

**2021-2025**

**Strategic  
Plan**



– Rwanda –



## **NAR's Five Strategic Program Pillars**

**1. Peacebuilding**

**2. Governance and Human Rights**

**3. Research**

**4. Youth Engagement**

**5. Strategic Partnerships**



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# Acronyms

<b>CSOs</b>	Civil Society Organizations
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>GDP</b>	Gross Domestic Product
<b>ICTs</b>	Information Communication Technology
<b>IGA</b>	Income-Generating Activity
<b>INGO</b>	Independent Non-Governmental Organization
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NAR</b>	Never Again Rwanda
<b>NGO</b>	Non-Governmental Organization
<b>PAC</b>	Participatory Action Research
<b>SWOC</b>	Strengths, Weaknesses, Opportunities and Challenges
<b>VFM</b>	Value for money





# Executive Summary

Never Again Rwanda (NAR) hereby presents the institution's five-year strategy from 2021 - 2025, which will provide strategic direction for the organization's initiatives to ensure that over the next five years it is best responding to stakeholders' needs.

The strategy sets out identified challenges that remain, a key focus for the next five years and operational parameters that will deliver the strategy. The strategy will communicate NAR's strategic role in promoting peacebuilding, responsive governance and citizen-led approaches, and human rights in Rwanda and at the regional level. Furthermore, the strategy will strive to articulate greater focus on learning and skills development, systems strengthening and building and sustaining a positive and fulfilling institutional culture at NAR.

The process undertaken to develop the strategy was inclusive of key stakeholders. A desk analysis was conducted to analyze the context, relevant laws, and policies. Interviews were conducted with select and relevant institutions, namely Government Agencies, Civil Society organizations and donors. Interviews were conducted with our beneficiaries including youth, NAR senior management and team leaders. The culmination of the

process was a two-day workshop comprising the NAR staff members. The previous NAR 2017 - 2021 Strategic Plan was anchored on five strategic intents namely:

- To promote societal healing, build trust and empower citizens with non-violent means of resolving conflict;
- To empower citizens to be active in decision making at local and national levels and increase the capacity of youth to advocate for their rights and those of the vulnerable populations in their communities.
- To narrow the gap between citizens' needs and priorities identified in evidence-based research and government and civil society organization (CSO) policies and programs.
- To promote sustainable livelihoods to improve citizens' socioeconomic well-being, decreasing vulnerability to violence precipitated by income insecurity and disputes over scarce resources.
- To improve the critical thinking skills of youth and parental participation towards increasing educational quality and decreasing citizens' vulnerability to manipulation to commit violent acts.



A review of the 2017 - 2021 strategy resulted in alignment and refocus of NAR's strategic intents. The strategy focuses on meeting goals within the mandate and capability of NAR, better implementation modalities and synergetic programmatic outcomes. The key is strengthening advocacy and citizen-voices by establishing strategic partnerships and issue-based coalitions to collectively advocate for issues of concern and influence policy processes. Improving the lives of young people will also be a key strategic intent. The strategic goals for this strategy (2021 - 2025) therefore are:

- To empower citizens with non-violent means of resolving conflict, build trust and promote trauma healing and genocide prevention
- To promote participatory and inclusive decision-making processes and advance rights-based approaches
- To become an established think tank through quality research
- To increase the capacity of the youth to become peace agents, improve their livelihoods, advocate for their rights

and those of the vulnerable populations in their community

- To build strategic partnerships for policy engagement and advocacy

These strategic goals are anchored in five pillars of:

- Peacebuilding
- Governance and Human Rights
- Research
- Youth Engagement
- Strategic Partnerships

# About Never Again Rwanda

Never Again Rwanda (NAR) is a social justice organization established in response to the 1994 Genocide Against the Tutsi. NAR aims to empower Rwandans with opportunities to become active citizens through peacebuilding and development. NAR places a particular emphasis on the youth as the future of a peaceful society. NAR is one of the leading national peacebuilding organizations with over 18 years of experience building a cornerstone for peace. Since its inception, NAR has worked on projects in the areas of peacebuilding and governance and rights. It later added a particular emphasis on research and advocacy to support its beneficiaries. Through research and advocacy, NAR has emerged as a thought-leader in citizen participation approaches.

## Vision

A society that enjoys sustainable peace and social justice

## Mission

To engage society to embrace sustainable peace and social justice

## Values

- **Respect for diversity** - We accept that each individual is unique and recognize individual differences. We work with stakeholders with diverse values and cultures.
- **Integrity** - We are honest and ethical in all our activities.
- **Passion** - We are passionate about the work we do to empower citizens. We are motivated and committed to our work.
- **Partnering** - We value building long-term partnerships and relationships with relevant stakeholders, by continuously exploring new opportunities and by working together to create mutual sustainable value.
- **Excellence** - We deliver quality service and products to all our stakeholders
- **Innovation** - We strive to be creative. We listen, seek, learn, and come up with the best ideas.

## Values Statement

Engaging society, making a difference

# Context

Rwanda has experienced remarkable growth, since the 1994 Genocide against the Tutsi. The economy has been growing steadily. The gross domestic product (GDP) has risen from \$752 million in 1994 to \$9.5 billion in 2018, and the GDP per capita has grown from \$125.5 to \$787 during the same period<sup>1</sup>. This economic growth lifted one million people out of poverty. According to the World Bank (2019), Rwanda is ranked among the top ten global reformers and fourth in Africa, and the least corrupt country in East Africa. Rwanda has made tremendous progress in investing in health, education, and other social programs. Rwanda has nearly reached universal health coverage and health for all Rwandans, as over 90% of the population is covered by community-based and private insurance schemes. This can be attributed to schemes such as Mutuelle de Santé. Improvements have also been noted in other areas such as, reduced child mortality and improved maternal health. Most notably is improvement in access to health. The number of primary health care services; hospitals, health centres, clinics, and dispensaries have increased. Life expectancy rose over the years from 29 years in 1994 to 67 years in 2016.

1. <https://www.gov.rw/highlights/economy-and-business>

According to the EICV report, the poverty rate in Rwanda reduced from 57% to 38.2% and extreme poverty from 36% to 16% from 2005/2006 to 2016/2017. This can be attributed in part to the social protection programs that have ensured improved livelihood opportunities and dignified standard of living for all citizens. Programs such as VUP, Girinka, and Ubudehe, have been instrumental in reducing poverty and inequalities. Rwanda's education has improved over the last two decades. Rwanda is nearly achieving universal access to primary education. Improvements in education have been registered in the increase in the number of educational institutions, increase in the number of qualified teachers, adoption of the competence-based curriculum, investments to integrate ICTs in basic education, and the one laptop per child program.

Rwanda has adopted laws and policies to promote responsive and accountable governance. These include Vision 2020, the National Strategy for Transformation 1 (NST), and the Decentralization Policy. The Constitution of Rwanda, however, is the bedrock of all laws and policies. The use of homegrown solutions to solve the challenges the country faces has contributed to economic growth and social cohesion. These

homegrown solutions are rooted in Rwanda's culture and traditional practices.

The youth population (16-30 years) makes up 26.6% of the total population of Rwanda, according to the 5th Integrated Household Living Conditions Survey (EICV5)<sup>2</sup>. Rwanda has implemented a host of programs to promote youth participation, mobilization and social welfare due to the challenges of the time.

Though Rwanda has made such economic progress, the coronavirus (COVID-19) has brought unprecedented challenges. The pandemic has impacted gains made in many sectors including the economy, health, and education. The economy is projected to be affected by COVID-19 consequences in the next strategic Plan period with the exception of recovery 2022 and have serious likely impacts on employment<sup>3</sup>. Though improvements have been made in reducing poverty, nearly 55% of Rwandans are living below the international poverty line (World Bank).

Though progress has been made with improving the living conditions of young people, they are still faced with a plethora of challenges. According to the Africa Development Bank, up to

18.2% of youth ages 16-30 were unemployed in May 2019 due to a lack of jobs or appropriate skills<sup>4</sup>. Transition from school to work has been a problem, and whilst most youth transition to work after school, they transition to low-skilled and often low-quality jobs. Many young people are employed in low productivity sectors and informal jobs. Youth also lack financial resources to start and sustain income-generating projects. Youth entrepreneurs face challenges accessing markets. Youth are often not included in decision making. Cultural norms, perceptions and expectations play a major role in shaping how young people engage in society. Youth voices remain unheard as cultural barriers, perceptions, inadequate skills, and unequal opportunities can prevent participation of young people.

CSOs are crucial in fostering better socio-economic development, empowering, and mobilizing constituencies, delivering services to vulnerable populations, and raising awareness around specific human rights issues. However, the ability of these CSOs to effectively engage the government in addressing the root causes of these issues remains weak. Few CSOs have the capacity to conduct advocacy and use the available spaces for engagement with policymakers at local and national level.

2. <https://www.gov.rw/highlights/governance>

3. <file:///C:/Users/HP/AppData/Local/Temp/mporwa.pdf>

4. <https://www.afdb.org/en/countries/east-africa/rwanda/rwanda-economic-outlook>

**The Rwanda Reconciliation Barometer (RRB) of 2015 revealed that 4.6% of respondents have wounds caused by the genocide and its divisive past that have not fully healed, which remains an on-going challenge to the reconciliation process.**

Key opportunities to scale messages up to the national level through strategic alliances are being missed as a result of poor information sharing and coordination amongst CSOs. CSOs lack the technical skills and tools to produce robust analysis on the needs and the impact of current development policies on citizens, and remaining gaps. Where research is undertaken, it is often not conducted in a participatory manner, and therefore

fails to identify the needs of vulnerable groups. This is a critical failing given the low levels of awareness amongst vulnerable groups of their civic rights and responsibilities.

A study by Never Again Rwanda, on “The Role of Civil Society in Enhancing Citizen Participation in the Governance and Development Processes of Post-Genocide Rwanda”, identified advocacy as a weaker side of civil society. The study conducted by NAR in 2019, identified major gaps encountered by civil society in conducting advocacy, which include: the perceived risk of advocacy, lack of collaboration between CSOs, lack of feedback, limited follow-up on advocacy interventions, competing roles between umbrella and member organizations, and differing understanding between CSOs and local authorities of ‘hard’ versus ‘soft’ interventions of CSOs. Civil society organizations also lack the capacity to interact with government and local authorities in governance processes<sup>5</sup>.

Though progress has been made in the area of governance, a culture of blind-obedience and centralism means that citizens do not adequately engage or question leaders. A study by NAR, “Governing with and for Citizens: Lessons from a post-Genocide Rwanda”, shows that the culture of centralism still manifests in the attitudes and practices of local government and citizens, as local leaders do not involve citizens in decision making. The study reveals that local leaders do not genuinely consult citizens but rather impose their will<sup>6</sup>.

