

World Vision Rwanda

**FY26 – FY30**

# STRATEGY

## Strategy Goal

By 2030, World Vision Rwanda, in collaboration with its partners, will holistically empower and transform the well-being of 2.5 Million Most Vulnerable Children.

## About Us

World Vision is a global relief, Christian, development, and advocacy organization dedicated to working with children, families, and communities to overcome poverty and injustice. We serve all people, regardless of religion, race, ethnicity, or gender.

World Vision began operating in Rwanda in 1994, providing relief and rehabilitation for the close to three million people who were displaced because of the 1994 Genocide against the Tutsi. In the year 2000, we began long-term, child-focused Area Development Programmes in different parts of the country, targeting vulnerable children and their families with interventions in the areas of education and child sponsorship; health and nutrition; Water, Sanitation, and Hygiene, and economic empowerment of households.

With more than 270 staff in Rwanda currently, our work spans presently 18 districts, supporting more than Two Million Most Vulnerable Children.

## | Our Vision

Our vision for every child, life in all its fullness. Our prayer for every heart, the will to make it so.

## | Mission Statement

Our mission is to follow our Lord and Savior, Jesus Christ, in working with the poor and oppressed, to promote human transformation, seek justice, and bear witness to the good news of the Kingdom of God.



### OUR CORE VALUES



We are Christian



We are Committed to the Poor



We Value People



We are Stewards



We are Partners



We are Responsive

# EXECUTIVE SUMMARY

World Vision Rwanda (WV Rwanda) presents its strategy for the period of 2026-2030. The strategy aims at holistically empowering and transforming the well-being of 2.5 million most vulnerable children. It builds upon the previous five-year strategy, which empowered over 2 million most vulnerable children.

The strategy will continue to leverage our strong collaboration with the Government of Rwanda, Donors, implementing partners and other key stakeholders in delivering impact-driven programming. It will address context-specific, systemic, and structural drivers that hinder the transformational development of children in Rwanda by embracing the localization agenda to achieve measurable and sustainable improvements in child well-being.

This strategy development process was informed by insights from external and internal landscape analysis, as well as the mapping of the most vulnerable children in the Rwanda context. Through this process, three Child Well-Being issues that undermine children's long-term well-being and future opportunities were identified. These are: (i) Child labor, sexual abuse, and limited access to education, (ii) Malnutrition and stunting among children under five, and (iii) Limited access to income & productive assets, which the strategy will seek to address.

In a bid to deliver the goal of holistically empowering and transforming the well-being of 2.5 million most vulnerable children by 2030, the strategy will be implemented through the Kura Neza Integrated Programme Framework (Kura Neza IPF). The Kura Neza IPF, which means Full Life Development, will comprise interventions covering child protection, education, health and nutrition, WASH, Climate change, and resilience & livelihoods.

This goal will be reinforced by World Vision's four strategic objectives: (i) Children report an increased awareness of God's love, (ii) An increase in girls and boys protected from violence, (iii) An Increase in children who are well-nourished (0-5 ages), and (iv) Adolescents and youth live in economically viable households.

The strategy will also be supported by the implementation of the following cross-cutting themes: strategic partnership and advocacy, Gender Equality Disability & Social Inclusion (GEDSI), and Disaster Risk Reduction (DRR). The strategy is also aligned with the SDGs and the Government of Rwanda's 2024-2029 NST 2.

This strategy will be implemented in the current 18 operational districts with a plan to extend to other districts as the strategy period progresses.



# WORLD VISION RWANDA FY26-30 STRATEGY OVERVIEW

## Strategic goal:

By 2030, World Vision Rwanda, in collaboration with its partners, will holistically empower and transform the well-being of **2.5 million** most vulnerable children.

This strategic goal is aligned with Rwanda's NST2 and World Vision's global framework "Our Promise" Phase 3- **Bold Hope for Children**, which emphasizes transformational development, child-focused impact, and bold faith-based action. Through this alignment, World Vision Rwanda reaffirms its dedication to contributing meaningfully to the global agenda while achieving sustainable development outcomes at the local level.

