



RWANDA

2024-2026 IFRC network country plan

2 September 2024

Multi-Year Funding Requirement **CHF 17.9M**

In support of the Rwandan Red Cross



31

National Society branches



84

National Society staff



67,886

National Society volunteers

People to be reached



250,000

Climate and environment



100,000

Disasters and crises



2.5M

Health and wellbeing



80,000

Migration & Displacement



50,000

Values, power and inclusion

IFRC network multi-year focus

Longer-term needs

- Anticipatory action
- Climate change adaptation
- Community health and water, sanitation and hygiene

Capacity development

- Digital transformation
- Regulatory frameworks
- Human, material and financial capacities
- Results-based management and accountability
- Resource mobilization and partnership development

Key country data

Population **13.8M**

INFORM Severity rating **Medium**

INFORM Climate Risk Index **Medium**

Human Development Index rank **165**

Population below poverty level **38.2%**

IFRC Country Cluster Delegation for Burundi, Congo, DRC & Rwanda, based in Kinshasa

Funding requirements

2024

2025**

2026**

Total 8.1M CHF

Through IFRC

→ **1M CHF**

Through Participating National Societies

3.2M CHF

Through Host National Society

3.9M CHF

Total 5.4M CHF

Through IFRC

→ **930,000 CHF**

Through Participating National Societies

→ **1.7M CHF**

Through Host National Society

2.8 M CHF

Total 4.4M CHF

Through IFRC

3M CHF

Through Participating National Societies

→ **516,000 CHF**

Through Host National Society

3M CHF

***Projected funding requirements*

IFRC Breakdown

Longer-term needs

90,000 CHF

Climate and environment

500,000 CHF

Disasters and crises

280,000 CHF

Health and wellbeing

30,000 CHF

Migration & displacement

30,000 CHF

Values, power and inclusion

90,000 CHF

Enabling local actors

Participating National Societies

American Red Cross*

Austrian Red Cross

Belgian Red Cross

Finnish Red Cross

Japanese Red Cross Society

Spanish Red Cross

Swiss Red Cross*

**National Societies which have contributed only multilaterally through the IFRC in the first half of 2023.*

IFRC Appeal codes

Longer-term needs:

MAARW002

Hazards



Floods



Landslides



Windstorms



Disease outbreaks



Population movement

NATIONAL SOCIETY PROFILE

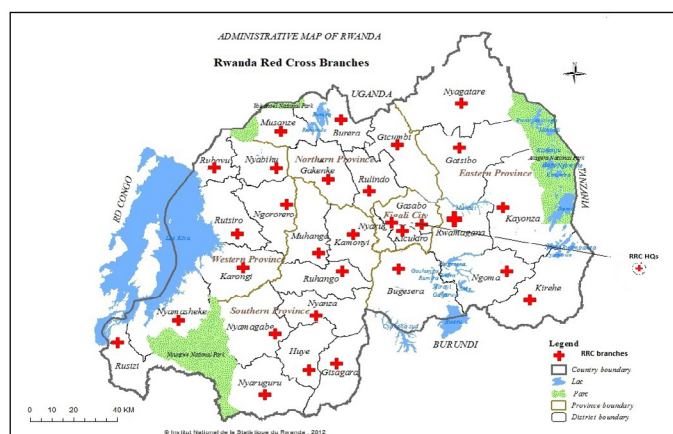
The **Rwandan Red Cross** was established on 1 July 1962 and legally recognized on 29 December 1964. It was admitted to the International Federation of Red Cross and Red Crescent Societies (IFRC), in its current form, in 1983. It operates through a network of 30 branches, 416 sector committees and 1,498 cell committees across the country.

The Rwandan Red Cross envisions a healthy, self-sustained and resilient community. As a leading humanitarian organisation in Rwanda, the National Society has a mission to prevent and alleviate human suffering, saving lives of the most vulnerable, supporting livelihoods, and promoting human dignity.

The National Society improves its management and addresses the needs of vulnerable populations through 'performance contracts' and the 'model village' approach. Performance contracts involve district and local committees in decision-making and implementing programmes with measurable targets. The model village approach focuses on mobilizing communities and channelling resources to selected villages for impactful and rapid change.

The Rwandan Red Cross Strategic Plan 2022-2026 focuses on the following areas:

- Institutional capacity development
- Institutional image and humanitarian diplomacy promotion



- Promotion of model village approach towards community resilience
- Disaster emergency management
- Public awareness for health promotion and care
- Protection, gender and Inclusion
- Community participation and accountability
- Promoting youth engagement
- Digital transformation

In 2022, the Rwandan Red Cross reached 1.4 million people through its long-term services and development programmes, and more than 1.1 million people through its disaster response and early recovery programmes.

