



CIVIL SOCIETY ORGANIZATIONS CAPACITY MAPPING FINAL REPORT

RCSP

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FOREWORD

As a civil society organization coordination platform, Rwanda Civil Society platform (RCSP) has a track records of working with the government and other development partners to achieve development milestones as per the Rwanda NST1 and other development road maps. In view of this, RCSP secretariat is pleased to present to you this CSO capacity mapping report as an addition to other key resource documents previously we have recently shared. As we strive to be an effective coordinating CSO coordination platform, we believe in the power of up to-date and data driven planning to guide our strategic interventions and those of the Umbrella organization and their affiliate CSOs.

This capacity mapping port identifies CSOs capacities and their respective areas of intervention in view of Rwanda national development and strategies for transformation and SDGs. The report further documents CSO best practices, lessons learned and challenges encountered in the process of working towards national development targets. This report provides a database of all RCSP members and affiliate CSOs.

Where you're a member of a CSO, a development partners or another stakeholder keen on understanding RCSP and CSO areas of intervention to guide your partnership and collaboration framework, this report will serve as a guiding document for with critical details including email contacts and phone numbers of the contact persons for the different CSOs.

In this report, you will read about best practices and success stories, which are, by no measure exhaustive of all the tremendous achievement made by the various. The few success stories shared in this report are just a snapshot. Typical of any development initiatives, this report highlights challenges faced by CSOs in implementing their respective development agenda. Such challenges call for renewed commitment to achieving the CSO development agenda through among others, re-invigorating partnership frameworks, effective coordination, knowledge sharing and exploring new way to ensure financial sustainability. As a CSO coordination platform, we continue to seek critical feedback to improve our activities and strive to build effective partnership with the government and other development partners for the wellbeing of citizens and for the prosperity of the Rwanda.

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List of abbreviations and acronyms

AERG :	Association des Etudiants Rescapés du Génocide
AIDS:	Acquired immunodeficiency syndrome
CBO:	Community-Based Organizations
CCOAIB :	Conseil de Concertation des Organisations d'Appui aux Initiatives de base
CEJP:	Bishop's Justice and Peace Commission
CESTRAR :	Centrale des Syndicats des Travailleurs du Rwanda
CLADHO :	Collectif des Ligues et Associations de Défense des Droits l'Homme (CLADHO)
Covid-19:	Coronavirus Disease-19
CSOs:	Civil Society Organizations
DFID:	Department for International Development
EAC:	East Africa Community
EU:	European Union
FVA:	Faith Victory Association (FVA)
GIZ:	Deutsche Gesellschaft für Internationale Zusammenarbeit
HDI:	Health Development Initiatives (HDI).
HIV:	Human Immunodeficiency Virus
MINALOC:	Ministry of Local Government
MINECOFIN:	Ministry of Finance and Economic Planning
NGO:	Non-Government Organization
NUDOR:	National Union of Disability Organizations in Rwanda (NUDOR)
RCSP:	Rwanda Civil Society Platform
RDB:	Rwanda development Board
RENGOF:	Rwanda environmental NGOs forum
RNGOF:	Rwanda NGO forum on HIV/AIDS and Health Promotion
RRA:	Rwanda Revenue Authority
RRP+:	Rwanda Network of People Living with HIV/Aids
RYOF:	Rwanda Youth Organization Forum (RYOF)
SIDA:	Swedish International Development Cooperation Agency
UNAIDS:	United Nations Programme on HIV/AIDS
UNDPA:	United Nations Development Programme
UNICEF:	United Nations International Children's Fund
UN-Women:	United Nations for Women
USAID:	United states Agency for International development

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Executive Summary

This CSO capacity mapping activity aimed at identifying CSOs capacities and areas of intervention in view of Rwanda national development and strategies for transformation and SDGs; documenting CSOs best practices, success stories, lessons learned and challenges encountered in the process of working towards national development targets. The mapping exercise also aimed to develop a database of all RCSP members and affiliate CSOs.

The data used to develop this report was collected from RSCP, the nine-umbrella organizations and 218 national CSOs sample size. Data collection instruments included Questionnaires, face-to-face Interviews, phone call interviews, websites, and reports. All these diverse instruments and data sources provided a broader scope from which classification of the Umbrellas and CSO was possible in view of interventions as per Rwanda National Strategies for Transformation (NST1) under its pillars, which are: Economic, Social and transformational Governance. The variation of the tools also was also imperative to in generating data to respond to the goals of this capacity mapping exercise such as capturing success stories and identifying challenges faced by CSOs in achieving their respective development agendas.

Findings revealed that there are 9 Umbrella Organizations in Rwanda. Within the Umbrella organizations, there are CSOs and some of the CSOs have cooperatives and associations. For example, RRP+ as an umbrella organization has about 300 cooperatives and 50 associations. In this capacity mapping, only Umbrella and CSOs were considered for data collection.

Findings also revealed that all Umbrella Organizations have their headquarters in Kigali City, and the majority of CSOs (79%) have their headquarters located in Kigali City. Also, it was noted that 28.6% of CSOs have their interventions in Kigali City Districts.

Although most of CSOs interventions are implemented in different districts in Rwanda, there is a disparity between districts in terms of benefiting from CSOs program interventions. For example, 28.6% of CSO Program interventions are in Kigali city Districts (15 % for Gasabo, 8% for Nyarugenge and 5.6% for Kicukiro (5.6%). The districts of Kigali City have more presence of CSOs than in any other province. For example, 61 out of the 213 CSOs which responded to the survey all operate in Kigali.

Finding also revealed that most of the CSOs interventions benefited respectively Women, farmers, youth groups, people tested positive to HIV/AIDS, Poor families, people with disabilities, survivors of the 1994 Genocide against the Tutsi and orphans. The 9 Umbrella organizations and most of the CSOs have interventions are focused on poverty reduction and other aspects of the but none has interventions related to energy.

In view of CSOs interventions as per the SDGs, it noted that most CSO interventions are spread across the various SDGs except for Goal 7 which is *Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all* and Goal 14 which is *Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development*. It should also be noted that SDG goals are complementary and interventions in achieving a given SDG may result into indirectly contributing to the achievement of another SDG. These interventions should not be analyzed in isolation of their impact on other SDGs.

From the findings, most CSOs have received training on capacity building from RSCP based on RSCP capacity development agenda which is also informed by CSO capacity gaps indicated by the various thematic working groups. However, most CSO didn't not a concrete knowledge share plan. For example, most CSOs did not have concrete plans regarding how knowledge and skills acquired by individuals who are send to training should be in turn shared with the rest of CSO staff. This was indicated as a critical gap considering that trainings are costly and thus, acquired skills and competences should be cascaded to other staff to enhance and an all-inclusive human resource development strategy within CSOs.

In terms of funding, it was noted that most CSOs get their funding from international donors, and that although CSOs are independent in deciding their priorities with partners, there are situation when decisions could be based largely on the priorities of the donors. This dependence on external donors for funding, coupled with the reality that CSOs are yet to gain financial independence raised concerns regarding sustainability and relevancy of interventions.

The CSOs and Umbrella Organizations highlighted some key challenges they face including limited funds to implement their strategic plans, limited Government support to facilitate CSOs and Umbrellas to achieve their targets, limited networking between CSOs to share best practices and the bureaucratic and lengthy procedures to gain the authorization to operate in districts.

To overcome the challenges faced, the following strategies are recommended:

- Building financial viability of Umbrellas and CSOs to achieve expected outcomes and long-term plans: The CSOs should supplement unpredictable donor funds by investing in developing activities to generate own income to support the implementation of their plans and to ensure the financial viability.
- Strengthening Government support to facilitate CSOs and Umbrellas to achieve their targets in community development: The Government and the CSO should explore opportunities for joining capacity building through. For example, partnership with Rwanda Management Institute could lead to subsidized training cost for CSOs and increase financial viability.
- Building networking and mutual support between CSOs and Umbrellas: The Rwanda Civil Society Platform should strengthen the networking between CSOs and Umbrellas and organize regular networking events to facilitate peer learning between CSOs and Umbrellas. The networking should include the share of development strategies, best practices, lessons learned and strategies to overcome challenges.
- Building a pool of best practices, lessons learned and strategies to overcome challenges: RSCP, Umbrella organizations and CSOs should establish regular peer learning sessions during which best practices, lessons learned and development strategies can be shared. This should be an intentional and well-coordinated activity incorporated in annual activity plans.
- RCSP and umbrella organization should establish a centralized system where information where resource learning and resource mobilization opportunities can be shared. Such a centralized data base could include information on funding opportunities, network building, useful websites, research reports and others. This initiative has the potential to enhance CSO visibility and promote intra and inter CSO learning.

I. Introduction

1.1. Background and Objectives

The Rwanda Civil Society Platform have already made efforts in working and strengthening the Civil Society Organizations (CSOs). However, there is still need for mapping the current status of CSOs interventions and their efforts as a contribution to national development and achievement of the Rwanda National Strategies for Transformation¹.

The RCSP highlighted in its strategic plan 2019-2020¹, there is a need for the development of a database of all RCSP Umbrella members and affiliate CSOs to maintain proper records and information about them in Rwanda: where they are located, their interventions and where their interventions are carried out.

The mapping of capacity of CSOs is the first of its kind in Rwanda, and will provide an update and complement different related studies conducted in Rwanda such as mapping of the Civil Society Organizations and project identification of a support program to the CSOs in Rwanda conducted by the European Union in 2013² and the Rwanda Civil Society barometers 2018 conducted by the RCSP³. This CSOs capacity mapping activity aligns with Rwanda National Strategies for Transformation¹ and MGDs 2020. This capacity mapping report provides thorough documentation of CSOs best practices, success stories, lessons learned, challenges and recommendations on how CSOs interventions can contribute meaningfully to the achievement of national transformation targets.

The Identification of CSOs interventions and contributions has been done by triangulation both primary and secondary data. Interviews, questionnaire and field visits have been used to collect data and generate an understanding of the CSOs areas of intervention, geographical coverage and the alignment of CSOs organization's with NST1 and SDGs 2030 for Rwanda.

The following are the objectives of this CSOs capacity mapping:

¹ RCSP (2019). Strategic Plan 2019-2020. Kigali

² European Union (2013). Mapping of the Civil Society and project identification of a support program to the civil society in Rwanda

³ Transparency International Rwanda (2015). Rwanda Civil Society Development Barometer. Kigali

- 1) To map CSOs capacities and areas of intervention regarding Rwanda national development and transformational strategies and SDGs 2030.
- 2) To document CSOs best practices, success stories, lessons learned, challenges and recommendations on how CSOS can contribute to National development targets.
- 3) To develop a database of all RCSP Members and their affiliate CSOs.
- 4) To suggest recommendations on feasible strategies for shared learning, communication, and inter-CSOs support.

II. Methodology

The overall approaches used to conduct this study was both participatory and consultative involving Rwanda Civil Society Platform, CSOs executive secretary and the CSOs partners. We used primary and secondary data for this exercise and both quantitative and qualitative data collection tools were employed.

III. Context of RCSP and Civil Society in Rwanda

The Civil Society Organizations in Rwanda are organized into Nine CSOs Umbrella organizations that coordinate activities undertaken by the Civil Society Organizations affiliated to each one of them. The CSOs report to the Rwanda Civil Society Platform which serves as a framework of discussions and dialogue on common challenges or actions and is valid interlocutor between CSOs members and partners of the National Non-Governmental Organizations.

3.1. Background of Rwanda Civil Society Platform.

Rwanda Civil Society Platform (RCSP) was established in 2004 as a non-profit organization coordinating framework of Civil Society Umbrella Organizations. It is set up as a platform for information sharing and consultation between CSOs and their partners. From official documents, RCSP is composed of 9 national CSOs Umbrellas and it has a total number of 218 member organizations.

However, the most recent data from the Rwanda Government Board (RGB) shows that in 2020, there was 1,508 CSOs in Rwanda of which 1,335 are national NGOs, including faith-based organizations and 173 are International NGOs.

3.1.1. Strategic direction of the Rwanda Civil Society Platform

The vision of Rwanda Civil Society Platform mission is *“To serve as a framework of discussions and dialogue on common challenges or actions; exchange of information, mutual support and as a valid interlocutor between members and different partners of the National Non-Governmental Organizations.”* (RCSP, 2019).

The mandate of RCSP's is expressed in the following six main functional activities:

- 1) To promote solidarity and harmonious relations between the members of the CSOs;
- 2) To analyze the major challenges faced by the Rwandan population and adopt common positions and strategies to address the challenges;
- 3) To set up and maintain an information system to enable CSOs to achieve their missions, acting in close collaboration with all partners;
- 4) To develop effective partnerships at national, regional and international level;
- 5) To provide strong representation and advocacy for its members.
- 6) To provide capacity building to its member CSOs.

The RCSP strategic plan 2019-2023 shows that it intends to build its institutional and organizational capacity in order to be able to deliver on the following key objectives:

- 1) Improve coordination and representation (to be a channel other than partners can use to enter contact and communicate with policy makers).
- 2) Engage in policy advocacy and influence and contribute to the overall national development agenda.
- 3) Strengthen learning, knowledge management and feedback mechanisms.
- 4) Strengthen partnership and collaboration among others.

