RWANDA CIVIL SOCIETY DEVELOPMENT BAROMETER

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FOREWORD

This Rwanda Civil Society Development Barometer (CSDB) 2015 is the second edition aimed at updating indicators from the first edition in 2012, to better gauge the performance and to provide information in the context of development of civil society organizations (CSOs) in Rwanda.

This study assesses the status and the role of civil society in development process of Rwanda. It also serves as a source of data for Rwanda Governance Scorecard (RGS), an index developed by Rwanda Governance Board (RGB) to annually gauge the state of governance in Rwanda.

This edition focuses on the level of CSO's capacity development, in order to best serve communities and their increased participation in matters of concern to them in their contribution to Rwanda development aspirations. Various governance assessments confirm that CSOs play a significant role in Rwanda's socio-economic development, as they involve citizens in various aspects of civic engagement which is vital and actively supported by the Government of Rwanda.

Rwanda Governance Board and One- UN Rwanda, consider importantly the utilisation of this tool for facilitation and coordination of activities in civil society development in Rwanda. We are hopeful that this edition will help CSOs to improve on delivery of their mandate and public institutions to spur their partnership for CSO engagement in public dialogues.

We are pleased to officiate the launching of this publication, and invite all concerned actors and partners to use the findings of this study in order to strengthen the role of civil society in Rwanda's socio-economic transformation.

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We also take this opportunity to express our gratitude to other civil society organisations, which contributed in initiating the study.

Our sincere thanks also goes to the academic team who were involved in the editing of this anthology, as their advice in different areas helped to give insight towards this publication, they have done tremendous work.

Lastly but not least, we thank all enumerators, field supervisors and respondents who spared their time to give data and information to our teams; it is on their views that this report is based.

This study has been successfully completed with the support of various institutions and individuals who, at different capacities, participated in and contributed to the process of collection and documentation. We are deeply grateful.

Ingabire Marie Immaculée

Chairperson, Transparency International Rwanda

ACRONYMS

ARDHO : *Association Rwandaise pour la Défense des Droits de L'homme*

*C***COAIB :** *Conseil de Concentration des Organisations d'Appui aux Initiatives de Base*

CEJP : *Commission Episcopale Justice et Paix*

CESTRAR : *Centrale des Syndicats des Travailleurs du Rwanda*

CIVICUS : *World Alliance for Citizen Participation*

CLADHO : *Collectif des ligues et Associations de Défense des Droits de l'Homme*

COSYLI : *Conseil National des Organisations Syndicales Libres au Rwanda*

CS : *Civil Society*

CSDB : *Civil Society Development Barometer*

CSOs : *Civil Society Organisations*

CBOs : *Civil Based Organisations*

EDPRS : *Economic Development and Poverty Reduction Policy Strategy*

EC : *European Commission*

EU : *European Union*

INGOs : *International Non Governmental Organisations*

IRDP : *Institute for Research and Development Policy*

JADF : *Joint Action Development Forum*

LIPRODHOR : *Ligue Rwandaise pour la Promotion et la Défense des Droits de l'Homme*

MINALOC : *Ministry of Local Government*

MoU : *Memorandum of Understanding*

NISR : *National Institute of Statistics of Rwanda*

NGOs : *Non-Governmental Organisations*

RCSP : *Rwanda Civil Society Platform*

RCSDB : *Rwanda Civil Society Development Barometer*

RGB : *Rwanda Governance Board*

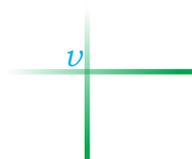**RGS :** *Rwanda Governance Scorecard*

Rwf : *Rwandan Francs*

TI-RW : *Transparency International Rwanda*

UNDP : *United Nations Development Programme*

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

EXECUTIVE SUMMARY

This edition of the Rwanda Civil Society Development Barometer (RCSDB) comes as second of its kind after the first one which was a pilot in 2012. Although it does constitute a separate research with a different set of indicators, there is continuity with the 2012 baseline to the extent possible. This study substantiates the political commitment to have a vibrant civil society which contributes to Rwanda's mid-term (EDPRS II) and long-term (Vision 2020) development strategy where citizen-centered policy making relies to great extent on the vibrancy, dynamics and expertise of non-governmental organizations.

This edition of RCSDB collects a broad sample of perceptions from the citizens and CSO representatives. 1173 citizens and around 200 CSOs were surveyed based on purposeful sampling technique in all four provinces and the City of Kigali. In addition to this, development partners supporting CSOs in Rwanda, key governmental institutions and other stakeholders provided their qualitative input through focus group discussions and key informant interviews.

This report brings findings in five dimensions, divided into indicators and sub-indicators as per the agreed monitoring framework. The monitoring matrix reflects accurately the current governance context and focuses on key areas where weaknesses had been identified in the RCSDB first edition of 2012. The *Citizen Participation and CSO inclusiveness* is added unlike in the first edition. Overall, 21 indicators and 58 sub-indicators were observed in dimensions of *CSO environment, CSO values, Impact and Effectiveness and CSO institutional and organizational strengths*.

While the monitoring framework does not compare the development of CSOs between 2012/15, however, the trajectory of development in a number of areas can still be drawn. Based on the results, it is evident that CSOs have made progress in the crucial dimension of *Impact*. Whereas in 2012, Impact value stood at 57.5%, in 2015 the impact parameter has reached 68%. This is largely due to improvements in the *Responsiveness to membership needs* and *Influencing public*

policy. Indeed, the consultative nature of governance in Rwanda as witnessed for example in the planning of EDPRS II, annually in *Umwiherero* or periodically in JADF starts making an impact. Also, the ability of some CSOs to play their advocacy role more effectively might be responsible for the progress.

