



CIVIL SOCIETY CONTRIBUTION TO RWANDA'S DEVELOPMENT UNDER NST1 (2017-2024)

Evidence for Strengthening Partnerships between the Government and Civil Society for the Implementation of NST2 and Vision 2050



From Policy to Prosperity:
Strengthening the Government-Civil Society Nexus
for Sustainable NST2 and Vision 2050 Outcomes





CIVIL SOCIETY AS A CO-CREATOR OF RWANDA'S TRANSFORMATION

under NST2 and Vision 2050



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ABOUT THIS BRIEF

This Executive Dialogue Brief presents the principal findings, strategic implications, and policy recommendations from the **RCSP Assessment of Civil Society Contribution to Rwanda's Development under NST1 (2017–2024)**. Prepared for the National Dialogue on Strengthening Partnerships between Government and Civil Society, it highlights the sector's measurable contribution to Rwanda's economic transformation, social transformation, and transformational governance, while identifying strategic opportunities to strengthen collaboration and co-creation under NST2 and Vision 2050.



HOW TO READ THIS VERSION

This executive edition is intentionally concise and decision-oriented. It focuses on headline findings, strategic messages, and priority actions for policymakers and development partners. Detailed methodological notes, institution-level evidence, stakeholder consultations, case studies, and expanded statistical annexes remain available in the full assessment report.



INCLUSIVE GROWTH



SOCIAL TRANSFORMATION



TRANSFORMATIONAL GOVERNANCE



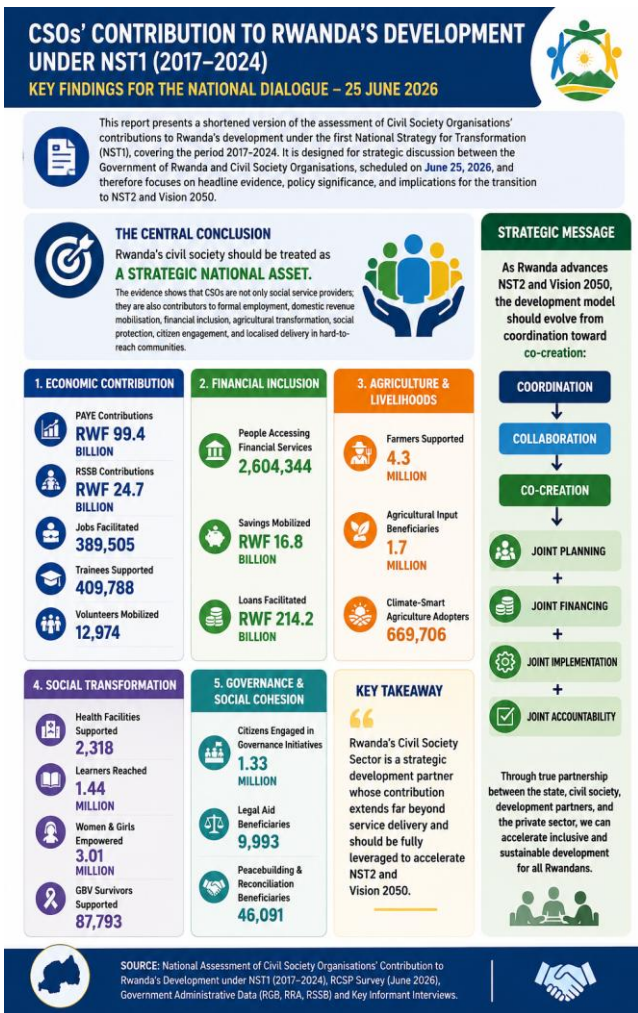
VISION 2050
TRANSFORM. PROSPER. THRIVE.

Partnerships. Evidence. Impact. Together for a Transformed Rwanda.

1. Executive summary

This report presents a shortened version of the assessment of Civil Society Organisations' contributions to Rwanda's development under the first National Strategy for Transformation (NST1), covering the period 2017-2024. It is designed for strategic discussion with between the Government of Rwanda and Civil Society Organisations, scheduled on June 25, 2026, and therefore focuses on headline evidence, policy significance, and implications for the transition to NST2 and Vision 2050.

The central conclusion is that Rwanda's civil society should be treated as a strategic national asset. The evidence shows that CSOs are not only social service providers; they are also contributors to formal employment, domestic revenue mobilisation, financial inclusion, agricultural transformation, social protection, citizen engagement, and localised delivery in hard-to-reach communities.



- A fiscally visible subset of CSOs contributed more than RWF 99.4 billion in PAYE and RWF 24.7 billion in RSSB contributions over the period assessed.
- CSO interventions facilitated 389,505 jobs, supported 409,788 trainees, and mobilised 12,974 volunteers.
- The sector enabled access to financial services for 2,604,344 people, mobilised RWF 16.8 billion in savings, and facilitated RWF 214.2 billion in loans.
- In agriculture and livelihoods, CSOs reached 4.3 million farmers, supported 1.7 million agricultural-input beneficiaries, and contributed to climate-smart agriculture adoption by 669,706 farmers.
- In social transformation, CSOs supported 2,318 health facilities, reached 1.44 million learners, and empowered 3.01 million women and girls, including support for 87,793 GBV survivors.
- In governance and social cohesion, CSOs reached 1.33 million citizens through governance-related initiatives, provided legal aid to 9,993 people, and reached 46,091 beneficiaries through peacebuilding and reconciliation programmes.

Civil Society as a Strategic National Asset

The findings demonstrate that CSOs are not only service providers but also important contributors to economic growth, social transformation, and transformational governance. Their nationwide presence, community trust, and ability to reach vulnerable populations make them indispensable partners in achieving NST2 and Vision 2050 aspirations.