In building capacity of members, RCSP has contributed to building CSO capacity and linking the public agencies and CSOs. For instance, Rwanda Civil Society

Platform in 2019 with the support of partners carried out a number of trainings to empower CSOs to implement their activity plans. Such trainings undoubtedly addressed some of the capacity gaps identified in the CSOs needs assessment.

In the advocacy process, RCSP in partnership with CLADHO and its members conducted analysis of the Budget Framework paper (BEP) and provided critical areas for improvement in the 2019-2020 fiscal year. The CSOs under the leadership of RCSP engaged constructive discussions with the Ministry of Finance, RRA, and RGB about the income tax law passed in 2018.

The RCSP in partnership with CSOs analyzed the implementation of Sustainable Development Goals 2030 for Rwanda and shared with the Government, the issues that included but not limited to Government involvement of CSOs in the implementation of the SDGs, the coordination and strategic funding of SDGs commitment and strengthening local capacities to ensure that they understand and properly interpret SDGs Government commitments.

RCSP committed to regularly organize reflective workshops for sharing best practices and success from all CSOs interventions and to document the achievements of members and affiliate CSOs that should include among others gender and inclusiveness in all their areas of interventions at biannual bases with a focus on key thematic areas.

In the process of strengthening its members and CSOs on monitoring and evaluation, the RCSP initiated the production and sharing of a consolidate report of Umbrella organizations and CSOs interventions and achievements on a quarterly basis. The consolidate report is shared to affiliate members. For instance, on 28th-28th February 2020, RCSP organized a training for members on monitoring, evaluation, learning and resources mobilization, which brought together 45 participants. Acquired skills and competencies are expected to be cascaded within CSOs.

RCSP being the apex coordination body for CSOs in Rwanda, has, since its establishment in 2004 strived to strengthen its capacity to effectively coordinate and represent its various constituencies that include civil society organizations. Through the RCSP coordination and representation, in 2019, CSOs were able to speak with one strong voice on number of issues and decisions by various duty bearing organizations.

3.2. Historical context of Civil Society Organizations in Rwanda

The Civil Society Organizations in Rwanda date back to colonial period since 1956 and worked as farmers' associations, Community-Based organizations (CBOs), Non-Government Organization (NGOs) and Umbrella bodies. Many of the CSOs operated in rural economic development, while others were involved in women's promotion and human rights protection⁴.

The number of grassroots associations ballooned during the 1970s, 1980s, and after 1994 they enjoyed the state and donors supports (Uvin, 1999)⁵. Since 2002, the Government of Rwanda, developed a National program for strengthening good governance for poverty reduction, and one among its objectives was to "develop and strengthen the capacity of Civil Society Organizations to enable them play their role in democratization, accountability, public information, education, mobilization and service delivery" (MINALOC, 2002)⁶.

In 2004, 8 umbrellas organizations were formed with the purpose of joining efforts together for a common goal of developing Rwanda: Umbrella organizations included: CCOAIB, CESTRAR, CLADHO, IBUKA, the Union IMBARAGA, CEJP, THE PRESS HOUSE and PRO-FEMMES TWESE HAMWE. During the same year, the Umbrellas formed the Rwanda Civil Society Platform-RCSP that coordinates and advocates for the CSOs activities.⁷

Since 2016, the Government of Rwanda has mandated the Rwanda Government Board (RGB) as a public institution to support in the CSOs registration and development activities.⁸

As of 2020, the following nine Umbrella organizations have joined efforts and are coordinating with CSOs activities in collaboration with the Rwanda Civil Society Platform to enhance social economic development: These are CCOAIB, NUDOR, CLADHO, IBUKA, RNGOF, PRO-FEMMES, RRP+, RENGOF and RYOF. The 1,508 CSOs have legal personality provided by the RGB. Among them 1,335 are national NGOs and 173 are International NGOs.

⁴ Rwanda Civil Society Platform (2018). Rwanda Civil Society Development barometer, p.18.

⁵ Uvin P. (1998). Aiding violence: The development Enterprise in Rwanda, West Halt Ford CT: Kumarian Press.

⁶ MINALOC, (2002), National strategy framework paper on strengthening good governance for poverty reduction in Rwanda. Kigali

⁷ Nizeyimana B. (2013). Civil Society Organizations in the public policy process in Rwanda. A case study of Rwanda Civil Society Platform.

⁸ The Government of Rwanda (2016). Law N°56/2016 of 16/12/2016

However, there is still need to create more Umbrellas to coordinate specific fields of national priorities. For example, there are a number of CSO Interventions in Justice but there is currently no Umbrella organization that coordinate Justice related activities.

3.2.1. Category of Non-Governmental Organizations in Rwanda

Non-Governmental Organization is an organization which comprises of natural persons or of autonomous collective voluntary organizations whose the aim is to improve economic, social and cultural development and to advocate for public interests of a certain group, natural persons, organizations or with the view of promoting the common interest of their members and it may be founded by at least three (3) persons (Official Gazette n° 15 of 09/04/2012)

Categories of national non-governmental organizations:

The Government of Rwanda LAW N°04/2012 of 17/02/2012 published in the Official Gazette n°15 of 09/04/2012 governing the organization and the functioning of national non-governmental organizations stipulate that Rwanda National non-governmental organizations are classified into three (3) broad categories in respect to their main objectives and nature of membership:

- **Public interest organizations:** organizations serving public interests. The organizations carry out activities in the development of various sectors including civil society, economy, social welfare, culture, science and human rights;
- **Common interest organizations:** organizations which act in a specific domain in favor of their members;
- **Foundation:** an organization whose purpose is to establish a fund or to collect funds, manage and use them to provide beneficiaries with support.

In this exercise, only the Non-Governmental Organizations of category one (Public Interest) are concerned with this capacity mapping. In Rwanda, the Civil Society Organizations as part of the first category of the first national nongovernmental organizations working as for public interest organizations. It is a sector of voluntary action within institutional forms distinct from those of the state, family, and market, keeping in mind that in practice the boundaries between these sectors are often complex and blurred.

International Non-Governmental Organization:

An international non-governmental organization is an organization that is established in accordance with foreign laws to serve public interests. Article 5 of the

Law governing Non-governmental organizations n°15 of 09/04/2012 stipulates that in Rwanda, the national non-governmental organization shall not be allowed to distribute its net earnings and profits to any person. The assets, earnings, and profits of a national non-governmental organization shall not, whether directly or indirectly, provide profits to any member, director, senior officer, employee, or donor of the national non-governmental organization. However, a national non-governmental organization shall be allowed to pay a person for services delivered to the organization.

As stated by the United Nations “an organized civil society is an imperative condition for and an expression of democracy. It is an intermediary between state and society and a key element in good governance. It is not an alternative to the state but it complements its activities. (UN, 2010:33)?.

The following CSOs capacity mapping shows the complements of CSOs to the Government of Rwanda interventions for social, economic and good governance development and transformation.

3.3. Umbrella organization

Rwanda has identified 9 CSOs Umbrellas organizations' which operate as a platform of CSOs working in a similar domain of intervention (e.g. Women, Youth, People with disability, HIV/Aids, Environment and nature resources, Human rights, etc.). Following 9 Umbrellas have in total 218 affiliate CSOs members.

Pro-Femmes/Twese Hamwe:

This Umbrella was created in 1992 and focuses CSO members interventions on empowering Women. Fifty-Three (53) CSOs are affiliate to this Umbrella. Pro-Femmes / Twese Hamwe envisions a peaceful and stable Rwandan society free from all forms of gender discrimination characterized by gender equality and equity in her development process. Its mission is to contribute to the improvement of the socio-economic status of women, promoting the culture of peace for sustainable development through coordination and capacity building of member associations.

⁹ UN (2010). The third Arab report on the millennium development goals, 2010 and the impact of the global economic crises, New York, 2010.

Rwanda Youth Organization Forum (RYOF):

This Umbrella was created in 2017 and focus CSO interventions on Youth empowerment and development. This Umbrella has 36 affiliate CSOs. The mission of RYOF is to strengthen and coordinate organizations initiatives which promote Youth development and advocate for Youth Concerns. RYOF member interventions focus on: human rights and democratic governance, social protection, gender promotion, HIV & AIDS, peace and reconciliation, Agriculture and community development among others.

Collectif des Ligues et Associations de Défense des Droits de l'Homme (CLADHO)

:

This Umbrella Organisation, created in 1993 has the mission to protect, defend and promote human rights. CLADHO aims at empowering citizens and Rwandan civil society of Rwanda to take part and influence public policies formulation and implementation. CLADHO is an Umbrella that has 11 affiliated CSOs focusing on Human Rights.

Rwanda Network of People Living with HIV/Aids (RRP+):

The RRP+ was created in 2003 exists to contribute to preventing HIV, improve adherence to continuity care and treatment for HIV-infected patients and to restore hope and improve the quality of life of persons, families and communities affected by HIV. RRP+ has 10 affiliated active CSOs out of 16 focusing their interventions on HIV/Aids. This Umbrella has 300 affiliate cooperatives and 500 associations. RRP+ advocates for the rights of people infected and affected by HIV/AIDS and to promote their full involvement in response to HIV, TB and Malaria epidemics.

Ibuka

Ibuka was created in 1995 as an umbrella organization that connects the groups that aid survivors of the 1994 genocide against the Tutsi in Rwanda. Ibuka is a Kinyarwanda word meaning *for remember*. Ibuka's mission is to rebuild lives of survivors of the genocide against the Tutsi in Rwanda; and its vision is building a world where survivors are well respected and integrated. IBUKA has in total 9 affiliate CSOs.

Rwanda environmental NGOs forum (RENGOF)

RENGOF was created in 2013 with mission is to promote, coordinate, monitor and evaluate the activities of NGOs and CBOs engaged in the Environment and Natural Resources sector in Rwanda. RENGOF Contributes to Rwanda's key strategies that respond to the desire for growth and poverty reduction with a special consideration of climate change and Environment and Natural Resources towards sustainable development and green economic growth. RENGOF has in total 13 affiliate CSOs focusing their interventions in Agriculture, Environmental protection and Education, economic empowerment).

Conseil de Concertation des Organisations d'Appui aux Initiatives de base (CCOAIB)

CCOAIB was created in 1987 and has as its mission to enhance the capacity of CCOAIB member organizations to deliver quality services through evidence-based advocacy, networking and empowerment of citizens to take part in their own development. The most CCOAIB member organizations focus their interventions in livelihoods focusing specially on supporting grass roots farmers. CCOAIB has 42 affiliate Civil Society organizations.

Rwanda NGO forum on HIV/AIDS and Health Promotion (RNGOF)

RNGOF was created in 2007, and its mission is to eradication all barriers that could compromise the behavior change of the Rwandan population by ensuring that men, women, youth and children are protected from HIV/AIDS and that all are enabled to partake in the same rights as all citizens. RNGOF has 127 National NGO members intervening in different areas such as HIV, Tuberculosis, Malaria, social protection, human rights, Reproductive, maternal, newborn, child and adolescent health and research. The Umbrella has decentralized structures up to district level.

National Union of Disability Organizations in Rwanda (NUDOR)

NUDOR was created in 2010 and has a mission to serve as a platform of organizations of people with disabilities to share their experiences and express their views and to support them in strengthening their capacities and achievements. Its vision is to build a society where people with disabilities enjoy equal human rights, opportunities and full participation as other citizens. NUDOR has in total 14 Civil Society Organizations focusing their interventions on empowering people with disabilities.

IV. Interventions of the Rwanda Civil Society Organizations

This CSOs capacity mapping study identifies the Umbrella and CSOs domain of interventions, the geographical location, the district(s) of intervention, best practices, lessons learned and challenges encountered. The following are the CSOs Umbrellas and their respective affiliated Civil Society Organizations.

4.1. Description of CSOs Umbrellas organization and affiliate CSOs

The CSOs identified and described in this report are the 218 CSOs affiliate to the aforementioned. The tables on appendix1 indicate the Umbrella Organization and their affiliate CSOs.

218 Civil Society Organizations are affiliated to the above-mentioned nine-Umbrellas in Rwanda. The data shows that the most of SCOs are under the Pro-femme/Twese Hamwe which focus their activities on empowering women and child rights. These include CCOAIB that focusses on investing in livelihoods and grassroots farmers have the second position with 42 CSOs. The health and HIV/AIDS, youth and family members tested positive are receiving support from around 40 Civil society organization in Rwanda. About people with disability, 14 CSOs are intervening under (NUDOR). However, some CSOs in Rwanda are affiliated to more than one umbrella organization. Examples for such CSOs are AERG, Benimpuhwe, Faith Victory Association (FVA) and Health Development Initiatives (HDI).

4.2. CSOs Umbrella organization mapping

The mapping highlighted in next section focusses on Geographical location of the umbrella, the distribution of the umbrella per domain of intervention and per the source of funding.

