Food Security

Objective 2: To improve household nutrition and reduce malnutrition by promoting sustainable agricultural practices, enhancing value chains, supporting food processing and preservation, and fostering behavior change through community-based nutrition education.

Expected Outcomes:

- Improved household and community nutrition, especially for women, children, and vulnerable populations.
- Increased adoption of diversified, climate-smart agricultural practices.
- Strengthened and sustainable value chains for fruits, vegetables, cassava, and soybeans.
- Reduced cases of malnutrition and stunting among children under five.

- Communities empowered with knowledge and skills in healthy diets and food preservation.

Key Activities and Practical Initiatives

1. Household and Community Kitchen Gardens

- *Initiative 1:* Establish **1,000 household kitchen gardens** in Kayonza and Ngoma districts, focusing on nutrient-dense crops such as beans, carrots, amaranth, and orange-fleshed sweet potatoes.
- *Initiative 2:* Develop **20 model community demonstration gardens** linked to schools and health centers, integrating vegetables and small livestock (e.g., rabbits or chickens) to promote diversified diets.

2. Small-Scale Irrigation Schemes

- *Initiative 1:* Install **solar-powered drip irrigation systems** for farmer cooperatives in drought-prone areas such as Bugesera, enabling year-round vegetable and fruit production.
- *Initiative 2:* Support **water harvesting and storage tanks** in Kirehe and Gatsibo to irrigate communal gardens, ensuring food supply during dry seasons.

3. Nutrition Education Campaigns

- *Initiative 1:* Launch a **“Healthy Plate” community campaign** in partnership with Community Health Workers (CHWs), promoting balanced diets and proper child feeding practices.
- *Initiative 2:* Organize **school-based nutrition clubs** in 50 primary schools across Eastern Province to teach children about healthy eating, food preparation, and hygiene.

5.3. Health, Water, Sanitation & Hygiene (WASH)

Objective 3: To promote healthier and more resilient communities by improving access to clean water, sanitation, and hygiene services; strengthening community-based health systems; and advocating for effective health policies and practices.

Expected Outcomes:

- Increased adoption of safe hygiene practices in households, schools, and communities.
- Expanded access to clean water and eco-friendly sanitation facilities in rural and peri-urban areas.
- Strengthened capacity of community health workers (CHWs), peer educators, and local health structures.

- Evidence-based advocacy contributing to improved health and WASH policy implementation.

Key Activities and Practical Initiatives

1. Hygiene Promotion and Community Health Clubs

- *Initiative 1:* Establish **100 Community Health Clubs** in rural villages to promote handwashing, menstrual hygiene management, and safe food handling practices.
- *Initiative 2:* Roll out a **“Healthy Homes Campaign”** using community scorecards to track adoption of household hygiene practices (latrine use, handwashing stations, water treatment).

2. Access to Clean Water and Eco-Friendly Sanitation

- *Initiative 1:* Rehabilitate **10 boreholes and protected springs** in drought-prone communities, ensuring safe drinking water for at least 20,000 people.
- *Initiative 2:* Construct **200 eco-friendly latrines with handwashing facilities** in schools and marketplaces in Kayonza and Ngoma, benefiting students and traders.

3. Peer-Educator and CHW Training

- *Initiative 1:* Train **500 youth peer educators** on reproductive health, HIV prevention, and hygiene promotion, equipping them with IEC (information, education, communication) kits for school and community outreach.
- *Initiative 2:* Provide **refresher training for 300 Community Health Workers** in child nutrition, maternal care, and WASH interventions, ensuring integration with district health plans.

4. Research and Advocacy on Health Policy Implementation

- *Initiative 1:* Conduct a **citizens’ satisfaction survey on community-based health insurance (Mutuelle de Santé)** and present findings in multi-stakeholder dialogues with the Ministry of Health.
- *Initiative 2:* Produce a **policy brief on eco-sanitation adoption**, advocating for government incentives for households and SMEs that adopt biogas toilets and ecological sanitation solutions.

5.4.: Environmental Protection & Sustainable Energy

Objective 4: To build climate-smart and environmentally resilient communities by promoting renewable energy technologies, strengthening adaptation practices in natural resource

management, and fostering green enterprises that protect ecosystems while creating sustainable livelihoods.

Expected Outcomes:

- Increased adoption of renewable energy solutions (solar, biogas, improved cookstoves) in households and institutions.
- Communities better equipped with knowledge and tools for climate adaptation in agriculture, water management, and forestry.
- Expanded reforestation efforts and ecosystem restoration contributing to Rwanda’s green growth agenda.
- Growth of green enterprises generating income while addressing environmental challenges.