## Our Strategic Objectives

01

Children reported an increased awareness of God's love

02

Children are protected from child labour and sexual violence

03

Children and youth live in economically viable households

04

Children are well-nourished (0-5 ages)

## OUR STRATEGIC PRIORITIES FOR FY26 - FY30

1

### Children reported an increased awareness of God's love

This objective speaks to world vision rwanda's christian identity and commitment to nurturing children's spiritual well-being alongside their physical, social, and emotional development. It is not merely about religious knowledge, but about children experiencing dignity, hope, belonging, and purpose rooted in the understanding that they are loved and valued by God. When children internalize this truth, it strengthens resilience, self-esteem, and positive life choices.

Through age-appropriate faith formation activities, partnerships with local churches, Christian values integration within programming, and safe spaces for spiritual nurture, children are supported to explore faith in ways that respect families and communities. The emphasis is on transformation; children who recognize their inherent worth, demonstrate compassion toward others, and grow into responsible, purpose-driven adults who contribute positively to society.

2

### Children are protected from child labour and sexual violence

This objective prioritizes safeguarding children from exploitation, abuse, and harmful practices that threaten their safety and development. Child labour and sexual violence rob children of their education, dignity, and future potential. Addressing these risks requires strengthening families, community protection mechanisms, and formal systems that prevent, detect, and respond to violations.

World Vision Rwanda will work through community awareness, positive parenting initiatives, school engagement, faith leader mobilization, and collaboration with government protection structures. The strategy promotes early reporting, survivor-centered support, and stronger accountability systems. By addressing root causes such as poverty, harmful norms, and weak enforcement, children can grow in environments where they feel safe, heard, and protected.

3

### Children and youth live in economically viable households

Sustainable child well-being is closely linked to household economic stability. When families have reliable income sources and financial resilience, children are more likely to stay in school, access healthcare, avoid child labour, and thrive emotionally. This objective focuses on strengthening livelihoods so households can move beyond survival toward long-term self-reliance.

Through interventions such as savings groups, entrepreneurship development, climate-smart agriculture, financial literacy, and targeted support to the ultra-poor, families build diversified and sustainable income streams. Youth economic empowerment is also prioritized to reduce unemployment and vulnerability. As household incomes grow and financial management improves, families are better positioned to invest in their children's nutrition, education, and overall well-being.

4

### Children are well-nourished (0-5 ages)

The first five years of life are critical for brain development, physical growth, and lifelong health outcomes. Malnutrition during this period can lead to stunting, weakened immunity, poor school performance, and reduced economic productivity in adulthood. This objective focuses on ensuring that children aged 0-5 receive adequate, diverse, and nutritious diets alongside appropriate health care and caregiving practices.

World Vision Rwanda will strengthen maternal and child health services, promote exclusive breastfeeding, improve complementary feeding practices, support kitchen gardens, and enhance access to clean water, sanitation, and hygiene. Behavior Change communication and community health engagement are central to shifting nutrition practices at household level. By prioritizing early childhood nutrition, the strategy invests in a generation that is healthier, stronger, and better prepared to reach its full potential.

