
National Union of Disability Organisations of Rwanda

STRATEGIC PLAN

2015 - 2020



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Executive Summary

The National Union of Disability Organisations of Rwanda (NUDOR) exists to strengthen the voice of the disability movement in Rwanda. Together NUDOR and its members are working so that persons with disabilities can enjoy the equal rights to which they are entitled.

Despite legal protections, persons with disability in Rwanda are still disadvantaged and do not access education, employment, and healthcare on an equal basis with other citizens.

NUDOR's first strategic plan (2010-2016) focused on establishing NUDOR as a viable, well-run organisation. Significant progress has been made towards these aims and therefore the strategy and has been reviewed by NUDOR board, secretariat and member organisations.

The updated strategic plan now covers the period 2015 – 2020 for which three strategic aims have been agreed.

- 1. Representation and accountability:** NUDOR will be accountable to and effectively represent members' interests through the delivery of projects and priorities agreed by member organisations, and by facilitating joint working amongst members.
- 2. Capacity building and resource mobilization:** NUDOR and its member organisations are strengthened to fulfil its mandates by developing its technical skills, research and insight, sustainability and outreach.
- 3. Advocacy and influencing:** NUDOR will work to ensure that the needs and rights of all persons with disabilities are recognised by all, mainstreamed in laws and policies at all levels of government, and in programmes of other institutions focusing on areas of education, health and poverty reduction.

These aims will establish internal systems to ensure the priorities of member organisations are better reflected in NUDOR programmes; help NUDOR and its members to become stronger so that they can bring about change for persons with disabilities; and focus NUDOR's advocacy efforts on the most pressing issues faced by persons with disabilities.

Alongside each strategic aim, objectives have been developed with related activities, indicators and means of verification in the accompanying operational plan.

NUDOR would like to thank VSO Rwanda for their technical and financial support developing this strategic plan.

NUDOR Organisational Overview

The National Union of Disability Organisations of Rwanda (NUDOR) was established in 2010 by eight organisations of persons with disabilities:

- Association Générale des Handicapés du Rwanda (AGHR)
- Collectif Tubakunde
- National Organisation of Users and Survivors of Psychiatry (NOUSPR)
- National Paralympic Committee (NPC)
- Rwanda National Union of the Deaf (RNUD)
- Rwanda National Association of Deaf Women (RNADW)
- Rwandan Union of the Blind (RUB)
- Troupes des Personnes Handicapées Twuzazanye (THT)

NUDOR is an umbrella organisation that works to reflect the needs and interests of its member organisations and persons with disabilities in Rwanda. NUDOR supports its members to ensure that the rights of persons with disabilities are respected at all levels and their needs are fully addressed, with an emphasis on empowerment.

VISION:

A society where persons with disabilities enjoy equal human rights, opportunities and full participation as other citizens.

MISSION:

To serve as a voice for organisations of persons with disabilities to express their views and to support them in strengthening their capacities and achievements.

VALUES:

- Good Governance
 - Transparency
 - Accountability
 - Diversity
 - Commitment
 - Determination

Updating the Strategic Plan

NUDOR has made significant progress since it was established in 2010. It is delivering a number of projects and has gained profile and recognition within civil society, amongst government institutions and funding partners.

NUDOR's first strategic plan covered the period 2012-2016. However due to the organisation's rapid development, the strategy is no longer fit for purpose. In line with a recommendation from members at the NUDOR platform meeting, the strategic plan was reviewed two years early. The aims of reviewing the strategy were to ensure that:

1. The intervention areas respond to the needs of member organisations and are clearly defined.
2. The roles and responsibilities of all members, stakeholders and partners are well formulated.
3. A clear five-year operational plan is developed.

In November 2014, NUDOR held a three days workshop to review its strategic plan. This brought together representatives from the NUDOR board, NUDOR secretariat, member organisations and funding partners. The workshop was facilitated by Board member, Gaudence Mushimiyimana and VSO volunteers Kate Turner and Tina Sloane. The facilitators encouraged everyone to contribute using participatory methods. Following presentations on NUDOR's current activities, projects and strategy, participants took part in a variety of activities, group work and open discussions designed to:

- identify the gaps within the current strategy
- develop a problem analysis and agree the key areas of intervention for the next five years
- identify key stakeholders
- identify NUDOR's internal strengths and weaknesses and the external opportunities and threats (SWOT analysis – see Appendix 3)
- update the vision and mission
- reformulate strategic aims for the next five years, and
- draft the objectives and activities which will underpin the operational plan.

Based on the decisions and discussions of participants the facilitators drafted the strategic plan which was pre-validated by representatives from member organisations in December 2014 and ratified by the General Assembly on 6 March 2015.

After two years (in 2017) an external evaluator will review the relevance and progress towards the strategic plan and present the findings to the General Assembly.