On the one side, the dimensions of *CSO environment and CSO values* have slightly improved (with scores 68.7% and 70%) remaining at approximately the same level as in 2012. It is encouraging to see that sub-indicator of *fundamental freedoms and rights* scored very high (77%) and according to the perceptions, the most developed area monitored.

On the other side of the spectrum, the *extent of citizen participation in CSOs (40%), Private sector-CSO relationship (48%) and human and financial resources (41%)* are the weakest areas of CSO performance. As well noted in other research, notably RGS 2014, CSOs are still not able to mainstream citizens' input in public policy planning and monitoring sufficiently. The lack of involvement of the private sector in the CS area is felt by the CSOs in the form of financial insecurity and overall reliance on external development partners' funding. To improve these areas shall be addressed by as a priority by the CSOs and other stakeholders.

Figure 1: Summary of the Civil Society Development Barometer 2015

Dimension 1: Citizen participation and CSO inclusiveness — 61.70%

Extent of citizen participation in CSOs	40.10%
Diversity of civil society participants	68.80%

Dimension 2: CSO environment — 68.7%

Political context	72.9%
Fundamental freedoms & rights	77.20%
Socio-cultural context	75.10%
Legal environment	72.30%
State-civil society relations	66.70%
Private sector-civil society relations	48.40%

Dimension 3: CSO Values — 70.40%

Democracy	68.50%
Transparency and accountability	58.50%
Tolerance	72.40%
Non-violence and gender equity	68.80%

Dimension 4: Impact/ Effectiveness of CSOs — 68.00%

Influencing public policy	72.30%
Engage state and private sector	64.20%
Responding to membership needs	75.00%
Empowering citizens	70.60%
Meeting societal needs	58.00%

Dimension 5: CSO institutional/ organizational strength — 67.30%

CSOs Operational capacity	73.50%
Inter-relations	71.10%
Resources	41.30%

Legend:
- 0
- 1 - 25%
- 26 - 50%
- 51 - 75%
- 76 - 100%

Table1 : Scoring

SN#	Variable	AVG	
1	**Citizen participation and CSO inclusiveness**	61.70%	Civil society is developed in this area,
1.1	**Extent of citizen participation in CSOs**	40.10%	CS development in this area is limited
1.2	**Diversity of civil society participants**	68.80%	Civil society is developed in this area,
2	**CSO environment**	68.7%	Civil society is developed in this area,
2.1	**Political context**	72.9%	Civil society is developed in this area,
2.2	**Fundamental freedoms & rights**	77.20%	Civil society is very developed in this area
2.3	**Socio-cultural context**	75.10%	Civil society is developed in this area,
2.4	**Legal environment**	72.30%	Civil society is developed in this area,
2.5	**State-civil society relations**	66.70%	Civil society is developed in this area,
2.6	**Private sector-civil society relations**	48.40%	CS development in this area is limited
3	**CSO Values**	70.40%	Civil society is developed in this area,
3.1	**Democracy**	68.50%	Civil society is developed in this area,
3.2	**Transparency and accountability**	58.50%	Civil society is developed in this area,
3.3	**Tolerance**	72.40%	Civil society is developed in this area,
3.4	**Non-violence and gender equity**	68.80%	Civil society is developed in this area,
4	**Impact / Effectiveness of CSOs**	68.00%	Civil society is developed in this area,
4.1	**Influencing public policy**	72.30%	Civil society is developed in this area,
4.2	**Engage state and private sector**	64.20%	Civil society is developed in this area,
4.3	**Responding to membership needs**	75.00%	Civil society is developed in this area,
4.4	**Empowering citizens**	70.60%	Civil society is developed in this area,
4.5	**Meeting societal needs**	58.00%	Civil society is developed in this area,
5	**CSO institutional / organizational strength**	67.30%	Civil society is developed in this area,
5.1	**CSOs Operational capacity**	73.50%	Civil society is developed in this area,
5.2	**Inter-relations**	71.10%	Civil society is developed in this area,
5.3	**Resources**	41.30%	CS development in this area is limited

Figure 2: CSDB 2015 Diamond

The Rwandan Civil Society Diamond 2015
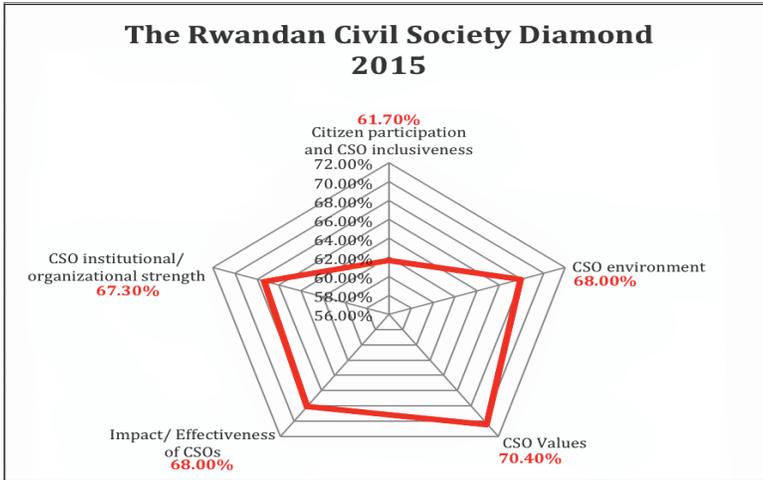
The diamond chart shows that out of the five measured dimensions, CSO values score highest (70%) followed by CSO environment and Impact/ Effectiveness (68, 7% and 68%). The least developed areas are CSO institutional and organizational strength (67%) and Citizen participation and inclusiveness (61%).

