

# **Capacity needs assessment for CSOs in the justice and human rights sector**

**Conducted by:  
Legacy Advocates Ltd**

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# EXECUTIVE SUMMARY

This report presents findings of the capacity needs assessment for CSOs in the justice and human rights sector. The assessment was commissioned by HDI in partnership with GLIHD, IMRO and the Rwanda NGOs Forum for HIV and Health Promotion. The assessment was conducted in line with a 3-year project on Strengthening Rwandan CSOs' Capacity to Influence Policy being implemented by the 4 above-mentioned organisations. The main objectives of the assessment were 1) to conduct advocacy capacity needs assessment for 50 human rights CSOs that are involved in the justice sector; 2) to carry out a SWOT analysis and PESTEL analysis of each CSO status in advocacy and, 3) to assess CSOs that have programming on human rights and access to justice as part of their core activities/strategic plan.

The evaluation applied a mixed methods approach that involved the use of both quantitative and qualitative methods. A survey questionnaire with some question items adapted from international standard advocacy evaluation tools such as Alliance for Justice Advocacy Capacity Assessment Tool (2005) was used to gather quantitative data while documentary review and interview collected qualitative data. A total of 50 CSOs was purposively sampled among CSOs intervening in the Justice Sector. Of these, 45 responded to the assessment, but only 40 participated in the assessment. Other criteria used to select CSOs included, among others, CSOs that were active members of the justice sector or contributing to the sector outcomes and CSOs with interventions at the national and district levels.

## Key findings

92% of the CSOs surveyed acknowledged having advocacy capacity gaps while 8% revealed that they had advocacy capacity. 64% and 62% of the respondents in the sampled CSOs affirmed that their

organizations had low capacity in monitoring and evaluation of the impact of their advocacy initiatives, as well as advocacy tactics/strategies respectively.

Similarly, close to 60% of the CSOs reported having limited skills in documentation and knowledge management of advocacy campaigns while 58% indicated having gaps in effective advocacy pathways (linkages). About 57% of the surveyed CSOs revealed that they had advocacy skills gaps in relation to communications strategy, while slightly more than half (53%) indicated having gaps in coalition building and sustainability. Slightly less than half of the CSOs (47%) reported gaps in the collection and packaging of evidence for advocacy issues as well as amplifying advocacy messages and engaging the media. Other areas where the surveyed CSOs had advocacy capacity gaps were identification and analysis of the advocacy issues (42%) and power mapping (36%).

Concerning participation in JRLLOS Thematic Working Groups, the assessment revealed that very few CSOs participate in Thematic Working Groups pertaining to resource mobilization and expenditures (27.2%); planning; monitoring and evaluation (14%); and Information, communication, and technology (14%). The implication is that CSOs have low capacity in these areas.

Furthermore, review of literature shows low participation of CSOs particularly in policy formulation (Rwanda Governance Score Card, 2018) and policy making processes in general (Never Again Rwanda, 2016). Similarly, studies show that CSOs in Rwanda have large disparities in internal capacities ranging from program design, M&E, financial management, knowledge management and policy advocacy (RCSP, UNDP and MINECOFIN, 2018). In terms of financial capacity and sustainability, the 2017 CSO Sustainability Index for Sub-

Saharan Africa shows that financial viability scores for CSOs in Rwanda are the worst and have kept worsening from 5.3 in 2013 to 5.8 in 2017.

Apart from having advocacy capacity gaps, the surveyed CSOs and key informants reported some challenges that hinder CSOs advocacy work. These include, among others, the Government often being reluctant to fully consider the perspectives and input on public policy provided by CSOs from policy research on the pretext that data provided by CSOs is inaccurate; CSOs' relying on funding from donors or government to implement their activities, which aggravates their limited roles in public policy processes; to some extent, the Government not being receptive of CSOs that work on human rights or sensitive governance issues; lack of capacity by CSOs to engage with government and local authorities in public policy and governance processes; and insufficient funds and sustainability of activities as well as poor coordination and organizational capacity.



## LIST OF ABBREVIATIONS AND ACRONYMS

<b>COPORWA</b>	Rwandese Community of Potters (Communauté des Potiers de Rwanda)
<b>CSOs</b>	Civil Society Organisations
<b>GLIHD,</b>	Great Lakes Initiative for Human Rights and Development
<b>HDI</b>	Health Development Initiative
<b>IMRO</b>	Ihorere Munyarwanda Organization
<b>IRDP</b>	Institute of Research and Dialogue for Peace
<b>JRLOS</b>	Justice Reconciliation Law and Order Sector
<b>LAF</b>	Legal Aid Forum
<b>LIPRODHOR</b>	Rwandan League for Promotion and Defense of Human Rights (Ligue Rwandaise pour la promotion et la défense des droits de l'homme)
<b>MAJ</b>	Access to Justice Bureaus (Maisons d'Accès à la Justice)
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>NGO</b>	Non-Governmental Organisation
<b>NST</b>	National Strategy for Transformation
<b>NUDOR</b>	National Union of Disability Organizations of Rwanda
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal factors
<b>RCSP</b>	Rwanda Civil Society Platform
<b>RGB</b>	Rwanda Governance Board
<b>RWAMREC</b>	Rwanda Men's Resource Centre
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Treats
<b>UNABU</b>	Rwandan Organization of Women with Disability (Umuryango Nyarwanda w'Abagore Bafite Ubumuga)
<b>UNDP</b>	United Nation Development Programme

# 1. INTRODUCTION

Participation of CSOs' in public policy processes in general still rated low by a number of studies. While the Rwanda Civil Society Barometer (2018) revealed that avenues for cooperating with the government exist, both the 2015 and 2018 barometers show that the effectiveness of existing dialogue avenues remains below 75%, which implies that improvement is needed for these avenues to be effective. Similarly, low CSO participation is emphasized in the Rwanda Governance Score Card (2018) rating where the vibrancy of Civil Society Organizations in policy formulation attained the lowest scores (67.3%) of all the evaluated indicators.

Furthermore, studies conducted by the IRDP (2010, 2013), Transparency International (2012), RGB (2012), and Never Again Rwanda (2016), conclude that CSOs have not managed to influence the policy-making process in Rwanda. Interviews with different stakeholders revealed that CSOs' contributions mostly take the form of attendance at policy forums, as opposed to contributing with well-reasoned policy recommendations.

Similarly, a study by Rwanda Civil Society Platform in partnership with UNDP and the Ministry of Finance and Economic Planning (2018) found that CSOs have large disparities in internal capacities ranging from program design, monitoring and evaluation, financial management, knowledge management and policy advocacy. In this study, it was observed that few organizations have strategic plans with clear sustainability strategies and that most of them lack the required institutional capacities to deliver on their mandate. CSOs advocacy capacities are hampered by limited research skills, limited citizen outreach and English language barrier; hence the limited engagement with the State on policy and budget formulation, implementation and evaluation.<sup>1</sup>

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1 Rwanda Civil Society Platform (RCSP), Survey To identify Capacity Needs of Local CSOs in Rwanda, May 2018.

Only a few CSOs, mostly at national level, have managed to organize and develop capacities, which have in turn created for them an opportunity to access donor funding. These few organisations that are able to hire competent staff and engage in meaningful advocacy work, albeit with some challenges and weaknesses too.

HDI in partnership with GLIHD, IMRO and the Rwanda NGOs Forum for HIV and Health Promotion commissioned this study to conduct a capacity needs assessment for justice and human rights sector CSOs. The assessment was conducted in line with a 3-year project on Strengthening Rwandan CSOs' Capacity to Influence Policy being implemented by the 4 above-mentioned organisations.

The main objectives of the assessment were:

- To conduct an advocacy capacity needs assessment for 50 human rights CSOs that are involved in the justice sector;
- To carry out a SWOT analysis and PESTEL analysis of each CSO's status in advocacy;
- To assess CSOs that have programming on human rights and access to justice as part of their core activities/ strategic plan.

## 2. ANALYSIS OF THE PESTEL FACTORS UNDERPINNING CSO'S ADVOCACY INTERVENTIONS

### 2.1 Political factors

The engagement between civil society and government takes place within a particular context defined by the Rwandan political system and history. Among the key features of Rwanda's political system include:

Rwanda is a constitutional republic with a strong presidency.<sup>2</sup>

<sup>2</sup> Rwanda, 2018 Human rights Report, [www.state.gov/reports/2018-country-reports-on-human-rights-practices/rwanda/](http://www.state.gov/reports/2018-country-reports-on-human-rights-practices/rwanda/)

Rwanda pursues a directive style of governance characterised by top down decision-making processes. The leadership has a strong compulsion for results-based performance. Government business is conducted hastily leaving limited room for long-term consultation. Also, it was revealed during interviews that, although the broad government policy embraces partnership with CSOs, there are some individual government officials who are not CSO-friendly. Their knowledge on role of CSOs remains limited. Consequently, this leads to suspicion and mistrust between the Government and CSOs. In addition, the role of CSOs in pushing advocacy agendas is not fully appreciated by some government actors. They value hard development interventions involving service delivery over soft development, which is predominantly advocacy-oriented.

Rwanda is a multi-party democracy. The ruling party, Rwanda Patriotic Front (RPF), is the major power holder in terms of influencing legal and policy decisions. This provides an opportunity to engage with other opposition political parties as key allies to influence the law making process. Further, women representation at key decision-making levels is high: 61% at the lower chamber of deputies and 50% at cabinet.

The Government executive power and legislative power is vested in both the Government and the two chambers of parliament: The Senate and the Chamber of Deputies. Both chambers are open for engagement with CSOs through their various Standing Committees during the law making process. The Executive branch, especially Ministry of Justice and the Law Reform Commission, should specifically be engaged in terms of policy making, as well as law initiation on matters of access to justice and human rights.

Rwanda operates a technocratic, two-tier system of governance including a central government and decentralized government system with a strong emphasis on efficiency and effectiveness. This calls for

engagement by CSOs at both levels with a focus on policy and legal reforms at the Central government level, as well as policy and legal implementation advocacy at the decentralized levels.

The space and contribution for non-state actors, specifically civil society, private sector, faith-based organisations and the media, is recognized. Specifically, the space for CSO-Government engagement at both central and decentralized levels is formally provided through thematic and sector working groups, as well as the Joint Action Development Forum at the district level. According to respondents interviewed for this assessment, engagement spaces have widened in the recent years and the Government is responsive to “constructive engagement”, which entails focusing on clearly defined problems and suggested solutions, based on a robust and relevant evidence. The constructive engagement should be appreciative of Government interventions and achievements, add value and demonstrate room for improvement, and include a range of perspectives, all of which contributes to a collaborative search for solutions.<sup>3</sup>

However Rwanda’s history—characterised by decades of manipulation, fear of questioning authority, violence and divisionism based on ethnicity, which culminated in the 1994 Genocide Against the Tutsi—continues to breed fear, self-censorship and diminish the incentives for free and active engagement between CSOs and government. Remarkable progress has been made during the last 25 years towards overcoming this burden. The primary organizing basis of the country’s statecraft and conduct of political affairs is a resolve to “never again” suffer another genocide. Under this framework, laws have been enacted by the government to fight the ideology of genocide in all its manifestations, eradicate divisionism, promote national unity and reconciliation, dialogue and consensus

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3 Ikiraro cy’iterambere, Analysis paper of the Rwandan Context for Policy Engagement.

building, however these have been criticized as constraining civil society space from operating freely. CSOs struggle to understand the red line not to cross, hence leading to self-censorship.<sup>4</sup> The fear of risking serious consequences by antagonising the government may be a challenge. Navigating around such a complex political dispensation calls for delicacy, professionalism and legitimacy.

## 2.2 Economic outlook

Since the emergency and recovery period that followed the Genocide Against the Tutsi in 1994, Rwanda has achieved substantial socioeconomic progress, with economic growth rates among the fastest in the world, coupled with poverty reduction. Growth across all sectors has been positive and resilient in the face of a slowing global economy. Signs of socioeconomic transformation have emerged as the labor force moves from agriculture to higher productivity services and industry.<sup>5</sup>

Rwanda's economic growth has been solid, averaging 6.1% over (2013-2016) the target of 11.5% over the period 2013-2020.

The NST1 macro-economic scenario aims at achieving Rwanda's ambitions outlined in Vision 2050: becoming an upper middle-income country by 2035 and a high-income country by 2050.<sup>6</sup>

Despite the Government's economic achievements and projected economic growth, one of the most pressing sustainability challenges of Rwanda's Civil Society Organizations is financial viability. According to the 2017 Civil Society Organization Sustainability Index for Sub-Saharan Africa, financial viability scores are the worst and have kept worsening from

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4 Ibid.

5 Republic of Rwanda, 7 years Government Program; National Strategy for Transformation (NSTI) 2017-2024, p.vi.

6 Ibid, p.24

5.3 in 2013 to 5.8 in 2017.<sup>7</sup> These findings are in line with those of the 2015 Rwanda Civil Society Barometer published by Transparency International in collaboration with the Rwanda Governance Board (RGB) and UNPD. According to the findings of the Barometer, Rwanda Civil society “is in a critical financial situation.”<sup>8</sup> According to the Barometer, the level of adequacy of Civil Society Organizations financial resources compared to the required level in order to accomplish their goals, remains very low at 34.1 %.<sup>9</sup> Further, according to the Draft National Policy on Civil Society, lack of financial resources is perceived to hold back 90.5% of local CSO project implementation in Rwanda.<sup>10</sup>

“Donor dependency syndrome” leads to the negative image of civil society as agents of a foreign agenda. CSOs must strive to be seen as homegrown, pursuing a shared national agenda fully supported from internal resources. Further, most CSOs do not have clearly earmarked budget for advocacy interventions.

## 2.3 Social factors

The issue of vulnerability is a great challenge in terms of access to justice and human rights. The JRLS Strategic Plan (2018-2024), the legal aid policy and the justice for children policy, mention the following vulnerable groups which need special attention: children especially those in conflict with the law, children in detention with their mothers, persons with disabilities, women, victims of SGBV, and economically vulnerable persons, among others. This call for mainstreaming or stand-alone advocacy programming by CSOs is to ensure that issues affecting vulnerable persons are taken into consideration.

7 2017 Civil Society Organization Sustainability Index for Sub-Saharan Africa 9th Edition - December 2018, produced by USAID, ICNL and fhi360 <https://www.usaid.gov/.../2017-CSO-Sustainability-Index-for-Sub-Saharan-Africa.pdf>, p. 181.

8 Rwanda Civil Society Development Barometer (2015), [http://www.rgb.rw/fileadmin/Publications/Rwanda\\_Civil\\_Society\\_Barometer\\_2015.pdf](http://www.rgb.rw/fileadmin/Publications/Rwanda_Civil_Society_Barometer_2015.pdf) P. 74

9 Ibid.

10 See the 2018 Draft Version of the Rwanda Civil Society Policy, p.14

## 2.4 Influence of technology

There are several opportunities arising from modern technology. The advent of social media brings huge potential for non-conventional advocacy techniques. Internet penetration and use of mobile phones has revolutionised communication. Social media platforms are easy spaces for engagement with different power holders. The use of social media platforms, such as Twitter and Facebook, if properly targeted can influence substantial reforms. ICT is a great enabler in facilitating cost effective research. For example, LAF has leveraged the use of ICT to collect citizen's feedback on the delivery of justice services and use the findings to advance advocacy on areas where citizens were less satisfied. Phase 2 of the project involves provision of legal aid services through mobile voice and SMS platforms.

## 2.5 Legal and policy framework

The legal and policy framework in Rwanda recognizes Civil Society as a key partner and stakeholder in national development. According to the draft civil society policy, "as advocates of positive social change, CSOs play a role in identifying unaddressed problems and bringing them to public attention, in protecting basic human rights and in giving voice to the wide range of political, environmental, social and community interests and concerns."<sup>11</sup> This is equally guaranteed under the law regulating National NGOs, which explicitly provides, as the fundamental right of an NGO, "to put forward views in designing national policies and legislation in relation with the functioning of national non-governmental organizations."<sup>12</sup>

Further, the Justice Sector recognizes CSOs as key players in the justice and human rights sector. Consequently, the representation of CSOs in the justice sector is recognized at all levels of the

<sup>11</sup> MINALOC, Draft National CSO policy (2018), p. 11.

<sup>12</sup> See article 28 of LAW N°04/2012 OF 17/02/2012 Governing the Organisation and the Functioning of National Non-Governmental Organisations; Official Gazette n° 15 Of 09/04/2012.



sector namely: the justice leadership group, the Steering Committee, sector working group, thematic working group and the justice sector at the decentralized level.<sup>13</sup>

Civil Society Organizations in policy formulation remains one of lowest on the 2018 Rwanda's Governance Score Card (67.33%).<sup>14</sup> This research intends to specifically assess the role of CSOs in the legislative process and its role in the development of public policy.

The role of CSOs in public processes, such as the legislative processes, is well documented. CSOs are strongly recognized by the Government of Rwanda as an important pillar of Good Governance. The role of CSOs is emphasized in the NST1 under the theme Transformational Governance in areas including (i) accountability, (ii) citizen empowerment and participation and (iii) monitoring and ensuring effective service delivery. The importance of the involvement of CSOs in accountable governance and development processes is equally put forward in Rwanda's Vision 2050.

Despite the acknowledged need and role of CSOs in the public policy and legislative processes, a quick scan of the practice in terms of inclusion of CSOs in the consultation, formulation and adoption phase of any piece of legislation (organic law, ordinary law, decree, ministerial, Prime Minister and Presidential Orders) does not allow adequate consultation and engagement with CSOs.

For example, the newly proposed summary of stages of primary law-making process (yet to be adopted by the Law Reform Commission)<sup>15</sup>, holds no special window for consultation with the CSOs or the general public in the process of introducing a bill until it is fully promulgated into

13 Article 9 of the Prime Minister's Order n°123/03 of 13/10/2010 establishing the Justice Sector and determining its mandate, structure and functioning,

14 Rwanda Governance Score Card (RGS) 5th edition, [http://rgb.rw/fileadmin/Rwanda\\_Governance\\_Scorecard\\_all/RGS\\_5TH\\_EDITION\\_24\\_OCT2018.pdf](http://rgb.rw/fileadmin/Rwanda_Governance_Scorecard_all/RGS_5TH_EDITION_24_OCT2018.pdf).

15 Rwanda Law Reform Commission, Draft Legislative Drafting Manual, 1st Edition, January 2019 (draft on-file with author).

law. Compared to other countries in East Africa, this is a very different approach. For example, in Kenya the legislative process ensures that citizens and CSOs are given ample time and space to provide their inputs into any bill before it is accepted into law.<sup>16</sup>

In Rwanda however, the law-making process is not straightforward. "CSOs struggle to get draft bills. It is more of a favor to access the draft bills", expressed a key informant who has experienced difficulty in the process of advocacy.

The channel of engagement includes representation of CSOs at the Justice Sector Steering Committee and thematic working groups. CSOs are also represented at the annual Justice Sector Retreat. During the key informant interviews (KIIs), it was noted that while the Civil Society space of engagement is well laid out, three main factors inhibit its performance. First, the representatives of CSOs in these spaces do not undertake extensive consultation with the constituency they represent in order to be adequately equipped to engage with Government.

Most draft bills are submitted to the Parliament by the Executive arm of government. However, individual/private member's bills may also be introduced to Parliament by a Member of Parliament. Although there is no mandatory consultation process stipulated by law to guide CSO consultation and engagement of Parliament by CSOs, pro-active CSOs in the past have actively engaged Parliament in the legislative making process. CSOs are free to make any submission or petition to Parliament on any issue. In such case, CSOs are invited to Standing Committee deliberations to formally make their submissions. Conversely, Standing Committees are allowed by law to invite on any relevant institution as deemed necessary to make formal submission to the committee during the review process by the Standing

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<sup>16</sup> See, A guide to the legislative process in Kenya, <http://www.klrc.go.ke/images/images/downloads/klrc-a-guide-to-the-legislative-process-in-kenya.pdf>

Committee of any bill beforehand.

The Parliament can also invite any institution deemed relevant to make submission before the Standing Committee.<sup>17</sup> In addition individuals or Civil Society Organizations are allowed to make a submission or file a petition to Parliament on any issue.

Specifically, the Prime Ministerial Order establishing the JRLOS identifies CSOs as key players. This is also reflected in the Ministerial Order establishing decentralized of JRLOS at the district level.

## 2.6 Environmental factors

The general environment in which CSOs operate in Rwanda remains complex for a number of reasons. Firstly, CSOs cannot thrive in an environment where the private sector is not well developed or is not aware about their corporate social responsibility. In Rwanda, the private sector is not aware or has not assumed its corporate philanthropy to complement traditional civil society donors. This is echoed by the Civil Society sustainability index, Rwanda Civil Society Barometer and the National Policy on Civil Society states: "The culture of corporate philanthropy is just beginning to develop in Rwanda and has yet to benefit CSOs.<sup>18</sup> The frequency of Private Sector support to CSOs is very limited (15.7%)<sup>19</sup> and failure to engage local philanthropists is among the main causes of insufficient financial resources.<sup>20</sup> The underdevelopment of corporate and individual philanthropy is mainly attributed to low uptake and ownership of CSOs' interventions among the general population. Projecting Rwanda's transition into a middle-income economy, CSOs need to strengthen their linkages with private philanthropy and

17 Article 114 of Organic Law n°06/2006 of 15/02/2006 establishing internal rules of procedure of the chamber of deputies in the parliament as modified and complemented to date.

