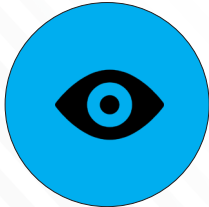




ANNUAL REPORT 2021

Never Again Rwanda (NAR) is a peace building and social justice organization founded in response to the 1994 Genocide against the Tutsi. NAR is one of the leading national peace building organizations with nearly 20 years of experience. Guided by a vision of a nation where citizens are agents of positive change and work together towards sustainable peace and development. NAR aims to empower Rwandans with opportunities to become active citizens through peace building and development. NAR places a particular emphasis on youth as the future of a peaceful society.



VISION

A society that enjoys sustainable peace, development and social justice



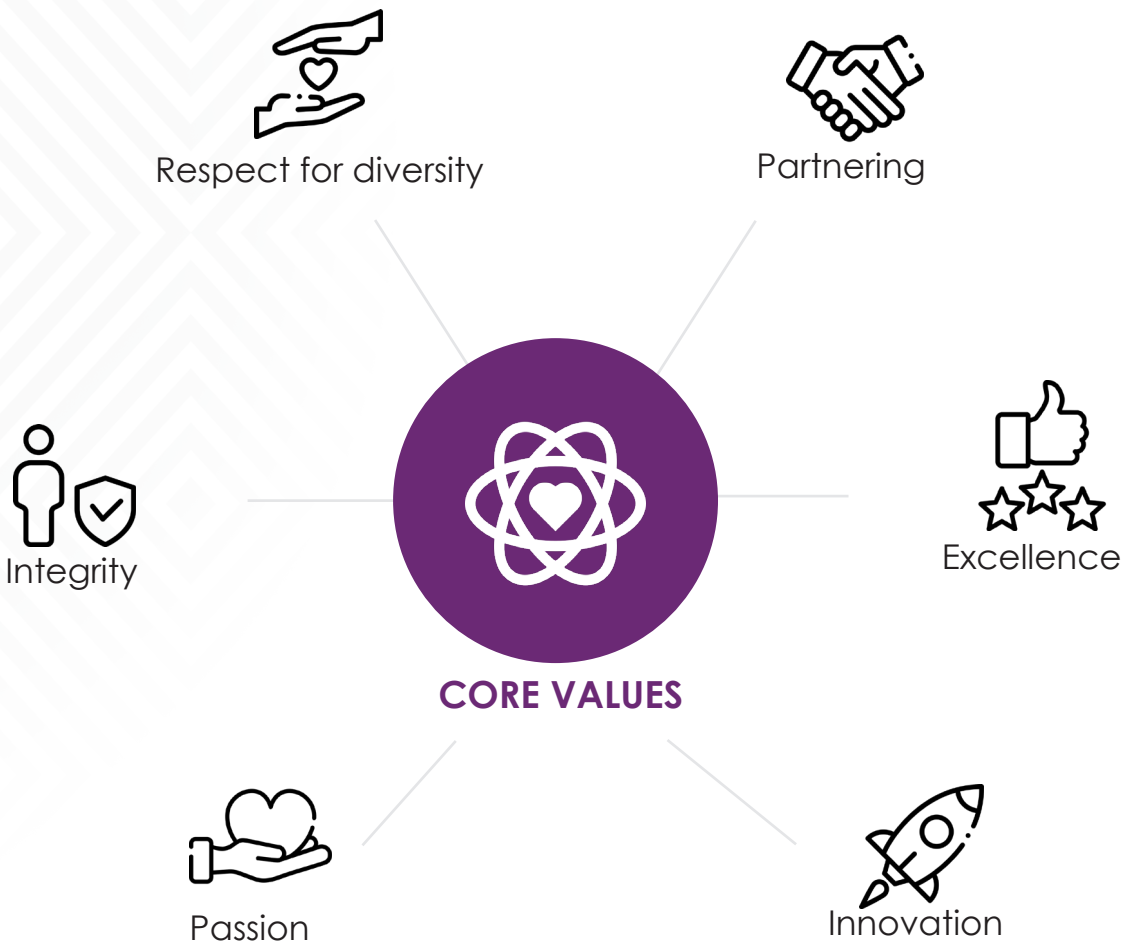
MISSION

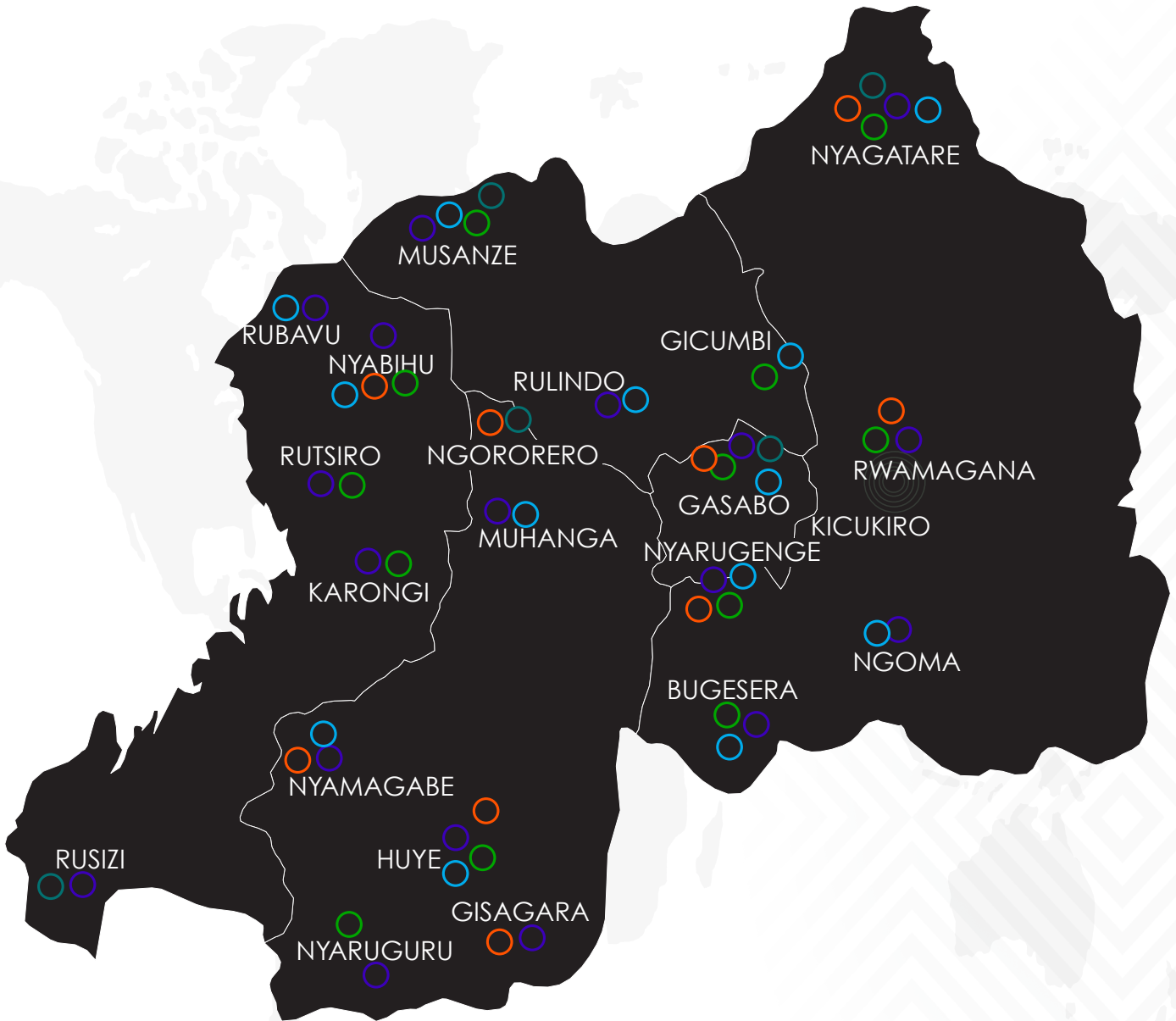
To engage society to embrace sustainable peace and social justice



VALUE STATEMENT

Engage Society, Making a Difference.





- PEACEBUILDING
- GOVERNANCE & HUMAN RIGHTS
- YOUTH ENGAGEMENT
- RESEARCH
- STRATEGIC PARTNERSHIP

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Navigating the ever changing context created by the protracted COVID-19 pandemic, we continue to deliver on our commitment to empower a community that enjoys sustainable peace, development and social justice. In 2021, we implemented 9 Projects namely; Core funding, PPIMA, Dufatanye Kwiubakira Igihugu, Youth Engage, Youth Lab, Civil Society and State Engagement and Institutionalization of District Social Protection Advisory and Civic Participation and Peacebuilding.

- We designed projects and interventions that responded to the needs and priorities of our beneficiaries.
- We prioritized the use of traditional media channels (Radio and TV) and social media to implement activities and to broaden our audience. Some conferences and dialogues were hosted through media on community and national radios and webinars.
- We continued to implement youth-centered activities. Through new and existing youth forums like youth clubs and Youth Engage. We are progressing in building youth capacities to voice their opinions and advocate for their needs.
- We built the capacity of citizens and other CSOs for advocacy, while building government's responsiveness to the needs of the citizens.
- We built partnerships and collaborations with the government, CSOs and donors in line with our new strategic plan, to better serve our beneficiaries and deepen our engagement in the community.
- We built capacities of local and national authorities in participatory approaches for increased citizen engagement and participation in policy and decision-making processes
- We collected feedback on implementation of Social Protection Programmes at District levels in a bid to make them citizen responsive, mitigate challenges and learn from best practices. We also trained 640 Para social workers.
- Through the support and collaboration of our funders and partners respectively, we directly engaged 7,388 people through research, trainings, workshops, advocacy and thousands through webinars, national dialogues held on media channels and other events. 3075 (42%) were female, 4313 (58%) male and 4384(59%) were youth aged 30 and below



Through Research, Trainings, Workshops, Advocacy and thousands through webinars, national dialogues held on media channels and other events.



The socio-economic impact of COVID-19 on the extremely poor and vulnerable has been daunting.

