

never
again

— Rwanda —



ANNUAL REPORT 2022

OVERVIEW OF THE ORGANIZATION

Never Again Rwanda (NAR) is a peacebuilding and social justice organization founded in response to the 1994 Genocide Against the Tutsi. 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 peacebuilding and development. NAR places a particular emphasis on youth as the future of a peaceful society. NAR is one of the leading national peacebuilding organizations with nearly 20 years of experience building a cornerstone for peace.

VISION

A society that enjoys sustainable peace, development and social justice.

MISSION

To engage society to embrace sustainable peace and social justice.

VALUE STATEMENT

Engaging Society, Making a Difference.

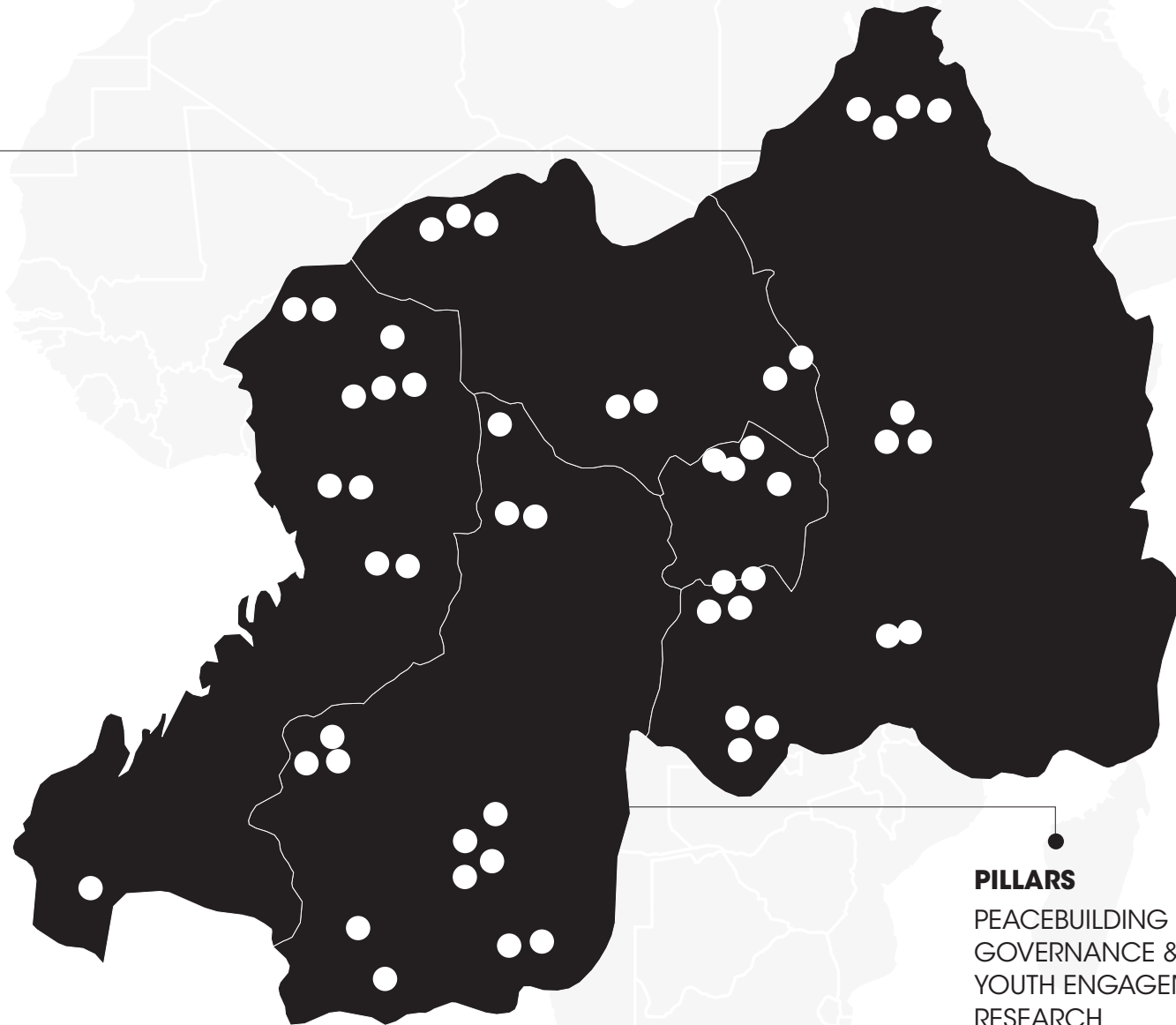
CORE VALUES

- Respect for diversity
- Integrity
- Passion
- Partnering
- Excellence
- Innovation

OUR PRESENCE

DISTRICTS

NYAGATARE
MUSANZE
RUBAVU
NYABIHU
RUTSIRO
KARONGI
RUSIZI
NYAMAGABE
HUYE
NYARUGURU
GISAGARA
BUGESERA
NGOMA
NYARUGENGE
GASABO
RWAMAGANA
GASABO
GICUMBI
NGORORERO
RULINDO



PILLARS

PEACEBUILDING
GOVERNANCE & HUMAN RIGHTS
YOUTH ENGAGEMENT
RESEARCH
STRATEGIC PARTNERSHIP

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ABBREVIATIONS

AFIC	Africa Freedom of Information Centre
AVEGA	Association des Veuves du Genocide or the Association of Widows of Genocide
CSOs	Civil society organizations
CBOs	Community-based organizations
CSC	Community Score Card
DKI	Dufatanye Kwiwubakira Igihugu
ICT	Information and communication technologies
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer, intersex, asexual and others
LIWOHA	Life Wounds Healing Association
NAR	Never Again Rwanda
PBI	Peacebuilding Institute
PTSD	Post-traumatic stress disorder

MESSAGE FROM OUR EXECUTIVE DIRECTOR

None of us is likely to forget how COVID-19 changed life as we know it. But while the pandemic shaped much of our activity in 2020-2021, it did not redefine NAR's identity or alter our fundamental course. If anything, the events of this past year further validated our intrinsic purpose and strategic direction. We stayed true to the values that have fuelled our success for two decades and continued to position ourselves as a peacebuilding influence, a thought leader in governance, citizen participation and youth engagement in our country.