18 2017 Civil Society Organization Sustainability Index report, p.181 and Rwanda Civil Society Development Barometer, p. 45.

19 Rwanda Civil Society Development Barometer (2015), Ibid; P.45.

20 The National Policy on Civil Society, Ibid. P. 14

local communities to fund their interventions locally, especially in the areas of policy advocacy. “We need to see more Rwandans funding Rwandan CSOs and it is possible. It is a matter of mindset change and appealing programs to the citizenry,” one key informant asserted.

## 2.7 Emerging areas for advocacy in the justice sectors

Emerging areas for CSOs advocacy engagement in the Justice Sector were mapped through interviews and literature review. They are summarised as follows:

- Enactment of the legal aid law and legal aid guide
- Providing inputs into the criminal justice policy (Already in progress)
- Advocating for mandatory consultation of CSOs by the law reform commission and parliament during the law and policy making process
- Providing inputs into the Alternative Dispute Resolution (ADR) Policy. (Initial meeting organised with stakeholders in ADR)
- Advocating for the establishment of the legal aid fund
- Advocating for more legal protection of SGBV victims
- Advocating for more increased access to justice by persons with disabilities
- Advocating for measures to expedite enforcement of judgments
- Review of the legal aid policy and its four year implementation plan (LAF has secured funding to do the research)
- Evaluation of the justice for children policy
- Advocating for increased quality assurance for performance gaps in the operation of Abunzi.
- Advocating for improving the reorganisation of the correctional services to deliver on rehabilitation mandate, and reduce over-crowding, improve case management file for detainees
- Advocating for pre-trial detention with the aim of reducing the number of detainees in prisons and detention facilities.
- Safeguarding human rights standards at rehabilitation and transit centres
- Advocating for increased use of non-custodial alternatives to sentencing which takes into consideration rehabilitation of the perpetrator.

## **2.8 Examples of cases with in the justice sector where CSOs have contributed to legal and policy reforms**

Advocating for the legal aid policy by LAF: Successes of the policy include increased recognition of legal aid as a responsibility of the Government; introduction and institutionalisation of MAJ at the district level and advocacy for their decentralisation at sector level.

Advocacy for the provision of free State legal aid for children in conflict with the law through judicature scheme funded by the Government and managed by the Rwanda Bar Association (RBA).

Influencing the Abunzi Law: Different CSOs working on Abunzi e.g. RCN and RISD have had a positive influence on the Abunzi Law. For example, the lobby to remove criminal issues from the law, advocacy to lower the number of abunzi, advocacy to centralise management of abunzi, advocacy to provide abunzi with basic logistics, such as bicycles.

CSO advocacy on the Penal Code by HDI and CSO coalition members leading to positive inroads into legal abortion.

## 2.9 Summary of overall strengths and weaknesses for CSOs advocacy work

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Formal structures for CSOs to engage with government in public policy processes exist.</li> <li>● CSOs were reported to have the ability to mobilise resources both human and financial for policy agenda setting, policy formulation, policy adoption, policy implementation and policy monitoring and evaluation.</li> <li>● It was reported that CSOs always exhibit a high level of compliance to legal requirements pertaining to their operation in general and public policy processes, which makes the government enthusiastic to work with them.</li> <li>● CSOs partake in various arenas of national development countrywide.</li> <li>● There are various forums especially at local government level through which CSOs can contribute to citizens' participation in decision-making and policy formulation.</li> <li>● CSOs are members of a number of national coalitions and can work with sector working groups and thematic commissions in various government institutions and agencies.</li> <li>● Political will and availability of legal framework for CSOs participation in public policy processes.</li> </ul>	<ul style="list-style-type: none"> <li>● It was pointed out that many CSOs have poor leadership, management and administration.</li> <li>● Some CSOs play the role of being mere critical witnesses, not really influencing public policies</li> <li>● It was revealed that most CSOs are more accountable to their donors than the beneficiaries of their services who do not or have little insight into their financial, administrative and decision making matters.</li> <li>● Many CSOs lack enough skilled and committed staff to undertake research on public policy and engage in advocacy as well as monitoring and evaluation of public policy implementation.</li> <li>● It was reported that some CSOs do not have systematic advocacy and M&amp;E strategies or plans on public policies that are in line with the CSO mandate.</li> </ul> <p>CSOs' entirely depend on either foreign donors or the government for implementation of their programs. Therefore, they often develop proposals and programmes that are likely to get funding from donors not necessarily in line with their mandate.</p>

### 3. METHODOLOGY

The evaluation applied a mixed methods approach that involved the use of both quantitative and qualitative methods. A survey questionnaire with some question items adapted from international standard advocacy evaluation tools, such as Alliance for Justice Advocacy Capacity Assessment Tool (2005), was used to collect quantitative data while interviews and documentary review collected qualitative data.

A total of 50 CSOs were purposively sampled among CSOs intervening in the Justice Sector. Of these, 45 responded to the assessment but only 40 participated. In addition to purposive sampling, the following criteria was used to select study participants:

- CSOs which are currently active members of the Justice Sector or those which are contributing to any of the following sector outcome namely; (i) universal access to quality justice improved; (ii) maintained safety, security and peace; control of corruption, transparency and accountability; (iv) enhanced unity of Rwandans; (v) enhanced adherence to human rights; (vi) enhanced sector coordination and capacity.<sup>21</sup>
- CSOs with interventions at both national as well as district levels.
- Alignment of CSOs to the Justice Sector Strategic Plan (2018/19-2023/24) outcomes and outputs. This was informed by a preliminary desk review.
- CSOs with physical presence/outreach interventions in the project's catchment zone namely; all the three districts Kigali City (Nyarugenge, Kicukiro, and Gasabo); 2 in the Northern Province (Musanze and Rulindo); 2 in the Southern Province (Huye and Nyanza); 2 in the Western Province (Rubavu and Karongi); and 2 in the Eastern Province (Rwamagana and Bugesera).
- Diversity of CSO interventions in regard to their beneficiaries, such as youth, children, women, detainees and prisoners, persons with disabilities, historically marginalized groups and LGBTIs was considered.

<sup>21</sup> JRL0s Sector Strategic Plan, Ibid.

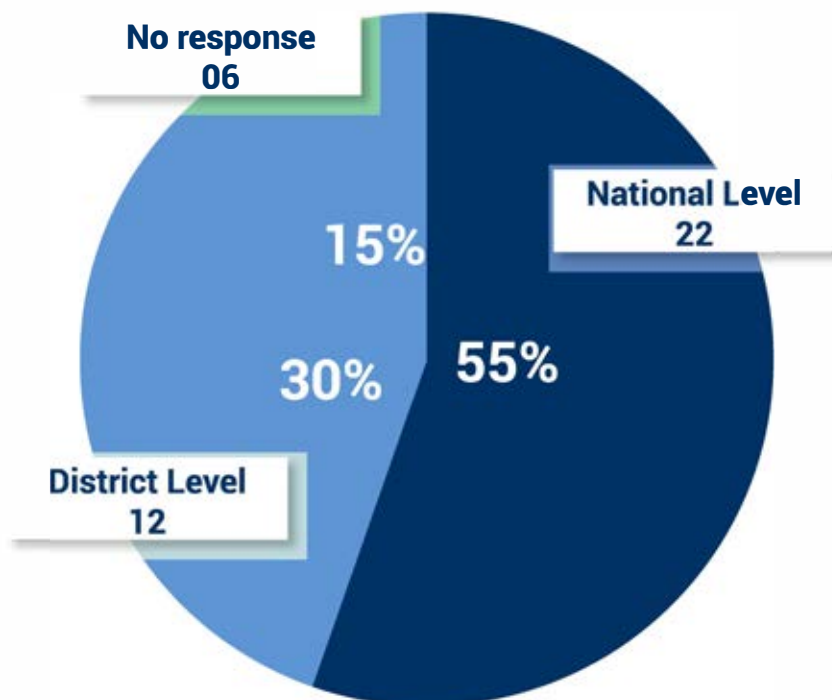
## 4. FINDINGS OF THE ASSESSMENT

### 4.1 CSOs' areas of interventions

The assessment sought the views of respondents in terms of their areas of interventions. Views were solicited to understand the level of concentration of CSO interventions between central and local government.

Response was given as per the figure below:

**Figure 1: Geographical coverage of the organization's interventions (n=40)**



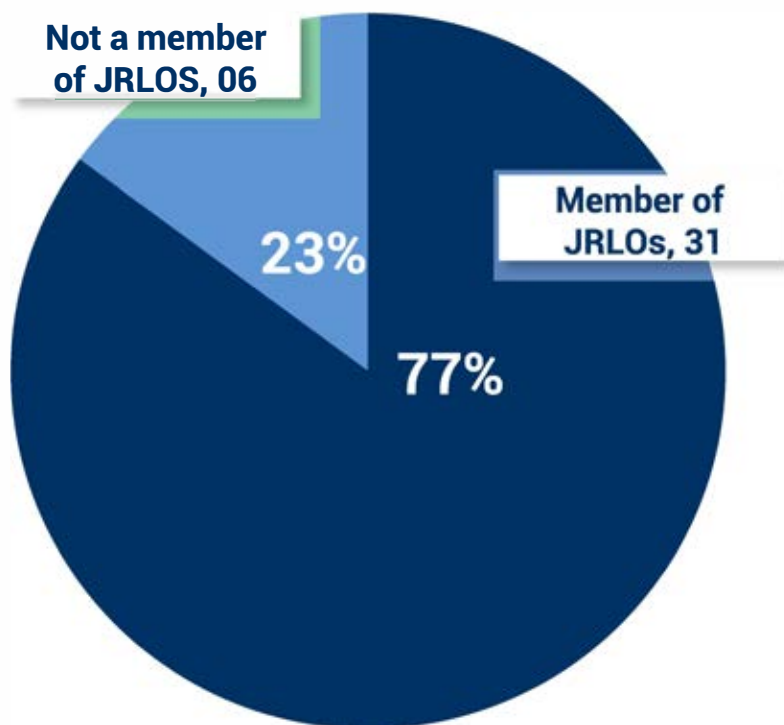
As indicated in the figure above, out of the 40 CSOs surveyed, 22 (55%) operate at the national level and 12 (30%) at the district level. A total of 6 CSOs did not indicate their geographical coverage.



## 4.2 Distribution of surveyed CSOs regarding their membership to JRLOS

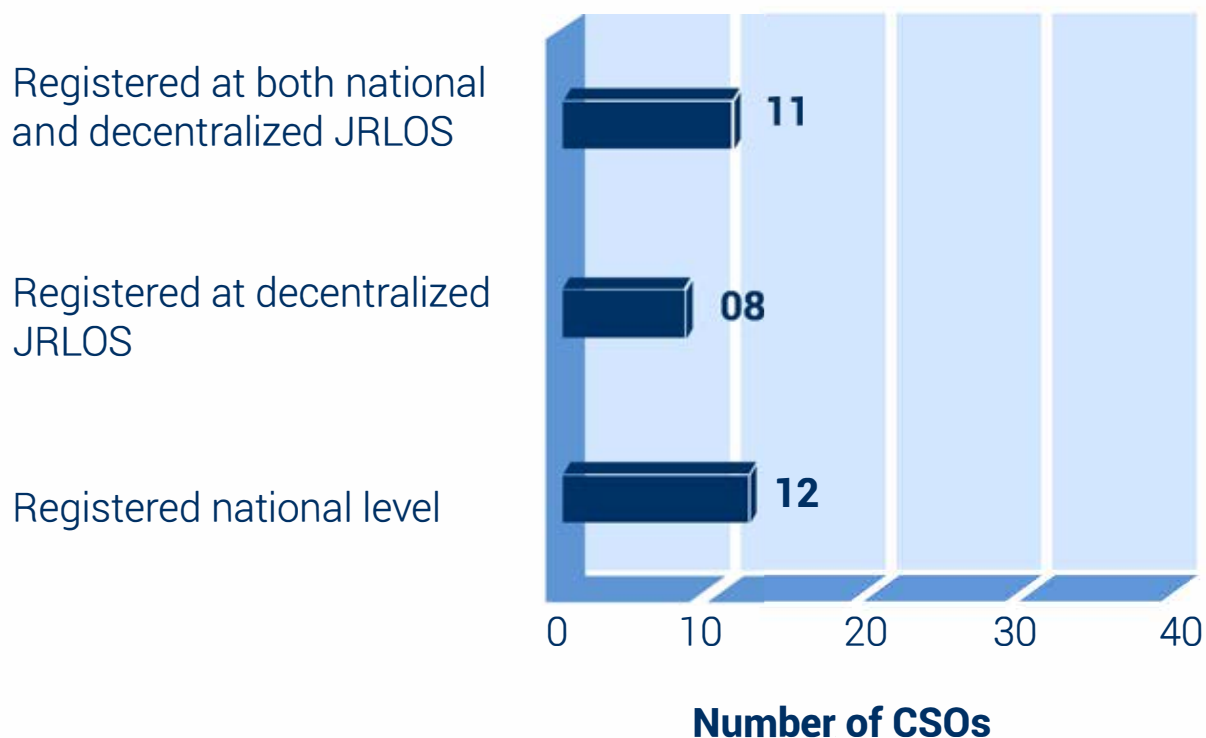
Respondents were asked whether their organisations were registered members of the Justice Reconciliation Law and Order Sector (JRLOS). Membership of surveyed CSOs to JRLOS provides the basis of understanding their level of engagement with a relevant space that discusses justice and human rights related issues. As can be seen in the figure below, 31 (77%) of the CSOs surveyed were registered members of the Justice Reconciliation Law and Order Sector (JRLOS) while 9 (23%) were not.

**Figure 2: Membership of JRLOS (n=40)**



Of the 40 CSOs that responded to this assessment, 12 (38.7%) were registered members of JRLOS at national level while 8 (25.8%) were registered at decentralized level and 11 (35.5%) were members of JRLOS to both national and decentralized (see the figure below).

**Figure 3: Level of JRLoS at which CSOs are registered (n=31)**



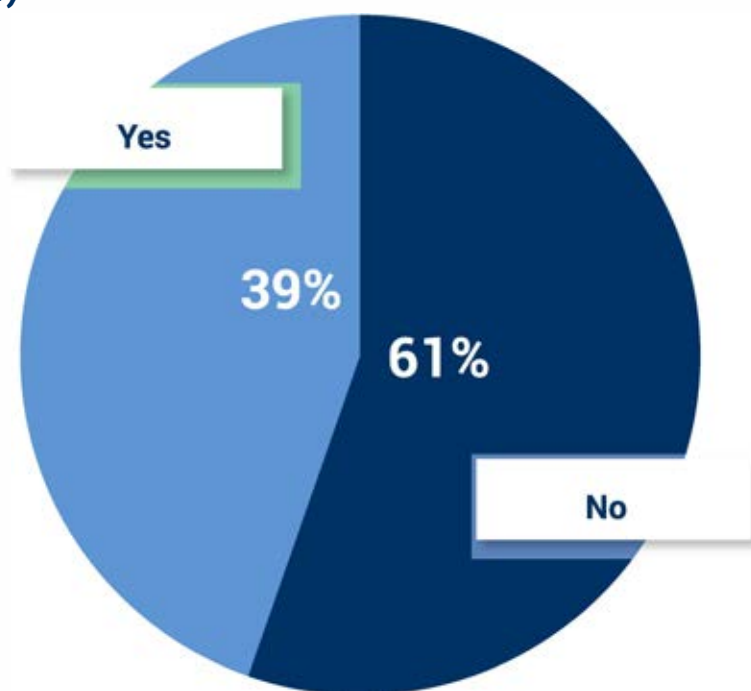
### 4.3 Participation in JRLoS Thematic Working Groups

The level of CSO participation registered at the national level in Thematic Working Groups of JRLoS was assessed. As can be seen in Table 1, the surveyed CSOs that were registered at the national level participate mostly in thematic working groups 4 & 5, that is, access to justice (68%) and Reconciliation, Law and Public Security (54.5%) respectively. Slightly more than a quarter (27.2%) partakes in thematic group 1 of resource mobilization and expenditures. Very few CSOs of those surveyed participate in thematic groups 2 & 3 of planning, monitoring and evaluation (14%) and Information, Communication, and Technology (14%) respectively. The implication is that while planning and M&E is vital in supporting effective implementation of JRLoS strategic plan, CSOs have low capacity in this area. This was confirmed by about 64% of the CSOs surveyed (see Table 4). Similarly, low participation of CSOs in thematic group 1 (resource mobilization and expenditures) and thematic group 3 (Information, Communication, and Technology) is largely attributed to limited capacity in these areas.

**Table 1: CSOs registered at the national level and their level of participation in JRLOS Thematic Working Group (n=22)**

Thematic Working group	Frequency	Percentage
Thematic Working Group 4: Access to Justice	15	68
Thematic Working Group 5: Reconciliation, Law and Public Security	12	54.5
Thematic Working Group 1: Resource Mobilization and Expenditures	6	27.2
Thematic Working Group 2: Planning, Monitoring and Evaluation	3	14
Thematic Working Group 3 : Information, Communication, and Technology	3	14

**Figure 4: Responses on whether the CSO holds any leadership position in the district JRLOS (n=31)**



#### 4.4 JRLOS member CSOs' level of alignment to JRLOS 2018/19 - 2023/24 strategic plan outcomes

As depicted in Table 2, JRLOS member CSOs' level of alignment to JRLOS 2018/19 - 2023/24 strategic plan outcomes is generally still low. About two thirds of the CSOs surveyed (67.7%) were fully aligned to outcome 5 (Enhanced adherence to human rights).

47% and 45% of the sampled CSOs also reported being fully aligned to outcomes 4 (Enhanced unity of Rwandans) and 1 (Universal access to quality justice improved) respectively. The level of alignment to outcome 2 (Maintained safety, security and peace) stood at 30% (full alignment) while outcome 3 (Control of corruption, transparency and accountability) was significantly lower (19%). Interviews with key informants revealed that a low level of CSO alignment to JRLS strategic plan outcomes, especially outcome 2 (Maintained safety, security and peace) and outcome 3 (Control of corruption, transparency and accountability) is attributed to a number of factors. The key factor is limited capacity among CSOs, which is often a barrier to their involvement in issues related to the security and peace, corruption, accountability, and transparency. It limits CSOs to access key decision-makers and influence security and justice policies and programming. Limited donor support for transparency and democratic accountability of the Justice sector also hampers CSOs' full involvement in the justice sector.

**Table 2: JRLS member CSOs' level of alignment to JRLS 2018/19 - 2023/24 strategic plan outcomes**

Outcomes of JRLS Strategic plan (2018/19- 2023/24)	Not aligned at all	Slightly aligned	Somewhat aligned	Moderately aligned	Aligned to a large extent	Fully aligned	Total number and % of CSOs that responded
<b>Outcome 1:</b> Universal access to quality justice improved	1(3.2%)	1(3.2%)	4(12.9%)	4(12.9%)	7(22.6%)	14 (45.2%)	31 (100%)
<b>Outcome 2:</b> Maintained safety, security and peace	1(3.3%)	1(3.3%)	3(10%)	7(23.3%)	9(30%)	9 (30%)	30 (100%)
<b>Outcome 3:</b> Control of corruption, transparency and accountability	2(7.4%)	2(7.4%)	2(7.4%)	7(25.9%)	9(33.3%)	5 (18.5%)	27(100%)
<b>Outcome 4:</b> Enhanced unity of Rwandans	1(3.3%)	3(10%)	-	4(13.3%)	8(26.7%)	14 (46.7%)	30(100%)
<b>Outcome 5:</b> Enhanced adherence to human rights	-	1(3.2%)	-	3(9.7%)	6(19.4%)	21 (67.7%)	31(100%)

# 5. CSO ADVOCACY CAPACITY ASSESSMENT

## 5.1 Understanding of CSOs' role in Public Policy Processes

Interviews with key informants revealed that CSOs have been largely engaged in other programmes and services, other than public policy process. All the key informants interviewed had almost the same views concerning the main role that CSOs should engage in with respect to public policy processes and the ensuing were pointed out:

- It was pointed out that CSOs ought to first and foremost play a proactive role in advocacy. Civil Society Organizations need to spearhead advocacy for the policy change required to have an enabling environment where not only citizens' priorities and concerns are given due attention, but also actively participate in various government programmes. It was also pointed out that CSOs are supposed to advocate for and reinforce effective policy implementation especially at grassroots level. CSOs can advocate for areas that are often ignored or given less attention and mobilize resources to support them.
- Another valuable role of the CSOs that was pointed out is that they are meant to play a role of influencing public policy agenda setting, adoption and formulation as well as implementation. However, their role in influencing public policy agenda setting is very minimal, they more involved in pointing out weaknesses in already established public policies and government programmes. The failure of CSOs to play an active role in influencing public policy agenda setting was partly attributed to limited comprehensive policy research and lack of partnership with research institutions and poor coordination among CSOs.