Key Activities and Practical Initiatives

1. Promotion of Solar, Biogas, and Improved Cookstoves

- *Initiative 1:* Distribute and train households on the use of **10,000 improved cookstoves** in rural districts, reducing firewood consumption and indoor air pollution.
- *Initiative 2:* Support the installation of **200 household biogas digesters** in livestock-keeping communities in Nyagatare and Gatsibo, turning waste into clean cooking energy.

2. Climate Adaptation Training (Soil, Water, Forestry Management)

- *Initiative 1:* Train **1,000 farmers** in climate-smart agriculture techniques such as terracing, zero tillage, mulching, and rainwater harvesting to reduce soil erosion in hilly areas.
- *Initiative 2:* Establish **5 community water management committees** in drought-prone zones to oversee irrigation schemes, water storage, and sustainable usage practices.

3. Community Tree Planting and Reforestation

- *Initiative 1:* Implement a **“One Million Trees Campaign”** in Eastern Province, focusing on agroforestry species (e.g., grevillea, acacia) to restore degraded land and support soil fertility.
- *Initiative 2:* Partner with schools to create **“Green Schools Clubs”** that manage tree nurseries and plant 50,000 trees annually around school compounds and community forests.

4. Green Enterprise Incubation (Waste Recycling, Eco-Products)

- *Initiative 1:* Launch a **Youth Eco-Enterprise Incubator** supporting startups in waste recycling (plastics, organic waste) and eco-friendly product design (e.g., reusable bags, briquettes).
- *Initiative 2:* Support women cooperatives to produce **eco-products** such as solar-dried fruits and herbal soaps, linking them with urban markets and tourism value chains.

5.5. Governance, Policy Dialogue & Advocacy

Objective 5: To strengthen citizen participation, accountability, and inclusive governance by empowering communities with civic knowledge, creating evidence-based advocacy platforms, and promoting dialogue between government, civil society, and the private sector, while nurturing youth leadership and peacebuilding.

Expected Outcomes:

- Citizens, including vulnerable groups, empowered with civic knowledge and actively engaged in governance processes.
- Stronger civil society voice influencing national and local development policies.
- Improved collaboration and trust between government, civil society, and private sector actors.
- Youth recognized as leaders and agents of peace, reconciliation, and positive change in their communities.

Key Activities and Practical Initiatives

1. Civic Education and Community Dialogues

- *Initiative 1:* Implement a **“Citizen Voice Forums”** program in Kayonza, Gastibo and Kirehe districts, where communities discuss local development priorities with local authorities using community scorecards.
- *Initiative 2:* Develop **radio talk shows and interactive media campaigns** on governance, rights, and responsibilities, reaching rural populations with accessible civic education.

2. Policy Roundtables with Government, CSOs, and PSF

- *Initiative 1:* Organize **bi-annual multi-stakeholder roundtables** bringing together District authorities, CSOs, and the Private Sector Federation (PSF) to align development priorities.

- *Initiative 2:* Facilitate **“Synergy Working Groups”** on cross-cutting issues (e.g., nutrition, WASH, youth employment), where government, NGOs, and private sector co-design interventions at district level.

3. Youth Engagement in Leadership and Peacebuilding

- *Initiative 1:* Support the **National Youth Council** to train 1,000 young leaders in governance, conflict resolution, and entrepreneurship, linking them with mentorship opportunities.

6. CROSS-CUTTING ISSUES

FIOM Rwanda integrates cross-cutting issues into all its programs to ensure inclusiveness, sustainability, and long-term impact. The organization recognizes that without addressing these dimensions, development interventions risk leaving vulnerable groups behind or creating unsustainable results. The following four cross-cutting themes will be mainstreamed across all strategic objectives during the 2026–2030 period:

6.1 Gender Equality

Gender equality is central to FIOM Rwanda’s mandate. Women and girls in Rwanda continue to face challenges such as limited access to resources, underrepresentation in leadership roles, and exposure to gender-based violence. FIOM Rwanda will ensure that all its interventions intentionally empower women by providing equal opportunities in training, enterprise development, and leadership. Special attention will be given to the most vulnerable, in particular single mothers and women with disabilities. For example, women’s cooperatives in agribusiness and eco-enterprises will be prioritized for start-up toolkits, and mentorship programs will link women leaders with role models. Promoting gender equality is not only a human rights obligation but also an economic driver, as women’s empowerment contributes directly to household income, food security, and community stability.