NAR ended 2022 very strongly and marked the 20th anniversary of our organization. Throughout the year, we sought new and innovative ways to bring our services to our partners and beneficiaries. We reintroduced in-person workshops and brought new online tools to our members. We continued to grow, with new positions created to back our efforts, including a Deputy Executive Director in charge of program development and quality assurance.

Through the generosity of our supporting partners, NAR was able to continue offering capacity-building training and workshops. Local leaders, community-based organizations (CBOs) and civil society organizations (CSOs) gained the skills to update strategic plans, evaluate governance structures, reflect on their inclusion policies, and explore new funding opportunities. We also trained them to build their technical capacities in understanding governance, policy advocacy and participatory action research. Our communities of practice continue to be a resource for peer networking. We continued to deliver on our commitment of sustainable peace, development, and social justice.

In 2022, we reached 16,363 direct beneficiaries (48.6% female and 51.4% male). Over half (52.6%) of our participants were young people under 30. The people engaged by our programs range from community members to decision-makers at local and national levels, development partners and the media. Indirectly, NAR reached more than 300,000 people through dialogues, workshops, campaigns and media engagements. Our sector interventions and the policy changes we advocate for amplify our impact.

Our continued growth is a testament to the commitment of all our stakeholders, our financial supporters, and our staff. I am proud of NAR staff for going above and beyond in 2022, exemplifying our resilience. I also want to thank our Board of Directors for their dedication to fulfilling our purpose and never losing sight of what we are about – Engaging Society, Making a Difference.

Although we cannot be sure of what the future holds, we can be clear and resolved in our mission: to engage society to embrace sustainable peace and social justice.

I invite you to learn more about our work, our partners, and our stewardship of CBO and CSO coalitions.

Join us in celebrating our 20th anniversary, making an impact and building our communities.



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CELEBRATING 20 WONDERFUL YEARS

OF ENGAGING SOCIETY, MAKING A DIFFERENCE



Organization is founded

NAR hosts over 600 young people from across Rwanda and East Africa in debate sessions on youth contribution to conflict mitigation

Obtains a USAID prime award, making it the 1st local NGO to be awarded by USAID

Organizes the 1st National Conference on Commemoration Policy and Practice

Launches the Societal Healing and Participatory Governance for Sustainable Peace in Rwanda programme

- Launches a new strategic plan (2021-2025) with 5 strategic pillars : Peacebuilding, Governance and Human Rights, Youth Engagement, Research, Strategic Partnership
- Staff increases from 12 to 32 permanent personnel
- Signs core funding contract with Sida
- Starts DKI Program with the support of USAID
- Opens new field offices in Kayonza, Burera, Nyanza, Rusizi and Ngorororo, and a Wellness Centre in Kigali for in-person psychosocial support



2002

2006

2009

2012

2015

2021

2004

2008

2010

2013

2017

2020

2022

Hundreds of NAR's youth clubs and associations are established all over Rwanda

NAR is officially registered and it establishes the first physical office in Kigali city
NAR launches Peacebuilding Institute (PBI)

As NAR grows, the number of permanent staff increases from 5 to 12

Hosts a regional public speaking and exchange event bringing together over 500 youth

Launches a new strategy focusing on 5 pillars: Peacebuilding, Governance and Rights, Sustainable Livelihood, Education, Research and Advocacy

New Youth Engage project launches
NAR goes digital and starts providing online mental wellness services

CS Engage programme launches with the support of SDC
"Uburenganzira Bwacu" serial drama airs on RBA



OUR WORK IN 2022



Empowering citizens with tools for conflict resolution, building trust, and promoting trauma healing and genocide prevention.

We believe that peace is an essential part in the development and cohesion of our country. Our country's tragic past has led us as an organization to pursue peace and empower our fellow citizens to promote peace within our borders and beyond.

NAR continued to train citizens in dialogue facilitation skills and peace education. We created spaces for peaceful dialogue to increase trust and tolerance and enable people to overcome wounds, manage diversity and peacefully address conflicts.

Training in dialogue facilitation skills

Trained individuals within the community – known as community resource people – play a key role in our peacebuilding efforts, and we continue to focus on strengthening their capacity to support dialogue. This year, we provided training in facilitation techniques for managing spaces of people who have experienced trauma and carry emotional wounds.

We also trained local leaders in trauma-informed leadership, so they are equipped to deal with people who are still affected by the consequences of the genocide.

Spaces for Peace

Our Spaces for Peace continued to provide a safe environment for community members to discuss a wide range of topics, from emerging societal issues to individual wounds.

We continue to witness stories of change in groups attending the spaces, and to see relationships improving between descendants of survivors and those of genocide perpetrators.

JOËLLE MUNERENKANA SHABANI,

2022 Never Again Rwanda's
Peacebuilding Institute (PBI)

PBI ALUMNI
AVOCATE AU BARREAU DU SUD KIVU, DRC



"The last two weeks of the PBI workshop were memorable to me. Through the workshop, I learned lessons on transitional justice, women's peace and security, Rwanda's tragic history, and the importance of leadership and peacebuilding. After the workshop, I learned how to integrate peace, harmony and reconciliation after a crisis in my daily work. Reconciliation is very important in a much larger sense too, especially for those living in countries where there are crises at borders. I'm convinced that if we continue to forge relations between our countries and

share the same focus on peacebuilding and development, it will be very useful to us and the globe.

One of the highlights of the workshop was meeting the NAR team, who encouraged us to discover the beauty of Rwanda, its culture and its tragic history. Special thanks to the NAR team, who meticulously planned and organized an effective program, bringing people together from all over the world, and most of all leading us to discover our hidden talents as peacebuilders".