"...the legal framework is clear however, are not very active in influencing public policy agenda setting because they don't want confrontation with the government so as not be perceived as contravening opponent to government. That is the reason why some CSOs prefer not to intervene sensitive issues or keep silent even on issues that may affect their members."

- Another role pointed out is policy monitoring and evaluation, as well as reinforcing accountability. Interviews with various key informants revealed that regarding public policy monitoring and evaluation, CSOs are supposed to collaborate and develop a public policy monitoring plan and mobilise resources for its implementation. Nonetheless, it was said that this role is more often than not engaged in by a few CSOs in uncoordinated manner. It was also revealed that CSOs can hold leaders accountable to their commitments through the process of monitoring and evaluation of policy implementation.
- CSOs are supposed according to the key informants to play the role of raising voices of minority and vulnerable groups such as persons with disabilities, women and the historically marginalized people among others: They should ensure that public policies and programs reflect the needs and priorities of minority and vulnerable groups.
- Another role mentioned by key informants is that CSOs have to actively partake in promotion of gender equality and women empowerment as well as ensuring equitable access to service delivery by citizens and working with government and development partners to develop evidence-based interventions and conducting policy research that is crucial to establishing policy implementation gaps and gaps in service delivery or programs needed to achieve national goals.

## 5.2 CSOs Involvement in advocacy Initiative

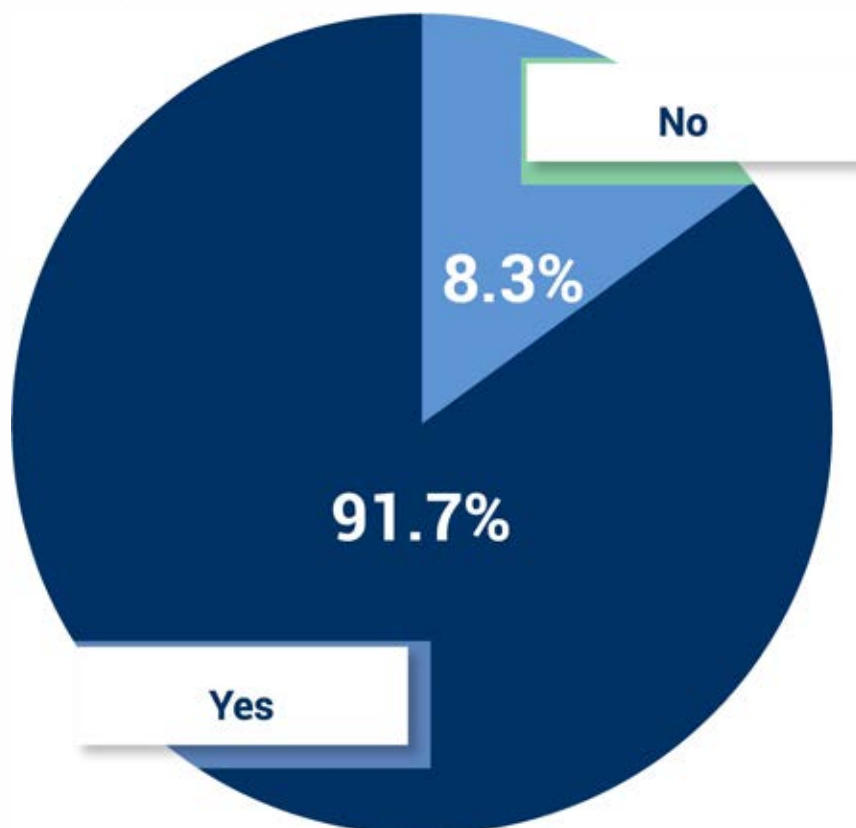
When asked whether the organization had been involved in any form of advocacy initiative, all the respondents contacted (100%) in the 40 CSOs surveyed, responded in the affirmative. The respondents were further asked the role their organizations play in advocacy initiatives. The following table provides details of the responses.

**Table 3: Responses on the role of CSO in advocacy initiative**

Role of the CSO in advocacy initiative	No. and percentage of CSOs	Total no. of CSOs surveyed
A leader of the advocacy initiative	27 (65.5%)	40
A member of the Advocacy coalition	19 (47.5%)	40

### 5.3 Advocacy gaps

Broadly, advocacy capacity exists at a number of different levels: individual skills and abilities; projects and programmes; organisational capacity; external linkages and the extent of coordination or networking on an advocacy issue and the enabling or disabling environment. In this regard, respondents were asked whether their organizations had advocacy capacity gaps (see Figure 5) below:

**Figure 5: Responses on whether or not there are advocacy capacity gaps (n=36)**

A very large proportion of the respondents (92%) acknowledged having advocacy capacity gaps in their organizations while 8% revealed that they had capacity. However, interviews and SWOT analysis revealed even those

who admitted having capacity had at least one area of weakness in terms of advocacy. Key informants revealed that CSOs in most cases do not have information about initiated policies and when information is received; it is too late for them to organize and contribute meaningfully. This insinuates that whilst all of the CSOs sampled have been involved in advocacy work and to a certain extent influenced policy and decision makers, their advocacy work is in part affected by insufficient skills and capacities at some levels of advocacy. This therefore calls for training in relevant areas of advocacy.

Furthermore, in-depth interviews with some CSOs representatives and key informants revealed the following capacity gaps: other gaps in which they said CSOs have limited capacity in relation to advocacy. These are as follows:

- Some CSOs at times devise good advocacy strategies but they lack capacity in terms of Skills and sufficient funds to effectively implement the Strategies.
- There is still limited skills to actively involve citizens and adopt citizens' centered advocacy;
- Establishing and maintaining strong relationships and advocacy networks with like-minded partners and actors is not strengthened. It was revealed that some CSOs develop weak relationships with important advocacy actors while others establish strong relationships with less important actors.
- It was pointed out that many CSOs lack staff with sufficient skills in advocacy work and who is solely committed to advocacy work.

## **5.4 CSOs' rating of their capacity in various advocacy skills**

Ten essential advocacy skills were identified from different international standard advocacy evaluation tools such as Alliance for Justice Advocacy Capacity Assessment Tool (2005) and adapted for the assessment. Respondents were asked to rate their capacity in the identified advocacy skills using a scale ranging from 0 (no capacity at all) to 5 (excellent



capacity). Table 4 indicates proportions of CSOs that acknowledged having low advocacy capacity skills in various areas.

While M&E is an essential component of civil society organizations striving to continually improve their work and have greater accountability, about 64% of the sampled CSOs affirmed that their organizations had low capacity in monitoring and evaluation of the impact of their advocacy campaign while 62% pointed to advocacy gaps in advocacy tactics/strategies (lobby, breakfast meetings, etc). This implies that due to the complex nature of advocacy, CSOs need skills of employing effective advocacy tactics or strategies, for example, having the ability to lobby decision makers; confidence in the ways in which they relate to different audiences as well as thorough understanding of power dynamics.

The assessment revealed that close to 60% of the surveyed CSOs had limited skills in documentation and knowledge management of advocacy campaigns whereas 58% had capacity gaps in effective advocacy pathways (linkages). It is important to note that effective advocacy also requires a CSO to either have or identify one or more networks of individuals and other CSOs to mobilize support of its advocacy activities and the network has to be strengthened. Thus, CSOs ought to build strong capacity in making effective advocacy linkages.

Furthermore, while effective advocacy requires a CSO develop a good system for communicating with advocacy networks to share information, about 57% of the surveyed CSOs revealed that they had advocacy skills gaps in relation to communication strategy. Slightly more than half (53%) reported having advocacy capacity gaps in alliance/coalition building and sustainability. Indeed, this is another crucial area where CSOs ought to be equipped in terms of advocacy capacity skills. Ideally, a CSO has to form advocacy partnership with others and actively partake in formal coalitions that share its advocacy agenda and establish coalitions, as needed, on its key issues. It has also to seek support for its particular advocacy

objectives from its coalition partners.

With respect to collection and packaging of evidence for advocacy issues, 47% of the sampled CSOs pointed out that they had low capacity in this area while 46.7% indicated low capacity in amplifying advocacy messages and engagement of the media. This seems to mean that advocacy strategies are not based on comprehensive research and analysis, including an analysis of community needs, the impact of policies, and the policy environment. Other advocacy skills where CSOs reported having low capacity include identification and analysis of the advocacy issue (42%) power mapping (36%).

**Table 4: Proportion of CSOs that indicated having low advocacy capacity skill - in various areas**

<b>Advocacy Skills</b>	<b>(%)</b>	<b>No. of CSO</b>
Monitoring and evaluation of an advocacy campaign	63.9%	36
Advocacy tactics/strategies (lobby, breakfast meetings, etc).	62.1%	37
Documentation and knowledge management of advocacy campaign	59.4%	37
Effective Advocacy pathways (Linkages)	58.4%	36
Communication strategy	55.6%	36
Alliance/coalition building and sustainability	52.8%	36
Collection and packaging of evidence for advocacy issue	47.3%	36
Amplifying advocacy messages and engagement of the media	46.7%	37
Identification and analysis of the advocacy issue	41.7%	36
Power mapping	36.1%	36

## 5.5 Shortlisted CSOs for advocacy skills training

After thorough analysis of the status of each surveyed CSO in relation to advocacy capacity needs, 30 CSOs are recommended for training in advocacy skills. Of these, 25 were chosen based on capacity gaps they reported in the self-assessment tool. All the 25 CSOs reported having capacity gaps in at least 5 out of the 10 key advocacy skills presented in the assessment tool. Other 5 CSOs Highlighted in yellow indicated having less or no gaps in capacity in terms of advocacy, but in-depth interviews and thorough SWOT analysis revealed that they also had some weaknesses in certain areas and levels of advocacy. Therefore, they are equally recommended for training (see annex 1).

## 6. CHALLENGES TO CSO's ADVOCACY WORK

Despite the existence of spaces for CSOs engagement in public policy processes as well as commendable achievements especially in implementation of some policies, the following were highlighted as consistent challenges limiting CSOs advocacy work:

- It was reported that the Government often becomes reluctant to fully consider the perspectives and input on public policy provided by CSOs from policy research on the pretext that they provided inaccurate data.
- CSOs' rely on funding from donors or government to implement their activities, which aggravates their limited roles in public policy processes. In addition, it was revealed that policy preferences are often centrally controlled by the top level of government that makes it difficult for CSOs to have an independent agenda and not be influenced by Government with respect to engagement in public policy processes and decision-making.
- It was reported that although there is a strong legal framework and political will, the operating environment for CSOs is to some extent controlled by the government. This mainly applies to CSOs that work on human rights or sensitive

governance issues or those that dare to be openly critical of the government. Such CSOs may be subjected to legal action and this may create uncertainty for civil society activists who wish to engage in public policy issues that are sensitive.

- It was reported that despite strong partnerships with international NGOs and various donors for a considerable period of time, CSOs in Rwanda face a challenge insufficient funds and sustainability of activities as well as poor coordination and organizational capacity. This was said to be exemplified by not only the closure of some activities when donors' support end, but also the turnover of staff in many CSOs, which results in skills and capacity retention problem. Consequently, CSOs engagement in public policy processes becomes limited.
- Another challenge mentioned was lack of capacity by CSOs to engage with government and local authorities in public policy and governance processes. CSOs tend to play a passive role of just following directives by authorities or donors which results in limited. Influence on policies. Building the capacity to engage with government would include strengthening policy analysis capacities, evidence based advocacy and coordination among CSOs.
- CSOs are also constrained by the lack of skilled and specialized staff, insufficient resources for generating data, poor coordination and coalition building, and a failure to develop a framework for tracking government policy commitments and implementation. In particular, gaps were evident in CSOs' ability to engage in research and policy formulation and analysis.

## 7. RECOMMENDATIONS

For Civil society organizations to become more change makers, they need to strengthen their capacities in the following key areas:

- Understanding the full cycle of policy development and advocacy. CSOs need a holistic capacity building package that covers among others the following key areas;
  - Understanding the general principles of conducting advocacy;

- Understanding the advocacy cycle and advocacy tools;
  - Power analysis and communication strategies;
  - Institutionalization of advocacy within CSOs;
  - Understanding collective advocacy and networking, among others;
  - Measuring advocacy impact (Monitoring and evaluation of advocacy impact).
- Developing capacity in legislative and legal advocacy with particular focus on designing appropriate advocacy programmes and activities that influence policy and decisions at different cycles of policy formulation, implementation and monitoring. In addition to providing substantive inputs to policy development process, CSOs should be capacitated to engage in post-promulgation phase to review any gaps in the published laws to check if they are fully compliant with the Constitution and other international obligations, which Rwanda is a signatory to. The recent contestation of some provisions of the Penal code articles on defamation and adultery are a case in point.
  - Building capacity in action research for evidence based advocacy as well as ability to synchronise different studies and formulate different advocacy issues. –Many studies are undertaken but the results are not fully utilised to for advocacy. Building capacity in the area create effective linkages/network on advocacy issue. It should be noted that an organization may have a high level of capacity but lack of effective networking with like-minded organisations may limit its advocacy work. CSOs should develop capacity in political literacy, power mapping and understanding of power dynamics. Often CSOs are more focused on criticism without understanding the political context and power dynamics.
  - Building capacity of staff in financial resource mobilization skills and strategies such as project proposal writing, networking as well as investing more in advocacy activities and structuring budgets in a way that enables programmes to take advantage of emerging opportunities.
  - Developing capacity in effective communication strategies especially with networks and actors in advocacy CSOs need training in packaging of information and. simplified versions of documents preferably in Kinyarwanda, as the original language should be prioritized. Translation in other languages such as English and French can then be made but keeping the Kinyarwanda version as the original document in order to safeguard the originality.

## 8. FINDINGS OF EACH SURVEYED CSO TOWARDS POLICY ADVOCACY

### 8.1 NUDOR (National Union of Disability Organisation in Rwanda)

#### Part 1. Organization profile

<b>Name of CSO:</b>	National Union of Disability Organization in Rwanda (NUDOR)
<b>Email:</b>	nudor2010@gmail.com
<b>Website:</b>	www.nudor.org
<b>Contact Person:</b>	Mr. NSENGIYUMVA Jean Damascene – Executive Secretary
<b>Telephone:</b>	+25 07 88 40 00 63
<b>Mission of the Organisation:</b>	To serve as a voice for organizations of people with disabilities to share their experience and express their views and to support them in strengthening their capacities and achievements
<b>Vision of the organisation:</b>	A society where People with Disabilities enjoy equal human rights, opportunities and full participation as other citizens.
<b>Geographical coverage of the Organization's Interventions</b>	National level organisation

#### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Not registered as member of JRLOS; and
- Does not hold any leadership position in the district JRLOS.
- NUDOR's vision is fully aligned to JRLOS' Strategic Plan (2018/19-2023/24) specifically to its 5th Outcome (Enhanced adherence to human rights).

#### Part 3. Advocacy capacity

- NUDOR has been involved in some advocacy initiatives where it played roles of either "leader" or "member" of the advocacy coalition.
- One of the issues advocated for by NUDOR was the issue of 'non participation in VUP programs'.

- NUDOR's strategies involved to conduct the advocacy campaign were:
  - Conducting informative research to measure the level of inclusion of persons with disability in VUP programs;
  - Involving the allies and stakeholders; and
  - Involving local government authorities.
- The advocacy led to changing VUP policy to include a provision of supporting a family with a person with severe disability and one person who can work, that family will be given direct support while a family with a person with severe disability and more than one person who can work will be supported with extended public work.
- Low engagement of local government entities in addition to high expectations from NUDOR to allocate funds to entities' budgets for persons with disability was the main challenge encountered.
- Regarding lessons learned, NUDOR finds it important to gather allies and to collaborate with local authorities.
- With regard to advocacy capacity gaps, NUDOR faces issue of limited funds, lack of research data to back-up the advocacy initiatives.

### **NUDOR's capacity in relation to key advocacy stages**

A self-assessment scale below provides an institutional scan into NUDO's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (5)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (5)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of advocacy campaigns (3)

## NUDOR' SWOT analysis in relation to advocacy

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• NUDOR is legally registered;</li> <li>• Availability of internal documents, regulations, policies...</li> <li>• Organisational structure in place;</li> <li>• Registered member organisations</li> <li>• Operational member organisations with expertise;</li> <li>• Financially supported by members (members contributions)</li> <li>• Skilled and qualified staff;</li> <li>• Experienced board members;</li> <li>• Partnerships with government and international organisations;</li> <li>• NUDOR has a website and social media</li> <li>• Credible / good reputation from external audits with financial clean reports.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Little involvement of member organisations in planning and implementation;</li> <li>• Data collection and documentation among NUDOR and its member organisations</li> <li>• A small number of beneficiaries / coverage</li> <li>• Lack of its own office</li> <li>• All types of disabilities not yet represented;</li> <li>• Low capacity to raise funds among member organisations;</li> <li>• Organisational chart not reflective of current operations.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• National and international enabling legal framework (UNCRC ratification)</li> <li>• Persons with disabilities representation from the local to the parliament level</li> <li>• Good conducive environment of civil society</li> <li>• Good collaboration (MOU) with National Council of Persons with Disabilities (NCPD)</li> <li>• Partners commitment and will to support NUDOR</li> <li>• NST1 considering disability</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Different umbrella organization implementing same activities with same target group (UPHLS)</li> <li>• Duplication of efforts / resources among stakeholders;</li> <li>• Competition among disability actors / organizations in disability;</li> <li>• Donor dependency;</li> <li>• Dissemination of laws and policies.</li> </ul>



## How PESTEL<sup>22</sup> influence/affect NUDOR's advocacy experience

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● A representative of PWDs in the parliament</li> <li>● A representative of PWDs in EALA</li> <li>● There is a political will to include PWDs in all sphere of live. The government of Rwanda has established the National Council for Persons with Disabilities, PWDs are represented at different level of the government and their sits in advisory bodies are secured. Moreover, the government of Rwanda is involved in consultation of CSOs in planning, implementation and decision-making. However there is a lack of policies, programs and strategies to include PWDs and existing ones are not well disseminated and implemented.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● The Rwandan economy is developing quickly thanks to strategies and programs such as NST1, Vision 2020, 7years government program and other home grown solutions such as VUP, Girinka, Umuganda, etc. However the economic development of PWDs is still low because of the abovementioned programs which are not inclusive, negative attitudes towards PWDs and discrimination</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwanda is committed to promote education for all by promoting 12-year basic education, vocational training for youth and adult literacy. The Government is keen to promote the creation of cooperatives, culture of saving, SMEs creation, promotion of umuganda, ubudehe and other social empowerment initiatives. However there still negative mindset rooted in traditional beliefs, which do not promote the inclusion of PWDs, Many stereotypes vis-à-vis PWDs and denial of rights to CWDs by their families.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwanda is a technology driven country. It has a dedicated Ministry of ICT. The country is chairing the Smart Africa initiative. Most citizens have access to mobile phone, a large proportion also to social media, and internet is widely available. Rwanda is committed to promote one laptop per child program. All this facilitates communication for acceleration of national development. However some of types of disabilities have challenges to access these technologies which are not conceived considering the needs of people with disabilities.</li> </ul>

<sup>22</sup> PESTEL: Political, Economic, Social, Technological, Environmental and Legal factors influencing the organisations' advocacy behaviours and practices.

ENVIRONMENTAL FACTORS	LEGAL FACTORS
<ul style="list-style-type: none"> <li>Rwanda is a hilly country. The commitment to promoting urbanization, accessible infrastructures (market, building, accessible building) and security.</li> </ul>	<ul style="list-style-type: none"> <li>The government of Rwanda highlighted the anti-discrimination in the constitution</li> <li>Existence of disability laws</li> <li>The country has ratified the CRPD.</li> <li>The government of Rwanda submits the periodic state report on the implementation UNCRPD.</li> <li>The establishment of the National Commission on Human Right.</li> </ul>

## 8.2 PWDN (Poor Women Development Network)

### Part 1. Organization profile

<b>Name of CSO:</b>	Poor Women Development Network (PWDN)
<b>Email:</b>	mukacresce@gmail.com ; rdfp2020@gmail.com
<b>Website:</b>	-
<b>Contact Person:</b>	MUKANTABANA Crescence
<b>Telephone:</b>	+250 788513975
<b>Mission of the Organisation:</b>	Contribute to empowering poor women on their rights.
<b>Vision of the organisation:</b>	A Rwandan Society where women and girls enjoy the equality rights.
<b>Geographical coverage of the Organization's Interventions</b>	National and district level organisation
	Districts of operation: Bugesera ; Gasabo; Kicukiro; Muhanga; Nyarugenge; Ngororero; Nyabihu; Nyagatare; Ruhango; Rutsiro.

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- PWDN registered as member of JRLOS at National level;
- PWDN participates in the "Reconciliation law, and Public Security" thematic group (5th).
- PWDN's vision is fully aligned to JRLOS' Strategic Plan (2018/19-2023/24)

specifically to its 5th Outcome (Enhanced adherence to human rights).