Globally, the protracted pandemic has not only threatened everyone's health, livelihood and security but it has also widened social inequality and increased social injustices. With vaccines,

Dr. Nkurunziza Joseph Ryarasa



As we are still living in the midst of the ravaging pandemic of COVID-19, the world has been forced to operate in a context of glaring uncertainty. Given the health, economic and social implications of the virus, countries have been forced to make major tradeoffs. Globally, the protracted pandemic has not only threatened everyone's health, livelihood and security but it has also widened social inequality and increased social injustices. With vaccines, came hope and ease of restrictions. Nonetheless, the constantly evolving virus has led to a reversal of these restrictions on ease on travel, physical activities and social gatherings. As an institution, we have risen to the occasion by adapting innovative strategies while embracing digital transformation.

We have launched new programs and projects this year. The socio-economic impact of COVID-19 on the extremely poor and vulnerable has been daunting. This has awakened the urgency of Social Protection Programs. NAR launched a program 'Institutionalization of District Social Protection Advisory (IDSPA)' to supplement the capacity of local leaders in implementing social protection programs in an inclusive and participatory manner. Through the Dufatanye Kwiwubakira Igihugu, "DKI " program, we increase the capacity of citizens and CSOs to engage and advocate – while simultaneously building the Rwandan government's responsiveness to citizen needs. We continue to engage the youth, our largest beneficiaries, through programs such as Youth summit, Youth Lab and Youth Engage. NAR continues to promote mental health especially among the youth through the Wellness website, face to face therapy and spreading messages of hope through media and digital platforms. Akin to last year, we have been agile in adapting and innovating new strategies to continue to support our beneficiaries. Some of our dialogues have shifted to mass media and online platforms. We reached thousands through social media, Radio and TV outlets. We continue to invest in meaningful partnerships with government and other CSOs through programs such as Public Policy Information Monitoring and Advocacy PPIMA and Civil Society State engagement on Public Policies (CSSP) respectively.

Having learnt from the past, 2021 marked the first year of our pursuit of our new strategic plan (2021-2025). Next year, we will be celebrating 20 years of our commitment to empowering communities for peace and social justice. On behalf of the Never Again Rwanda family, I would like to express a deep sense of gratitude and acknowledgement to our funders, partners, the different government institutions supporting our activities, grassroots administrative offices, national and international Civil Society Organizations, our board of directors and beneficiaries for your understanding, commitment, and continued engagement in our programs and events.

In 2021, we continued to implement projects and initiatives in line with our new strategic plan (2021-2025). Our strategy is anchored on five pillars:

01 PEACEBUILDING PILLAR

02 GOVERNANCE & HUMAN RIGHTS PILLAR

03 YOUTH ENGAGEMENT PILLAR

04 RESEARCH PILLAR

05 STRATEGIC PARTNERSHIPS PILLAR



PEACEBUILDING PILLAR

To promote societal healing, build trust and empower citizens with non-violent means of resolving conflict.



NAR engaged citizens that demonstrated increased trust and tolerance of diversity. NAR ensured activities organized under the peacebuilding pillar included citizens of different backgrounds such as genocide survivors, perpetrators, children of survivors and perpetrators, historically marginalized groups, demobilized soldiers, youth, women and men among others. NAR supported CBOs and CSOs to organize community based exchanges. During this reporting period, citizens inclusive of youth increasingly sought mental health support through different avenues via the wellness website, online and physical mental wellness centers. National TV dialogues were organized in line with COVID-19 restrictions and to reach more people. NAR continued capacity building and engagement with different actors including community-based organizations, civil society organizations, youth clubs and association, healing groups in the community.

Key results achieved under the Peacebuilding pillar:

Strengthened Societal Healing and Mental Health Support

- **317** community members inclusive of youth directly received mental health support and or trauma healing assistance from NAR's psychotherapists and peace agents
- **650** community members and youth were supported in trauma healing through existing NAR spaces for peace across 5 Districts (Gasabo, Huye, Musanze, Nyagatare, Rutsiro)
- **380** individual therapy sessions were conducted by NAR's psychotherapists and peace agents to identified wounded citizens
- Over **100,000** people were reached during the TV and community radio dialogues that raised awareness on mental health issues and available services
- More than **100,000** people were reached through the social media campaigns on mental health issues and services
- **500** posters were distributed and placed in public spaces (markets, health centers, hospitals, schools, etc.) in Gasabo, Huye, Musanze, Nyagatare and Rutsiro districts, reaching approximately more than **2,500** citizens
- Held **two** TV dialogues to discuss healing and mental health issues

- Organized Annual National Strategic meetings with **20** Healing Actors (CSOs and government institutions) to discuss approaches to address increasing trauma and mental health problems
- Operationalized community and online mental health wellness centre to provide mental health support to citizens in need.

Supported CSOs, CBOs and youth initiatives to expand their peacebuilding activities

- Supported **three** CBOs and CSOs to conduct community exchange, peace education and mental health awareness campaigns in Nyagatare, Huye and Rutsiro
- Supported **six** youth initiatives to expand peace education among their schools and community
- Supported **15** phased out spaces for peace to implement their healing, unity and reconciliation activities

Empowered youth from diverse backgrounds for increased civic participation

- Trained **15** youth volunteers in critical thinking and team-building
- Engaged more than **450** youth in a national youth parliamentarian dialogue on International Day of Peace
- Capacitated **20** youth peace clubs' representatives on magnetic theatre approach for conflict analysis and peaceful conflict management
- Engaged **20** secondary school teachers through the National Peace Workshop to openly discuss the persisting negative ideologies in their respective schools, communities and families and appropriate peaceful approaches to address them
- Engaged **122** youth (**65F, 57M**) in a Youth Summit titled "My talent, my property" to spread messages of peace and human rights values among youth
- Engaged **77** (**32F, 45M**) secondary school students and out of school youth through arts such as songs, poems, dances, etc. to raise awareness on human rights among youth, especially those from vulnerable and marginalized communities.



GOVERNANCE & HUMAN RIGHTS PILLAR

The ambition is to promote participatory and inclusive decision-making processes and advance rights-based approaches.



Based on its outstanding experience in areas of participatory governance, human rights and research work, NAR saw increased requests from different policy makers and government institutions to provide its technical expert support and evidence to support participatory and inclusive governance in decision-making processes. NAR saw increased efforts at both national and local level aimed at increasing citizen consultation and participation in decision-making. NAR has used strategic media engagements to highlight challenges affecting citizen consultation and proposed alternative solutions to address these challenges. As a result, both local and national authorities are aware of the challenges to efficient and effective citizen participation in local decision-making processes. Never Again Rwanda has provided technical support to local leaders in eight districts. District Social protection advisors and youth engagement officers have supported district authorities to organize genuine, inclusive and participatory citizen consultation dialogue as well as co-facilitated feedback sessions.

Below is a summary of key results achieved under this pillar:

- Provided technical support to **eight** districts to integrate citizens' needs and priorities in district planning and budgeting
- Supported **five** CSOs and CBOs to facilitate citizens participation in decision making and increase capacity for citizen to advocate for their rights
- NAR and supported CSOs and CBOs trained **955 (388F, 567M)** local and national leaders at cell, sector, district and national level
- Engaged **210 (63F, 147M)** citizen representatives, district and sector level leaders, media and CSOs in community dialogue on governance issues
- **10,000** citizens were approximately reached through mobile campaigns co-facilitated by one of the supported CBO in Nyabihu district to educate citizens on government policies, collect their priorities and providing feedback on community issues and needs
- **15** community-based facilitators (**5F, 10M**) from Nyabihu were trained on citizen engagement approaches and basic advocacy to facilitate citizen participation in local citizen consultation mechanisms

- **200,000** citizens were approximately reached through community mobile campaigns to increase community awareness on new and existing government policies, laws and programs in **eight** sectors within Musanze District namely Cyuve, Nyange, Kinigi, Shingiro, Gataraga, Busogo, Kimonyi and Musanze
- **40 (26M, 14F)** local leaders, religious leaders, educational institutions representatives were trained on community engagement and inclusive governance
- Engaged **30** participants in roundtable dialogues between CSOs, Universities and secondary school institutions leaders, religious leaders and local leaders to discuss opportunities and challenges affecting youth engagement
- Identified and trained **640** social protection volunteers (Para-social workers) to support effective delivery of social protection services at cell and sector level
- Organized **25** media dialogues on national and community based media (TV and radio) to discuss governance and human rights related topics.



YOUTH ENGAGEMENT PILLAR

To improve the critical thinking skills of youth and decrease their vulnerability to manipulation to commit violent acts, as well as improve their socio-economic well-being.



NAR continued working with various categories of youth, youth leaders, youth led organizations, youth representatives and youth clubs to build their capacities in areas of governance, human rights, critical thinking and peacebuilding. NAR ensured that all activities organized across its pillars include youth and or focus discussions on youth related issues. NAR supported youth organizations, clubs and CBOs to: build capacity of their constituencies; increase consultation and feedback among youth; educate youth on human rights, critical thinking and governance; hold community dialogue with youth to discuss issues affecting them, etc. Below is a summary of key results achieved under this pillar:

- Trained **429** citizen representatives and youth leaders on human rights, critical thinking, communications, leadership, citizen engagement and basic advocacy
- Engaged **250** youth leaders in confidence building sessions for effective analysis of citizens and youth priorities and needs
- Supported **five** youth initiatives to expand their human rights and democracy initiatives
- Organized **four** roundtable discussions between youth and decision makers bringing together **100** youth (**60M, 40F**), youth leaders and sector and district authorities in Huye, Gisagara, Nyamagabe, Ngororero and Rusizi (approximately 20 participants from each district)
- Engaged **37** youth representatives in a national dialogue on youth issues at the International Day of Youth
- Co-facilitated **three** District level meetings with the National Youth Councils to engage on challenges affecting youth in Huye, Gisagara and Nyamagabe districts



RESEARCH PILLAR

To narrow the gap between citizens' needs and priorities identified in evidence-based research & government and CSO policies and programs.



Building on its previous experience in conducting professional research using Participatory Action Research (PAR) methodology and in policy analysis, NAR continues to be viewed by other CSOs, policy makers, media and other stakeholders as an evidence-based organization. NAR produces policy evidence through production of policy briefs, position papers and audio-visual materials to inform policy dialogue and policy engagements.

In 2021, NAR saw more government institutions, CSOs and media increasingly requesting her to share researched evidence to inform policy engagements and CSOs advocacy efforts. NAR was approached by different stakeholders to share experience in the use of PAR and sought collaboration to jointly undertake research and or policy analysis work. NAR completed research on "Implications of Historical Wounds on Intra-Family Conflict in Post-Genocide Rwanda" and started research titled "Understanding Youth Participation in Local Governance Processes for Decision Making in Rwanda: Opportunities and Gaps". We are in discussions with stakeholders including MINALOC to determine other relevant research topic in area of participatory governance that will be researched starting 2022.