IFRC NETWORK ACTION

JOINT SITUATIONAL ANALYSIS

Rwanda is a small, landlocked country in central Africa. It is bordered to the north by Uganda, to the east by Tanzania, to the south by Burundi and to the west by the Democratic Republic of the Congo. Rwanda's total area is 26,338 square kilometres with a population density estimated to be over 523 people per square kilometre. The life expectancy at birth has reached 69.6 years from 51.2 years in 2002 and 64.5 years in 2012. Overall, there were 6,817,068 females representing 51.5 per cent of the population, which is slightly higher than 6,429,326 males, representing 48.5 per cent of the population. Rwanda is a relatively young country: nearly 48.8 per cent of the population is under 20 years old and 65.3 per cent is under 30 years old, with the median age standing at 20.8 years old.

Rwanda is one of the smallest but most densely populated countries in Africa. The population is still growing, from once 2.1 million in 1950 to 13.2 million in 2022. More than two-thirds of the population lives in rural areas. Thus, most of the population, as well as the economy, still depends on agriculture. The government clusters as many people as possible in cooperatives to increase agriculture productivity. The government also promotes the use of modern technology in the agricultural sector. However, this latter measure leaves increasing numbers of farmers unemployed.

Having endured one of the worst genocides, Rwanda has made substantial progress towards achieving stability and embarking on long-term economic prosperity. However, Rwanda still faces humanitarian challenges such as persistently the high rate of poverty (30.4 per cent according to the 2022 Census), limited access to essential services such as safe water particularly in rural areas, constraints of land access in an agrarian society, the highest population density in Africa and frequent natural

hazards such as landslides, windstorms, thunderstorms, drought, floods, and the looming threat of volcanic eruptions. This poses a risk to its hard-won economic achievements.

With over 72 per cent of the population youth aged below 35 years and a big human resource competence challenge, the growing unemployment presents a huge threat to stability and prosperity in Rwanda. Also, regional political instability presents a growing susceptibility to mass population movements, adding pressure to an already challenged society. While alternative job opportunities in commerce, agriculture, and mining on state-owned land offer some compensation, they only partially offset challenges. Urban populations, particularly in Kigali, continue to grow. Vision 2020 goals have largely been

achieved, while progress toward Vision 2035 is gradual. Foreign investments have led to the emergence of light industrial jobs. In urban centres, including Kigali, employment is primarily in social services, transportation, trade, construction, utilities, finance, and real estate sectors.

Violent incidents in Rwanda are rare, with no rebel groups operating within its borders. However, in 2019, attacks on civilians near the Nyungwe Forest, mainly by groups from neighbouring DR Congo, prompted increased military presence to prevent further assaults. Yet, ongoing instability and conflicts in Eastern Democratic Republic of the Congo pose a persistent security challenge, as armed groups with genocidal ideologies continue to seek to destabilize Rwandan territory.

STRATEGIC PRIORITIES



Climate and environment

Rwanda has a tropical climate with hilly topography stretching from east to west. The country is divided into four main climatic regions: the eastern plains, the central plateau, the highlands, and the regions around Lake Kivu along the western border. Over the years, Rwanda has been experiencing unpredictable weather-related events. It is expected that climate change will increase Rwanda's vulnerability to hydrometeorological hazards. Since the early 2000s, the frequency and severity of disasters, particularly caused by floods, landslides and droughts, have significantly increased. The number of human casualties and economic and environmental losses is also increasing.

Between 2015 and 2020 Rwanda witnessed flooding and landslides caused by the heavy annual rainfall particularly in northern, southern and western parts of the country, and windstorms particularly in eastern parts. The geographical patterns of the country are particularly responsible for this situation, but also the increasing pressure of the population on natural resources, knowing that Rwanda has the highest population density in Africa.

The government has established resettlement plans by identifying the safer settlement areas and encouraging people in high-risk zone to shift. has engaged in tree planting promotion both in household plots and in identified vulnerable places, digging terraces and anti-erosion trenches on steep slopes, promotion of fuel-efficient cooking systems and sensitization of communities on various measures to reduce the risks (strengthening the house roofs).

