



Quarterly Progress Report

QUARTER 1: April - June 2025

Project Title	Transformational Governance
Name of Implementing Organization	Rwanda Civil Society Platform – RCSP
Project No	-
Project Start Date	January, 2025
Project End Date	30 th June, 2025
Year	2025
Duration of Project	6 Months
Reporting Period	April – June 2025
Project Budget UNDP	\$ 40,000
Own contribution	\$0
Total Project Budget	\$ 40,000

1. Executive Summary

The preceding period i.e. January to June 2025, RCSP project realized significant results. The project made an excellent performance and effectively achieved expected results as follows:

- ✚ **18 CSOs were technically supported** to conduct the capacity self-assessment and the capacity development plans for their respective NGOs.
- ✚ **31 leaders** of CSOs, i.e. 17 Executive Secretaries/Directors and 14 Chairpersons, were trained in Organizational Governance and Management. These sessions were organized in the form of a leadership retreat which enabled CSOs' leaders to deeply reflect on the required improvement in their organizational governance and management with an aim to reposition themselves.
- ✚ **28 Leaders** of CSOs have gained a good understanding of Law n° 058/2024 of 20/06/2024 governing NGOs and are gathering compliance requirements for submission to RGB. However, they identified some articles that still require continuous advocacy as they may threaten progressive development of CSOs in the future.
- ✚ **20 CSOs representatives/staff** were trained on resource mobilization and supported to draft resource mobilization strategies.
- ✚ **RCSP brought together 38 people** during a networking event of the Private Sector and CSOs actors and will soon work on a formal collaboration framework that will guide tangible actions for community development.

RCSP positively appreciates the partnership and support of UNDP and it is undoubtedly that this project brought significant value to the existing portfolio. Indeed, this intervention had been an eye opener to discover opportunities that are yet untapped, including forging a structured partnership with private sector actors and thus, several lessons, including the strengths of tailored coaching, technical accompaniment to CSOs and improved capacity strengthening approach that are both designed to co-create hands-on and context-sensitive interventions.

2. Progress made against results

UNSDCF/CPD Outcome: Outcome2.: By 2029, people in Rwanda benefit from transparent and accountable governance that fosters inclusive, equitable socio-economic transformation, human rights, gender equality, unity, peace and security.

Output (s): Output 2.4.: Government and non-state actors have enhanced measures for transparency, accountability, and anti-corruption measures are enhanced by government and non-state actors for improved governance.

Activity description	Baseline	Target
Activity # 2.4.3: Support RCSP to strengthen the capacities of CSO actors in Governance, management, Resource Mobilization and Advocacy		
Key activity 1.1: Improving CSOs Governance and Management Activity results # 1: For sub-activity a): CSOs are supported to obtain capacity needs assessment reports, and capacity development plans for their organizations.	NID	<u>Planned:</u> 20 <u>Actual:</u> 18
For sub-activity b): Chairpersons and Executive Secretaries/Directors of RCSP Umbrellas are trained in Organizational Governance and Management And CSOs understand new NGO Law compliance requirements and prepare compliance files with RGB	NID	<u>Planned:</u> 28 <u>Actual:</u> 31
Key activity: 1.2. Capacity strengthening for improved CSOs' programming Activity results # 2: For sub-activity a): CSOs supported to develop Resource Mobilization Strategies.	NID	<u>Planned:</u> 20 <u>Actual:</u> 20
For sub-activity b): A networking event organized for CSOs and Private Sector Federation (PSF) Members	NID	<u>Planned:</u> 40 <u>Actual:</u> 38
a) Key Achievements		
Key activity # 1): Improving CSOs' Governance and Management a) Conduct capacity self-assessment of 20 CSOs using the existing partner capacity assessment (PCAS) tool to identify capacity needs and develop organizational capacity strengthening plans. Activity results # 1: CSOs have capacity needs assessment reports and capacity development plans for their organizations Target: 20 CSOs Actual: 18 CSOs Narrative:		

This activity produced result # 1 (see above) and it is worth noting that **18 CSOs were technically supported** to develop both the capacity needs assessment, and the capacity development plans for their organizations.