Figure 3: CSDB 2012
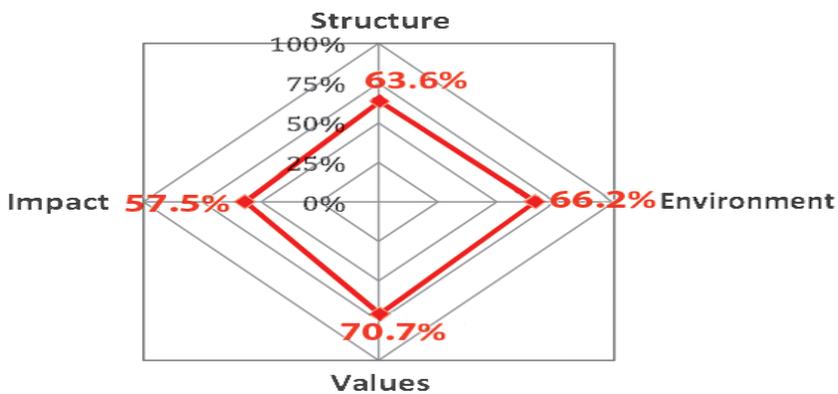
In 2012, the dimension of values was scored highest (70%) followed by environment (66%) and structure (63%). The least performing area in 2012 was impact (57%).

I. INTRODUCTION

This Civil Society Development Barometer aims at contributing to the process of civil society development through regular collection of views from citizens and CSO representatives. Civil society is one of the key features of good governance. Active and independent civil society can provide an important framework for citizens to express and aggregate their needs, concerns and demands, and offers a channel to engage them into the governance area. More broadly, civil society is universally recognized as one of the key actors to hold public institutions accountable.

Objectives of the study

The study aims at obtaining primary and secondary data for a set of indicators (the Barometer) to measure and update various aspects of Rwandan civil society organizations periodically.

The overall objective of the CSDB is to contribute to the process of civil society development. Constant collection of the views of the civil society stakeholders with regard to its state are used at the policy level for improvement.

Specifically, this barometer aims to :

- Update and, where appropriate, adjust a set of user-friendly indicator framework for the civil society development in Rwanda;

- Provide updated primary data on the monitoring framework;

- Assess fulfillment of recommendations identified in the first edition 2012 and formulate updated set of recommendations based on identified gaps and opportunities for improvement in Civil Society development process so that they contribute to the socio-economic development and wellbeing of the people of Rwanda.

I.1 INDICATOR FRAMEWORK FOR THE CSDB 2015

The indicator framework is developed on the basis of the first edition of the CSDB 2012. International tools such as CIVICUS model are behind the framework. Furthermore, the locally used frameworks such as Joint Governance Assessment[1], Rwanda Governance Scorecard[2], Rwanda Reconciliation Barometer[3], Citizens' participation in Governance in Rwanda[4], Rwanda Bribery Index[5], National Integrity System[6] and Rwanda Media Development Index[7]have also highly enlightened the above indicator framework.

In the first edition of the **Civil Society Development Barometer (CSDB),** four areas of CSO functionalities were assessed: structure, environment, values and impact were gauged through a perception-based primary data and secondary data desk review. In this edition, the number of domains has been expended to five. The number of indicators reaches 21. Sub-indicators count 61 sub-domains. The detailed description of the monitoring framework is available in **Annex.**

I.2 CIVIL SOCIETY IN RWANDA

The issue of conceptualisation of Civil Society Organizations (CSOs) is not universal as CSOs forms and their roles in societies depend on historical, cultural and socio-political context. Factors such as membership, mission, and a form of organization and levels of operation also help to provide a theoretical framework for a definition of what a CSO is in a given society.

According to the most universal principles, CSOs can be described as all *organized activity not associated with major institutional systems: government and administration, education and health delivery, business and industry, security and organized religion.*

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1 *Rwanda Governance Advisory Council*
2 *Rwanda Governance Advisory Council*
3 *National Unity and Reconciliation Commission*
4 *Institute of Research and Dialogue for Peace*
5 *Transparency Rwanda*
6 *Transparency Rwanda*
7 *Rwanda Media High Council*

They include religious/faith based organizations, cooperatives, trade unions, academic institutions, community and youth groups, etc.[8]From the 'good governance perspective' CSOs are usually defined as a positive descriptive term and entities where citizens associate neither for power nor for profit. They are the third sector of society, complementing government and business.[9]

In the political economy of the modern society, three basic sectors are distinguished :

i) state,

ii) business

iii) citizen self-organization, usually organised in Civil Society Organisations. The state's distinctive competence is legitimate use of power. The business sector's competence is market exchange and the third sector's role is private choice of individuals to engage for the public good in a society. In this way, citizens mobilize under CSOs through values they share with other citizens and through shared commitment to action with other citizens.

This conceptualization may be useful in describing the role of CSOs in Rwanda. This 'third' sector may not be only an important service provider. It also constitutes increasingly crucial element of accountability and citizen participation, which are key attributes of the first pillar of the Economic Development Poverty Strategy (EDPRS) II.