Situational analysis

According to the Fourth Rwanda Population and Housing Census (2012) there are 446,453 persons living with disabilities in Rwanda, of a total population of 10,515,973. This equates to just under 5% of the population over the age of 5¹. The total number of people with disabilities is likely to be higher; the World Health Organisation estimates that approximately 15% of any population will have a disability.²

Rwanda's constitution states equality between all Rwandans and prohibits discrimination based on disability.³ The Government of Rwanda ratified the UN Convention on the Rights of Persons with Disabilities (UNCRPD) in 2008 and the Economic Development and Poverty Reduction Strategy II and Vision 2020 Umurenge Programme mainstream persons with disabilities.⁴ To ensure the needs of persons with disabilities are met during the implementation of government programmes, the Government of Rwanda established the National Council of Persons with Disabilities in 2011.

In 2016, the Sustainable Development Goals will commence and disability is expected to feature as a crosscutting issue for the first time. This presents an important opportunity to reinforce the inclusion of persons with disabilities within the international development agenda.

However, despite strong political will and a robust legal framework, there are challenges in terms of technical implementation. Persons with disabilities in Rwanda are less educated, less likely to be employed and more likely to be living in poverty than people without a disability.⁵

A number of issues were identified in the strategic planning workshop (see Appendix 1: Problem Analysis). The four biggest challenges identified were:

1. Education
2. Health
3. Poverty
4. Awareness of Rights

Numerous pieces of evidence show that persons with disability are unable to access rights in these areas:

¹ Statistics were not published for children aged under 5 years because of difficulties in identification. Fourth Population and Housing Census, Rwanda, 2012, Thematic Report: Socio-economic characteristics of persons with disabilities, Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda, January 2014

² Report on Disability, World Health Organisation, 2011.

³ Article 11, Article 14 and Article 40, The Constitution Of The Republic Of Rwanda.

⁴ Government of Rwanda (2007): Vision 2020, Umurenge: An Integrated Local Development Programme to Accelerate Poverty Eradication, Rural Growth, and Social Protection.

⁵ Fourth Population and Housing Census, Rwanda, 2012, Thematic Report: Socio-economic characteristics of persons with disabilities, Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda, January 2014.

Education: The number of primary age children attending school is far lower for children with disabilities (68%) than for children without disabilities (89%).⁶ There is a lack of specialist schools, and mainstream schools do not always provide the necessary accommodation for children with disabilities which leads to high drop-out rates. There remains a lack of awareness about rights which means some parents of children with disabilities do not enrol their children in school. Women with disabilities face double barriers when trying to access education such as inaccessible sanitation facilities. Literacy rates amongst persons with disability in Rwanda are much lower than for persons without a disability: 50% of persons with a disability are able to read, compared to 72% of people without disabilities.⁷ Despite this, there are few education programmes for adults with disabilities.

Health: Poor health can be both a cause and a consequence of living with a disability. Whilst 85% of persons with disabilities in Rwanda have some form of health insurance⁸, many assistive devices such as orthosis, prosthesis, white canes, hearing aids and certain types of psychiatric medicine are not offered. Furthermore specialist services such as audiology and speech and language therapy are not covered nor readily available. Rehabilitation services, which could help people to participate fully in society, are limited. There are also many barriers to general healthcare, including services such as sexual and reproductive healthcare, for example physical accessibility and communication barriers.

Poverty: People living in poverty are more likely to develop a disability and people with disabilities are more likely to struggle to make the income they need. The number of persons with disabilities engaged in economic activities in Rwanda is 56%; this is much lower than that of the population without a disability (75%).⁹ The reasons for low economic activity are, in part, linked to issues of access to education. Additional barriers to employment include stigma and discrimination and a lack of accommodations to make workplaces accessible / inclusive. Public works programmes offered through Ubudehe are often not accessible to persons with disabilities.

Awareness of Rights: The UNCRPD was ratified in 2008 but awareness of rights remains low, both amongst persons with disability and public duty-bearers. Cases of stigma and discrimination, and even abuse and neglect, continue to be discovered particularly amongst children with disabilities, persons with intellectual disabilities and persons with psycho-social disabilities.

⁶ Fourth Population and Housing Census, Rwanda, 2012, Thematic Report: Socio-economic characteristics of persons with disabilities, Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda, January 2014.

⁷ Fourth Population and Housing Census, Rwanda, 2012, Thematic Report: Socio-economic characteristics of persons with disabilities, Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda, January 2014.

⁸ Compared to 87% of the general population - Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda (2014): Fourth Population and Housing Census, Rwanda, 2012 Thematic Report on the Socio-economic characteristics of persons with disabilities.

⁹ Ministry of Finance and Economic Planning National Institute of Statistics of Rwanda (2014): Fourth Population and Housing Census, Rwanda, 2012 Thematic Report on the Socio-economic characteristics of persons with disabilities.