4.2.1. Umbrella geographical location

The information collected showed that all the Nine CSOs Umbrellas have their headquarters located in Kigali City. The CSOs Umbrella organizations' offices are located as follows in Kigali City Districts.

Table 1. Umbrella geographical location

Umbrella name	District	Creation date	N0 CSOs (actives)
1. Conseil de Concertation des Organisations d'Appui aux Initiatives de base (CCOAIB)	Gasabo	1987	42
2. PRO-FEMMES/TWESE HAMWE	Kicukiro	1992	53
3. Collectif des Ligues et Associations de Défense des Droits de l'Homme (CLADHO)	Kicukiro	1993	11
4. Ibuka (1994 Tutsi Genocide Remembrance)	Kicukiro	1995	
5. Rwanda Network of People Living with HIV/Aids (RRP+)	Gasabo	2003	10
6. Rwanda Youth Organization Forum (RYOF)	Gasabo	2017	36
7. Rwanda Environmental NGOs forum (RENGOF)	Gasabo	2007	13
8. Rwanda NGO forum on HIV/AIDS and Health Promotion (RNGOF)	Gasabo	2007	30
9. National Union of Disability Organizations in Rwanda (NUDOR)	Kicukiro	2010	14
10. Coalition Umwana Ku isonga	Gasabo	2014	19
11. Rwanda Education for All Coalition (REFAC)	Gasabo	2013	13

Source: Secondary data

The data in table 1 about the geographical location of Umbrellas headquarters office in Rwanda are not equality distributed between provinces and districts because all the Nine Umbrellas are located in Kigali City. Most Umbrella have their headquarters office in Gasabo (63.4%) and Kicukiro (36.6%).

4.2.2. Distribution of Umbrella per intervention areas in NST1 pillars

The Nine Umbrellas described above intervene in different national key pillars as specified in the Rwanda National Strategies for Transformation¹. The majority of Umbrellas intervene more in social transformation (33.3%). The following table provides more details.

Table 2: Umbrella area of intervention¹⁰

¹⁰ The Number "1" in the table explain that the umbrella intervenes in the area. The combined pillars (Economic-Governance and Social and Governance) shows Umbrella intervening in more than one pillar at the same time.

Area of Intervention	CSOs Umbrella Name									Percentage
	PRO-FEMMES/TWESSE HAMWE	Rwanda Youth Organization Forum «RYOF»:	Collectif des Ligues et Associations de Défense des Droits de l'Homme (CLADHO):	Rwanda Network of People Living with HIV/Aids (RRP+):	Ibuka	Rwanda environmental NGOs forum (RENGOF)	Conseil de Concertation des Organisations d'Appui aux Initiatives de base (CCOAIB)	Rwanda NGO forum on HIV/AIDS and Health Promotion (RNGOF)	National Union of Disability Organizations in Rwanda (NUDOR)	
Economic						1				11.1%
Social				1	1			1		33.3%
Governance			1							11.1%
Economic - Governance		1					1			22.2%
Social and Governance	1								1.00	22.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Primary data

The Umbrellas interventions focus more on Social (33.3%) followed by the combination of Social and Governance (22.2%) and Economic-Governance (22.2%). There are few Umbrellas focusing their interventions on only transformational Governance and Economic NST1 pillar (11.1% each). This is as a result of lack of finance, when the Umbrella for instance intervene in economic pillar and the donor change to another intervention or a new donor comes in with a focus on a different pillar, instead of the Umbrella closing they decide to go with the interest of the donor, thus intervening in more than one pillar. secondly, an Umbrella coordinate many CSOs affiliated intervening in divers' activities related to more than one pillar at the sometime for the same reason (interview by Umbrella Executive Secretary).

4.2.3. Umbrella Source of funding

Most Umbrellas are supported by donors at 42.6%, CSOs own income and Donors (36%) and self-finance (20.5%). This data evidence to say that the CSOs Umbrellas interventions in Rwanda enjoys the support of government, the local and/or international organizations partners (63.1%). However, Umbrellas are given contributions by affiliate CSOs to facilitate the coordination of planned activities by the later.

4.3. CSOs intervention areas.

The 218 CSOs affiliate to eleven-Umbrellas have all legal personality and affiliation to one of the listed above CSO Umbrella organizations in Rwanda. All the CSOs

described in this report are local Civil Society Organizations accredited in Rwanda.

4.3.1. Geographical location of the local CSOs headquarters per province

The following table shows where the headquarter offices of the CSOs are geographically located per province in Rwanda.

Table 3: Geographical location of CSOs per province

Province/Kigali City	Number of CSOs	Percentage
Eastern	10	5%
Kigali City	172	79%
Northern	6	3%
Southern	21	10%
Western	9	4%
Total	218	100%

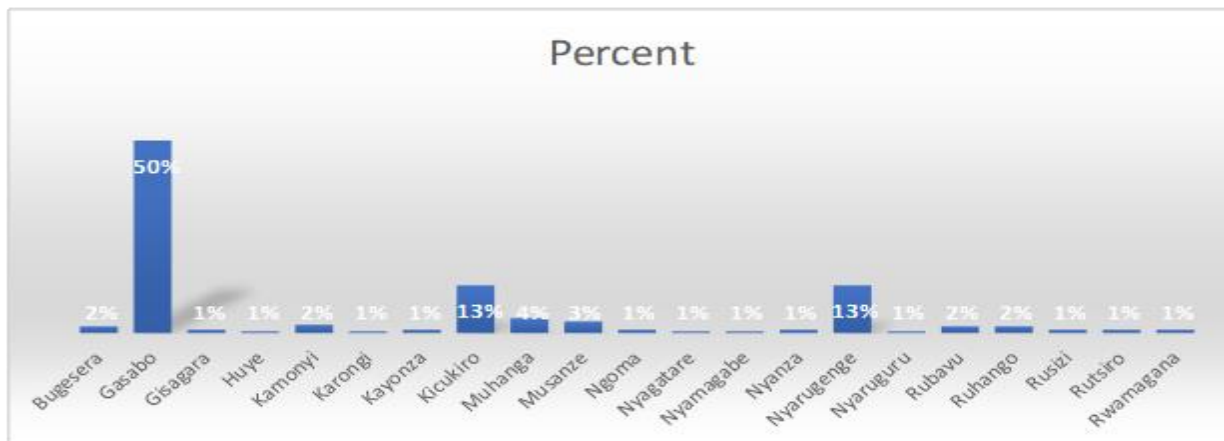
Source: Primary data, 2020

The data in the above table shows that most of the local CSOs in Rwanda have their headquarter offices in Kigali City (79%). Only 10% of the CSOs have their headquarter offices in Southern province. This distribution of CSOs per province shows that some provinces such as Western, Northern and Eastern have few CSOs having their headquarter offices in their province. The Executive Secretaries of CSOs, highlighted that having the headquarters of their organizations is an advantage because they access donor's offices. Therefore, positioning their headquarters in the country's capital is strategic to meet with donors and potential partners.

4.3.2. Geographical location of CSOs headquarter per district

The data shows that only 21 out of 30 Districts in Rwanda have at least one CSOs having their headquarter offices in the District.

Figure 1: Geographical location of CSOs per district



Source: Primary data, 2020

The data shows that districts of Kirehe, Ngororero, Gicumbi, Burera, Gakenke, Rulindo, Gatsibo, Nyabihu, Ruhango do not have any CSO having its headquarters office in the district. Among those districts having at least one CSO having its headquarters in the district, most of them are located in Gasabo District (50%), Kicukiro (13%) and Nyarugenge (13%) of Kigali City. Thus, the 76% of local CSOs in Rwanda having their headquarter offices in Kigali City. This indicates an unequal distribution of CSOs headquarter offices in Rwanda. That is also due to CSOs easy accessibility of the potential international bilateral and multilateral donors usually based in Kigali City.

4.3.3. Distribution of CSOs interventions per district and province

Even if the most CSOs in Rwanda are located in Kigali City, they implement their interventions in districts outside the geographical location of their headquarter offices. All districts benefited together 17 CSOs interventions, however, the table 4 below provides more clarification on the specific CSOs interventions per district.

Table 4: Distribution of CSOs specific interventions per district

No	District of intervention	No of CSOs	Percent	No	District of interventions	No of CSOs	Percentage
1	Bugesera	12	5.6%	16	Ngoma	5	2.3%
2	Burera	3	1.4%	17	Ngororero	2	0.9%

3	Gakenke	4	1.9%	18	Nyabihu	7	3.3%
4	Gasabo	32	15.0%	19	Nyagatare	6	2.8%
5	Gatsibo	5	2.3%	20	Nyamagabe	3	1.4%
6	Gicumbi	2	0.9%	21	Nyamasheke	5	2.3%
7	Gisagara	2	0.9%	22	Nyanza	7	3.3%
8	Huye	8	3.8%	23	Nyarugenge	17	8.0%
9	Kamonyi	3	1.4%	24	Nyaruguru	4	1.9%
10	Karongi	3	1.4%	25	Rubavu	10	4.7%
11	Kayonza	7	3.3%	26	Ruhango	7	3.3%
12	Kicukiro	12	5.6%	27	Rulindo	2	0.9%
13	Kirehe	2	0.9%	28	Rusizi	5	2.3%
14	Muhanga	9	4.2%	29	Rutsiro	8	3.8%
15	Musanze	11	5.2%	30	Rwamagana	10	4.7%
	Total					213	100%

NB: In addition, 17 CSOs interventions are conducted in all districts in Rwanda

Source: Primary data, 2020

The data on the distribution of Civil Society Intervention per district in the above table shows unequal distribution of CSOs interventions in districts. The most CSOs interventions are in Kigali City (28.6%, Gasabo (15%), Nyarugenge (8%) and Kicukiro (5.6%). The districts of Kigali City have more interventions (61 out of 213) compared to the rest of districts in Rwanda. Twelve districts have less than five CSOs interventions.

In addition to the above CSOs findings per districts, 17 CSOs interventions identified are conducted in all districts in Rwanda. For instance, CSO for people with disability deaf rights, people with deaf blended rights and support, human trafficking, Supporting survivors of 1994 Genocide against the Tutsi and remembrance.

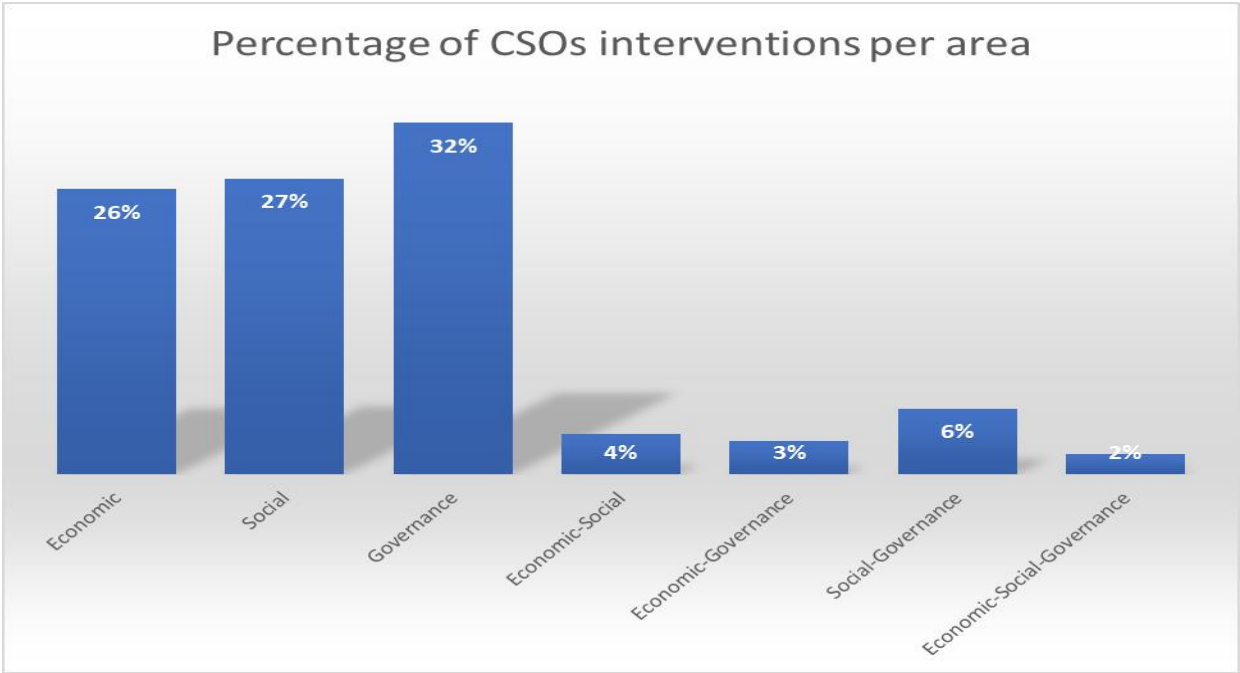
4.3.4. Distribution of CSOs interventions per the NST1 pillars

The analysis of the distribution of CSOs per area of intervention is organized based on Rwanda National Strategies Transformation1 (NST1) pillars: (1) interventions in the economic, social and transformational governance. However, some CSOs intervene in more than one NST1 pillars. Besides the above pillars, interventions

under more than one pillar include Economic and social, Economic and governance, Social and governance and Economic-social and governance.