6.2 Human Rights (Including People with Disabilities)

FIOM Rwanda is committed to advancing human rights principles in line with Rwanda’s Constitution and international frameworks. People with disabilities often face exclusion from economic and social life due to stigma, limited accessibility, and lack of tailored services. FIOM will actively integrate disability inclusion into all its projects by adapting training materials, ensuring physical accessibility to program sites, and promoting income-generating opportunities tailored to people with disabilities. Civic education and community dialogues will also address issues of discrimination and promote social justice, while policy advocacy will push for the enforcement of rights-based laws and frameworks. By mainstreaming human rights, FIOM Rwanda ensures that every individual, regardless of background or ability, can participate fully in Rwanda’s transformation.

6.3 Digital Transformation

Digital inclusion is essential for Rwanda’s vision of becoming a knowledge-based economy. Yet, many rural populations, especially youth and women, lack the digital skills and access needed to benefit from this transformation. FIOM Rwanda will integrate digital tools and training across all programs. This includes equipping cooperatives with e-commerce skills to sell products online, training youth in digital literacy and coding, and using mobile platforms for financial inclusion. FIOM Rwanda will also strengthen its own digital systems by adopting mobile data collection tools for monitoring and evaluation and using digital platforms to amplify advocacy campaigns. Embracing digital transformation will not only expand opportunities for beneficiaries but also enhance FIOM Rwanda’s efficiency, transparency, and visibility.

6.4 Climate Resilience

As Rwanda faces increasing risks from climate change, erratic rainfall, soil erosion, floods, and drought, therefore building resilience is a necessity. FIOM Rwanda will integrate climate-smart practices into agriculture, energy, and community development initiatives. This includes promoting renewable energy technologies such as solar and biogas, expanding tree planting and agroforestry, and training farmers in soil and water conservation techniques. At the advocacy level, FIOM Rwanda will participate in national and regional dialogues on climate policy, ensuring that community perspectives are represented. By embedding climate resilience into every intervention, FIOM Rwanda contributes not only to protecting the environment but also to safeguarding the livelihoods and food security of vulnerable populations.

7. INSTITUTIONAL DEVELOPMENT

To remain relevant, resilient, and impactful in a rapidly changing development landscape, FIOM Rwanda recognizes the need to strengthen its institutional capacity. This involves mobilizing resources beyond traditional donor funding, investing in its human capital, embracing digital tools for monitoring and evaluation, and expanding geographically to achieve greater impact. The following four focus areas define FIOM Rwanda’s institutional development strategy for 2026–2030.

7.1 Diversified Resource Mobilization (IGAs, Social Enterprises, Digital Fundraising)

FIOM Rwanda has historically relied on project-based donor funding, which has proven increasingly uncertain as global priorities shift and more aid is channeled through government systems. To reduce dependency and ensure sustainability, FIOM Rwanda will diversify its resource base through income-generating activities (IGAs), social enterprises, and innovative fundraising approaches.

One priority initiative will be the establishment of **FIOM Enterprise Hub**, a social enterprise that provides training, consultancy, and incubation services to cooperatives, NGOs, and small businesses. Revenue generated will contribute to FIOM Rwanda’s core operations while

simultaneously building local capacities. Another initiative will involve the scaling up of **value chain-based IGAs**, such as maize, soybean and fruit processing units, which not only strengthen local farmer cooperatives but also create revenue streams for FIOM Rwanda through equity partnerships.

Digital fundraising will also be integrated into FIOM Rwanda's strategy, using online platforms, mobile money campaigns, and crowdfunding to mobilize support from the domestic and international partners. By combining traditional donor engagement with innovative financing, FIOM Rwanda will build a resilient financial base capable of sustaining long-term impact.

7.2 HR and Staff Capacity Strengthening

FIOM Rwanda recognizes that its greatest asset is its human capital. Delivering complex, multi-sectoral programs requires a professional, motivated, and continuously learning team. Over the next five years, FIOM Rwanda will implement a comprehensive HR development plan to attract, retain, and empower its staff.

Key elements include **continuous professional development**, offering staff opportunities for short courses, exchange visits, and certifications in relevant fields such as project management, advocacy, digital tools, and climate resilience. Mentorship programs will link junior staff with experienced leaders to build internal leadership pipelines. FIOM Rwanda will also strengthen its HR systems, introducing performance-based appraisals, clear career progression pathways, and staff wellness initiatives to enhance motivation and productivity.