5. [http://eeas.europa.eu/archives/delegations/rwanda/documents/press\\_corner/mapping-of-the-civil-society-and-project-identification\\_en.pdf](http://eeas.europa.eu/archives/delegations/rwanda/documents/press_corner/mapping-of-the-civil-society-and-project-identification_en.pdf)

6. <file:///C:/Users/HP/AppData/Local/Temp/CitPart-Report-2.compressed.pdf>



The burden of the 1994 Genocide Against the Tutsi was immense in terms of psychological wounds. Almost two decades after the Genocide Against the Tutsis, indicators of psychosocial distress such as post-traumatic stress disorder (PTSD), depression are still reported as high among the population. The Rwanda Reconciliation Barometer (RRB) of 2015 revealed that 4.6% of respondents have wounds caused by the genocide and its divisive past that have not fully healed, which remains an on-going challenge to the reconciliation process. A mapping of healing actors and approaches conducted by NAR highlighted that healing remained an important challenge to address in order to transcend peaceful coexistence to profound long-term reconciliation<sup>7</sup>.

Over the years, NAR has managed to respond to complex societal challenges. Some of NAR's achievements during the 2017—2020 period include:

- NAR has been recognized as a thought leader in innovative healing approaches and demonstrable policy influence
  - Youth has increased capacities in critical thinking as well as initiating independent initiatives in their communities
- NAR has been recognized as an influencer in participatory governance
  - NAR has become an active member of the Governance related Sector and technical Working Groups at the Ministry of Local Government
  - Healing has been recognized as a national priority
  - Increased recognition of NAR's community-based healing approaches
  - NAR has been able to build capacities among our partners in our communities and areas of interventions
  - Healing has become an integral part of mental health services
  - NAR is increasingly recognized as a research hub especially in healing and participatory governance
  - NAR's increased visibility at local, regional, and international level

7. <file:///C:/Users/HP/AppData/Local/Temp/Healing-Trauma-and-Building-Trust-Draft-report.pdf>



# Strategic Focus: 2021–2025

The strategic focus for 2021 - 2025 will deepen engagement with policymakers, establish and strengthen partnerships and issue-based coalitions for advocacy and influencing policy, and engage young people. NAR will establish itself as a voice advocating for social justice. NAR will continue with peacebuilding both in Rwanda, and in the Great Lakes Region. The Peace Building Institute (PBI) will continue as well, however with an expanded focus. Governance and human rights will carry on and through this pillar NAR will not only engage both citizens and policy-makers but will bridge the gap between citizens and leaders. The human rights program will be expanded to focus on the entirety of rights in Rwanda and will also include human rights education and awareness.

NAR will draw lessons from previous evaluations indicating key recommendations cited below:

- Increase the amount of work done with local leaders and decision-makers
- Increase and improve advocacy activities to reach decision-makers, including work in more specific areas such as Imihigo and Ubudehe

- More robust media engagement strategy and training. This would include training on participatory governance with editors and media managers
- Increase engagement with the media
- Increase engagement and inclusion of local leaders
- Scale-up advocacy efforts by creating a Policy Working Group and developing a robust Advocacy Strategy.
- Translate PAR (participatory action research) research products into small, easy-to-use briefs for advocacy purpose—these might include policy briefs, private lobby briefs, position briefs, or discussions
- Partner with another institution to provide quantitative data to accompany NAR's qualitative research.

These recommendations are embedded in the 2021 - 2025 Strategic Plan.

The programmatic support for the 2021 - 2025 strategy includes the following:



## 1. Peacebuilding

The goal of this pillar is to empower citizens with non-violent means of resolving conflict, build trust and promote trauma healing and genocide prevention. Peacebuilding will remain a core pillar for programming. Through the Peacebuilding pillar NAR will ensure that citizens are trained in dialogue facilitation skills, and peace education and spaces for peaceful dialogue will be created. NAR will partner with the National Unity and Reconciliation Commission, CSOs and other like-minded organizations. The Great Lakes Program will continue, paying attention to the geo-politic situation in the region. The Peace Building Institute (PBI) will expand to other geographical locations such as Southern and Northern Africa. An operational plan for the PBI will be developed.

## 2. Governance and Human Rights

The goal of this pillar is to promote participatory and inclusive decision-making processes and advance rights-based approaches. Citizen-centered approaches will be used

to mobilize citizens to participate in policy making. NAR will bridge the gap between citizens and decision-makers by creating spaces for dialogue. NAR will build the capacities of citizens and decision-makers in participatory approaches, support citizen inclusion in existing decision-making spaces, and increase media engagement. On human rights, NAR will focus on all human rights. NAR will educate citizens on their rights and responsibilities and use various approaches to raise awareness on rights issues. NAR will participate in regional and international human rights forums such as African Human and People's Rights and the Universal Periodic Review. Partnerships will be established with the Ministry of Local Government, Rwanda Governance Board, Human Rights Commission, CSOs and like-minded organizations.

## 3. Research

NAR ensures that all its interventions are evidence-based through research. NAR research will be used as a means to

understand various issues and increase public awareness of those issues. The goal of this pillar is for NAR to become an established think tank through quality research. NAR will repackage its research in formats that can be easily deciphered by citizens. Whilst NAR has been conducting qualitative research in the form of Participatory Action Research (PAR), the institution will also expand to quantitative research. NAR will strive to become a reference for evidence-based knowledge in areas of Peacebuilding, participatory governance, and social justice. NAR will provide CSO capacity building in research, conduct commissioned research and promote increased uptake of its research findings.

#### 4. Youth Engagement

In Africa 65% of the population is below 35 years, making it a youthful continent<sup>8</sup>. The growing youth population in Africa presents a myriad of reasons for concern<sup>9</sup>. Today the youth in Rwanda lack meaningful opportunities to engage in decision making. Conditions affecting the youth include poverty,

unemployment, productivity and economic empowerment, lack of education and training<sup>10</sup>. Approximately 33% of Rwandan youths (aged 16-30) are classified as not in employment, education or training. The transition from school to work is a challenge in Rwanda, as most youth transition to low-skilled, and often low-quality work. Whilst youth entrepreneurship is seen as a viable option, young entrepreneurs face challenges accessing finance and markets, and lack training. Young people are excluded in decision making. A culture of centralism and obedience created an environment that limited which people spoke up and how effectively they voiced their challenges and concerns. NAR will therefore seek to increase the capacity of the youth to become peace agents, improve their livelihoods, advocate for their rights and those of the vulnerable populations in their community. This will be done through human rights and peace education, critical thinking skills, creating safe spaces for dialogue, supporting youth-initiated projects, facilitating intergenerational dialogues and engaging youth in democratic processes.

8. Africa Union Youth Division, available at <<http://africa-youth.org/>>

9. Shari Bryan, 27 October 2010, *The Youth Bulge in Africa Opportunities for Constructive Engagement in the Political Process*, available at [https://www.ndi.org/files/Youth\\_Bulge\\_Africa\\_102710.pdf](https://www.ndi.org/files/Youth_Bulge_Africa_102710.pdf)

10. Republic of Rwanda, *National Youth Policy: Towards a HAPPi Generation*, September 2015, available at < [http://www.nyc.gov.rw/fileadmin/templates/template\\_new/documents/National\\_Youth\\_Policy.pdf](http://www.nyc.gov.rw/fileadmin/templates/template_new/documents/National_Youth_Policy.pdf)>

## 5. Strategic Partnerships

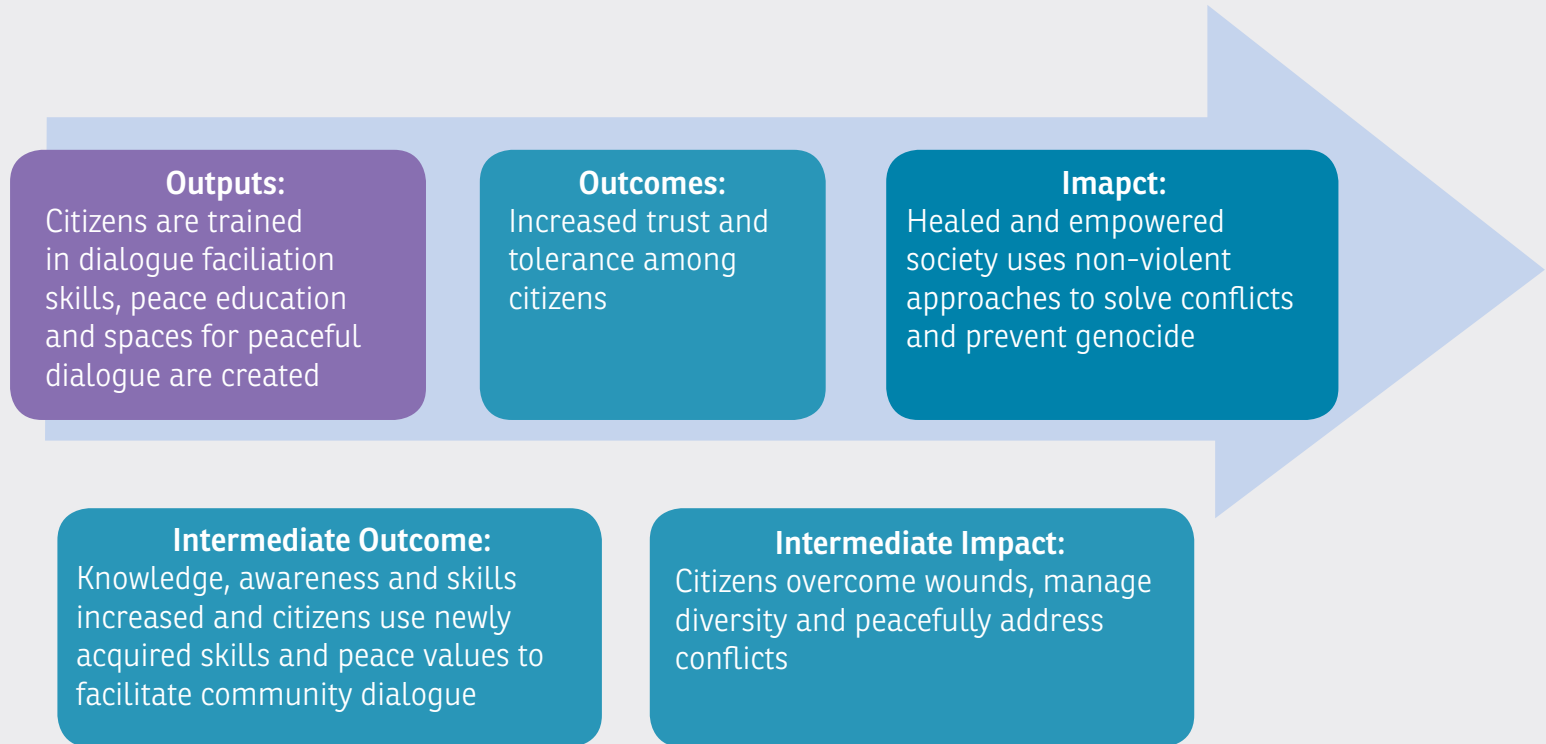
This is a new strategic intent introduced to strengthen advocacy and policy influencing among NAR partners and stakeholders. NAR will leverage its good reputation and capacity to mobilize to develop coalitions and partnerships. Partnerships will be established with relevant stakeholders for different purposes including collectively advocating for issues, monitoring public policy and collaborating in the implementation of activities. These partnerships and coalitions will take different forms from issue-based coalitions to the more established consortia. Partnerships will also extend to capacity building through peer-to-peer learning. NAR will establish itself as a learning hub for peers, build the capacity of CSOs in advocacy and policy and transfer knowledge to like-minded institutions.