In Rwanda, most of the CSOs are engaged in service delivery or religion-related activities though; still very few are engaged in policy advocacy and oversight of the government[10]. At the same time, the Government of Rwanda and CSOs have repeatedly identified citizens' participation as an area, which still needs improvement[11]. Domestic and international indicators show that voice and

8 *Judge, Anthony, Interacting fruitfully with uncivil society: the Dilemma for Non Civil Society Organizations, (Transnational Associations, Washington DC, 1996)*

9 *Towards Self Reliance : A Handbook for Resource Mobilisation for Civil Society Organizations in the South (Earthscan Publications Ltd London, 2001)*

10 *Joint Governance Assessment (2009), page 42.*

11 *Government of Rwanda, Decentralisation Implementation Plan 2011-2015*

accountability seem to be an aspect, which is lagging behind compared to other areas of social and economic life in Rwanda[12].

There is no doubt that Civil Society in Rwanda is an important and growing sector. However, civil society actors are mostly constituted by relatively young organizations. Many of them struggle with capacity gaps both in terms of human resources, financial means and professionalism.

The CSO landscape in Rwanda is evolving. Civil Society exist but in various forms and capacity levels. There is a plurality of formal, informal, national, local, very weak, relatively strong organizations, which represent and advocate for different interests and interests' groups. This comes on the backdrop of improved regulatory framework as various laws for Civil Society environment are now in place ensuring the independency and status of CSOs in Rwanda.

At the level of small-scale, community-based groupings cooperatives, church related groups, micro-finance local schemes, students and parents clubs, women associations do encompass a significant proportion of the Rwandan society. These groups are rather informal and operate around a very specific theme or issue as bonding element.

Furthermore, national and international non-governmental organizations, and in general those CSOs that are not the direct emanation of a clearly defined "*community*" represent a second distinctive group of non-governmental entities in Rwanda. This category comprises the large number of CSOs, specialized in most cases on "*development*" and is thus somehow linked to national priorities. Their strengths and technical expertise include participatory planning skills, closeness to beneficiaries, quality reporting, staff commitment, or specific skills in a technical area. On the other side, as this research shows, only few of these organizations have technical and financial capacities, which curtail their independency and sustainability of operations.

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12 For example in the Score Card 2011 of Rwanda elaborated by the Millennium Challenge Corporation (MCC), "voice and accountability" is one of the very few aspects scored below the median.

A third type of CSOs is 'Umbrella organizations' which serve as platforms of '*like-minded*' entities mostly specializing on the same technical field (e.g. Legal aid, Human rights, Women, to name the few). It is evident that these platforms can serve as joint bodies for coordination and synergies amongst CSOs trying to reach similar goal. However, in practice can be seen that some of these platforms have an unclear mandate and are quite disconnected from their member base and end-beneficiaries.

From the policy making side, CSOs are strongly recognized by the Government of Rwanda as an important pillar of Good Governance. As a matter of fact, EDPRS II designates specific areas to CSOs where their input is critically important. CSOs' role is emphasized under the theme *Accountable Governance* in three main functional areas: i) *monitoring and tracking government actions, ii) citizen empowerment and participation in decision making and iii) monitoring and ensuring effective service delivery.* EDPRS II is very specific on areas of extensive CSO involvement. Therefore, EDPRS II's following objectives rely mainly on the CSOs' input and expertise:

- *Outcome 1.1: Increased citizen participation in planning processes and solving their own problems;*

- *Outcome 1.2: Enhanced information flows and participation of the population through established and new channels;*

- *Outcome 1.3: Strengthened accountability.*

Other governmental strategies on the topic of inclusion of CSOs into the Good Governance landscape strike similar note. The Government Program 2010-2017 describes a function to the civil society as a supporter to the development agenda defined by EDPRS II, sector strategies, etc. The monitoring and advocacy is here rather discounted: "*The Government will continue to support the civil society for it to work for the public interest, in transparency with a visible participation in the national development.*" Civil society will be encouraged to avail action plans basing

upon the Governments Programs, encouraged to carry out income generating activities and support to deliver services of public interest.

I.3 PREVIOUS ASSESSMENTS OF CS IN RWANDA

CIVICUS (March 2004) defines CSOs as "*the arena between family, government and market where people voluntarily associate to advance their common interest*". In conceptualizing civil society as an arena, CIVICUS emphasizes the importance of civil society's role in providing a public space where diverse societal values and interests interact. The term '*arena*' is used to describe the particular realm or space in a society where people come together to debate, discuss, associate, and seek to influence broader society. CIVICUS strongly believes that this 'arena' is distinctly different from other arenas in society, such as the market, state or family.

In Rwanda, the law no 04/2012 of 17/02/2012 governing the organisation and the functioning of national NGOs stipulates that an NGO that is identified as a *CSO is an organisation which is comprised of natural persons or of autonomous collective voluntary organisations whose aim is to improve economic, social and cultural development and to advocate for public interests of a certain group, natural persons, organisations or with the view of promoting the common interest of their members.*

There is a surprising scarcity on the side of the assessment of CSOs' landscape in Rwanda, most studies rely on scattered qualitative assessment mostly funded by development partners within their support to the wider governance sector.

The European Commission's report "*Mapping of the civil society and project identification of a support program to the civil society in Rwanda (2013)"* provides an overview of the framework conditions for CSOs in Rwanda and comes up with some useful recommendations on the integration of CSOs inputs into the policy design and EC's sector strategy. This study is also a rare example of providing a brief overview of individual, organizational and institutional capacity needs of CSOs, breaking down informal and formal CSOs, umbrella organizations, etc.