Where NUDOR is now

Representation and Accountability

Despite successes in developing internal procedures and regulations, there is a lack of clarity about the role of NUDOR in relation to its member organisations. Member organisations have expressed feelings of disenfranchisement: they do not feel they are setting NUDOR's agenda or are adequately involved in decision making, particularly around project design and implementation.

Quarterly platform meetings are the main means of information sharing but there is no systematic method for on-going dialogue. NUDOR develops projects with minimal consultation that are often not initiated by member organisations. This results in separate proposals developed by NUDOR and its individual member organisations that do not always complement each other. The lack of a strategic approach to proposal development means there is a risk of duplication of activities. There is also a sense that member organisations are in competition with NUDOR for funding.

Consequently member organisations do not feel a direct sense of benefit from NUDOR projects or recognise the value being added by NUDOR's work. The establishment of Steering Committees to support the implementation of joint activities in the MyRight/DPOD project is a first step towards better coordination of joint projects.

Capacity building and resource mobilization

NUDOR and all of its member organisations are fully registered with the Rwandan Governance Board. NUDOR's internal policies, procedures and administrative structures have been developed and are adhered to.

However, there remain capacity building needs within NUDOR, in particular:

- The NUDOR staff team has limited data collection and analysis skills.
- Staff team lacks legal expertise for policy analysis.
- NUDOR has no monitoring and evaluation system.
- NUDOR remains donor dependent. The fundraising strategy, which will help to broaden sources of income, has been written but not implemented.

Furthermore NUDOR member organisations vary greatly in their capacity; some member organisations are implementing a number of projects with a range of funders, others are struggling to fulfil their mandate due to a lack of organisational capacity. Capacity building needs differ and therefore customised support is required. Common areas of weakness include:

- Representation: the credibility of member organisations as representatives of persons with disabilities is undermined by small (or unknown) beneficiary / membership numbers.

- Research and insight: member organisations have little evidence on the needs of their beneficiaries and limited skills and capacity to collect and analyse data.
- Sustainability: fundraising skills are generally weak within member organisations and most rely on one or two funders.
- Geographic reach: many NUDOR member organisations have a limited presence outside of Kigali

Advocacy and Influencing

NUDOR is currently working with seven funders and implementing projects:

- advocating for equal access to education
- producing a parallel report on implementation of the UNCRPD
- advocating for the rights of persons with disabilities
- establishing a social enterprise (Dialogue in the Dark), and
- building the capacity of NUDOR and its member organisations.

(see Appendix 2: Current Projects and Funders)

NUDOR is well recognised and well known within the sector. International development organisations and government departments are starting to involve NUDOR in policy dialogue related to persons with disabilities. Recently NUDOR signed a memorandum of understanding with the National Council of Persons with Disabilities. Whilst this is very encouraging, there remains a shortfall in technical skills in mainstreaming at all levels of government, which affects inclusive policy development and limits implementation. At this time, NUDOR does not have the expertise required to fill the gap in technical advice, for example legal expertise.

Whilst NUDOR is building the networks to advocate for change at a national level, there is an opportunity to advocate both at a local and international level to improve implementation of policies and programmes. NUDOR could also benefit from making greater use of regional and international networks. The forthcoming Sustainable Development Goals present an opportunity to ensure that disability is included for the first time in international development frameworks.

Strategic Aims

- 1. Representation and accountability:** NUDOR will be accountable to and effectively represent members' interest through the delivery of projects and priorities agreed by member organisations and by facilitating joint working amongst members.

For NUDOR to act as a voice for organisations of people with disabilities (in line with its updated mission) member organisations must be setting the agenda and be better involved in decision making and programme design. During the period of this strategic plan 2015-2020, Steering Committees, composed of representatives of member organisations will be established around each area of intervention (education, poverty reduction and health). This will have the following benefits:

- Sharing technical knowledge and information
- Improving advocacy
- Enabling NUDOR to fulfil its coordination role
- Improving co-ordination of activities between NUDOR and its members, including joint projects
- Ensuring NUDOR is implementing the projects prioritized by its members.
- Improving communication between NUDOR and its members
- Increasing involvement of staff from member organisations with knowledge and / or responsibility for an intervention area.

To ensure that this is achieved, clear Terms of Reference for the Steering Committees will be developed. This will clarify the purpose and mandate, committee composition, frequency of meetings, attendance and quorum, decision-making, reporting, and administration of the committees.

It is expected that Steering Committees will provide expertise which will help with project design, but the committees are not expected to have technical expertise in fundraising or writing project proposals – this work will continue to be done by NUDOR secretariat.

The establishment of the Steering Committees is central to the successful delivery of this strategic plan and will be a top priority for the initial stages of the implementation of the strategic plan. The establishment of Steering Committees will have budgetary implications for NUDOR so in the future funding applications governance costs will include these costs.