Multi-year high level objectives of the National Society

The Rwandan Red Cross is part of the IFRC Global Climate Resilience Programme, which aims to foster an unprecedented

scale-up in locally led climate-smart disaster risk reduction and adaptation efforts. These are designed to prevent and reduce climate-related disaster impacts and build community-level climate resilience. The programme aims to support 500 million people in 100 of the most climate-vulnerable countries, focusing on the least supported and marginalized communities. This holistic, multi-year programmatic approach consists of four operational pillars: (1) scaling up climate-smart disaster risk reduction, anticipatory action, and preparedness; (2) reducing the public health impacts of climate change; (3) addressing climate displacement; and (4) enabling climate-resilient livelihoods and ecosystem services.

The National Society's strategic plan includes community resilience to climate change and the implementation of environmental management interventions. Over the years, it has frequently responded to disasters caused by weather-related events. Its disaster risk reduction programme includes the continuous mobilization of communities and the communication of early warning messages for appropriate early actions, through its branch and local disaster response teams. The National Society will continue to work closely with Rwanda's Meteorological Agency to effectively disseminate weather forecast information to vulnerable communities, including advice on appropriate risk reduction and mitigation measures. It plans to increase efforts to reduce and avoid the humanitarian impacts of weather-related events that are exacerbated by climate change, by making greater use of forecast-based action. In line with the IFRC Pan-African initiative on Tree Planting and Care, the National Society also aims to plant one million trees in the most at-risk districts each year.

Planned activities in 2024

- Strengthen the capacities of community members through sensitization and training on environmental protection and conservation
- Promote tree planting initiatives in highest risk districts, to reach at least one million trees planted every year
- Engage in promotion of energy-saving practices within the communities
- Promote community works that strengthen disaster risk reduction capacity and address consequences of disaster effects
- Digitalize the tools and expedite the assessments for an effective response

- Decentralize preparedness for effective response (PER)

Longer-term support from the IFRC network

The IFRC will support the Rwandan Red Cross in the development and implementation of project proposals and action plans to effectively address climate change.

The **Austrian Red Cross**, **Belgian Red Cross (Francophone)** and **Japanese Red Cross** are supporting the National Society in the tree plantation activities while also promoting other energy saving mechanisms.

The **Finnish Red Cross** supports the Rwandan Red Cross in improving its preparedness capacity through an early warning early action programme



Disasters and crises

For real-time information on emergencies, see IFRC GO page [Rwanda](#)

The main hazard in Rwanda is heavy rainfall which leads to floods and landslides disasters. These weather-related disasters are recurrent and occur annually with the seasonal rainfall patterns. The frequency of the disasters usually affects the coping capabilities of communities as there is usually not enough time to recover from the effects of previous disasters.

Recurring disasters take place in nearly all parts of the country, leaving affected populations vulnerable and causing economic damage and loss of life. The high frequency of disasters affects community resilience, as there is not enough time to recover from one to the next.

In addition to being exposed to climate-related hydrometeorological hazards, Rwanda is also at risk of earthquakes. Nearly 70 per cent of the population is exposed to magnitude 6.0 earthquakes and 30 per cent is exposed to magnitude 5.0 earthquakes. Other hazards include wildfires,

diseases and epidemics, and all of these events have significant impacts on the lives and livelihoods of the population. Civil unrest and conflicts in neighbouring countries regularly spark sudden mass influxes of people seeking refuge in Rwanda, which already hosts thousands of refugees from the Democratic Republic of the Congo and Burundi.

Food insecurity is a particular concern after disasters that damage and degrade land and infrastructure. Dangers arise from land erosion, flood-induced crop failure, nutrient leaching and fungal growth resulting from increased humidity. In Rwanda, the World Food Programme has launched an initiative to support innovation in food security. The programme seeks pioneering solutions in areas such as resilience to shocks and stress, access to safe and nutritious food, improving food supply chains, empowering smallholder farmers and advancing food security for all.

The Rwanda National Disaster Management Policy also includes actions to combat food insecurity, alongside its objectives for managing disasters. Rwanda is part of the African, Caribbean



National Society volunteers helping the Rwandan Government in providing aid to families. (Photo: Rwandan Red Cross)

and Pacific Group of States – European Union Natural Disaster Risk Reduction Programme, established in 2011, which is funded by the EU and managed by the Global Facility for Disaster Reduction and Recovery. It aims to build resilience to natural disasters by enhancing disaster risk management and climate change adaptation in African, Caribbean and Pacific countries. In Rwanda, it supports the authorities with identifying disaster-prone areas and designing targeted, contextualized risk reduction and adaptation programmes, while adapting them to local context.