### Part 3. Advocacy capacity

- PWDN has been involved in some advocacy initiatives where it played roles of either “leader” or “member” of the advocacy coalition.
- Strategies involved for achieving the advocacy objectives included, research for evidencing the issue, involvement of decision makers, lobbying.
- Changes brought about concern the maternity leave;
- Encountered challenges in PWDN previous advocacy include the reluctance of local leaders.
- As lessons learned during the previous advocacy initiative, it is important to gather evidence, to lobby key leaders/decision makers.
- Regarding advocacy gaps, while PWDN expects support from members, most of these members have not capacity to engage in advocacy process; there is also issue of limited funds.

### PWDN's capacity in relation to key advocacy stages

A self-assessment scale below provides an institutional scan into PWDN's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (5)
- Power mapping (5)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (4)

## PWDN's SWOT analysis in relation to advocacy

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Building advocacy networks;</li> <li>● Members' experience in advocacy work;</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Lack of funds to conduct research</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Existence of JADF and collaboration of members;</li> <li>● Membership of local and international umbrellas;</li> <li>● Objective activism</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Low capacity of JADF staff;</li> <li>● Low funds.</li> </ul>

## How PESTEL influence affect PWDN's advocacy experience

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will ;</li> <li>● Some leaders still reluctant ;</li> <li>● Disagreement on research findings ;</li> <li>● Duty bearers' fear of policy advocates ;</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Deepened poverty;</li> <li>● Poor implementation of anti-poverty policies;</li> <li>● Low income generating activities for most citizens.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Low levels of self confidence ;</li> <li>● corruption and social injustice ;</li> <li>● the culture of hiding truth ;</li> <li>● Violence against women and girls.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Low skills in ICT ;</li> <li>● Lack of ICT materials (set up) ;</li> <li>● Lack of infrastructure ;</li> <li>● slow information dissemination ;</li> <li>● potential misuse of ICT</li> </ul>

ENVIRONMENTAL FACTORS	LEGAL FACTORS
<ul style="list-style-type: none"> <li>● Climate change;</li> <li>● Shortage of clean water;</li> <li>● Lack of climate resilient cooking energy at household level.</li> </ul>	<ul style="list-style-type: none"> <li>● There still exists some policies not fully mainstreaming integral human rights;</li> <li>● Some policies poorly implemented;</li> <li>● Citizens being unaware of their rights.</li> </ul>

## 8.3 LIPRODHOR (Ligue pour la Promotion et la Defense des Droits de l'Homme au Rwanda)(Rwandan League for the Promotion and Defense of Human Rights)

### Part 1. Organization profile

<b>Name of CSO:</b>	Rwandan League for the Promotion and Defense of Human Rights (LIPRODHOR)
<b>Email:</b>	liguerwandaise@liprodhor.org, gakire72@gmail.com
<b>Website:</b>	www.liprodhor.org
<b>Contact Person:</b>	GAKIRE Anastase
<b>Telephone:</b>	0788351484
<b>Mission of the Organisation:</b>	The mission of LIPRODHOR is to promote and protect Human Rights.
<b>Geographical coverage of the Organization's Interventions</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- LIPRODHOR is a member of JRLOS both at national and decentralized level.
- At national level, LIPRODHOR participates in the 4th thematic working group: "Access to Justice".
- At decentralized level, LIPRODHOR holds the 'Vice chairperson' of Nyabihu district JRLOS.
- LIPRODHOR's mission and vision are aligned to all outcomes<sup>23</sup> of the JRLOS Strategic Plan (2018-2024).

23 Outcome 1: Universal access to quality justice improved; Outcome 2: Maintained Safety, security and peace; Outcome3: Control of Corruption, transparency and accountability; Outcome 4: Enhanced unity of Rwandans; and Outcome 5: Enhanced adherence to Human rights.

### Part 3. Advocacy Capacity

- LIPRODHOR has been involved in some advocacy initiatives as member of advocacy coalition.
- It shares experience of also having represented vulnerable people.
- To carry out its advocacy campaigns, LIPRODHOR holds face-to-face lobby meetings with officials, organises public dialogue gathering CSOs, media and government.
- Changes which occurred following LIPRODHOR's advocacy initiatives include the fact that 'today there are lawyers working in the CSO who represent the vulnerable" which was not the case in the old law governing the Rwandan Bar Association.
- LIPRODHOR points out the resistance of lawyers to keep the monopoly of representation in court as the key challenge faced in their work.
- In terms of lessons learnt, LIPRODHOR sees it important for CSOs to join efforts (networking) in advocacy, which made it easier for NGOs to give legal aid to vulnerable people, for instance.
- It acknowledges having some gaps in advocacy. Indeed, means are limited, funding for large-scale advocacy is not available, and there is still resistance to change by some leaders. Human resources are also lacking in organizations.

A self-assessment scale below provides an institutional scan into LIPRODHO's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (5)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability( 3)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (2)

## LIPRODHOR SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Existence of an advocacy strategy for the organization</li> <li>● Legal status of the organization</li> <li>● Intervention at the country level</li> <li>● Permanent Staff</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited skills in documenting advocacy success stories</li> <li>● Insufficiency of funds</li> <li>● Board members non active</li> <li>● Limited capacity of Staff</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Inclusion of CSOs in the leadership of the district JRLOs</li> <li>● Representation at national level</li> <li>● Participation in thematic working groups</li> <li>● Existing coalitions where we are members</li> <li>● Political will and space for dialogue</li> <li>● etc...</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Reluctance of partners</li> <li>● Insufficiency, delay and / or lack of funding</li> <li>● Mistrust of some authorities</li> <li>● Intimidation and threats against human rights defenders</li> </ul>

## ANALYSIS OF PESTEL INFLUENCE TO LIPRODHOR'S ADVOCACY EXPERIENCE

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● We have a political will</li> <li>● Policies are well designed</li> <li>● There is a concern of the implementation of policies</li> <li>● We need awareness of local authorities which are not sensitized on advocacy</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● There is poverty</li> <li>● The purchasing power of the population remains low</li> <li>● Economic disparity between rich and poor people</li> <li>● Agriculture not oriented on the market and the new technology</li> </ul>
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<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Lack of new materials facilitating advocacy</li> <li>● Staff skills in new technology...</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Existing of international, regional and national legal framework</li> <li>● Existing of institutions and case management mechanisms</li> <li>● Recognition of legal status of NGO</li> </ul>

## 8.4 ISDO RWANDA

### Part 1. Organization profile

<b>Name of CSO:</b>	ISDO RWANDA
<b>Email:</b>	isdoorganisation@gmail.com
<b>Website:</b>	
<b>Names of Contact Person:</b>	Maître MIHIGO Bienvenu
<b>Telephone:</b>	+250 78910 4975
<b>Mission of the Organisation:</b>	Promoting access to justice for vulnerable people
<b>Geographical coverage</b>	National level organization

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- ISDO is neither a member of JRLOS at national nor at district level.
- ISDO RWANDA satisfactorily contributes to the 5 outcomes of the JRLOS Strategic Plan (2018-2024).

### Part 3. ISDO Advocacy Capacity

- ISDO has been involved in some advocacy initiative<sup>24</sup> and has led some advocacy campaign on the execution of court judgment.

<sup>24</sup> The advocacy was held in Karongi district, Mubuga sector



- To carry out its advocacy campaigns, ISDO held face-to-face lobby meetings with officials, and organised a public dialogue to discuss the issue.
- The dialogue resulted in mindset and behaviour change for local leaders towards judgment execution.
- During this advocacy campaign, ISDO encountered challenges like local authorities' misunderstanding of the role of CSOs; they were intended to take ISDO as mixing itself in their business. To address the issue, ISDO had to first explain their mandate and where that mandate is derived as well as their overall contribution to the district.
- As far as advocacy gaps are concerned, ISDO, like other CSOs still faces weaknesses and gaps in the area of advocacy and networking.

A self-assessment scale below provides an institutional scan into ISDO's advocacy capacities:

- Identification and analysis of the advocacy issue (2)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (1)
- Power mapping (2);
- Advocacy tactics (lobby, breakfast meetings, etc. (2);
- Effective Advocacy pathways (2);
- Communication strategy for an advocacy campaign (1);
- Alliance/coalition building and sustainability (1);
- Documentation and knowledge management of advocacy campaign (1);
- Monitoring and evaluation of an advocacy campaign (1).

## ISDO Rwanda SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● A good number of advocates;</li> <li>● Qualified personnel;</li> <li>● Familiarity with Rwandan CSOs (more than 5 years of experience).</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Lack of advocacy skills;</li> <li>● Poor networking;</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Good collaboration with leaders / authorities;</li> <li>● Working within the community.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Restrictive provisions of the law governing NGOs</li> </ul>

## ANALYSIS OF PESTEL INFLUENCE TO ISDO'S ADVOCACY EXPERIENCE

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Political will to promote NGOs;</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Lack of enough funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● None.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● None</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● None.</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Need for flexibility for NGO law. (Make it much more permissive).</li> </ul>

## 8.5 HUMAN RIGHTS FIRST RWANDA ASSOCIATION

### PART 1. Organization profile

<b>Name of CSO:</b>	Human Rights First Rwanda Association
<b>Email:</b>	rightsrwanda@gmail.com
<b>Website:</b>	www.rightsrwanda.com
<b>Names of Contact Person:</b>	NZOVU JOB RUZAGE
<b>Telephone:</b>	+250788623625

<b>Mission of the Organisation:</b>	Provision of Human Rights Education, Legal Aid and Access to Justice to vulnerable marginalized and indigent members of the community.
<b>Geographical coverage</b>	District level NGO; operating in districts of Kamonyi; Ruhango; Muhanga ; Kicukiro

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Human rights First Rwanda is a registered member of JRLOS both at national and district level (member of Ruhango, Kamonyi, Muhanga and Kicukiro JRLOS). It participates in the “Access to Justice” working group.
- At decentralized level, Human Rights First Rwanda holds the position of Vice president of Ruhango and Kamonyi JRLOS.
- Human Rights First RWANDA mission is aligned with the 5 outcomes of JRLOS Strategic Plan (2018-2024) and specifically contributes to the 4th outcome (Access to justice).

## Part 3. Human rights First Advocacy Capacity

- Human Rights First partnered with the National Union of the Deaf, National Electoral Commission (NEC) and advocated for increased participation of persons with disability (deaf) in election processes. As part of the solution, “sign language interpreters” were introduced to help the deaf.
- This advocacy initiative increased the number of deaf participate in elections.
- Challenges encountered included lack of enough financial resources to hire interpreters, conduct some related trainings...
- It has been learned that collaboration/networking and generating evidence was key to achieve advocacy objectives.

A self-assessment scale below provides an institutional scan into Human Rights First advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)

- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (4)

### Human Rights First Rwanda SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Great Networking Skills;</li> <li>● Working on diverse Programs.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited resources (Financial and Human)</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Emerging Justice related Issues</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Legal Illiteracy.</li> <li>● Donor Dependency</li> </ul>

### ANALYSIS OF PESTEL INFLUENCE TO ISDO'S ADVOCACY EXPERIENCE

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Relationships with Central and Local Government Structures</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Availability of Resources</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Cultural and Traditional norms</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● IT Revolution and advancement</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Constitutionalism/Bill of Rights and the lack of awareness about it by several stakeholders.</li> </ul>

## 8.6 HCDO (Hope for Community Development Organization)

### PART 1. Organization profile

<b>Name of CSO:</b>	Hope for Community Development Organization (HCDO)
<b>Email:</b>	hcdo.rwanda@gmail.com
<b>Website:</b>	
<b>Names of Contact Person:</b>	Ildéphonse NIYOMUGABO
<b>Telephone:</b>	+250 784115333
<b>Mission of the Organisation:</b>	Protection and promotion of Sustainable social and economic livelihoods of vulnerable people.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- HCDO a registered member of JRLOS at national level; it contributes to all outcomes of JRLOS Strategic Plan (2018/19-2013/24).

### Part 3. HCDO Advocacy capacity

- HCDO participated in advocacy initiative only as a coalition member.
- Together with CSOs aimed at promoting people Historically marginalized people's (HMPs) rights, they jointly advocated for improved living conditions of PHM;
- Following the advocacy initiative, an adhoc senate committee was set up to follow up the issue and gave recommendations to address the issue.
- In terms of challenges, the coalition noted that authorities have little understanding of HMP's social and economic livelihoods. Authorities tended to confuse HMPs Batwa and other vulnerable Rwandans. This confusion may lead to poor planning for the most needy people.
- Low capacities of staff and limited funding is the main limiting factor for effective advocacy at HCDO.

A self-assessment scale below provides an institutional scan into HCDO's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (2)

- Power mapping ( 3);
- Advocacy tactics (lobby, breakfast meetings, etc. (2);
- Effective Advocacy pathways (2);
- Communication strategy for an advocacy campaign (2);
- Alliance/coalition building and sustainability (2);
- Documentation and knowledge management of advocacy campaign (3);
- Monitoring and evaluation of an advocacy campaign (2).

### HCDO SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Availability of some skilled personnel.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited funds</li> <li>● Limited personnel skilled in advocacy;</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Political will to address societal issues;</li> <li>● Availability of engaged CSOs to network with.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Reluctance of some authorities to address policy issues advocated for.</li> </ul>

### ANALYSIS OF PESTEL INFLUENCE TO HCDO'S ADVOCACY EXPERIENCE

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political motives could impede the fulfillment of international covenants on human rights and advocacy becomes difficult.</li> <li>● The political will to enhance good governance principles allow vulnerable people's issues be resolved.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● In conditions where resources are unequally redistributed, some people highly wealthy would resist changes in some policies from which change can poor benefit for national progress too.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Citizens living in peaceful environment also share societal challenges and everyone contribute to resolve everyone's issue.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● IT Revolution and advancement facilitates the communication of existing policy issues.</li> </ul>

ENVIRONMENTAL FACTORS	LEGAL FACTORS
<ul style="list-style-type: none"> <li>● Climate change following human action leads to natural disasters. There is need for advocacy to prevent environmental degradation.</li> </ul>	<ul style="list-style-type: none"> <li>● Some laws/policies do not address real community needs; advocacy would help harmonize or improve such laws/policies.</li> </ul>

## 8.7 COPORWA (RWANDA POTERS COMMUNITY)

### PART 1. Organization profile

<b>Name of CSO:</b>	COPORWA NGO (RWANDA POTERS COMMUNITY)
<b>Email:</b>	coporwa@yahoo.fr
<b>Website:</b>	www.coporwapotters.co.rw
<b>Names of Contact Person:</b>	MUSABYIMANA Yvonne
<b>Telephone:</b>	+250 783 222 823
<b>Mission of the Organisation:</b>	Advocacy on livelihoods of historically marginalized people
<b>Geographical coverage</b>	National level organization

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- COPORWA is not registered as a member of the JRLOS
- However, following its mission, COPORWA differently contributes to all outcomes of JRLOS Strategic Plan (2018/19-2013/24).

### Part 3. COPORWA Advocacy Capacity

- COPORWA has led a number of advocacy initiatives. One of the main advocacy strategies has been collecting evidence through research on specific advocacy issues and collaborating with other CSOs aimed at promoting human rights including the media and other relevant stakeholders.
- Following this advocacy undertaking, an ad hoc senate committee was set up to follow up the issue and gave recommendations to address the issue.
- One of the challenges faced was the absence of some key decision makers in the dialogue.
- Low capacities to advocate and limited funding to advocate for PHM issues are the main limiting factors for COPORWA's advocacy initiatives.

A self-assessment scale below provides an institutional scan into COPORWA's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (5)
- Amplifying advocacy messages and engagement of the media (5)
- Power mapping (5);
- Advocacy tactics (lobby, breakfast meetings, etc. (5);
- Effective Advocacy pathways (5);
- Communication strategy for an advocacy campaign (5);
- Alliance/coalition building and sustainability (5);
- Documentation and knowledge management of advocacy campaign (5);
- Monitoring and evaluation of an advocacy campaign (5).

### COPORWA SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Availability of 5-year Advocacy Strategy;</li> <li>● Conduct advocacy at national and international level.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● Funds dependency;</li> <li>● Limited skilled personnel.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Being part of UPR within MINIJUST;</li> <li>● National security.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Sometimes PHM issues are taken as political;</li> <li>● Resistance of some of decision makers;</li> <li>● Other CSOs are passive to PHM issues;</li> </ul>



## ANALYSIS OF PESTEL INFLUENCE TO COPORWA'S ADVOCACY EXPERIENCE

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy is twinned with politics.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy requires economic means;</li> <li>● Addressing issues also requires budget; (financial means);</li> <li>● Successful advocacy impacts the economy.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy is done for bettering citizens' livelihoods.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT ease communication of existing policy issues.</li> <li>● ICT facilitates advocating multiple issues at a time.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Climate change would lead to natural disasters; and this affects the advocacy.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy affects positively policies and laws (formulation of new laws/policies, amendment of existing laws/policies; removal of some other laws/policies...).</li> </ul>

## 8.8 RWN (RWANDA WOMEN COMMUNITY NETWORK DEVELOPMENT)

### PART 1: Organization profile

<b>Name of CSO:</b>	<ul style="list-style-type: none"> <li>● RWANDA WOMEN COMMUNITY DEVELOPMENT NETWORK (RWN)</li> </ul>
<b>Email:</b>	<ul style="list-style-type: none"> <li>● rwawnet@rwanda1.rw; info@rwandawomennetwork.org</li> </ul>
<b>Website:</b>	<ul style="list-style-type: none"> <li>● www.rwandawomennetwork.org</li> </ul>
<b>Names of Contact Person:</b>	<ul style="list-style-type: none"> <li>● Mary BALIKUNGERI</li> </ul>
<b>Telephone:</b>	<ul style="list-style-type: none"> <li>● +250784005777</li> </ul>
<b>Mission of the Organisation:</b>	<ul style="list-style-type: none"> <li>● Working towards improvement of the socio-economic welfare of women in Rwanda through enhancing their efforts to meet their basic needs.</li> </ul>

<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and district level organisation</li> <li>● Operational districts: Bugesera; Rwamagana; Kayonza; Gatsibo; Nyarugenge; Gasabo; Musanze; Rubavu; Nyagatare; Nyabihu.</li> </ul>
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## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- RWN is registered member JRLOS both at national district level.
- Though it is a registered member of JRLOS at national level, RWN does not sit in any of the JRLOS thematic group.
- RWN is Nyarugenge JRLOS member but it does not hold any position in its steering committee;
- RWN mission aligns with the first outcome (i.e. Universal access to quality justice improved) of the JRLOS Strategic Plan (2018/19-2013/24).

## Part 3: Advocacy Capacity Assessment

- RWN has led an advocacy initiative on the issue of 'Inclusion within District and Sector Imihigo, and Anti-GBV actions'.
- Thorough review of both District and Sector Imihigo documents in search of actions against GBV and subsequent indicators; building the capacity of target group-RWN organized training on Gender and GBV (Triggers, types of GBV, prevention and awareness raising) of Opinion Leaders at Sector level that included local leaders and select few at District level; Dialogue between Opinion Leaders and community to assess implementation progress of their commitments; and quarterly meetings with allies (National Women Council, Inshuti z'Umuryango, Community Activists) to follow-up on the advocacy plan and advance the advocacy agenda were the strategies set up by RWN to achieve this advocacy undertaking.
- The Major change brought about by this initiative was that out of the 14 Sectors within 7 Districts, 10 Sectors included anti-GBV actions in their Imihigo while at District level, 3 Districts increased their budgets allocated to anti-GBV actions.
- Meanwhile, a number of challenges were encountered: (1) Resistance of local leaders at Sector level to include anti GBV actions within their Imihigo Performance contracts mainly due to low understanding of how they can be measured within 1 year. (2) Limited budget towards anti-GBV actions at District

level and low understanding of the correlation GBV has with other actions (Fighting malnutrition).

- In order to overcome these challenges, RWN adopted a measure of conducting a Training of local leaders on GBV, its adverse effects and prevention. In addition to this, it organised quarterly meetings with advocacy target group to assess progress and strategise together.
- In view of RWN, the following are key lessons from advocacy initiative:
  - Collaboration (Joint advocacy) with stakeholders makes a strong voice and using evidence leads to successful advocacy.
  - Monitoring of advocacy initiatives is much needed to assess the progress on commitments.
  - Advocacy work takes time and patience is always needed
- Despite the success of previous advocacy initiatives, RWN recognises having some advocacy gaps such as
  - Dedicated staff in charge of advocacy;
  - Limited knowledge by RWN staff on advocacy and its relationship/ linkages between project and organization;
  - Amplifying advocacy messages especially working with media;
  - Conducting follow-up on advocacy initiatives.