2. **Capacity building and resource mobilization:** NUDOR and its member organisation are strengthened to fulfil its' mandates by developing its technical skills, research and insight, sustainability and outreach.

Over the next five years, NUDOR will continue to work to build the capacity of member organisations. Since capacity varies widely, organisational capacity assessments and plans will be developed to identify areas of weakness. NUDOR will work to strengthen each organisation through training, mentoring and developing manuals and procedures. NUDOR will support the formation of new disability organisations by providing technical advice on governance, with the aim that they meet the criteria to become a NUDOR member.

NUDOR and its member organisations' ability to speak on behalf of persons with disabilities is weakened by the limited number of people it reaches, particularly outside of Kigali. NUDOR will continue to develop local structures (platforms) and share learning and best practice between its member organisations to increase their representation, coverage and outreach¹⁰.

The advocacy efforts of NUDOR will be strengthened through better use of evidence on the needs of persons with disability and the impact of its programmes and by increasing the legal expertise within the NUDOR staff team. More emphasis will be placed on data collection to support evidence-based advocacy. Training and additional expertise will be sought to improve the ability of NUDOR staff to analyse and use data for advocacy and fundraising efforts and to analyse policies. This knowledge and experience will in turn be shared with member organisations. A monitoring and evaluation system will be established and implemented to capture learning, achievement and modification of activities.

Sustainability and donor dependence remain a significant risk for both NUDOR and its members. Increasing the fundraising skills and income generating activities within member organisations will continue to be important during this strategic planning period. NUDOR will implement its fundraising strategy to reduce donor dependence.

¹⁰ Since some NUDOR member organisations have members and others deliver services directly to beneficiaries, the strategic objective will focus on 'representation, coverage and outreach' rather than 'membership'.

- 3. Advocacy and influencing:** NUDOR will work to ensure that the needs and rights of all persons with disabilities are recognised by all, mainstreamed in laws and policies at all levels of government, and in programmes of other institutions focusing on areas of education, health and poverty reduction.

A lack of quality education, poor health outcomes, and high levels of poverty have been identified as three of the biggest challenges currently facing persons with disabilities in Rwanda.

Consequently NUDOR will focus on these three areas of advocacy until 2020. NUDOR will advocate for disability mainstreaming in all education, health and poverty reduction policies and programmes whether initiated by government, civil society or other institutions.

Steering committees will develop annual advocacy plans to outline its advocacy goals and activities, and develop proposals to reflect these priorities. The inclusion of evidence in advocacy will be used to ensure greater success of activities.

Advocating for the implementation of the UNCRPD will underpin all of NUDOR's activities, including awareness raising of the rights of persons with disabilities in all three intervention areas. The needs of women, children and youth will be given particular emphasis.

Establishing connections with local government officials has been identified as an area of weakness; more will be done to engage with all levels of government to improve NUDOR's outreach and ability to monitor implementation of policies and programmes.

At an international level, advocating of for the inclusion of disability as a crosscutting issue in the forthcoming Sustainable Development Goals will be another area of activity.

Operational plan

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
1.1. Provide an effective mechanism for all member organisations to coordinate their efforts while promoting their individual organisational mandates.	1.1.1 Improved internal coordination and accountability mechanisms	Establish Steering Committees around each strategic area of intervention (education, health and poverty) to lead and develop projects	Draft terms of reference for each Steering Committee.	Terms of Reference		MyRight/DPOD	X				
		Strengthen steering committees around each strategic area of intervention (education, health and poverty) to lead and develop projects	Steering committee established and equipped with skills and training based on identified need. Number of training sessions successfully organised	Training reports		MyRight/DPOD	X				
		Organise Annual General Assembly to	Annual General Assembly organised	Annual General Assembly reports		MyRight/DPOD	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		report on the progress and plans ahead	Representation from each member								
		Conduct quarterly platform meetings for delegates of member organisations	At least four coordination meetings organised per year	Platform meetings reports		MyRight/DPOD	X	X	X	X	X
	1.1.2 NUDOR steering committees coordinate the planning and implementation of projects to encourage joint working between members and other organisations.	Steering committees initiate partnership projects based on NUDOR and member organisations' strategic plan and identified needs	Number of partnership projects successfully implemented	Project proposals Project reports		MyRight/DPOD	X	X	X	X	X
	1.1.3 Strengthened mechanisms for	Develop and disseminate NUDOR	The communication strategy	Communications strategy Meeting minutes		VSO	X				

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
	improved communication between NUDOR, its member organisations and stakeholders	communication strategy	developed and disseminated Communications strategy presented to platform meeting								
		Implement communications plan	Functional and up to date NUDOR website and social media channels Up to date and accurate organisational materials	NUDOR website and social media channels Organisational materials available		VSO	X	X	X	X	X
2.1 Strengthen the institution	2.1.1 Organisational administrative	Undertake a organisational capacity	A comprehensive capacity	Capacity needs assessment reports	Capacity and skills of staff in NUDOR	MyRight/ DPOD, HI, VSO	X	X			