# THEORIES OF CHANGE

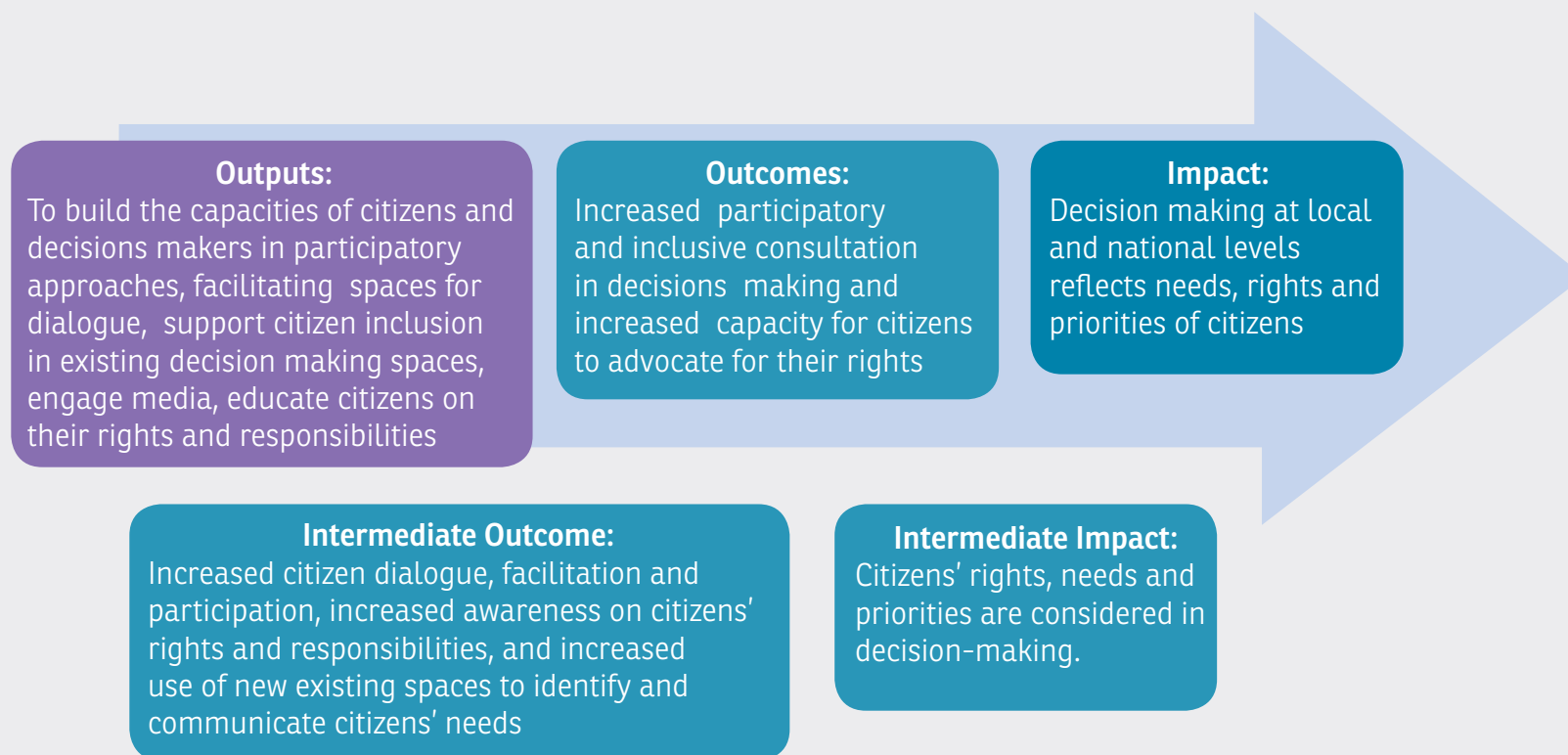
## Peacebuilding Theory of Change

**Strategic goal:** To empower citizens with non-violent means of resolving conflict, build trust and promote trauma healing and genocide prevention



## Governance and Human Rights Theory of Change

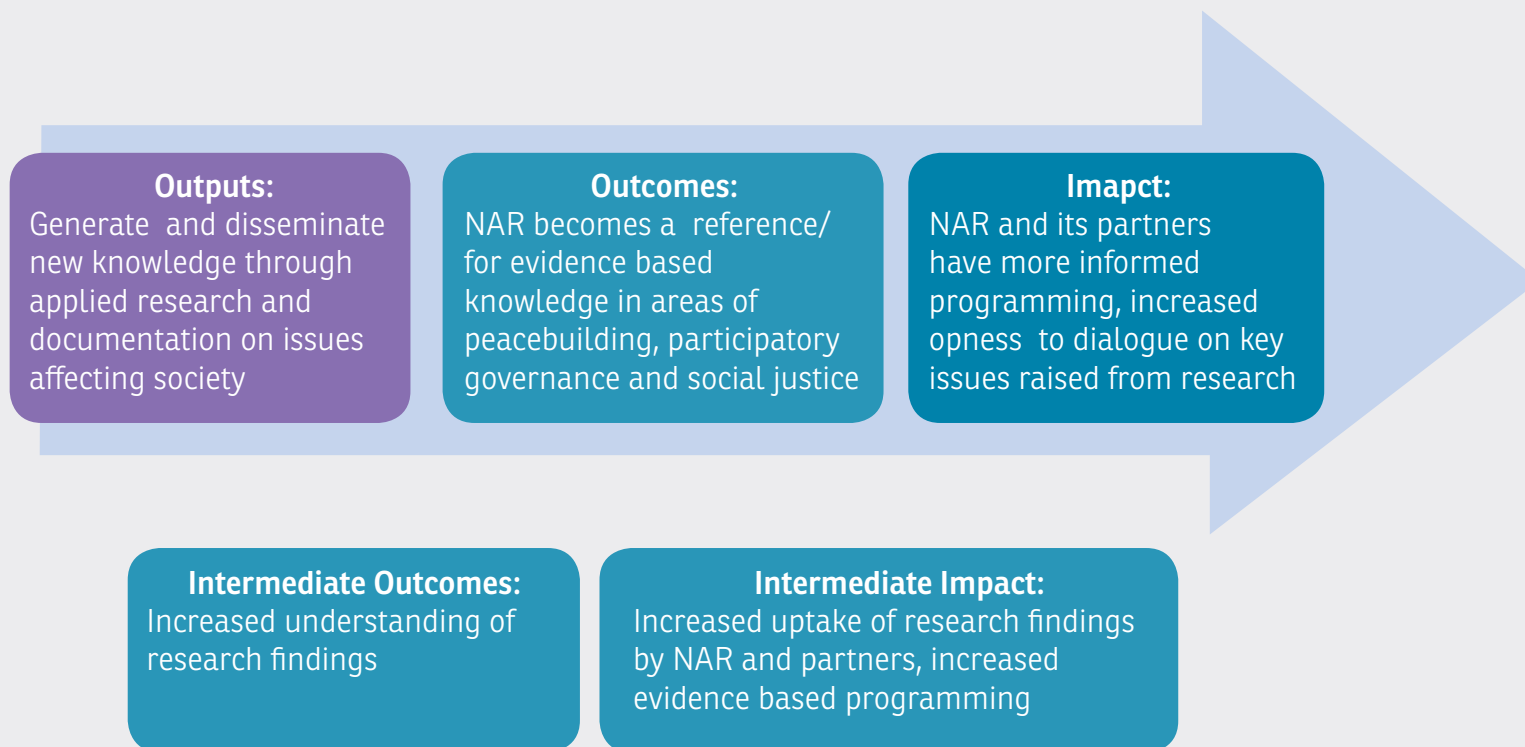
**Strategic goal:** To promote participatory and inclusive decision making processes and advance rights-based approaches





## Research Theory of Change

**Strategic goal:** To become an established think tank through quality research



## Youth Engagement Theory of Change

**Strategic goal:** To increase the capacity of the youth to become agents of peace, improve their livelihoods, advocate for their rights and those of the vulnerable populations in their community

### Outputs:

Provide youth with critical thinking skills, human rights education, peace education, support youth initiated projects, create safe spaces for dialogue among youth, facilitate intergenerational dialogue, engage youth in democratic processes, avail tools for youth engagement

### Outcomes:

Increased confidence to advocate for their rights and those of vulnerable populations, Increased economic self reliance among youth

### Impact:

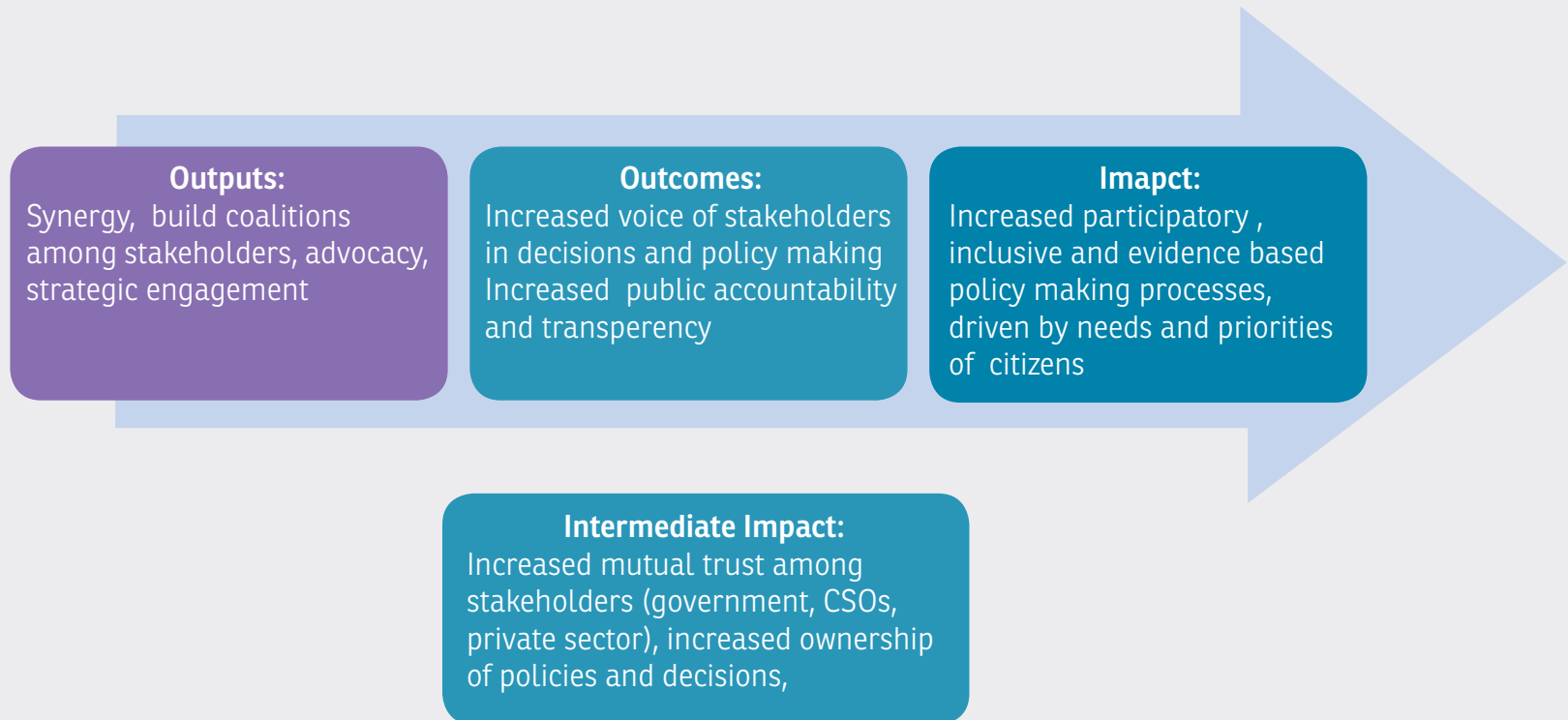
Decisions and policy making are driven by youth needs, priorities, innovations,, youth taking a lead in social, political and economic aspects of the society,

### Intermediate Outcomes:

Increased critical thinking skills among youth  
Increased understanding on human rights,  
Increased youth engagement in democratic processes

## Strategic Partnerships Theory of Change

**Strategic goal:** To build strategic partnerships for increased policy engagement and advocacy





# Cross Cutting Issues

Cross-cutting issues embedded in this strategy are gender, social inclusion and the environment.