However, the findings tend to generalize and policy recommendations are too abstract to be followed, especially by the concerned CSOs.

A UNDP final evaluation report[13] notes that despite considerable improvements in the capacity of CSOs there is also a general feeling that there is a gap created by lack of sufficient information about the activities of the CSOs in Rwanda and their contribution to the national development agenda laid out in the EDPRS and the Vision 2020. Areas such as citizen participation in decision-making, strengthening of capacity of non-Government-led frameworks/organizations such as political parties, civil society organizations, religious organization, and private media are still relatively underdeveloped.

Civil Society Index Rwanda report (2011), carried out by CCOAIB, examined the state of civil society in Rwanda under four dimensions: structure, working environment, values, and impact. Within the structure dimension, only charitable giving and collective community action appear to be strong. Significant weaknesses prevail in citizen participation in non-partisan action, volunteering, membership of umbrella bodies, and geographical distribution (which is skewed towards major cities).

The report revealed that, generally, the external working environment in Rwanda is conducive to civil society flourishing. However, collaboration between the civil and private sectors and corporate social responsibility, are areas where the working environment is not conducive to civil society development. The same report showed that on the whole, Rwandan civil society values are relatively positive. In fact, the study revealed that civil society, to a large extent, nurtures and upholds positive values, such as anti-corruption, gender equity, poverty eradication, tolerance and democracy promotion. But the study also revealed that Rwandan civil society has weak spots particularly around encouraging governmental transparency and environmental protection.

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13 End of the Program Evaluation "UNDP Support to Inclusive Participation in Governance" (IPG) Program (2014)

Some other later studies[14] note that most CSOs in Rwanda had been mainly involved in the mere execution of development and social programmes. Key weaknesses include institutional capacity of Rwandan Civil Society such as insufficient material, human, and financial resources; heavy dependence on external financing; precariousness of financial position and need to constantly look for new projects. Other constrains were observed in the tradition of top-down relationships with partners whom they serve and lack of communication and coordination between organisations within the umbrella groups.

In the first edition of CSDB (2012) it has been recognized that civil society in Rwanda is growing, managing important amounts of money and carrying out numerous projects in a wide range of fields. At the same time, it consists mostly of relatively young organisations, many of which struggle with capacity gaps both in terms of human resources, financial means and professionalism; hence citizen participation through civil society engagement is an area which needed improvement. Therefore, TI-Rw was mandated to develop a tool to measure various aspects of Rwandan CSOs, which could be used annually to assess progress, identify trends, take stock of improvements and address emerging challenges.

Various other studies such as RGB's Citizen Report Cards or Rwanda Governance Scorecard draw on various aspects of civil society engagement but rather on some specific aspects of CSO involvement in citizen participation, citizen involvement in policy making, planning, etc. However, as important as they might be, these studies do not have an objective to analyse the holistic CSO landscape such as this barometer.

As in the first edition of the CSDB in 2012, CSDB 2015 has been led and coordinated by TI-Rw. The project has been however mandated by RGB in cooperation with UNDP Rwanda.

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14 *See e.g. USAID (2001) Mapping of CSOs in Rwanda or Mukamunana (2005).*

II. METHODOLOGY

2.1 APPROACHES, DATA COLLECTION INSTRUMENTS AND SAMPLING STRATEGY

The study is based on a mix of quantitative and qualitative approaches and focuses on citizens' perceptions and judgments of CSO representatives. In order to achieve this objective, the following research tools have been used:

- A desk study to analyze existing secondary data and available literature on CSOs in Rwanda and in the region, including academic papers and reports from CSOs themselves.

- A structured questionnaire targeting selected individuals with purposive sampling technique with a common characteristic to have an experience or be a member of any CSO in Rwanda. The questions enquire on the perceived image of CSOs in Rwanda. Rwandans aged 18 years and above have been targeted in the survey. A sample size of 1,173respondents amongst the citizens has been used as representative of the Rwandan population, with two strata: urban and rural.

- A structured questionnaire for CSO members with questions on more specific aspects such as CSOs' structures, environment, values and impact. 200 CSOs members have been surveyed countrywide among them 100 in Kigali City and 100 in the other 4 provinces. Names and contact details of CSOs will be requested from the Ministry of Local Government (MINALOC).

- A number of qualitative focus group discussions with relevant CSO stakeholders and interviews with key local and international experts to analyze more in depth certain aspects which have emerged from the data collection phase.

2.2 LIMITATIONS OF THIS SURVEY

The first limitation of this survey stems from the fact that it is based on perceptions. Thereof, there is a natural discrepancy between perceived reality on the side of the citizens as well as on the side of the CSO's representatives. This limitation has been partially mitigated by adding qualitative interviews and focus groups with wider group of stakeholders. Secondly, the very nature of the study requires at least some knowledge and experience with the CSOs. Therefore, the respondents from the citizens came from individuals who are members or have experience with CSOs in the first hand. This brings however a limitation on the sampling which has resulted in the disproportional number of respondents who are based in urban areas, tend to be more educated and have higher income than an average of Rwandan. This simple fact is shared across other developed and developing countries where better-educated urbanities tend to be more engaged with civil society organizations.

2.3 PLAN OF ANALYSIS

After data collection, data entry clerks were trained on the data base entry process. Based on the questionnaire, a specific data entry application was used with Statistical Package for Social Sciences (SPSS). The IT specialist created a mask for the data clerk to enter the data. After the data entry, consultants to facilitate the analysis plan will do a tabulation plan.