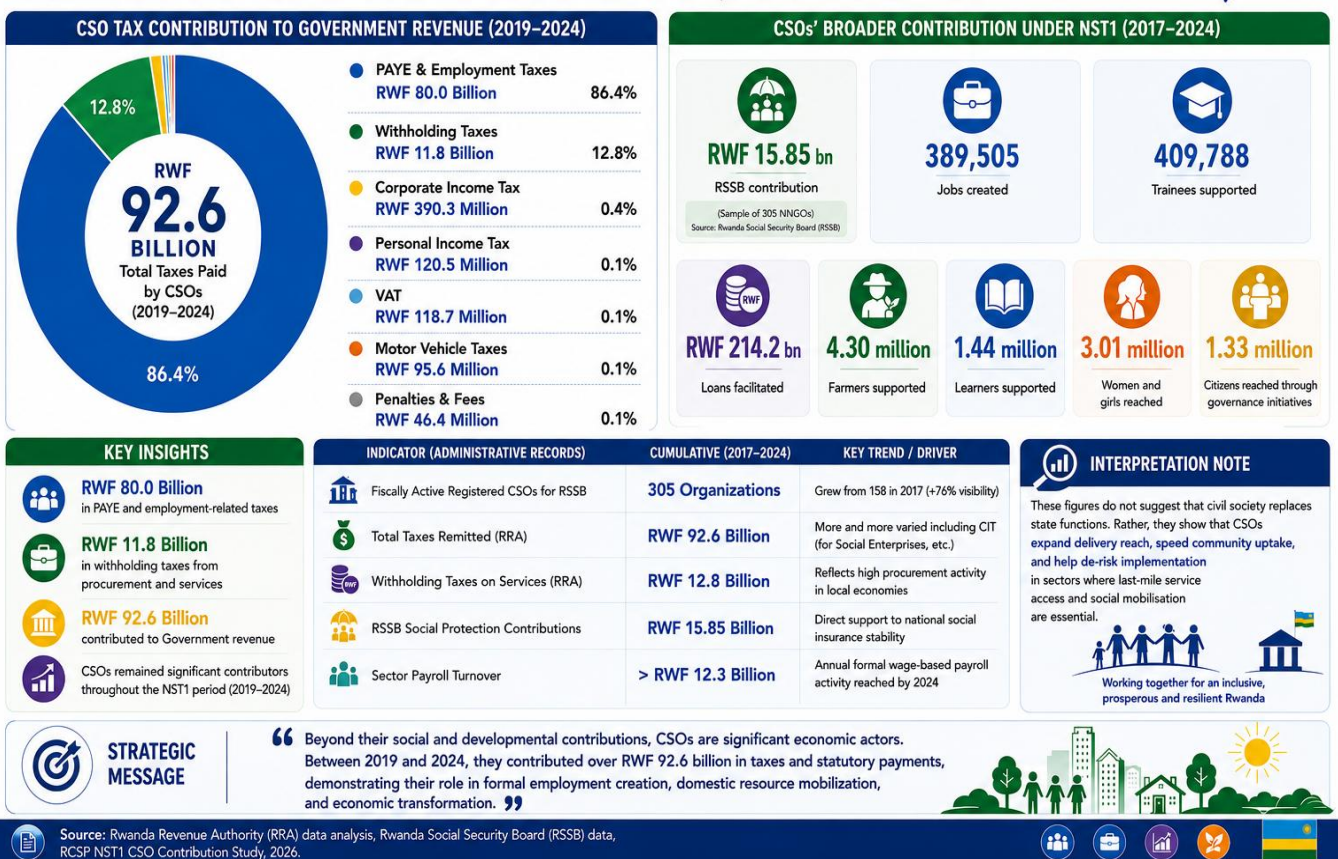
2. Rwanda civil society contribution at a glance

Beyond delivering social programmes, Rwanda's Civil Society Organizations (CSOs) make a measurable contribution to the country's formal economy. Administrative records from the Rwanda Revenue Authority (RRA) and the Rwanda Social Security Board (RSSB) demonstrate that CSOs generate significant domestic revenue, support formal employment, contribute to national social protection systems, and stimulate local economic activity through procurement and service delivery. The infographic below presents the most policy-relevant evidence on the sector's fiscal footprint and broader development outcomes during the NST1 period (2019–2024), illustrating how civil society contributes simultaneously to economic transformation, employment creation, and national development.



ECONOMIC CONTRIBUTION OF CIVIL SOCIETY ORGANIZATIONS (CSOs) TO RWANDA'S TAX REVENUE (2019–2024) AND DEVELOPMENT IMPACT UNDER NST1

Evidence from the Assessment of CSOs' Contribution to Rwanda's Development under NST1 (2017–2024)



The evidence confirms that Civil Society Organizations are not only development partners but also important economic actors within Rwanda's formal economy. Their contributions extend well beyond programme implementation to include substantial tax payments, social security contributions, formal employment, procurement spending, and investments that support local value chains.

These findings reinforce the strategic case for strengthening Government–CSO partnerships under NST2. By expanding co-creation, improving evidence systems, and supporting sustainable financing models, Rwanda can leverage the sector's proven capacity to accelerate inclusive economic growth, strengthen domestic resource mobilization, and deliver lasting development outcomes in support of Vision 2050.

3. Why this report matters for Strategic Orientations

The findings of this assessment have implications that extend beyond measuring the contribution of Civil Society Organizations (CSOs) under NST1. They provide strategic evidence for strengthening the role of civil society in accelerating the implementation of NST2 and advancing Rwanda's Vision 2050 aspirations. The infographic below synthesizes the key policy messages emerging from the assessment and highlights the opportunities for evolving Government–CSO collaboration from coordination toward co-creation and shared development impact.



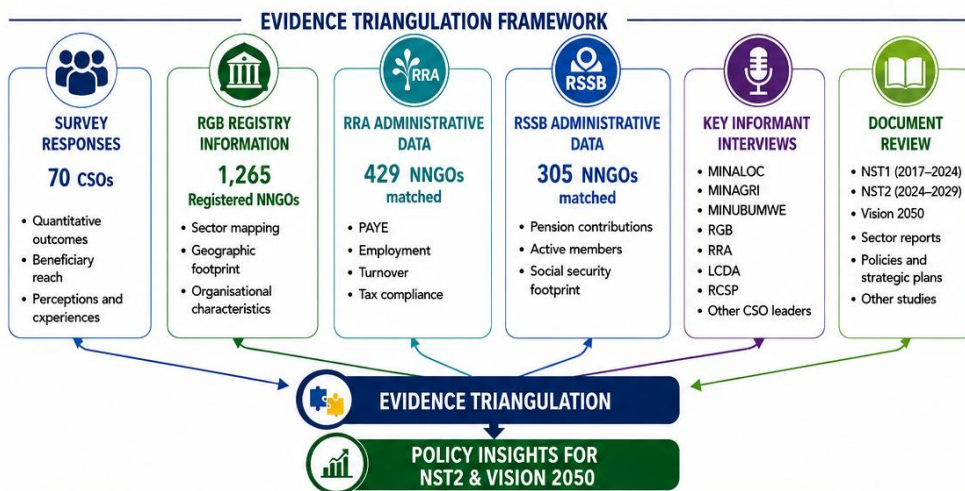
The evidence presented in this assessment demonstrates that Rwanda's civil society sector is not a peripheral actor but an integral contributor to national development outcomes. The strategic challenge for NST2 is therefore not whether CSOs should be involved, but how Government institutions, civil society, development partners, and the private sector can work together more effectively to scale proven approaches, strengthen evidence systems, mobilize sustainable financing, and institutionalize collaborative delivery models. Achieving this shift will enable civil society to contribute even more effectively to inclusive growth, social transformation, and transformational governance under Vision 2050.

4. Scope, evidence base, and interpretation notes

To ensure credibility and policy relevance, the assessment draws on multiple complementary evidence sources. Quantitative data from surveys, administrative records, and registry information were triangulated with qualitative insights from Government institutions, civil society leaders, and documentary review. This mixed-methods approach provides a robust basis for assessing the contribution of civil society to Rwanda's development under NST1.

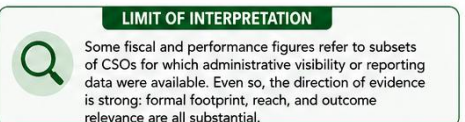
SCOPE, EVIDENCE BASE, AND INTERPRETATION NOTES

The source assessment covers the period 2017–2024 and draws on multiple evidence streams, including survey responses from CSOs and Faith-Based Organisations, registry information, and administrative data from public institutions such as the Rwanda Revenue Authority and the Rwanda Social Security Board. The original report uses a mixed-methods design and triangulates quantitative and qualitative evidence.