## Gender

Women constitute 51.8% of the population of Rwanda<sup>11</sup>. NAR will mainstream gender at all levels to ensure that women are included and fully participate in programs at both the local and community level. NAR will develop a gender policy and gender strategy to promote inclusion of women and girls. NAR will conduct trainings of staff members on a continual basis to increase their skills in gender programming.

## Social Inclusion

NAR will promote inclusion of vulnerable groups in its programs. This will entail working with persons with disabilities, adolescents, orphans, and other marginalized groups. NAR will work with organizations representing vulnerable groups.

## Environment sustainability

NAR will mainstream environmental sustainability in all its activities. This means that NAR will endeavor to digitalize its systems and processes to minimize the printing and papers usage. NAR will also abolish the use of plastic bottles and other non-degradable materials to contribute to the environmental protection. It will encourage its partners do so by delivering environmental protection messages across its activities to remind the participants to adhere eco-friendly conditions. NAR also recognizes that climate change is a global concern and affects harmony among populations due scarcity of resources imposed by harsh climate conditions. Therefore, NAR will build partnerships with relevant institutions to ensure that its peace building and social justice's approaches and strategies contribute to grater environmental conditions.

11. <http://www.statistics.gov.rw/publication/women-account-majority-rwandan-population>



## STRATEGIC APPROACHES

NAR will employ the following approaches to deliver its strategy:

- 1. Coalition building, collaboration, and strategic alliances:** This will entail working across sectors and harnessing like-minded coalitions and networks at national and regional levels. NAR will strategically leverage partnerships to enhance NAR outcomes and innovative methods of working together with partners in and out of the sector.
- 2. Technology/Digital transformation:** NAR will harness evolving technology to increase efficiency and support program implementation and evaluation.
- 3. Systemic change and integration:** Changing existing systems to better coordinate multiple service agencies and programs to improve outcomes for the target population. Systems change and integration is a natural product of collaborative activities.
- 4. Innovation:** This will mean new methods for alliance creation, and programming
- 5. Participatory Approaches:** NAR will continue to use participatory approaches to engage and mobilize citizens. Participatory approaches not only give citizens a voice in decision making, but they also enhance ownership of NAR programs.
- 6. Knowledge sharing and management:** This will involve sharing and strengthening knowledge, abilities, and skills of individuals, and making knowledge available.

# Stakeholders Analysis

Never Again Rwanda works with diverse stakeholders across its five strategic pillars. Its approach is to ensure participation of these stakeholders to work towards sustainable peace and social justice. Hence the organization believes that it of paramount importance to analysis its stakeholders; understand their needs, level of interest, influence as well as appropriate strategies to engage them.

In the current strategy, NAR's wide spectrum of stakeholders include youth (in and out-of-school), community members, civil society organizations including community-based organizations, decisions makers, media, academia, research institutions, government institutions, peace actors, human rights actors , development partners, regional and international organizations, private sector and faith-based organizations. The analysis also looks at other key players including the staff and board of the organization.

The table below summarizes the stakeholder analysis of NAR using Mendelow's<sup>12</sup> Matrix analyzing level of interest and level of power of stakeholders. Stakeholders have been grouped into four strategic groups:

- Key players (High Interest, High level of power);
- Keep informed (High Interest, Lower Power);
- Keep satisfied (High Power, Low interest); and
- Minimal Effort (Low interest, Low Power).

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<sup>12</sup>. Mendelow's matrix is a stakeholder analysis tool



Stakeholder	Impact	Stakeholder Needs / Interests	Strategies for Engagement
<b>Community members</b>	High; Key players	<ul style="list-style-type: none"> <li>• Peace education</li> <li>• Civic engagement and participation</li> <li>• Healing</li> <li>• Economic empowerment</li> <li>• Knowledge on government policies and programs</li> <li>• Human rights education</li> <li>• Safe and open space for dialogue</li> <li>• Dialogue facilitation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings and workshops</li> <li>• Organize citizen forums</li> <li>• Create safe and spaces for dialogue</li> <li>• Engaging in existing spaces for consultations</li> <li>• Psychosocial support</li> <li>• Policy literacy</li> <li>• Create feedback mechanisms</li> <li>• Conduct outreach activities</li> <li>• Use media for outreach</li> <li>• Economic support</li> </ul>

<b>Civil Society Organizations and Community-Based Organizations</b>	High; Key players	<ul style="list-style-type: none"> <li>• Organizational capacities</li> <li>• Strengthened governance systems</li> <li>• Advocacy capacities</li> <li>• Funding needs</li> <li>• Skills in Participatory Action Research (PAR)</li> <li>• Diversified resource mobilization strategies</li> <li>• Skills in strategic engagement for policy influence</li> <li>• Policy literacy and monitoring skills</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building in advocacy</li> <li>• Coalitions building</li> <li>• Capacity building in PAR</li> <li>• Knowledge sharing</li> <li>• Capacity building in policy literacy and monitoring</li> <li>• Leading consortiums</li> <li>• Joint fundraising with like-minded CSOs</li> <li>• Joint policy monitoring and engagement</li> </ul>
<b>Youth</b>	High; Key players	<ul style="list-style-type: none"> <li>• Life skills</li> <li>• Critical thinking skills</li> <li>• Peace education</li> <li>• Healing</li> <li>• Human rights education</li> <li>• Safe and open space for dialogue</li> <li>• Understand history and identity issues</li> <li>• Intergenerational dialogue</li> <li>• Employment opportunities</li> <li>• Engagement and participation in governance and democratic processes</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings and workshops</li> <li>• Outreach</li> <li>• Capacity building in critical thinking</li> <li>• Creative approaches</li> <li>• Peace education</li> <li>• Peace-Building Institute</li> <li>• Socioeconomic empowerment</li> <li>• Create spaces for dialogue and safe spaces for healing</li> <li>• Social media</li> <li>• Human rights education</li> <li>• Volunteerism</li> </ul>



<b>Government institutions</b>	High; Key players	<ul style="list-style-type: none"> <li>• Information on NAR's activities</li> <li>• Evidence from research</li> <li>• Expertise on citizen engagement</li> <li>• Input towards policy formulation</li> <li>• Participate in PAR process</li> <li>• Accountability and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in Sector and Technical Working Groups on peace, governance , accountability and human rights and justice</li> <li>• Signing MoUs</li> <li>• Disseminate NAR materials to government, including concept notes, research reports and policy briefs</li> <li>• Offer technical expertise through group of experts. Example: Healing to provide in-person and written briefings to government</li> </ul>
<b>Decisions makers</b>	High; Key players	<ul style="list-style-type: none"> <li>• Skills in participatory approaches</li> <li>• Evidence based information on citizen's needs and priorities</li> <li>• Trust between decisions makers and citizens</li> <li>• Knowledge on trauma informed leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building in participatory approaches and trauma informed leadership</li> <li>• Co-create safe spaces for dialogues between citizens and decisions makers</li> <li>• Evidence-based Information sharing</li> </ul>

<b>Development partners</b>	High; Key players	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Value for money</li> <li>• Timely reporting (meeting deadlines)</li> <li>• Transparency</li> <li>• Evidence from research</li> <li>• Visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Sharing timely reports</li> <li>• Sharing timely financial reports</li> <li>• Share audits reports</li> <li>• Effective monitoring and evaluation</li> <li>• Dissemination of NAR research findings</li> <li>• Involving donors in public events</li> <li>• Sharing Success stories</li> <li>• Branding and visibility</li> </ul>
<b>Media</b>	High; Key players	<ul style="list-style-type: none"> <li>• Skills in reporting sensitive information</li> <li>• News coverage</li> <li>• Evidence from research</li> <li>• Conflict sensitive reporting skills</li> <li>• Partnerships in advocacy process</li> </ul>	<ul style="list-style-type: none"> <li>• Develop partnerships</li> <li>• Disseminate research findings</li> <li>• Capacity building in conflict sensitive reporting</li> <li>• Sharing advocacy messages</li> <li>• Co-create spaces for dialogue</li> </ul>
<b>Academia</b>	Low; Keep informed	<ul style="list-style-type: none"> <li>• Influence NAR approaches</li> <li>• Advisory role on research design</li> <li>• Need research products from NAR</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement in working groups and steering committees</li> <li>• Disseminate research findings</li> <li>• Consultations on research process and approaches</li> </ul>

<b>Regional and international organizations</b>	Low; Keep informed	<ul style="list-style-type: none"> <li>• Information</li> <li>• Evidence from research</li> <li>• Working approaches in Peacebuilding and social justice</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Knowledge sharing on approaches to Peacebuilding and governance</li> <li>• Partnerships</li> <li>• Joint fundraising</li> </ul>
<b>Private Sector</b>	Low; Keep informed	<ul style="list-style-type: none"> <li>• Linkages to citizens supported by NAR in economic empowerment efforts</li> <li>• Visibility</li> <li>• Partnership for advocacy</li> <li>• Evidence from research</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships in socioeconomic empowerment and advocacy</li> <li>• Sharing research findings</li> </ul>
<b>Staff</b>	High; Key players	<ul style="list-style-type: none"> <li>• Skills and Trainings</li> <li>• Positive working environment</li> <li>• Incentives</li> <li>• Job security</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building and on-the-job training</li> <li>• Information sharing</li> <li>• Social solidarity</li> <li>• Performance recognition</li> </ul>
<b>NAR Board</b>	High; Keep informed, Keep satisfied	<ul style="list-style-type: none"> <li>• Updates on NAR's activities and budget</li> <li>• Information on organizational risks</li> <li>• Accountability from NAR staff</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing narrative and financial reports</li> <li>• Working in standing committees.</li> <li>• Engaging in fundraising</li> <li>• Engaging in organization branding and visibility</li> <li>• Engaging in organizational sustainability</li> </ul>





## Strengths, Weaknesses, Opportunities and Challenges Analysis

A strengths, weaknesses, opportunities and challenges (SWOC) analysis was conducted to outline the internal and external environments' impact on the organization's ability to implement activities and achieve results. This in-depth SWOC includes an analysis of the organization overall, in addition to pillar-by-pillar analysis.