In addition, FIOM Rwanda will foster a culture of innovation and collaboration by creating internal learning forums where staff can share lessons, brainstorm solutions, and co-create project ideas. Partnerships with universities and training institutes will be pursued to access new talent and provide internships that benefit both students and FIOM Rwanda. By investing in its people, FIOM Rwanda ensures that it remains agile, professional, and prepared to meet the evolving needs of Rwanda's development context.

7.3 Digital Monitoring, Evaluation & Learning (M&E) System

Evidence-based programming and accountability are central to FIOM Rwanda's credibility as a civil society actor. While FIOM Rwanda has established monitoring and reporting systems, the next strategic period calls for a **digitally enhanced M&E system** that ensures real-time data collection, analysis, and learning across all interventions.

The organization will introduce **mobile-based data collection tools** for field officers and community volunteers, replacing paper-based surveys with digital platforms that increase accuracy and efficiency. Dashboards will be developed to track progress against indicators in real time, enabling managers to make informed decisions and adjust programs as needed. This will also strengthen transparency, as partners and donors will have access to timely and reliable results.

Beyond tracking outputs, the system will emphasize **learning and adaptation**. Regular reflection sessions will be held to discuss findings, share lessons across teams, and integrate

feedback from beneficiaries into program design. FIOM Rwanda will also build capacity for impact evaluation, collaborating with research institutions to measure long-term changes in livelihoods, nutrition, health, and governance. By embracing digital M&E, FIOM Rwanda will reinforce accountability to stakeholders while enhancing its ability to demonstrate measurable impact.

8. IMPLEMENTATION APPROACH

FIOM Rwanda's Strategic Plan 2026–2030 will be delivered through an integrated and participatory approach designed to ensure ownership, sustainability, and alignment with national development priorities. The organization recognizes that real transformation occurs when communities are empowered to drive their own development, when capacities are strengthened at all levels, when policy frameworks are influenced by evidence and citizen voices, and when partnerships are leveraged for greater impact. The following four pillars guide Fiom Rwanda's implementation approach:

8.1 Community-Driven Development

At the heart of Fiom Rwanda's methodology is the conviction that sustainable change begins with communities. Fiom Rwanda will ensure that beneficiaries are not passive recipients of aid but active participants in designing, implementing, and monitoring programs. Community consultations, participatory rural appraisals, and citizen scorecards will be used to identify priorities and co-create solutions. By engaging local leaders, cooperatives, and community-based organizations, Fiom Rwanda fosters ownership and accountability, ensuring that interventions respond directly to the realities of those they serve. This approach guarantees sustainability even after external project support ends, as communities continue to manage and expand initiatives independently.

8.2 Capacity Building and Mentoring

Building knowledge, skills, and confidence among vulnerable populations is central to Fiom's work. During the strategic period, Fiom Rwanda will combine technical training with hands-on mentorship to empower youth, women, and cooperatives to succeed in enterprise development, food security, health, and governance initiatives. Training modules will cover entrepreneurship, ICT, project management, and climate-smart agriculture, while mentoring programs will provide ongoing guidance to ensure learning is applied in practice. Fiom will also extend capacity-building support to local CSOs, enabling them to enhance governance, fundraising, and advocacy capacities. By embedding mentorship into all interventions, Fiom ensures that capacity building is not a one-off event but a sustained process that drives lasting transformation.

8.3 Policy Dialogue and Advocacy

FIOM believes that community transformation must be complemented by systemic change at policy level. The organization will continue to facilitate evidence-based advocacy platforms where community concerns and research findings are brought to the attention of decision-

makers. Public dialogues, roundtables, and national forums will be organized to address issues such as food security, WASH, renewable energy, and citizen participation in governance. FIOM will produce policy briefs, reports, and case studies to inform advocacy messages, while ensuring that marginalized voices—particularly those of women, youth, and persons with disabilities—are heard in policy spaces. By combining grassroots evidence with national dialogue, FIOM strengthens accountability, improves service delivery, and contributes to policies that reflect community realities.

8.4 Strategic Partnerships (Government, PSF, CSOs, Donors)

FIOM recognizes that achieving Rwanda’s ambitious development goals requires strong partnerships across sectors. The organization will work closely with government institutions to align programs with national priorities, ensuring that interventions complement policies such as NST2 and Vision 2050. Collaboration with the Private Sector Federation (PSF) will create market linkages for cooperatives and SMEs, while partnerships with other CSOs will build synergy and collective influence. FIOM will also continue to engage donors and international NGOs, not only as sources of funding but also as knowledge and innovation partners. At the grassroots level, FIOM will strengthen ties with community-based organizations and cooperatives, anchoring partnerships in local realities. This multi-stakeholder approach ensures that FIOM’s initiatives are well-resourced, scalable, and impactful.