WHAT THE EVIDENCE SHOWS

- Registry evidence identifies **1,265** registered organisations in the national NGO registry.
- A large share of registered organisations are aligned to **Social Transformation (1,161)**, followed by **Economic Transformation (373)** and **Transformational Governance (211)**.
- The report **combines** registry, survey, tax, and social security data with stakeholder consultation and case material.
- This executive edition prioritises the most **policy-relevant and decision-usable** metrics, while leaving granular methodological detail to the full source report.



COMMENT: The assessment uses a robust triangulation framework to ensure credibility and balanced interpretation. By combining multiple data sources and stakeholder insights, the report provides a reliable evidence base to inform policy, strengthen partnerships, and accelerate NST2 implementation and Vision 2050.

SOURCE: RCSP assessment 'Civil Society Contribution to Rwanda's Development under NST1 (2017–2024)', PDF dated 21 June 2026.

KEY TAKEAWAY

Although some fiscal and performance indicators are derived from subsets of organizations for which administrative data were available, the findings are supported by multiple independent evidence sources. The convergence of survey data, registry records, administrative datasets, stakeholder consultations, and documentary review provides a robust and credible picture of the scale, reach, and strategic contribution of Rwanda's civil society sector.

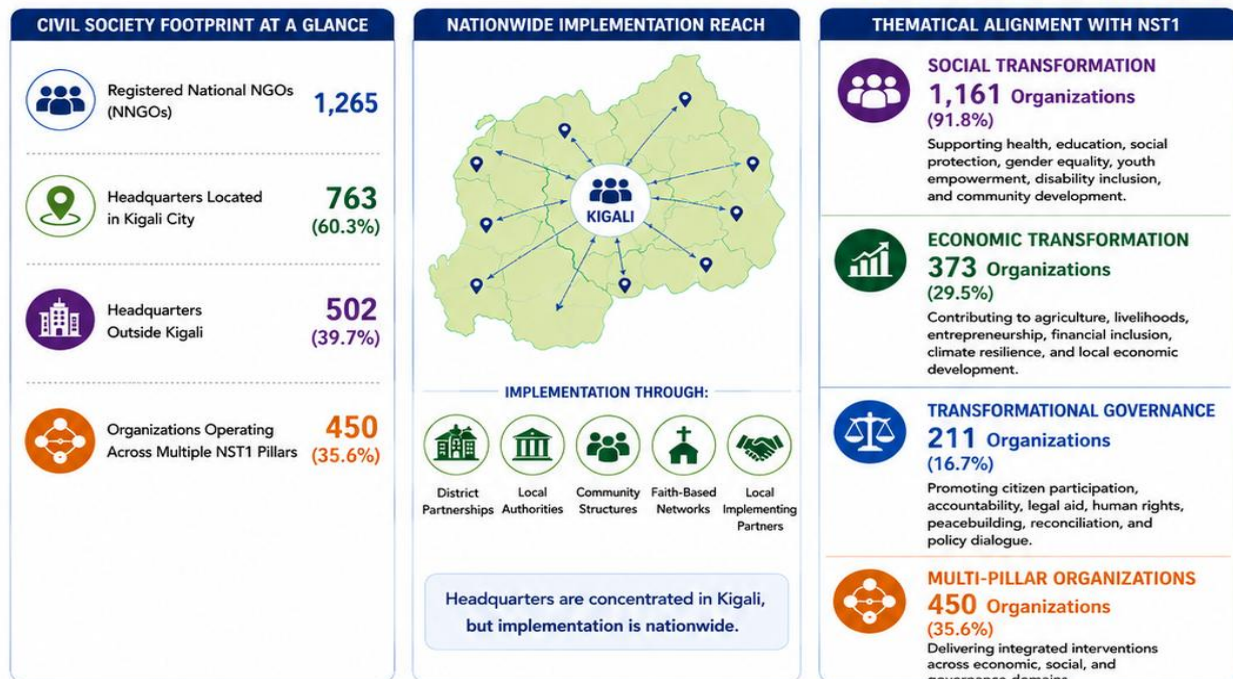
5. The CSO sector briefly

RWANDA'S CIVIL SOCIETY ECOSYSTEM: NATIONAL REACH, LOCAL IMPACT



A Nationwide Development Ecosystem Supporting NST1 and NST2 Implementation

The assessment identifies a broad and diversified civil society sector operating across Rwanda. While a majority of organizations maintain their headquarters in Kigali City, programme implementation extends nationwide through district partnerships, decentralized structures, community-based organizations, faith-based institutions, and local implementation partners. The sector therefore combines centralized coordination with extensive local delivery capacity, enabling it to bridge national development priorities and community-level needs.



FROM REGISTRATION TO IMPACT: THE CSO VALUE CHAIN



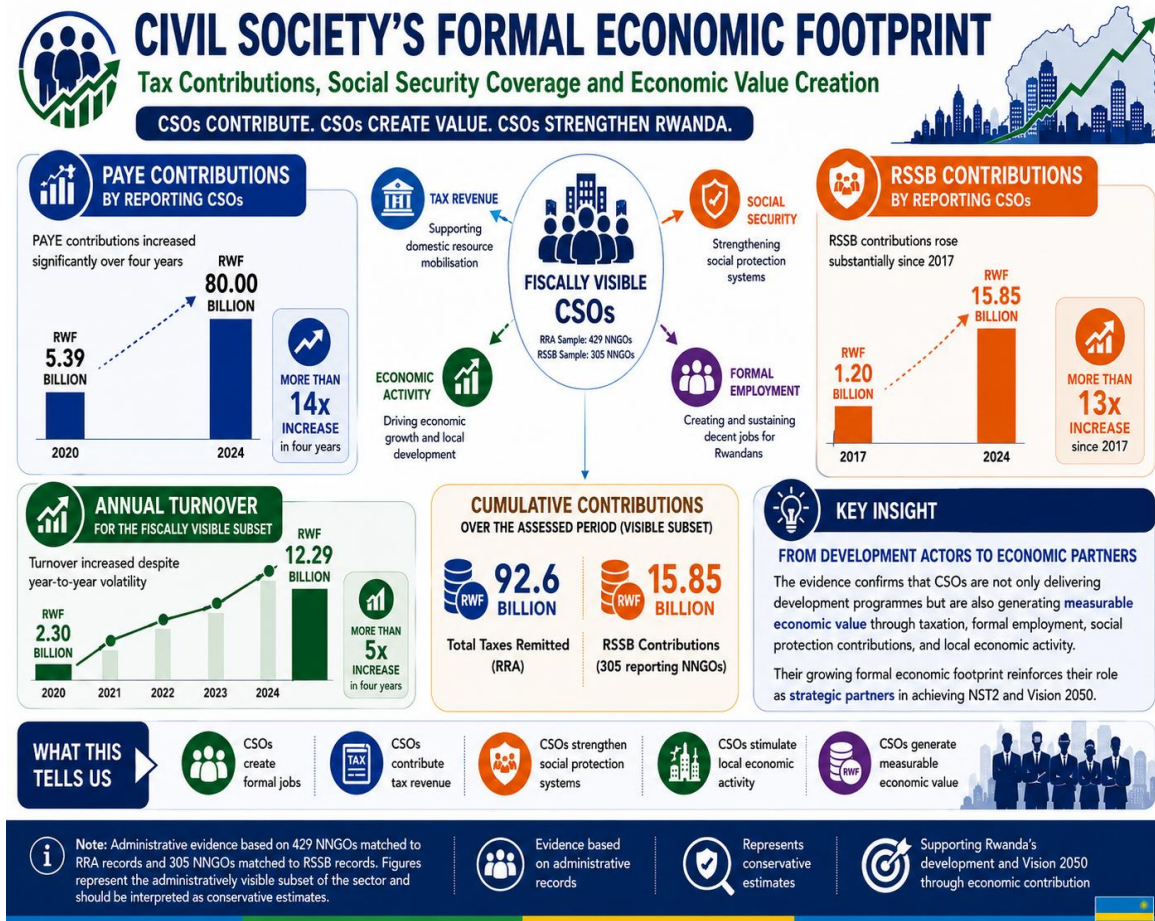
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| <p>POLICY INSIGHT</p> | <p>REGISTERED IN KIGALI. DELIVERING ACROSS RWANDA.</p> <p>The concentration of organizational headquarters in Kigali should not be interpreted as a concentration of development benefits. While administrative functions remain largely centralized, implementation is highly decentralized and reaches communities across all provinces and districts. The evidence indicates that CSOs provide an important delivery platform linking national development priorities with local realities, particularly in areas requiring community mobilization, social inclusion, citizen engagement, and last-mile service delivery.</p> | <p>KEY MESSAGE</p> <p>Rwanda's civil society sector is not only broad in scale but also national in reach, providing a strategic platform for accelerating NST2 implementation and advancing Vision 2050 through localized, people-centred development.</p> |
|------------------------------|---|--|