To get there, RCSP organized a workshop and facilitated the process of organizational capacity self-assessment using the Partner Capacity Assessment Survey (PCAS) tool. Participants were supported to get insights regarding the development of capacity development plan during a 2-day workshop that took place on April 28-29th, 2025 at Grand Legacy hotel. Twenty (20) people (including the facilitating team members) attended the workshop including eight (8) females and twelve (12) males.



Workshop for self-assessment on capacity need using PCAS and capacity development plan

The workshop was expected to:

- ✚ Facilitate interactive sessions to ensure participants understand the PCAS methodology, assessment tool, and capacity planning process,
- ✚ Guide participants on how to identify capacity gaps and translate assessment results into actionable plans.

During the workshop, the facilitators supported the CSOs' technical teams in conducting their institutional and organizational capacity self-assessment.

After the workshop, the facilitator continuously conducted targeted support sessions for each CSO at their respective offices. Field Support and Follow-Up for each of the 20 CSOs at their respective offices was expected to:

- ✚ Validate assessment results and findings.
- ✚ Support the development of tailored capacity-strengthening plans for their reference for each organization. This is the expected result at each CSO level.
- ✚ Support the development of a compiled Capacity Building Plan.

The coaching sessions were helpful in providing guidance and ensuring accuracy in the self-assessment exercise and effective formulation of required capacity development actions in the Capacity Development Plan. So far, fifteen **(15) CSOs have completed their organizational capacity development plans**, and five (5) others are finalizing the work.

b) Organize a 3-day retreat/training for Chairpersons and Executive Secretaries/Directors of CSOs on Organizational governance and Management

Activity results # 2: Chairpersons and Executive Secretaries/Directors of RCSP Umbrellas are trained in Organizational Governance and Management.

Target: 28 Leaders of Umbrella members of RCSP are trained in organizational governance and management

Actual: 31 leaders of CSOs including Umbrella members of RCSP are trained in organizational governance and management

Narrative:

It is worth noting that **31 leaders** of CSOs including **17 Executive Secretaries/Directors, 14 Chairpersons** of Umbrella members of RCSP and some CSOs members within the RCSP network were trained in Organizational Governance and Management.

This is a result of the retreat organized by RCSP that brought together Executive Secretaries and Chairpersons of CSOs that took place from May 5th to 9th at Fatima Hotel in Musanze district.

The CSO leadership retreat was composed of 2 teams: one for Executives and the other for Chairpersons. The theme of the retreat was “Rethinking strategic and visionary leadership for a transformational governance. This retreat highlighted the urgent need for leaders to rethink their governance and adapt to the current evolving environment and global trends.

The objective of the capacity strengthening retreat was for the CSOs’ leaders to acquire new principles, skills, and practices, and to devise adaptive strategies and innovative approaches that effectively reposition their organizations for greater impact and sustainability.

Specifically, the following were the objectives:

- ✚ Help CSO leaders to predict and understand changes and find appropriate responses.
- ✚ Increase participants’ understanding of the principles, trends, challenges, and strategies.
- ✚ Strengthen the strategic leadership, visioning, planning, and repositioning capacities of senior CSO actors to better influence and contribute to the national development agenda.
- ✚ Enhance senior CSO actors’ knowledge of best practices in governance, strategic management, advocacy, and adaptive fundraising.
- ✚ Deepen the understanding of Board and Executive Secretariat roles and foster stronger collaboration to promote Legitimacy, transparency, accountability, trust, performance, and sustainability.
- ✚ Create a reflective space for senior CSOs’ actors to critically assess their organizations and commit to transformative actions for greater impact and resilience.
- ✚ Improve practical skills in fundraising and resource mobilization, with a focus on strategic planning and diversification of funding sources



Leadership retreat: Executives session

Mr. Turatsinze Juvenal and the team from EPO company, as the facilitators of the training sessions, had prepared a Manual beforehand which allowed the participants to effectively engage in the learning processes.