A self-assessment scale below provides an institutional scan into ARWN's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (3)

## RWN SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Existence of an advocacy strategy for the organization</li> <li>● Experienced and dedicated staff in service delivery</li> <li>● Commitment to women empowerment</li> <li>● Coalition building, convening and networking</li> <li>● Experience in community outreach and organizing and mobilizing community members</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited skills in documenting advocacy success stories</li> <li>● Absence of research, policy analysis and documentation department/ personnel within RWN</li> <li>● Limited financial means to implement organization action plan</li> <li>● Donor dependency.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Inclusion of CSOs in the leadership of the district JRLOs</li> <li>● Collaborative partners willing to work with RWN in a mutually supportive and cost-effective approach</li> <li>● Goodwill and receptiveness of grassroots communities enable RWN to make effective community programs.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● High incidence of corruption among justice personnel</li> <li>● Resistance to behaviour change and poor understanding of gender concept;</li> <li>● Misconception of rights as privileges and more as entitlements hence failing advocacy initiatives</li> </ul>

## RWN PESTEL Analysis

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● The government of Rwanda is positive towards gender mainstreaming in all sectors. Government instituted gender machinery including a ministry for Gender and Family Promotion (MIGEPROF) and a gender-monitoring agency (GMO) to advocate and follow-up the implementation of policies in place and National Women Council decentralized to village level. Despite the encouraging political will, women representation at grassroots level is limited especially within the local government entities and where they are, they hold none influential positions.</li> <li>● Rwanda Women Network empowers women through awareness raising to participate actively in decision making processes, strive for high decision-making positions and have a significant influence in decision making processes.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● As reflected in National gender policy 2010, Women's marginalized position and their economic dependence on men is one of the main causes of sexual and gender-based violence. Compounding this, poverty affects men and women differently, mainly due to existing inequalities in terms of development opportunities, as well as in the management and control over economic resources. This is fundamentally due to their respective roles and responsibilities that have been socially constructed. As indicated by the EICV 4 (September 2015), poverty is more pronounced among women; and women and girls are more likely to experience social and economic vulnerability than are men and boys.</li> <li>● RWN contributes to economic empowerment of grassroots women by mobilizing, organizing and enhancing women and girls' capacity through knowledge and skills transfer as well as financing to enable them access and enjoy friendly financial services.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwandan society is characterized by a patriarchal social structure that underlies the unequal social power relations between men and women, boys and girls. This has translated into men's dominance and women's subordination. Gender inequalities are not seen as unjust, but as respected social normality (National gender policy, July 2010).</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Under ICT, the major problem is limited access; this is an issue that is generally faced by Rwandan population; however, women and girls are more disadvantaged in accessing ICT tools and benefiting from the current technological resources and development.</li> </ul>

<ul style="list-style-type: none"> <li>RWN embarks on challenging harmful social norms perpetuating the abuse of women and girls' rights and seeks to improve lives of women and girls through providing and advocating for Increased access to formal and informal civic education for vulnerable women and girls on teen pregnancies.</li> </ul>	<ul style="list-style-type: none"> <li>RWN empowers women and girls through raising awareness on the benefits and risks of using ICT tools as well as encouraging them to own and use ICT tools.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>Good structures (Parent evening forum, IZUs, Isange one stop centers, GBV desks...), policies (Gender policy) and laws (GBV law, family law....) have been enacted against Gender based violence (GBV). However, GBV remains rampant due to limited dissemination and implementation and resistance to change.</li> <li>RWN raises awareness on human rights and existing legislation that denounce social injustices and provides psychosocial support for victims of GBV through women safe spaces. RWN also provides community driven paralegal services.</li> </ul>

## 8.9 ADEPE (action pour le Développement du peuple)

### Part 1: Organization profile

<b>Name of CSO:</b>	ACTION POUR LE DEVELOPPEMENT DU PEUPLE (ADEPE)
<b>Email:</b>	adepeu@yahoo.fr
<b>Website:</b>	www.adepe-rw.org
<b>Names of Contact Person:</b>	RUCAMUMIHIGO Grégoire
<b>Telephone:</b>	+250 788 521 872

<b>Mission of the Organization:</b>	Striving for human rights and sustainable citizens' livelihoods providing legal aid service, assisting children, people with disability, and poor women and girls.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organization</li> <li>● Operating in districts of</li> <li>● Musanze, Rubavu, Nyamasheke, Rusizi, Rwamagana, Gasabo and Nyarugenge.</li> </ul>

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- ADEPE is a registered member of JRLOS at district level; it holds a vice chairperson of RUBAVU JRLOS steering committee.
- Following its mission, ADEPE contributes to the 5 outcomes of JRLOS Strategic Plan (2018/19-2013/24).

## Part 3. ADEPE Advocacy Capacity

- ADEPE has previously led some advocacy initiative. Particularly, ADEPE led an advocacy coalition on increasing unregistered babies born from teen mothers. (Not registered in civil status book).
- ADEPE conducted a rapid assessment of unregistered babies and working with other CSOs (those also working on GBV) organised a meeting with GMO where they presented their findings and recommendations for actions.
- The advocacy initiative resulted into 3 key changes:
  - The family law has been amended; the law adopted that a child could only be registered on her mother in case the potential father did not accept its fatherhood. After the child is registered, the mother takes the case to court for the search of the child fatherhood. The previous provision of the law recommended that both mother and father would present themselves at the registration of the child in civil status book.
  - The fine for delayed child registration was also removed.
  - Since then, authorities put more attention on teen mothers' phenomenon than before.
- ADEPE encountered a difficult that local leaders did not really accommodate the issue because of the correlated issues: the fact that they did not follow up the issue before; related school dropout...). The overcome the challenge, ADEPE has had to deeply explain the issue and show its negative consequences if

unresolved. Besides, the advocacy process took more time than the expected duration; this also went with increased budget.

- Drawn lessons include, for example, patience, the need for accurate planning, and gather efforts (networking).
- Among advocacy gaps, there are for example, limited funds to organise advocacy, lack of capacity in policy advocacy, etc.

A self-assessment scale below provides an institutional scan into ADEPE's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (5)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (3)

### ADEPE SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Commitment to advocate citizens' issues;</li> <li>● Member of coalitions and forums in place;</li> <li>● Partnership with local government and government institutions;</li> <li>● Good collaboration CBOs at grassroots (they facilitate generating information);</li> </ul>	<ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● Lack advocacy strategic plan;</li> <li>● Capacity building gaps in advocacy.</li> </ul>



<ul style="list-style-type: none"> <li>● Own legal clinic and an operational paralegal structure on the ground;</li> <li>● Expertise in advocacy.</li> </ul>	
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Political will for fair governance;</li> <li>● JADF existence</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Local government authorities not acknowledging existing social issues.</li> </ul>

## ADEPE PESTEL Analysis

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will to address citizens' issues;</li> <li>● Some authorities would oppose the advocacy initiatives due to own motives;</li> <li>● Good laws and policies.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Decrease in donor funds;</li> <li>● CSOs not having specific budget for advocacy campaigns.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● The culture of silence leads to lack of information on reproductive health and GBV;</li> <li>● Every region may have its own habits and beliefs.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● The ICT avails various ways and means to do advocacy (e.g. TV, radios, print media...);</li> <li>● Media use is costly.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Planning advocacy campaign would be aligned with environmental status (e.g. a period of heavy rain...); it can affect the advocacy outcomes.</li> <li>● Planning advocacy goes with considering environmental protection otherwise it should affect the run of the advocacy initiative.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy would be within the organization's mission; it might comply with existing laws and policies;</li> <li>● Need to be equipped with relevant legal information on the advocacy issue.</li> </ul>

## 8.10 APEDDH (ACTION POUR L'EDUCATION ET LA DEFENSE DES DROITS HUMAINS)

### Part 1. Organization profile

<b>Name of CSO:</b>	Action pour L'Education et la Défense des Droits Humains (APEDDH).
<b>Email:</b>	apeddh@gmail.com
<b>Website:</b>	www.apeddh.org
<b>Names of Contact Person:</b>	NSABIMANA Emmanuel Léon
<b>Telephone:</b>	+250 788 560 885
<b>Mission of the Organisation:</b>	Education about the rights of the people, the promotion and defense of human rights.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- APEDDH is not a registered member of JRLOS.
- Following its mission, APEDDH contributes differently to the 5 outcomes of JRLOS Strategic Plan (2018/19-2013/24) and much more consistently the first (Universal access to quality justice improved) and the 5th outcome (Enhanced adherence to human rights).

### Part 3: Advocacy Capacity Assessment

- APEDDH has led some advocacy initiatives. However, APEDDH is still grappling with advocacy gaps especially in forming or joining networks, capacity to identify and pursue advocacy issues and monitoring or follow-up on advocacy commitments.

A self-assessment scale below provides an institutional scan into APEDDH's advocacy capacities:

- Identification and analysis of the advocacy issue (2)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (1)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (0)
- Effective Advocacy pathways (1)
- Communication strategy for an advocacy campaign (2)

- Alliance/coalition building and sustainability (0)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (2)

## APEDDH SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Staff interested in advocacy;</li> <li>● Capacity to collect Issues to advocate is available.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Capacity gaps in advocacy (capacity building);</li> <li>● No funds to implement activities;</li> <li>● Little number of personnel.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Organization legally recognized.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Limited donors;</li> <li>● Intense competition among CSOs</li> </ul>

## APEDDH PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Lack of funds affects implementation of projects;</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT eases the advocacy work.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● None</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws in place are good.</li> </ul>

## 8.11 MPEDH (PEOPLE'S MOVEMENT FOR HUMAN RIGHTS EDUCATION)

### PART 1. Organization profile

<b>Name of CSO:</b>	Peoples' Movement for Human Rights Education (MPEDH)
<b>Email:</b>	mpedh.rwanda@gmail.com
<b>Website:</b>	www.cosoc-gl.org
<b>Names of Contact Person:</b>	Fabien K. Karamira
<b>Telephone:</b>	(+250) 788522497
<b>Mission of the Organisation:</b>	Promote local and participatory development through human rights education activities: awareness, training, advocacy, and legal aid.
<b>Geographical coverage</b>	National level organization

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLLOS)

- MPEDH is a member of the Legal Aid Forum effectively placing MPEDH membership at the national level. MPEDH participate in the "access to justice" thematic working group.

### Part 3: Advocacy Capacity Assessment

- MPEDH has led an advocacy campaign on the issue of endangered living conditions of mining workers and the households surrounding the mining sites in Musha (Rwamagana district/eastern province of Rwanda).
- Meetings, dialogue and mediation were strategies used for advocacy.
- Limited budget to conduct evidence-based advocacy is the main limiting factor for MPEDH advocacy work.

### MPEDH SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Skills for the implementation of advocacy campaign</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of the resources</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Strong network at regional level</li> </ul>	<ul style="list-style-type: none"> <li>● Corruption in the Great Lake Region (most of the countries)</li> </ul>

### MPEDH PESTEL Analysis

No responses provided on PESTEL

## 8.12 UNABU (RWANDAN ORGANISATION OF WOMEN WITH DISABILITY)<sup>25</sup>

### Part 1. Organization profile

<b>Name of CSO:</b>	RWANDAN ORGANISATION OF WOMEN WITH DISABILITY (UNABU)
<b>Email:</b>	unaburwanda@yahoo.com
<b>Website:</b>	
<b>Names of Contact Person:</b>	Gaudence Mushimiyimana
<b>Telephone:</b>	+250788625972
<b>Mission of the Organisation:</b>	Promoting gender equality and removal of various barriers, which prevent women with any type of disability to participate in the country development programme.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- UNABU is not JRLOS member be at national level, be it at decentralize level.
- However, following its mission and interventions, UNABU contributes to the achievement of JRLOS' strategic outcomes, namely the first outcome (Universal access to quality justice improved).

### Part 3: Advocacy Capacity Assessment

- UNABU is participating nowadays in a certain advocacy initiative, as a member of the coalition while the advocacy issue was 'Accessible justice system for girls and women with disabilities victims of gender-based violence'.

<sup>25</sup> UNABU: Umuryango Nyanrwanda w'Abagore Bafite Ubumuga

- Now that the coalition is formed, members are striving for gathering evidence through analysis of policies and laws to identify barriers for effective access to justice for girls and women with disabilities.
- The coalition is now facing a challenge of the availability of the desired authorities to participate to issue assessment process.

According to UNABU, advocacy gaps comprise of networking and advocacy skills for advocates (coalition members). A self-assessment scale below provides an institutional scan into AUNABU's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (2)
- Power mapping (0)
- Advocacy tactics (lobby, breakfast meetings, etc. (1)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (1)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (2)

### UNABU SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Registered organization</li> <li>● Decentralized representation (voices of women with disabilities) across 11 districts</li> <li>● Ability to identify issues</li> <li>● Membership in key networks/platforms</li> <li>● Committed girls and women with disabilities to advocate for their rights</li> <li>● etc</li> </ul>	<ul style="list-style-type: none"> <li>● Limited research capacity for evidences gathering and documentation;</li> <li>● Limited advocacy skills</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Women free movement in Rwanda;</li> <li>● Disability laws and policies available.</li> </ul>	<ul style="list-style-type: none"> <li>● Negative attitudes towards persons with disabilities</li> <li>● Lack of knowledge and skills on disabilities among civil society and government institutions</li> <li>● Low education level among girls/women with disabilities</li> </ul>

## UNABU PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Extreme poverty among girls/women with disabilities and their families.</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Expensive assistive devices for persons with disabilities.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Disability rights</li> </ul>

## 8.13 iPeace (Initiatives for Peace and Human Rights)

### Part 1. Organization profile

<b>Name of CSO:</b>	Initiatives for Peace and Human Rights (iPeace)
<b>Email:</b>	info@iphr-ipdh.org
<b>Website:</b>	www.iphr-ipdh.org
<b>Names of Contact Person:</b>	Bernard Khana
<b>Telephone:</b>	+250782166244
<b>Mission of the Organisation:</b>	To equip communities and individuals living in Africa's Great lakes region with the Human Rights Knowledge and good governance skills needed to build a global culture of peace.
<b>Geographical coverage</b>	National level organisation

## **PART 2: PARTICIPATION IN THE JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR (JRLOS).**

- iPeace is a national level member of JRLOS. It participates in the "Access to Justice" thematic working group.

## **PART 3: ADVOCACY CAPACITY ASSESSMENT**

- iPeace has headed an advocacy initiative on the issue regarding property rights for all and land rights as provided by the national laws.
- A number of issues raised in this regard have been addressed though there are some, which are pending.
- Registered challenges were for instance the fact that some local authorities were reluctant to talk to NGO staffs. They believed the staff to be against their administrative decisions. And there was still unwillingness of the local people to speak out on the legal issues affecting them.
- From this experience, iPeace learned that most of the local people were ignorant about the laws in existence and therefore did not know their rights. It is therefore very important to sensitize the local people on legal matters

Concerning the advocacy gaps, iPeace recognises weaknesses in policy analysis. A self-assessment scale below provides an institutional scan into iPeace's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (5)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (3)



## iPeace SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Existence of an advocacy strategy for the organization;</li> <li>● some skilled staff in policy advocacy;</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited skills in documenting advocacy success stories</li> <li>● Not enough skilled staff in policy advocacy</li> <li>● Lack of materials: equipments like cameras and voice recorders for documentation of stories.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Inclusion of CSOs in the leadership of the district JRLOs</li> <li>● Having a mobile legal aid clinic</li> <li>● Good collaboration/ working partnership with local authorities.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● High incidence of corruption among justice personnel;</li> <li>● Delay reaction of the local authorities and private organs</li> <li>● Unwillingness of the locals to open up on legal issues affecting them</li> <li>● Lack of evidence on some legal issues reported by the locals.</li> </ul>

## iPeace PESTEL Analysis

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Inclusion of the organization in the district joint forum for development (JADF)</li> <li>● Government willingness to support Justice at grass root levels.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● High poverty levels in the community hindering the local people to come out to seek for legal services.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Unwillingness of the local people to open up of legal issues.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● The use of mobile phones has fully helped in reaching out to different local authorities.</li> </ul>

<ul style="list-style-type: none"> <li>Telling lies for defense purposes by the people in local community makes it had to establish the truth in handling legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>IECMS System has remained limited and accessible to few people due to high illiteracy levels among the local community.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>Long geographical distance to be covered by the local people to have access to Legal services makes it difficult for the local people to come out to report legal issues that they face.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>The availability of different legal norms that relating to the issues to be advocated for.</li> <li></li> </ul>

## 8.14 PFR (Prison Fellowship Rwanda)

### Part 1. Organization profile

<b>Name of CSO:</b>	Prison Fellowship Rwanda
<b>Email:</b>	info.pfrwanda@gmail.com
<b>Website:</b>	www.pfrwanda.com
<b>Names of Contact Person:</b>	NTWALI Jean Paul.
<b>Telephone:</b>	+250785269755
<b>Mission of the Organisation:</b>	To promote the principles and practices of restorative justice among offenders, victims and communities all affected by the 1994 genocide against the Tutsi and other crimes.
<b>Geographical coverage</b>	<p>National and district level organisation</p> <p>Districts of operation (1):</p> <p>Gasabo; Nyarugenge; Kicukiro; Bugesera;</p> <p>Kamonyi; Muhanga; Nyanza; Nyamagabe;</p> <p>Bugesera; Ngoma; Kabarondo; Kayonza;</p> <p>Rusizi; Musanze; Rubavu; Rwamagana; Huye.</p>

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Prison Fellowship Rwanda is member of JRLOS at both national and district level. It participates in 4 JRLOS working groups (2nd: Planning & M&E; 3rd: ICT; 4th: Access to Justice; and 5th: Reconciliation, Law and Public security).
- Prison Fellow Rwanda fully contributes to JRLOS strategic plan outcomes<sup>26</sup> (all the 5).

## Part 3: Advocacy Capacity Assessment

- Prison Fellow Rwanda has participated in advocacy campaign both as a leader and a member of the coalition.
- The issue was relating to Mainstreaming Unity and Reconciliation Policies in all sphere of public and private administration.
- Changes were mainly manifested into practices by installing Restorative Justice though asking for forgiveness between offenders, their families and families of victims or genocide survivors.
- During the process, the organisation met challenges like
- Raised issue of reparation and psychological wellbeing,
- High need of psychosocial support to some of leaders who suffer mental disorder like depression and more without knowing this.
- As a lesson, grassroots interventions should not involve only community members but local leaders in order to create an enabling environment for a bottom up advocacy action.

A self-assessment scale below provides an institutional scan into PFR's advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (4)

26 Outcome 1: Universal access to quality justice improved; Outcome 2: Maintained Safety, security and peace; Outcome 3: Control of Corruption, transparency and accountability; Outcome 4: Enhanced unity of Rwandans; and Outcome 5: Enhanced adherence to Human rights.

- Documentation and knowledge management of advocacy campaign (3)
  - Monitoring and evaluation of an advocacy campaign (3)
- Therefore, it is recommending capacity building for the personnel and members.

### Prison Fellow Rwanda SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Clear mission and vision.</li> <li>● Effective and Influential board of directors and strong Executive.</li> <li>● Uniqueness of the approach</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited experience in Advocacy work.</li> <li>● No advocacy position among PFR staff.</li> <li>● Limited number of Advocacy project.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Easy Access to prisons and in the community.</li> <li>● Supportive government and political will.</li> <li>● Motivated personnel to carry on any task because they own the vision.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● High incidence of corruption among justice personnel</li> <li>● Limited resources to undertake some of advocacy activities.</li> </ul>

### Prison Fellow Rwanda PESTEL analysis

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will in rendering justice for all.</li> <li>● Separation of Power.</li> <li>● Conducive Rule of Law and Law enforcement.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Equal access to opportunities</li> <li>● Growing economy</li> <li>● Regular Salary payment.</li> </ul>
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<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws protecting weaker segment of the population,</li> <li>● Redistribution of resource to all national indirectly.</li> <li>● Trust of the population towards justice entities to provide fair and equitable justice.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Digitalization of legal system</li> <li>● Not all citizens can access.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Advocacy for Legal service, Unity and reconciliation will not affect the environment in anyway whatsoever.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Unbiased legal framework, alternative dispute resolution framework (Arbitration, Mediation and Conciliation).</li> </ul>

## 8.15 ADL (Rwandan Association for Human Rights and People's Freedom).

### Part 1. Organization profile

<b>Name of CSO:</b>	ADL (Rwandan Association for Human Rights and People's Freedom).
<b>Email:</b>	adlrwanda0@gmail.com
<b>Website:</b>	
<b>Names of Contact Person:</b>	NGERAGEZE Jean Leonard (Legal representative)
<b>Telephone:</b>	+250 783072498
<b>Mission of the Organisation:</b>	Striving for full implementation of Human rights and people's freedom.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Registered member of JRLOS at national level, ADL participates in the "Access to Justice" thematic working group (TWG). Its mission is aligned and contributes to the achievement of the entire 5 JRLOS strategic plan' outcomes.

### Part 3: Advocacy Capacity Assessment

- ADL has not participated in any advocacy campaign; neither as a leader nor a coalition member.
- Observation<sup>27</sup>: Apparently ADL NGO needs support in the area of policy advocacy and institutional capacity building in general. Not completing the questionnaire is one of the indicators institutional capacity.

## 8.16 RCS (Réseau Culturel Sangwa)

### Part 1: Organization profile

<b>Name of CSO:</b>	Réseau Culturel Sangwa (RCS)
<b>Email:</b>	reseau.sangwa@yahoo.fr
<b>Website:</b>	None
<b>Names of Contact Person:</b>	NIRAGIRE BELLANCILLA
<b>Telephone:</b>	+250 787 102 128
<b>Mission of the Organisation:</b>	Improved livelihoods of families through Promoting gender equality in families, mutual dialogue between parents and children and legal provisions services on GBV related issues.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- RCS is not member of JRLOS. However, following its mission and objectives, it is aligned with all the outcomes of the JRLOS Strategic Plan outcomes.