The scoring methodology will be used to assess the state of Media development in Rwanda. The first step in the scoring process is to construct a score for each question.

Formula used to calculate questions' scores

Weighted Average Mean—*an average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.*

$$\bar{x} = \frac{\sum_{i=1}^{n} x_i w_i}{\sum_{i=1}^{n} w_i}$$

Where $\{x_1, x_2, \ldots, x_n\}$ is a non-empty set of data with non-negative weights $\{w_1, w_2, \ldots, w_n\}$.

As a second step, question scores will be aggregated into a score for each sub-indicator.

The sub-indicator score is computed as a simple mean of associated question scores (Qscores), as in the following formula:

Sub-indicator score x,i= $\dfrac{\text{Q Score } x,i,1 + \text{Q Score } x,i,2 + \text{QScore } x,i,n}{n}$

Indicator score x,i $=$ $\dfrac{\text{SIScore } x,i,1 + \text{SI Score } x,i,2 + \text{SI Score } x,i,n}{n}$

Overall   score x,i $=$ $\dfrac{\sum_{k=1}^{n} \textbf{I Score } x,i}{n}$

where **SQ** : sub-question

Q   : question

SI : Sub-indicator

I :   indicator

n : number of questions, sub-indicators and indicators

Table2 : Proposed scoring scale

Response option	Score	Perception value
No CS development in this area	0	0
CS development in this area is very limited	1	01-25%
CS development in this area is limited	2	26-50 %
Civil society is developed in this area	3	51-75%
Civil society is very developed in this area	4	76-100%

III. PRESENTATION OF KEY FINDINGS

While the previous chapters covered issues pertaining to the study background, objectives and methodology, this chapter presents key findings from the survey. Besides the respondents' demographics and some characteristics of CSOs interviewed in this study, this chapter shows the results on various dimensions of the Civil Society Development Barometer including civil society structure, environment, values and impact/effectiveness.

3.1 DEMOGRAPHICS

This section presents some socio-demographics of respondents in the citizens' questionnaire, with a focus on their gender, age, type of residence and highest level of education.

Table3: Respondents' demographics

		Citizens		CSOs		
		Freq	%	Position	Freq	%
Gender	Male	542	46.0%		68	56.7%
	Female	636	54.0%		52	43.3%
	Total	*1178*	*100.0%*		**120**	**100.0%**
Age	18-24	205	17.4%		2	1.7%
	25-29	263	22.3%		17	14.2%
	30-34	179	15.2%		16	13.3%
	35-39	196	16.6%		24	20.0%
	40-44	119	10.1%		22	18.3%
	45-49	68	5.8%		17	14.2%
	50-54	59	5.0%		11	9.2%
	55-59	40	3.4%		8	6.7%
	60+	49	4.2%		3	2.5%
	Total	*1178*	100.0%		**120**	**100.0%**
Residence	Urban	757	64.3%		114	95.0%
	Rural	421	35.7%		6	5.0%
	Total	*1178*	*100.0%*		**120**	**100.0%**

		Citizens			CSOs	
Highest education level attained	Primary	92	7.9%		2	1.7%
	Post Primary Training	365	31.3%		5	4.2%
	Secondary	129	11.1%		23	19.2%
	College/ University Degree	399	34.2%		90	75.0%
	No school	182	15.6%			
	Total	1167	100.0%		120	100.0%
Number of years in CSOs	less than a year				3	2.5%
	between 1 and 2				8	6.7%
	between 2 and 3				5	4.2%
	between 3 and 4				1	0.8%
	between 4 and 5				4	3.3%
	above 5				99	82.5%
	Total				120	100.0%
Employment	Unemployed	132	11.3%	Head of Institution	37	30.8%
	Student	109	9.3%	Director	10	8.3%
	Famer	222	18.9%	Program Manager	4	3.3%
	Self employed	354	30.2%	Human Resource Officer	4	3.3%
	Employed in family business	66	5.6%	Other Officers	22	18.3%
	Employed in private sector	138	11.8%	Accountant	11	9.2%
	Civil servant	58	4.9%	Secretary	3	2.5%
	Employed in a CSO	80	6.8%	Member	4	3.3%
	Retired	14	1.2%	Not specified	25	20.8%
	Total	1173	100.0%	Total	120	100.0%

This table describes the socio-demographics of participants in 2 categories: the citizens and representatives of Civil Society Organizations. In the first category, the proportion of women is slightly higher that of men (54% and 46% respectively). The large majority of respondents is still young (under 45 years old), and close to 55% of them are aged below 35. As far as the type of residence is concerned, around 6 in 10 respondents live in urban areas. While it is usually known that the large majority of the Rwandan population is rural, this figure is explained by the fact that the majority of respondents were drawn from administratively "urban" districts in which most urban areas are found (see

the list of districts sampled in the methodology section). The rationale for such a selection –as was also the case in the first civil society development barometer - is that the majority of civil society organizations in Rwanda are based in urban areas[15] and the chance to include respondents who are aware of CSOs' activities and who can therefore assess their effectiveness was expected to be increased.

Furthermore, the around 5 in 10 of respondents are married, while one third of them are single. As regards the education of respondents in the category of citizens, around one third of respondents (34.2%) hold a university/college degree. This proportion proves to be atypical of the Rwandan population. However, one can argue that Rwandans with a higher education degree tend to live in cities, which offer more employment opportunities. Almost the same proportion have completed primary school, while around 1 in 10 respondents have completed the secondary education.