Below is a summary of key results achieved under this pillar:

- Produced and shared policy evidence through production of policy briefs, position papers and audio-visual materials to inform policy dialogue and policy engagements
- Shared with government institutions, CSOs and media, researched evidence to inform policy engagements and CSOs - advocacy efforts
- We used the Governance and Decentralization Sector Working Group, Voice and Accountability to share evidence from research and the Community Score Card (CSC) analysis with relevant government institutions and other stakeholders
- Shared with different stakeholders our experience with the use of Participatory Action Research (PAR) approach and sought collaboration to jointly undertake research and or policy analysis work
- Completed research on "Implications of Historical Wounds on Intra-Family Conflict in Post-Genocide Rwanda"

STRATEGIC PARTNERSHIPS | PILLAR

To build strategic partnerships and coalitions for increased policy engagement and advocacy.



In pursuit of our new strategic plan (2021-2025), NAR has embarked on strengthening advocacy and policy influencing among NAR partners and stakeholders. NAR leverages its good reputation and capacity to mobilize and develop coalitions and partnerships. Partnerships are established with relevant stakeholders for different purposes including collective advocacy, monitoring public policy and collaboration in implementation activities. These partnerships and coalitions take different forms from issue-based coalitions to more established consortia. Partnerships extend to capacity building through peer-to-peer learning. NAR has established itself as a learning hub for peers, built capacity of CSOs in advocacy and policy and transferred knowledge to like-minded institutions.

Below is a summary of key results achieved under this pillar:

- Provided capacity building to **15** CSOs in Participatory Action Research (PAR), policy analysis, policy engagement and advocacy.
- Trained **16** staff from CSO partners in documentation, policy analysis and advocacy
- Trained **16** staff from CSO partners on scientific data collection and analysis of the Community Score Card data



- Established and operationalized **three** thematic coalitions with like-minded CSOs for effective policy advocacy
- Organized an out of box thinking session for **12** CSOs for effective policy analysis, documentation and policy influencing
- Advocated for lingering citizens needs and policy issues documented from our research and the community score card
- Provided inputs on key policies through the Governance and Decentralization Sector Working Group as well as through strategic and bilateral meetings with policy makers.





PEACEBUILDING PILLAR PROJECTS AND ACTIVITIES

PEACEBUILDING INSTITUTE (PBI) WORKSHOP



19

University students and professionals from Rwanda, Burundi, Uganda, Tanzania, Kenya, DRC, Sudan, South Sudan and Somalia.



MAY
17th -28th 2021



4 Major Themes

- Genocide and Mass Atrocities;
- Women, Peace and Security;
- Transitional Justice; and Governance
Dealing with the Past—Transitional Justice
- Development in Post-Conflict Societies.

This year, the regional Peacebuilding Institute hosted the two-week workshop between May 17-28, 2021. This year's cohort hosted 19 (9F, 10M) university students and professionals from Rwanda, Burundi, Uganda, Tanzania, Kenya, DRC, Sudan, South Sudan and Somalia. In the workshop, participants explored four major themes, these include: Genocide and Mass Atrocities, Women, Peace and Security, Dealing with the Past—Transitional Justice and Governance and Development in Post-Conflict Societies.

The pedagogy in the workshop included: classroom sessions; large/small group discussions/ debates; lectures from experts in governance, peacebuilding and transitional justice, film screening, as well as site visits to memorials and museums with specialized focus on history, peacebuilding and reconciliation. In groups, the youth examined and analyzed the following situations: Boko Haram, the Tigray conflict and the conflict in South Sudan. On the last session of the workshop, the regional participants made commitments to champion affirmative actions for peace, apply what they had learned in their careers and to be part of spaces that strive for change.

From testimonies given, participants demonstrated skills and understanding of conflicts and violence prevention, leadership, reconciliation, forgiveness, critical thinking and governance.



Testimonies



"Throughout the two weeks, I was able to learn where I want to focus and which elements of peacebuilding I would want to focus on"

Samar, Sudan.

"I have come to understand that reconciliation is context-based, and each society needs to establish its own mechanisms to build social cohesion among people from diverse backgrounds".

Joel, Kenya

"I learned the power of words, they can be used to destroy but they can also be used to construct, reconcile, inspire and educate. I plan to use the right words to respond to the needs in my community"

Female Participant

"If peace is to prevail, it has to start with me. If I can work towards making my community better, I will have done my part. My community better, I will have done my part. My commitment towards peacebuilding has been renewed."

Male Participant



27TH COMMEMORATION OF THE 1994 GENOCIDE AGAINST THE TUTSI



27th

Commemoration of the 1994 Genocide against the Tutsi.



APRIL
07th 2021



Commemoration programs

held virtually on various digital/ media platforms, labeling it the 'digital commemoration'.

April 7th, 2021, Rwanda began the 27th Commemoration of the 1994 Genocide against the Tutsi. Like most countries, Rwanda was still battling the COVID-19. Therefore measures to combat the pandemic such as physical or social distancing and quarantining were being enforced. To this end, the 27th commemoration programs were held virtually on various digital/media platforms, labeling it the 'digital commemoration'.

NAR held a 2 hour national televised dialogue on April 24th, 2021 on the theme **“Remember, Unite, and Renew: Promoting Mental Health and Psychosocial Support through Awareness and Accessibility to Information”**. The broadcasted dialogue explored how COVID-19 has impacted commemoration practices, particularly access to information on self-care, psychosocial support and mental health services. It was noted that during a pandemic, those who already suffered from pre-existing mental illnesses as well as the general population were or are most likely to develop recurring and new mental health symptoms. When the COVID-19 pandemic began, some of the mental health challenges that came about included; recurring traumatic memories associated with lockdown, loss of jobs which hindered livelihoods and fear as a result of uncertainty on whether life would get back to normal.

The dialogue televised on RTV also served as a platform to deeply explore emerging challenges 27 years since the 1994 genocide against the Tutsis occurred in order to inform policy and commemoration practices.



Quote

“Any slight change can affect our mental health, our daily lives are dependent on various circumstances. The pandemic led to a lot of challenges at an individual, economic and social level, most of these challenges were abrupt and no one was prepared to deal with the aftermath. A lot of people demonstrated increased levels of fear, anxiety and loss of hope for the future”.

Eric Mahoro (NAR Deputy ED)



INTERNATIONAL DAY OF PEACE



International Day of Peace is an annual event established in 1981 by the United Nations General Assembly. Two decades later, in 2001, the General Assembly unanimously voted to designate the day as a period of 'non-violence and cease-fire'. The first International Day of Peace was hosted in September 2001 and since then has been observed on 21st September each year. On this day, individuals, member states, regional and non-governmental organizations are invited to celebrate peace and spread the message of peace.

Globally, the theme guiding the day was: "Recovering better for an equitable and sustainable World". This is cognizant of the fact that stigma and discrimination were observed and in some parts of the world due to the pandemic. The theme raises the call to focus on healing from the COVID-19 pandemic through ensuring the society can recover better from the pandemic in all spheres.

As a peacebuilding institution, we celebrate the day annually through different activities. This year, leading with a localized theme: **"Recovering better for an equitable and sustainable world: The role of youth in promoting peaceful values"/Twi'yubake twubaka isi ibereye bose mu buryo burambye: Uruhare rw'urubyiruko mu guteza imbere indangagaciro z' amahoro**". We held a national dialogue at Sainte Famille Hotel in Kigali.



The dialogue brought together 243 participants: 205 youth representatives, 18 NAR staff, 8 peace actors, 4 parliamentarians and 8 media representatives. In this event, we had performances from youth clubs and hosted a panel discussion. Panelists were composed of Hon. Clarisse Maniriho, youth representative in parliament- Mark Gwamaka in charge of youth programs at Aegis Trust, Mukansoro Emeilienne—a psychotherapist at NAR and Iradukunda providence founder of Youth Estimation association. We featured a documentary on different youth sharing their experiences of how the COVID-19 pandemic affected different aspects of their livelihood. Finally, we had plenary discussions where we reflected on recommendations on the theme.



Testimonies



“When talking about peace we should also talk about the increased rates of youth unemployment, as this has at times contributed to less peace among youth”

Female participant

“People should be humble, kind to each other and manage conflicts. We have to recognize that we are all interconnected and interdependent. We will need each other whether we like it or not. We saw hunger pushing enemies to share what they have to fight the greater enemy that is COVID-19”

Male participant

PEACE ACTORS REFLECTION



18
Participants

Peace actors reflection session was organized as a platform to discuss deeper regarding key issues hindering peace and also explore how peace actors can continue to engage in collaborative efforts to address some of the emerging issues. The sessions emerged as a recommendation from the 2017 International Day of Peace. It was noted that there was a need for peace actors to establish synergies in order to address contextual issues.



07
Peace actors
(5Males, 2Females)

The reflection we organized this year, brought together 18 participants comprising of 7 peace actors (5M, 2F) and 9 NAR staff (6F, 5M). The sessions focused on the following topics of discussions:

- Emerging mental health issues resulting from the COVID-19 pandemic and recovery strategies
- Specific gender related issues that resulted from the pandemic and possible strategies to address those issues
- The recovery process and promoting peaceful values



09
NAR staff
(5Males, 6Females)



On gender, Rosette Nkundimfura from Profemme Twese Hamwe highlighted that gender mainstreaming should not only be looked into from the lenses of numbers but also in terms of roles, responsibilities and equal participation. She concluded by noting that the COVID-19 pandemic saw an increase in cases of gender based violence which continues to serve as a hindrance to peacebuilding efforts hence the need for peace actors to explore the root causes of these cases. She further quoted;



“Empowering women to take up leadership positions should not only be seen in parliament but at the local decision making process as well”

Rosette

Our invited speakers raised concern on the impact of the pandemic on mental health. It was noted that despite their efforts to support genocide survivors they have continued to observe an increase in cases of trauma as a result of the pandemic and as well as pre-existing wounds. Social distancing during the pandemic hindered social well-being of the society which is a source of strength for majority of individuals who have been affected by wounding events such as genocide.

- From the discussions in the session, the following recommendations were put forth:
- Peace actors recommended the need for mental health services to be decentralized most especially to be offered at private clinics

Similarly, peace actors acknowledged that in the previous years, the network of peace actors is fragmented and that there was need to strengthen this network through placing actors in clusters according to their various areas of intervention.