### Part 3. RCS Advocacy Capacity

- RCS has only participated in advocacy campaign as a member<sup>28</sup>. The coalition aimed at addressing some issues in the law preventing GBV, the family law, etc.
- Changes brought about were, among others, the review of the policies and laws and the removal of provisions previously against the empowerment of women (or the enjoyment of women's rights).
- A lesson drawn from the experience was for a successful advocacy, there is need for strong coalition, need for evidence (research) and the involvement of media.

<sup>27</sup> Their answers on the questionnaire are almost totally incomplete.

<sup>28</sup> The Coalition was led by PROFEMMES TWESE HAMWE

- With regard to advocacy gaps, RCS acknowledges the lack of capacity both for members and personnel; lack of enough resources is also another limiting factor for conducting advocacy.

A self-assessment scale below provides an institutional scan into RCS's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (5)
- Advocacy tactics (lobby, breakfast meetings, etc. (5)
- Effective Advocacy pathways (5)
- Communication strategy for an advocacy campaign (5)
- Alliance/coalition building and sustainability (5)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (4)

### RCS SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Member of Profemmes Twese Hamwe umbrella;</li> <li>● Existence of some members trained on policy advocacy;</li> <li>● Legal registration</li> <li>● Collaboration and partnerships with leaders;</li> <li>● Partnerships with donors.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Lack of skills in policy advocacy for most staff and members;</li> <li>● Insufficient funds;</li> <li>● Donor dependency;</li> <li>● Lack of own office;</li> <li>● Turnover of available staff.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Collaboration with other CSOs through umbrellas;</li> <li>● Good collaboration with leaders.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Instability of donor funds.</li> </ul>

## RCS PESTEL Analysis

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Permissive Laws/policies for advocacy</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Developing economy (not yet self dependent);</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Safe livelihoods thanks to mechanisms for preserving people's living conditions (e.g. MUSA).</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Easy communication with stakeholders.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Policies for environmental protection exist;</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Most citizens are unaware of laws and policies in course.</li> </ul>

## 8.17 RWAMREC (Rwanda Men's Resource Centre)

### Part 1. Organization profile

<b>Name of CSO:</b>	Rwanda Men's Resource Centre (RWAMREC)
<b>Email:</b>	info@rwamrec.org
<b>Website:</b>	www.rwamrec.org
<b>Names of Contact Person:</b>	Fidel Rutayisire
<b>Telephone:</b>	+250 788 381 183
<b>Mission of the Organisation:</b>	To promote gender equality through the reconstruction of non-violent identities of men, the adoption of healthy masculine behaviors and men's empowerment to be supportive partners, role models for other men; and agents of change in promoting healthy families, men's health, women's socio-economic development and GBV prevention.
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- RWAMREC is JRLOS member at both national and district level. At decentralized level, RWAMREC occupies a vice chairperson position in Bugesera JRLOS.
- RWAMREC's mission is aligned and contributes to the achievement of the entire



5 JRLOS strategic plan's outcomes (especially the 5th: Enhanced adherence to Human rights).

### Part 3: RWAMREC's Advocacy Capacity

- RWAMREC has led an advocacy initiative on the issue of limited involvement of men in the promotion of Gender Equality and fighting GBV while men/boys are the key perpetrators.
- Following this advocacy undertaking, Sectoral Ministries and Institutions made commitments to ensure that men/boys involvement is put into consideration in the planning and budgeting regarding the promotion of Gender Equality and ending GBV.

While limited funds are reported to be a challenge for RWAMREC to organise advocacy activities, a self-assessment scale below provides an institutional scan into RWAMREC's advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (2)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (2)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2);
- Monitoring and evaluation of an advocacy campaign (2)

### RWAMREC SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Existence of Advocacy Staff;</li> </ul>	<ul style="list-style-type: none"> <li>● No staff only dedicated to advocacy program;</li> <li>● Limited capacity;</li> </ul>

<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Legal frameworks;</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Limited awareness about legal provisions on Gender issues.</li> </ul>
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**RWAMREC PESTEL ANALYSIS**

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Government policies;</li> <li>● Stakeholder needs or demands.</li> <li>● Connectedness of key relevant actors/ groups.</li> <li>● Change in government, especially local and its consequences.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Economic situation: local and national;</li> <li>● Poverty for women which limits their negotiation power in decision making at family and community level</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Demographics and population trends</li> <li>● Education levels</li> <li>● Public perceptions (on gender related issues)</li> <li>● Gender norms, behavior, traditional beliefs, attitudes (towards gender, etc.)</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Population groups' access to technologies.</li> <li>● New technologies that could impact the context of gender significantly, or that could be used to achieve objectives.</li> <li>● Potential for innovation (for example use of apps to fight GBV).</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Environmental issues: global (e.g. climate change, flooding which makes agriculture life hard for women),</li> <li>● Environmental impacts of planned or ongoing activities.</li> <li>● Climate, seasonality, potential impacts of weather (on women).</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Human rights (including but not limited to gender rights).</li> <li>● Existing legislation having an impact on any relevant factors (economic, social, technological, environmental or other factors relevant to gender issues),</li> <li>● International treaties/agreements on gender that Rwanda is signatory to.</li> </ul>

## 8.18 BENIMPUHWE ORGANISATION

### Part 1. Organization profile

<b>Name of CSO:</b>	BENIMPUHWE
<b>Email:</b>	a_benimpuhwe@yahoo.fr
<b>Website:</b>	www.benimpuhwe.org
<b>Names of Contact Person:</b>	NYIRAMANA VERDIANE
<b>Telephone:</b>	+250788410830
<b>Mission of the Organisation:</b>	Conducting solidarity actions and care to the weakest; educate a woman on how to keep peace, cultural values and an auto promotion for a better and more human Rwandan society.
<b>Geographical coverage</b>	District level organisation  Nyarugenge, Bugesera, Gisagara, Huye,  Muhanga, Kicukiro, Nyamagabe, Nyagatare, Karongi, Ruhango, Rwamagana, Kirehe,  Gicumbi, Nyanza and Kayonza.

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

BENIMPUHWE is not JRLOS member

### Part 3: BENIMPUHWE ORGANIZATION'S Advocacy Capacity

- BENIMPUHWE participated in advocacy campaign as coalition member.
- As other local NGOs, Benimpuhwe also faces an issue of limited funds to run its activities including advocacy initiatives

A self-assessment scale below provides an institutional scan into Benimpuhwe's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (e.g. lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)

- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (4)

### BENIMPUHWE Organization's SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Skilled management administration</li> <li>● Strong alliance and coalition</li> <li>● Dedicated and selfless staff;</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● Unstable alliances/coalitions;</li> <li>● Limited advocacy skills.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Inclusion of CSOs in platforms on how to improve service delivery;</li> <li>● Partnerships and alliances with likeminded CSOs and institutions.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Not mentioned</li> </ul>

### BENIMPUHWE PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Bureaucratic tendencies delaying interventions.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Inadequate funds limit intervention sustainability and coverage</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Illiteracy (inability to read and write) limit delivery modes</li> <li>● Cultural constraints and rigidity by community on transformation</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Inadequate technology equipment limit delivery and hold back completion.</li> <li>● Limited skills on technological delivery modes limits efficiency</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Lack of cohesion amongst civil society despite a common objective.</li> </ul>	<p><b>LEGAL FACTORS</b></p>

## 8.19 ADI TERIMBERE (ASSOCIATION POUR LE DEVELOPPEMENT INTEGRE)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Association pour le Développement Intégré (ADI) Terimbere
<b>Email:</b>	aditeri2002@yahoo.fr; & info@aditerimbere.org
<b>Website:</b>	www.aditerimbere.org
<b>Names of Contact Person:</b>	BAVUKIYIKI Mathieu
<b>Telephone:</b>	+250 788 897 581
<b>Mission of the Organisation:</b>	Be a rural development catalyzer through a professional made agriculture, improved livelihoods, job creation emphasizing gender equality and environment protection.
<b>Geographical coverage</b>	A district level organisation.  Districts of operation: Ngororero and Nyabihu

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- ADI Terimbere is a member JRLOS at district level (Ngororero); it does not occupy any position in the steering committee.
- ADI Terimbere mission and objectives are aligned with the 5 JRLOS Strategic plan's outcomes.

### Part 3: ADI Advocacy Capacity

- ADI has been engaged in advocacy activities mainly as member of advocacy networks on the issue of selling irish potatoes: farmers were requiring relevant authorities to sell their harvest without intermediary persons (or company).
- The key strategy used to raise and resolve the issue was gathering evidences through a community score card and a research.
- The advocacy conducted led to the removal of the intermediary companies between farmers' cooperatives and the market (client).
- As a lesson, ADI Terimbere realised that when decision makers are well convinced, they are ready to address the raised issue.

A self-assessment scale below provides an institutional scan into ADI's

advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (2)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (3)

### ADI SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Availability of advocacy strategy;</li> <li>● Legally registered;</li> <li>● Staff skilled in advocacy;</li> <li>● Good Partnerships with donors;</li> <li>● Good Partnerships with local government;</li> <li>● Operational organizational structures (management, auditing organs, secretariat).</li> </ul>	<ul style="list-style-type: none"> <li>● Gaps in advocacy process;</li> <li>● Limited funds compared to planned activities;</li> <li>● Limited logistical means;</li> <li>● Donor funds dependency;</li> <li>● No fundraising strategy;</li> <li>● No baselines for projects planning.</li> </ul>

<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Member of JRLOS (Ngororero);</li> <li>● JADF member;</li> <li>● Enabling political working environment;</li> <li>● Policies recognizing the participation of citizens;</li> <li>● Existence of civil society platforms;</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Culture of silence affects the reported social injustices;</li> <li>● Insufficient coordination of donors in justice sector.</li> </ul>
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**ADI PESTEL ANALYSIS**

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Implementation of policies mainstreaming citizens' rights to participate;</li> <li>● Long-term plans aimed at improving social welfare.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Policies regulating land use, settlement, commerce and business, etc.</li> <li>● Planning and budgeting basing on citizens' needs.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Persistent poverty and critical living conditions for some citizens;</li> <li>● High rate of unemployment among youth;</li> <li>● Malnutrition and stunting for a good proportion of children;</li> <li>● High population growth.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Spreading ICT infrastructure facilitates communication;</li> <li>● Citizens are unaware of using ICT; (Using Irembo...)</li> </ul>

<ul style="list-style-type: none"> <li>● ENVIRONMENTAL FACTORS</li> <li>● Climate change and disasters;</li> <li>● Citizens not provided weather related information;</li> <li>● Rwanda has a hilly landscape and narrowed valleys which leads to erosion.</li> </ul>	<ul style="list-style-type: none"> <li>● LEGAL FACTORS</li> <li>● Citizens do not know laws (while none is supposed ignoring laws); laws are not sufficiently disseminated;</li> <li>● Citizens complain that Land use law implementation is difficult.</li> </ul>
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## 8.20 ADBED (Association pour la Défense des Droits)

### Part 1. CSO Basic information

<b>Name of CSO:</b>	Association pour la Defense des Droits (ADBED)
<b>Email:</b>	lyhotelyn@gmail.com;
<b>Website:</b>	www.adbef.org;
<b>Names of Contact Person:</b>	NDAGIJIMANA Lyhotely
<b>Telephone:</b>	+250788731603
<b>Mission of the Organisation:</b>	Human rights protection and sustainable livelihood and development for the society.
<b>Geographical coverage</b>	District level organisation  Districts of operation:  Nyarugenge and Muhanga

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- ADBED is a member JRLOS at district level (Nyarugenge & Muhanga); it does not hold any position in the steering committee.
- ADBED mission and objectives are aligned with the 5 JRLOS Strategic plan's outcomes.

### Part 3: ADI Advocacy Capacity

- ADBED took the lead to advocate on the issue of GBV perpetrated on home maids. The issue has been addressed to MIFOTRA, MOGEPFOP, POLICE. As a result, the issue was known and relevant authorities took measures to protect rights of maids and the mindset change.



- Challenges encountered during this process were, for example, reaching out the beneficiaries (maids). To overcome this barrier, ADBED requested support from grassroots leaders.

A self-assessment scale below provides an institutional scan into ADBED's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (3)

### ADBED SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Organizational commitment to advocacy;</li> <li>● Surveys reports.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● Capacity gaps in advocacy domain.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Partnerships with districts.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Low awareness of beneficiaries concerning laws and policies protecting them.</li> </ul>

## ADBED PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Enabling working environment for advocates;</li> <li>● Good laws and policies and enforcement institutions.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Availability of funds facilitates hiring experts in advocacy.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwandan culture is strongly against social injustice;</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT facilitates easy communication and publicizing existing issues.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>●</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws and policies back up advocacy.</li> </ul>

## 8.21 Urusaro Women of Change

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Urusaro Women of Change
<b>Email:</b>	Lauramusiime2@gmail.com;
<b>Website:</b>	www.urusaro.org.rw
<b>Names of Contact Person:</b>	Musiime Florence
<b>Telephone:</b>	+250 786 589 256
<b>Mission of the Organisation:</b>	To empower vulnerable women and girls to maximize their full potential in national development.
<b>Geographical coverage</b>	District level organization  Districts of operation:  Gasabo

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Urusaro Women of Change organisation is a national level member of JRLOS. It is part of 'Resource Mobilization and Expenditures' thematic working group.
- Urusaro is also Gasabo JRLOS member but does not hold any position in the

committee.

- Urusaro's mission and objectives are aligned with the first outcome (Universal access to quality justice improved) of the JRLOS strategic plan.

### Part 3: Urusaro Women of Change Organisation Advocacy Capacity

- Urusaro has been a member of an advocacy event raising and striving to address the issue of increasing teen mothers and unregistered babies.
- Urusaro acknowledges having gaps in advocacy domain.

### Urusaro SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Not provided.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Partnerships with districts.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Corruption</li> </ul>

## Urusaro PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>●</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Lack of enough funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Culture of silence: victims tending to cover up perpetrators;</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not Provided</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not Provided</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>

## 8.22 AVEGA AGAHOZO

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Association des Veuves du Génocide (AVEGA) Agahozo
<b>Email:</b>	avegaagahozo@gmail.com

<b>Website:</b>	
<b>Names of Contact Person:</b>	KALISA Etienne
<b>Telephone:</b>	+250788520122
<b>Mission of the Organisation:</b>	Commemorating genocide and striving its non-repetition, reintegration and economic empowerment of widows survivors.
<b>Geographical coverage</b>	National level organisation

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- AVEGA is both national and district level member of JRLOS. At national level, it is part of all thematic working groups while it does not hold any leadership position in any district JRLOS.
- AVEGA mission and activities are aligned with all the outcomes of the JRLOS strategic plan of 2018-2024.

## Part 3: Urusaro Women of Change Organisation Advocacy Capacity

- AVEGA has been a coalition member of CSOs who advocated for old widows on the issue of poor living conditions linked to property successions. These old women (widows) were provided legal aid support. Their living conditions were bettered and most of them were settled in model villages or given houses.

In terms of advocacy skills, AVEGA performs well according to their self-assessment.

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (5)
- Amplifying advocacy messages and engagement of the media (5)
- Power mapping (5)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (5)
- Communication strategy for an advocacy campaign (5)
- Alliance/coalition building and sustainability (5)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (4)

## AVEGA SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Legally registered</li> <li>● Own office</li> <li>● Decentralized structures to umudugudu/village level</li> <li>● Own revenues</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Members are getting more and more older;</li> <li>● Members with various diseases</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Partnerships with government and donors;</li> <li>● Skilled staff.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● More issues requiring justice;</li> <li>● Persistent genocide ideology and its denial.</li> </ul>

## AVEGA PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Political will.</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Lack of enough funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Genocide survivors face poverty and live in poor conditions.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Difficult for beneficiaries to access ICT.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>●</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Some laws need to be updated.</li> </ul>

## 8.23 LAWYERS OF HOPE

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Lawyers of Hope
<b>Email:</b>	lawyersofhoperwanda@gmail.com;
<b>Website:</b>	www.lawyersofhop.org;
<b>Names of Contact Person:</b>	Yves TCHIAMALA
<b>Telephone:</b>	+250 788 529 915

<b>Mission of the Organisation:</b>	Universal access to justice to children, women... emphasizing Christ love.
<b>Geographical coverage</b>	National and district level organization. (All 30 districts).

**Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLLOS)**

- Lawyers of hope organisation is both national and district level member of JRLLOS (Gasabo, Huye, Rutsiro). At national level, it sits the “Access to justice” TWG while it does not hold any leadership position in any district JRLLOS.
- Lawyers of Hope organisation mission and activities are aligned with all the outcomes of the JRLLOS strategic plan of 2018/19-2013/24.

**Part 3: Lawyers of Hope Advocacy Capacity**

- Lawyers of hope has been an advocacy coalition leader. They advocate for individuals cases. Some beneficiaries have been released from prisons, others given back their properties...
- The strategies used are mainly selling their organisation to be widely known; and partnering /collaborating with other CSOs.
- Challenges encountered include limited funds to address identified advocacy issues.
- Lawyers of Hope learned from experience that it is imperative to work as a team for a successful advocacy.
- Lawyers of Hope has a full potential in advocacy domain

**Lawyers of Hope SWOT analysis**

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Qualified staff in law and advocacy;</li> <li>● Partnerships with other stakeholders;</li> <li>● Religious values</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Low number of personnel;</li> <li>● Insufficient funds.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Partnerships with government;</li> <li>● Partnership with external donors;</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Because we provide free of charge legal aid services the staff are not motivated enough.</li> </ul>

## Lawyers of PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Enabling environment for advocates.</li> </ul>	<b>ECONOMIC FACTORS</b>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Some negative attitudes against advocacy;</li> <li>● People do not share their problems because of the country's recent history.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Easy sharing of information;</li> <li>● Easier submission of court cases.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● None</li> <li>●</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Some laws need to be updated to fit advocacy needs.</li> <li>● To another side, laws are supportive to advocacy;</li> </ul>

## 8.24 KANYARWANDA

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	KANYARWANDA
<b>Email:</b>	kanyarwandaasbl@gmail.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	MUDAHERANWA Désiré
<b>Telephone:</b>	+250 788 533 282
<b>Mission of the Organisation:</b>	Promoting Equality before the law and preventing GBV
<b>Geographical coverage</b>	<p>District level organization</p> <p>Districts of operation:</p> <p>Nyabihu; Bugesera; Muhanga; Huye; Kirehe; Nyanza; Kamonyi.</p>

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Kanyarwanda is member of JRLOS both at national and district level. At national level, it sits the "Access to justice" and "Reconciliation, Law and Public security" TWG<sup>29</sup> while it holds the position of JADF representative in district JRLOS.
- Kanyarwanda organisation mission and activities are aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

## Part 3: Urusaro Women of Change Organisation Advocacy Capacity

- Kanyarwanda has led advocacy; it advocated on benefit of teen mothers and perpetrators were taken to court for justice.
- Following advocacy done, some laws have been reviewed (e.g. law governing the matrimonial regimes).

A self-assessment scale below provides an institutional scan into Haguruka's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (3)

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29 The TWG are: (1) Resource mobilization; (2) Planning, M&E; (3) ICT; (4) Access to Justice; and (5) Reconciliation, Law and Public security.



## Kanyarwanda SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Committed members;</li> <li>● Skilled members;</li> <li>● Availability of logistical assets.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>●</li> <li>●</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Networks with likeminded organisations;</li> <li>● Political will and supportive political environment.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Insufficient funds;</li> <li>● GBV still at high rates;</li> <li>● Some laws not properly enforced.</li> </ul>

## Kanyarwanda PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Poverty</li> <li>● Culture hiding GBV.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient skills in using ICT;</li> <li>● Limited access (utilities lacking).</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Poor feeder road limiting reaching out beneficiaries.</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Low number of lawyers.</li> </ul>

## 8.25 HAGURUKA

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Haguruka
<b>Email:</b>	Haguruka2009@yahoo.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	UMURERWA Ninette

<b>Telephone:</b>	+250 788 300 834
<b>Mission of the Organisation:</b>	Legal aid for women and children and fighting GBV against women and children
<b>Geographical coverage</b>	District level organization  Districts of: Kayonza; Nyanza; Nyamasheke; Gasabo; Nyaruguru; Bugesera.

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- HAGURUKA is member of JRLOS both at national and district level. At national level, it sits the "Access to justice" and "Reconciliation, Law and Public security" TWG in district JRLOS.
- HAGURUKA mission and activities are aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

## Part 3: HAGURUKA Advocacy Capacity

- HAGURUKA advocated for law reforms (it was coalition leader). These reforms changed people's mindset in protecting women and children's rights.
- For HAGURUKA, the most challenging concern in their advocacy is reaching out the victims throughout the whole country in order to collect evidence.