| | | | | | |
|-----------------------|-----------------|------------------|----------------------------------|---|--|
| 1,265 Registered NGOs | All 5 Provinces | All 30 Districts | Thousands of communities reached | Strong bridge between national priorities and local realities | CSOs are a key partner in building an inclusive, resilient and prosperous Rwanda for all. |
|-----------------------|-----------------|------------------|----------------------------------|---|--|

Strategic Insight

The evidence shows that Rwanda's civil society sector combines centralized coordination with decentralized delivery. While many organizations are headquartered in Kigali, their partnerships, community networks, and local implementation structures enable them to reach citizens across all provinces and districts. This nationwide footprint positions CSOs as an important bridge between national development priorities and local development outcomes under NST2 and Vision 2050.

6. Fiscal contribution and formal economic footprint



Policy significance

The assessment demonstrates that CSOs are not only development actors but also contributors to Rwanda's **formal economy**, **domestic resource mobilisation**, and **social protection systems**. Rising PAYE contributions, RSSB remittances, and organizational turnover highlight a growing sector that creates jobs, supports livelihoods, and generates measurable economic value.

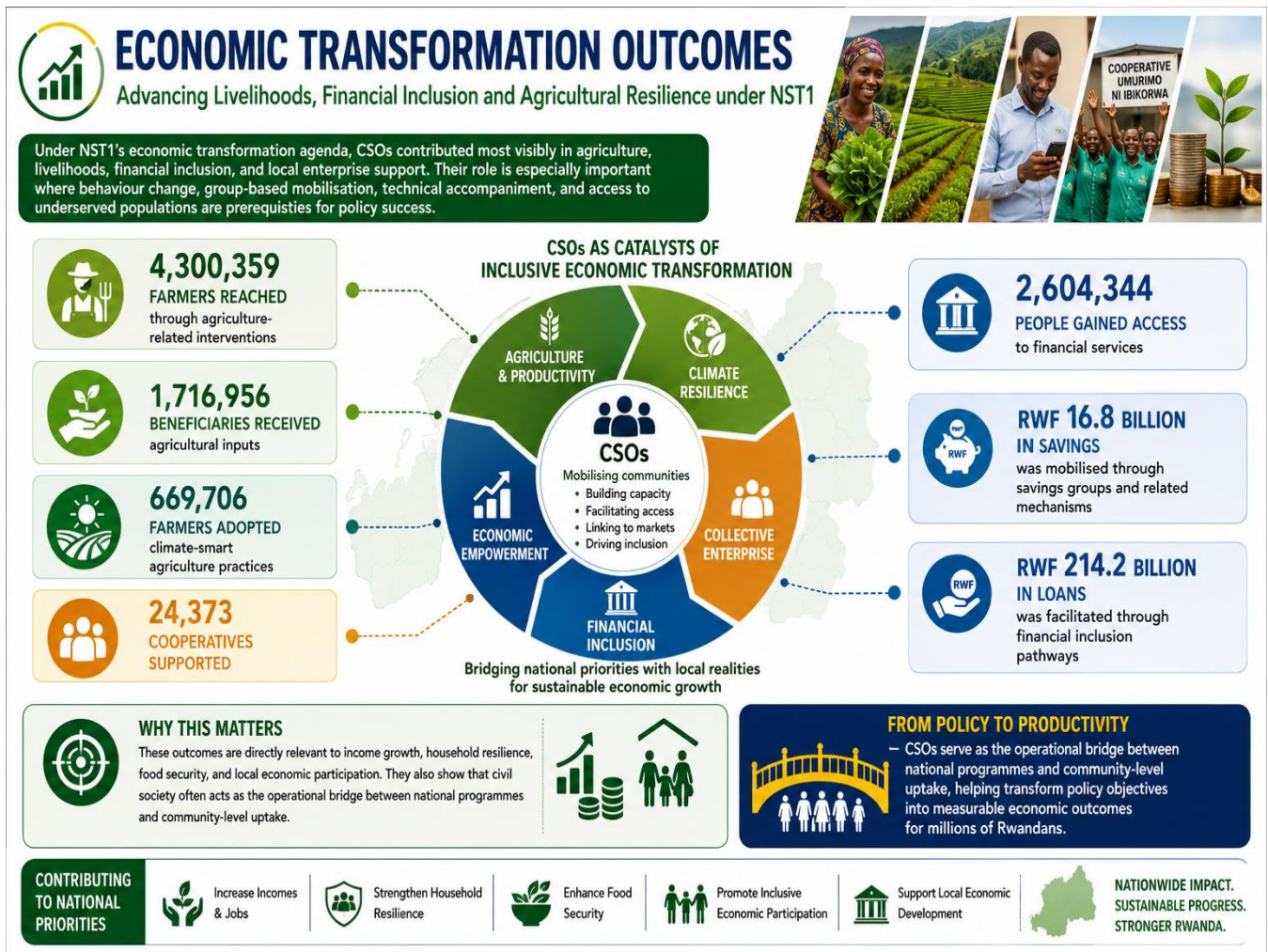
Importantly, these figures are derived from only the **administratively visible subset** of organizations (429 CSOs for taxes et 305 CSOs for RSSB contributions), suggesting that the overall economic contribution of Rwanda's civil society sector is likely significantly larger.