MAGNETIC THEATRE FOR CONFLICT ANALYSIS AND MANAGEMENT



Youth representatives
selected from NAR
youth peace clubs in
Huye District

NAR continued its work to empower citizens including youth from different background with non-violent means of peaceful conflict resolution. NAR equipped citizens with critical thinking, ‘Do no harm’ approach and peaceful means of solving conflict and strengthened their capacities in addressing conflicts in their families, schools and communities as well as enhance peaceful cohabitation. For example, from 26th to 30th October 2021, NAR trained 20 (10F, 10M) youth representatives selected from NAR youth peace clubs in Huye District on magnetic theatre as a tool for peace education. The trained youth enhanced skills in analyzing issues hindering peace and how they can use the magnetic theatre as a tool to educate communities on how to peacefully resolve conflicts and encourage social cohesion.

Youth were urged to integrate the magnetic theatre tool in their grassroots level endeavours in order to engage community members in discussions around issues hindering peace and meaningfully involve them in the processes of finding joint solutions. This builds social cohesion and sustainable peace. Youth participants demonstrated improved script writing, acting skills and techniques. They developed a broader understanding of the philosophy behind the magnetic theatre tool, its added value to trigger discussions and motivate the involved parties to jointly devise non-violent and sustainable solutions to address them.



"In the last couple of days of the training, I realized that my community is a home for drugs abuse, prostitution, teenage pregnancies and other issues fuelling conflicts in different ways. Thanks to the conflict analysis tools that I learned in the training; I have discovered that sometimes people contribute to the escalation of the conflicts without knowing it. Most importantly, I have found out that the magnetic theatre has such a power of raising awareness of the issue among the community members for them to discuss its causes and effects and agree on the solutions which are peaceful and convenient to all of them"

A male youth participant

"Frankly speaking, before attending this training, I thought that theatre is performed just for fun. Now, I am convinced that theatre is a nice tool to transform the society. Particularly, the magnetic theatre has the power to engage the population in discussions centered on problems that matters to them, it makes them think about its root causes and potential consequences in order to find alternatives and creative solutions to cope with it non-violently"

A female participant

CRITICAL THINKING TRAININGS



15
Youth
trained
(7Males,
8Females)



OCTOBER
13th-17th 2021



Youth peace volunteers from the Catholic University of Rwanda, University of Rwanda – Huye Campus and Protestant Institute of Arts and Social Sciences (PIASS)

From October 13-17, 2021, NAR trained 15 (8F,7M) youth peace volunteers from the Catholic University of Rwanda, University of Rwanda – Huye Campus and Protestant Institute of Arts and Social Sciences (PIASS). They were trained on critical thinking approach and teambuilding exercises. Participants demonstrated an increased level of understanding of critical thinking elements such as open-mindedness, tolerance to divergent opinions, information seeking (evidence), changing perspectives, empathy, self-responsibility, etc. This was witnessed through their quotes:

“During the training, I learnt that regardless of external influence of the crowd and other actors around me, it is my responsibility to make informed decisions convenient for me, which I have weighed advantages and disadvantages, positive and negative effects. We don't have to serve the interests of those who manipulate us”

A male youth participant

“In many societies, stereotypes and prejudices are used as weapons to incite and fuel violence as well as harm peoples' self-esteem because they spread false information and carry hate propagandas. This training has equipped me with invaluable skills to carefully analyze messages I receive and research on agendas and reasons behind views shared in order to avoid overgeneralization and mistreating/ discriminating people according to what I heard about them”

A female youth participant



MENTAL HEALTH



05
Districts
15
Sectors



1st NOVEMBER
-
30th JULY 2021



09
NAR staff
(5Males, 6Females)

From November 1st 2020 to July 30th 2021, NAR ran a project titled, **‘Addressing Mental Health Issues across Five Districts in Relation to Challenges Posed by COVID-19 Pandemic’**. The 10 months long project was implemented in 15 sectors of 5 Districts namely Gasabo, Nyagatare, Musanze, Huye and Rutsiro. The overarching goal was to contribute to the mental health well-being of the Rwandan population in the midst of the COVID-19 pandemic through new and existing media platforms. We targeted community members with a specific focus on youth from diverse backgrounds across Rwanda, public and private mental health practitioners, media houses, researchers and academicians

NAR used existing and new healing approaches including the psycho-social support approach, Self-Evaluation Tool, online Safe Spaces for healing through **“Meet Your Psychotherapist”**, face to face individual therapy, trauma case monitoring tool, referrals, and spreading messages of hope through media and digital platforms. The approaches led to trauma identification and screening as well as enabled delivery of timely and tailored mental health services. Through the project activities, especially individual therapy sessions, NAR’s psychotherapists and peace agents respected the ‘Do no Harm’ approach, confidentiality and integrity, which built the trust between clients and NAR team.



NAR recorded improvements in mental health and psychosocial well-being among identified and supported community members in the five districts and beyond (Rubavu, and Nyabihu in the western province, Kicukiro and Nyarugenge in Kigali and Muhanga in the southern province). Youth and community members who experienced new and recurring traumatic experiences were supported through individual therapy sessions by NAR district-based psychotherapists and trained community-based peace agents via mobile phone calls and where possible through physical meetings.

Quotes



“Under normal circumstances, when most people in our society have an issue or are wounded, they don’t always seek support from psychotherapists instead they think about those who are close to them such as family members, and at times they reach out to those in charge of social affairs (at the community level) whereas others don’t speak to anyone hence increased levels of trauma”.

Dr. Gishoma

“Mental health care at the family level is crucial, it is important to protect young ones from trauma by being honest with them, jointly making decisions, and ensuring some of the decisions made are beneficial to everyone. Today, people’s lives have lost direction; others have lost their jobs and their loved ones of which all of them need comfort in order to prevent them from feeling alone.”

NAR Psychotherapist

“Today, she no longer hears voices and she is grateful for the support she received. The peace agent and psychotherapist still follows up on her and she has made tremendous progress”

Female, Rutsiro



PUBLIC POLICY INFORMATION MONITORING AND ADVOCACY (PPIMA)



16
Staff from
PPIMA
partners in
Participatory
Action
Research
(PAR)

P PIMA is a project supported by Norwegian People's Aid (NPA) aimed at strengthening engagement between Civil Society Organizations (CSOs) in Rwanda and citizens in public policy affairs. Since its inception, PPIMA has supported the participation of Rwandan citizens in public policy, in holding decision-makers to account, and in fulfilling their own developmental role. It acts in harmony with national objectives set out in the Economic Development and Poverty Reduction Strategy (EDPRS) and the National Strategy for Transformation (NST).



5-day
Joint CSC issues
analysis workshop

In 2020, NAR became one of the eighteen Civil Society Organization (CSO) partners. Never Again Rwanda's efforts are focused on the following key areas:

- Engaging partners through capacity development, strengthening and accompaniment
- Consolidating the Community Score Card (CSC) data, further analyzing it and generating advocacy products to engage with relevant policy makers and influencers
- Opening opportunities for PPIMA partners to engage with policy makers, to increase CSOs coalition for advocacy and public policy engagement



03
Thematic coalition
meetings



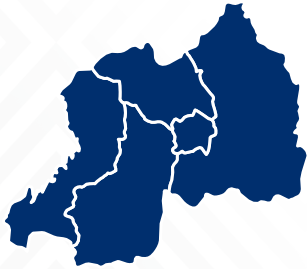
Following a 2020 NAR organized cross-learning sessions with other PPIMA partners aimed at sharing experiences, discussing collaboration and coalition opportunities, issues to be further investigated and advocated for in 2021 were identified. This year, through the PPIMA framework, NAR was engaged in the following initiatives:

- Capacitated 16 staff from PPIMA partners in Participatory Action Research (PAR)
- Conducted five-day joint CSC issues analysis workshop with 16 PPIMA partners to prioritize and analyze key policy issues
- Organized a cross-learning workshop with PPIMA partners on identified policy issues and agree on way forward for further documentations
- Facilitated three thematic coalition meetings with PPIMA partners to review the joint advocacy efforts



- Organized bilateral meetings with government institutions such as MINECOFIN, MINALOC, RGB and other high level GoR stakeholders to discuss CSC integration within the national planning and budgeting processes.
- Facilitated three thematic advocacy meetings with PPIMA partners through established coalitions for policy advocacy and influencing
- Organized policy engagements with key policy and decisions makers through TV and Radio dialogues on key policy issues identified from research and community score card
- Produced two policy advocacy materials (policy briefs) to engaged decisions makers on policy issues

DUFATANYE KWIYUBAKIRA IGIHUGU, “DKI” ACTIVITY PROJECT



05
Sectors in 8
districts.

Dufatanye Kwiubakira Igihugu is a three-year intervention project on citizen participation. DKI targets five sectors in eight districts. These districts include: Huye, Nyanza, Kayanza, Nyagatare, Ngororero, Rusizi, Musanze and Burera. The project builds upon previous and current work led by Never Again Rwanda on policy engagement and building capacity of local civil society organizations to interact effectively with the government, private sector, media, and the public, at the local level.



03
year intervention
project on citizen
participation.

The project's ambition is to increase capacity of citizens and civil society to engage and advocate – while simultaneously building Government of Rwanda's responsiveness to citizen needs. The project will strengthen the capacity of citizens and local organizations, to advocate for inclusion of citizens' needs and concerns into local government planning, budgeting and evaluation. In addition, strengthen the capacity of local leaders for inclusive consultations and providing feedback and ultimately contributing to improved responsiveness of government policies and decisions. NAR targets a wide audience, from community members, media, national civil society organizations, vulnerable groups such as disabled, youth, women and historically marginalized to



Project's ambition is
to increase capacity
of citizens and civil
society to engage
and advocate



the decision makers and strategic government institutions.

The expected outcomes for the DKI project are

- Citizen Awareness of their rights and policy issues increased.
- Civic engagement of women, youth, and vulnerable groups in decision-making processes increased.
- Civil society and media capacity to inform and advocate strengthened.
- Capacity of sub-national/local leaders to solicit and respond to citizen inputs strengthened.



To achieve the above set target, NAR carried out tailored trainings and workshop on Participatory Action Research methodology, provided small grants and strengthen the capacity of local authorities and citizens all while promoting gender and social inclusion. In implementation of the DKI project, Never Again Rwanda specifically embarked on the following activities:

- Recruitment, orientation and deployment of project staff
- Development of a Monitoring, Evaluation and Learning plan
- Organizing a planning workshop to create a project work plan
- Developing project communication and branding strategy
- Organized District level project introductory meetings and jointly identified sectors of operation

SOCIAL PROTECTION PROGRAMS



08

Recruited District Social Protection Advisors who were placed in 8 districts.