A self-assessment scale below provides an institutional scan into Haguruka's advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (2)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (3)

## HAGURUKA SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Committed members;</li> <li>● Clear mission of the organisation.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Donor funds dependency;</li> <li>● Lack of standby team.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Political will and supportive political environment.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Insufficient funds;</li> <li>● GBV still at high rates.</li> </ul>

## HAGURUKA PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Strong political system;</li> <li>● Good policies protecting rights of women and children.</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Culture oppressing women and children.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● No expert in ICT for the organisation;</li> <li>● Availability of Free call lines to facilitate communication and cases reporting.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Hilly landscape limits reaching the victims sometimes.</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Limited number of lawyers to support Haguruka's mandate.</li> </ul>

## 8.26 CERULAR (Centre for Rule of Law-Rwanda).

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Centre for Rule of Law Rwanda (CERULAR)
<b>Email:</b>	cerularrwanda@gmail.com;
<b>Website:</b>	

<b>Names of Contact Person:</b>	NTAMWEMEZI Pascal
<b>Telephone:</b>	+250 7880 978 596
<b>Mission of the Organisation:</b>	Strengthen the culture of the respect for the rule of law in Rwanda.
<b>Geographical coverage</b>	District level organisation  Districts of operation:  Gasabo; Bugesera; Gisagara; Nyamasheke.

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- CERULAR is member of JRLOS both at national and district level. At national level, it sits the “Access to justice” TWG while it holds the position of JADF representative in district JRLOS.
- CERULAR mission and objectives are aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

## Part 3: CERULAR Advocacy Capacity

- CERULAR participated in some advocacy initiative as a coalition member.

A self-assessment scale below provides an institutional scan into CERULLAR's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (5)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (5)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (5)
- Documentation and knowledge management of advocacy campaign (5)
- Monitoring and evaluation of an advocacy campaign (5)

## CERULAR SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Commitment for advocacy;</li> <li>● Working Networks.</li> <li>● Clear mission.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● No donors.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Partnership with government.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Not mentioned</li> </ul>

## CERULAR PESTEL ANALYSIS

<ul style="list-style-type: none"> <li>● POLITICAL FACTORS</li> <li>● Not mentioned</li> </ul>	<ul style="list-style-type: none"> <li>● ECONOMIC FACTORS</li> <li>● Insufficient funds (no donors to support the organisation).</li> </ul>
<ul style="list-style-type: none"> <li>● SOCIAL FACTORS</li> <li>● Citizens are not aware of organization's services.</li> </ul>	<ul style="list-style-type: none"> <li>● TECHNOLOGICAL FACTORS</li> <li>● Not mentioned</li> </ul>
<ul style="list-style-type: none"> <li>● ENVIRONMENTAL FACTORS</li> <li>● Hilly landscape limits reaching easily the beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>● LEGAL FACTORS</li> </ul>

## 8.27 STRIVE FOUNDATION RWANDA (SFR)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Strive Foundation Rwanda (SFR)
<b>Email:</b>	Strivefoundatio2000@yahoo.co.uk;
<b>Website:</b>	
<b>Names of Contact Person:</b>	RUZIBIZA Leopold
<b>Telephone:</b>	+250 788 538 277

<b>Mission of the Organisation:</b>	Strive for improved social welfare and advocacy for vulnerable people.
<b>Geographical coverage</b>	National and District level organisation.  Districts of operation:  Gasabo; Gatsibo; Ngoma; Rwamagana; Huye; Rusizi; Nyamasheke; Musanze.

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- STRIVE FOUNDATION is member of JRLOS both at national and district level. At national level, it sits the “Access to justice” and “Reconciliation, Law and Public security” TWG while it holds the position of JADF representative in district JRLOS
- STRIVE FOUNDATION mission is aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

## Part 3: STRIVE FOUNDATION Advocacy Capacity

A self-assessment scale below provides an institutional scan into Strive Foundation Rwanda’s advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (4)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (4)

**STRIVE FOUNDATION SWOT analysis**

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Enough staff;</li> <li>● Skilled personnel;</li> <li>● Partnership with government;</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● No personnel qualified in law.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Good partners;</li> <li>● Political will to partner.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Lack of funds;</li> <li>● Mismanagement.</li> </ul>

**STRIVE FOUNDATION PESTEL ANALYSIS**

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>●</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient funds.</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Citizens Mindset.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient skills in ICT</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Hilly landscape limits reaching easily the beneficiaries.</li> <li>● Difficult to be connected to Internet.</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Absence of a personnel qualified in law.</li> </ul>

**8.28 Commission Diocésaine Justice et Paix Gikongoro (CDJP Gik)****Part 1. CSO Basic Information**

<b>Name of CSO:</b>	Commission Diocésaine Justice et Paix-Gikongoro (CDJP)
<b>Email:</b>	cdjpgik@yahoo.fr;
<b>Website:</b>	www.diocesegikongoro.com;
<b>Names of Contact Person:</b>	A Joseph NAYIGIZIKI (0783280799) and RUZIGAMANZI Jean Baptiste (0788206968).
<b>Telephone:</b>	+250783280799 & 0788206968.

<b>Mission of the Organisation:</b>	Strive for Rule of law and respect of Human rights; Eradicate social injustice; Justice and peace; and fighting GBV. Achieve Peaceful families and education of youth onto Christian values.
<b>Geographical coverage</b>	District level organisation Districts: Nyamagabe; Nyaruguru; Karongi; Huye; Nyanza.

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- CDJP is member of JRLOS district level (Nyamagabe and Nyaruguru). It holds a position of vice chairperson of JRLOS in Nyaruguru.
- CDJPGik mission is aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

## Part 3: CDJP Advocacy Capacity

- CDJP Gikongoro has advocated for citizens of Nyaruguru/Busanze sector to be resettled on their land while they were going to be moved away illegally.
- Strategies used were, for example, gathering evidence, involving concerned citizens and requesting support from upper institutions.
- Lessons drawn from this advocacy initiative were that some counterparties would oppose themselves to the process; networking and patience are also key to achieve the objectives.

A self-assessment scale below provides an institutional scan into CDJP's advocacy capacities:

- Identification and analysis of the advocacy issue (2)
- Collection and packaging of evidence for the advocacy issue (1)
- Amplifying advocacy messages and engagement of the media (1)
- Power mapping (2)
- Advocacy tactics (lobby, breakfast meetings, etc. (2)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (2)
- Alliance/coalition building and sustainability (2)



- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (1)

### CDJP SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Having the advocacy in the mandate.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Absence of advocacy policy;</li> <li>● Insufficient funds;</li> <li>● Insufficient logistical asset;</li> <li>● Low number of staff.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Good policies promoting gender equality.</li> <li>● Good reputation in the area of advocacy for vulnerable people;</li> <li>● The church supports the organisation to achieve its mission.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Counterparties may oppose the advocacy; (conflict of interest).</li> </ul>

### CDJP PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws/Policies protect people' rights and prohibit discrimination;</li> <li>● Policies aim at improving the welfare of the poor.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Equal access to the country's economy</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Citizens Mindset.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT is facilitating advocate organisations;</li> </ul>

ENVIRONMENTAL FACTORS	LEGAL FACTORS
●	● Good laws and policies protecting citizens' rights.

## 8.29 RWANDA SOCIAL ORGANISATION BAHO NEZA

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Rwanda Social Organisation BAHO NEZA (RSOB)
<b>Email:</b>	rsobahoneza@gmail.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	IYAKAREMYE Emmanuel
<b>Telephone:</b>	+250 788 254 999
<b>Mission of the Organisation:</b>	<ul style="list-style-type: none"> <li>● Development of social welfare;</li> <li>● Human rights;</li> <li>● Gender promotion.</li> </ul>
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- RSO Baho Neza is not member of JRLOS. However, objectives are aligned with all the outcomes of the JRLOS strategic plan of 2018/19-2013/24.

### Part 3: RSOB Advocacy Capacity

RSO Baho Neza did not participate in any advocacy initiative. A self-assessment scale below provides an institutional scan into RSO Baho Neza's advocacy capacities:

- Identification and analysis of the advocacy issue (5)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (2)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (1)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (1)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (4)

- Monitoring and evaluation of an advocacy campaign (4)

## RSO Baho Neza SWOT and PESTEL analysis<sup>30</sup>

### 8.30 SEVOTA RWANDA

#### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Solidarité pour l'Epanouissement des veuves et des Orphelins dans le Travail et l'auto-Promotion (SEVOTA)
<b>Email:</b>	Sevota500@gmail.com;
<b>Website:</b>	www.sevota.org;
<b>Names of Contact Person:</b>	MUKASARASI Godelive
<b>Telephone:</b>	+250 788 520 331
<b>Mission of the Organisation:</b>	To promote activities related to peace, reconciliation and the promotion of human rights, women's rights and the rights of vulnerable children.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and district level organisation</li> <li>● Districts of operation:</li> <li>● Kamonyi, Muhanga, Nyanza;</li> <li>● Ngororero, Rubavu;</li> <li>● Musanze;</li> <li>● Kirehe, Bugesera;</li> <li>● Nyarugenge, Gasabo, Kicukiro.</li> </ul>

#### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- SEVOTA is member of JRLOS both at national and district level (Kamonyi). At national level, it sits in the "Reconciliation, Law and Public security" TWG while it holds no position district JRLOS.
- SEVOTA mission and activities are aligned with 3 outcomes of the JRLOS strategic plan of 2018/19-2013/24 (those being: (2) Maintained safety, security

<sup>30</sup> These areas not filled in.

and peace (4) Enhanced unity of Rwandans (5) Enhanced Adherence to Human rights).

### Part 3: SEVOTA Advocacy Capacity

- SEVOTA has been part of advocacy coalition as leader and a member. Through various strategies (workshops with victims, collecting evidences and testimonies, building networks of gender activists...) SEVOTA managed to advocate in favor of women raped during the genocide perpetrated against Tutsi.
- SEVOTA used the strategy of working with victims to provide testimonies to the ICTR and in the media particularly on television.
- The main challenge was dealing with victim trauma that manifested in various ways including silence. Silence affected progress of advocacy initiatives as this delayed or affected court's judgments.
- Concerning advocacy gaps, SEVOTA still have capacity challenges (lack of sufficient skills to conduct advocacy).

A self-assessment scale below provides an institutional scan into SEVOTA's advocacy capacities:

- Identification and analysis of the advocacy issue (2)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (2)
- Advocacy tactics (lobby, breakfast meetings, etc. (1)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (2)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (2)

## SEVOTA SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Committed staff;</li> <li>● Advocacy is in the mission/mandate of the organisation;</li> <li>● Government understands the relevance of the mission of the organisation.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Absence of advocacy policy;</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● JRLOS meetings.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Judicial organ staff has built strong networks and advocacy in this area sometimes is blocked.</li> </ul>

## SEVOTA PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Non discriminatory Laws/Policies;</li> <li>● Issue in government organs/entities supportiveness or coordination (e.g. some are irresponsible and citizens' issues wait for the presidential visit).</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Good economic policies;</li> <li>● Slow implementation of policies due to level of education of the citizens.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Families are in crisis;</li> <li>● There program to support families.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Low skills in ICT use;</li> <li>● Poor ICT infrastructure in rural areas.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Environmental protection programs not known at community level.</li> <li>● Disordered mining leading to disasters.</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Many laws in existence but not disseminated to the community;</li> <li>● Availability of websites where one can find laws and policies.</li> </ul>

## 8.31 Mission of Hope Rwanda

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Mission of Hope Rwanda
<b>Email:</b>	missionhoperwanda@yahoo.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	Not provided
<b>Telephone:</b>	+250 788 690 332
<b>Mission of the Organisation:</b>	Promotion of gender equality and fighting against GBV.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organisation</li> <li>● Districts: Rusizi; Nyamagabe; Rubavu; Nyamasheke; Gasabo.</li> </ul>

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Hope Rwanda is neither a member of JRLOS at national nor district level.
- Its mission and activities are aligned with 4 outcomes of the JRLOS strategic plan of 2018/19-2013/24 (those being: (2) Maintained safety, security and peace (3) Control of corruption, transparency, and accountability (4) Enhanced unity of Rwandans (5) Enhanced Adherence to Human rights).

### Part 3: Hope Rwanda Advocacy Capacity

- HOPE RWANDA has participated in some advocacy initiative as a leader of the coalition and as a member. Hope Rwanda has advocated mainly on land related issues.
- Together with other stakeholders, Hope Rwanda first documented land related issues and organized meetings with relevant authorities and presented a number of land related service delivery issues for redress.
- Concerning the institutional advocacy gaps, limited expertise in advocacy is one of the key advocacy gaps at Hope Rwanda.

A self-assessment scale below provides an institutional scan into Hope Rwanda's advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (3)

- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (4)

### Hope Rwanda SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Team spirit;</li> <li>● Solidarity;</li> <li>● Trusted organisation.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Irregularity of advocacy activities.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>

### Hope Rwanda PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Good policies;</li> <li>● Political will;</li> <li>● Enabling working environment for advocates (CSOs).</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Traditional beliefs and mindset.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT not yet very popular;</li> <li>● Low skills in ICT use.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Effectiveness and implementation of laws and policies.</li> </ul>

## 8.32 No Crime-Rwanda

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	No Crime-Rwanda
<b>Email:</b>	Degass2019@gmail.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	INGABIRE Gaudence
<b>Telephone:</b>	+250 788 737 005
<b>Mission of the Organisation:</b>	Fight and prevent crime in Rwanda
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and District level organisation</li> <li>● Districts: Gasabo; Rulindo; Rubavu.</li> </ul>

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- No Crime-Rwanda a member of JRLOS at national and district level. At national level, No Crime-Rwanda participates in 2 TWG ("Resource Mobilization and Expenditures"; "Reconciliation, Law and Public security"). No Crime-Rwanda is member of Rulindo and Rubavu JRLOS but does not occupy any leadership position.
- Its mission and activities are aligned with 5 outcomes of the JRLOS strategic plan of 2018/19-2013/24.

### Part 3: No Crime-Rwanda Advocacy Capacity

- No Crime-Rwanda has been a leader of an advocacy initiative and a member of a certain advocacy coalition. One of the initiatives dealt with drug abuse within youth; the advocacy objective was that institutions put in place regulations aimed at preventing drug abuse.
- The most important strategy and lesson was well documenting the issue and its consequences.
- The initiative resulted in attitudes and mindset change.

A self-assessment scale below provides an institutional scan into NO-Crime Rwanda advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (4)



- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (3)

### No Crime-Rwanda SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Qualified personnel in law.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Capacity gaps in advocacy area.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Synergy between staff, members and stakeholders.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Lack of needed data (or information).</li> </ul>

### No Crime-Rwanda PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Enabling working environment for advocates (CSOs).</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Financial support from government through RGB</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Culture of silence (not providing information when needed).</li> <li>● Poverty</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● ICT facilitates communication</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>●</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Supportive institutions.</li> </ul>

## 8.33 CHILD RIGHTS FIRST (CRF)

### PART 1. CSO basic Information

<b>Name of CSO:</b>	Child Rights First (CRF)
<b>Email:</b>	Not provided
<b>Website:</b>	None
<b>Names of Contact Person:</b>	MUVUZANKWAYA Samson
<b>Telephone:</b>	+250 788 356 691
<b>Mission of the Organisation:</b>	Fighting violence against the child.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organisation</li> <li>● Districts of operation: Kicukiro</li> </ul>

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- CRF is only member of JRLOS at district level (Kicukiro) and does not hold any position in its steering committee.
- CRF activities fall under the 5 outcomes of the JRLOS strategic plan of 2018/19-2013/24.

### Part 3: Child Rights First Advocacy Capacity

- CRF has been done an assessment on the status of the rights of children; then met some relevant authority and shared the findings.
- The initiative resulted in attitudes change and public awareness on the child rights.

A self-assessment scale below provides an institutional scan into CRF advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)

■ Monitoring and evaluation of an advocacy campaign (4)

### CRF SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Commitment to protect rights of children;</li> <li>● Partnerships with stakeholders.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited funds;</li> <li>● Capacity gaps in policy advocacy.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Supportive government institutions in relation to children's rights.</li> <li>● The community values children's rights.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Violation of children's rights</li> </ul>

### CRF PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will;</li> <li>● Policies and institutions protecting the rights of children.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Insufficient funds.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● There are instances where culture ignores child rights.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● ICT facilitates communication</li> <li>● Free lines in case there is child right violation.</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwandan landscape sometimes challenges in reaching out the victims (...).</li> </ul>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Supportive institutions (good laws and policies to protect children);</li> <li>● Insufficient number of laws and advocates.</li> </ul>

## 8.34 Association des Guides du Rwanda (AGR)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Association des Guides du Rwanda (AGR)
<b>Email:</b>	guidesrwanda@yahoo.fr
<b>Website:</b>	www.rwandagirlguides.org
<b>Names of Contact Person:</b>	Pamela RUZIGANA (general commissioner) ((0788526635)  Pascaline UMULISA (Executive secretary)(0788687309).
<b>Telephone:</b>	+250 788687309
<b>Mission of the Organisation:</b>	Enabling girls and young women to acquire skills leading to their development and autonomy and to become agent of positive change as responsible citizens.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and district level organisation</li> <li>● Districts of operation: 30 (all).</li> </ul>

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- AGR is a member of JRLOS at both national and district level. At national level, AGR participates in 'Resource Mobilization and Expenditures' Technical Working Groups (TWG).
- AGR' mission and activities fall under the 5 outcomes of the JRLOS strategic plan of 2018/19-2013/24.

### Part 3: AGR ADVOCACY Capacity

- CRF has led advocacy coalition and also participated as a member in advocacy coalitions. For example, AGR organised advocacy initiative on the issue of drug abuse within the youths. Advocacy campaigns focused on girl victims and they were supported.
- The initiative resulted in attitudes change and public awareness on the child rights.

A self-assessment scale below provides an institutional scan into AGR advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (1)

- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (5)
- Alliance/coalition building and sustainability (3)
- Documentation and knowledge management of advocacy campaign (2)
- Monitoring and evaluation of an advocacy campaign (1)

### AGR SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Legal registration;</li> <li>● Member of advocacy networks and umbrellas (Profemmes Twese Hamwe, Umwana ku isonga).</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Capacity gaps in policy advocacy (staff and volunteers).</li> <li>● Limited funds;</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Volunteers at grassroots level (and a coordination at district level);</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Lack of funds;</li> <li>● Conflict of interest amongst staff and members.</li> </ul>

### AGR PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Good national policies.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Poor strategy to generate internal income.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● School dropout generates more consequences to youth (e.g. unplanned pregnancies...).</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Insufficient ICT utilities;</li> <li>● ICT use in different ways: communication...</li> <li>● Misuse of ICT</li> </ul>
<p><b>ENVIRONMENTAL FACTORS</b></p>	<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws dissemination still an issue.</li> </ul>

## 8.35 RWANDA YOUTH ORGANISATION FORUM (RYOF)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Rwanda Youth Organisation Forum (RYOF)
<b>Email:</b>	ryofrwanda@gmail.com;
<b>Website:</b>	
<b>Names of Contact Person:</b>	MUSAFIRI N. Adock
<b>Telephone:</b>	+250 788 744 322
<b>Mission of the Organisation:</b>	Addressing jointly youth organisations' issues
<b>Geographical coverage</b>	National level organisation

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- RYOF is member of JRLOS at both national and district level. At national level, RYOF participates in 'Resource Mobilization and Expenditures' TWG. RYOF has no leadership position in any district JRLOS.
- On the other side, AGR' mission and activities fall under the 1st outcome<sup>31</sup> of the JRLOS strategic plan of 2018/19-2013/24.

### Part 3: RYOF Advocacy Capacity

- RYOF has been advocated for an individual person and was given his/her expropriation fees. This activity allowed neighbors to increase the awareness on their rights.

A self-assessment scale below provides an institutional scan into RYOF advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (4)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (2)
- Alliance/coalition building and sustainability (4)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (4)

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**RYOF SWOT analysis**

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Big number of members (+5000);</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Capacity gaps in policy advocacy.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Partnerships with government institutions.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Lack of funds;</li> <li>● Some decision makers opposing change.</li> </ul>

**RYOF PESTEL ANALYSIS**

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Reluctance for some leaders to honor held commitments.</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Lack of enough funds;</li> <li>● Poverty</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Poverty;</li> <li>● Ignorance.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient ICT utilities;</li> <li>● Insufficient skills to use ICT.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Laws not disseminated to the community;</li> <li>● Lack of education on laws.</li> </ul>

**8.36 CENTRE FOR RESEARCH AND TRAINING ON HUMAN RIGHTS AND DEMOCRACY (CRHRD)****Part 1. CSO Basic Information**

<b>Name of CSO:</b>	Centre for Research and Training on Human rights and democracy (CRHRD)
<b>Email:</b>	crhrdrwanda@gmail.com; mpumurokay@yahoo.fr
<b>Website:</b>	

<b>Names of Contact Person:</b>	KAYITAVU MPUMURO Appolinaire
<b>Telephone:</b>	+250788773502
<b>Mission of the Organisation:</b>	Promoting human rights and democracy through research and training; enhancing good governance through advocacy.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and district level organisation</li> <li>● Districts of operation:</li> <li>● Gisagara; Huye; Nyaruguru; Nyamagabe.</li> </ul>

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- CRHRD is a member of JRLOS at national level. CRHRD participates in the "Access to justice" Technical Working Group (TWG) and is member of Huye JRLOS.