Strategic Message: CSOs should be recognized not only as development partners, but also as **employers**, **taxpayers**, and **contributors to inclusive economic growth** under NST2 and Vision 2050

7. Employment, skills, and livelihoods



8. Economic transformation outcomes



Assessment

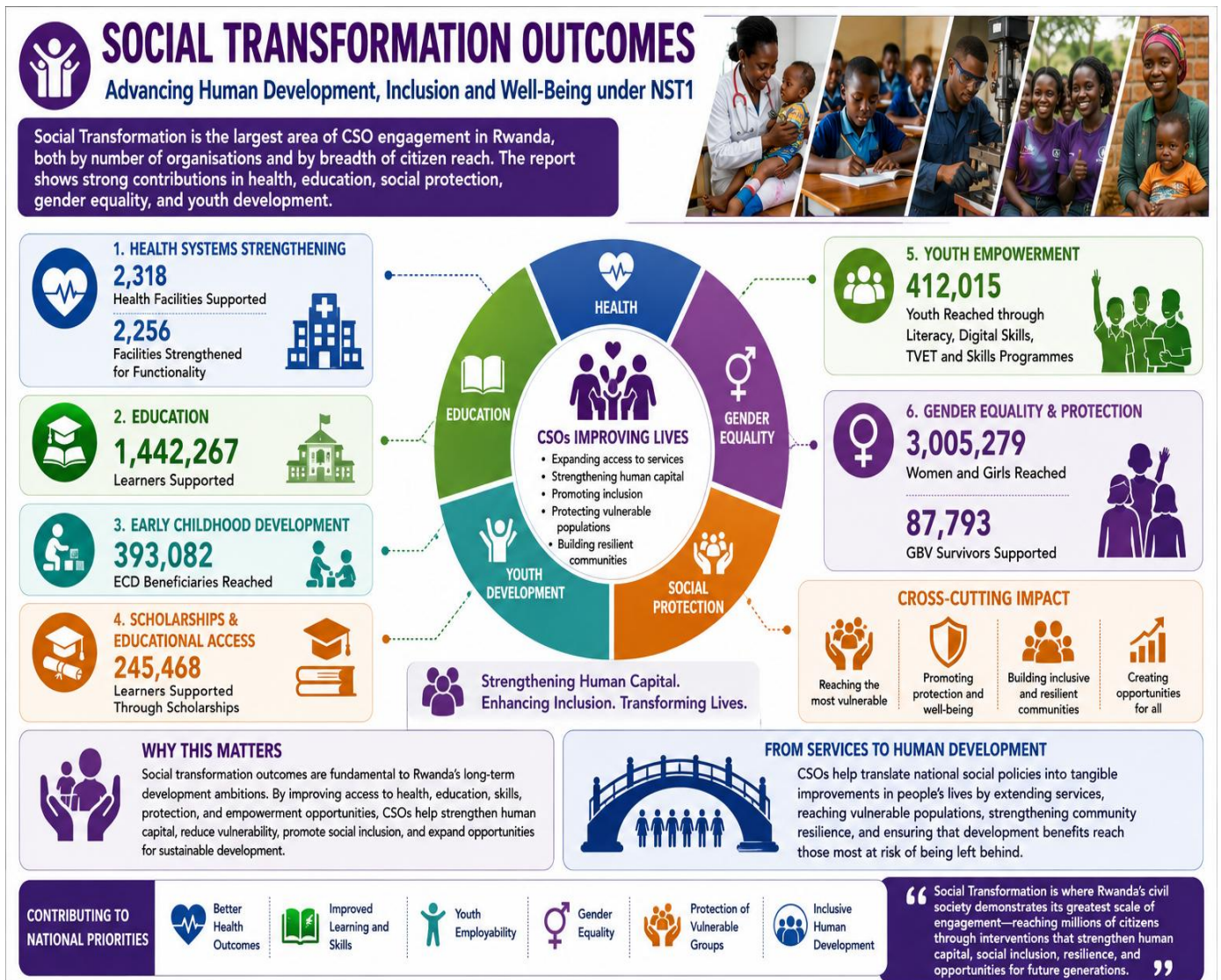
The findings demonstrate that CSOs made a substantial contribution to Rwanda's economic transformation agenda through agriculture, livelihoods, financial inclusion, cooperative development, and climate resilience interventions. Their ability to mobilize communities, strengthen local capacities, and facilitate access to economic opportunities has enabled millions of citizens to participate more effectively in productive economic activities.

The scale of agricultural outreach, financial inclusion, and cooperative support suggests that proven CSO models in savings groups, entrepreneurship development, cooperative strengthening, climate-smart agriculture, and livelihood promotion represent valuable assets for NST2 implementation. These approaches have helped strengthen household resilience, improve food security, expand access to finance, and promote inclusive local economic development.

Overall, the evidence indicates that CSOs serve as an important bridge between national economic policies and community-level uptake, supporting the translation of economic transformation objectives into tangible benefits for households and communities across Rwanda.

Source: RCSP Assessment 'Civil Society Contribution to Rwanda's Development under NST1 (2017-2024)', 23 June 2026.

9. Social transformation outcomes



Assessment

The findings confirm that Social Transformation is the largest area of CSO engagement in Rwanda. Through interventions in health, education, youth empowerment, gender equality, and social protection, CSOs have reached millions of citizens and significantly complemented Government efforts to improve human development outcomes.

The evidence shows that CSOs are particularly effective in extending services to vulnerable populations, mobilizing communities, and supporting the uptake of public programmes. Their strong community presence helps bridge the gap between national priorities and local realities, ensuring that development benefits reach those most in need.

Overall, CSOs serve as an important partner in advancing social inclusion, strengthening resilience, and supporting Rwanda's ambition of leaving no one behind under NST2 and Vision 2050.