### OVERALL ORGANIZATIONAL SWOC

Strengths	Opportunities
<ul style="list-style-type: none"><li>• Dedicated, skilled and competent staff</li><li>• Contextually relevant programming</li><li>• Strong experience in participatory approaches</li><li>• Visionary leadership</li><li>• Evidence-based approaches and advocacy</li><li>• Good partnership with government</li><li>• Good relationship with donors</li><li>• Availability of transparent internal procedures (HR, finance, procurement, etc.)</li><li>• Consistency in programming and approaches</li><li>• NAR is becoming a knowledge center for healing and participatory governance</li><li>• Good relationship with diverse groups of communities</li></ul>	<ul style="list-style-type: none"><li>• National policies, institutions, and governance (Vision 2050, NST1, Decentralization, etc.)</li><li>• Conducive political climate/will for peacebuilding</li><li>• Growing tendency of donors directly funding local organizations</li><li>• Opportunities for partnership with INGOs in the Great Lakes Region</li><li>• ICT development</li></ul>

Weaknesses	Challenges
<ul style="list-style-type: none"> <li>• Project-based funding structure</li> <li>• Limited automation of NAR processes and systems (paper-based, lack of digitalization, processes taking long)</li> <li>• Limited funds for organizational and programs sustainability (donor dependence)</li> <li>• Limited capacities-building opportunities for NAR staff</li> <li>• Lack of unit specialized in funding mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Limited strategic coalitions/partnerships among CSOs</li> <li>• Centralism culture in government (limited transparency in policy initiation, development)</li> <li>• Lack of consistency in programs approaches</li> <li>• CSOs are less consulted in policy initiation or less consulted by government</li> <li>• Shift in donor's funding/donor fatigue (donors are moving towards funding government budget deficit, and other key priorities, private sector)</li> <li>• Negative competition among CSOs (lack of trust among the CSOs)</li> <li>• COVID-19 consequences on resources</li> <li>• Some CSOs lack transparency and accountability</li> <li>• Some CSOs lack governance systems</li> <li>• Lack of consistency in advocacy (abrupt advocacy)</li> <li>• Lack of CSO involved in policy monitoring, design of policies, capacity to track</li> </ul>



## PEACEBUILDING SWOC

Strengths	Opportunities
<ul style="list-style-type: none"><li>• Staff highly skilled in peacebuilding and healing</li><li>• NAR's contextually relevant approach</li><li>• Extensive and strong partnership with peacebuilding actors</li><li>• Reputation/public trust as peacebuilding experts</li></ul>	<ul style="list-style-type: none"><li>• Healing is a recognized national priority</li><li>• High need and demand for healing and reconciliation initiatives</li><li>• Regional demand for peacebuilding both in-country and cross-border</li><li>• <b>Decentralization</b> policy in action</li></ul>
Weaknesses	Challenges
<ul style="list-style-type: none"><li>• Insufficient capacity to respond to the level of need for peacebuilding work</li><li>• Not working more through local partners to do peacebuilding work</li></ul>	<ul style="list-style-type: none"><li>• Regional instability</li><li>• Lack of healing policy</li><li>• Less donor interest in peacebuilding due to stability in Rwanda</li><li>• Frequent prioritization of reconciliation over peacebuilding</li><li>• Some ideologies that may lead to genocide may persist</li></ul>

## GOVERNANCE AND HUMAN RIGHTS SWOC

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Wealth of knowledge and experience in governance</li> <li>• Experience implementing evidence-based intervention in influencing the policy formulation process</li> <li>• Strong partnerships with government stakeholders</li> <li>• Experience working with community-based structures using a participatory approach</li> <li>• High level of rural penetration</li> <li>• Good working relationship with media</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of conducive legal, policy and institutional frameworks for citizen participation and human rights (Vision 2050, Constitution, NST1, Decentralization Policy, National Commission for Human Rights, etc.)</li> <li>• Media increasingly enhancing citizen participation</li> <li>• Donor funding priorities</li> <li>• Civil society actors increasingly confident to challenge laws and policies</li> </ul>
Weaknesses	Challenges
<ul style="list-style-type: none"> <li>• Limited skills/capacity to foster human rights-based decision-making approaches</li> <li>• Lack of expertise among some field staff regarding high-level policy analysis and evidence-based advocacy</li> <li>• Insufficient emphasis in programming on citizen engagement at national decision-making levels</li> </ul>	<ul style="list-style-type: none"> <li>• Centralism of Rwanda's government system and persisting culture of top-down decision-making</li> <li>• Low capacity of local decision-makers for genuine citizen engagement</li> <li>• Limited awareness about and integration of human rights principles among government institutions and citizens</li> <li>• High turnover of local leaders</li> <li>• Low levels of literacy</li> <li>• High levels of poverty</li> </ul>



## RESEARCH SWOC

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Extensive experience implementing participatory action-oriented research</li> <li>• NAR's competent, experienced, and passionate researchers</li> <li>• Support from management for research initiatives</li> <li>• Reputation and visibility as a research-based organization</li> </ul>	<ul style="list-style-type: none"> <li>• <b>recognized</b> need for evidence-based programming</li> <li>• Possibility for research partnerships with academic institutions</li> <li>• <b>Decentralization</b> policy in action creates research opportunities</li> </ul>
Weakness	Challenges
<ul style="list-style-type: none"> <li>• Lack of organizational policies on research</li> <li>• Insufficient size of research team</li> <li>• Poor storage and protection of data, reports, and other documents</li> <li>• Inadequate dissemination of PAR results to grassroots organizations and citizens</li> </ul>	<ul style="list-style-type: none"> <li>• PAR is not popular</li> <li>• PAR takes relatively longer than other "traditional" research methods</li> <li>• PAR is more expensive than many other research approaches</li> <li>• Low culture of evidence-based dialogue</li> </ul>



## YOUTH ENGAGEMENT SWOC

Strengths	Opportunities
<ul style="list-style-type: none"><li>• NAR has existing large youth network</li><li>• Vibrant social media to engage young people</li><li>• Solid youth engagement approaches</li><li>• NAR's foundational commitment to youth engagement</li></ul>	<ul style="list-style-type: none"><li>• Existence of national policies and Institutional support to youth</li><li>• High youth interest in NAR programs/approaches</li><li>• Availability of funding for youth-related programs</li><li>• Creativity and innovation among youth</li><li>• Youth openness for change</li></ul>
Weakness	Challenges
<ul style="list-style-type: none"><li>• Insufficient educational tools on the history of genocide</li><li>• Limited means to meet youth's huge demand</li><li>• Undefined youth clubs affiliation mechanism</li></ul>	<ul style="list-style-type: none"><li>• High turnover of youth in clubs</li><li>• High unemployment among youth</li><li>• Socio-cultural issues/problems affecting youth (unwanted pregnancies, family conflicts)</li><li>• Intergenerational wounds</li><li>• Unstable socio-political context in region</li></ul>

## STRATEGIC PARTNERSHIPS SWOC

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Good mobilization skills and experience</li> <li>• Strong internal systems and procedures</li> <li>• Existing strong capacity and experience to produce quality research</li> <li>• Existing good relationship with key government institutions</li> <li>• Strong experience in collaborative advocacy</li> <li>• Constructive engagement approaches</li> <li>• Good media engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Political will for CSOs engagement in policy and decision making</li> <li>• Strong will among development partners to support partnership initiatives</li> <li>• Global trend for strengthening for Public Private partnerships</li> <li>• Decentralized mechanism for CSOs participation (such JADF)</li> </ul>
Weakness	Challenges
<ul style="list-style-type: none"> <li>• Limited partnership with private sector</li> <li>• Current partnerships are program-bound</li> <li>• NAR is not a registered umbrella organization</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of collaboration culture among the CSOs (negative competition)</li> <li>• Limited trust among CSOs, and between CSOs and government</li> <li>• Limited proactiveness among CSOs to engage in a policy process</li> <li>• Limited capacity in policy engagement among CSOs</li> <li>• Limited localization of funding among development partners</li> </ul>

# Institutional Growth and Development

Over the last 18 years, Never Again Rwanda has grown from a youth association and an implementing organization to a leading actor whose capacity involves high level policy influence and building strategic collaborations with various institutions both within the Civil Society and government. The current strategy places emphasis on strategic partnerships which is complementary to NAR's existing Peacebuilding and social justice approaches that have worked among its partners. Therefore, it is essential that the organization makes adjustments that reflect its growth and develops its capacities to learn from changes along the process.

NAR will continue to strengthen its systems to meet the standards required to manage multi-partner relations, establish robust monitoring, evaluation, accountability and learning systems building on its current Management Information System (MIS), institutionalize regular staff capacity building and internalize proposal writing and other fundraising approaches as well as reinforce its communications and branding strategies.

To maintain its wide engagement with civil society and contribute to more sustainable advocacy and policy influence, NAR will embark on joint resource mobilization as well as mobilize for improved coalition with other CSOs focusing on capacity development, evidence-based policy engagement and diversifying organizational partnership base.

NAR will continue engagement with its youth networks and partners at local, regional, and international level for capacity development, knowledge sharing on approaches to Peacebuilding and joint fundraising.

## IMPLEMENTING THE STRATEGY

The implementation of the strategy will be informed by two key aspects – financial resources and NAR's capacity to implement the programmatic elements in support of the strategy. To deliver the strategy there will be four key aspects described below:



## Partnerships

Partnerships are at the heart and core of this Strategic Plan. NAR has strong social capital in the form of strategic partnerships, consortia, and memberships to umbrella bodies. NAR will strengthen existing partnerships and new partnerships will be developed with like-minded organizations. NAR will establish coalitions which will mainly be issue-based for purposes of advocacy and influencing policy. These coalitions will enable CSOs to speak with one voice and establish consensus on issues. NAR will work closely with partners that include government ministries and agencies; leaders at district, sector, and cell levels, CSOs; donors; and expand its regional partnerships in East Africa and globally.

NAR will also work closely with its technical partners through shared values for results and impact. At the regional level, NAR will endeavor to network with like-minded institutions and tap into the regional networks to leverage its advocacy and learning.

## Communication

Communication is the foundation to reach all stakeholders of NAR. Communication assists the growth of NAR through engaging important audiences and stakeholders; highlighting the success of NAR work; building of NAR's reputation as a valuable tool for outreach and branding. Current communication objectives of NAR are:

- Create and retain partnerships for increased reach to young people and citizens in Rwanda and beyond;
- Strengthen NAR communication capacity to increase organizational effectiveness;
- Increase NAR reputation and visibility.

## Data

In this strategy timeline, NAR will continue to carry out research that informs its institutional strategic intent and the key pillars that support the strategic objectives. As a data-driven institution, NAR will build capacity to generate, utilize

and analyze data amongst CSOs and partners. NAR will make use of available secondary data to inform better programming and strategic decisions. NAR will ensure that its research pillar is adequately financed to be able to carry out the required data collection for evidence-based implementation and advocacy. NAR through its networks and partnerships should co-deploy data and evidence from research to drive better advocacy.