June 2021

secured funding from GIZ to implement social protection activities at district levels.



160

Trained district authorities

In June 2021, NAR secured funding from GIZ to implement social protection activities at district levels. The project titled “Institutionalization of District Social Protection Advisory (IDSPA)” began with a pilot in eight districts namely: Nyagatare, Musanze, Huye, Nyanza, Ngororero, Rubavu, Rusizi, and Nyamagabe. The phase focused on building capacities and preparatory measures for District Social Protection Advisors (DSPAs).

The project envisages an enhancement of the economic resilience of the extremely poor and deserving vulnerable citizens in the districts of operation through inclusive and participatory delivery of government’s social protection policy efforts and programs at local level. NAR is supporting existing government efforts to effectively implement the new social protection policy, whose overall objective is to strengthen the national social protection system with a view of ensuring that all Rwandan citizens have a dignified standard of living. NAR is building on existing advisory services, partnerships together and her experience with participatory approaches to provide technical support to local leaders in integrating citizens’ needs and priorities in district planning and budgeting, catalyzing and strengthening collaborative partnerships between citizens and their leaders around public problem solving.



This project started off with recruitment of district social protection advisors, training them on the kind of advisory services they will offer, introducing both the advisors and the project to the district authorities, conducting a rapid mapping exercise for the social protection programs and existing gaps/challenges and adopting recommendations and finally training of Para social workers. This first phase of the project is preparatory for the next phase that will consolidate the institutionalization of district social protection advisory.

So far, we have achieved the following:

- NAR recruited eight District Social Protection Advisors who were placed in eight project districts. Capacity of DSPAs was developed by providing necessary tools and information on a range of topics. NAR trained District Social Protection Advisors (DSPAs) are increasingly becoming part of the planning and evaluation processes for all social protection programs as district authorities recognize their roles.



"The training has given full induction on what is required to advise the district and the citizens through advocating for their rights to get the intended support."
Mr. Justin Rujuga, one of the advisors.



- NAR also conducted a rapid mapping exercise of social protection programs in districts. The existing social protection programs that were identified include the social protection programs identified include; Vision 2020 Umurenge Program (VUP), Girinka Program (one cow per poor family), direct income support, public works (classic and extended), nutritional sensitive direct support, FARG support, mutuelle de sante and extension of financial services.
- NAR developed training materials and conducted joint capacity building sessions for 640 (80 per district) Para social workers in collaboration with LODA. Para social workers are responsible for sensitization and community mobilization. They are also the implementer's of caseworker mechanisms which is a key mechanism for accelerating sustainable graduation from extreme poverty.
- Trained more than 160 sector and district authorities in participatory approaches for effective design and delivery of social protection policy, programs and services.
- Co-organized with district authorities eight awareness campaigns on social protection policy, programs and services (Huye, Musanze, Nyagatare, Nyamagabe, Ngororero, Rubavu, Rusizi and Nyanza).
- Co-facilitated feedback sessions with eight districts (Huye, Musanze, Nyagatare, Nyamagabe, Ngororero, Rubavu, Rusizi and Nyanza). The sessions were held to provide feedback to citizens on key priorities and challenges they raised on social protection services and programs.

INTERNATIONAL DAY OF DEMOCRACY



95 Participants comprising of 74 youth (30F, 44M), NAR staff and 6 stakeholders/development partners.

Held annually on September 15th, the International Day of Democracy was established through a 2007 UN General Assembly Resolution. It is a day earmarked to encourage governments to strengthen and consolidate democracy. The International Day of Democracy provides an opportunity to review the state of democracy in the world. It aims to promote the principles of democratic governance, celebrate progress of democratic reforms, and to raise public awareness about how to continue to promote and protect democracy both locally and globally.



Theme

“Strengthening youth participation in decision making processes in a changing era”.

The ideal of democracy can only be enjoyed by everyone when it has the full support of the international community, national governing bodies, civil society and individuals. Young people's active participation in governance and decisions making processes provides significant value for the fulfillment of government commitments, particularly at global, national and local levels. Specifically, the SDGs (UN 2015) paragraph 53 highlights that “the future of humanity and our planet lies in our hands. It lies also in the hands of today's younger generation who will pass the torch to future generations”.



In 2021, NAR joined the world in celebrating the International Day of Democracy by organizing a dialogue with youth from various backgrounds to reflect on the role of youth in promoting democratic values and better contribute to sustainable peace and development for the country.

This year's national level youth dialogue and the discussions focused on **"Strengthening youth participation in decision making processes in a changing era"**. The theme focused on the importance of building upon already existing youth participation forums in decision-making processes at different levels, and how they have had to adapt these to the changing era during and post COVID-19.

The national dialogue brought together 95 participants comprising of 74 youth (30F, 44M), NAR staff and 6 stakeholders/development partners. The event was graced by His Excellency the ambassador of EU, Ms. Ms. Judith Kazaire from RGB, Jessy Shyaka, from RYOF, Dr. Eric Ndushabandi of IRDP, Baha'i Omer of Uwezo organization and Kamaliza Solange, a youth representative and founder of Umwezi youth club. It included a keynote speech, plenary discussions and panel discussions on the role of Civil Society Organizations in enhancing youth participation in decision-making processes and their adaptation to a changing environment, inclusivity of people with disability, particularly in decision-making processes. In addition, about role of youth-led organizations in strengthening youth participation in decision making processes.



Testimonies

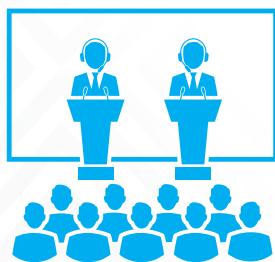


"The more you open spaces for dialogue, the more issues are likely to arise, today citizens are empowered and informed and they have access to decision makers"-

Dr. Ndushabandi

YOUTH ENGAGEMENT PILLAR PROJECTS AND ACTIVITIES

INTERNATIONAL YOUTH DAY



Organized a national youth conference in Kigali and in 05 districts (Huye, Gisagara, Ngororero, Rusizi, and Nyamagabe)

Theme

“Youth Contribution and Innovations for Transforming Food Security: Enriching youth potentials for sustainable peace and development”.



NAR believes that youth have the ability to foster change in their communities through engagement in activities that aim to empower them with peace values, critical thinking, tolerance of diversity, entrepreneurial skills, social justice, respect of human rights and democratic values.

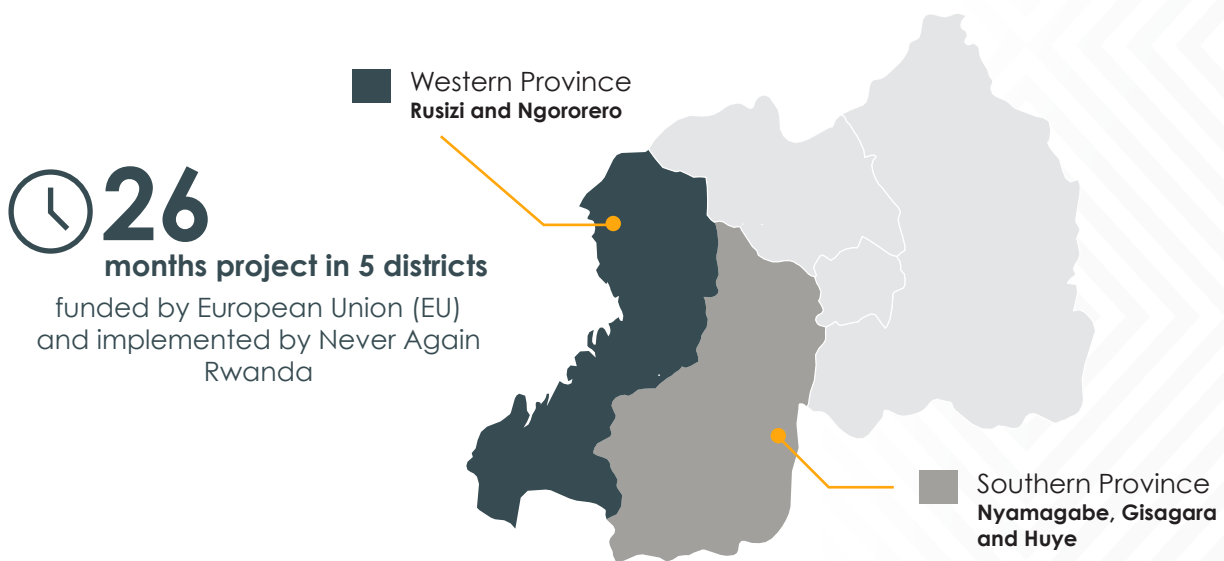
Being the most imperative and dynamic demographic, NAR joined the rest of the world to celebrate the youth on the 12th August 2021 guided by the theme: **“Youth Contribution and Innovations for Transforming Food Security: Enriching youth potentials for sustainable peace and development”**. We organized a national youth conference in Kigali and in five districts (Huye, Gisagara, Ngororero, Rusizi, and Nyamagabe), where NAR has satellite offices. To reach the wider audience and taking in consideration the restriction of physical activities and large social gatherings, NAR also streamed the dialogues on its YouTube channel and social media platforms. The dialogue revolved discussions on concrete actions to promote fisheries and aquaculture in general. The youth had conversations on what role they can play in employment and entrepreneurship in small-scale farming particularly in rural areas.

The interactive dialogue saw youth shed light on quite a few issues that hinder youth participation and at the same time propose solutions on how they should be involved. For instance, lack of awareness, lack of confidence most especially among girls and limited resources were some of the challenges mentioned. Despite these challenges youth felt that they need to be involved in the decision-making process and that they should take advantage of existing opportunities. Furthermore, those present committed to making use of existing platforms available for youth, establish networks and work towards supporting each other in terms of contributing towards the decision-making process.



YOUTH ENGAGE

At the end of 2020, we received funding from the European Union (EU) to implement a 26 months long project called "Youth Engage". NAR undertook this project in partnership with Interpeace. The project is implemented in five districts namely: Gisagara, Huye, Nyamagabe in southern province and Ngororero, and Rusizi in Western province. 'Youth engagement' was designed to see government policies and programs become more responsive to youth needs and priorities. The project is designed to develop capacities of youth to be more willing and confident to mobilize themselves to identify structure, analyze and envision policy solutions to issues impacting their lives. The project activities also entails empowering youth (representatives) to effectively use existing consultative platforms whether directly or indirectly to constructively engage government authorities on their interests and to hold them accountable.