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
al capacity and technical skills of NUDOR members organisations	capacities and technical skills of member organisation are improved to fulfil its mandates.	assessment for all member organisations to determine capacity gaps and create capacity building development plan	assessment undertaken covering all member organisations Development plans created for all member organisations	Capacity development plan	are developed						
		Provide training, mentoring and support for member organisations in line with organisational development plan	Number of training sessions Number of procedures updated	Training reports List of participants Procedures	Where skills do not exist in NUDOR, members are signposted to alternative providers	MyRight/ DPOD, VSO, HI	X	X	X	X	X
		Develop specific training manuals for NUDOR and member organisations technical staff in relevant areas	Training manuals and handbooks for NUDOR and member organisations technical staff developed and in	Copies of manuals and handbooks	Capacity and skills of staff in NUDOR are developed			X		X	

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		requiring capacity building	use								
2.2. Increase coverage, outreach and representation of NUDOR and its members organisations	2.2.1 Increased active number and geographic spread of members or beneficiaries	NUDOR supports member organisations to improve representation, coverage and outreach	Increase representation, coverage and outreach for both NUDOR and its members organisations	Member / beneficiaries lists / database		VSO	X	X	X	X	X
		Provide technical support to new organisations of persons with disability to fulfil governance criteria to become NUDOR members	Increase in NUDOR member organisations	Rwanda Governance Board registration Annual General Meeting and platform meeting minutes		MyRight/DPOD	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
2.3 NUDOR effectively uses evidence base to understand the needs of persons with disabilities and to assess the impact of its programmes in health, education and poverty	2.3.1 Evidence on the situation of persons with disabilities is available and referenced in advocacy and fundraising activities	Develop NUDOR district platforms	Number of district platforms Number of active members attending district platform Number of decision makers engaging with district platform	Attendance lists Meeting minutes		VSO	X	X	X	X	X
		Develop staff skills within NUDOR to carry out research, data collection and analysis Expand staff team to include legal expertise Train and mentor member organisations to carry out research and data collection and analysis	Staff trained in research, data collection and analysis Member of staff with legal experience Member organisations are trained in research, data collection and analysis	Training report Staff CV Training report	Availability of funds VSO	MyRight/ DPOD, HI	X			X	

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		Research and analysis on disability issues in intervention areas is used for advocacy and project development	Data referenced in advocacy and project proposals	Project proposals Position papers		HI, DRF		X	X	X	X
	2.3.5 Evidence on the impact of NUDOR activities used to assess efficiency and efficacy of projects	Develop and implement a monitoring and evaluation system	Project proposals reflect learning from previous activities	Monitoring and Evaluation report Project proposals		MyRight/ DPOD, HI			X	X	X
2.4 Increase income and diversify and sources of funding of NUDOR and member organisations to implement its strategic plans.	2.4.1 NUDOR and members organisations are able to resource key activities within its strategic plan	Implement NUDOR fundraising strategy to resource and implement its strategic plan	Amount mobilized Number of funding partners Steering Committee develop proposals Number of income generating	Report of the fundraising committee Partner agreements		VSO	X	X	X	X	X
		NUDOR and its member organisations	Number of income generating	NUDOR and member organisation		GIZ, CBM	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		explore and pilot income-generating activities.	activities piloted	Progress reports							
		Fundraising committee identify funding opportunities and share with steering committees.	Fundraising committee shares opportunities with Steering Committee Number of sources of income Number of applications completed	Steering Committee minutes Fundraising Committee minutes Applications Partner agreements			X	X	X	X	X
3.1 Maintain and strengthen NUDOR's influence at all levels.	3.1.1.NUDOR and members organisations are visible and influential at all levels	NUDOR effectively engages with existing civil society networks, forums and task forces at local, regional and international	NUDOR joined networks / forum and task forces Attended meetings/workshops and trainings of existing networks Attended and	Meeting minutes Participant attendance lists	Availability of funds	MyRight/ DPOD, VSO	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		levels	joined international, regional and national partnerships	Speeches Media reporting Reports of meetings	Availability of funds	VSO, MyRight/DPOD	X	X	X	X	X
		NUDOR effectively engages and influences all levels of government	Commitments made by Government officials Number of focal point persons in relevant ministries Number of relationships with relevant district and sector teams Joint Action Development Forum (JADF) membership								
		NUDOR works with volunteers based at District level to support local advocacy.	Volunteers in Districts where NUDOR is working.	Activity reports. Attendance lists.		UWEZO National Volunteers Member organisations		X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
3.2. Influence and monitor how disability is mainstreamed into programmes in the areas of health, education and poverty reduction.	3.2.1 Increased access to services and participation of persons with disabilities	Conduct research and analysis on the integration of persons with disabilities in civil society organisations, government and other institutions programmes	The research conducted and shared with the key stakeholders	Research reports		NPA, DRF	X	X	X	X	X
		Steering committee engage with relevant civil society networks and working groups working in education, health and poverty	Number of meetings and exchange visits	Meeting reports Exchange visit reports	MyRight/ DPOD	X	X	X	X	X	X
		NUDOR and members advocate to the Government of	Number of new laws, policies and programmes taking into	Copies of laws, policies Government programme		NPA	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		Rwanda to mainstream persons with disabilities in new or relevant laws, policies and programmes in areas of intervention.	considerations persons with disabilities	reports							
		Steering committees develop annual advocacy plans	Advocacy strategies developed and disseminated for each intervention area	Copies of each advocacy strategy Advocacy strategy development workshop reports	VSO		X	X	X	X	X
		NUDOR and its members advocate for the inclusion of disability in the development and implementation of the Sustainable Development	Disability is cross-cutting issue in the Sustainable Development Goals	Sustainable Development Goals			X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
3.3 Increase the public awareness of United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and national, regional and international policies and laws on the rights of persons with disabilities related to the areas of intervention	3.3.1 Increased awareness on the issues affecting persons with disabilities amongst persons with disabilities and the wider community	Goals									
		Support and facilitate member organisations to deliver awareness campaigns through key disability events / days	Number of supported member organisations	Member organisations reports		MyRight/DPOD	X	X	X	X	X
		Advocate to the Government at all levels to implement UNCRPD	Commitments made by Government officials to implement UNCRPD	Policies / Programmes / Laws Media reporting			X	X	X	X	X
		Analyse policies and laws and submit position papers to different ministries and institutions	Analysed policies, laws and programmes Keys findings disseminated Changed / updated / new policy or law	Position papers Policy document Law		VSO	X	X	X	X	X