9. MONITORING, EVALUATION & LEARNING (MEL) FRAMEWORK

A robust Monitoring, Evaluation and Learning (MEL) system is central to FIOM Rwanda’s ability to demonstrate impact, ensure accountability, and continuously improve its programs. The MEL framework for 2026–2030 has been designed to align with the organization’s five strategic objectives, Rwanda’s national development priorities (NST2 and Vision 2050), and global frameworks such as the SDGs. It will provide systematic mechanisms to track progress, generate evidence, and foster organizational learning at all levels.

9.1 Annual Plans Linked to Strategic Objectives

Each year, FIOM will develop an **Annual Implementation Plan (AIP)** that translates the strategic objectives into concrete outputs, activities, and targets. These plans will be results-based, with clear performance indicators drawn from the logical framework, enabling FIOM to monitor progress systematically. All project teams will use standardized tools to report on achievements, challenges, and lessons learned, ensuring consistency across programs. By aligning annual plans with strategic objectives, FIOM guarantees that every activity directly contributes to the larger mission and vision of the organization.

9.2 Periodic Reviews and Evaluations

FIOM will implement a cycle of **regular reviews** to track performance and make timely adjustments:

- **Quarterly reviews** will be conducted with program staff and partners to assess progress against indicators, identify bottlenecks, and agree on corrective measures.

- **Annual reports** will consolidate progress at the organizational level, documenting key achievements, financial accountability, and impact stories to share with stakeholders.
- A **Mid-Term Review (MTR)** will be conducted in 2028 to assess progress halfway through the strategy period. The review will provide an opportunity to adjust priorities, resource allocations, and interventions based on emerging needs and lessons.
- An **End-Term Evaluation (ETE)** in 2030 will assess the overall effectiveness, efficiency, sustainability, and impact of FIOM's strategic plan. This independent evaluation will provide evidence of results achieved and guide the design of the next strategic cycle.

This structured evaluation process ensures that FIOM remains agile, responsive, and accountable throughout the strategy period.

9.3 Digital M&E Dashboards

FIOM will adopt a **digital MEL system** to improve data quality, efficiency, and accessibility. Field officers will use mobile-based data collection applications (e.g., KoboToolbox, CommCare, or DHIS2) to capture real-time information on program activities. Data will feed into **interactive dashboards** accessible at both project and organizational levels, providing visual insights on progress toward strategic objectives. Dashboards will track key indicators such as number of jobs created, households reached with nutrition interventions, adoption of renewable energy solutions, and citizen participation in governance forums.

This digital approach will allow managers, donors, and stakeholders to access up-to-date performance data, reducing reporting delays and enhancing transparency. Furthermore, the system will support **geospatial mapping** of project beneficiaries, enabling FIOM to track regional coverage and equity in service delivery.

9.4 Learning and Adaptation

Beyond tracking outputs, FIOM's MEL framework prioritizes **organizational learning**. Regular reflection workshops will be organized where staff, partners, and beneficiaries share experiences, analyze challenges, and identify innovative solutions. Case studies and success stories will be documented to capture qualitative impact, while lessons learned will be disseminated internally and externally to influence future programming and policy dialogue. FIOM will also collaborate with research institutions and universities to strengthen evidence generation and knowledge sharing.

10. RISK ANALYSIS & MITIGATION

Effective implementation of FIOM Rwanda's Strategic Plan 2026–2030 requires awareness of potential risks that could affect progress and sustainability. By identifying these risks early and developing robust mitigation strategies, FIOM ensures that its interventions remain adaptive, resilient, and impactful.

10.1 Risks

- **Reduced Donor Funding:** The global aid landscape is shifting, with more funding directed through governments and less available for civil society organizations. This could limit FIOM’s ability to implement and scale programs.
- **Climate Shocks:** Droughts, floods, and soil erosion threaten agricultural productivity and food security, directly affecting communities and undermining project outcomes.
- **Political Environment:** Civil society organizations operate within policy frameworks that may change, potentially affecting advocacy space, funding opportunities, or partnerships.
- **Weak Capacity of Partners:** Cooperatives, community groups, and local CSOs may lack the management, technical, or financial skills to implement activities effectively, risking inefficiency or dependency.