Peace education

Our Peacebuilding Institute (PBI) educates and empowers aspiring peacebuilders from Africa and across the globe through an intensive two-week training. In 2022, we hosted our 20th PBI workshop, the first physical gathering since the COVID pandemic. It brought together 21 young peacebuilders from seven countries – Rwanda, Burundi, the Democratic Republic of the Congo, Sudan, South Sudan, the Gambia, and the USA. The peacebuilders had the opportunity to share knowledge, learn about topics including genocide prevention, gender, transitional justice and governance, and explore Rwanda through various site visits.





MEET
**UWANYIRIGIRA
BEATRICE**

BECOMING A PERSON AGAIN
THANKS TO THE SPACE FOR PEACE

BUMBOGO SECTOR, GASABO DISTRICT

"There was a time when I felt like I had no words left, that I didn't even have a reason to still be living in this bitter world. I didn't want to tell anyone about my story, I couldn't be happy anymore due to the double wounds from the Genocide Against the Tutsi and being a widow twice. Thanks to the Space for Peace, I started to be happy again and share my stories."

After the Genocide Against the Tutsi, Beatrice from Gasabo, Bumbogo was left alone as her parents and six siblings were killed. Without a family and without remembering her origins, her

life felt hopeless. After the genocide she married a fellow orphan in a refugee camp, but her dreams of happiness were destroyed two years later when her husband suddenly died.

"It was a painful life without even the capacity to raise my son who had mental health issues until the government settled me in the village," she recalls. Beatrice remarried, but tragedy struck again when her second husband also died.

Then NAR established a Space for Peace in her village. *"The Space for Peace helped me to meet*

with other people with different wounds and share our stories," she says. *"I never used to speak, but I was able to speak when I came to this space, I felt like my heart was a little relieved and for the first time I was able to look a Hutu person in the face."*

Joining the Space for Peace, Beatrice adds, helped her realize that everyone has wounds and others have also gone through a bitter story.

"I think I have become a person again thanks to the space," she says with a smile.

Partnering with like-minded CSOs/CBOs

In 2022, we consolidated and created new partnerships with three CSOs – LIWOHA, AVEGA and IBUKA – to strengthen their capacities. Our aim is to build a consortium of local CSOs involved in mental health and societal trauma healing so we can reach more people.

"I haven't spoken for 28 years. I had never told anyone about my wounds caused by the 1994 Genocide Against the Tutsi. After joining this group and listening to other participants' wounds, I felt inspired to share my own. When I shared my story, I felt encouraged and supported." Female participant, IBUKA space, Kibeho district

Free psychosocial services provided through NAR's Wellness Center

Our Wellness Centre in Kigali has become a beacon of hope to those seeking individual or familial therapy. During the reporting period, the Wellness Centre received over 300 clients who accessed free services both online and through in-person therapy sessions. The main reasons for consulting are post-traumatic stress disorder (PTSD), depression and anxiety.

The Rwanda Peace Partnership

In 2022, we joined forces with fellow peacebuilding organizations Aegis Trust and Interpeace to launch the Rwanda Peace Partnership. The partnership gives us a common and amplified voice on peacebuilding issues, and can help raise resources and use them as efficiently as possible.

IMPACT NUMBERS

05

CSOs AND CBOs

(IBUKA, LIWOHA, TUGANIRE CBO, AVEGA, UBUMWE BW'ABANA B'U RWANDA) SUPPORTED TO ORGANIZE COMMUNITY EXCHANGES

169

(83 female, 86 male)

COMMUNITY RESOURCE PEOPLE

TRAINED IN PSYCHOSOCIAL APPROACHES

4,925

(3,167 female, 1,758 male)

PEOPLE

RECEIVED HEALING SUPPORT THROUGH SPACES FOR PEACE AND DIALOGUE

248

(101 female, 147 male)

YOUTH AND POLICYMAKERS

ENGAGED IN NATIONAL YOUTH CONFERENCE ON THE POLICY AND PRACTICE OF THE COMMEMORATION OF THE 1994 GENOCIDE AGAINST THE TUTSI

367

MENTAL HEALTH CASES

RECEIVED AND SUPPORTED THROUGH ONLINE MENTAL HEALTH WELLNESS CENTRE TO HANDLE MENTAL HEALTH CASES

83

SPACES FOR PEACE

ESTABLISHED



Empowering the youth to become peace agents, improve their livelihoods, and advocate for their rights and vulnerable community members.

Young people are at the core of our interventions. We believe they can change their communities and change the world.

In Rwanda, young people under 30 make up almost two-thirds of the population. But they face major challenges, including high unemployment rates, drug abuse, access to sexual and reproductive health rights and services, mental health issues and family conflicts. Their access to finance and participation in local governance processes is also limited.

We continued to build the capacity and confidence of young people from various backgrounds in human rights, governance, critical thinking and advocacy, empowering them to

analyze and voice their challenges and concerns.

We facilitated dialogue spaces between local leaders and young people to reflect on young people's priorities to inform planning and budgeting processes. Together with National Youth Councils at district level, we co-facilitated youth consultations and feedback sessions on key policies and programs of high interest to young people.

Building Capacities

We organized confidence-building sessions for youth leaders in Huye, Gisagara, Nyamagabe, Ngororero, Rusizi, Nyanza, Musanze, Burera, Kayonza and Nyagatare districts. These sessions increased young people's critical-thinking

skills and their understanding of human rights, and equipped them with tools to engage in democratic processes.

As a result, some of the young people who took part successfully ran for leadership positions within their communities at cell, sector and district level. We're already seeing them making a difference by using participatory citizen engagement approaches, providing feedback and demonstrating accountability, as taught in our trainings.

The various training courses also empowered young people to become peace agents within their communities, and to advocate for their rights and demand accountability from local leaders on issues affecting their livelihoods.



MEET
UWAMURERA
CHRISTINE

EMPOWERED BY NAR TO AIM HIGHER
BUMBOGO SECTOR, GASABO DISTRICT

“When I started, I didn’t know how to speak in public. NAR helped me to be brave and advocate for issues of young people especially girls in different platforms at local levels.”