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
		Highlight additional barriers encountered by women, youth and children with a disability in all awareness raising activities	All awareness raising activities reference additional barriers encountered by women, youth and children with a disability	Project proposals Project / activity reports			X	X	X	X	X
3.4 NUDOR contributes to an increased number of persons with disabilities accessing a quality education	3.5. Increased number of persons with disabilities accessing a quality education	Gather evidence and data on the number of children with disabilities not accessing and number of persons with disabilities not completed education and the barriers they face	Data available on number of children with disabilities not accessing quality education. Data available on number of persons with disabilities not completed education.	Research report		NPA, HI		X	X	X	X
		Conduct evidence-based advocacy activities with decision makers and duty bearers	Commitments by Government officials	Media reporting Speeches					X	X	X

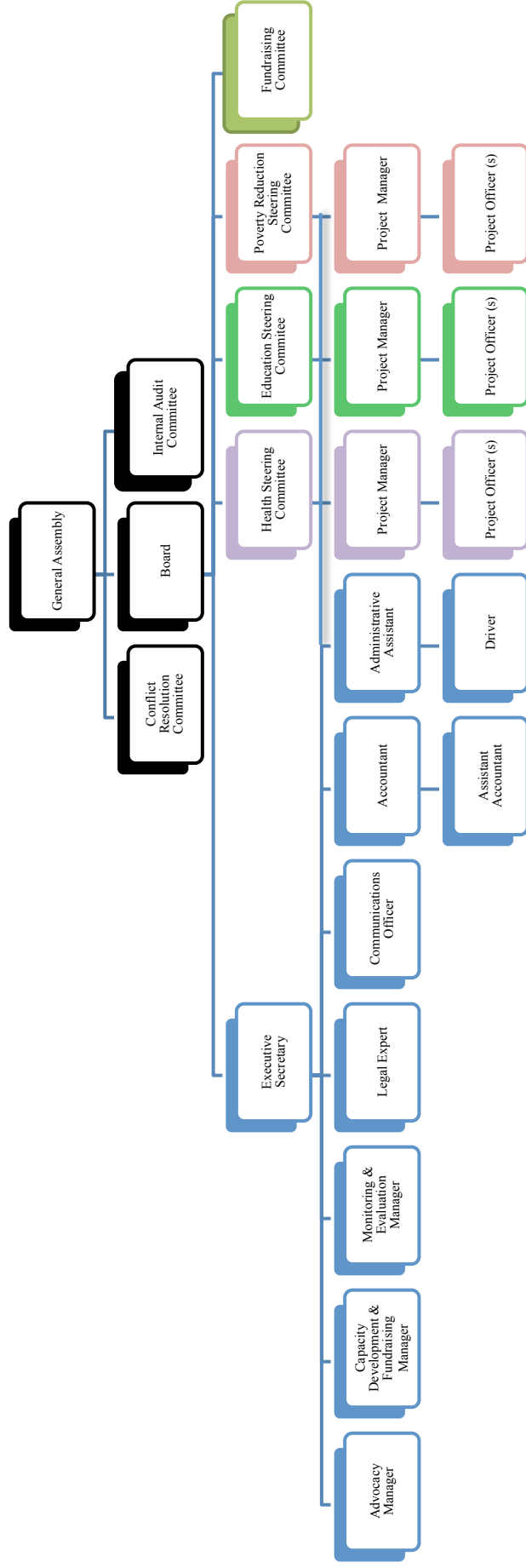
Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
3.5 NUDOR contributes to improved health outcomes for persons with disabilities	3.6 Improved health outcomes for persons with disabilities	to remove barriers and develop models of best practice where appropriate									
		Gather evidence and data on the health outcomes of persons with disabilities and the barriers they face in accessing quality healthcare	Data available on health outcomes of persons with disability	Research report		NPA, HI	X	X	X	X	X
		Conduct evidence-based advocacy activities with decision makers and duty bearers to improve health outcomes and develop models of best practice where appropriate	Commitments by Government officials	Media reporting Speeches				X	X	X	