10.2 Mitigation Measures

- **Income-Generating Activities (IGAs):** FIOM will invest in social enterprises and cooperative ventures (e.g., food processing, eco-products) that generate internal revenue and reduce reliance on donor cycles.
- **Partnerships:** Strong alliances with government, private sector, and regional networks will ensure resource pooling, policy alignment, and sustainability beyond FIOM’s direct involvement.
- **Adaptive Management:** FIOM will use its digital MEL system to track risks in real time and adjust activities, budgets, or priorities quickly when challenges arise.
- **Resilience-Building:** Communities will be trained in climate-smart agriculture, savings schemes, and cooperative management, enabling them to withstand shocks and sustain initiatives even under stress.

11. BUDGET FRAMEWORK (2026–2030)

FIOM Rwanda’s Strategic Plan 2026–2030 requires an estimated **USD 5 million** over five years to achieve its objectives. The budget framework reflects the resources needed to deliver interventions under the five strategic objectives, institutional development, and cross-cutting priorities. It emphasizes diversification of funding sources—including donor contributions, government partnerships, private sector collaboration, and income-generating activities (IGAs) operated by FIOM.

The budget is structured around six main components: (1) programmatic interventions under each objective, (2) institutional development, (3) monitoring, evaluation, and learning (MEL), (4) cross-cutting issues, (5) administration and overheads, and (6) contingency/reserve.

11.1 Budget Summary by Strategic Objective

| Strategic Objective | Estimated Budget (USD) | % of Total | Key Cost Elements |
|---|------------------------|-------------|--|
| 1. Socio-Economic Development & Job Creation | 1,500,000 | 30% | SME incubation hubs, vocational training, digital literacy programs, startup toolkits, finance linkage facilitation, agribusiness value chain support. |
| 2. Nutrition & Food Security | 1,000,000 | 20% | Kitchen gardens, irrigation schemes, food processing units, nutrition campaigns, school nutrition clubs, extension services. |
| 3. Health, WASH & Hygiene | 1,000,000 | 20% | Community health clubs, water systems (boreholes, tanks), eco-latrines, CHW training, policy advocacy, hygiene materials. |
| 4. Environment Protection & Sustainable Energy | 750,000 | 15% | Solar kits, biogas digesters, cookstoves, reforestation campaigns, climate-smart training, eco-enterprise incubation. |
| 5. Governance, Policy Dialogue & Advocacy | 500,000 | 10% | Civic education, community dialogues, research hubs, policy roundtables, youth peacebuilding & leadership academies. |
| 6. Institutional Development | 250,000 | 5% | HR training, ICT systems, digital MEL, fundraising, regional expansion, social enterprise startup fund. |
| TOTAL | 5,000,000 | 100% | |

11.2 Budget Breakdown by Cost Category (Cross-Cutting Across Objectives)

| Category | Estimated Budget (USD) | % of Total | Description |
|---|------------------------|------------|---|
| Capacity Building & Training | 1,250,000 | 25% | Workshops, vocational training, ICT, CHW/peer educator training, youth academies. |

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|--|------------------|-------------|---|
| Infrastructure & Equipment | 1,100,000 | 22% | SME hubs, irrigation systems, boreholes, sanitation facilities, processing units, renewable energy systems. |
| Community Mobilization & Outreach | 900,000 | 18% | Awareness campaigns, dialogues, health clubs, nutrition education, media engagement. |
| Research, Policy & Advocacy | 450,000 | 9% | Research studies, policy briefs, advocacy platforms, scorecard surveys. |
| Monitoring, Evaluation & Learning (MEL) | 300,000 | 6% | Digital M&E system, dashboards, mid-term & end-term evaluations. |
| Institutional Strengthening | 250,000 | 5% | HR systems, staff training, digital transformation, fundraising initiatives. |
| Operational & Administrative Costs | 750,000 | 15% | Salaries, office operations, logistics, utilities, security, governance structures. |
| Contingency & Reserve (5%) | 250,000 | 5% | Buffer for inflation, emergencies, or new priorities. |
| TOTAL | 5,000,000 | 100% | |

11.3 Resource Mobilization Strategy

To finance this budget, FIOM Rwanda will employ a **multi-pronged strategy**:

- **Donor Contributions:** Partnerships with bilateral and multilateral donors (EU, UN, Bilateral cooperation agencies, International NGOs, etc.).
- **Government Partnerships:** Cost-sharing with ministries (MINAGRI, MININFRA, MINALOC, MINEMA, MIGEPROF, MINICYOUTH, RGB, RCA, etc.).
- **Private Sector & PSF:** Corporate social responsibility (CSR) contributions, PPPs in agribusiness and renewable energy.
- **Income-Generating Activities (IGAs):** Revenues from FIOM’s training hubs, social enterprises (cassava/soy processing, eco-enterprises).
- **Digital Fundraising:** Crowdfunding platforms, mobile money campaigns, and diaspora engagement.