Building on previous youth-related projects that NAR has undertaken, we have learnt that when youth representatives are empowered and engaged, they play a crucial role in championing for their voices, emphasizing their needs and priorities while effectively contributing to quality policy formulation processes. Moreover, providing youth and leaders spaces to discuss not only bridges the gap between youth organizations and decision makers but also enhances youth capacity for effective participation at the local and national level.



This year,

Never Again Rwanda:



120
Youth

on International Day
of Democracy

Organized a national dialogue with **120** youth from diverse backgrounds on International Day of Democracy



Organized district-based roundtable dialogues with **150** youth in five districts (Huye, Gisagara, Nyamagabe, Rusizi and Ngororero)

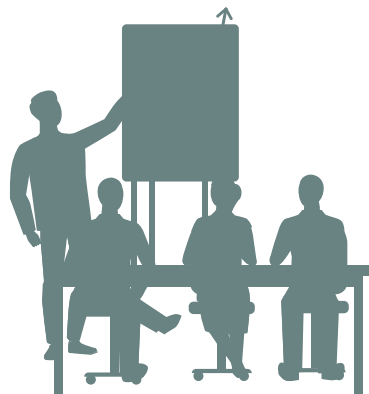


100
Youth

Engaged **100** youth in national level dialogue on International Day of Youth



Supported district level awareness campaigns on issue of teen pregnancies and drug abuse among youth in Rwamagana District



Trained **250** youth leaders in human rights, democracy, leadership, critical thinking and advocacy

YOUTH CLUBS

Through our programming, NAR worked with youth-affiliated clubs and associations from different schooling and non-schooling communities. We encourage young people to use their talents like music, drama, dance, art and writing to spread the message of peace and be a beacon of hope to their fellow youth.

We have so far engaged 105 affiliated clubs and associations across 20 districts. Through these affiliated clubs and associations, we work with 4,603 active members. Through these partnerships, we capacitate the youth to become peace agents, improve their livelihoods, advocate for their rights and those of their communities. We provide youth with critical thinking skills, human rights education, peace education, supported their initiated projects, created safe spaces for them to dialogue, facilitate intergenerational dialogue, engage them in democratic processes and avail to them tools and platforms to engage. We also support youth to express and debate their views on democratic values, celebrate their diversity take leadership roles in political participation as they effectively promote and protect human rights. As a result of improved level of confidence, they become peace agents, improve their livelihoods, advocate for their rights and those of the vulnerable populations in their community.

YOUTH SUMMIT

Youth Estimation is among numerous clubs located in Burera District that NAR has been supporting, some of the main activities that they conduct include; peace education to young people, supporting vulnerable people in their communities by building toilets, kitchen gardens, and re-constructing their houses.

Youth Estimation in partnership with NAR organized a youth summit conference under the theme “My Talent, My Property”. The aim of the summit was to witness youth talents and how they positively use their talents in promoting and enhancing peace in their communities. Youth excitingly presented their talents such as singing, dancing, and poetry. The colorful event was attended by 120 youth including leaders.

YOUTH LAB

In the Great Lakes, young people often lack skills, motivation, and experience to become active change agents for peace. Many young women and men might not engage in violence, but they also rarely take any initiative towards peace. They do not play an active role in the community and generally lack a sense of ownership over their collective future.

Never Again Rwanda in partnership with Interpeace is implementing the Youth Lab Project. The project seeks to empower young people from the Great Lakes region (Rwanda, Burundi, DRC and Uganda) with skills and knowledge that enable them to effectively play a role in governance, peacebuilding, and development processes at the local, national, and regional levels.

We envisage equipping young men and women, between the ages of 18 to 30, with leadership and conflict resolution knowledge, project design and advocacy skills, as well as a cross-border network that includes access to decision-makers, so they are enabled to be stronger stakeholders in regional and cross-border peace initiatives.

- Participated in regional planning workshop with all project partners
- Provided technical inputs in development of youth leaders training materials
- Introduced the project to different partners across project districts
- Finalized the criteria for selecting youth participants in Youth lab project

IMPLICATIONS OF HISTORICAL WOUNDS ON INTRA-FAMILY CONFLICTS RESEARCH PROJECT



IMPLICATIONS OF HISTORICAL WOUNDS ON INTRA-FAMILY CONFLICT IN POST-GENOCIDE RWANDA

In 2020, NAR in partnership with Interpeace with support from SIDA commissioned a research project on “**Understanding the Implication of Historical Wounds on Interfamily Conflicts in Post-Genocide Rwanda**”. Little attention has been paid to the connections between historical wounds, dysfunctional families, and intra-family conflict. This research was part of the Societal Healing and Participatory Governance Program (SHPGP). The research adopted a mixed-method research methodology to achieve the following objectives the following objectives:

- Explore the typology of intra-family conflict in post-genocide Rwanda
- Explore the typology of historical wounds experienced by families in conflict in post-

genocide Rwanda

- Examine effects of historical wounds on intra-family conflict in post-genocide Rwanda;
- Identify other major factors that influence outbreak of intra-family conflict in post-genocide Rwanda;
- Explore and assess effectiveness of existing mechanisms that aim to prevent and manage intra-family conflict and historical wounds.

We were able to finalize the research process and share findings and recommendations with respondents and actors involved. In summary, we registered the following findings:

- Intra-family conflict is associated with historical wounds
- Financial and emotional conflicts are the most prevalent forms of intra-family conflict in community, compared to sexual and physical conflict
- Post-traumatic stress disorder (PTSD) was reported to be the most common type of historical wound experienced by survivors of the genocide. It impacts sufferers' mental wellbeing, as well as social and marital relations
- Other triggers of intra-family conflict in post-genocide Rwanda include: poor intra-family communication, especially regarding family development projects, n limited understanding of gender equality and intra-family conflict and sexual infidelity

The research provided recommendations to the: Ministry of Health (MoH), Ministry of Justice (MINIJUST), National Unity and Reconciliation Commission (NURC), Ministry of Education (MINEDUC) and Civil Society Organizations (CSO).

STATE ENGAGEMENT



NAR
Independently engaged several government institutions such as **MINALOC, RGB, MINECOFIN**

NAR independently engaged several government institutions such as MINALOC, RGB, MINECOFIN to seek formal collaboration and buy-in from policy makers including requesting MOUs to pave the ways for subsequent wider cross-learning that will include other CSOs.

NAR's leadership engaged different policy makers from MINALOC, the Prime Minister's office, RGB, LODA, and MINECOFIN through individual meetings and discussed key policy issues including possibilities to adopt CSC model as a tool for national planning and budgeting process. For instance, on several occasions, NAR met with the PS MINALOC and discussed NAR's inputs in the Local Government Capacity Development (LGCD) Strategy 2020-2024 that aims to coordinate and guide the implementation of local government capacity development initiatives.



Local Government Capacity Development (LGCD) Strategy **2020-2024**

Equally, NAR sought MOU with MINALOC to support in the process of institutionalizing capacity building of elected local leaders which was among the key policy issue highlighted from the CSC analysis. The draft MOU was agreed upon so far by both institutions and once signed, it will pave way for more policy engagement for adoption of CSC as an alternative tool for participatory national planning and budgeting processes.

Building on its expertise in participatory action research and evidence based advocacy, NAR continued its work in documenting and communicating citizens' challenges and priorities to inform local and national policy and decision-making processes. NAR together with other CSOs have communicated policy gaps and proposed possible alternative solutions.

NAR uses existing national and local level consultation platforms such as Sector Working Groups, Voice and Accountability, JADF, media and community dialogue to engage policy makers and decisions makers at different levels by sharing documented evidence, highlighting citizens' priorities and document policy issues that affect the lives of citizens.

NAR observed an increased openness by engaged policy makers and institutions to collaborate at all stages. For example, all institutions converged on the need for CSOs to play a greater role in the monitoring of NST1 and in promoting meaningful citizen participation in the related government programs. They also emphasized on the use of evidence to highlight policy gaps that would need government's attention and coordinate stakeholders' inputs in addressing them. NAR's past researches and participation in existing platforms between government institutions and non-state actors is an indication that capacities for evidence building have to be shared across other local CSOs.



2015

Mapping exercise of actors and approaches in healing and reconciliation

A 2015 mapping exercise of actors and approaches in healing and reconciliation conducted by Never Again Rwanda (NAR) and Interpeace, demonstrated the urgent need for actors involved in Peacebuilding to build synergies in approaches, tools and methodologies for a more consolidated impact, minimize duplication, increase potentials for advocacy and share the lessons learnt.



Interpeace
INTERNATIONAL ORGANIZATION
FOR PEACEBUILDING

Never Again Rwanda, Aegis Trust and Interpeace are cognizant that the three organizations are similar in their activities, boundaries, strategies and in their geographical coverage for their programs. The organizations believe that for a great contribution to sustainable peace in Rwanda, there is a need for harmonized framework for mutual learning, continuous experience sharing and joint collaboration and coordination of their different but related strategies and engagements in Peacebuilding.