Multi-year high level objectives of the National Society

The National Society recognizes that localized preparedness for effective response (PER) requires strong forward looking branch development plans and multi-hazard operational plans. The Rwandan Red Cross disaster preparedness and response agenda will ride on the momentum of the four Pan-African initiatives with special consideration for Africa Red Ready initiative. This will be achieved through an assessment of the National Society organizational framework and capacity using the PER approach and assessment tools. In this regard, the National Society will prioritize review of their disaster and crisis preparedness policies, volunteer management and engagement systems, accountability models and development of risk matrix and resource and partnership development. The Rwandan Red Cross works closely with the Rwanda Meteorological Agency to ensure dissemination of forecast information to communities at risk and appropriate risk reduction and mitigation measures to adopt. Its other high-level objectives include to:

- Enhance its volunteer network and capacities at national, district and local level
- Enhance engagement with public authorities (national and local levels) to provide better understanding of its emergency management activities

- Advocate for inclusion of the National Society law in all national emergency management coordination committees and platforms
- Advocate for increased resources for long term socioeconomic recovery interventions in favour of disaster affected communities

Planned activities in 2024

- Set up community feedback systems and participatory approaches across all operations
 - Strengthen food security and livelihoods through cash and voucher assistance, skills training and linkages to social protection systems
 - Conduct cash transfer orientation and training for its staff
 - Establish emergency operation centre for timely access to information on assessments, data gathering, analysis and reporting
 - Strengthen its emergency warehouse capabilities
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Longer-term support from the IFRC network

The **IFRC** supports the National Society in mobilizing resources to implement the Red Ready initiative, providing both technical and financial support. Furthermore, the IFRC offers support to the Rwandan Red Cross for the implementation of a community preparedness programme. In addition, the IFRC provides assistance in the provision of emergency shelter solutions and essential household items to meet basic shelter needs. This includes support with construction materials, tools, tarps, bedding, and awareness campaigns on 'Build Back Safer' practices.

The **Belgian Red Cross (Flanders)** supported the Rwandan Red Cross with a project on disaster preparedness in 2020–2022. Additionally, the **Belgian Red Cross (Flanders and Francophone)** have integrated a crisis modifier fund in their projects to help the National Society in addressing emergency needs.



Health and wellbeing

Health indicators in Rwanda show that there have been significant improvements over the last five years, in terms of access to life-saving health services. The average time it takes to reach the nearest health facility was halved from 95 to 47 minutes in 2020, although timely access to health care remains a challenge for many. The World Health Organization (WHO) recognizes the Rwandan Government's innovative approach to bringing more health facilities closer to communities, with the aim of reducing walking time to less than 25 minutes by 2024.

According to GBD Compare 2019, the top 10 causes of death in Rwanda are lower respiratory infections, neonatal disorders, stroke, tuberculosis, ischemic heart disease, diarrheal diseases, malaria, HIV/AIDS, cirrhosis and road injuries. Rwanda faces a complex HIV/AIDS epidemic, with a prevalence of three per cent among the general population and 50 per cent among the most at-risk populations. In 2020, Rwanda began implementing tuberculosis preventive therapy to reduce infection and deaths among people living with HIV/AIDS, and 66 per cent of all people living with HIV/AIDS were

enrolled in this preventive therapy by 2022. The treatment completion rate is 94 per cent.

Despite this progress, Rwanda still faces some significant health challenges. USAID reports that one in 20 children dies by the age of five, 38 per cent of children suffer from chronic malnutrition, nine per cent are underweight and 38 per cent are anaemic. The fertility rate remains high at 4.2 children per woman, and maternal mortality is high at 210 deaths per 100,000 births.

The Republic of Rwanda has committed to ensure universal coverage access to safe water supply and sanitation services by 2024. The National Strategy for Transformation (NST-2017-2024) is clear that access to water will be scaled up to 100 per cent by 2024 through investment in construction, extension and rehabilitation of rural and urban water supply systems and in the same regard access to sanitation and hygiene scaled up to all from 86.2 per cent to 100 per cent by developing projects related to solid and liquid waste management at household and public places. As per the General Census (August 2022) data of households with access to safe water was estimated at 82.3 per cent while access to improved sanitation services was estimated at 89.2 per cent.

Multi-year high level objectives of the National Society

The National Society will use community-based environmental and health promotion tools, and the recently developed children, hygiene and sanitation training tools, in its health, hygiene and sanitation promotion. The aim is to replicate the tested risks, ability, norms, attitude and self-regulation (RANAS) approach to encouraging behaviour change in communities.