Objectives	Expected results	Activities	Indicators	Means of Verification	Assumptions	Potential Partners	2015	2016	2017	2018	2019
3.6 NUDOR contributes to an improvement in economic status of persons with disabilities	3.4 Increased number of persons with disabilities benefit from employment programmes, opportunities and income generating activities	Research barriers encountered by persons with disabilities in accessing employment programmes, opportunities and income generating activities and	Evidence available on barriers encountered by persons with disabilities	Research report		NPA, CBM, GIZ		X	X	X	X
		Conduct evidence-based advocacy activities with decision makers and duty bearers to remove barriers and develop models of best practice where appropriate	Meeting with decision makers Increased number of persons with disabilities accessing employment programmes, opportunities and income generating activities	Meeting minutes Employment statistics National Employment Policy Economic Development Policies		CBM, GIZ, NPA		X			

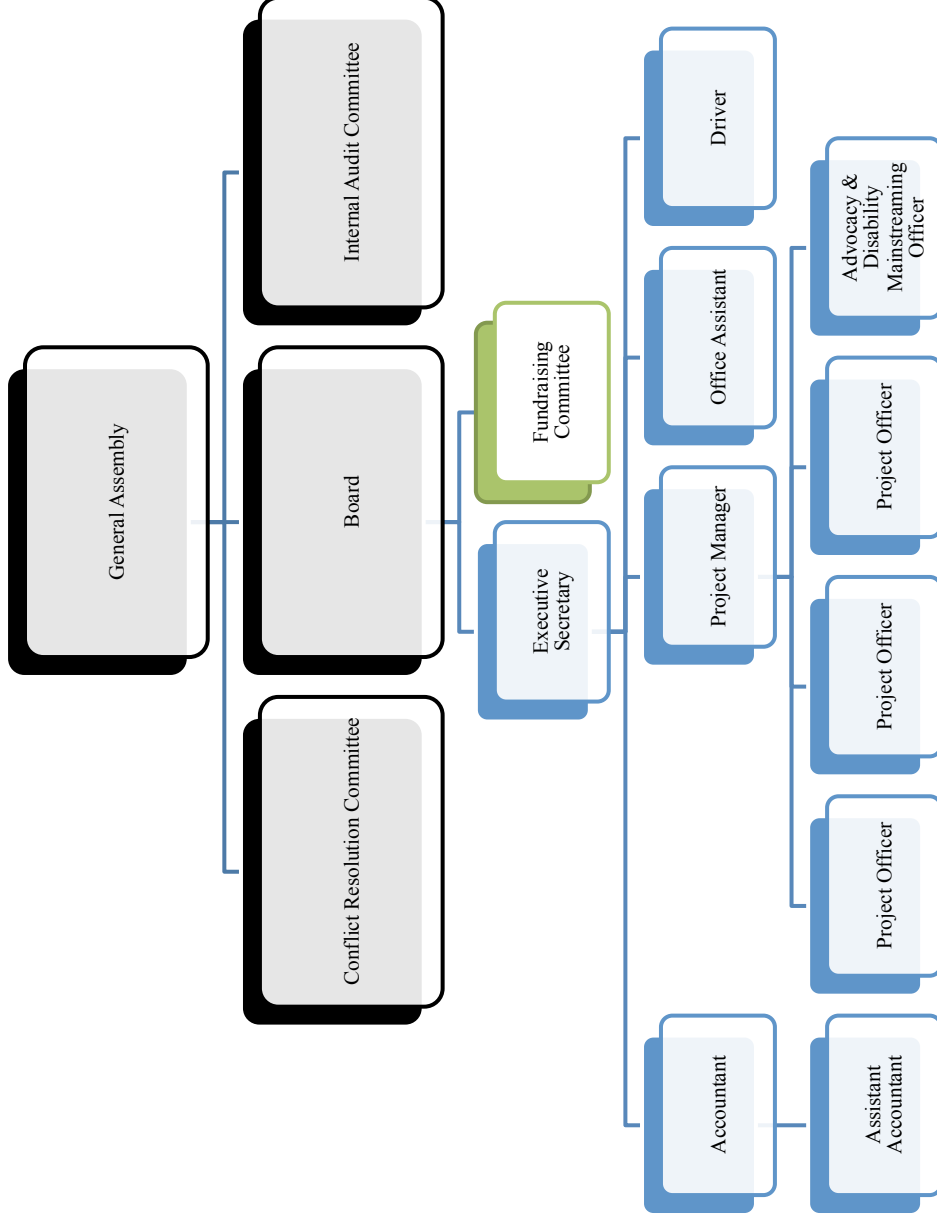
Organisational Structure

The newly established steering committees will report into the Board and will work with a dedicated Programme Manager and Project Officer in the relevant intervention area. Programme Managers will continue to report directly to the Executive Secretary who is accountable to the Board. A number of new crosscutting positions will be established to support the implementation of this strategic plan, including a Monitoring & Evaluation Manager and Capacity Development & Fundraising Manager. Staffing structures will depend on funding. This structure should therefore be seen as an **indicative guide** for the duration of the strategic plan.

Proposed organisational structure



Current organisational structure



Appendix 1: Problem Analysis

Education

- Lack of specialist schools especially at early childhood years
- Lack of awareness of rights
- Special Needs Education not available in mainstream schools / lack of specialist teacher training
- Lack of specialist materials
- Infrastructure, transport & physical barriers
- Poor access to Technical and Vocational Educational Training (TVET)
- Few adult education programmes

Employment

- Stigma

Health

- Lack of early childhood care
- Limited rehabilitation services
- Poor communication and accessibility
- Poor access to sexual and reproductive health

Accessibility

- Communication
- Transport
- Access to public areas
- Geographical environment

Discrimination / stigma

- Abuse within family
- Not included in programmes like VUP & GIRINKA
- Not included in other development organisations' programmes
- Abuse and violence
- Implementation of laws

Poverty

- Lack of education
- Difficult to access loans

Access to justice

- Gender Based Violence
- Inequality before the law
- Legal support for discrimination / abuse
- Poor implementation of laws at local level

Representation

- Persons with disability are not represented in decision making institutions