05

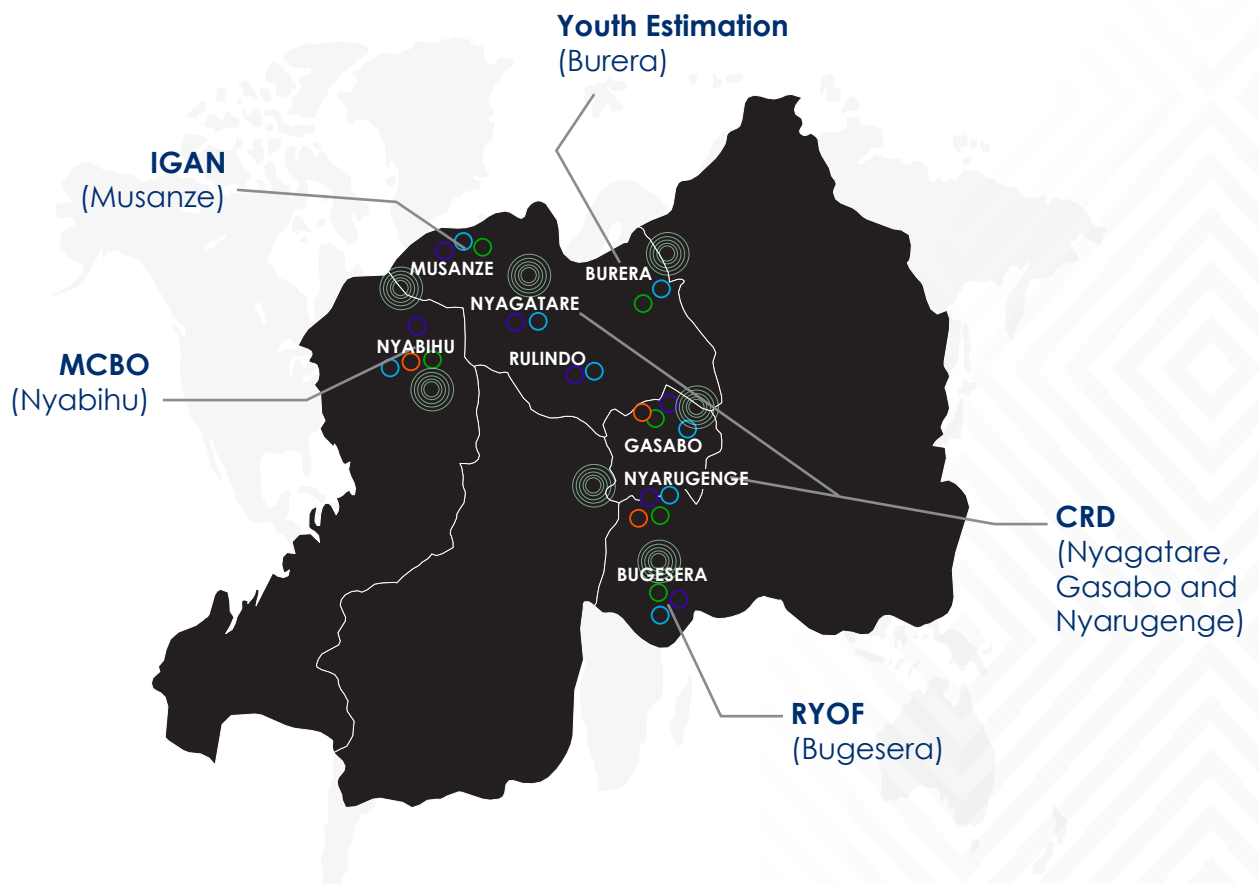
CBOs/CSOs; implementing peacebuilding, mental health, and unity and reconciliation activities

In the interest of minimizing duplication of activities in similar locations, Never Again Rwanda, Aegis Trust and Interpeace identified areas of overlap and defined specific activities and strategies to be implemented in these areas as well as with similar boundary partners and stakeholders. In addition, the partnership has established continuous mechanisms to track and advise on potential areas of overlap that may emerge along the implementation process; regular community of practice, periodic joint review meetings and the coordination framework defined in the subsequent sections. The three organisations are also currently seeking funding from the same donor-the Swedish International Development and Cooperation Agency-SIDA.

This creates an opportunity to collaborate closely in the delivery of these programmes, increasing the donor's value for money and providing improved and holistic services to communities across the country.

In commitment to the partnership framework, NAR has supported 5 CBOs/CSOs; with experience implementing peacebuilding, mental health, and unity and reconciliation activities within NAR's district of intervention. The supported organizations include: LIWOHA (Life Wounds Healing Association), Umuzabibu mwiza which means good vine, Sana Initiative, Ubumwebw'abanab'u Rwanda/Unity Children Rwanda (UCR) and Tuganire, which means let us talk. Some of these organizations have conducted activities such as: Youth dialogue and community exchange (Tuganire); Community outreach for peace; using expressive techniques such as theatre, poems and large group discussions (Ubumwebw'abanab'u Rwanda/Unity Children Rwanda (UCR)) and a 5-day psychosocial care workshop for 15 couples (30 participants) experiencing historical wounds.

SUPPORT COMMUNITY BASED ORGANISATIONS (CBOs)/CIVIL SOCIETY ORGANISATIONS (CSOs) TO EXPAND GOVERNANCE AND HUMAN RIGHTS ACTIVITIES



NAR identified and supported like-minded community-oriented Civil Society Organizations (CSOs) and community-based organizations in delivering activities that are geared towards attaining outcomes and outputs under Governance and Human rights Pillars. NAR set out a restricted call to organizations in the said category working in the districts where its programs are focused. The supported CSOs and CBOs¹ are IGAN (Musanze), MCBO (Nyabihu), CRD (Nyagatare, Gasabo and Nyarugenge), RYOF (Bugesera) and Youth Estimation (Burera). The CSO/CBO selection criteria included, a shared understanding of NAR's goals and objectives specifically under its governance and human rights pillar, experience working with communities, quality of initial concept notes, proposals and budgets, financial and management systems, etc.

The supported CSOs/CBOs implemented activities aligned to NAR's strategies and approaches under its governance and rights pillar including training citizens on human rights, organizing community dialogues, facilitating citizens to participate in governance through existing mechanisms, conducting human rights awareness in the community, organize roundtable discussions between youth and decision-makers and community and radio dialogues to facilitate dialogue between citizens and local leaders. The following outputs were delivered by supported CBOs and CSOs:

MCBO-Mukamira

- Engaged 210 (63F, 147M) citizens representatives, district and sector leaders, media and CSOs in community dialogue between citizens and local leaders on governance issues

¹ Youth Estimation, Mukamira Community based Organization (MCBO), IGAN (Inter-Generational Amahoro Network), RYOF (Rwanda Youth Organization Forum) and CRD (Citizen Rights and Development)

- 10,000 citizens were approximately reached through mobile campaigns co-facilitated by MCBO and Nyabihu district to educate citizens on government policies, collect their priorities and providing feedback on community issues and needs.
- 15 community-based facilitators (5F, 10M) were trained on citizen engagements approaches and basic advocacy to facilitate citizen participation in local citizen consultation mechanisms

IGAN

- Organized a one-hour long radio dialogue on citizen participation in national and district planning and budgeting processes
- 200,000 citizens were approximately reached through community mobile campaigns to increase community awareness on new and existing government policies, laws and programs in eight sectors within Musanze District namely Cyuve, Nyange, Kinigi, Shingiro, Gataraga, Busogo, Kimonyi and Musanze
- 40 (26M, 14F) local leaders, religious leaders, educational institutions representatives were trained on community engagement and inclusive governance
- Engaged 30 participants in roundtable dialogue between CSOs, Universities and secondary school institutions leaders, religious leaders and local leaders to discuss opportunities and challenges affecting youth engagement

CRD

- 88 (37F, 51M) youth leaders (champions) were trained on human rights
- 557 (365F, 212M) citizens and local leaders were engaged in community dialogues between communities and local leaders to discuss and address community issues in Nyarugenge and Nyagatare
- 164 (94F, 70M) community members and local leaders were engaged in district level roundtable discussions between community members to discuss community challenges and jointly propose solutions. The discussed governance issues, include poor service delivery, human rights abuse by some local leaders, capacity gaps and limited competencies among local leaders especially at cell level; lack of information about government programs among community members, etc.
- Trained 110 (62F, 54M) cell and village leaders on participatory facilitation skills and human rights

RYOF

- 50 Abunzi committee members (22F, 28M) were trained on family, land law, succession and GBV laws
- Organized community dialogue with 50 opinion leaders (19F, 30M) on legal rights issues
- 51 youth leaders (30F, 21M) were trained on their participation role in setting Imihigo
- Trained 25 couples experiencing conflict on family and GBV laws
- Trained 40 teen mothers on child rights and process of child registration
- 250 citizens (180M, 70F) were reached in community raising awareness campaign on land and GBV laws through intekoz'abaturatione

Youth Estimation

- 122 youth (65F, 57M) from Burera district were engaged in youth summit “My talent, my property” to spread messages of peace and human rights values among youth
- 77 (32F, 45M) secondary school students and out of school youth used arts such as songs, poems and dances to raise awareness on human rights among youth, especially these of vulnerable and marginalized youth.

COALITION BUILDING FOR EFFECTIVE POLICY ANALYSIS AND ADVOCACY

NAR has led the establishment and operationalization of CSOs coalitions to elevate policy issues identified through the community score card. NAR in close collaboration with PPIMA partners continued to engage relevant policy and decision makers to take into consideration issues documented through Community Score Card. For instance, the coalition members engaged the Ministry of Local Government (MINILOG) on key recommendations from research and Community Score Card to institutionalize capacity building of elected local leaders in order to strengthen inclusive citizen participation in government policies and programs as well as improve the quality of service delivery at local level.

In November, Never Again Rwanda and the Rwanda Civil Society Platform (RCSP) jointly organized a breakfast meeting which attracted several policy makers and members of CSOs and discussed Strategic Partnership Framework between CSOs and Government of Rwanda. Both sides exchanged on the existing partnerships, challenges and lessons learnt and jointly elaborated recommendations to revamp existing collaboration.



In addition, NAR engaged 12 CSOs in the analysis of NST1 to determine key priorities that will be based on collecting evidence, building advocacy base and subsequently engaging government institutions responsible for the implementation of NST1. The clustering process included review of outlined NST I pillar issues (priorities), identification of specific issues of focus, identifying other potential CSOs to join thematic working groups and other subsequent engagements. The following are thematic clusters established based on their contribution to NST1:

NST1 Pillars	CSOs coalition members
Economic transformation Pillar	CCOIAB, IRDP
Social Transformation Pillar	YWCA, IDEBATE, Save Generation, COPOR-WA, UWEZO, RWN
Transformative Governance Pillar	CLADHO, CCOIAB, TIR, IRDP, CERULA, NAR

Never Again Rwanda observed increased commitment and readiness among CSOs engaged in contributing to joint policy influencing. CSOs also committed to revamp their research and documentation efforts for effective policy advocacy as well as increase peer to peer collaboration for increased trust and experience sharing in order to minimize duplication and increase synergies.

NAR also observed increased understanding and self-reflection among CSOs pertaining to different gaps affecting their capacity to influence public policies. Such include the need to improve their internal governance processes, strengthen collaboration among themselves, strengthen their capacity in policy analysis and monitoring of government programs, increase outreach and communication and proactively engage with the responsible government institutions.

NAR provided training for CSOs in policy analysis, documentation, participatory action research and advocacy. NAR organized an out of the box thinking session on policy monitoring and influencing. The aim of the capacity building session was to build more confidence among CSOs in public policy monitoring and influencing.