### **Systems strengthening**

NAR will strengthen its systems to ensure accountability and to become more transparent to its donors, partners and the public. Developing strong systems will be core in strengthening the institution and for achieving the strategic goals.

## **PROGRAM AND INSTITUTIONAL SUSTAINABILITY**

NAR is entirely dependent on donor funding. To ensure future long-term sustainability, the organization will focus on the strategies detailed in the Program and Institutional Sustainability Matrix below. NAR will continue to strengthen systems to support the organization's growth for greater impact on beneficiaries. In addition to donor funding, over the next five years, NAR will focus on diversification of its funding sources to include entrepreneurship, partnerships with the private sector and other organizations, expansion of the Peace Building Institute, providing research services, etc. Most of the issues pointed for sustainability in the previous Strategic Plan (2017 - 2021), still remain relevant and these issues are outlined in the matrix below.

## NAR PROGRAM SUSTAINABILITY MATRIX

Strategy	One-Year Target	Five-Year Goal	Responsibility
Develop tools on peacebuilding, governance, and human rights, for training CSOs and other stakeholders (high importance)	<ul style="list-style-type: none"> <li>• Conduct a needs assessment to best understand market and needs</li> <li>• Develop a syllabus/marketing material and advertise for potential courses to determine demand</li> <li>• Market both to CSOs and Donors</li> </ul>	Based on established demand, hold training courses both in Rwanda and regionally	Country Director to hire a consultant who will be responsible for conducting a needs assessment
Peace Building Institute (PBI) participants to cater/cover for part of the cost of taking part in the bi-annual institute. (high) Consider developing additional short courses on healing and peace and research	Acting on the PBI five-year plan	Transition of PBI to being a self-sustaining autonomous body	Country Director

## NAR INSTITUTIONAL SUSTAINABILITY MATRIX

Strategy	One-Year Target	Five-Year Goal	Responsibility
Fundraising to purchase own offices. This will eliminate office rental (medium)	<ul style="list-style-type: none"> <li>Developing a funding strategy for new offices</li> <li>Identify new office space</li> </ul>	Ownership of offices	Executive Director in the next three months to develop a strategy complete with tentative budget
Establishment of NAR consulting firm (medium) Example: Consultancies – through commissioned research for other stakeholders	Conduct feasibility study on creating consulting firm, including call for consultants to develop a consultant's database	Set up consulting firm	Executive Director to ensure feasibility study is carried out
Identifying consortia to partner with other organizations for the purposes of joint ventures/ capacity building/etc. (high) Look at the possibility of becoming prime implementers with other organizations as sub-contractors/implementers (high)	<ul style="list-style-type: none"> <li>Develop a list of potential partner organizations for grant applications</li> <li>Conduct a scan/ audit of potential funding partners and opportunities including foundations</li> <li>Develop a business forecasting tool</li> <li>Establish internal fundraising committee</li> </ul>	Establish tracking system for potential partner organizations and centralized database	Executive Director to assign someone on these tasks

# Inputs to Delivering the Strategy

## Financial Resources

NAR has a healthy donor mix with funding coming from different donors. There is the need to develop a resource mobilization and sustainability strategy for the lifetime of the current strategy. There is need however for expansion of the contribution of local resources e.g. through social enterprises and seeking corporate donors.

## Managing for results

The Strategic Plan is supported by policies, strategies, and guidelines to promote effective delivery. These include but are not limited to the communication strategy, advocacy policy, anti-corruption policy, procurement policy and financial policy. The development of a value for money framework to guide efficiency and cost-effectiveness would be beneficial for NAR.

## Human resources

Capacity development is needed in efficiency for delivery on results, specific competencies in the areas of research and human rights. As part of systems strengthening NAR will develop a capacity development program for the existing human resources.

## RISK AND RISK MANAGEMENT

Risk	Mitigation Measures
<b>Political and social environment</b>	<ul style="list-style-type: none"> <li>• Continue with targeted advocacy;</li> <li>• Use and leverage partnerships at local, national, and regional levels; and</li> <li>• Harmonize NAR brand strength with effective results for impact in community and policy levels</li> </ul>
<b>NAR is perceived as an organization with political interests</b>	<ul style="list-style-type: none"> <li>• NAR will have to work better in its reputation and visibility efforts as planned in the communication strategy to better respond and articulate its work and vision.</li> </ul>
<b>Financial resources:</b> insufficient funding to deliver the strategy	<ul style="list-style-type: none"> <li>• Develop a resource mobilization and sustainability strategy</li> <li>• Leverage existing funding through effective and sufficiently capacitated networks for co-implementation of activities</li> <li>• Demonstrate results and impact</li> <li>• Expand funding base</li> </ul>
<b>Partnerships: Perceived as taking space of umbrella organizations</b>	<ul style="list-style-type: none"> <li>• Develop a partnership framework that enables interface of NAR partners</li> <li>• Grow the NAR brand and recognized leadership role in the sector</li> </ul>
<b>Covid-19 and other shocks</b>	<ul style="list-style-type: none"> <li>• Innovative approaches to programming</li> <li>• Sustainability of the institution</li> </ul>

## MONITORING AND EVALUATION

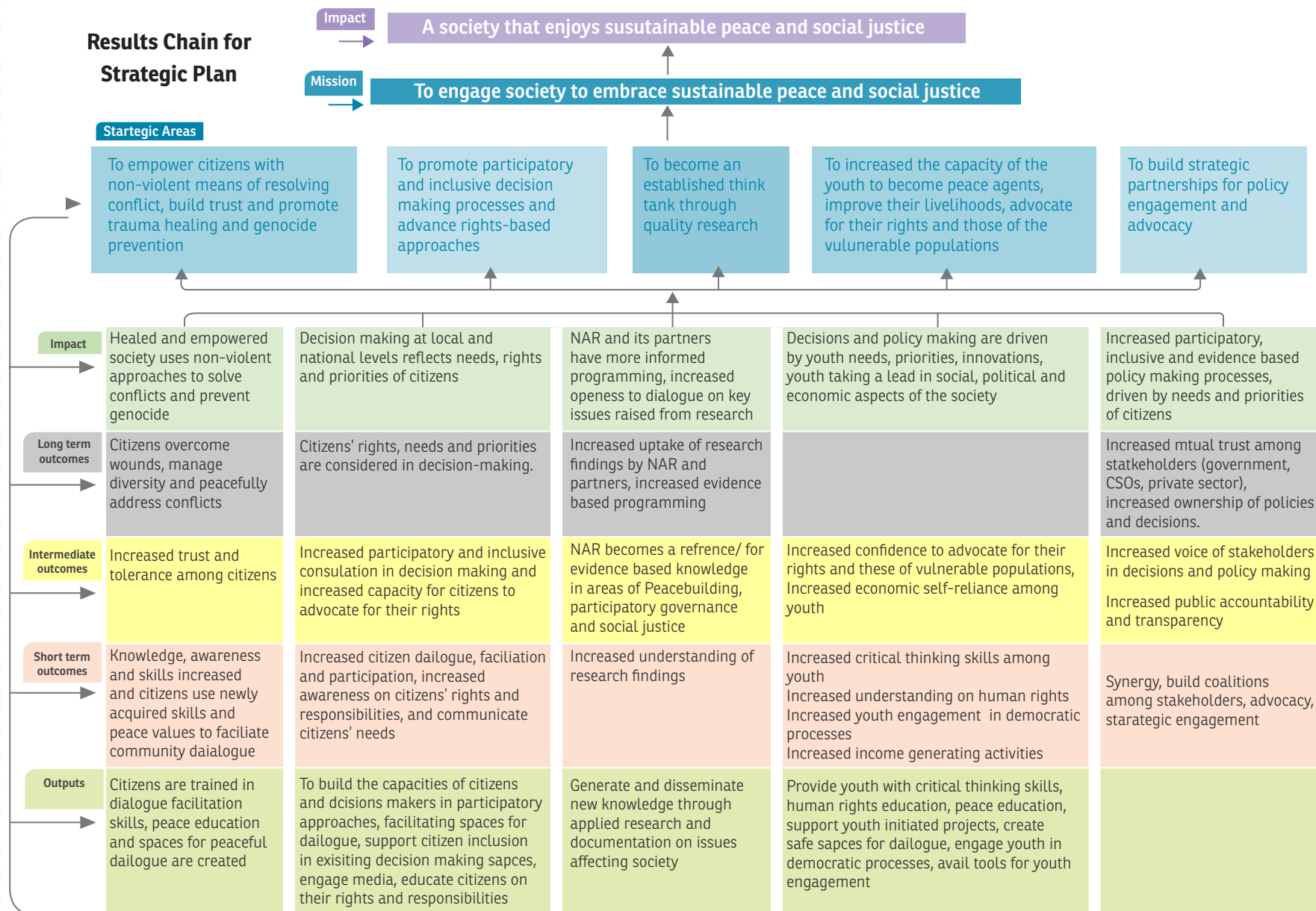
NAR values the role of Monitoring and Evaluation (M&E) in performance management, accountability, learning and adaptation. NAR is therefore, committed to rigorous monitoring and evaluation to gather evidence that ensures organization progress towards intended results and outcomes. In addition, the evidence from M&E informs the organization about progress towards programs and Strategic Plan objectives and expected outcomes.

This monitoring plan will help in making informed decisions about the progress on the implementation of the Strategic Plan. In addition, the results from M&E will be used to assess and guide the NAR's strategies, approaches, ensure effective operations and learning, meet internal and external reporting requirements, and inform future programming. Furthermore, the results and lessons learnt from M&E will inform the review of the Strategic Plan.

### Results Chain for Strategic Plan

The results chain showing the causal link between activities, outputs, outcomes and impact for each strategic area was developed based on strategic objectives as indicated below. For each strategic area, a strategic goal/objective, long term and intermediate outcomes, short term outcomes and outputs as well as indicators were developed.

## Results Chain for Strategic Plan





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# M&E Tools and Approaches

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NAR will use existing and new M&E tools to collect and report data on key performance indicators as indicated in the M&E plan for the Strategic Plan. A number of tools will be used such as participant sign in sheets, case studies, questionnaires, etc. NAR will use mixed M&E methods, with both quantitative and qualitative data being collected. The mutually reinforcing combination of quantitative and qualitative methods will allow NAR to triangulate data gathered from different sources and consequently help to obtain quality data. In addition, the aggregation of data from programmes/projects under each strategic area will be done annually through NAR database to report on annual progress towards indicators and targets in Strategic Plan.

## Midterm Review

A Midterm review of the implementation Strategic Plan will be conducted in Year 3 (2023). The results from the midterm review will inform NAR and its partners on progress towards expected results (outcomes and impact). The midterm evaluation will also provide lessons learnt that will be capitalized to review the targets, strategies, approaches, and implementation plan. This exercise will be objectively conducted by external consultants in collaboration with the NAR technical team.

## Final Evaluation

In 2025, NAR will conduct the final review of the implementation of the Strategic Plan to assess the achievement of expected results and impact. The final review will be an opportunity to draw lessons that will be accommodated in the new Strategic Plan. This exercise will be conducted by external evaluators to measure the progress, assess the effectiveness, efficiency, impact and sustainability of the results. The recommendations from the final review will be used in the design of the Strategic Plan for 2026—2030.