# PRIORITY SECTORS

-  Child Protection
-  Education
-  Health and Nutrition

-  Water, Sanitation and Hygiene
-  Livelihoods and Economic Empowerment

## Other Pillars and Cross cutting themes

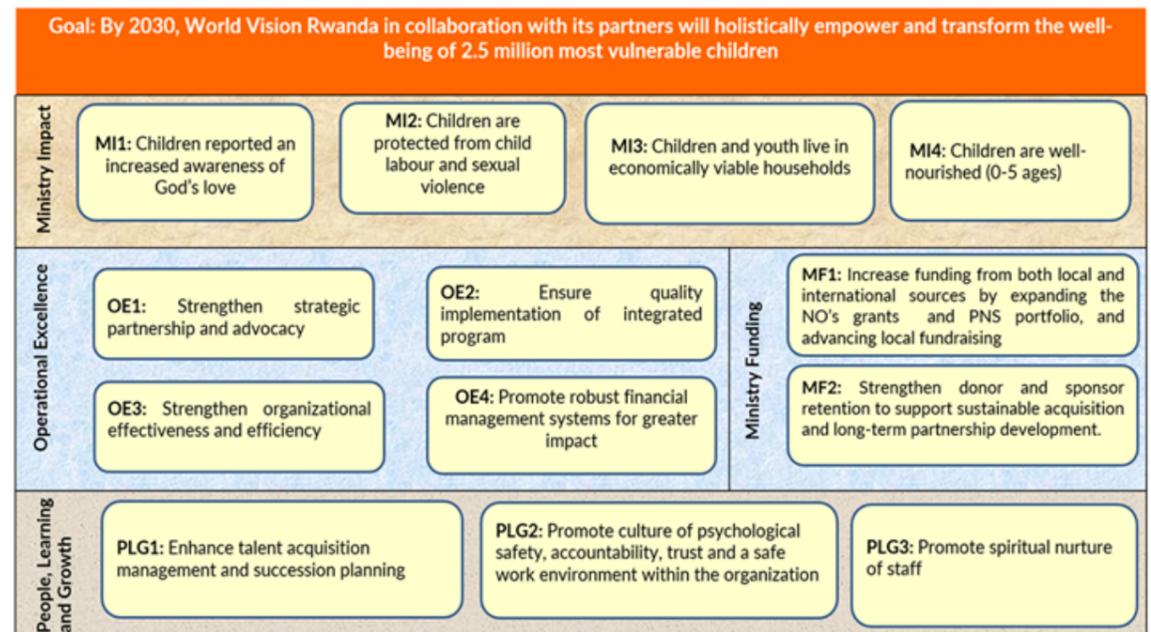
-  Advocacy
-  Disaster Risk Reduction
-  Peacebuilding
-  Gender Equality, Disability, and Social Inclusion (GEDSI)
-  Environmental Sustainability and Climate Action (ESCA)
-  Humanitarian and Emergency Affairs (HEA)



# WV RWANDA STRATEGY MAP FY26-FY30

WV Rwanda FY2026–2030 Strategy will be implemented through an Integrated Program Framework (IPF) titled FULL LIFE DEVELOPMENT (**KURA NEZA**). Below is the strategy map:

Figure 1: 2026-2030 Strategy map

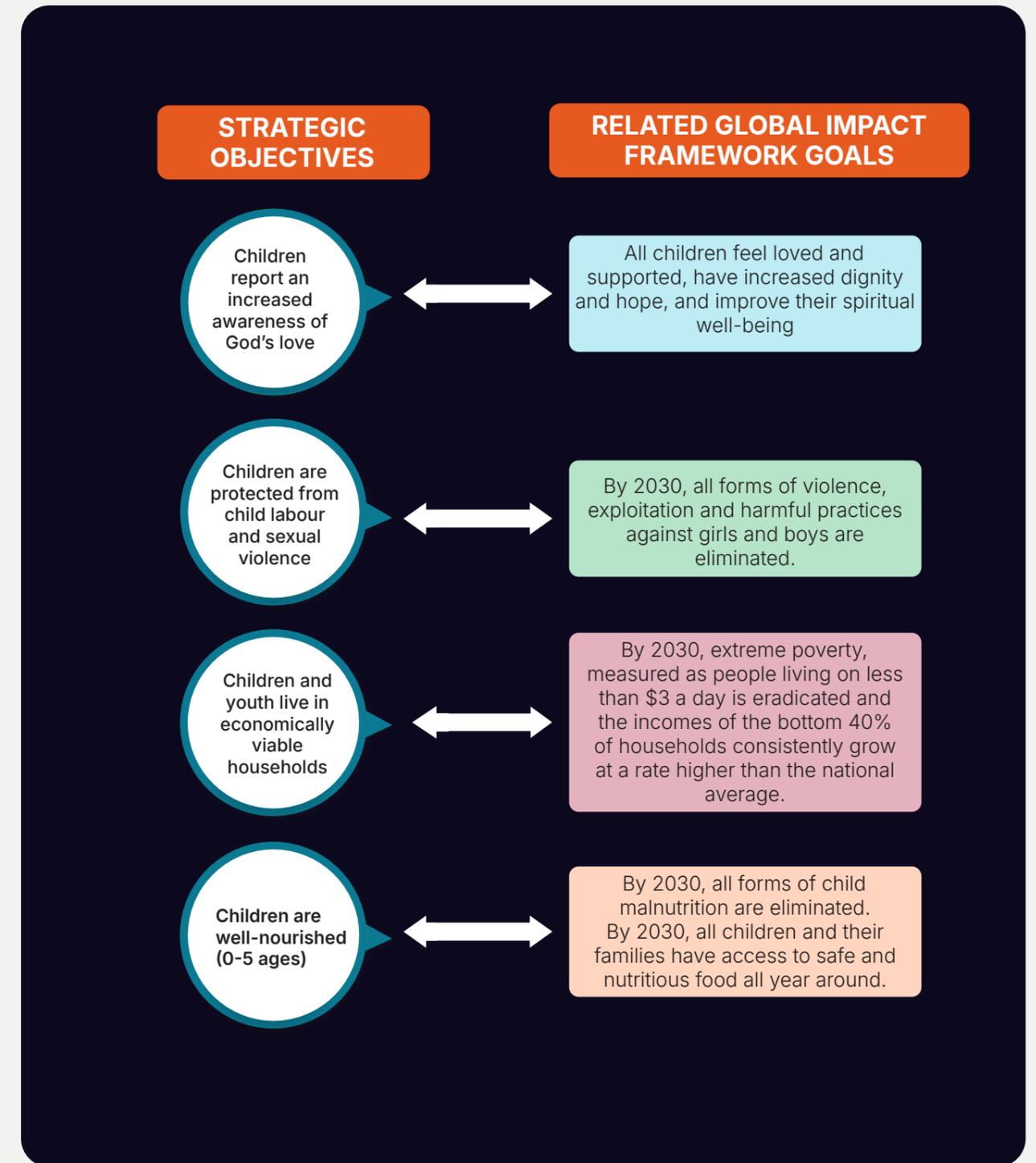
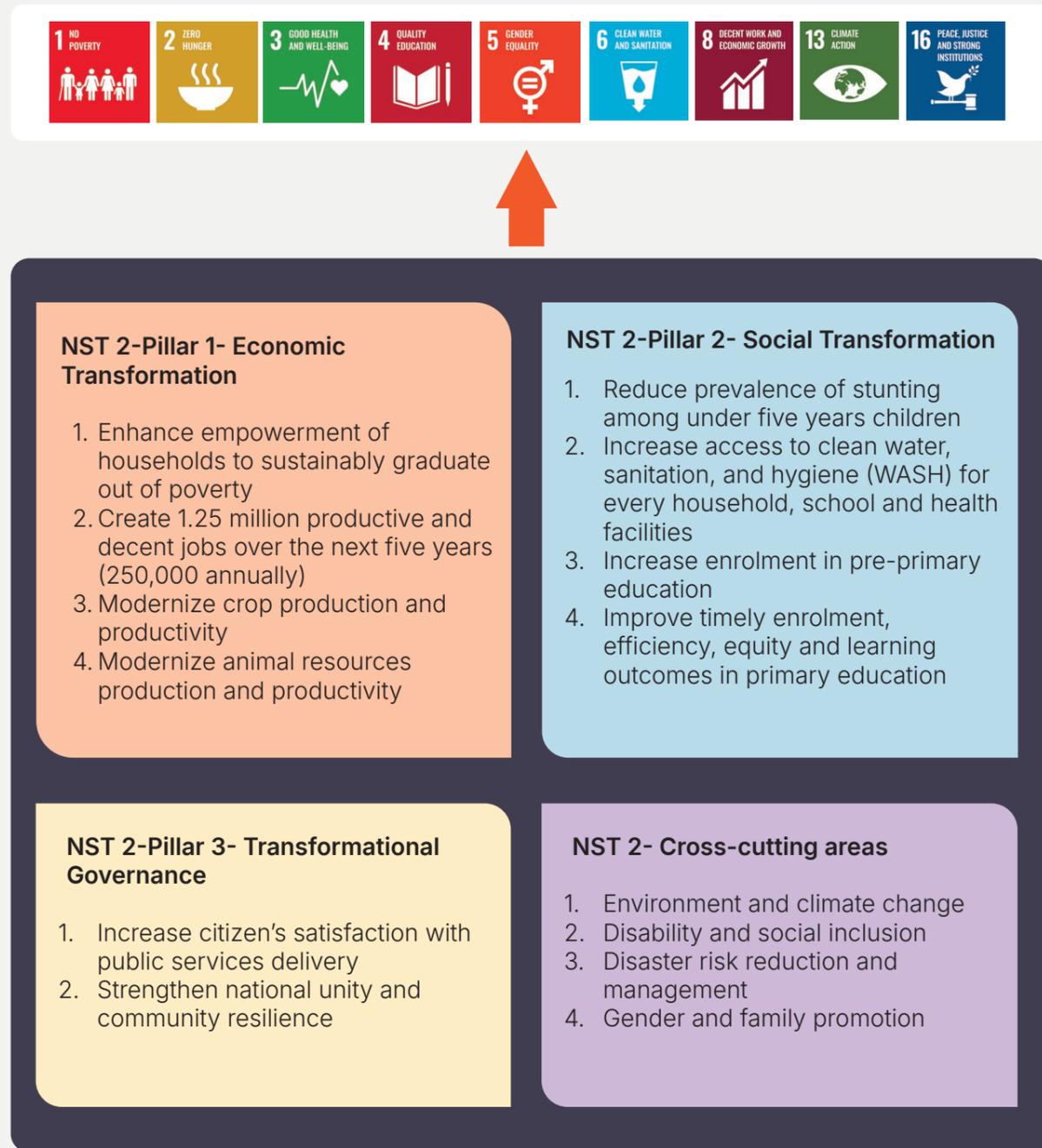