The training session covered five (5) topics of the Module namely 1) repositioning of CSOs to National Priorities, 2) Leadership and Governance, 3) Advocacy and Policy Influence, 4) Streamlining Management and Legal Compliance and 5) Resource Mobilization and Sustainability.

Participants have improved their knowledge. The overall performance score for all dimensions evaluated by the Executive Directors & Secretaries Retreat was **82.6**, while the Board Chair & Legal Representatives Retreat achieved a higher average of **90.5**. This notable gap suggests a significant difference in participants perceived value and experience, with the latter retreat

showing stronger overall effectiveness. Link to the highlight videos: <https://youtu.be/xo2zb9SthW8?si=SjJ9kg0igt8L5Vks>;



Chairpersons and Legal Representatives during the leadership Retreat

Activity results # 3: CSOs understand new NGO Law compliance requirements and submit compliance files with RGB

Target: 28 Leaders of Umbrella members of RCSP understand the new NGO Law compliance requirements and submit compliance files with RGB.

Actual: 28 Leaders of Umbrella members of RCSP understand the new NGO Law compliance requirements and are gathering requirements for submission to RGB

Narrative:

It is worth noting that some CSOs have and others are gathering requirements and are going to start submitting compliance applications; the online application system is not yet ready, but an alternative solution was found.

One of the topics during the retreat was to discuss the new NGO Law and the ongoing compliance process. Participants resolved to 1) Strategize and comply with the new Law before the deadline (June 2026). Ideally, members of Umbrellas should comply early enough (better before August 2025) to allow for Umbrellas and the Forum of Umbrellas to do the same; 2) advocacy is needed for improvement of some articles in the same NGO Law.

A presentation on the new NGO law was made during the CSOs Leaders retreat to give some clarity on the new provisions or requirements of the law. For details, see annex 4. Participants shared what is being done in their respective organizations to comply and shared challenges. At the end, participants recommended that RCSP should liaise with RGB and advocate for a review of the NGO Law, specifically addressing provisions that impede the efficient and autonomous operation of CSOs and NGOs.

Specific areas for concern and proposed actions:

- a) Auditing powers of the Board,

- b) Administrative cost allocation,
- c) Periodic re-registration requirements and costs,
- d) RGB approval delays,
- e) Improving application processes and transparency.

In short, two main resolutions were given: **1) Proactively engaging with the new NGO Law** through both compliance and advocacy for improvements. **2) Ensure full new NGO law compliance.** This is an immediate and critical priority that involves adapting statutes, convening necessary General Assemblies, meticulously compiling all required documentation, adhering to administrative cost cap allocations while seeking clarification where needed. RCSP, in collaboration with Umbrellas, will provide essential guidance and liaise directly with the Rwanda Governance Board (RGB) to facilitate a streamlined and supportive compliance process.

Key activity # 2: Capacity strengthening for improved CSOs' programming

Activity results # 4 : CSOs supported to develop Resource Mobilization Strategies

Target: 20 CSOs supported

Actual: 20 CSOs supported

a) Organize a capacity strengthening session on Resource Mobilization techniques and support development of strategies for CSOs

The CSOs were supported to draft their resource mobilization strategies. As of now, RCSP's team is following up and supporting the completion of the remaining tasks.

The process involved 1) a refresher training workshop and 2) development of CSOs' resource mobilization strategies.

RCSP organized a 2-day Resource Mobilization workshop from May 15th to 16th, 2025. During this occasion, participants were introduced to a variety of **practical, scalable digital tools** that can transform how organizations mobilize resources. The refresher training focused on unlocking the potential of **digital tools and modern techniques** to enhance resource mobilization efforts among Civil Society Organizations. Participants were introduced to the diverse landscape of funding sources available to Civil Society Organizations: Individual Donors, Corporate Donors, Government and International Agencies, Religious and Faith-Based Institutions, etc.



Participants of the Resource Mobilization Workshop

The workshop also emphasized the critical role of digital communication, with a strong call to strengthen social media to engage wider potential and partnerships. Together with expert consultants, RCSP plans to provide technical support to ensure each organization develops a well-crafted and actionable strategy documents.