12. LOGICAL FRAMEWORK (LOGFRAME)

The Logical Framework serves as the results management tool for FIOM Rwanda’s Strategic Plan 2026–2030. It connects the overall goal of empowering communities for inclusive transformation with measurable outcomes and concrete outputs. It also specifies indicators, verification methods, and assumptions that are critical for accountability and learning.

| Goal / Objectives | Expected Outcomes | Key Activities / Outputs | Indicators | Means of Verification | Assumptions / Risks |
|---|---|--|---|---|--|
| <p>Goal : To empower youth, women, and vulnerable populations to contribute to Rwanda’s inclusive socio-economic transformation in alignment with NST2, Vision 2050, and the SDGs.</p> | | | <ul style="list-style-type: none"> - % reduction in poverty among targeted households. - % reduction in child malnutrition (stunting and wasting). - Increase in number of jobs created through FIOM-supported initiatives. - % increase in renewable energy adoption in targeted communities | <p>National statistics (NISR, MINAGRI, MININFRA), FIOM impact surveys, independent evaluations.</p> | <p>Rwanda maintains political stability and an enabling policy environment for civil society.</p> |
| <p>1. Socio-Economic Development & Job Creation: To support youth, women, and vulnerable populations to create sustainable livelihoods through entrepreneurship, skills development, cooperative</p> | <p>Thriving SMEs and cooperatives, youth/women employment, digital entrepreneurs hip.</p> | <ul style="list-style-type: none"> - Expansion of beekeeping, fruits & veg, soybean value chains.SME incubation hubs in all provinces. - Digital literacy & e-commerce training. - Vocational & | <ul style="list-style-type: none"> - # of SMEs incubated and sustained. - # of youth/women employed/self-employed. - % increase in cooperative income. - # of agribusiness value chains strengthened. | <p>FIOM program reports, cooperative records, M&E dashboards.</p> | <p>Risk: weak cooperative management. Mitigation: mentoring and financial literacy training.</p> |

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|---|---|---|--|---|---|
| strengthening, and access to digital and financial markets, thereby contributing to Rwanda's inclusive economic transformation. | | apprenticeship programs. - Access to finance linkages. | | | |
| 2. Nutrition & Food Security : : To improve household nutrition and reduce malnutrition by promoting sustainable agricultural practices, enhancing value chains, supporting food processing and preservation, and fostering behavior change through community-based nutrition education. | Improved household nutrition, sustainable value chains, reduced malnutrition. | - Household & community kitchen gardens. - Small-scale irrigation schemes. - Food processing/preservation cooperatives. - Nutrition education campaigns. | - % households with diversified diets. - # of irrigation sites established. - # of processing units operational. - Reduction in stunting rates in target areas. | CHW reports, nutrition surveys, FIOM M&E dashboards. | Risk: climate shocks affecting production. Mitigation: climate-smart practices and irrigation. |
| 3. Health, Water, Sanitation & Hygiene (WASH): To promote healthier and more resilient communities by improving access to clean | Improved hygiene, expanded access to clean water, stronger | - Hygiene promotion & health clubs. - Access to clean water and eco-sanitation facilities. - Peer-educator & | - % of population with access to safe water. - % households practicing safe hygiene. - # of CHWs/peer educators trained. | District health reports, FIOM surveys, policy dialogue proceedings. | Risk: limited government response to advocacy. Mitigation: joint |