## Part 3: CRHRD Advocacy Capacity

- CRHRD has been lobbying for individuals to get loan (from local SACCO) through lobby meetings with relevant parties (SACCO staff, borrowers and some authorities).
- While CRHRD did not score on the scale of 1-5, they highlighted the following to be their areas of capacity development needs:
  - Identification and analysis of the advocacy issue
  - Advocacy tactics (lobby, breakfast meetings, etc.
  - Effective Advocacy pathways
  - Communication strategy for an advocacy campaign
  - Documentation and knowledge management of advocacy campaign
  - Monitoring and evaluation of an advocacy campaign
- CRHRD also recommends the capacity building in the area of public policy advocacy.



## CRHRD SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Competent personnel;</li> <li>● Collaboration with local leaders;</li> <li>● Partnerships with other stakeholders.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Capacity gaps in policy advocacy.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Networks</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Low interest for local leaders.</li> </ul>

## CRHRD PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Primacy of the district;</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>●</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Poverty;</li> <li>● Ignorance.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Insufficient ICT infrastructure;</li> <li>● Insufficient skills to use ICT.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Non execution of court judgments;</li> <li>● Ignorance about existing laws.</li> </ul>

## 8.37 RwandOpp (RWANDA OPPORTUNITIES)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Rwanda Opportunities (RwandOpp).
<b>Email:</b>	info@rwandopp.org;
<b>Website:</b>	www.rwandopp.org;
<b>Names of Contact Person:</b>	NSHIMIYIMANA Emmanuel
<b>Telephone:</b>	+250 788 974 955

<b>Mission of the Organisation:</b>	Following change-makers example of showing unconditional love to poor and transform the lives of rural community in Rwanda through youth engagement.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organisation (Nyabihu).</li> </ul>

## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

Rwandopp is neither a national nor a district level of JRLOS.

### Part 3: Rwandopp Advocacy Capacity

- Rwandopp has conducted a lobbying for the easy access to digital skills and ICT for youth in Nyabihu district. Nyabihu district having limited ICT infrastructure, Rwandopp is supporting building capacities of youth through trainings on ICT.
- Throughout the implementation of their activities, Rwandopp learned that youth are in high of digital skills for exploring existing opportunities.

A self-assessment scale below provides an institutional scan into RwandOpp advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (2)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (2)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (3)

Like other CSOs, Rwandopp recommends the capacity building in the area of public policy advocacy too.

## Rwandopp SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>Youth led organisation;</li> <li>Campaign organizer.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>Limited skills in advocacy;</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Activities fitting district' action plan; (aligned with district plan).</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>Not yet registered legally.</li> </ul>

## Rwandopp PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>Supportive leadership;</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>Limited funds;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>Supportive community;</li> <li>Ignorance.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>Social media facilitates information sharing.</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>Not provided</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>Not provided</li> </ul>

## 8.38 MBONIZARWO YOUTH ORGANISATION

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Imbonizarwo Youth Organisation
<b>Email:</b>	info@imbonizarwo.org; executivedirector@imbonizarwo.org;
<b>Website:</b>	www.imbonizarwo.org;
<b>Names of Contact Person:</b>	Jean Pierre KWIZERA
<b>Telephone:</b>	+250 788352503; +250 788 340 890
<b>Mission of the Organisation:</b>	To be a preeminent NGO focusing on socioeconomic development through organizing practical project towards achieving homegrown solutions /Youth Capacity Building.

<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organisation</li> <li>● Districts: Ngororero; Nyaruguru; Kicukiro; Bugesera; Muhanga.</li> </ul>
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## Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- Imbonizarwo is a member of JRLOS at national and district level. At national level Imbonizarwo participates in the "Access to justice" TWG. Imbonizarwo is also a member of Kicukiro JRLOS.
- Imbonizarwo Youth Organization's mission and objectives fall under all the 5 outcomes of the JRLOS Strategic plan.

## Part 3: Imbonizarwo Advocacy Capacity

- Imbonizarwo has been member of lobbying coalition seeking MINICYOUTH and NYC to support and strengthen youth organisations' clusters to operate smoothly.
- The coalition's advocacy strategy has been to approach high profile individuals as professors as advocates of positive change. Clusters have been established but not functioning well.
- The main advocacy challenge is mastering power dynamics and how better to engage duty bearers. As a result, Imbonizarwo and coalition members faced a challenge of low engagement of some members fearing breaking their previous good relationships with government authority.

A self-assessment scale below provides an institutional scan into Imbonizarwo's advocacy capacities:

- Identification and analysis of the advocacy issue (2)
- Collection and packaging of evidence for the advocacy issue (2)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (2)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (2)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (1)
- Documentation and knowledge management of advocacy campaign (4)
- Monitoring and evaluation of an advocacy campaign (3)

## Imbonizarwo SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>Youth led organisation;</li> <li>Campaign organizer.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>Limited skills in advocacy;</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Supportive leadership;</li> <li>Access to the public information</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>Culture of silence preventing getting needed data.</li> </ul>

## Imbonizarwo PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>Conducive political environment</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>Limited funds;</li> <li>Lack of evidences;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>Culture of silence;</li> <li>Education background.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>Limited ICT infrastructure;</li> <li>Limited skills;</li> <li></li> </ul>
<b>ENVIRONMENTAL FACTORS</b>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>Low skills in law.</li> </ul>

## 8.39 FAITH VICTORY ASSOCIATION (FVA)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Faith Victory Association (FVA)
<b>Email:</b>	Faithvic2005@yahoo.com;
<b>Website:</b>	www.faith-victory.org;
<b>Names of Contact Person:</b>	Diane UMUTONI
<b>Telephone:</b>	+250 788 776 139

<b>Mission of the Organisation:</b>	To support the community to fight against poverty, improve health, protect environment and promote women and children's rights.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● District level organisation</li> <li>● Districts of operation:</li> <li>● Gasabo; Karongi; Nyamasheke; Rusizi; Gisagara; Nyaruguru; Nyanza; Kayonza; Nyabihu; Rutsiro; Ngororero; Kicukiro; Musanze.</li> </ul>

**Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)**

- FVA is member of JRLOS at national and district level. At national level FVA participates in the "Access to justice" TWG. FVA is also a Member of Karongi, Gisagara and Musanze JRLOS.
- FVA mission and objectives fall under all the 5 outcomes of the JRLOS Strategic plan in different ways.

**Part 3: FVA Advocacy Capacity**

- FVA has led advocacy initiatives either as a leader or member of the coalition. FVA advocacy initiatives have focused mainly on improved service delivery in areas of sexual reproductive health and rights and gender based violence (SRHR&GBV). FVA use the Community Score Card as a strategy to involve citizens in identifying Advocacy issues and generating information for evidence, which is shared with local government leaders.
- The applied strategies advocacy strategies have been successful in improving services delivery in SRHR&GBV.
- However, there is still resistance from local leaders especially on different components of SRHR. FVA has not been capacitated to advocate on issues that are sensitive.
- The main lesson learned is that evidence-based advocacy has greater chances of success.

A self-assessment scale below provides an institutional scan into

Imbonizarwo's advocacy capacities:

- Identification and analysis of the advocacy issue (4)
- Collection and packaging of evidence for the advocacy issue (3)
- Amplifying advocacy messages and engagement of the media (4)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (4)
- Effective Advocacy pathways (3)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (1)
- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (3)

Like others, FVA organisation has recommended the enhancement of its capacity in policy advocacy.

### FVA SWOT analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>● Trained staff.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>● Lack enough funds.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>● Political will.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>● Culture of silence (people do not want to provide information).</li> </ul>

### FVA PESTEL ANALYSIS

<b>POLITICAL FACTORS</b> <ul style="list-style-type: none"> <li>● Political will;</li> </ul>	<b>ECONOMIC FACTORS</b> <ul style="list-style-type: none"> <li>● Limited funds to carry out planned activities under projects;</li> </ul>
<b>SOCIAL FACTORS</b> <ul style="list-style-type: none"> <li>● Some cultural norms and taboos.</li> </ul>	<b>TECHNOLOGICAL FACTORS</b> <ul style="list-style-type: none"> <li>● ICT supports advocacy: messages on twitter; facebook...</li> </ul>
<b>ENVIRONMENTAL FACTORS</b> <ul style="list-style-type: none"> <li>● Not provided</li> </ul>	<b>LEGAL FACTORS</b> <ul style="list-style-type: none"> <li>● Poor enforcement of laws;</li> <li>● Poor dissemination of current laws and policies: people are unaware of them.</li> </ul>

## 8.40 Empowering Youth for Employment (EYE)

### Part 1. CSO Basic Information

<b>Name of CSO:</b>	Empowering Youth for Employment (EYE)
<b>Email:</b>	empowery@gmail.com;
<b>Website:</b>	www.eyerwanda.org;
<b>Names of Contact Person:</b>	MURIHANO Innocent
<b>Telephone:</b>	+250 788 309 793.
<b>Mission of the Organisation:</b>	To empower youth to have capacity to create and have access to employment/To build sustainable development based on youth.
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>● National and district level organisation</li> <li>● Districts of operation:</li> <li>● Gasabo; Nyarugenge; Nyabihu; Bugesera Kamonyi, Muhanga, Nyanza, Nyamagabe ;</li> </ul>

### Part 2. Participation in the Justice, Reconciliation, Law and Order sector (JRLOS)

- EYE is a member of JRLOS at national level and participates in the planning, M&E, ICT, Access to justice and Reconciliation, law and public security Thematic Working Group. Its mission and objectives fall under all the 5 outcomes of the JRLOS Strategic plan in different ways.

### Part 3: EYE Advocacy Capacity

- EYE has been involved in lobbying activities. For example, mainstreaming the component of unity and reconciliation in institutions.

A self-assessment scale below provides an institutional scan into EYE's advocacy capacities:

- Identification and analysis of the advocacy issue (3)
- Collection and packaging of evidence for the advocacy issue (4)
- Amplifying advocacy messages and engagement of the media (3)
- Power mapping (3)
- Advocacy tactics (lobby, breakfast meetings, etc. (3)
- Effective Advocacy pathways (4)
- Communication strategy for an advocacy campaign (3)
- Alliance/coalition building and sustainability (4)



- Documentation and knowledge management of advocacy campaign (3)
- Monitoring and evaluation of an advocacy campaign (3)

### EYE SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Clear mission and vision.</li> <li>● Effective and Influential board of directors and strong Executive.</li> <li>● Uniqueness of the approach.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Limited experience in Advocacy work</li> <li>● Little resources to Access youth across the country.</li> <li>● Limited number of Advocacy project.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Easy Access to Youths and in the community.</li> <li>● Supportive government and political will.</li> <li>● Motivated personnel to carry on any task because they have vision based on younger generation.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Limited resources to undertake some of advocacy activities.</li> <li>●</li> </ul>

### EYE PESTEL ANALYSIS

<p><b>POLITICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Political will in rendering justice for all exists.</li> <li>● Separation of power.</li> <li>● Rule of law and law enforcement is conducive.</li> </ul>	<p><b>ECONOMIC FACTORS</b></p> <ul style="list-style-type: none"> <li>● Equal access to opportunities</li> <li>● Growing economy</li> <li>● Regular salary payment.</li> </ul>
<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Laws protecting weaker segment of the population.</li> <li>● Redistribution of resources to all nationals indirectly.</li> <li>● Trust of the population towards justice entities to provide fair and equitable justice.</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>● Rwanda is keen on developing a knowledge-based economy anchored on technology.</li> </ul>

**ENVIRONMENTAL FACTORS**

- a) Advocacy for legal service, unity and reconciliation will not affect the environment in any way whatsoever.

**LEGAL FACTORS**

- a) Unbiased legal framework, alternative dispute resolution framework (Arbitration, Mediation and Conciliation).

# ANNEXES:

## Annex 1: Shortlisted organisations for Advocacy Capacity training

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
1	ISDO Rwanda	Me MIHIGO Bienvenis	0789104975	isdoorganization@gmail.com
2	Child's Rights First	MUVUZANKWAYA Samson	0788356691	No email indicated
3	Hope for Community Developemnt Organisation (HCDO)	NIYOMUGABO Ildephonse	0784115333	hcdo.rwanda@gmail.com
4	Rwanda Women Network (RWN)	BARIKUNGERI Mary / Andrew	0784006777	rwawnet@rwanda1.rw
5	(ADEPE)	RUCAMUMIHIGO Gregoire	0788521872	adepeu@yahoo.fr
6	APEDDH)	NSABIMANA Emmmanuel Leon	0788560885	apeddh@gmail.com
7	UNABU	MUSHIMIYIMANA Gaudence	0788625972	unaburwanda@gmail.com
8	RWAMREC	No contact person indicated	0788381183	
9	ADI-TERIMBERE	BAVUKIYIKI Mathieu	0788897581	info@aditerimbere.org
10	Haguruka	Umurerwa Ninette	0788300834	haguruka2009@yahoo.com
11	CDJPGikongoro (Commission diocesaine justice & paix Gikongoro)	NAYIGIZIKI A. Joseph	0783280799	cdjpgik@yahoo.fr
12	RSOB	IYAKAREMYE Emmanuel	0788254999	rsobahoneza@gmail.com
13	SEVOTA	RUKASARASI Godelieve	0788520831	sevota500@gmail.com

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
14	Mission of hope Rwanda	No contact person indicated	0788690332	missionhoperwanda@yahoo.com
15	No crime Rwanda	INGABIRE Gaudence	0788737005	degoss2019@gmail.com
16	Association des Guides du Rwanda (AGR)	RUZIGANA Pamela (General Commissioner AGR)	0788687309	guidesrwanda@yahoo.fr
17	Rwanda Youth Organisation Forum (RYOF)	MUSAFIRI N. Adock	0788744322	ryofrwanda@gmail.com
18	Center for Research and Training on Human Rights and Democracy (CRHRD)	KAYITAVU MPUNURO Appolinaire	0788773502	crhrdrwanda@gmail.com
19	RwandOpp (Rwanda Opportunities)	NSIMIYIMANA Emmanuel	0788974955	info@rwandopp.org
20	IMBONIZARWO Youth Organisation	Kwizera Jean Pierre	0788352503	info@imbonizarwo.org
21	Faith Victory Association	UMUTONI Diane	0788776139	faithvic2005@yahoo.com
22	Empowering Youth for Employment	MURIHANO Innocent	0788309793	info.empowery@gmail.com
23	Prison fellowship Rwanda	NTWALI Jean Paul	0785269755	info.pfrwanda@gmail.com
24	LIPRODHOR	GAKIRE Anastase	0788351484	liguerwandaise@liprodhor.org
25	Initiatives for Peace and Human Rights (iPeace)	Bernard Khana	0782166244	info@iphr-ipdh.org
26	ADBED (Association pour la Défense des Droits)	NDAGIJIMANA Lyhotely	0788731603	lyhotelyn@gmail.com
27	SFR (Strive foundation Rwanda)	RUZIBIZA Leopard	0788538277	strivefoundation2000@yahoo.co.uk

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
28	BENIMPUHWE	NYIRAMANA Verdiane	0788410830	a_benimpuhwe@yahoo.fr
29	Kanyarwanda	MUDAHERANKWA Desire	0788533282	kanyarwandaasbl@gmail.com
30	NUDOR	NSENGIYUMVA Jean Damascene (Executive Secretary NUDOR)	0788400063	nudor2010@gmail.com
31	COPORWA	MUSABYIMANA Yvonne	0783222823	coporwa@yahoo.fr

## Annex 2: List of organisations consulted

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
1	NUDOR	NSENGIYUMVA Jean Damascene (Executive Secretary NUDOR)	0788400063	nudor2010@gmail.com
2	Poor Women Development Network (PWDN)	MUKANTABANA Crescence (Founder and Executive Director PWDN)	0788513975	rdfp2020@gmail.com
3	LIPRODHOR	GAKIRE Anastase	0788351484	liguerwandaise@liprodhor.org
4	ISDO Rwanda	Me MIHIGO Bienvenis	0789104975	isdoorganization@gmail.com
5	Human Rights First Rwanda	NZOVU Job Ruzage	0788623625	rightsrwanda@gmail.com
6	Hope for Community Developemnt Organisation (HCDO)	NIYOMUGABO Ildephonse	0784115333	hcdo.rwanda@gmail.com
7	COPORWA	MUSABYIMANA Yvonne	0783222823	coporwa@yahoo.fr
8	Rwanda Women Network (RWN)	BARIKUNGERI Mary / Andrew	0784006777	rwawnet@rwanda1.rw
9	Action Pour le Developpement du Peuple (ADEPE)	RUCAMUMIHIGO Gregoire	0788521872	adepeu@yahoo.fr
10	Action pour l'education et la defense des Droits Humains (APEDDH)	NSABIMANA Emmmanuel Leon	0788560885	apeddh@gmail.com

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
11	Peoples' movement for human rights education (MPEDH)	KARAMIRA K. Fabien	0788522497	mpedh.rwanda@gmail.com
12	UNABU	MUSHIMIYIMANA Gaudence	0788625972	unaburwanda@gmail.com
13	IPHR	KHANA Benard	0782166244	info@iphr-ipdh.org
14	Prison fellowship Rwanda	NTWALI Jean Paul	0785269755	info.pfrwanda@gmail.com
15	Association for defense of human rights and civil liberties (ADL)	NGERAGEZE Jean Leonard (President ADL)	0783072498	adarwanda0@gmail.com
16	Reseau culturel Sangwa	NIRAGIRE Bellancila	0787102528	reseau.sangwa@yahoo.fr
17	RWAMREC	No contact person indicated	0788381183	
18	BENIMPUHWE	NYIRAMANA Verdiane	0788410830	a_benimpuhwe@yahoo.fr
19	ADI-TERIMBERE	BAVUKIYIKI Mathieu	0788897581	info@aditerimbere.org
20	ADBED (Association pour la defence des droits)	NDAGIJIMANA Lyhotely	0788731603	lyhotelyn@gmail.com
21	Urusaro Women of Change	MUSIIME Florence	0786589256	lauramusiime2@gmail.com
22	AVEGA AGAHOZO	KALISA Etienne	0788520122	avegaagahozo@gmail.com
23	Lawyers of Hope	TCHIAMALA Juves	0788539915	lawyersofhoperwanda@gmail.com
24	Kanyarwanda	MUDAHERANKWA Desire	0788533282	kanyarwandaasbl@gmail.com
25	Haguruka	Umurerwa Ninette	0788300834	haguruka2009@yahoo.com
26	CERULAR (Center for rule of law Rwanda)	NTAMWEMEZI Pascal	0780978596	cerularwanda@gmail.com
27	SFR (Strive foundation Rwanda)	RUZIBIZA Leopard	0788538277	strivefoundation2000@yahoo.co.uk
28	CDJPGikongoro (Commission diocesaine justice & paix Gikongoro)	NAYIGIZIKI A. Joseph	0783280799	cdjpgik@yahoo.fr
29	RSOB (Rwanda social organisation Bahoneza)	IYAKAREMYE Emmanuel	0788254999	rsobahoneza@gmail.com

S/N	Name of organisation	Name of contact person	Telephone number	E-mail
30	SEVOTA (Solidarite pour l'epanouissement des veuves et des orphelins au travail et promotion personnelle))	RUKASARASI Godelieve	0788520831	sevota500@gmail.com
31	Mission of Hope Rwanda	No contact person indicated	0788690332	missionhoperwanda@yahoo.com
32	No Crime Rwanda	INGABIRE Gaudence	0788737005	degoss2019@gmail.com
33	Child's Rights First	MUVUZANKWAYA Samson	0788356691	No email indicated
34	Association des Guides du Rwanda (AGR)	RUZIGANA Pamela (General Commissioner AGR)	0788687309	guidesrwanda@yahoo.fr
35	Rwanda Youth Organisation Forum (CRYOF)	MUSAFIRI N. Adock	0788744322	ryofrwanda@gmail.com
36	Center for Research and Training on Human Rights and Democracy (CRHRD)	KAYITAVU MPUNURO Appolinaire	0788773502	crhrdrwanda@gmail.com
37	RwandOpp (Rwanda Opportunities)	NSIMIYIMANA Emmanuel	0788974955	info@rwandopp.org
38	IMBONIZARWO Youth Organisation	Kwizera Jean Pierre	0788352503	info@imbonizarwo.org
39	Faith Victory Association	UMUTONI Diane	0788776139	faithvic2005@yahoo.com
40	Empowering Youth for Employment	MURIHANO Innocent	0788309793	info.empowery@gmail.com
41	Initiatives for Peace and Human Rights (iPeace)	Bernard Khana	0782166244	info@iphr-ipdh.org

## Other key informants interviewed:

Anasthase Nabahire, Coordinator JRLOS Ministry of Justice

Frank Mugisha, Project Manager, DUTEZE IMBERE UBUTABERA, Project funded by USAID through CHEMONICS

Victor Mugabe, Executive Director, Rwanda Bar Association

Andrews Kananga, Executive Director, Legal Aid Forum (LAF)

Marie Louise Rwigema, MAJ Coordinator, GASABO District

Businge Anthony, Executive Secretary, AJPRODHO-JIJUKIRWA and Vice Chair, JRLOS GASABO District.

Rubanda Abel, Maj coordinator, Rulindo District.

SERUGO Michel, MAJ Coordinator, Rubavu District.