Christine had been a youth leader at cell level, but despite attending training and roundtable discussions, she lacked the confidence to speak in public and take decisions on behalf of the people she represented.

“The truth is that I was enthusiastic to be a leader, but I wasn’t able to stand up and speak in public until I had been trained to be able to stand firm and start to advocate for issues in my community,” she says.

We supported Christine with training to become a leader at sector level. As well as building her confidence, she says the training empowered her

with critical thinking skills and helped her to start to take informed decisions.

“Through critical thinking skills, I realized that leaders look after those they lead and take decisions that matter to them and that have a positive impact on society.”

“NAR’s inclusive approach is important”, she says. *“Bringing on board people from diverse backgrounds, such as people with disabilities, helps ensure everyone’s voice is heard”.*

One of NAR’s key goals is equipping young people with the skills they need to create and sustain peaceful societies. Christine believes young people should continue to be empowered through skills and knowledge focusing on the history of the country, encouraged to be patriotic and take part in decision-making processes.

Economic support for youth empowerment

We financially supported five youth-led organizations with initiatives in governance, human rights, peacebuilding and socioeconomic reliance. The initiatives grew out of training that helped raise awareness of specific issues concerning young people.

The self-initiated activities attracted around 3,000 community members. Youth participants used expressive approaches such as poems, songs, art and sketches to demonstrate their role in the democratic processes and interact with local leaders on the policy issues affecting them.

Bridging the gap between youth and local leaders

Young people have consistently raised concerns that local leaders do not reach out to them. To bridge that gap we organized roundtable discussions providing space for young people to identify and present their needs and concerns to local leaders, so these could be considered when setting district priorities.

In these roundtable discussions, young people tackled challenges that hinder active participation in local governance and worked together to propose solutions. Issues raised included teenage pregnancies, unemployment, drug abuse, lack of self-confidence, lack of capital for job creation, lack of recreation and entertainment centres, and inadequate knowledge of ICT, among others.

MEET NGENDAHAYO EMMANUEL

FROM HAVING NO HOPE TO
PRIZEWINNING ENTREPRENEUR

GIHUNDWE SECTOR, RUSIZI DISTRICT



"Prior to training with Never Again Rwanda, I had no hope of living. My whole life, I had been in all sorts of difficulties."

Emmanuel, who lives in Gihundwe sector in Rusizi district, never got a chance to further his studies after high school. Later, his house was demolished as it didn't comply with urban planning regulations. *"This experience discouraged me from doing anything to get my life back to normal,"* he says.

But this changed when he received training from NAR in critical thinking, human rights, and civic participation.

The training also introduced him to the concepts of entrepreneurship and financial literacy.

"Step by step I regained my confidence and realized that I have talent in arts and crafts, and I could use it to create a job for myself and other young people within my community."

Emmanuel volunteered with the district vocational program and was given an opportunity to train 20 young people in sewing bags, producing liquid soaps, and finding solutions to other issues affecting them. *"The training has profoundly changed their lives and gave me back life purpose,"* he says.

After that, Emmanuel entered a cross-border competition, winning a prize of 150,000 Rwandan Francs.

"The most important thing was not the prize but understanding that others could see the best in me, which increased my confidence and hard work. It also showed me that it is possible to be self-employed and create jobs for other people. I would like to thank Never Again Rwanda for changing the lives of so many people through their training and capacity-building initiatives, while urging them to continue to empower and reach more youth across the country."

IMPACT NUMBERS

870

YOUTH
LEADERS

RECEIVED CONFIDENCE
BUILDING TRAINING

1,141

(642 Male, 499 Female)

YOUNG PEOPLE

PARTICIPATED IN ROUNDTABLE
DISCUSSIONS WITH THEIR LOCAL
AUTHORITIES

22

YOUTH
ORGANIZATIONS

RECEIVED CAPACITY
BUILDING TRAININGS

620

PARLIAMENTARIANS
AND LOCAL LEADERS
ENGAGED

2 DIALOGUES HELD AT NATIONAL LEVEL
10 DIALOGUES HELD AT DISTRICT LEVEL

12

YOUTH-LED INITIATIVES

SUPPORTED TO EXPAND THEIR
PEACEBUILDING, HUMAN RIGHTS,
AND DEMOCRACY KNOWLEDGE

06

YOUTH PROJECTS

RECEIVED
FINANCIAL
SUPPORT



Promoting participatory and inclusive decision-making processes and rights-based approaches.

We believe that for a society to benefit from good governance, all citizens should have a voice. Enabling everyone to participate in decision-making ensures that their interests are being represented and their issues addressed. For this to happen, people need to be made aware of their rights and the appropriate channels to advocate for their needs. As CSOs play a crucial role in representing citizens' interests, they also need to be strengthened to better advocate and influence policy change.

Participatory and inclusive decision-making processes

Despite the Rwandan government's efforts to enhance civic engagement, particularly at

grassroots level, issues remain. These include a lack of accountability and limited capacity among local leaders, cultural norms that still hinder women's participation, limited knowledge of citizens' basic rights, limited capacities among CSOs to advocate and influence policy change, and political apathy.

NAR has sought to address these issues through its Citizen Forums and Women Inspire Forums, created to increase citizen participation in local governance and decision-making processes.

The monthly Citizen Forums gather people from various backgrounds to sit together and identify, analyze and advocate for their community needs and priorities. Issues highlighted during the forum

discussions have included service delivery fees at local level, school dropouts, teen pregnancies, poor service delivery and family conflicts, among others.

Facilitated by a NAR-trained community resource person, the group submits recommendations on needs and priorities to the district authorities to be considered in district plans and budgets. Citizen Forums have strengthened the link between citizens and policymakers, closing the gap between decision-makers and the people who are affected by their decisions. This improves government accountability and leads to better outcomes for communities.