In group work, CSOs used the tools to **identify, analyze, and prioritize** donors that align with their organizational goals. After listing potential donors, they applied a **ranking or scoring system** based on four key criteria: **Donor capacity, Strategic alignment, Donor relationship, and Likelihood to give**. Scores were assigned on a scale of 1 to 5 for each criterion, and the totals helped to determine priority levels.



Participants in group works

Participants were introduced to the key components of a Resource Mobilization Strategy, and continued support was provided to draft documents tailored to and for use by their organizations. Those components are as follows:

- a) Situational analysis
- b) Organizational goals and financial needs
- c) Donor segmentation
- d) Communication channels, engagement strategies and tactics
- e) Activity planning and budgeting
- f) Monitoring and evaluation framework

Participants committed to promoting self-reliance by leveraging their existing resources and worked on drafting their operational resource mobilization strategies to reflect the current funding landscape.

CSOs expressed their appreciation toward this type of capacity strengthening approach that aims at covering existing gaps. In this case, most of them did not have Resource Mobilization Strategies and Capacity Development Plans. However, it was noted that limited staff and conflicting priorities within organizations negatively affected the drafting timelines. Link to the highlight video: <https://youtu.be/buVtrVwp1LU?si=eUMju5UgugVOWh1U>

b) Organize a networking event bringing together the CSOs and Private Sector Federation (PSF) Members

Target: 40 people from PSF and CSOs to attend the event

Actual: 38 people including 19 male, 15 female and 4 unidentified attended the event.

Narrative

RCSP organized a networking event that brought together the Private Sector actors and CSOs. This event took place at Kigali Serena hotel on June 17th, 2025 and 38 people were able to be attended. The purpose of the event was to connect CSOs and private sector entities for future collaboration.

Representatives from CSOs, PSF of Rwanda, Corporate social responsibilities of private sector institutions discussed this important theme. Panel and plenary discussions consistently highlighted the need for formalized, win-win partnerships built on shared commitments.



Discussants on panel discussion

Representatives from BPR Bank, BK Foundation, MTN Rwanda and other institutions presented/discussed what they do and how they do it. They all shared the view that:

- If we want to go far, we must go together. Civil society, private sector & government must collaborate fully to make bigger impact and effectively contribute to the country's development.
- Sustainable economic growth must be rooted in remarkable social change; one can't exist without the other.
- Intentional, value-driven partnerships are key and therefore, we must co-create, co-invest, and co-design solutions that create a long-term community impact.



Group Photo of participants in networking event of CSOs and Private Sector at Kigali Serna Hotel

The Chairperson of RCSP, the CEO of PSF and the UNDP Country Representative officiated the event and were thankful for RCSP that organized the activity and encouraged the discussions to continue for further concrete actions.

Way forward: participants agreed that a collaboration framework be formalized to guide tangible actions for community development. Link to the highlight video:
<https://youtu.be/WQZq1ZhJQQU?si=jQ0h6p76MwzJW-37>

b) Key Challenges/Constraints

The following challenges were identified:

- 1) Delays: the project activities started later than initially planned (kicked off in March instead of January 2025).
- 2) CSOs' limitations in staffing and conflicting activities: This concerns interventions that required supervised work of partner CSOs whereby the tasks have been delayed due to conflicting agendas/activities linked with limited number of staff within institutions.

c) Solutions and Lessons learned

Solutions to challenges:

- 1) **Delays - the project activities started later than initially planned:** the team has aligned the project plans and calendars to adapt to the situation.
- 2) **Limitations in CSOs' staffing and conflicting activities:** RCSP worked more closely with concerned Partners' teams to speed up the delivery and continues to do so as some of them have not yet completed a few deliverables.