Citizen Voice and Action is a local level advocacy methodology that transforms the dialogue between communities and government in order to improve services, like health care and education, which impact the daily lives of children and their families.

# Contribution to National SDG Plan and Global Impact Framework

The following figure illustrates how the National Office strategy will contribute to NST2.

Figure 2: 2026-2030 Strategy to National Strategy



# STRATEGY PRIORITIES FY26-FY30

## 1. Organizational Impact

The World Vision Rwanda FY2026–2030 Strategy is built around four strategic objectives that will guide our priorities and strengthen our impact over the next five years.

These include;

### Strategic Objective 1: Children reported an increased awareness of God's love

OIOS Indicators & WVI Outcome Indicators	Direct Programming Reach Target
 Number of children reached by World Vision's (WV) faith-based approaches including Spiritual Nurture of Children (SNC)	2,375,000
 Proportion of children and adults who express hope for the future	90%

### Strategic Objective 2: Children are protected from child labour and sexual violence

 Proportion of adolescents who have experienced sexual violence in the past 12 months by any perpetrator	10%
 Proportion of children and adolescents engaged in child labour	10%
 Proportion of pre-school aged children (3-6 years) who are developmentally on track	85%
 Number of children reached by World Vision (WV) supported school education programming	2,500,000

### Strategic Objective 3: Children are well-nourished (0-5 years)

OIOS Indicators & WVI Outcome Indicators	Direct Programming Reach Target
 Number of children reached by World Vision (WV) supported nutrition programming	1,400,000
 Number of children reached by World Vision (WV) supported WASH programming	2,500,000
 Prevalence of stunting in children under 5 years of age	<20%