IBUKA PARTNERSHIP

Under the strategic partnership pillar, NAR intends to establish and facilitate spaces for peace/ dialogues. To achieve this outcome, NAR plans to establish 48 (both youth and community members) spaces for peace in 12 villages and will comprise 1,200 participants. These spaces will meet twice a month to conduct dialogue sessions and will be facilitated by trained community resources persons. IBUKA has established and trained a network of Community Resource People (Animateurs Psycho-Sociale) who support in addressing trauma and mental health issues within the community.

It is in this regard that NAR has established a partnership framework with IBUKA to discuss how both organizations can leverage their resources, increase their capacities to better provide healing services in the community as well as operationalize the spaces for peace. Through the framework, IBUKA identified 78 community resource people who are likely to facilitate 75 healing groups with approximately 1,800 members in Huye, Gisagara and Nyaruguru District. The discussions and agreement with IBUKA will be finalized in January 2022.



Grace Adhiambo Orai, Kenya

Grace is student from University of Nairobi and is also a member of Women Volunteers for Peace (WOVOP). Grace found the topics on: Women, Peace and Security and Dealing with the past- Transitional Justice most insightful to her. Grace admits that through these thematic areas she has appreciated that the role women play in addressing issues of peace and security.



Grace quotes:

"I have had a change of mindset about what transitional justice is and how young people can be part of the process"

She has used the genocide as a reference when advocating for non-violence. Grace reports that PBI has opened her eyes and made her aware of some toxic traits she had to unlearn. In her volunteer work, using Rwanda as a case study and literature provided during the PBI workshop, she has trained her colleagues on transitional justice, Women, Peace and Security and Youth, Peace and Security agenda. Ms. Orai has incorporated training on critical thinking to deliver the training. In future, she hopes to address decision makers on peace processes. She further hopes that she can advocate for more participation of women and youth in the Women/Youth Peace and Security agenda respectively.



Ariane Kaze, Burundi

Ariane is the president of a local association, Femmes Unies pour la Paix dans la région des Grands Lacs" (FUP-GL). She is also a member of an International organization GENSAC (Gender Equality Network for Small Arms Control). She benefitted most from the thematic area: Women, Peace and Security. Her work entails making small arms control more gender responsive. Her organization's mission is to serve as a platform for promoting effective participation of women at all policy and decision-making levels, to strength commitment to it and operationalize support for more gender sensitive design and implementation of disarmament measures. Right after the PBI workshop, her organizations organized a Global week of action against armed violence. During the week, she had an opportunity to share what she learnt during PBI in a conference and a radio program: emission à la radio la Colombe. Through PBI, Ms Kaze has sharpened her knowledge on UN Security Council Resolution 1325 on Women Peace and Security.



Gale Moses Azaria, South Sudan

Moses works at Eye Radio as a reporter. In addition, he volunteers for Kendita Initiative. He is currently working with group of youth running peace campaigns in the capital Juba and covering stories related to peace and security. Mr Azaria finds that the themes: Governance and Development in Post Conflict Societies, Women Peace and Security, Genocide and Mass Atrocities are most relevant to the nature of work he does. Through PBI sessions, he became aware of his responsibility as youth in building a peaceful society. PBI has turned Moses into a problem solver and has changed the way he analyzes issues in his community.

GENDER INCLUSION

Gender Inclusion Strategy
(2021-2023)

As a social justice organization, NAR engraved inclusion and respect of diversity among its values and vision.

NAR continued to implement its gender inclusion strategy for years (2021-2023) in a bid to close gender gaps as highlighted in the gender gap assessment conducted in 2020. As a social justice organization, NAR engraved inclusion and respect of diversity among its values and vision. Inclusion and gender received special attention in NAR's new strategic plan (2021-2025), where social inclusion and gender mainstreaming are considered as cross-cutting issues. NAR's commitment to advance gender and social inclusion was specifically highlighted in both its strategic plan and gender Inclusion strategy. Both strategy documents put emphasis on strengthening systems and processes as well as capacity building for staff to achieve a more gendered outcomes at program and institutional levels. For example, in the proposed organigram for the strategic Plan, a gender and social inclusion position was included among senior management of the organization. This will ensure gender and social inclusions are considered at different levels of planning, budgeting, programming, implementation and evaluation of programs and organizational processes.

ORGANIZATIONAL CAPACITY BUILDING AND SUSTAINABILITY

In implementing its five year Strategic Plan (2021-2025), NAR has widened its team with many offices operational in different districts. For example NAR has field offices in Huye (serving Nyamagabe and Gisagara), Nyanza, Rubavu, Musanze, Nyagatare, Ngororero and Rusizi district. NAR is planning to open field offices in Kayonza and Burera districts. On the same note, NAR is working with several community-based organizations, wide range of beneficiaries and stakeholders with different needs and priorities.

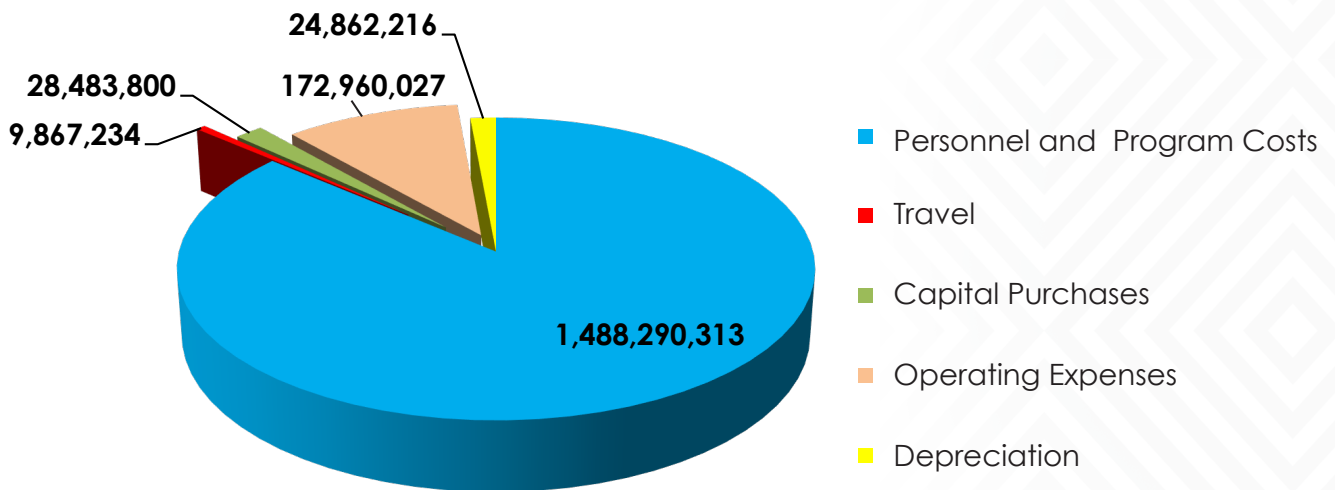
NAR continues to improve its internal processes, building internal capacities and ensure sustainability. NAR is improving on digitalization of its processes including strengthening of its M&E systems through the review and expansion of existing MIS for effective data management, program management and reporting. NAR also strengthened its gender analysis and mainstreaming across all programs and organization. For example, a senior gender and social mainstreaming expert was recruited to support the organizations efforts of gender and social inclusion.

NAR also recruited other new staff in different pillars to deliver quality programming and policy influencing. NAR also continued expanding and diversification of funding, partnerships with government institutions, CSOs and other stakeholders towards institutional sustainability.

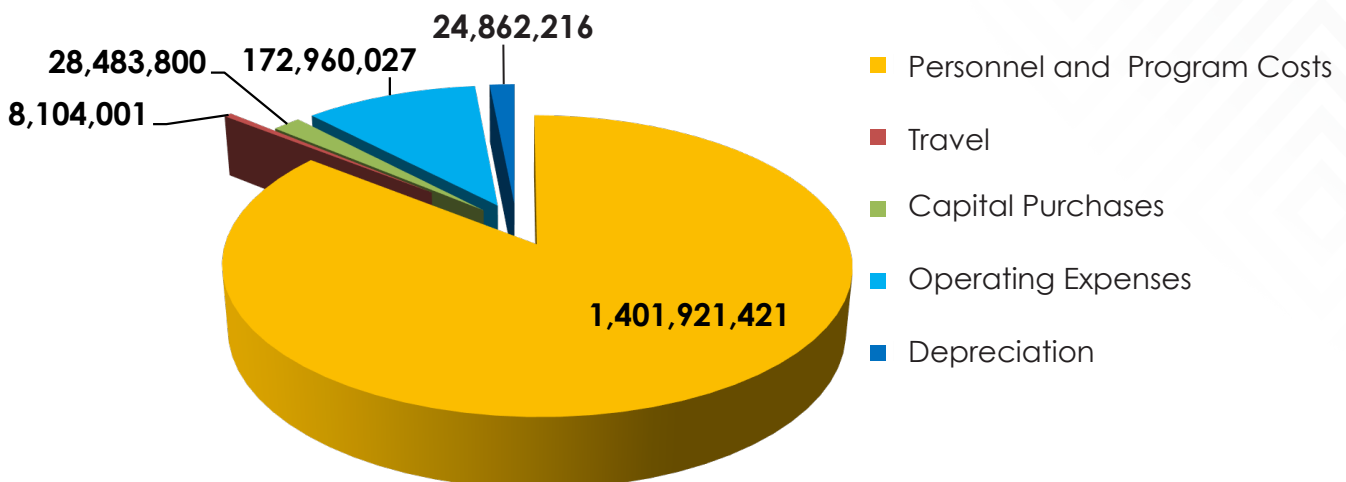
FINANCIAL STATEMENT 2021

Category	Budget	Expenses	Balance	%Variance
Personnel and Program Costs	1,488,290,313	1,401,921,421	86,368,892	94.20%
Travel	9,867,234	8,104,001	1,763,233	82.13%
Capital Purchases	28,483,800	28,483,800	0	100.00%
Operating Expenses	172,960,027	172,960,027	0	100.00%
Depreciation	24,862,216	24,862,216	0	100.00%
Total	1,724,463,590	1,636,331,465	88,132,125	

BUDGET



EXPENSES



We acknowledge the Board of Directors, NAR's management team and the entire staff, whose zeal and commitment have been the hinge of the organization's perseverance in 2021.

We would like to thank our key donors and partners

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– Rwanda –

Engaging Society, Making a Difference.

2021 was marked with reflection and change;
some days feeling good and others so strange.
We learned to work differently and inclusively.

We look to 2022 with energy and enthusiasm
to strengthen our immunity, increase our hope
and work together for peace and social justice.

Never Again Rwanda

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