In relation to employment status, close to one third (1/3) of respondents are self-employed, while close to 1 in 10 and 2 in 10 employed in private sector and farmers respectively. Others are, in minority proportions, distributed in various categories.

As far as the category of respondents from CSOs representatives, the majority of them (56.7%) are male. Female respondents are around 4 in 10. The majority of them (65.8% cumulatively) are relatively young (between 25 and 45 years old).

Close to one third (30.8%) are heads of their organizations. Cumulatively, three quarters are employees (staff) of participating CSOs.

The large majority of them (around 8 in 10) have been working with their CSOs at least for five years. Briefly, the large majority of respondents are assumingly knowledgeable enough of CSOs environment and work, thus in position to provide reliable information regarding this barometer.

15 CCOAIB, The State of Civil Society in Rwanda in National Development. Civil Society Index Rwanda Report, Kigali, 2011

Figure 4: Distribution of citizen respondents per Ubudehe category
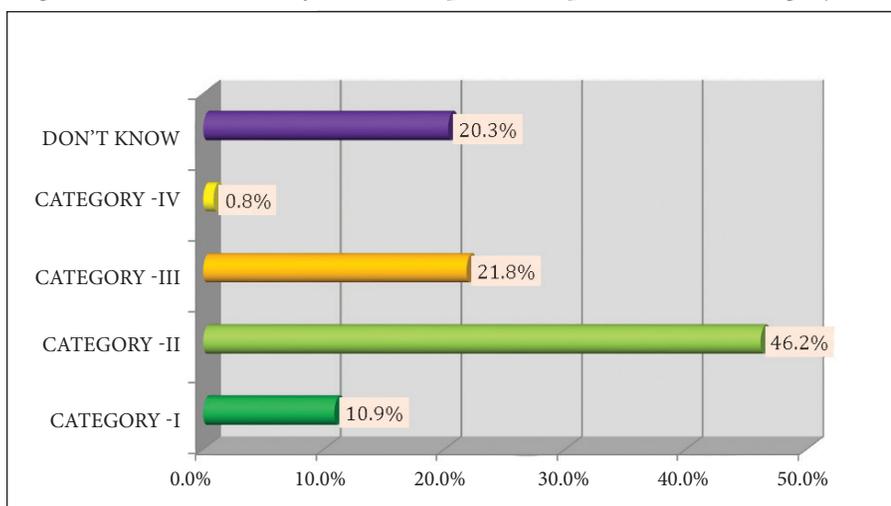
The figure suggests that close to a half of respondents fall in the second category of Ubudehe. These are those "*who have a dwelling of their own or are able to rent one but rarely get full time jobs*"[16]. Cumulatively, 66% of respondents belong to the middle categories (2 and 3) of the 4 ubudehe categories[17]. Surprisingly, 2 in 10 respondents do not know their categories.

Table4: Geographic location of respondents (CSOs)

Province	District	District (N)	District (%)	Province (N)	Province (%)
City of Kigali	Gasabo	25	20.8%	65	54.2%
	Kicukiro	12	10.0%		
	Nyarugenge	28	23.3%		
Southern Province	Huye	12	10.0%	22	18.3%
	Muhanga	10	8.3%		

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16 http://www.gov.rw/news_detail/?tx_ttnews%5Btt_news%5D=1054&cHash=a315a8b005
4e76f9c699f05ce24d3eb8

17 Ubudehe categories are as follows:

    1: Families who do not own a house and can hardly afford basic needs;

    2: Those who have a dwelling of their own or are able to rent one but rarely get full time jobs;

    3: Those who have a job and farmers who go beyond subsistence farming to produce a surplus which can be sold. It also includes those with small and medium enterprises who can provide employment to dozens of people;

    4: Those who own large-scale business, individuals working with international organisations and industries as well as public servants.

Province	District	District (N)	District (%)	Province (N)	Province (%)
Eastern Province	Bugesera	5	4.2%	11	9.2%
	Rwamagana	6	5.0%		
Northern Province	Gicumbi	7	5.8%	12	10.0%
	Musanze	5	4.2%		
Western Province	Karongi	1	0.8%	10	8.3%
	Rubavu	9	7.5%		
Total		120	100.0%	120	100.0%

The majority of CSO respondents (54.2%) are based in the City of Kigali, while the rest of them are almost equally distributed in three provinces, except the Southern Province, which counts nearly 2 in 10 of them.

3.2 CITIZEN PARTICIPATION AND CSO INCLUSIVENESS

The first dimension of this edition of the CSDB is *civil citizen participation and CSO inclusiveness*. This addition comes in the context of well-recognized challenges from the Government of Rwanda, CSOs and other stakeholders to involve citizens meaningfully into policy making and engage them in the societal rules and privileges. It encompasses 2 sub-indicators: *extent of citizen participation and diversity civil society participants*. Even though the variables captured in the indicators and sub-indicators are not new, the dedicated dimension to civil participation and the structure of citizen's involvement enables focusing on this pertinent issue in detail.

3.2.1 Extent of citizen participation in CSOs

There seems to be a direct relationship between citizen participation and CSOs development. On the one hand, CSOs can build citizens' capacities for effective participation. On the other hand, active citizen participation can feed into and direct CSOs work, for example by providing inputs and information needed by CSOs to effectively interact with policymakers. Additionally, it is worth noting that CSOs are in essence citizen groups, that is, as Durrance (1979:221)

put it, "*a nonprofit, citizen-initiated, voluntary association which attempts to influence decision-makers*".