10. Governance, accountability, and social cohesion



Strategic value

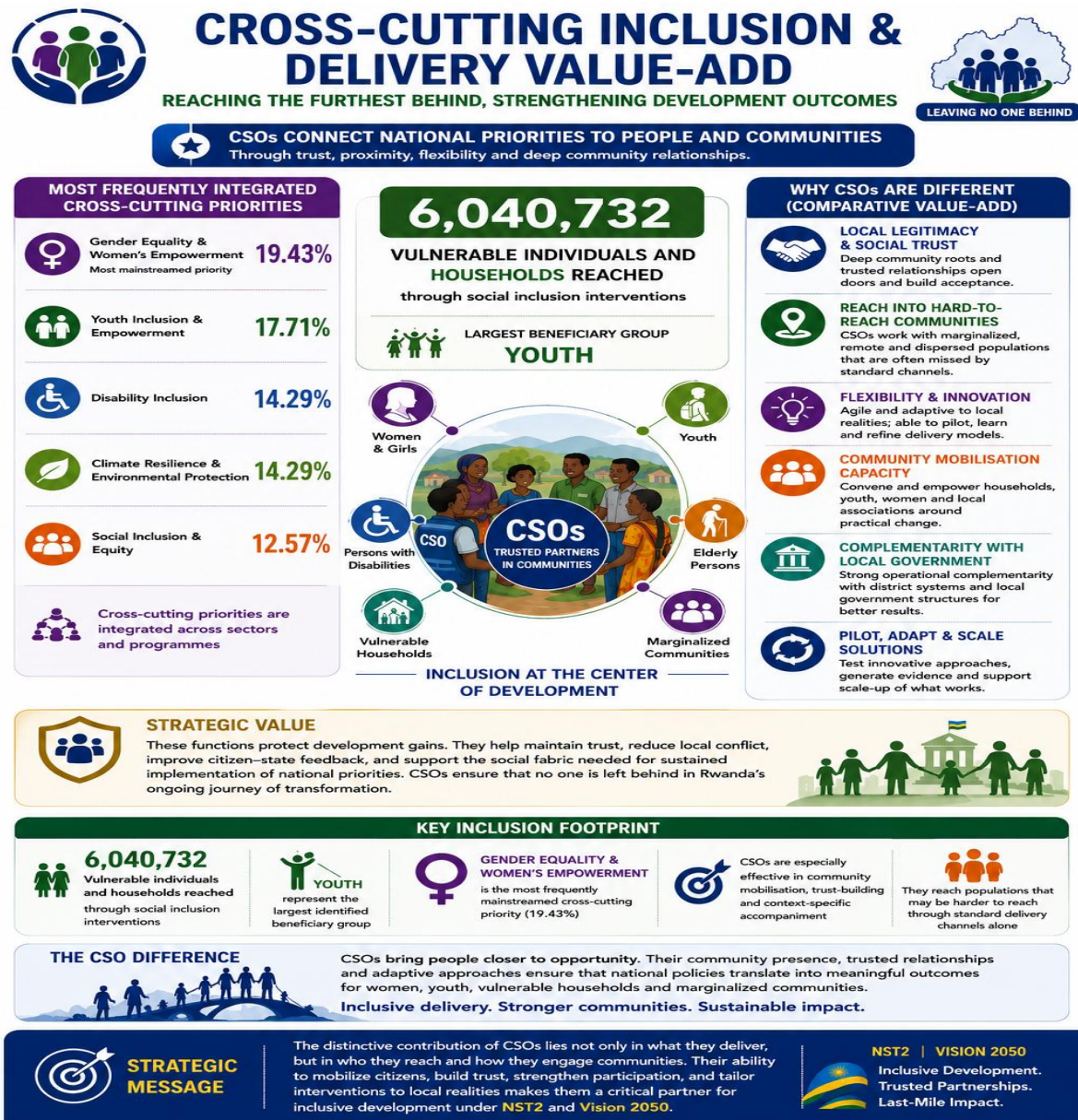
These functions protect and sustain development gains by strengthening the relationship between citizens, communities, and public institutions. Through civic participation, accountability mechanisms, legal empowerment, and peacebuilding initiatives, CSOs help maintain public trust, reduce local conflicts, improve citizen–state feedback loops, and strengthen social cohesion.

Their contribution extends beyond individual programmes to creating an enabling environment for effective development implementation. By promoting dialogue, access to justice, inclusion, and peaceful conflict resolution, CSOs help ensure that national policies are understood, accepted, and supported at community level.

In a rapidly transforming society, these governance and social cohesion functions are critical for building resilience, fostering citizen ownership of development processes, and maintaining the stable social fabric required for the successful implementation of NST2 and the long-term ambitions of Vision 2050.


11. Cross-cutting inclusion and delivery value-add

Beyond sector-specific interventions, Civil Society Organizations (CSOs) play a critical cross-cutting role in ensuring that Rwanda's development efforts reach vulnerable populations and communities that may otherwise remain underserved. Through their proximity to communities, trusted relationships, and adaptive delivery approaches, CSOs help translate national priorities into tangible outcomes for women, youth, persons with disabilities, vulnerable households, and other marginalized groups. The infographic below highlights the scale of this contribution and the distinctive value that civil society brings to inclusive development under NST1




The evidence demonstrates that the unique contribution of CSOs lies not only in the services they deliver, but also in their ability to reach populations furthest behind, build trust, mobilize communities, and support the effective implementation of national priorities at local level. By strengthening inclusion, social cohesion, and last-mile delivery, CSOs help ensure that development benefits are shared broadly across society. As Rwanda advances with NST2 and Vision 2050, these comparative advantages position civil society as a strategic partner for achieving inclusive, resilient, and people-centered development.

12. Main constraints and strategic risks



MAIN CONSTRAINTS & STRATEGIC RISKS


Strengthening the Foundations for Greater CSO Impact under NST2



A strong civil society sector is a multiplier of national development. Addressing these constraints today will **unlock greater impact** tomorrow.

⚠️ FIVE KEY CONSTRAINTS – FIVE STRATEGIC RISKS

1




FUNDING SUSTAINABILITY

Heavy dependence on external and project-based funding remains a sustainability risk for many organisations.

RISK: Limited predictability and long-term sustainability.

2




EVIDENCE & REPORTING SYSTEMS

Evidence quality and routine reporting systems remain uneven across the sector.

RISK: Under-counted impact and weak data for better decision-making.

3




INSTITUTIONAL CAPACITY

Institutional capacity varies, including governance depth, financial controls, digital systems, and succession planning.

RISK: Variable quality and resilience across organisations.

4




PARTNERSHIP MATURITY

Partnership architecture is often stronger at the level of coordination than at the level of joint design and co-financing.

RISK: Fragmented efforts and missed opportunities for scale and impact.


5



LOCALIZATION & TERRITORIAL REACH

Headquarters concentration in Kigali may create coordination asymmetries if district-facing systems are not intentionally strengthened.


RISK: Urban bias and weaker last-mile integration in districts.



**STRONG FOUNDATIONS
ENHANCED CSO CONTRIBUTION
TO NST2 & VISION 2050**


WEAK FOUNDATIONS WEAK IMPACT | **SUSTAINABLE FINANCING** | **STRONGER EVIDENCE SYSTEMS** | **INSTITUTIONAL STRENGTHENING** | **CO-CREATION PARTNERSHIPS** | **LOCALIZED DELIVERY PLATFORMS**

ENABLERS FOR MITIGATING RISKS & UNLOCKING IMPACT




Sustainable Financing

Strengthen diversified funding, multi-year commitments and domestic resource mobilization.




Stronger Evidence Systems

Invest in data quality, learning, and digital reporting for better decisions.




Institutional Strengthening

Build governance, financial management, digital capacity and succession planning.



Co-Creation Partnerships

Move beyond coordination towards joint design, co-financing and shared accountability.



Localized Delivery


Deepen district systems, local partnerships and last-mile reach.

STRATEGIC MESSAGE


The greatest risk is not weak civil society performance. The greater risk is failing to **fully leverage** an already established development partner whose contribution can be amplified through stronger financing, evidence, institutional capacity, and partnership mechanisms.

FROM FRAGMENTATION TO COLLECTIVE IMPACT


Strengthened systems today will enable CSOs to deliver more coordinated, **inclusive, and sustainable impact** at scale—supporting Rwanda's transformation agenda under **NST2** and the long-term ambitions of **Vision 2050**.




**STRONGER SYSTEMS.
STRONGER PARTNERSHIPS.
GREATER IMPACT.**




BETTER SYSTEMS



BETTER PARTNERSHIPS



BETTER DEVELOPMENT OUTCOMES



The assessment demonstrates that Rwanda's civil society sector has generated substantial development results under NST1 despite operating within a challenging environment characterized by funding uncertainty, uneven institutional capacity, fragmented partnerships, and limited evidence systems. While these constraints have not prevented impact, they may reduce the sector's ability to sustain, scale, and fully demonstrate its contribution to national development. Addressing these challenges should therefore be viewed not only as a civil society priority, but as a strategic investment in Rwanda's broader development ecosystem. Strengthening financing mechanisms, data systems, institutional resilience, collaborative platforms, and local delivery structures will enable CSOs to contribute more effectively to the successful implementation of NST2 and the long-term ambitions of Vision 2050.