The psychosocial component is an important part of the Rwandan Red Cross activities, particularly since the COVID-19 outbreak. The National Society expects to increase its reach by integrating psychosocial support into volunteer training, disseminating appropriate tools to guide volunteer actions, and extending the reach of hotline services.

The Rwandan Red Cross continues to strengthen its emergency medical services, including ambulances. It will bolster its partnership with the Ministry of Health for scaling up blood donation activities.

Planned activities in 2024

- Strengthen its national and branch disaster response team to respond to diseases outbreak such as Cholera, diarrhoeal diseases, and other health emergencies

- Advocate for the promotion and incorporation of first aids in the transport sector
- Develop its commercial first aid marketing strategy
- Develop a longer-term health intervention and WASH strategy
- Reinforce the capacities of community-based health workers and volunteers in infection and disease control at headquarter and branch levels
- Establish and strengthen the health volunteers network from the target villages to the national level
- Advocate with different partners for more resourcing and integration for health outcomes within its various programmes
- Increase the access to clean water and hygiene & sanitation facilities' access within target communities

Longer-term support from the IFRC network

The IFRC supports the National Society by facilitating its participation in meetings of humanitarian coordination platforms, including health clusters, nutrition clusters, and water, sanitation and hygiene (WASH) clusters. Additionally, the IFRC assists the National Society in implementing community health programmes and provides both technical and financial support for the development and implementation of emergency operations. Additionally, the IFRC also assists in developing and implementing new WASH and health programmes, including interventions linked to One WASH for cholera control.

The **Austrian Red Cross** has supported the Rwandan Red Cross on emergency medical services in 2022; EcoCare in 2022–2024 and the Skybird project in 2022, which promotes water, hygiene and sanitation.

The **Belgian Red Cross (Flanders)** is supporting the National Society's first aid programme by providing equipment and facilitating skills development. Additionally, the **Belgian Red Cross (Flanders and Francophone)** supports the Rwandan Red Cross with WASH promotion activities, including supply of water in the least served areas.

The **Japanese Red Cross** and **Spanish Red Cross** are also involved in supporting the Rwandan Red Cross with health and WASH promotion activities, including water supply to communities.



Migration and displacement

Rwanda is a host to more than 525,000 refugees, asylum seekers and other migrants from neighbouring countries. Most displaced people originate from the Democratic Republic of the Congo (250,000), followed by Burundi (135,000) and Uganda (95,000). A smaller number come from Tanzania (about 45,000), and a few thousand from Kenya. There are five refugee camps for Congolese and Burundian refugees in Rwanda, and different reception centres.

The Rwandan migration flows have greatly fluctuated over the last 25 years and plateaued between 2015 and mid-2020. Migrants constitute approximately four per cent of the Rwandan population. Regional political instability makes Rwanda increasingly susceptible to mass population movements into the country, adding pressure to an already challenged society.

Multi-year high level objectives of the National Society

The Rwandan Red Cross has been engaged in refugee response as part of its health and disaster emergency operations. Since 2019, National Society activities in two refugee camps in Eastern Province have reached more than 80,000 Congolese and Burundian refugees. The National Society will continue to offer services, including telephone calls, for restoring family links to refugee communities in all five camps and Gashora transit centre. It also aims to continue collaborating with the UNHCR for camp activities and at reception centres and coordinating with the Ministry of Emergency Management. Its high-level objectives include to:

- Advocate for increased assistance to refugees according to the Rwanda Country Refugee Response Plan
- Strengthen the national and branch staff, volunteers and youth on migration response strategy
- Increase the economic inclusion of refugees in host communities through inclusive and shared initiatives

- Empower the youth through vocational training capacities and funding of their income initiatives
- Increase the initiatives that promotes social cohesion and peaceful coexistence between refugee and host communities

Planned activities in 2024

- Coordinate with other humanitarian organizations on refugee response and management
- Develop contact tracing and restoring family links strategies
- Reinforce the humanitarian diplomacy; dialogue with the Government for increased subventions, looking for new domains of collaboration such as First Aid, refugee assistance, protection initiatives

Longer-term support from the IFRC network

The IFRC supports the National Society by providing guidelines for (emergency) operations in contexts involving population movement. As part of wider Movement support the International Committee of the Red Cross (ICRC) supports the Rwandan Red Cross in strengthening its activities for restoring family links.