### Strategic Objective 4: Children and youth live in economically viable households

 Proportion of households reporting good community cohesion.	94%
 Number of children reached as a result of World Vision's (WV) Child and Youth (C&Y) Empowerment programming	250,000
 Proportion of households with alternative and risk diversified sources of income	60%

## 2. Operational Excellence

The global shift to digitalization is an impetus and opportunity for adaptation and to accelerate the operational excellence in WV Rwanda. In addition to the initiation of digitalization across programs, WV Rwanda will also focus on the following;

- Strengthen strategic partnerships and advocacy through external engagement practices and expanding collaboration with Government and other like-minded partners.
- Ensure quality implementation of integrated programs, including building community resilience and protecting children’s well-being through climate-smart solutions.
- Strengthen organizational effectiveness & efficiency by building the capacity of staff in piloting and adapting results-based financing and implementation models.
- Strengthen organizational learning culture through structured learning mechanisms embedded within program operations, through structured reflection, real-time feedback, and cross-cluster knowledge sharing to support data-driven decision making and staff development.

## 3. People, Learning & Growth

This strategy depends on having skilled and talented staff working in a healthy and safe environment. As such, the following will be the areas of focus;

- Enhance talent acquisition, management, and succession planning by strengthening the performance management system, mentoring & coaching, and staff diversity.
- Promote a culture of psychological safety, accountability, trust, and a safe work environment within the organization.
- Promote the spiritual nurture of staff by creating an enabling environment where staff live out the organization’s vision, mission and values with humility and boldness.

## 4. Ministry Funding

World Vision Rwanda requires over **\$177 million** to achieve the child wellbeing objectives. This resource will be mobilized through a variety of sources, including sponsorship, Private Non-Sponsorship (PNS), local fundraising, and cooperative partnerships.

The following will be the areas of focus in resource mobilization;

- Expand and diversify the grants portfolio to strengthen financial resilience, broaden donor reach, and position the National Office competitively across multiple funding streams, while ensuring strong donor retention through consistent engagement and delivery excellence.
- Retain and grow the sponsorship base by enhancing sponsor engagement and demonstrating strong programmatic impact, ensuring long-term sponsor loyalty and sustained child well-being outcomes.
- Scale up Private Non-Sponsorship (PNS) funding to accelerate innovation, deepen impact, and reduce dependency on a narrow funding mix, complemented by intentional retention of existing PNS partners through relationship stewardship.
- Operationalize local fundraising by building and maintaining strategic partnerships with corporations and local foundations to drive sustainable, community-rooted resource generation, with a focus on retention and long-term value creation.

The implementation of the FY26-FY30 strategy mainly relies on the grants portfolio (51%) and sponsorship (34%). Whilst PNS funding has the potential to drive this strategy, local fundraising offers a growing opportunity that the NO envisions to explore. The following targets are set for each funding stream over the five-year strategy period.

**\*\*All figures in USD**

Sources of funding	FY26	FY27	FY28	FY29	FY30	Total USD
Sponsorship	12,218,080	12,218,080	12,218,080	12,218,080	12,218,080	61,090,400
Private Non-Sponsorship	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	21,600,000
Local Fundraising	960,000	960,000	960,000	960,000	960,000	4,800,000
Grants portfolio	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	90,000,000
<b>Total</b>	<b>23,280,000</b>	<b>23,280,000</b>	<b>23,280,000</b>	<b>23,280,000</b>	<b>23,280,000</b>	<b>177,490,400</b>



### Head Office

Address: World Vision Rwanda  
KG 9 Avenue, Nyarutarama  
P.O. Box 1419 Kigali  
Telephone: (+250) 788 308 925/6/7/8

 @World Vision Rwanda |  @WVRwanda |  @World Vision Rwanda

 Youtube: @World Vision Rwanda |  @World Vision Rwanda

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