The following table shows more details on the CSOs interventions per areas described above.

Figure 2: Distribution of CSOs interventions per area in NST1.



Source: Primary data 2020

The above graphic shows that most Civil Society Interventions are in the Governance pillar (32%). This is a result from the fact that many of the Civil Society Organizations focus on the Human Rights in different areas such as education, health, peace and reconciliation, gender and inclusiveness, special group protection and GBV.

(26%) under the economic pillars. Those CSOs focus on investment in citizens' economic empowerment such as cooperative, agriculture and farming, livestock related activities, youth and women entrepreneurship, water supply, food processing, environment and natural resources.

Whereas 27% of the Civil Society Organizations intervention are under the social pillar that focus on education, health, social protection, survivors to genocide

against Tutsi support, HIV/AIDS, family reproductive and planning, training and capacity development, Early Childhood among others.

Other Civil Society Organizations intervene in different activities combining more than one pillar, for instance respectively, Social-Governance activities (6%), Economic - Social activities (4%), Economic and Governance activities (3%), Social - Governance activities and Economic-social-governance (2%).

The table5 below shows the list of key interventions by Civil Society Organization per NST1 pillars for the local community development.

Table 5: List of key interventions per NST1 Pillars

Economic transformation	Social transformation	Transformation Governance and Justice
Agriculture handcraft, women and youth empowerment, cooperative, Agriculture Transformation, food processing, Agriculture livestock, rural citizen participation in Agriculture, water supply, Agriculture and Nature Conservation, Agriculture Beekeeping, Agriculture saving and credits, poultry, Arts and Handcraft, Arts and handcraft appropriate technology, beekeeping, land management,	<ul style="list-style-type: none"> • Communication in Health and well-being, • ECD, • Fighting HIV/AIDS, • child and adult Education, • Mental health, adult and youth vocational training, • family health, • Family Planning, • HIV and Malaria Prevention, • Health and Nutrition, • HIV positive young adults and youth, 	<ul style="list-style-type: none"> • Advocacy on human rights, • Advocacy for Genocide Survivors, • Child and women rights, • child protection, • Children and Youth with impairments disability, • Rights for people with mental disability, Disabled Paralympic, • research. • Environment protection, • environment education, • Ex-combatants disabled, • Gender-Based Violence, • Human Right and Justice, • Access to justice, • Abunzi and MAJ training, • human rights, • leadership, good governance, • peace building and reconciliation, • conflict management, • peace conservation, • People with disability Deaf rights,

<p>capacity building, nature conservation, poor farming, Soil conservation and landscape restoration, women economic empowerment.</p>	<ul style="list-style-type: none"> • education for children with special needs • Social protection • Child, • Women and Orphans support, women social empowerment, development, • Women Trauma and Education 	<ul style="list-style-type: none"> • People with deaf blended rights and support, • People with Psychiatric disability, Reintegration, • Human Trafficking, • Remembrance, • Supporting Genocide Survivors/ widows/Children, • Women and Youth Worker Rights, women rights, child rights, • Women victims of Genocide support, • Women Workers rights, • advocacy on international convention and protocols on people with disabilities, • women and child protection, advocacy on equal allocation of public expenditure and budget, transparency, • citizen's participation in budget preparation.
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Source: Primary data, 2020

The listed activities per the Rwanda National Strategy for transformation¹ pillars, show the contribution of Civil Society Organizations in the national's implementation of the national and international agenda for development and citizens' well-being. Based on the donor's orientations or focus and support to CSOs, some CSOs intervene in different pillars other than their prior focus depending on the availability of funds and to also attract more partners who may have a different approach. *“we diversified our programs to attract more international partners who want to support in national development (Interview with Executive secretary of CSO AAA).* Consequently, there is no sustainability of some programs and some beneficiaries have been stopped because of donor's reorientation of their priorities of interventions or funding.

4.3.5. Distribution of the CSOs interventions per categories of beneficiaries

Different categories of people enjoy the Civil Society Organizations interventions. Farmers including women among other beneficiaries (55%) and women (53%) benefited more from the CSOs interventions compared to other categories stated in the following table.

Table 6: Distribution of beneficiaries of CSOs interventions per category

Beneficiaries category of CSOs interventions	No. Of CSOs	Percent
Children	6	2.9
Youth	32	15.0
Women	53	24.9
Orphans	2	0.9
HIV/Positive	21	9.9
Disability	16	7.5
Poor Family	19	8.9
Farmers	55	25.8
Survivors of genocide against Tutsi	9	4.2
Total	213	100.0

Source: Primary data, 2020

The most beneficiaries of the CSOs interventions are women at 24.5% in addition to other women from poor families, farmers, women who are HIV positive and survivors of Genocide against Tutsi. Few interventions focus on children (2.9%) and orphans (0.9%).

4.3.6. Distribution of the CSOs intervention per sustainable development goals 2030

The CSOs interventions contributed in the implementation of the international sustainable development agenda such as the Sustainable Development Goals 2030. The table 7 below illustrates the CSOs interventions per SDGs 2030.

Table 7: Distribution of CSOs interventions in the line with SDGs agenda 2030

Sustainable development goals	CSOs interventions
Goal 1: No poverty: "End poverty in all its forms everywhere	Poor family support, poor family farming programs
Goal 2: Zero hunger: "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.	Agriculture, handcraft, cooperative, Agriculture Transformation, food processing, Agriculture livestock, rural citizen participation in Agriculture, Nature Conservation, environment protection, Agriculture Beekeeping, Agriculture saving and credits, poultry, land management, farming, soil conservation, landscape restoration,
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages.	Communication in Health and wellbeing, Fighting HIV/AIDS, Mental health, family health, Family Planning, HIV and Malaria Prevention, Health and Nutrition, HIV positive young adults and youth, Social protection, Women and Orphans health protection, Women Trauma support.
Goal 4: Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	ECD, child and adult Education, adult and youth vocational training, education for children with special needs education,
Goal 5: Gender equality: Achieve gender equality and empower all women and girls.	Women social empowerment, Women economic empowerment, Women leadership empowerment, Girl's education, Women ex-combatants' empowerment.
Goal 6: Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all.	Water supply and sanitation
Goal 7: Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all.	No any activity under CSOs intervention

Goal 8: Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Cooperative capacity building, women and youth training
Goal9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Advocacy on public and private infrastructure in building respecting gender and inclusiveness (scalier, toilettes, physical disabilities)
Goal10: Reducing inequalities: Reduce income inequality within and among countries	Advocacy on national and district budget distribution in the respect of gender and inclusiveness
Goal11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable.	Advocacy on working and refreshment places for all with the respect of inclusiveness
Goal 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns.	Green economy, transportation and harvesting practices for agriculture production Effective use and protect environment
Goal 13: Climate action: Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy	Environmental and nature resources protection.
Goal 14: Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	No any CSO activity identified for this goal
Goal 15: Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Forest management, land management

<p>Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<p>Human rights, conflict management, family health management, "Mu Rugo" program, support of Abunzi and MAJ, advocacy on the implementation of national, regional and international convention and protocols on people with disability, gender representation in leadership, transparency,</p>
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Source: Primary data, 2020

The data presented in this above table shows that at least Fourteen out of Sixteen Sustainable Development Goals have been part of the CSOs interventions in Rwanda. However, the Seventh Goal (affordable and clean energy) did not receive any CSOs intention.

Speaking with Executive Secretary of the CSOs, they convened on the orientation of their activities on the key factors of citizens development such as social, economic and human rights. In his view one executive secretary argue that: *"To invest in programs expensive to implement is difficult, due to the financial issues; reasons we invest more in activities that are implemented using in absence of donors our own capacity and resources."*

For instance, energy sector which need more expertise and resources is new in Rwanda, and should interest CSOs intervention as part of the National resources that may facilitate sustainable development of the country.

4.4. Organization and functioning of Umbrella and CSOs (organs, organizational structure, staffing)

4.4.1. Umbrella functioning and management

All the Nine Umbrella in Rwanda have a general Assembly, a board of governors, a president and an executive secretary of the Umbrella organization. All the Nine Umbrellas organizations identified have shared mission, vision, values, Headquarter offices, staff and administrative and procedures manual. The Umbrellas interviewed have an organization structure and a strategic plan for five years.

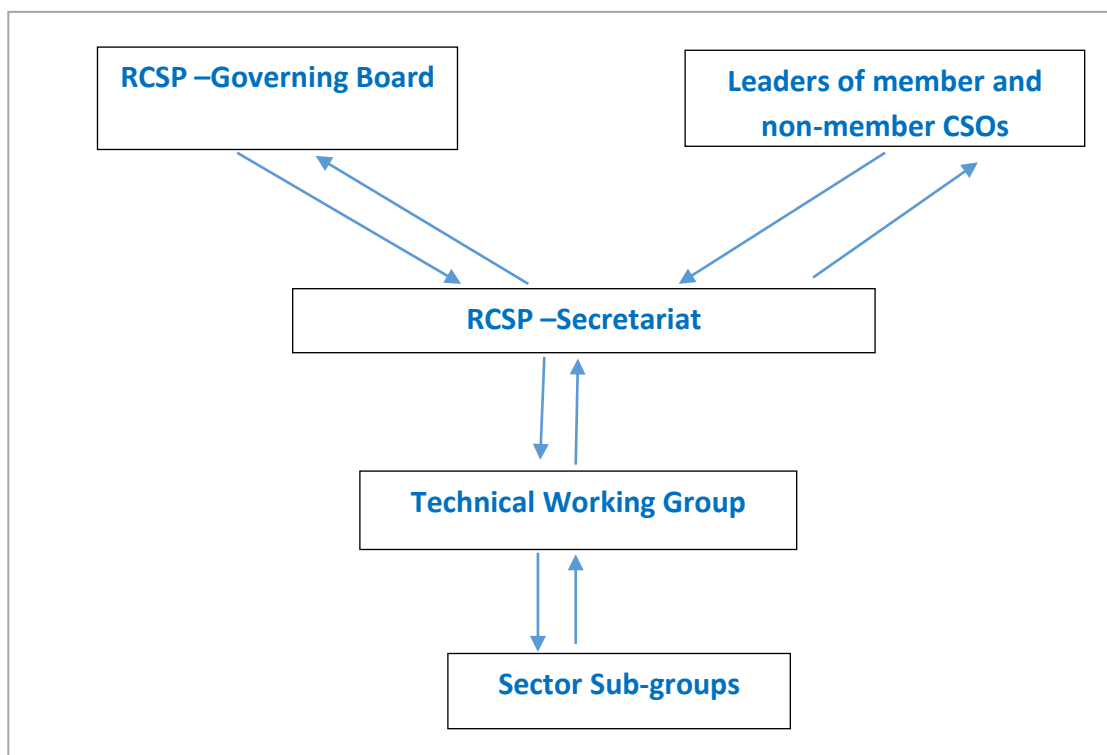
For communication and marketing purposes, Seven out of Nine Umbrella organizations (78%) have operational official emails, websites and newsletters to communicate their successes and best practices.

The Operational budget used by Umbrella Organisation is funded by CSOs members' contribution and the donor's funds allocated to the management of funded programs implemented by the Umbrella organizations. 16.4% of Umbrella organizations get funds from CSOs members, 47.3% from Donors and 36.4% from both CSOs members and Donors. However, some Umbrella organisations benefit some government support through the partnership in a specific program implemented in the local community. No fund is allocated to Umbrella organization by the Government of Rwanda to support in operational budget.

However, there is still need of for a well elaborated functioning and communication structure between the Rwanda Civil Society Platform, Umbrella organizations and CSOs.

For instance, in the perspective of strengthening the reporting system between RCSP and affiliate members, the Rwanda Civil Society Platform has developed a thematic working group to support reporting on a regular basis. The thematic working group reporting should follow the following structure.

Figure 3. Thematic working group reporting channel



Source: RCSP (2020). Thematic working groups for RCSP.¹¹

4.4.2. Umbrella organizations partnership

All Umbrella agreed a partnership with a specific government Organs and/or Agencies according to the field of intervention. For instance, an Umbrella providing professional training to Youth domestic workers partner with WDA; an Umbrella working in empowering women social and economic development partner with the Ministry of gender and Family development; an Umbrella working with HIV/AIDS tested positive youth and adults partner with the Ministry of Health; an Umbrella working in youth and women empowerment in Agriculture partner with the Ministry of Agriculture; an Umbrella that support people with disability partner with the National Council of People with Disability(NCPD); an Umbrella working in education partner with the Ministry of Education.