The **Belgian Red Cross (Flanders and Francophone)** actively support the Rwandan Red Cross in its refugee response programme targeting three permanent camps in Mahama and Nyabiheke in the eastern province and Kiziba in the western province, as well as one transit centre located in Nkamira in the western province. It also provides assistance to the National Society in supporting the host communities surrounding the camps.



Values, power and inclusion

Rwandans share many cultural values including unity, patriotism, social cohesion, resilience and hard work. Kinyarwanda is the common language spoken in all parts of the country. Other official languages are English, French and Kiswahili. Rwanda's rich culture has been key to developing home-grown solutions to address the challenges and the consequences of the 1994 genocide against the Tutsi. These include solutions such as Umuganda (community work), Imihigo (performance contracts), Gacaca (traditional courts) and Abunzi (mediators).

The ethnic divide is no longer a major factor in identity, particularly among the younger generation – and this reinforces the national slogan, Ndi Umunyarwanda (I am Rwandan). Instead, differences between the upper and middle classes on the one hand, and the mass poor on the other, have become more prominent. The state is secular, and religion and state are separate. The state tolerates diverse religious groups if they do not question or disturb its authority. Consequently, religious dogmas do not have an influence.

According to the Global Gender Gap Report 2020, Rwanda ranks among the top 10 countries globally to have narrowed the gender gap. The country is leading the HeForShe Campaign, securing more than 200,000 signatories. It has also made three commitments: to bridge the gender digital divide by 2020; to triple girls' enrolment in technical and vocational education and training; and to eradicate gender-based violence. The Government has joined nine other African countries in signing the UN statement condemning violence against LGBTIQ+ people, and consequently there is no marked discrimination against LGBTIQ+ communities in Rwanda.

Multi-year high level objectives of the National Society

The Rwandan Red Cross aims to focus on protection, gender and inclusion. It also aims to continue its support orphans and other vulnerable children in the target communities. Interventions will be based on the minimum package defined by the Rwandan Ministry of Gender and Family Protection. In addition, other particularly vulnerable groups will be supported, particularly the elderlies, people with disabilities, the genocide survivors, adolescent youth and the historically marginalized people. As part of social projects, community economic empowerment and development will be continued as an intervention aimed at improving livelihoods of disadvantaged people. The Rwandan Red Cross will also strive to promote dignity, access, participation, and safety (DAPS) in its programmes, including emergency operations and the resilience programmes for effective response to these increasing needs. Its high-level objectives also include to:

- Develop a comprehensive community engagement and accountability strategy and policy to guide community engagement and accountability efforts
- Identify and support community-led solutions as essential for ensuring ownership and increased participation
- Develop inclusive feedback mechanisms linked to clear referral systems as part of the standard operating

procedures for protection from sexual exploitation and abuse

- Establish linkages between community engagement and accountability reporting mechanisms and feedback mechanisms within regular programme

Planned activities in 2024

- Establish youth committees considering social and specific needs of the community
- Integrate youth-driven initiatives such as blood donation, climate change, environmental protection, reproductive health, gender-based violence, and psychological first aid and psychosocial support in its programmes
- Promote youth-led initiatives in peacebuilding, conflict management, and social cohesion
- Provide training on protection, gender, and inclusion minimum standards to staff, branch teams, and team leader volunteers

Longer-term support from the IFRC network

The IFRC supports the National Society in community engagement and accountability approach to humanitarian action. The IFRC will continue to support the National Society to adopt innovative approaches to better understand and engage with people and communities, to enable them to address unhealthy and unsafe practices. The IFRC also supports the National Society in achieving its objectives, including the active implementation of the IFRC gender and diversity policy. Additionally, it will assist the National Society in developing a comprehensive policy on protection from sexual exploitation and abuse (PSEA) along with an action plan to support survivors.

The **Spanish Red Cross** supports the National Society in mobilizing the youth in the area of sexual and reproductive health rights.



National Society volunteers providing medical support to refugees. (Photo: Rwandan Red Cross)

ENABLING LOCAL ACTORS

The Rwandan Red Cross is committed to pursuing institutional strengthening and carried out the self-assessment part of the Organizational Capacity Assessment and Certification (OCAC) process in 2018. The self-assessment is intended to capture the strengths and weaknesses of National Societies as a whole in relation to a wide range of organizational capacities.

The Rwandan Red Cross is also committed to the Preparedness for Effective Response (PER) process and is at the action and accountability phase. The PER approach is a continuous and flexible process that enables National Societies to assess, measure and analyse the strengths and gaps of its preparedness and response mechanism and ultimately take necessary action to improve it.