13. Strategic implications for NST2 and Vision 2050



STRATEGIC IMPLICATIONS FOR NST2 & VISION 2050

From Coordination to Co-Creation for Greater National Impact



A strong civil society sector is a co-driver of Rwanda's transformation. Strategic choices today will shape the impact we achieve tomorrow.

THE STRATEGIC CHOICE FOR RWANDA

OPTION 1
Engage civil society primarily as an external stakeholder and implementing partner.

OR

OPTION 2
Treat civil society deliberately as a co-creator of national transformation outcomes.

OPTION 2 IS MORE AMBITIOUS, AND MORE CONSISTENT WITH THE EVIDENCE IN THIS REPORT.

WHAT CO-CREATION WOULD MEAN IN PRACTICE

1

JOINT PROBLEM DEFINITION

Jointly identify and prioritise bottlenecks in livelihoods, service access, youth employment, and social cohesion.

2

JOINT DESIGN OF SCALABLE INTERVENTIONS

Co-design scalable district and national interventions that build on what already works.

3

CO-FINANCING ARRANGEMENTS

Develop co-financing models that reward delivery capability and evidence quality.

4

ROUTINE INCLUSION OF CSO RESULTS

Include CSO results in sector performance reviews, district planning, and national dashboards.

5

STRUCTURED LEARNING LOOPS

Establish learning loops so that pilot innovations can be assessed rapidly and scaled when effective.

CORE POLICY PROPOSITION

As Rwanda advances the implementation of NST2 and pursues the aspirations of Vision 2050, the development model should increasingly evolve from **coordination** towards **co-creation**.

WHY THIS MATTERS

- Unlocks the full potential of civil society as a co-driver of inclusive and sustainable development.
- Builds trust, legitimacy, and stronger citizen ownership of national priorities.
- Drives greater innovation, efficiency, and adaptation at local level.
- Ensures no one is left behind in Rwanda's transformation journey.

THE SHIFT: FROM COORDINATION TO CO-CREATION

TODAY: COORDINATION

- Top-down engagement
- Project-by-project relationships
- Limited influence on design
- Results reported in silos
- Learning is ad hoc
- Potential for duplication and fragmentation

TOMORROW: CO-CREATION

- Shared problem definition
- Joint design and planning
- Co-financing and accountability
- Integrated results and shared dashboards
- Structured learning and scale
- Collective impact and sustained transformation

THE IMPACT WE CAN ACHIEVE TOGETHER

Stronger partnerships

Better services and inclusion

More jobs, greater livelihoods

Stronger social cohesion

Sustainable progress towards Vision 2050

OUR CHOICE TODAY. RWANDA'S IMPACT TOMORROW.
CO-CREATE. COLLABORATE. TRANSFORM.

NST2 | VISION 2050
Transforming Rwanda.
Securing our Future.

The evidence presented in this assessment suggests that the next phase of Government–Civil Society collaboration should move beyond coordination toward more deliberate co-creation of development outcomes. The contribution of CSOs under NST1 demonstrates that civil society is not merely an implementing partner, but a source of innovation, community trust, local knowledge, and delivery capacity that can help accelerate national transformation. As Rwanda advances in its NST2 and Vision 2050, stronger mechanisms for joint planning, shared accountability, co-financing, evidence generation, and collaborative learning will be critical to maximizing collective impact. The strategic opportunity is therefore to position civil society as a co-driver of development, helping translate national priorities into sustainable and inclusive outcomes for all Rwandans.

14. Recommendations



RECOMMENDATIONS FOR ACTION

A Shared Responsibility Framework for Strengthening CSO Contribution under NST2 and Vision 2050



STRONGER PARTNERSHIPS. SHARED ACCOUNTABILITY. GREATER IMPACT.
TOGETHER, WE DELIVER RWANDA'S TRANSFORMATION.



FROM COORDINATION TO CO-CREATION
 The assessment suggests that the greatest opportunity for NST2 lies not in creating new structures, but in strengthening collaboration, shared accountability, joint financing, evidence-based decision-making, and collective implementation across all development actors.

STRATEGIC MESSAGE
 No single institution can deliver NST2 alone. The next phase of Rwanda's development requires a partnership model in which Government, Civil Society, Development Partners, and the Private Sector jointly design, finance, implement, and measure transformational outcomes.



TOGETHER FOR NST2 SUCCESS

Government Leadership | Civil Society Innovation | Development Partner Support | Private Sector Investment | Collective Impact for Vision 2050

CO-CREATE. CO-FINANCE. CO-IMPLEMENT. CO-ACCOUNT.

The assessment findings point to a clear conclusion: maximizing the contribution of Civil Society Organizations under NST2 will require a shift from isolated interventions toward stronger collaboration, shared accountability, and collective action among all development actors. Government, Civil Society, Development Partners, and the Private Sector each have distinct but complementary roles to play in advancing Rwanda's transformation agenda. The recommendations presented here are therefore not intended as actions for a single institution, but as a shared roadmap for strengthening partnerships, improving evidence and learning systems, mobilizing sustainable financing, and enhancing implementation capacity. Together, these measures can help unlock the full potential of civil society as a strategic partner in delivering inclusive growth, social transformation, and transformational governance under NST2 and Vision 2050.