The Umbrella organizations have partnerships with bilateral and multilateral organizations. The major partners of the Umbrella during the period of the

¹¹ RCSP (2020). Thematic working groups for RCSP. Kigali

capacity mapping exercise are, UNDP, UNICEF, SIDA, UNAIDS, USAID, DFID, EU, GIZ, Kingdom of Nederland, Australia, CARE International, PALADIUM, Médecins du Monde, Trocaire and Trademark EAC.

The affiliate CSOs also partner with line ministries, government agencies, districts according to the CSOs area of interventions. The Ministry of Health, Ministry of Gender and Family Development, RGB and Ministry of Youth were quoted more by the interviewed CSOs as key public institution partners.

For bilateral, multilateral and international non-governmental organizations partners that supported CSOs include among others UNDP, SIDA, UNICEF, UN Women, USAID, EU, Global fund, African Women Leadership Institute, Swiss Cooperation, Disable rights fund, Humanity and Inclusion, Myrights, UNICEF, GreenTch, Piza Locaneme, Zungla, Maxdino, Human Help Network, Global Health Alliance, Japan Cooperation, City Fellowship. Partners for umbrella organisations are almost the same as their affiliate CSOs.

4.4.3. CSOs functioning and Management

All the 218 Civil Society Organizations identified have Legal personality (provisional or definitive) provided by the Rwanda Governance Board. Each CSOs have a General Assembly, a Board of Governance and a management team described in an organizational structure. The management team is led by an Executive Secretary who is in charge of management and leading all activities undertaken by a CSO.

Seventy-Three percent (73%) of the 213 CSOs have websites and twitter, 87.1% of CSOs have organizational emails to facilitate the communication and dissemination of their success and best practices. However, 13% of Executive secretary use personal emails for the organizational activities. It was also noted that the information on CSO website needs to be updated for reverence and comprehensiveness but most of them do not have communication specialists to focus on increasing CSO visibility through providing timely updates on CSO activities.

V. Best practices, Lessons Learned and Challenges of CSOs

The Civil Society Organizations in collaboration with their partners have invested to support the Government of Rwanda in achieving medium and long-term development goals. This part presents the examples of best practices, lessons

learned and challenges of the CSOs. We organized the presentation in unique themes covering key Interventions and NST1 pillars.

5.1. CSOs best practices

5.1.1. CSOs interventions in advocacy for citizens participation in the national annual budget.

The CSOs in Rwanda participate in the annual national budget preparation and approval process for advocacy in relation to the national strategic priorities and special groups. The CSOs provide recommendations to the parliament about the proposed new national budget with special consideration of the relationship of the national strategic priorities and the proposed budget. The recommendations focus also on the consideration of gender, people with disability and any other national priority groups in the proposed budget for approval by the parliament.

The CSOs provided financial support to Government in the implementation of the national strategic plans.

Example1: In the Fiscal year 2009-2010, CSOs injected 254,833,597,195 RWF into the Rwandan economy. The majority of the funds expended by CSOs were concentrated (88.99%) in the four sectors, which are health (29.74%), social protection (22.83%), education (21.08%), and agriculture (15.34%) (RCSP, 2011). The same FY 2009/2010, the government of Rwanda would have spent 898,962,483,481Frw on the sectoral development areas (14 areas).

Example2: CLADHO worked with MINECOFIN in preparation, design, translate and disseminate the 2018/2019 national budget. Budget booklets were disseminated to all districts in Rwanda with the purpose to help citizens understanding the 2018/2019 national budget and to increase awareness and ownership of the government projects and programs planned for the citizens. During the data collection, CLADHO led CSOs analysis and discussions about the 2019/2020 budget Framework Paper (BFP) through which recommendations were formulated and provided to the Ministry of Finance and Economic Planning.

5.1.2. CSOs interventions in advocacy for survivors to 1994 Genocide against the Tutsi in Rwanda and fighting against genocide ideology

At least Nine Civil Society Organizations focus their interventions on the advocacy for survivors to 1994 Genocide against the Tutsi in Rwanda and fighting against genocide ideology.

Example1: The Umbrella IBUKA supported 309.000 survivors to 1994 Genocide against the Tutsi in 2020 on Education, Mental health, Advocacy and Access to Justice.

Example2: The CSOs under IBUKA Umbrella supported survivors on the hepatitis screening and vaccination, dental screening and health care, mental health advocacy, revalorization of not exploited lands, well fare of genocide survivors' elder widow's advocacy, implementation of Gacaca court's decisions regarding the damaged properties during the genocide against the Tutsi, implementation of Garden of Memory project and providing basic needs for the genocide survivor's in COVID-19 period (Primary data).

5.1.3. CSOs intervention in Women social and economic empowerment

The report showed in the previous part that most Civil Society Organizations interventions focus on Women empowerment in Rwanda. The CSOs interventions empowered among others poor women, ex - combatants' women, disabled women, survivors of genocide against Tutsi, women and pygmy women.

Example1: A woman cooperative producing hand craft products (COOVARAKU) has been created and strengthened to generate income and participate at the sometimes to Gishwati-Mukura National park as a long plan for tourists to purchase their hand craft products as a made in Rwanda initiative.

Example2: *In Girls/women's empowerment and livelihood improvement (GELI) "Save Generations Organization" and partners reached more than 500 youth and women, 80% were female. As a result of their social and economic skills development and behaviour change, more than 120 girls and women have been equipped with vocational training skills together with a package of training on entrepreneurship, business, financial literacy and computer training skills. In addition, they have been assisted to form cooperatives for income generation and acquired mentorship and coaching as well as linkage with financial opportunities including markets for their products. To date, 5 trained youth cooperatives have been formed working in profession learned to generate income for their livelihood's improvement (Primary data).*

Example3: *The Rwanda Women Leadership Institute created in 2012 by the Rwanda Women's network and partners, works to expand and improve delivery of new skills and tools for women's effective leadership, provide a space for sharing experiences and for networking to mobilize women for change; and offer state-of-the-art leadership training for the empowerment of young Rwandan women.*

5.1.4. CSOs intervention in advocacy and support for people with disability

NUDOR conducted advocacy for people with disability at national level, to ensure national, regional and international conventions, protocols and policies for people with disabilities are respected and implemented to guarantee equal human rights for people with disabilities. In all sectors in Rwanda, gender and inclusiveness are a cross-cutting issues as a result of advocacy.

Example1: NUDOR is implementing a project on live hood in 9 districts. The project employs 101 staff in sectors among them 60% are PWDs. 1,102 groups with 31,310 members and have assets equivalent to more than 300,000,000 RWF (RCSP, 2019, Consolidate CSOs reports, 2019).

Example2: NUDOR has conducted advocacy on United Nations Convention on the Rights of Persons with disabilities and introduced that convention in Kinyarwanda for proper understanding and implemented by the organs and community in general and people with disability in particular. 14 CSOs are operating in Rwanda to support and advocate for people with disability consideration in all sectors. Committees at national to sector levels have been established and strengthened to support people with disabilities. For example, as a result of advocacy during election, specific vote materials were provided to election posts appropriate to people with disabilities in order to give them right to elect their candidate and not to ask someone to do it instead.

Example3: Haguruka conducted 207 mobile legal clinics where Haguruka's lawyers provided legal aid to their right-holders' villages more particularly to GBV victims including women and girls with disabilities in Musanze, Nyaruguru, Gasabo, Bugesera, Nyamasheke, Karongi, Rusizi, Nyarugenge, Rulindo, Kicukiro, Rwamagana, Nyanza, and Huye districts. 2,771 GBV including women and girls with disabilities victims were provided with legal assistance during the mobile legal clinics in the above-mentioned districts out of which 198 were provided with legal representation before the courts of law (Primary data)

5.1.5 CSOs intervention in youth poor empowerment

Domestic workers are among the most vulnerable youth groups of workers in Rwanda. They do not enjoy the opportunities provided by the government for economic growth to ensure universal national income distribution to the citizens. This category does not enjoy the social and economic development because most of the national programs focus on children and youth in formal education sector. Some CSOs have oriented their interventions in support of domestic workers, their stories show the importance of investing in empowering the poor youth for their social and economic sustainable well-being.

Example1: CLADHO and partners invested their intervention in training of youth domestic workers aged between 18 and 25 years old on professional and life skills to empower them to create own businesses or to increase their salary where they are working as domestic workers. 496 youth were trained among them 314 girls and 182 boys in the last five years. Most of the youth trained changed their salary, position or employment. Three youth entrepreneurs interviewed argued that they changed from domestic worker to self-employment and they own their businesses together.

5.1.6. CSOs intervention to support people living with HIV/AIDS (PLHIV)-RRP+

Reports show there still many people in Rwanda with insufficient knowledge about HIV and linked HIV with immoral behavior and consequently this fuel HIV related stigma and discrimination against people infected and affected by HIV. Two Umbrellas and their affiliate Civil Society Organizations intervene to support people living with HIV/AIDS.

Example1: *RRP+ and partners works with Community HIV awareness through peer education approach. Across the country, RRP+ work with more than 5,200 peer educators who are based in community and closely working with the population, especially with PLHIV and health facilitators.*

Example2: *RRP+ and partners works with Community HIV awareness and advocacy through the support of more than 300 cooperatives and 500 associations of people living with HIV/AIDS.*

5.1.7. CSOs intervention in advocacy on environment and climate change

The Civil Society intervening in the field of environment and natural resources protection, organized advocacy for partnership in the implementation of the environment and climate change. The organized forums aimed to ensure ownership and accountability of the National Policy of environment and climate change by CSOs and decentralized public administration level (district and sector), and to provide an opportunity to the participants to give their inputs and identify strategies to support in the implementation of the policy¹². For a proper partnership in the implementation of this policy, recommendations were made together showing the shared roles for the Government organs, the RCSP and CSOs.

¹² RCSP and RENGOF (2020). Advocacy for partnership opportunities in implementation of the environment and climate change policy: What can the CSOs and Government decentralized levels do together.

Example1: A partnership program invested in Drinking Water access to the community in Musenyi Sector, agroforestry techniques initiatives combined with solar irrigation systems for climate change adaptation and mitigation in eight sectors of Bugesera District, etc. (**Rwanda Environment Conservation Organization, ECOR**)

Example2: A partnership program invested in the creation and building capacities of environment clubs in schools in Rulindo, Rutsiro, Bugesera and Gicumbi districts. (**Action for Environment Protection and Promotion of Agricultural Sector-APEFA**)

Example3: To ensure community ownership, FHA created a Community Forest Protection Initiative that comprises 6 eco-guards and 6 Community Forest Protection Committees. The role of committees is to monitor the work of eco-guards and report non-sustainable forest use to local leaders and National police. FHA produced an interim management plan of the Gishwati Natural Forest to serve as a baseline for the development of the general management plan of the Gishwati-Mukura National Park.

5.2. Lessons learned

The Civil Society Organizations reported their satisfaction about the interventions they are implementing as a contribution to national development and transformation. They reported the following lessons learned as a result of their interventions in partnership with the Government, local community and international partners.

5.2.1. Public - Civil Society partnership

The partnership between the Government of Rwanda to strengthen and building the capacity of Civil Society Organizations in Rwanda increased the performance of Civil Society Organizations interventions. For instance, the access of the Civil Society Organizations to local community in diverse areas in collaboration with

the national and local leaders have influenced positively on the CSOs performance. Institutions (such as the government and the parliament) and in front of citizens (making government closer to citizens through sharing experiences to policy makers and advocating for citizens).

Example1: *The meeting held on 28th May 2019 with the concerned Government institutions focused on the implementation status of the recommendations adopted from the civil society public policy dialogue on "Analysis of land expropriation and transfer process in Rwanda" held on November 2017. RCSP, report, 2019.*

Example2: *Support of the Rwanda Governance Board on the Capacity Building of the Civil Society Organizations Leaders on Leadership and Change Management held in 2019. RCSP Report, 2019.*

Example3: *Pro-Femme/Twese-Hamwe organized a high-level breakfast meeting with government official from key ministries (MINALOC, MINECOFIN and MIGEPROF) to enable CSOs to present key advocacy messages to decision makers and draw their commitments to engage grass roots women in different decisions making forums. Pro-Femmes trained and built capacity of 80 women per sector on their rights to participate in Imihigo planning and budgeting, and speaking out for the*

The CSOs intervene in district development activities through Joint Action Development Forum (JADF) established by the Government of Rwanda since 2007 to coordinate and facilitate the participation of local and international organizations in district development, planning, accountability and dialogue. This have increased a strong cooperation between CSOs and the government institutions which stands at 70%¹³. However, the respondents from CSOs reported a weakness in CSOs involvement in planning and implementation activities under the districts because of a limited mutual trust between the CSOs and public

¹³ Transparency International Rwanda (2015). Rwanda Civil Society development Barometer, 2015. On http://www.rgb.rw/fileadmin/publications/Rwanda-Civil_society_barometer_2015.pdf

services. They reiterated to the government strengthen the CSOs collaboration and trust for a proper contribution and development.