“

“It is from this dialogue that I came to realize that family conflict affects citizen participation in governance. When you have conflict at home, the priority will not be to attend Inteko z’Abaturage¹ and sharing your ideas to inform planning processes. The conflict affects someone’s confidence and comfort to attend community events”

A male community dialogue participant, Musanze

“Today, I realized that we can’t change the way things are being done without being involved in all critical stages of local planning, prioritization and budgeting processes and therefore, we’ll spare the time it takes to attend community-based consultation platforms to voice our concerns and views on various government policies and programs.”

A representative of people with disabilities, Ngororero

The **Women Inspire Forums** offer spaces for women’s empowerment, confidence building and mentorship. They allow women to discuss challenges preventing them from effectively participating in governance processes. With these platforms, we have increased participatory and inclusive consultation in decision making and increased capacity for citizens to advocate for their rights.

1. Weekly citizen assemblies held with local leaders





MEET
**NYIRACUMI
MARIE CLAIRE**

AGENT OF CHANGE IN HER HISTORICALLY
MARGINALIZED COMMUNITY
GISHAMVU SECTOR, HUYE DISTRICT

“Throughout my childhood, due to years of marginalization and discrimination, it was a rare incident to see any member of my community interact with local leaders; today I am confident enough to attend a meeting hosted by the President of the Republic and voice my opinion.”

Nyiracumi Marie Claire, from Huye district, had never imagined she would have the opportunity to meet the president.

As a widow and a member of a historically marginalized community¹, Marie Claire was used to being overlooked.

Not anymore. Marie Claire's worldview changed after participating in NAR training sessions on human rights, policy literacy, effective participation, critical thinking and leadership. She also became a member of a monthly Women Inspire Forum, joining other women to discuss

factors that hinder their participation in governance and their socioeconomic development.

Taking part in these activities has increased her awareness of national policies and programs that directly impact her life. She says she feels empowered to use her voice confidently when engaging with local leaders and credits the NAR-led activities for the assertiveness she displays when attending community meetings—or even the “Meet the President” sessions. The sessions have also helped her gain knowledge and connect with others and inspired her to create initiatives with income-generating potential.

Now, she feels visible and valued, and actively participates in community life by consulting with fellow community members on different issues and challenges. “I have started raising awareness in my community on issues such as unintended pregnancies and school dropouts,” she says. Marie Claire believes NAR has helped develop a symbiotic relationship between the grassroots and the leadership with communication from the bottom up – leading to a society where people's rights are respected and needs are met, and where the government strives to cater to the needs of those it serves.

She wants to see more support for her community to be active citizens and take on leadership roles. “When people are engaged meaningfully, their confidence to participate is nurtured, and they develop a sense of ownership and belonging to their community.”

1. A COPORWA report published in 2009 called the Twa (known as a historically marginalized community) “the most vulnerable and poor group in the country.” According to a survey in the report, 77% are illiterate (compared to 33% for the general population), 51% have never attended school, and 30% are unemployed.

Building capacity of CSOs and CBOs

CSOs and CBOs have an important role to play in speaking up for citizens and their rights, but often lack capacity to influence policy. To address this, NAR partnered with 17 local CSOs and CBOs to amplify their voices in policy monitoring and influencing, providing them with various tools for policy analysis and advocacy strategies. Working as a coalition has helped to increase the voice and quality of advocacy of local CSOs and CBOs and reduced the vulnerability of individual organizations.

NAR and coalition members produced and shared two policy briefs on youth unemployment and embedding capacity building within local government to improve service delivery at sub-district level. We also participated in various parliamentary hearings and engaged government institutions to advocate on issues raised through community scorecards (CSC) – a participatory tool that enables community members to monitor and evaluate public services. We also discussed the possibility of adopting community scorecards as a planning and prioritization tool.

Awareness-raising campaigns

To educate citizens on their rights and responsibilities, NAR conducted awareness-raising campaigns, including a radio drama series, Uburenganzira Bwacu (Our Rights) or “Ijwi” (Voice), and the “Birandeba” policy literacy campaigns. National and community TV and radio dialogues were held on governance-related issues, bringing together citizens, local leaders and media personalities and reached approximately 40,000 people in total.

IMPACT NUMBERS

6,468

YOUTH
LEADERS

TRAINED ON POLICY LITERACY AND
ADVOCACY, HUMAN RIGHTS, CRITICAL
THINKING, AND CIVIC PARTICIPATION

2,069

LOCAL
LEADERS

PARTICIPATED IN HUMAN RIGHTS,
CRITICAL THINKING, AND CIVIC
PARTICIPATION TRAININGS

6,803

(3,379 male, 3,424 female)

INDIVIDUALS

RECEIVED CIVIC
EDUCATION

25

CSOs AND CBOs

WERE SUPPORTED
TO ORGANIZE HUMAN RIGHTS
AND GOVERNANCE
ACTIVITIES

87

JOURNALISTS AND CSO
REPRESENTATIVES

TRAINED IN INVESTIGATIVE
REPORTING AND REACHED
THROUGH ANNUAL CSO-MEDIA
ROUNDTABLE DIALOGUES

15+

COMMUNITY AND
NATIONAL TV AND RADIO
SHOWS

WERE ORGANIZED DISCUSSING
GOVERNANCE AND HUMAN
RIGHTS ISSUES



Providing evidence-based advocacy.

The use of research-based knowledge has increased the credibility of NAR's policy engagement efforts. Through our research, we generated and disseminated knowledge on issues around youth participation in governance processes and women's participation in public procurement.

Youth participation in local governance

Understanding Youth Participation in Local Governance Processes for Decision-Making in Rwanda: Opportunities and Gaps looked at the push and pull factors impacting youth participation in local governance processes that shape decision-making for development, and proposed actionable recommendations.

The research found limited youth participation in local government processes, and that youth committees at sub-district level had limited knowledge of their roles and responsibilities. There was also limited financing for youth activities, with no youth budget at the sector, cell and village levels.

This makes it difficult to implement youth-friendly approaches that have the capacity to increase youth participation in government programs.