15. Indicative roadmap to 2050

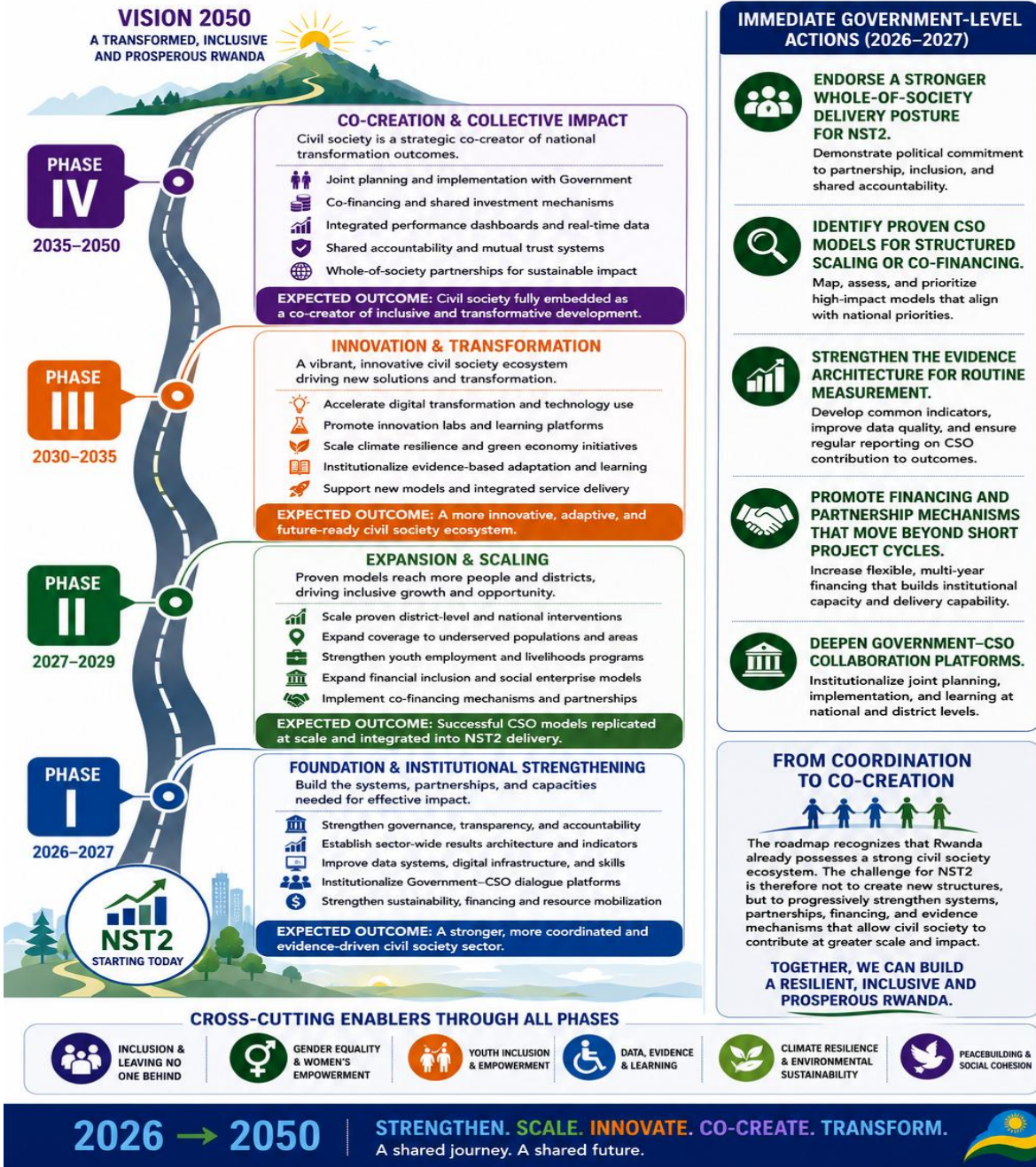


ROADMAP TO VISION 2050

Strengthening Civil Society Contribution from NST2 to Long-Term National Transformation



A phased pathway for deepening the contribution of civil society under NST2 and toward the aspirations of Vision 2050.



The journey toward Vision 2050 will require stronger partnerships, better evidence, sustained investment, and a shared commitment to inclusive development. By working together, Government, Civil Society, Development Partners, the Private Sector, and citizens can translate this roadmap into lasting transformation and shared prosperity for all Rwandans.

Source: RCSP Assessment 'Civil Society Contribution to Rwanda's Development under NST1 (2017-2024)', 23 June 2026.

Annex. Key metrics retained in this executive version



ANNEX: EXECUTIVE SCORECARD OF KEY RESULTS

Civil Society Contribution to Rwanda's Development under NST1 (2017–2024)



These metrics demonstrate the significant and measurable contribution of civil society across the economy, society, and governance.

1 ECONOMIC FOOTPRINT

- RWF 99.4 bn** Cumulative PAYE contribution
- RWF 15.7 bn** Cumulative RSSB contribution
- RWF 11.06 bn** PAYE in 2024
- RWF 3.25 bn** RSSB in 2024
- RWF 12.29 bn** Annual turnover in 2024 (visible subset)

2 EMPLOYMENT & SKILLS

- 389,505** Jobs created
- 409,788** Trainees supported
- 12,974** Volunteers mobilised

3 FINANCIAL INCLUSION

- 2,604,344** Financial inclusion beneficiaries
- RWF 16.8 bn** Savings mobilised
- RWF 214.2 bn** Loans facilitated

4 AGRICULTURE & LIVELIHOODS

- 4,300,359** Farmers supported
- 1,716,956** Agricultural inputs beneficiaries
- 669,706** Climate-smart agriculture adopters
- 24,373** Cooperatives supported

5 SOCIAL TRANSFORMATION

- 2,318** Health facilities supported
- 1,442,267** Learners supported
- 393,082** ECD beneficiaries
- 245,468** Scholarship beneficiaries
- 412,015** Youth beneficiaries
- 3,005,279** Women and girls reached
- 87,793** GBV survivors supported
- 1,329,132** Governance beneficiaries

6 GOVERNANCE & SOCIAL COHESION

- 1,329,132** Governance beneficiaries
- 9,993** Legal aid beneficiaries
- 46,091** Peacebuilding beneficiaries

AT A GLANCE

- 1,265** Registered NGOs
- 70** Survey Respondents
- 429** NNGOs Matched to RRA Records
- 305** NNGOs Matched to RSSB Records

i This annex is included for convenience in a meeting setting. Detailed case studies, methodological annexes, full stakeholder lists, and larger data tables remain in the full source report.

WHAT THESE NUMBERS TELL US

The evidence confirms that civil society is not only a service delivery actor, but also a contributor to employment, domestic resource mobilization, financial inclusion, agricultural transformation, human development, and transformational governance. Collectively, these results demonstrate the strategic value of CSOs as partners in delivering NST2 and advancing Vision 2050.

ONE STRATEGIC MESSAGE:
Civil Society Matters. Partnerships Deliver. Rwanda Transforms.

Inclusive Growth • Social Transformation • Transformational Governance • Lasting Impact

Source: RCSP Assessment of Civil Society Contribution to Rwanda's Development under NST1 (2017–2024)

Source: RCSP Assessment 'Civil Society Contribution to Rwanda's Development under NST1 (2017-2024)', 23 June 2026.



CLOSING NOTE FOR NATIONAL DIALOGUE

Civil Society as a Co-Creator of Rwanda's Transformation
under NST2 and Vision 2050



THE OVERARCHING LESSON

The overarching lesson from the NST1 period is that civil society has already demonstrated enough scale, relevance, and institutional maturity to justify a more strategic place in Rwanda's development architecture.



The next task is not to prove whether CSOs matter; it is to decide how best to use their capabilities in a more integrated, evidence-driven, and results-oriented way.



DECISION POINT

If the Government of Rwanda wishes to **accelerate last-mile implementation, expand community ownership, and increase the return on development partnerships**, then a structured move from coordination to co-creation with civil society should become an explicit NST2 / Vision 2050 operating principle.



A SHARED FUTURE. A STRONGER RWANDA.



Inclusive growth that leaves no one behind



Stronger communities and social cohesion



Resilient livelihoods and sustainable development



A prosperous, peaceful Rwanda in 2050

“ Let us move forward—together—toward a future where civil society is not just part of the journey, but a co-creator of Rwanda's transformation. ”

NST2 
VISION 2050
Transform. Prosper. Thrive.



From Coordination to Co-Creation



From Projects to Partnerships



From Activities to Impact



Building Rwanda. Together.

Source: RCSP Assessment of Civil Society Contribution to Rwanda's Development under NST1 (2017–2024)

Design & Infographics: A. Rukundo • 23/06/2026

Source:

RCSP Assessment 'Civil Society Contribution to Rwanda's Development under NST1 (2017-2024)', 23 June 2026.