5.2.2. Civil Society to Civil Society partnership

The Civil Society Organizations highlighted that they enjoy and benefit from working together as partners. Civil Societies working in the same field of the national development established Thematic Working Groups as partner Umbrellas aiming to support the Government to transform social, economic and governance for a sustainable development. However, there still need to improve the reporting system to share information within CSOs themselves but also with the public in general. They were instances where CSOs were privy in sharing information and this could potentially lead to duplication of activities amidst constrained resources.

Example1: *The establishment of Thematic Working Group (TWGs) established with the aim of building synergies among CSOs and serve as a network for learning, dialogue, reflection and information sharing among CSOs. (RCSP, annual Report, 2029).*

Example2: *A consolidate report of the Nine Umbrellas showing key advocacy initiatives, outcomes, challenges and recommendations for the fiscal year 2019. RCP Consolidate report, 2019.*

5.2.3. Working with beneficiaries of CSOs interventions

Working with beneficiaries of the CSOs interventions was an opportunity for CSOs to learn about the opportunities and capabilities of beneficiaries. By understanding what they need have motivated CSOs to continue working for the interest of the beneficiaries.

By listening and exchanging ideas with beneficiaries and involve them in the implementation of project activities were for CSOs a learning opportunity.

Beneficiaries lives have been impacted by project interventions and it is evident from their success stories. CSOs ensure that beneficiaries successfully enjoy the results their interventions which is also their satisfaction to serve the community.

5.2.4. CSOs working with international organizations

In additional to financial support received by the CSOs from international organizations highlighted in this report, the CSOs works and receive technical and capacity building support. For instance, UNDP supported the Rwanda's Voluntary national review (VNR) process to measure progress against the SDGs as well as Civil Society's position paper for Rwanda's Universal Periodic Review (UPR).¹⁴

UNDP supported for example civil society's contribution to Rwanda's Voluntary National Review (VNR) Process to measure progress against the SDGs, as well as civil society's position paper for Rwanda's Universal Periodic Review (UPR).

However, few of the international partners used the above best practices to perform the local CSOs involvement in equal decision-making and transparency.

In 2018/2019, 184 international organizations registered in Rwanda reported a total budget of 194 million US dollars of contribution to local community development through the local CSOs.

However, the respondents argued that the grants provided by international partners to local CSOs located to organizational strengthening is still limited. The majority of the projects funded by international organizations focused their costs on administrations for the running of CSOs, staff support, transportation for field activities and assets vital for the project's implementation. This model of funding is not effective for the Rwanda CSOs development and sustainability; which have affected the financial and sustainability of the Rwanda Civil Society Organizations in Rwanda. For instance, with a limited budget provided to CSOs strengthening they may not be able to recruit higher qualified staff to build the organizations and develop grants proposals for funding or any explorer potentials for CSOs financial sustainability.

¹⁴ UNDP-RCSP (2019). Documenting CSOs' contribution to Rwanda's development post the 1994 genocide against the Tutsi.

5.3. CSOs and Umbrellas Organizations Challenges

During this capacity mapping exercise, CSOs and Umbrellas highlighted challenges they face and recommendations to overcome these challenges.

The following challenges have been highlighted by the CSOs:

- Limited CSOs self-sufficiency to undertake interventions tailored to responding to the beneficiaries' needs / CSOs dependence and being donor driven. This may result into lack of sustainability of some interventions.
- Lack of strong network to financially support CSOs.
- Limited number of staff to run the CSOs operations because of insufficient funds that sometimes resulting into limited turnover
- Limited number of best practices to inspire new CSOs engaged in a similar program.

VI. Conclusion and Recommendations

6.1. Conclusion

This capacity mapping of the CSOs was conducted in the 11 Umbrella Organizations working closely with the Rwanda Civil Society Organizations Platform and 218 CSOs affiliated to the 11 Umbrella Organizations. The data was analyzed to capture CSOs interventions in support to Rwanda's development in relation to National Strategy for Transformation (NST1) Pillars: Economic transformation, Social transformation and transformational Governance.

The 11 Umbrella Organizations have their headquarter offices in Kigali City, and most CSOs (79%) have their headquarters in Kigali City. 28.6% of the 213 CSOs intervene in Kigali City Districts. CSOs interventions are spread in all the districts of Rwanda, however, there is a disparity between districts in term of the CSOs programs interventions, some districts have fewer interventions.

Most CSOs interventions are benefited by Women, farmers, youth groups, people tested positive for HIV/AIDS, Poor families, people with disability, survivors of genocide against Tutsi and orphans.

The CSOs and Umbrellas support in the implementation of National strategies; National strategies for transformation and SDGs. However, there is no CSOs and Umbrella that intervene Energy.

Umbrella Organizations and CSOs highlighted some keys challenges faced such as limited funds, Limited Government support to facilitate CSOs and Umbrellas to achieve their targets, limited networking between CSOs to learn and support from each other and bureaucracy to attain authorization to operate in districts.

In spite of the above challenges, Civil Society Organizations reported their satisfaction about the interventions they are implementing as a contribution to national development and transformation. The partnership with the Government, local community and international partners and among CSOs is their strength.

6.2. Recommendations and strategies

- Building financial viability of CSOs and Umbrellas to achieve expected outcomes and long-term plans: The CSOs should invest in developing activities to generate own income to support the implementation of their plans and to ensure the financial viability. The experienced CSOs should support other CSOs that don't have the capacity to develop funding proposals and projects.
- Strengthening Government support to facilitate CSOs and Umbrellas to achieve their targets in community development: The Government of Rwanda should identify the CSOs capacity needs and build their capacity to facilitate them to provide their expected contribution to the local community. Organize training, workshops and events that explain to CSOs strategies for sustainable financial and technical viability.
- Building networking and mutual support between CSOs and Umbrellas: The Rwanda Civil Society Platform should strengthen the networking between CSOs and Umbrellas and organize regular networking events to facilitate peer learning between CSOs and Umbrellas. The networking should include the share of development strategies, best practices, lessons learned and strategies to overcome challenges.
- Building a bank of best practices, lessons learned and strategies to overcome challenges: The CSOs peer learning through sharing of best practices, lessons learned and strategies used to overcome the challenges should be built under the RCSP. Use Websites, Newsletters, regular

workshops or events to facilitate CSOs peer learning and coordination of their success.

- Develop mechanisms and guidance for donors' support to CSOs interventions and choice of intervention.
- Produce and share RCSP and CSOs consolidate reports for accountability and transparency.
- CSOs to share their financial reports on time to RRA and RGB for more transparency and accountability to the Government Agencies.

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Appendix

Appendix 1: Umbrella and affiliate CSOs

Umbrella Organisation	Affiliate CSOs
PRO-FEMMES/TWESE HAMWE	1. Action Technique pour un Développement Communautaire (ATEDEC) 2. Amaliza 3. Amizero

4. Association de Solidarité des Femmes Rwandaises (ASOFERWA)
5. Association des Femmes pour le Progrès Familial (AFEPROF)
6. Association des Guides du Rwanda (AGR)
7. Association des Veuves du Génocide (AVEGA AGAHOZO)
8. Association NDABAGA
9. Association of Kigali Women in Sports (AKWOS)
10. Association Rwandaise des Conseillers en Traumatisme (ARCT-RUHUKA)
11. Association Rwandaises des Travailleurs Chrétiens Féminins (ARTC-F)
12. Association Rwandaises pour le Bien-Etre Familial (ARBEF)
13. Barakabaho Foundation
14. Bengerana Jabiro
15. Benimpuhwe
16. Benishyaka
17. Club Mamans Sportives
18. Conseil Consultatif des Femmes (COCOF)
19. Duhozanye
20. Duterimbere ONG
21. Equiping, Restoring and Multiplying (ERM)
22. Faith Victory Association (FVA)
23. Forum For African Women Educationalists (FAWE)
24. Future in Our Minds – Fiom Rwanda
25. Haguruka
26. icyuzuzo
27. Jeune Ouvrière Catholique Féminine (JOC-F)
28. Kabarondo Ngwino Mwana
29. Kanyarwanda
30. Mbwira ndumva Initiative
31. Miséricorde
32. Mission of Hope
33. Mouvement des Travailleurs Chrétiens (MTCR)
34. Nzambazamariya Veneranda ONG
35. Rebejo Organization
36. Réseau Culturel Sangwa
37. Réseau des Femmes Oeuvrant pour le Développement Rural
38. Rwanda Association of Universities Women (RAUW)
39. Rwanda Mens' Resource Centre (RWAMREC)
40. Rwanda Women's Network
41. Building for Peace and Prosperity (SAFER Rwanda)
42. Seruka asbl

	<p>43. Solidarité pour l'Epanouissement des Veuves et des Orphelins visant le Travail et l'Auto promotion (SEVOTA)</p> <p>44. Solidarité pour le Développement Communautaire (SODECO)</p> <p>45. Solidaires Benurugwiro</p> <p>46. Tubahumurize</p> <p>47. Umuhuza organization</p> <p>48. Umuseke</p> <p>49. Umushumba Mwiza</p> <p>50. Urumuri rw'urukundo</p> <p>51. Urunana Development Communication</p> <p>52. Women Investment Fund (WIF)</p> <p>53. Young Women Christian Association (YWCA)</p>
<p>RWANDA YOUTH ORGANIZATION FORUM «RYOF»</p>	<p>1. Global Humanitarian and Development Foundation (GHDF),</p> <p>2. Association des Volontaires de la Paix (AVP),</p> <p>3. Rwanda Organization for Development Initiatives (RODI),</p> <p>4. NEVER AGAIN,</p> <p>5. Union de Solidarité d'Aide au Développement Communautaire (USADEC),</p> <p>6. STRIVE FONDATION RWANDA,</p> <p>7. Rwanda Good Governance Promotion and Youth Development Organization (RGPYD),</p> <p>8. Rwanda Association for Education and Development (AREDEC),</p> <p>9. A PEACE OF LIVE,</p> <p>10. Collectif des artisans de paix et la Réconciliation (CAPR),</p> <p>11. AJEPRODHO,</p> <p>12. INSHUTI ORGANISATION,</p> <p>13. GARUKA,</p> <p>14. Health Development Initiatives (HDI),</p> <p>15. Action Technique Pour Un Développement Communautaire (ATEDEC),</p> <p>16. Global Initiative for Environment and Reconciliation (GER),</p> <p>17. Rwanda Patriotic Dignity Holders,</p> <p>18. Aspire debate Rwanda (ADR),</p> <p>19. ALPN,</p> <p>20. SGO,</p> <p>21. Youth Mentoring Agents for Development Organization (YOMADO),</p> <p>22. Fight Illiteracy Youth Organization (FIYO),</p> <p>23. Mission des Jeunes pour Christ Internationale "MJCI-Shalom,</p>

	<p>24. Peace and Durable Development (PDD),</p> <p>25. BENEMPUHWE,</p> <p>26. Association des Guides du Rwanda,</p> <p>27. ABDEF,</p> <p>28. HAND IN ACTION,</p> <p>29. Imbonizarwo youth organisation,</p> <p>30. Peace Outreach,</p> <p>31. Faith Victory Association (FVA),</p> <p>32. Hope and Dream Foundation,</p> <p>33. Aburugwiro Women's development Organisation (AWDO),</p> <p>34. Youth Unity Rwanda/Imihigo (YURI),</p> <p>35. FASSY.</p>
<p>COLLECTIF DES LIGUES ET ASSOCIATIONS DE DEFENSE DES DRIOTS DE L'HOMME</p>	<p>1. VFA,</p> <p>2. ARDHO,</p> <p>3. BENIMPUHWE,</p> <p>4. AJPRODHO,</p> <p>5. AVP,</p> <p>6. KANYARWANDA,</p> <p>7. RWAMREC,</p> <p>8. TI-RW,</p> <p>9. AERG,</p> <p>10. NEVER AGAIN,</p> <p>11. MPDH,</p> <p>12. LIPRODHOR</p>
<p>RWANDA NETWORK OF PEOPLE LIVING WITH HIV&AIDS (RRP+)</p> <p><i>(The RRP+ have 16 CSOs. However, 9 CSOs are actives with 300 cooperatives and 500 associations)</i></p>	<p>1. GHFR "GOOD HEALTH FAMILY RWANDA,</p> <p>2. HOPE AND DREAMS,</p> <p>3. IMPUHWEZIMANA,</p> <p>4. ABIZERA/ ABAHUJE BYIMANA,</p> <p>5. GIRIMPUHWE,</p> <p>6. KUNDAGUFASHA/ LOVE TO HELP,</p> <p>7. Wiceceka Christian Support Organization-WICSO,</p> <p>8. IGIHOZO, HEALTH ALERT VOLUNTEERS,</p> <p>9. HUMURA GAKONI</p>
<p>IBUKA</p>	<p>1. AVEGA AGAHOZO,</p> <p>2. GAERG,</p> <p>3. AERG,</p> <p>4. DUHOZANYE,</p>