The main recommendations were to:

- Strengthen the National Youth Council through comprehensive capacity-building programs with training, mentorship and coaching.
- Undertake capacity building of local leaders in participatory government approaches.
- Increase fiscal support for youth activities at sub-district levels.
- Raise awareness among young people of the local government decision-making processes, their importance, and how they can contribute with their ideas.
- Incorporate fun and creative youth-friendly approaches within existing citizen channels, especially National Youth Council meetings, to increase attendance.
- Revise the legal framework to enhance the participation of young people and other special interest groups in local councils.

Gender balance in public procurement

We worked with Africa Freedom of Information Centre (AFIC) to investigate the hurdles faced by women-led enterprises and the policies that include and exclude them from the public procurement process. The study, ***Towards Gender Balance: Understanding the Barriers and Solutions to Include Women-Led Businesses (WLB) in Public Procurement in Rwanda***, identified barriers including gender stereotypes, the digital gender divide, economic factors, and a gender-blind legal and policy framework.

The research put forward a number of practical solutions to close the gap in WLB's participation in the procurement process. There is a need for advocacy for the government of Rwanda to take a bold step and introduce a quota system for public tenders, with at least 30% going to WLBs. Public tenders should also be monitored to identify, investigate and prosecute cases of corruption.

The study also recommends raising awareness of existing financial help and providing extra support for women-led businesses to encourage them to apply for public contracts. A comprehensive program, using both coaching and mentorship, could help strengthen WLB's capacity in areas such as documentation and digital platforms.

IMPACT NUMBERS

03

**NATIONAL STAKEHOLDERS
MEETINGS ORGANIZED**

(WITH CSOs, GOVERNMENT INSTITUTIONS
AND DEVELOPMENT PARTNERS) TO SHARE
THE RESEARCH FINDINGS

15

**RESTITUTION MEETINGS
ORGANIZED AT DISTRICT LEVEL**



Building strategic partnerships for policy engagement and advocacy.

We believe that long-lasting change in effective and inclusive development can only be found by involving those who are directly affected, and this often requires multidimensional partnerships. In 2022, we collaborated with 7 international organizations and 33 local organizations. These partnerships

shaped our work, locally and nationally, and together with our partners, we engaged and supported over 20,000 people across our five pillars.

We invested efforts in:

- Paving pathways towards robust national and district level programming that will

make lasting impacts where it matters most: at country level and in the lives of local communities, especially marginalized groups.

- Launching initiatives on cross-cutting issues of youth, gender mainstreaming, and the nexus of development and peace, and integrating them in our advocacy and ways of working.

- Defining work on CSO effectiveness as a continuous action-reflection learning cycle, while addressing CSOs' organizational challenges on governance, communication, engagement and collaboration.

At national level, we invested in consulting authorities and decision-makers on participatory governance.

We engaged with high-level policymakers to share research evidence and experiences from citizen forums in order to shape the national policy processes. We used multiple avenues in our engagement, including strategic and high-level meetings, media programs and one-on-one meetings with decision-makers.

NAR is recognized as a leading organization in the areas of participatory action research and participatory governance. This has contributed to increased buy-in by national and local authorities, which will pave the way for more effective program delivery and policy engagements.

IMPACT NUMBERS

59

CSOs TRAINED IN
PARTICIPATORY RESEARCH
AND REFLECTED ON CSC
INSTITUTIONALIZATION AT
NATIONAL LEVEL

17

MEMBERS OF 2 COALITIONS
OF CBOs AND CSOs

FORMED TO AMPLIFY A
UNIFIED VOICE FROM
DISTRICT TO NATIONAL
LEVELS





Cross-cutting issues

Gender

Gender inequality continues to exist in old and new forms, which is why gender cuts across all of NAR's work. A key approach is to tackle multiple, intersecting sources of discrimination. This past year, we worked to address harmful gender norms which limit women's participation and make them more vulnerable. We enhanced the ability of women and girls to influence decision-making.

Through our various platforms we addressed gender and social norms alongside other components like sexual and reproductive health and economic empowerment, mitigating some of the harmful effects of early pregnancy, school dropouts, family conflicts and other issues that disproportionately affect women and girls.

At the organizational level, NAR staff were trained in gender analysis and mainstreaming. This equipped them with information on how

socially constructed gender norms affect the daily lives of women and men. It also gave them the knowledge, skills and tools needed to bring gender into program activities.

Under our strategic partnership pillar, we have facilitated gender-responsive communication training for journalists, equipping them with gender-sensitive reporting and communication skills. Citizens and policymakers were also engaged in a radio talk show discussing different forms of gender-based violence.

Social inclusion

NAR continued to prioritize inclusive and participatory approaches in all our activities. The selection of boundary partners enabled citizens from diverse backgrounds to play their role in governance and decision-making processes, encompassing women, men, young people, people with disabilities, historically marginalized communities, genocide survivors and ex-genocide perpetrators, and LGBTQIA+ people, among others.

Spaces for dialogues, and capacity and confidence building sessions were inclusive to ensure women, young people and vulnerable groups were given equal chances to voice their ideas.

NAR does not exclude anyone based on sex, gender, location, ethnic group, poverty level, vulnerability or other aspects of their identity or background. We employ the "Do No Harm" approach, integrating conflict-sensitivity into all our activities.

We are encouraged by the tolerance of diversity in activities such as youth training, dialogues spaces, conferences and roundtable discussions.

Vulnerable groups are increasingly becoming empowered and confident to openly challenge discriminatory policies, practices and behaviour at the community level.

Environmental sustainability

Environmental sustainability is among the cross-cutting areas of the NAR strategic plan (2021-2025), so we ensure our activities do not present any harm to environment.

In addition, we reduced the printing of major documents such as surveys, publications and research questionnaires, and prioritized the use of digital tools such as Kobo toolbox to facilitate data collection processes. We also considered environmental aspects in selecting the venue for major activities.