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|--|---|---|---|---|---|
| water, sanitation, and hygiene services; strengthening community-based health systems; and advocating for effective health policies and practices. | community health systems. | CHW training. - Research & advocacy on health policies. | - # of advocacy briefs produced. | | platforms with CSOs and media. |
| 4. Environmental Protection & Sustainable Energy: To build climate-smart and environmentally resilient communities by promoting renewable energy technologies, strengthening adaptation practices in natural resource management, and fostering green enterprises that protect ecosystems while creating sustainable livelihoods. | Climate-smart communities and expanded renewable energy adoption. | - Promotion of solar, biogas, and cookstoves. - Climate adaptation training (soil, water, forestry). - Community tree planting/reforestation. - Green enterprise incubation. | - # of households using renewable energy. - # of farmers trained in climate-smart agriculture. - # of trees planted and surviving after 2 years. - # of green enterprises supported. | FIOM M&E dashboards, district environment reports, cooperative records. | Risk: low adoption due to affordability. Mitigation: subsidies, revolving funds, partnerships. |
| 5. Governance, Policy Dialogue & Advocacy : To strengthen citizen | Empowered citizens, stronger civil | - Civic education & community dialogues. | - # of community dialogues held. - # of citizens participating | FIOM reports, media coverage, policy documents, survey data. | Risk: political environment limiting CSO |

| | | | | | |
|--|-------------------------------------|---|---|--|--|
| participation, accountability, and inclusive governance by empowering communities with civic knowledge, creating evidence-based advocacy platforms, and promoting dialogue between government, civil society, and the private sector, while nurturing youth leadership and peacebuilding | society voice, improved governance. | <ul style="list-style-type: none"> - Research-based advocacy platforms. - Policy roundtables with Gov't, CSOs, PSF. - Youth leadership & peacebuilding programs. | in governance processes. <ul style="list-style-type: none"> - # of policy briefs produced and used. - # of youth trained in civic leadership. | | engagement. Mitigation: alignment with NST2 & constructive dialogue. |
|--|-------------------------------------|---|---|--|--|

Key Indicators

| Objective | Indicators | Baseline (2025) | Target (2030) | Means of Verification | Assumptions |
|---|--------------------------------------|-----------------|---------------|--------------------------------|------------------------------------|
| 1. Socio-economic development | # of jobs created | 0 | 10,000 | M&E reports, surveys | Political stability, market access |
| 2. Nutrition & food security | % households with improved nutrition | 45% | 75% | Nutrition surveys, CHW reports | Climate stability |
| 3. Health & WASH | % households with clean water access | 60% | 90% | District WASH reports | Gov't collaboration |
| 4.Environmental Protection & Sustainable Energy | # households using renewable energy | 20,000 | 50,000 | Project reports | Affordable technology |
| 5. Governance & advocacy | # policy dialogues held | 5 | 25 | FIOM reports | Stakeholder cooperation |

ANNEXES

Annex 1: Detailed Action Plan Year One (2026)

| Objective | Expected Outcome | Actions |
|--|---|--|
| 1: Socio-Economic Development & Job Creation | Thriving SMEs, expanded cooperatives, youth/women employment, digital entrepreneurship. | <ul style="list-style-type: none"> - Launch 2 SME incubation hubs (Eastern & Kigali). - Train 500 youth/women in digital literacy & entrepreneurship. - Establish 20 new cooperatives in agribusiness value chains (beekeeping, maize, soybeans). |
| 2: Nutrition & Food Security | Improved household nutrition, sustainable value chains, reduced malnutrition | <ul style="list-style-type: none"> - Establish 500 household kitchen gardens. - Launch 10 community demonstration gardens at schools/health centers. - Start nutrition education campaigns in 3 districts. |
| Health, Water, Sanitation & Hygiene (WASH) | Improved health and hygiene, stronger community-based health systems. | <ul style="list-style-type: none"> - Establish 30 Community Health Clubs. - Train 200 peer educators on HIV, SRHR, and hygiene. - Rehabilitate 5 boreholes in Eastern Province. |
| 4: Sustainable Energy & Environmental Protection | Climate-smart communities, expanded renewable energy adoption. | <ul style="list-style-type: none"> - Distribute 2,000 improved cookstoves. - Train 200 farmers in soil conservation techniques. - Launch pilot tree nurseries in 3 districts. |
| 5: Governance, Policy Dialogue & Advocacy | Empowered citizens, stronger civil society voice, improved governance. | <ul style="list-style-type: none"> - Organize 20 community dialogues on civil rights. - Establish Civil Society Research Hub. - Launch Youth Peacebuilding Clubs in 20 schools. |
| Institutional Development & Cross-Cutting Actions | FIOM's capacity is enhanced | <ul style="list-style-type: none"> -Strengthen FIOM's HR systems, staff training, and digital tools. - Operate IGAs/social enterprises for financial sustainability. - Roll out annual fundraising campaigns (donors, diaspora, digital). - Maintain gender, disability inclusion, and climate resilience across all interventions. -Conduct quarterly monitoring reviews and annual reporting. |

Annex 2: FIOM Rwanda Organizational Structure