	<ol style="list-style-type: none"> 5. DUKUNDANE FAMILY, 6. ARGR, 7. UYISENGA N'IMANZI, 8. AOCCM, 9. BARAKABAHO
Rwanda Environnemental NGOs Forum (RENGOF)	<ol style="list-style-type: none"> 1. APEFA, 2. ACNR, 3. ARECO-RWANDA NZIZA, 4. Gci- Rwanda, 5. JUEC, 6. RECOR, 7. REBO, 8. VER, 9. BAIR, 10. SDEI, 11. FHA, 12. PRGP, 13. UNA-RWANDA
Conseil de Concertation des Organisations d'Appui aux Initiatives de Bas CCOAB)	<ol style="list-style-type: none"> 1. ADENYA, 2. ADTS, 3. APIDERBU, 4. ARDI, 5. ARTC, 6. ARTCF, 7. ASR, 8. ARDR, 9. ASOFERWA, 10. ATEDEC, 11. AJEMAC, 12. COFORWA, 13. DUHAMIC ADRI, 14. DUTERIMBERE, 15. FIOM RWANDA, 16. ICYUZUZUO, 17. INADES FORMATION RWANDA, 18. KORA, 19. RESEAU DES FEMMES, 20. RDO, 21. RWARRI, 22. SDA IRIBA, 23. SERUKA, 24. UGAMA CSC, 25. INSHUTI,

	<ul style="list-style-type: none"> 26. APARWA, 27. HUGUKA, 28. ADAP, 29. CREDI, 30. STRIVE FOUNDATION, 31. AVEGA AGAHOZO, 32. ITUZE, 33. NETOBU, 34. UMUHUZA, 35. AREDEC, 36. RURAL DEVELOPMENT INITIATIVE, 37. BUREAU SOCIAL DE DEVELOPPEMENT, 38. YWCA, 39. BAIR, 40. OSAPER, 41. ARDE KUBAHO, 42. CVA
<p>Rwanda NGO Forum on HIV/AIDS and Health Promotion (RNGOF)</p>	<ul style="list-style-type: none"> 1. Association des Veuves du Génocide (AVEGA) 2. AGAHOZO, 3. Amahoro Human Respect, 4. National Association for Supporting Pygmy, 5. Concern and Care the Needy (CCN), 1. Association pour la Défense des droits, de développement durable et du Bien-Etre Familial (ADEBF), 2. Dream Village, Kigali Hope Organization (KHO), 3. Society for family Health (SFH), 4. Strive Foundation Rwanda, 5. Umurage Communication for Development, 6. Developing community Own Future, 7. Action for Health and Created Development (AHID), 8. AFP, 9. Association de Solidarité des femmes Rwandaises (ASOFERWA) 10. Association Bamporeze, 11. Association Pour la Promotion des Vulnérables, 12. Benimpuhwe, 13. Pro-poor Partnership for Development, 14. Faith Victory Association (FVA), 15. Hope Iwacu Initiatives, 16. Poor Women Development Network, 17. Solidarité Pour le Développement Communautaire, 18. Ubahumurize,

	<ul style="list-style-type: none"> 19. Union de Solidarité d'Aide au Développement Communautaire (USADEC), 20. Young Women Mentoring Network (YWMN), 21. Ihorere Munyarwanda Organization (IMRO), 22. AIDS Healthcare Foundation (AHF), 23. Health Development Initiatives (HDI), 24. Afro-Ark A safe and Health Society, 25. Organization of Kigali Women in Sport (AKWOS)
<p>National Union of Disability Organizations in Rwanda (NUDOR)</p>	<ul style="list-style-type: none"> 1. Organisation for Integration and Promotion of People with Albinism (OIPPA), 2. Rwanda Union of Little People (RULP), 3. Umuryango Nyarwanda w'Abagore Bafite Ubumuga (UNABU), 4. Rwanda Union of the Blind (RUB), Rwanda National Union of the Deaf (RNUD), 5. Association Générale des Handicapés du Rwanda (AGHR Asbl), 6. National Organisation of Users and Survivors of Psychiatry in Rwanda (NOUSPR), 7. UWEZO Youth Empowerment, 8. Collectif Tubakunde, 9. Troupe des Handicape Twuzuzanye (THT), 10. Rwanda Ex-combatants and Other Persons with Disabilities (RECOPD), 11. National Paralympic Committee of Rwanda (NPC Rwanda), 12. Rwanda National Association of Deaf Women (RNADW), 13. Rwanda Organisation of Persons with Deaf Blind (ROPDB)

Source: Primary Data as collected from Umbrellas, 2020

Appendix2: Umbrella Organizations Contact Information

RCSP AND UMBRELLA CONTACTS

Name	Organization	Position
RCSP		
Dr. NKURUNZIZA RYARASA Joseph	Never Again Rwanda /RCSP	Executive Director NAR/ RCSP Chairperson
KABEZA Angelique	RCSP	Acting Executive Secretary
RRP+		
MUNEZA Sylvie	RRP+	Chairperson
SEMAFARA Sage	RRP+	Executive Secretary
Pro Femmes Twese Hamwe		
Gahongayire Liberatha	Profemmes Twese Hamwe	Chairperson
BUGINGO Emma Marie	Profemmes Twese Hamwe	Executive Director
CCOAIB		

MUTAKWASUKU Yvonne	CCOAIB	Chairperson
NGENDANDUMWE Jean Claude	CCOAIB	Executive Secretary
CLADHO		
-	CLADHO	Chairperson
Dr SAFARI Emmanuel	CLADHO	Executive Secretary
RENGOF		
NZABONIMPA Oscar	RENGOF	Chairperson
TURATSINZE Cyrille	RENGOF	Executive Secretary
IBUKA		
NKURANGA Egide	IBUKA	Ag. Chairperson
AHISHAKIYE Naphtal	IBUKA	Executive Secretary
RNGOF		
MURAMIRA Bernard	RNGOF	Chairperson
KABANYANA Nooliet	RNGOF	Executive Secretary
RYOF		

NYINAWUMUNTU Yvette	RYOF	Chairperson
NUDOR		
BIZIMANA Dominique	NUDOR	Chairperson
NSENGIYUMVA Jean Damascene	NUDOR	Executive Secretary
UMWANA KU ISONGA		
MUNYANKINDI Monique	UMWANA KU ISONGA	Vice-Chairperson
RUZIGANA Maximilien	UMWANA KU ISONGA	Executive Secretary
REFAC		
Dr. SAFARI Emmanuel	REFAC	Chairperson
RUKABU Benson	REFAC	National Coordinator

Appendix3: Umbrella and affiliate CSOs

1. PRO-FEMME/TWESE HAMWE		
No	CSO Name	Area Intervention
1	Action Technique pour un Développement Communautaire (ATEDEC)	Education
2	Amaliza	Women and Children Rights
3	Amizero	Women and Children Rights
4	Association de Solidarité des Femmes Rwandaises (ASOFERWA)	Social and Economic
5	Association des Femmes pour le Progrès Familial (AFEPROF)	Education
6	Association des Guides du Rwanda (AGR)	Women and Children Rights
7	Association des Veuves du Génocide (AVEGA AGAHOZO)	Social and Economic
8	Association NDABAGA	Social and Economic
9	Association of Kigali Women in Sports (AKWOS)	Education

10	Association Rwandaise des Conseillers en Traumatisme (ARCT-RUHUDKA)	Mental Health
11	Association Rwandaises des Travailleurs Chrétiens Féminins (ARTC-F)	Women Workers
12	Association Rwandaises pour le Bien-Etre Familial (ARBEF)	Family Health
13	Barakabaho Foundation	Wemen and Orphans
14	Bengerana Jabiro	Education, Psychosocial, Environmet
15	Benimpuhwe	GBV, HR, Mu Rugo
16	Benishyaka	Health, Education, Agriculture
17	Club Mamans Sportives	Social and Economic
18	Conseil Consultatif des Femmes (COCOF)	Socil, Economic, political
19	Duhozanye	Social and Economic empowerment of women
20	Duterimbere ONG	Women Economic empowerment
21	Equiping, Restoring and Multiplying (ERM)	Education/TVT
22	Faith Victory Association (FVA)	Children Rights

23	Forum For African Women Educationalists (FAWE)	Education
24	Future in Our Minds – FIOM Rwanda	Health, Environment, community development
25	Haguruka	Women and Children Rights
26	Icyuzuzo	Women Rights
27	Jeune Ouvrière Catholique Féminine (JOC-F)	Women Rights
28	Kabarondo Ngwino Mwana	Women and Children Education
29	Kanyarwanda	Women Survivors
30	Mbwira ndumva Initiative	TVET women
31	Miséricorde	Women and Children Rights
32	Mission of Hope	Health
33	Mouvement des Travailleurs Chrétiens (MTCR)	Women social-economic
34	Nzambazamariya Veneranda ONG	Women Social and Economic
35	Rebejo Organization	Women and Children Rights
36	Réseau Culturel Sangwa	Child and women rights
37	Réseau des Femmes Ouvrant pour le Développement Rural	Women development

38	Rwanda Association of Universities Women (RAUW)	Women empowering
39	Rwanda Mens' Resource Centre (RWAMREC)	Women rights
40	Rwanda Women's Network	Women socio-economic
41	Building for Peace and Prosperity (SAFER Rwanda)	Environment, Education and Women, Peace
42	Seruka asbl	Women Social-Economic
43	Solidarité pour l'Epanouissement des Veuves et des Orphelins visant le Travail et l'Auto promotion (SEVOTA)	Women and Children
44	Solidarité pour le Développement Communautaire (SODECO)	Poor farming
45	Solidaires Benurugwiro	Women and Projects
46	Tubahumurize	Women Trauma and Education
47	Umuhuza organization	Peace Education and conflict management
48	Umuseke	Education
49	Umushumba Mwiza	Women and Children Rights
50	Urumuri rw'urukundo	Environment and development

51	Urunana Development Communication	Communication in Health and wellbeing
52	Women Investment Fund (WIF)	Women Social and Economic
53	Young Women Christian Association (YWCA)	Women Social and Economic

2. RWANDA YOUTH ORGANIZATION FORUM «RYOF»			
No	CSO Name	District	Area Intervention
1	Global Humanitarian and Development Foundation (GHDF)	Gasabo	Social and Economic
2	Association des Volontaires de la Paix (AVP)	Kicukiro	Human rights
3	Rwanda Organization for Development Initiatives (RODI)	Kicukiro	Education
4	NEVER AGAIN	Gasabo	Peace Building, Governance Education
5	Union de Solidarité d'Aide au Développement Communautaire (USADEC)	Gasabo	Land Management
6	STRIVE FONDATION RWANDA	Gasabo	EDUCATION, Health, Governance
7	Rwanda Good Governance Promotion and Youth Development Organization (RGPYD)	Gasabo	LEARDERSHIP& GOOD GOVENENCE

8	Rwanda Association for Education and Development (AREDEC)	Gasabo	Education
9	A PEACE OF LIVE	Gasabo	PEACE & RECONCILIATION
10	Collectif des artisans de paix et la Réconciliation (CAPR)	Gasabo	PEACE & RECONCILIATION
11	AJEPRODHO	Gasabo	HUMAN RIGHT & YOUTH EMPORWERING
12	INSHUTI ORGANISATION	Gasabo	Health
13	GARUKA	Gasabo	Children Rights
14	Health Development Initiatives (HDI)	Gasabo	Health
15	Action Technique Pour Un Developpement Communautaire (ATEDEC)	Gasabo	PEACE AND RECONCILIATION
16	Global Initiative for Environment and Reconciliation (GER)	Gasabo	PEACE
17	Rwanda Patriotic Dignity Holders	Gasabo	LEADERSHIP AND GOOD GOVERNANCE

18	Aspire debate Rwanda (ADR)	Gasabo	Education and youth empowerment
19	ALPN	Gasabo	LEADERSHIP AND CAPACITY BUILDING
20	SGO	Gasabo	EDUCATION AND WOMEN EMPOWERMENT
21	Youth Mentoring Agents for Development Organization (YOMADO)	Bugesera	YOUTH EMPOWERMENT
22	Fight Illiteracy Youth Organization (FIYO)	Kicukiro	Education
23	Mission des Jeunes pour Christ Internationale "MJCI-Shalom	Ruhango	Peace building & conservation
24	Peace and Durable Development (PDD)	Kicukiro	Social and Economic
25	BENEMPUHWE	Nyarugenge	YOUTH EMPOWERMENT
26	Association des Guides du Rwanda	Kicukiro	GBV
27	ABDEF	Nyarugenge	Human Right and Justice
28	HAND IN ACTION	Huye	HUMAN RIGHTS

29	Imbonizarwo youth organisation	Gasabo	Peace building
30	Peace Outreach	Gasabo	PEACE AND RECONCILIATION
31	Faith Victory Association (FVA)	Gasabo	Youth empowerment Education and Health
32	Hope And Dream Foundation	Musanze	YOUTH EMPOWERMENT
33	Aburugwiro Women's development Organisation (AWDO)	Kamonyi	Education
34	Youth Unity Rwanda/Imihigo (YURI)	Gasabo	LEADERSHIP AND GOOD GOVERNANCE
35	FASSY	Gasabo	LEADERSHIP AND CAPACITY BUILDING
36	VFA	Kicukiro	LEADERSHIP AND GOOD GOVERNANCE