Lessons learned:

Tailored coaching, an improved capacity strengthening approach

RCSP has adopted an improved approach for capacity strengthening based on mentoring and coaching CSOs to cover specific institutional capacity gap. With this project, CSOs were able to produce their own capacity development plans and resource mobilization plans. The benefits of this approach include the following lessons learned and benefits:

- ☞ **Tailored coaching accelerates application of learned skills and ensures ownership:** One-size-fits-all training models often fail to address the specific challenges organizations face. Customized coaching based on each organization's maturity, sector, and strategic goals leads to faster and more meaningful adoption of tools and concepts. It empowers leaders and staff to contextualize learning and own their strategies rather than simply implementing externally imposed models.
- ☞ **Continuous and multi-layered capacity strengthening:** Improving CSOs' capacity is not a one-time activity. Regular support, peer learning, and mentorship are necessary especially for smaller, young organizations that may experience staffing challenges or evolving needs. Ongoing capacity development by RCSP and umbrellas will ensure organizations can adapt and sustain themselves over time.
- ☞ **Training and practical application of acquired knowledge require time:** It is important to dedicate adequate time to capacity strengthening (training workshops, coaching sessions) to ensure that the participants can engage deeply with the materials and content and confidently apply what they have learned within their respective organizations.

d) Photos of activity

Photos incorporated in the report's sections.

3. Addressing Cross-cutting Issues *(max. of 150 words for each thematic)*

Gender	The project ensured inclusion of gender and social categories' considerations.
Human Rights	Implementation of the project activities considered the human-rights-based approach.
Environmental Protection	The project has no impact on environment.

4. Advocacy and policy influence

Thanks to this project RCSP was able to identify areas of concern and preparing for advocacy engagement on the Law 058/2024 of 20/06/2024 governing NGOs in Rwanda. Specific areas for concern include the following:

- i. **Auditing powers of RGB:** The provision allowing the Rwanda Governance Board (RGB) to audit any organization at any time is perceived as potentially intrusive or disruptive.
- ii. **Administrative cost allocation:** The mandated allocation of 20% for administrative costs and 80% for activities is seen as potentially inflexible and not reflective of the reality of diverse operational needs of all CSOs/NGOs. Some interventions/activities may legitimately require higher administrative support depending on several factors, including their scale and nature and/or type.
- iii. **Periodic re-registration requirements and costs:** The requirement for periodic re-registration of NGOs and CSOs, along with associated costs (e.g., Frw 200,000 fees), poses a financial and administrative burden.
- iv. **RGB approval delays:** The requirement for communicating many operational decisions to RGB for approval can lead to significant delays, hindering the timely implementation of CSO activities.
- v. **Improving application processes and transparency:** There is limited clarity in application requirements that can lead to incorrect or rejected submissions, causing delays.

5. Financial Summary – as of 30/6/2025

Activity Description	Planned Budget	Expended Budget	Balance	%
Conduct capacity self-assessment and develop organizational capacity strengthening plans	11,150,401	11,214,500	-64,099	100.6
Organize a 3-day retreat/training on Organizational governance and Management	24,068,393	24,600,000	-531,607	102.2
Organize a capacity strengthening session on Resource Mobilization techniques	11,836,060	11,575,800	260,260	97.8

Organize a networking event bringing together the CSOs (PSF) Members.	2,562,316	2,225,000	337,316	86.8
Contribution to staff salaries.	6,659,630	6,659,634	-4	100.0
Total Project Budget	56,276,800	56,274,934	1,866	100.0

5. Risks and Assumptions

No risks identified.

6. Next quarter's work plan – Q 3

Activity	Budget (in RWF)	Timeline
Key activity # 1): Improving CSOs Governance and Management a) Conduct capacity self-assessment of 20 CSOs using existing partner capacity assessment (PCAs) tool to identify capacity needs and develop organizational capacity strengthening plans: follow up continues for CSOs to finalize the remaining tasks.	0	July – August 2025
Key activity # 2: Capacity strengthening for improved CSOs' programming: follow up continues for CSOs to finalize the remaining tasks on development of resource mobilization strategies.	0	July – August 2025
Planning for the 2026 project activities	0	August – November 2025

7. Success Stories

NID

Stories about the gains from the above activities are shared in the documentary video to be shared separately.

On behalf of Rwanda Civil Society Platform,

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Executive Director