Strategic and operational coordination

Multi-year high level objectives of the National Society

- Update a resource mobilization framework with an implementation plan
- Conduct capacity building sessions on resource mobilization, income generating activities and project development at both headquarters and branch levels
- Develop a financial business plan to identify and prioritize profitable actions aimed at increasing and diversifying its income resources

- Participate in national and international forums

Longer-term support from the IFRC network

The IFRC will assist the Rwandan Red Cross in increasing its fundraising at the national level by developing tailored strategies. In addition, the IFRC is also establishing long-term relationships with potential donors to ensure sustained support for the National Society.



National Society development

Multi-year high level objectives of the National Society

- Renew governance structures and organize induction training for newly elected governance members at all levels
- Conduct OCAC and BOCA and establish a development road map for implementation of key transformative actions
- Review and develop a volunteer management system for effective recruitment, management, and retention of volunteers
- Focus on financial sustainability by accessing funding opportunities such as the IFRC Capacity Building Fund and the IFRC ICRC National Society Investment Alliance.

- Encourage youth leadership by providing training opportunities

Longer-term support from the IFRC network

The IFRC will provide the National Society support in organizing OCAC and BOCA in multiple branches. Technical and financial aid will be provided for the establishment of a volunteer management system, to improve volunteer efficiency. Additionally, the IFRC is also extending assistance to the Rwandan Red Cross to revitalize youth initiatives. It will also support the National Society in providing financial coverage for health, accident and death related expenses of volunteers.

The **Belgian Red Cross (Francophone)** supports the National Society in the development of income generating activities, both at the headquarters and branch levels.



Humanitarian diplomacy

Multi-year high level objectives of the National Society

- Strengthen its communications through digital media presence
- Strengthen humanitarian diplomacy efforts by engaging in dialogue with the government

Longer-term support from the IFRC network

The IFRC supports the National Society in drafting key messages related to humanitarian diplomacy.



Accountability and agility (cross-cutting)

Multi-year high level objectives of the National Society

- Conduct a joint planning, monitoring, evaluation and reporting and community engagement and accountability capacity assessment to identify gaps in its systems
- Integrate IT solutions at management and operational levels to strengthen its managerial systems and procedures
- Focus on digital transformation

Longer-term support from the IFRC network

The IFRC support the Rwandan Red Cross in strengthening its integrity and risk mechanisms, developing robust risk management frameworks, and acquiring essential financial and HR systems. It also provides the National Society with support in planning, monitoring, evaluation and reporting (PMER). The IFRC will also guide digital transformation and emphasize consistency for effective impact monitoring.

THE IFRC NETWORK

The IFRC

The IFRC supports the Rwandan Red Cross from its Country Cluster Delegation based in Kinshasa, Democratic Republic of the Congo. Its support to the Rwandan Red Cross centres on strategic and operational coordination, National Society development and humanitarian diplomacy, including strengthening its auxiliary role. It also supports accountability as a cross-cutting theme.

In recent years, the IFRC supported the Rwandan Red Cross through several DREF operations in relation to floods and windstorms, and in preparedness for the spread of the Ebola virus, following outbreaks in the neighbouring Democratic Republic of the Congo.

The Rwandan Red Cross actively participates in the RC-NET and other cross-border cooperation and sharing of experiences through the Federation, whereby programme staff participate in regional meetings, workshops, and trainings. The new IFRC Cluster coordination platform has offered the National Society opportunities to increase ties with sister National Societies forming Kinshasa Cluster, whereby quarterly online meeting and annual in-person meetings have offered the National Society's leadership and technical teams to work together and find ways of learning from each other.

IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need, incorporate clarity of humanitarian action, links with development assistance, and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

The Rwandan Red Cross is part of the four [IFRC Pan-African initiatives](#) focusing on Tree Planting and Care; Zero Hunger; Red Ready and National Society development. These initiatives are reflected under the relevant sections of this plan. The National Society has been a member of the IFRC eastern Africa Disaster Management platform since its revival in 2017. The platform brings together disaster management staff from East African National Societies and other participating National Societies. Its aim is to encourage information sharing among National Societies and provide opportunities for mutual learning through peer-to-peer initiatives. The Rwandan Red Cross is also a member and co-chair of the East Africa cash working group, which brings together National Societies to share their experiences in implementing cash-based interventions. It also works to strengthen their cash preparedness capacities. The National Society looks forward to actively participating in the community of practice for cash-based responses in West African French-speaking countries.