## Timeline for M&E Activities

M&E activity	Deliverables	Timeline	Responsible
Regular monitoring	Annual actual vs. targets	Throughout	NAR technical team
Annual review and planning	Adaptation strategies for implementation, annual plan	25 <sup>th</sup> Yearly	NAR Management
Midterm evaluation/review	Midterm review report, reviewed Strategic Plan	June 2023	External Consultants
Endline survey/final review	Final review report/Endline report ( actual vs. targets)	August 2025	External Consultants
End of Strategic Plan review meeting	Learning Report/Plan for Strategic Plan (2026-2030)	November 2025	NAR Management

## Monitoring and Evaluation Plan (M&E)

Strategic Area	Results area	Indicators	Indicator type	Disaggregation	Data sources	Frequency of Data collection	Responsible for Data collection
Peace-building	<b>Strategic Goal 1:</b> To empower citizens with non-violent means of resolving conflict, build trust and promote trauma healing and genocide prevention	A.1.1. Percent of male and female citizens supported by NAR reporting use of non-violent means of resolving conflict in their communities	Impact	Sex, Age	Midterm and endline surveys	Twice	Consultants
		A.1.2. Percent of male and female citizens supported by NAR programmes reporting independent initiatives for conflict resolution	Impact	Sex, Age	Midterm and endline surveys	Twice	Consultants
		A.1.2. Percent of male and female citizens supported by NAR experiencing post-traumatic stress disorder (PTSD)	Impact	Sex, Age	Midterm and endline surveys	Twice	Consultants
	<b>Intermediate Result 1.1:</b> Increased trust and tolerance among citizens	A.1.1.1 Percent of male and female citizens supported through NAR Peacebuilding programme reporting increased trust	Outcome	Sex, Age	Midterm and endline surveys	Twice	NAR M&E team
		A.1.1.2 Percent of male and female citizens supported through NAR Peacebuilding programme reporting increased tolerance	Outcome	Sex, Age	Midterm and endline surveys	Twice	NAR M&E team
		A.1.1.3 Percent of male and female citizens supported through NAR Peacebuilding programme reporting increased Psychological Resilience	Outcome	Sex, Age	Midterm and endline surveys	Twice	NAR M&E team
	Sub IR1.1.1. Capacity developed among citizens in healing, dialogue facilitation, peace education, conflict resolution	A.1.1.1.1 Number of citizens (males and females) engaged in dialogue facilitation, peace education, critical thinking, conflict resolution,	Output	Sex, Age	Reports, M&E database	Annually	NAR M&E team
		A.1.1.1.2 Number of citizens (males and females) participating in community dialogues/outreach activities on trauma healing, conflict resolution	Output	Sex, Age	Reports, M&E database	Annually	NAR M&E team
		A.1.1.1.3. Number of Radio and TV shows organized to raise awareness on healing and peaceful conflict resolution	Output	N/A	Reports, M&E database	Annually	Program team/M&E
	Sub IR1.1.2. Spaces for peace/dialogues established and facilitated	A.1.1.2.1 Number of Spaces for peace/dialogues created and facilitated	Output	N/A	Reports, M&E database	Annually	Program team/M&E
		A.1.1.2.2 Number of citizens (males and females) participating in established spaces for peace/dialogue	Output	Sex, Age	Reports, M&E database	Annually	Program team/M&E

Governance and human rights	Strategic Goal 2: To promote participatory and inclusive decision-making processes and advance rights-based approaches	A.2.1 Percent of citizens reporting that decision making at local and national levels reflects their needs, rights and priorities	Impact	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
		A.2.2 Percent of citizens reporting that the government decisions and policies are participatory and inclusive	Impact	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
		A.2.3 Percent of targeted CSO partners who testify that citizens inputs are inclusive in policy and Government programs	Impact	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
	Intermediate Results 2.1: Increased participatory and inclusive consultation in decisions making and increased capacity for citizens to advocate for their rights	A.2.1.1 Percent of citizens (males and females) reporting that they are consulted by decision-makers in design of government policies and programs	Outcome	Sex, Age	midterm and end-line surveys	Twice	NAR M&E team/consultant
		A.2.1.2 Percent of citizens (males and females) reporting confidence to advocate for their rights and these of marginalized people in their communities	Outcome	Sex, Age	Midterm and end-line surveys	Twice	NAR M&E team/consultant
		A.2.1.3 Percent of citizens who are confident to hold local decisions accountable on community priorities and/or budget allocated to community programs	Outcome	Sex, Age	Midterm and end-line surveys	Twice	NAR M&E team/consultant
		A.2.1.4 Number of citizens participating in community dialogues to discuss citizens priorities with local decision-makers and/or ask for feedback	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
	Intermediate Results 2.2: Increased capacities for citizens, CSOs and decision-makers in participatory governance, democracy and human rights	A.2.2.1 Percent of Citizens reporting increased awareness on citizens' rights and responsibilities,	Outcome	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
		A2.2.2. Number of citizens (males and females) engaged in participatory approaches, citizen engagement, democracy, human rights, civic education and advocacy	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
		A2.2.3 Number of decision-makers (males and females) trained in participatory governance approaches, citizen engagement, democracy, human rights, civic education, and advocacy	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
		A.2.2.4 Number of CSOs representatives (males and females) trained in participatory governance approaches, citizen engagement, democracy, human rights, civic education, and advocacy	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
		A2.2.5 Number of Citizen forums created and operationalized	Output	N/A	Reports, M&E database	Annually	Program M&E team/
		A2.2.6 Number of male and female citizens participating in citizen forums	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
		A2.2.7 Number of local decision-makers participating in Citizen forum to provide updates and/or feedback on government policies and programs	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/
		A2.2.58. Number of male and female citizens participating in media programs to raise their priorities	Output	Sex, Age	Reports, M&E database	Annually	Program M&E team/

Research	Strategic Goal 3: To become an established think tank through quality research	A.3.1 Percent of interviewed staff from NAR and its partners reporting that their programs are based on research evidence	Impact	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
		A.3.2 Number of people coming to learn from NAR's research evidence and knowledge in areas of Peacebuilding, participatory governance, and social justice	Output	Sex, Age	Reports, M&E database	Annually	Program team/M&E
		A.3.3 Percent of interviewed stakeholders who appreciate NAR's research evidence	Outcome	Sex, Age	Baseline midterm and endline surveys	Three times	Consultants
		A.3.4 Number of CSOs and government institutions adopted NAR's participatory Action research approach	Impact	N/A	midterm and endline surveys	Twice	Consultants
		A.3.5 Number of researches completed	Output	N/A	Reports, M&E database	Annually	Program team/M&E
		A.3.6 Number of people interviewed through research processes	Output	Sex, Age	Reports, M&E database	Annually	Program team/M&E
		A.3.7 Number of people engaged in research validation and restitution meetings	Output	Sex, Age	Reports, M&E database	Annually	Program team/M&E
		A.3.8 Number of media programs organized to disseminate research findings	Output	N/A	Reports, M&E database	Annually	Program team/M&E
		A.3.9. Number of policy briefs/advocacy papers produced	Output	N/A	Reports, M&E database	Annually	Program team/M&E



Y o u t h Engage- ment	Strategic Goal 4: To increase the capacity of the youth to become peace agents, improve their livelihoods, advocate for their rights and those of the vulnerable populations in their community	A.4.1 Percent of surveyed youth reporting that decisions and policy making are driven by youth needs, priorities, innovations	Impact	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
		A.4.2 Percent of youth reporting that they have provided inputs in design of public policies and government programs affecting their lives	Impact	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
	Intermediate Result 4.1: Increased youth engagement in policy, democracy and decisions making	A4.1.1. Percent of supported youth from all backgrounds reporting increased confidence to join their peers in order to identify, structure, analyze and envision solutions to (policy) issues impacting their lives	Outcome	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
		A4.1.2 Number of supported youth who took leadership positions at local and national level	Outcome	Sex, Age	midterm and endline surveys	Twice	Consultants
		A4.1.3 Percent of youth representatives reporting that they have used existing consultative platforms to directly engage government authorities on issues of concern or hold them to account.	Outcome	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
		A4.1.4 Number of youth and youth representatives systematically coming together per year to jointly identify, structure, analyze collective issues & envisage desired solutions.	Output	Sex, Age	Projects reports. Database,	Annually	Project teams/M&E
		A4.1.5 Number of youth in the target districts who understand their role in politics and governance	Output	Sex, Age	Projects reports. Database,	Annually	Project teams/M&E
	Intermediate Result 4.2  Increased confidence to advocate for their rights and these of vulnerable populations,	A4.2.1 Number of youth trained in human rights, democracy, governance, advocacy, Peacebuilding and critical thinking	Output	Sex, Age	Projects reports. Database,	Annually	Project teams/M&E
		A4.2.2 Percent of youth with increased confidence to advocate for their rights and these of vulnerable populations	Outcome	Sex, Age	Baseline, midterm and endline surveys	Three times	M&E, project team
		A.4.3 Number of youth participating in raising awareness events on human rights	Output	Sex	Projects reports. Database,	Annually	Project teams/M&E
	Intermediate result 4.3: Increased economic self-reliance among youth	A4.3.1 Number of youth involved in individual and/or collective income generating activities	Output	Sex, Age	Projects reports. database,	Annually	Project teams/M&E
		A.4.3.2 Number of youth supported receiving starting capital from NAR and/or its partners	Output	Sex, Age	Projects reports. database,	Annually	Project teams/M&
		A.4.3.3 Number of Individual and collective IGAs created by youth	Output	Sex, Age	Projects reports. database,	Annually	Project teams/M&E
	Intermediate Result 4.4 Increased capacity building and engagement of local and national decision-makers on youth issues/priorities	A.4.4.1 Number of local and national decision-makers engaged to discuss youth needs and priorities	Output	Sex, Age	Projects reports. database,	Annually	Project teams/M&E
		A.4.4.2 Number of local and national decision-makers trained on youth engagement approaches	Output	Sex, Age	Projects reports. Database,	Annually	Project teams/M&E
		A.4.4.3 Number of media programs bringing together youth and decision-makers to discuss their priorities	Output	N/A	Projects reports. Database,	Annually	Project teams/M&E

Strategic Partnerships	Strategic Goal 5: To build strategic partnerships for policy engagement and advocacy	A.5.1 Percent of interviewed stakeholders reporting that public policy making is participatory, inclusive and evidence-based	Impact	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
		A.5.2 Number times that government institutions request for NAR to provide inputs in new or existing policy/program	Outcome	Sex, Age	Baseline, midterm and endline surveys	Three times	Consultants
		A.5.3. Percent of CSOs partners who report that they are more confident in engaging successfully in policy debate at the national level	Outcome	N/A	Baseline, midterm and endline surveys	Three times	Consultants
		A.5.4 Number of strategic partnerships created and/or facilitated by NAR for policy advocacy and change	Output	N/A	Projects reports, database,	Annually	Project teams/M&E
		A.5.5 Number of winning proposals in areas of Coalition building, advocacy and policy influence	Output	N/A	Projects, reports, Joint Programs implemented, Database,	Annually	Project teams/M&E
		A.5.6 Number of strategic advocacy dialogues/events conducted	Output	N/A	Projects, reports, Database	Annually	Project teams/M&E
		A.5.7 Number of CSOs staff/representatives trained, engaged, and accompanied in policy influencing, advocacy, participatory action research and documentation	Output	Sex, Age	Projects, reports, Database,	Annually	Project teams/M&E
		A.5.7 Number of journalists trained in policy advocacy, investigative reporting, governance, human rights	Output	Sex, Age	Projects, reports, Database	Annually	Project teams/M&E