3. COLLECTIF DES LIGUES ET ASSOCIATIONS DE DEFENSE DES DROITS DE L'HOMME (CLADHO)

No	CSO Name	District	Area Intervention
1	VFA	Kicukiro	LEADERSHIP AND GOOD GOVERNANCE
2	ARDHO		Human Right
3	BENIMPUHWE		Human Right
4	AJPRODHO		Youth empowerment
5	AVP		Human Right
6	KANYARWANDA		Human Right
7	RWAMREC	Gasabo	Human Right
8	TI-RW		Human Right
9	AERG		Human Right
10	NEVER AGAIN	Gasabo	Human Right
11	MPDH		Human Right
12	LIPRODHOR	Nyarugenge	Human Right

4. RWANDA NETWORK OF PEOPLE LIVING WITH HIV&AIDS (RRP+)			
No	CSO Name	District	Area Intervention
1	GHFR "GOOD HEALTH FAMILY RWANDA"	Rwamagana	Health and empowerment
2	HOPE AND DREAMS	Musanze	Health and empowerment
3	IMPUHWEZIMANA	Musanze	Health and empowerment
4	ABIZERA/ ABAHUJE BYIMANA	Ruhango	Health and empowerment
5	GIRIMPUHWE	Gasabo	Health and empowerment
6	KUNDAGUFASHA/ LOVE TO HELP	Gasabo	Health and empowerment
7	Wiceceka Christian Support Organization- WICSO	Gasabo	Health and empowerment
8	IGIHOZO	Nyarugenge	Health and empowerment
9	HEALTH ALERT VOLUNTEERS	Kicukiro	Health and empowerment
10	HUMURA GAKONI	Rusizi	Health and empowerment

5. IBUKA			
No	CSO Name	District	Area Intervention
1	AVEGA AGAHOZO	Gasabo	Supporting Genocide Survivors/ widows/Children
2	GAERG	Kicukiro	Supporting Genocide Survivors/ widows/Children
3	AERG	Kicukiro	Supporting Genocide Survivors/ widows/Children
4	DUHOZANYE	Gisagara	Supporting Genocide Survivors/ widows/Children
5	DUKUNDANE FAMILY	Nyarugenge	Supporting Genocide Survivors/ widows/Children
6	ARGR	Ngoma	Remembrance
7	UYISENGA N'IMANZI	Gasabo	Education, Mental health, Research and advocacy
8	AOCM	Nyarugenge	Advocacy for Genocide Survivors

9	BARAKABAHO	Gasabo	Child Protection
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6. Rwanda Environmental NGOs Forum (RENGOF)			
No	CSO Name	District	Area Intervention
1	APEFA	Gasabo	Soil conservation and landscape restoration
2	ACNR	Gasabo	Nature conservation

3	ARECO- RWANDA NZIZA	Kicukiro	Agriculture and Nature Conservation
4	Gci- Rwanda	Gasabo	Environmental Protection
5	JUEC	Gasabo	Environmental Protection
6	RECOR	Gasabo	Environmental Protection
7	REBO	Gasabo	Environmental Protection
8	VER	Rutsiro	Environmental Protection
9	BAIR	Rubavu	Environmental Protection
10	SDEI	Rubavu	Environmental Protection
11	FHA	Rutsiro	Environmental Protection

12	PRGP	Musanze	Environmental Protection
13	UNA- RWANDA	Gasabo	Environmental Protection

7. Conseil de Concertation des Organisations d'Appui aux Initiatives de Bas CCOAIB)			
No	CSO Name	District	Area Intervention
1	ADTS	Gasabo	Agriculture
2	APIDERBU	Nyanza	Agriculture
3	ARDI	Nyarugenge	beekeeping
4	ARTC	Kicukiro	Environment

5	ARTCF	Gasabo	Agriculture handcraft, women empowerment cooperatives
6	ASR	Nyarugenge	Youth empowerment, transformation
7	ARDR	Rwamagana	Agriculture livestock women empowerment
8	ASOFERWA	Gasabo	women empowerment, handcraft
9	ATEDEC	Gasabo	Agriculture livestock
10	AJEMAC		Agriculture livestock Transformation
11	COFORWA	Agriculture Transformation, water supply water	
12	DUHAMIC ADRI	Agriculture Transformation food processing,	

13	DUTERIMBERE	Kicukiro	Agriculture women empowerment microfinance
14	FIOM RWANDA	Nyarugenge	Agriculture Beekeeping
15	ICYUZUZO	Gasabo	women empowerment, handcraft
16	INADES FORMATION RWANDA	Nyarugenge	Agriculture, poultry, Transformation
17	KORA	Gasabo	Arts and handcraft appropriate technology
18	RESEAU DES FEMMES	Nyarugenge	Agriculture, Transformation, , handcraft, wome
19	RDO	Gasabo	Agriculture women, empowerment cooperative
20	RWARRI	Kayonza	Agriculture youth empowerment cooperative
21	SDA IRIBA	Nyamagabe	Agriculture livestock rural citizen participation

22	SERUKA	Nyarugenge	Beekeeping, women empowerment
23	UGAMA CSC	Muhanga	Agriculture women empowerment cooperative, rural
24	INSHUTI	Kamonyi	Agriculture, Youth empowerment, transformation
25	APARWA	Gasabo	Arts and Handcraft
26	HUGUKA	Muhanga	Agriculture
27	ADAP	Gasabo	Agriculture, Livestock
28	CREDI	Gasabo	Livestock, Agriculture
29	STRIVE FOUNDATION	Gasabo	Agriculture, livestock, Transformation
30	AVEGA AGAHOZO	Gasabo	Counseling, Agriculture Transformation Handcraft
31	ITUZE	Kicukiro	Agriculture, Transformation

32	NETOBU	Bugesera	Education
33	UMUHUZA	Gasabo	Alphabetization, Transformation women empowerment
34	AREDEC	Gasabo	Education, Transformation
35	RURAL DEVELOPMENT INITIATIVE	Nyarugenge	Livestock
36	BUREAU SOCIAL DE DEVELOPPEMENT	Muhanga	Agriculture, Transformation, women and empowerment
37	YWCA	Kicukiro	Transformation, handcraft, women and youth empo
38	BAIR	Rubavu	Agriculture and livestock
39	OSAPER	Rusizi	Agriculture saving and credits
40	ARDE KUBAHO	Kicukiro	Agriculture, Cooperative development

42	CVA	Gasabo	Youth Empowerment, citizen participation
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8. Rwanda NGO Forum on HIV/AIDS and Health Promotion (RNGOF)

	CSO Name	District	Area Intervention
1	Association des Veuves du Génocide (AVEGA) AGAHOZO	Gasabo	Women, Child Support and Peace
2	Amahoro Human Respect	Nyarugenge	Health, Youth Development
3	National Association for Supporting Pygmy		
4	Concern and Care the Needy (CCN)	Nyanza	Health, AIDS, Education

5	Association pour la Défense des droits, de développement durable et du Bien-Etre Familial (ADEBF)	Nyarugenge	Women and Youth Worker Right
6	Dream Village	Gasabo	HIV positive young adults and youth
7	Kigali Hope Organization (KHO)	Nyarugenge	HIV positive young adults and youth
8	Society for family Health (SFH)	Gasabo	Health and Reproduction
9	Strive Foundation Rwanda	Gasabo	Education and Youth Development
10	Umurage Communication for Development	Gasabo	Family Planning, HIV and Malaria Prevention
11	Developing community Own Future	Gasabo	Health and Nutrition
12	Action for Health and Created Development (AHID)	Gasabo	Women empowerment

13	AFP		
14	Association de Solidarité des femmes Rwandaises (ASOFERWA)	Gasabo	Women and Child Orphans
15	Association Bamporeze	Gasabo	Social protection and Child
16	Association Pour la Promotion des Vulnérables	Gasabo	ECD and Fighting SIDA
17	Benimpuhwe	Nyarugenge	Education, HR, Youth
18	Pro-poor Partnership for Development		
19	Faith Victory Association (FVA)	Gasabo	Child protection/ECD
20	Hope Iwacu Initiatives	Gasabo	Reintegration, Human Trafficking
21	Poor Women Development Network	Gasabo	Women rights, Education, GBV

22	Solidarité Pour le Développement Communautaire		
23	Ubahumurize	Gasabo	Women victims of Genocide
24	Union de Solidarité d'Aide au Développement Communautaire (USADEC)		
25	Young Women Mentoring Network (YWMN)	Ngoma	Youth Women empowerment
26	Ihorere Munyarwanda Organization (IMRO)	Gasabo	Education, Poverty reduction, Health, HR
27	AIDS Healthcare Foundation (AHF)	Gasabo	HIV/Aids
28	Health Development Initiatives (HDI)	Kicukiro	HIV/Aids, Health Rights
29	Afro-Ark A safe and Health Society	Nyagatare	Health

30	Organization of Kigali Women in Sport (AKWOS)	Gasabo	Women Rights
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9. National Union of Disability Organizations in Rwanda (NUDOR)

No	CSO Name	District	Area Intervention
1	Organisation for Integration and Promotion of People with Albinism (OIPPA)	Musanze	People with disability Human Rights
2	Rwanda Union of Little People (RULP)	Kicukiro	People with disability Human Rights
3	Umuryango Nyarwanda w'Abagore Bafite Ubumuga (UNABU)		People with disability Human Rights
4	Rwanda Union of the Blind (RUB)	Nyarugenge	People with disability Human Rights
5	Rwanda National Union of the Deaf (RNUD)	Kicukiro	People with disability Deaf

6	Association Générale des Handicapés du Rwanda (AGHR Asbl)		People with disability Deaf
7	National Organisation of Users and Survivors of Psychiatry in Rwanda (NOUSPR)		People with Psychiatric disability
8	UWEZO Youth Empowerment		Children and Youth with impairments disability
9	Collectif Tubakunde		Children with mental disability
10	Troupe des Handicape Twuzuzanye (THT)	Nyarugenge	People with disability
11	Rwanda Ex-combatants and Other Persons with Disabilities (RECOPD)	Gasabo	Ex-combatant's disabled
12	National Paralympic Committee of Rwanda (NPC Rwanda)		Disabled Paralympic

13	Rwanda National Association of Deaf Women (RNADW)	Gasabo	Women deaf disability
14	Rwanda Organisation of Persons with Deaf Blind (ROPDB)	Gasabo	People with deaf blended

UMBRELLA CAPACITY MAPPING DATA COLLECTION TOOLS

Dear Sir/Madam,

Thank you to answer the questions in the table below. I assure you that the information you provide will be used with confidentiality and for only the CSOs Capacity mapping.

For any inquiry don't hesitate to contact me.

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Thank You

1. Geographical location (Head Office)										
	Answer									
Name of Umbrella/CSO										
Does the Umbrella/CSOs have Legal personality (Yes/Not), if yes, add the issue date										
Names of CSOs affiliated to your Umbrella <i>For Umbrella Only</i>	N o	CSO Name	Executiv e Secretar y/or any leader name	Ph on e	Emai l	Loc atio n/Di stric t	Area of interventi on	Distri ct of interv entio n	Have legal personal ity (Yes or Not)	

Creation date of the Umbrella	
Province/Kigali City	
District	
Sector	
Phone number	
Email	
Po. Box	
Websites	
Newsletter	
Mission/Vision/Goals statement	

2. Organization and functioning	
	Answer
Umbrella/CSO	
Name of the Executive Secretary	
Phone number of the Executive Secretary	
Email of the Executive Secretary	
Does the Umbrella have Board of Directors/Governance, etc.? <i>Yes or not</i>	
Does the Umbrella have an organizational structure	
Does the Umbrella have a strategic plan or Business plan	
Does the Umbrella have an annual action plan and budget	
Does the Umbrella have partnerships with government agencies (List)	
Does of the CSOs affiliated to your Umbrella have Legal Personality?	

Does the Umbrella have a partnership with non-governmental agencies (List)

1. CSO Intervention Area	
Item	Answer
Precise the Sector of intervention (ex. Agriculture, Education, Health, economic empowerment, etc.)	
Precise the District (s) of intervention	
Precise the Administrative sector (s) of intervention	
Precise the Beneficiaries category (ex. Women, youth, etc.)	
Precise the number of Beneficiaries	
Precise the main activities for beneficiaries	
Precise the source of funding	

3. Describe the Best Practices of your organization intervention (s)

Answer sheet:

4. Describe the Lessons learned by your organization intervention (s)

Answer sheet:

5. Describe the challenges your organization faced/facing

Answer sheet:

6. Recommendations on how your Umbrella/CSO should contribute to National Development Targets

Answer sheet:

7. Recommendations on feasible strategies for sharing lessons learned and dissemination to other CSOs

Answer sheet:

8. Provide a list of CSOs under your Umbrella performing very well than others

Answer sheet:

For Umbrella only

9. Provide a list of CSOs under your Umbrella not performing well compared to other CSOs

Answer sheet:

Thank You.