The Rwandan Red Cross actively participates in the Red Cross-NET, and its programme staff participate in regional meetings, workshops and training sessions – all of which foster cross-border cooperation and the sharing of experiences through the IFRC.

Five participating National Societies have a presence in Rwanda, and well-established long-term partnerships with the National Society:

The **Austrian Red Cross** has supported the Rwandan Red Cross on emergency medical services in 2022; EcoCare in

2022–2024 (disaster risk reduction, community resilience, water, hygiene and sanitation); and the Skybird project in 2022, which promotes water, hygiene and sanitation.

The **Belgian Red Cross (Flanders)** supported the Rwandan Red Cross with a project on disaster preparedness (disaster risk reduction, emergency response and blood donation) in 2020–2022. It also supports other projects on humanitarian protection for refugees and host communities, including emergency response, and a component of institutional capacity development in 2022–2023. The overall partnership agreement for 2022–2026 focuses on water, sanitation and hygiene, disaster risk reduction, first aid and blood donation.

























The **Belgian Red Cross (Francophone)** has an overall partnership agreement with the Rwandan Red Cross for 2022–2026, which focuses on community resilience and institutional capacity development. Other support includes the AMOPAH project, which is focused on humanitarian protection in the area of refugee response and host communities, and institutional capacity development in 2022–2023.

The **Japanese Red Cross Society** supports the Rwandan Red Cross with the Gisagara model village and community resilience. It also supports institutional capacity development in 2020–2024.

The **Spanish Red Cross** supported the National Society with funds from European Union to support awareness-raising among the adolescent youth on their sexual and reproductive health rights and fight against sexual and gender-based violence. This partnership has extended into a new project focusing on food security which will start in beginning of 2024. The Spanish Red Cross also supports the Rwandan Red Cross with projects on the socioeconomic development of rural communities and cooperatives – including livelihoods, food security, water, sanitation and hygiene in 2022–2023.

Other National Societies such as the **Danish Red Cross**, **Finnish Red Cross** and **Qatar Red Crescent Society** have explored partnerships with the Rwandan Red Cross on emergency medical services, psychosocial support programmes, climate change and early warning systems.

Participating National Society Support

National Society name	Funding Requirement	Climate	Disasters and crises	Health and wellbeing	Migration	Values, power and inclusion	Enabling local actors
Austrian Red Cross	620,000						
Belgian Red Cross	1.7M						
Finnish Red Cross	145,000						
Japanese Red Cross Society	150,000						
Spanish Red Cross	621,000						

Total Funding requirement

3.2M

Movement coordination

The Rwandan Red Cross ensures regular exchanges with the IFRC, the International Committee of the Red Cross and participating National Societies, for the alignment of support and action between Movement partners. In times of emergencies, closer coordination is organized. This is carried out in line with the [Strengthening Movement Coordination and Cooperation \(SMCC\)](#) principles, and the newly adopted [Seville Agreement 2.0](#).

The ICRC promotes international humanitarian law and its incorporation into legislation. It works with the Rwandan Red Cross to reunite children with their families and restore family links, and helps the National Society expand its response capacity.

Coordination with other actors

The Rwandan Red Cross works with the Ministry in Charge of Emergency Management (MINEMA), which is responsible for the overall coordination of disaster response in the country, including population movement. The National Society's decentralized structures – at national, district, sector, cell and village level – enable it to coordinate with the Ministry and local authorities at all levels during disaster responses. The National Society collaborates with MINEMA on developing national disaster risk management strategies and policies.

The National Society works in partnership with the Rwanda Meteorology Agency in spreading early hazard warning

messages, in particular weather forecasts and ensuring that target communities undertake adequate risk reduction actions.

The Rwandan Red Cross collaborates with the Ministry of Health and Rwanda Biomedical Centre on mobilizing blood donation, community health, hygiene and sanitation and mental health

In refugee response operations, the Rwandan Red Cross collaborates with UNHCR in camp activities and reception centres.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

ADDITIONAL INFORMATION

- [IFRC Global Plan and Country Plans](#)
- [Subscribe for updates](#)
- [Donor response](#) on IFRC website
- [Live Disaster Response Emergency Fund \(DREF\) data](#)
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)
- [Evaluations database](#)

This plan reflects the priorities of the National Society, its partner National Societies, and the IFRC Secretariat for 2024 and subsequent years. It is the result of a joint planning process and will serve for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

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