# Results Framework for Strategic Plan (2021 - 2025)

Strategic Area	Results Area	Indicators	Baseline (Source: NAR reports, M&E database, surveys)	Target (2021)	Target (2022)	Target (2023)	Target (2024)	Target (2025)	Overall Target (2021 - 2025)
Peace-building	Strategic Goal 1: To empower citizens with non-violent means of resolving conflict, build trust and promote trauma healing and genocide prevention	A.1.1. Percent of male and female citizens supported by NAR reporting use of non-violent means of resolving conflict in their communities	58% (2018)	65%	70%	75%	80%	85%	85%
		A.1.2. Percent of male and female citizens supported by NAR programs reporting independent initiatives for conflict resolution	54% (2018)	60%	65%	70%	75%	80%	80%
		A.1.2. Percent of male and female citizens supported by NAR experiencing post-traumatic stress disorder (PTSD)	42% (2018)	37%	32%	27%	22%	17%	17%
	Intermediate Result 1.1: Increased trust and tolerance among citizens	A.1.1.1 Percent of male and female citizens supported through NAR Peacebuilding program reporting increased trust	48% (2018)	55%	60%	65%	70%	75%	75%
		A.1.1.2 Percent of male and female citizens supported through NAR Peacebuilding program reporting increased tolerance	62% (2018)	65%	67%	70%	74%	77%	77%
		A.1.1.3 Percent of male and female citizens supported through NAR Peacebuilding program reporting increased psychological resilience	69% (2018)	70%	72%	75%	80%	85%	85%
	Sub IR1.1.1. Capacity developed among citizens in healing, dialogue facilitation, peace education, conflict resolution	A.1.1.1.1 Number of citizens (males and females) engaged in dialogue facilitation, peace education, critical thinking, conflict resolution	7,707(2015-2020)	500	1000	1200	1500	1000	5200
		A.1.1.1.2 Number of citizens (males and females) participating in community dialogues/outreach activities on trauma healing, conflict resolution	5400 (2020)	600	800	1000	1200	1200	5800
		A.1.1.1.3. Number of radio and TV shows organized to raise awareness on healing and peaceful conflict resolution	15 (2020)	5	5	5	5	5	25
	Sub IR1.1.2. spaces for peace/dialogues established and facilitated	A.1.1.2.1 Number of spaces for peace/dialogues created and facilitated	30 (2015-2020)	10	10	10	10	10	50
		A.1.1.2.2 Number of citizens (males and females) participating in established spaces for peace/dialogue	815 (2015-2020)	250	250	250	250	250	1250



G o v e r - n a n c e a n d h u m a n r i g h t s	Strategic Goal 2: To promote participatory and inclusive decision-making processes and advance rights-based approaches	A.2.1 Percent of citizens reporting that decision making at local and national levels reflects their needs, rights and priorities	TBD	40%	45%	50%	55%	60%	60%
		A.2.2 Percent of citizens reporting that the government decisions and policies are participatory and inclusive	TBD	40%	45%	50%	55%	60%	60%
		A.2.3 Percent of targeted CSO partners who testify that citizens inputs are inclusive in policy and government programs	TBD	35%	35%	40%	45%	45%	45%
	Intermediate results 2.1: Increased participatory and inclusive consultation in decisions making and increased capacity for citizens to advocate for their rights	A.2.1.1 Percent of citizens (males and females) reporting that they are consulted by decision-makers in design of government policies and programs	62% (2020)	65%	65%	70%	70%	75%	75%
		A.2.1.2 Percent of citizens (males and females) reporting confidence to advocate for their rights and those of marginalized people in their communities	TBD	60%	65%	65%	70%	70%	70%
		A.2.1.3 Percent of citizens who are confident to hold local decisions accountable on community priorities and/or budget allocated to community programs	44% (2019)	45%	48%	50%	50%	55%	55%
		A.2.1.4 Number of citizens participating in community dialogues to discuss citizens priorities with local decision-makers and/or ask for feedback	3500 (2020)	1000	1000	1000	1000	1000	5,000
	Intermediate results 2.2: Increased capacities for citizens, CSOs and decision-makers in participatory governance, democracy and human rights	A.2.2.1 Percent of citizens reporting increased awareness on citizens' rights and responsibilities	TBD	50%	55%	60%	65%	70%	70%
		A.2.2.2. Number of citizens (males and females) engaged in participatory approaches, citizen engagement, democracy, human rights, civic education and advocacy	8720 (2015-2020)	1200	1200	1200	1200	1200	6,000
		A.2.2.3 Number of decision-makers (males and females) trained in participatory governance approaches, citizen engagement, democracy, human rights, civic education, and advocacy	1,845 (2015-2020)	500	500	500	500	500	2500
		A.2.2.4 Number of CSO representatives (males and females) trained in participatory governance approaches, citizen engagement, democracy, human rights, civic education, and advocacy	420 (2015-2020)	50	100	100	100	100	450
		A.2.2.5 Number of citizen forums created and operationalized	34 (2015-2020)	5	10	10	10	10	45
		A.2.2.6 Number of male and female citizens participating in citizen forums	1020 (2015-2020)	150	300	300	300	300	1350
		A.2.2.7 Number of local decision-makers participating in citizen forum to provide updates and/or feedback on government policies and programs	151 (2020)	10	20	30	50	60	170

		A2.2.58 Number of male and female citizens participating in media programs to raise their priorities	355 (2015-2020)	50	100	100	100	100	450
Research	Strategic Goal 3: To become an established think tank through quality research	A.3.1 Percent of interviewed staff from NAR and its partners reporting that their programs are based on research evidence	TBD	50%	55%	60%	65%	70%	70%
		A.3.2 Number of people coming to learn from NAR's research, evidence, and knowledge in areas of Peacebuilding, participatory governance and social justice	150 (2019-2020)	50	50	100	100	100	500
		A.3.3 Percent of interviewed stakeholders who appreciate NAR's research evidence	TBD	50%	55%	55%	60%	65%	65%
		A.3.4 Number of CSOs and government institutions adopted NAR's participatory Action Research approach	TBD	3	5	5	8	8	29
		A.3.5 Number of researches completed	7 (2015-2020)	2	2	2	2	2	10
		A.3.6 Number of people interviewed through research processes	7,249 (2015-2020)	1200	1200	1200	1200	1200	6,000
		A.3.7 Number of people engaged in research validation and restitution meetings	217 (2019-2020)	300	300	300	300	300	1,500
		A.3.8 Number of media programs organized to disseminate research findings	5 (2019)	5	5	5	5	5	25
		A.3.9. Number of policy briefs/advocacy papers produced	4 (2020)	5	5	5	5	5	25



Youth engagement	Strategic Goal 4: To increase the capacity of the youth to become peace agents, improve their livelihoods, advocate for their rights and those of the vulnerable populations in their community	A.4.1 Percent of surveyed youth reporting that decisions and policy making are driven by youth needs, priorities, innovations	TBD	40%	45%	50%	55%	60%	60%
		A.4.2 Percent of youth reporting that they have provided inputs in design of public policies and government programs affecting their lives	TBD	30%	35%	40%	45%	50%	50%
	Intermediate result 4.1: Increased youth engagement in policy, democracy and decisions making	A4.1.1. Percent of supported youth from all backgrounds reporting increased confidence to join their peers in order to identify, structure, analyze and envision solutions to (policy) issues impacting their lives	TBD	60%	65%	65%	70%	75%	75%
		A4.1.2 Number of supported youth who took leadership positions at local and national level	2921 (2017—2020)	500	500	650	700	750	3100
		A4.1.3 Percent of youth representatives reporting that they have used existing consultative platforms to directly engage government authorities on issues of concern or hold them accountable	TBD	30%	35%	40%	45%	50%	50%
		A4.1.4 Number of youth and youth representatives systematically coming together per year to jointly identify, structure, analyze collective issues and envisage desired solutions.	300 (2020)	350	400	500	700	800	2750
		A4.1.5 Number of youth in the target districts who understand their role in politics and governance	5324 (2017—2020)	1200	1200	1400	1500	1600	6900
	Intermediate result 4.2 Increased confidence to advocate for their rights and these of vulnerable populations,	A4.2.1 Number of youth trained in human rights, democracy, governance, advocacy, Peacebuilding and critical thinking	1296 (2017—2020)	500	600	800	1000	1200	4100
		A4.2.2 Percent of youth with increased confidence to advocate for their rights and these of vulnerable populations	TBD	50%	55%	60%	65%	70%	70%
		A.4.3 Number of youth participating in raising awareness events on human rights	2516 (2017—2020)	500	700	1000	1200	1400	4800
	Intermediate result 4.3: Increased economic self-reliance among youth	A4.3.1 Number of youth involved in individual and/or collective income generating activities	TBD	100	120	150	170	190	730
		A.4.3.2 Number of youth supported receiving starting capital from NAR and/or its partners	150 (2017)	50	60	65	70	75	320
		A.4.3.3 Number of Individual and collective IGAs created by youth	TBD	50	60	65	70	75	320
	Intermediate Result 4.4 Increased capacity building and engagement of local and national decision-makers on youth issues/priorities	A.4.4.1 Number of local and national decision-makers engaged to discuss youth needs and priorities	240 (2020)	70	100	100	100	100	470
		A.4.4.2 Number of local and national decision-makers trained on youth engagement approaches	378 (2020)	50	100	100	100	100	450
		A.4.4.3 Number of media programs bringing together youth and decision-makers to discuss their priorities	18 (2017—2020)	5	5	5	5	5	25

Strategic partnerships	Strategic Goal 5: To build strategic partnerships for policy engagement and advocacy	A.5.1 Percent of interviewed stakeholders reporting that public policy making is participatory, inclusive, and evidence-based	TBD	50%	55%	60%	60%	65%	65%
		A.5.2 Number times that government institutions request for NAR to provide inputs in new or existing policy/program	5 (2018-2020)	3	3	3	3	3	15
		A.5.3. Percent of CSOs partners who report that they are more confident in engaging successfully in policy debate at the national level	TBD	40%	45%	45%	50%	50%	50%
		A.5.4 Number of strategic partnerships created and/or facilitated by NAR for policy advocacy and change	3 (2019-2020)	2	2	2	2	2	10
		A.5.5 Number of winning proposals in areas of coalition building, advocacy, and policy influence	2 (2020)	2	2	2	2	2	10
		A.5.6 Number of strategic advocacy dialogues /events conducted	5 (2020)	5	5	5	5	5	5
		A.5.7 Number of CSOs staff/representatives trained, engaged, and accompanied in policy influencing, advocacy, participatory action research and documentation	56 (2019-2020)	20	20	20	20	20	100
		A.5.7 Number of journalists trained in policy advocacy, investigative reporting, governance, human rights	44 (2018-2020)	10	10	10	10	10	50





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