We also address environmental protection and climate risks in our work with partners. As a result, we saw increasing environmental action from groups we work with, such as youth leaders, women and local leaders.

This included community work on cleaning public spaces, planting trees, improving water infrastructure and planting kitchen gardens. We aim to build on these efforts in future to increase our contribution to environmental protection.

FINANCIAL OVERVIEW

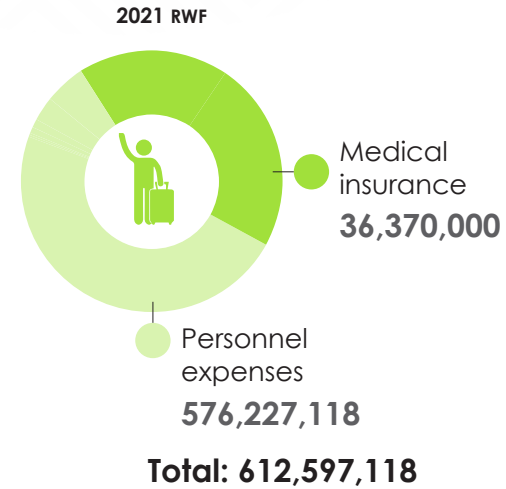
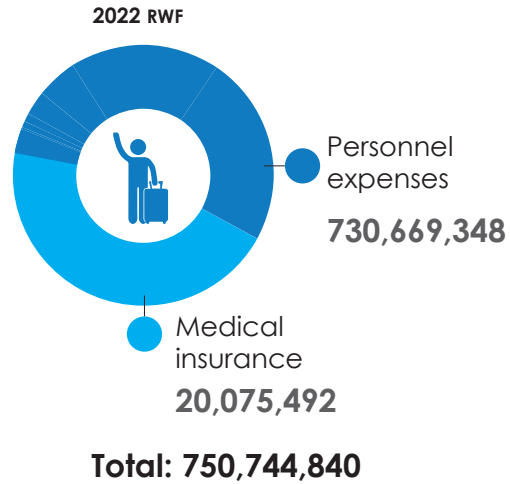
In 2022, our budget was executed at 92%. We underspent on capacity building due to prioritization: in 2022, we decided to focus on reinforcing the capacity of finance/procurement and HR departments and addressing urgent gaps identified in the system audit. We also underspent on our gender gap assessment, as a gender assessment conducted in 2020 was still relevant. In 2022, we focused on updating the action plan and assessing its implementation.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2022

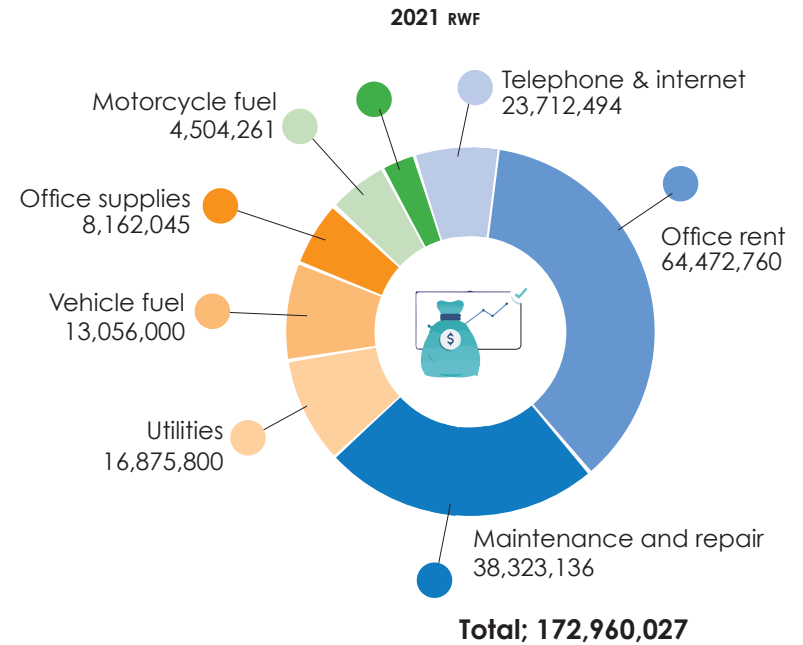
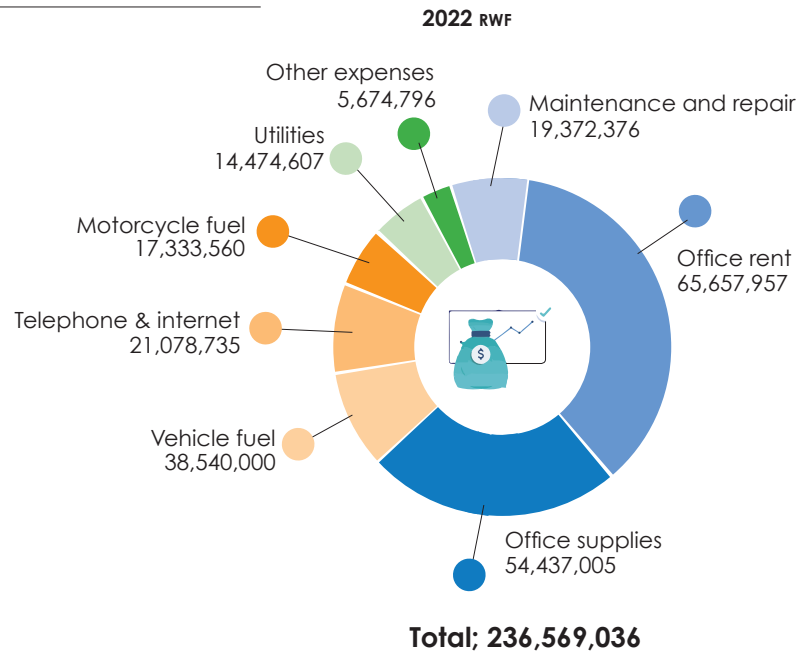
STATEMENT OF INCOME AND EXPENDITURE