- Do not get allocated sufficient government budget

Appendix 2: Current Projects and Funders

Projects	Donors
Advocating for equal access to education	MyRight and DPOD
Production of a parallel report on implementation of the UNCRPD	DRF
Advocacy for the rights of persons with disability	NPA & Handicap International
Establishment of a social enterprise - Dialogue in the dark	CBM
Capacity building of NUDOR and its member organisations	VSO

Appendix 3: SWOT Analysis

Strengths :	Weaknesses :
<ul style="list-style-type: none"> • NUDOR is registered and recognised (good reputation) with internal documents, and policies • NUDOR is administratively and organisationally well structured • Registered member organisations • Operational member organisations with expertise, though some are stronger than others • Running a number of projects • Most members pay membership fees • Operational executive secretariat with skilled and qualified staff • Experienced board members • Established partnership with government and international organisations • NUDOR has a website and social media • Credible / good reputation from external audits with financial software • Fundraising strategy in place 	<ul style="list-style-type: none"> • Little involvement of member organisations in planning and implementation • Poor communication and information sharing between NUDOR and member organisations • Fundraising strategy implementation • Duplication of activities • Lack of coordination of member activities • Monitoring and Evaluation system not yet in place within NUDOR and its member organisations • Data collection and documentation among NUDOR and its member organisations • A small number of beneficiaries / coverage • Lack of Human Resource capacity building plan within NUDOR towards member organisations • Lack of its own office • Self sustainability (leadership, membership and finance) • All types of disabilities not yet represented • Low capacity to raise funds among member organisations • Organisational chart not reflective of current operations
Opportunities	Threats :
<ul style="list-style-type: none"> • National and international enabling legal framework (UNCRPD ratification) • Persons with disabilities representation from the local to the parliament level • Good conducive environment of civil society • Good collaboration (MOU) with National Council of Persons with Disabilities (NCPD) • Partners commitment and will to support NUDOR • Economic Development and Poverty Reduction Strategy II considering disability as a cross cutting issue 	<ul style="list-style-type: none"> • Different umbrella organisation implementing same activities with same target group (Umbrella of persons with disabilities in the fight against HIV & AIDS) • Duplication of efforts / resources among stakeholders • Competition among disability actors / organisations in disability • Donor dependency • Duplication of mission with NCPD • Dissemination of laws and policies