INCOME	2022 RWF	2021 RWF
Revenue from donors	2,999,896,212	1,724,463,590
Total income	2,999,896,212	1,724,463,590
EXPENDITURE		
Personnel costs	750,744,840	612,597,118
Operating costs	236,569,036	172,960,027
Program expenses	1,561,190,135	797,428,304
Depreciation expenses	114,819,334	24,862,216
Total expenses	2,663,323,345	1,607,847,665
Surplus for the year	336,572,867	116,615,925

PERSONNEL COSTS



OPERATING COSTS



PROGRAM EXPENSES

	2022 RWF	2021 RWF
● Workshop expenses	513,173,772	204,641,722
● Consultancy services	366,728,435	211,029,555
● Visibility actions	111,975,028	38,768,050
● Transport for participants	88,441,177	63,966,884
● Facilitation fees	70,618,774	95,577,739
● Travel expenses	28,885,782	5,969,049
● Radio and TV show	28,283,246	48,643,077
● DSA and perdiems	21,037,206	4,446,180
● Facility and equipment hire	12,152,300	23,101,925
● Audit fees	11,500,000	2,950,000
● Covid-19 tests	9,206,090	15,004,055
● Economic support	2,100,000	49,759,800
● Advertisement	1,799,000	6,601,118
● Film and video production	1,100,000	5,550,000
● Sub-awardee	294,189,327	21,419,150
	1,561,190,135	797,428,304

Organizational development

Following the recommendations of a system audit conducted at the end of 2021, we embarked on a journey to review our organizational structure.

In the first half of 2022 we developed a comprehensive action plan to address the gaps identified by the system audit and made progress towards closing these gaps.

We can proudly say that, at the end of 2022, 80% of the recommendations were completed and acted upon. A few challenges were identified while making these changes, such as resistance to change, and limited capacity for monitoring and evaluation.

For 2022, we focused on closing gaps identified in Finance and HR departments.

We remain committed to reviewing and adjusting our structure to deliver on our ambitious strategic plan.

Future goals and plans

Organizational priorities for 2023

- Deepening engagement with policymakers to confirm NAR as a key civil society player
- Influencing as one – building coalitions
- Becoming a well-known and respected think tank – this will include developing our research department
- Pursuing internal organizational strengthening – focus on tailored capacity building
- Securing new funding – pushing for core funding

- Rethinking our intervention models in peacebuilding and youth pillars
- Creating a Citizen Participation Index to measure citizen participation

Growth and funding streams

As the organization seeks to grow, we need a major shift from a project-driven vision to a mission-driven vision supported by various projects. Achieving this shift will require a change in mindset, but also a shift in securing funding to support our core mandate and enable us to invest in long-term growth and sustainability.

While project funding is great to address specific problems identified in the community, relying solely on project funding for a growing organization like NAR creates instability in the budget, making it difficult to plan and implement long-term strategic initiatives.

Projects may end, or funding may be reduced or delayed, leaving the organization with uncertainty about its financial resources. Project funding may also result in a mission drift, where NAR is tempted to take on projects that may not be aligned with its mission or values to secure funding. This can lead to a loss of focus on the organization's core mandate.

Core funding, provided by Sida in 2022, has shown the following advantages:

- **Stability:** With more stable funding, NAR can better plan and invest in long-term strategic initiatives that support sustainable growth
- **Flexibility:** Core funding allows NAR to be more flexible in allocating resources.
- **Focus:** With a steady stream of funding, NAR can stay focused on its core mission and mandate, rather than being distracted by the need to secure project funding.
- **Enhanced capacity:** Core funding allows us to build capacity over time, investing in essential resources such as technology, personnel and infrastructure. This helps us to become more efficient and effective in delivering services and achieving our mission.



Conclusion

In 2022 NAR continued implementing existing and new strategies under its five-year strategic plan. These interventions increasingly contributed to citizen participation in governance and peacebuilding.

The established Spaces for Peace have contributed enormously in increasing trust, tolerance, and resilience among citizens. Our program has enhanced the capacities of citizens, CSOs and media to analyze, monitor and advocate for the issues affecting their communities, leading to a rise in participation.

We have seen great progress in local leaders' positive responsiveness as they integrated citizens' inputs in local planning and budgeting. Young people and women are increasingly becoming more confident and can voice their concerns while actively proposing practical solutions and holding leaders accountable.

We can proudly state that our strategies are producing good results across all pillars.

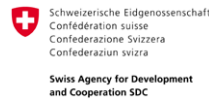
As we look forward to more milestones, we reiterate our commitment to engage society to embrace lasting peace and social justice.



OUR VALUED DONORS

Our progress and success are made possible because of the partnerships we've created. We're grateful to the following International and national partners whose remarkable support helped in empowering Rwandans with opportunities to become active citizens.

We would not have been capable of achieving so much without the financial support of:



We also would like to thank our implementing partners and consortium/coalition members

AEGIS TRUST

AJPRODHO–JIJUKIRWA (Association de la Jeunesse pour la Promotion des Droits de l'Homme et développement)

ARDHO (Association Rwandaise pour la Défense des Droits de l'Homme)

ARJ (Association Rwandaise des Journalistes)

ARK4Community

AVEGA (Association des Veuves du Genocide Agahozo)

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

CERULAR (Center for Rule of Law)

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

CRD (Citizen Rights and Development)

HCD (Health for Community Development)

IBUKA

IDA-Rwanda (Integrated Development Action Rwanda)

IGAN (Intergenerational Amahoro Network)

INTERPEACE

LIWOHA (Life Wounds Healing Association)

LOVE GATE ORGANIZATION

MCBO (Mukamira Community-Based Organization)

RODI (Rwanda Organization for Development Initiatives)

RYOF (Rwanda Youth Organization Forum)

SGO (Save Generations Organization)

TA (Tubibe Amahoro)

USADEC (Union de Solidarité d'Aide au Développement Communautaire)

YWCA (Young Women's Christian Association of Rwanda)



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