For the purpose of this barometer, citizen participation is assessed through two indicators: breadth and depth of citizen participation.

The section below assesses the breadth and depth of citizen participation through non-partisan political action and charitable giving.

3.2.1.1. Non-partisan political action

Figure 5: Non partisan political (n=1178)
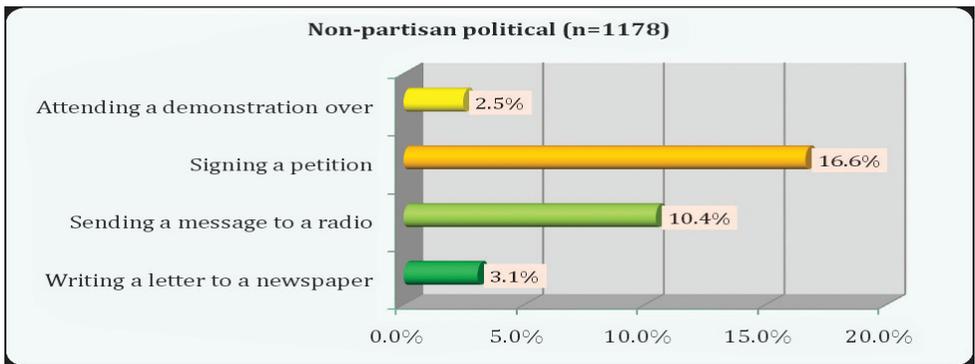
The data suggests that taking non-partisan political actions is not a common practice in Rwanda. On average, close to 1 in 10 respondents took a non-partisan political action over the past 12 months. Signing a petition and sending a message to a radio station appear to be the actions most taken. Attending a demonstration and writing a letter to a newspaper seem to be rare. This finding may be seen as a sign of lack of vibrancy of CSOs or of their limited capacity (or willingness) to engage in the public sphere. The following section examines the extent to which the citizens participate through charitable giving.

3.2.1.2. Charitable giving

Charitable giving or contribution is defined as "anything of value provided to individuals or organizations that support charitable activities". Generally, in Rwanda, CSOs (especially NGOs) resort to donors to get financial resources in

order to implement their plans. Although the new NGOs law[18]authorize those organizations to use their expertise and skills to conduct income-generating activities to achieve their objectives, it seems that this is yet a dream for Rwandan CSOs. In addition, many organizations need to rely on members' expertise to plan, implement and evaluate their interventions. The figure below examines the extent of charitable giving as an indication of citizen participation.

Figure 6: Proportion (%) of respondents who donated to a charity over the last 12 months (n=1178)

Charitable giving to CSOs (n=1178)

Yes, 23.6%

No, 76.4%
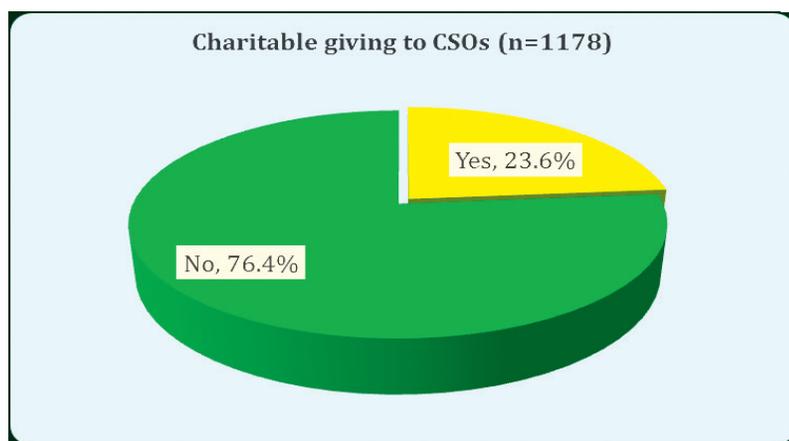
Charitable giving appears not to be a common practice in Rwanda. Around one fifth or 2 in 10 respondents have donated to charity over the last 12 months. This is an indicator that charitable giving is limited. As suggested by the first barometer of the kind, a part from offerings and tithes that church followers give while attending church services, charitable giving remains very low in Rwanda. This is likely to be a result not only of the limited economic living conditions in which many Rwandans live, but also of the fact that a culture of giving to charity is not yet developed. This is despite the fact that citizens in this sample tend to be better educated and have higher income levels.

One can argue that beyond financial limitations, there seem to more people that still expect receiving from the State and the CS rather than providing themselves a contribution in order to enable them assist others. This constitutes a big challenge to the development of CS, which is forced to rely largely, and

18 Law N°04/2012 of 17/02/2012

often entirely, on foreign aid and donations. Obviously, the tiny minority of respondents who donated over the past 12 month implies that even volunteering as a form of charitable giving is not a culture yet in Rwanda. The frequency of donation is examined in the table below.

Table5: Frequency of donations per year

	Frequency	%
Rarely	29	10.4%
Sometimes	118	42.4%
Often	115	41.4%
Very often	16	5.8%
Total	278	100.0%

Charitable giving proves to be relatively regular among the very small proportion of respondents who donated to charity in the past 12 month. Close to a half of them donate to charity regularly. In other words, although a tiny minority, these people are used, to some extent, to charity giving. Despite the fact that the overall level of donations is still relatively low, there is a sign of positive trend compared to 2012 edition where only 0.6 % of respondents stated donating regularly.

3.2.1.3. Nature of donation

Figure 7: Nature of donation (n=278)
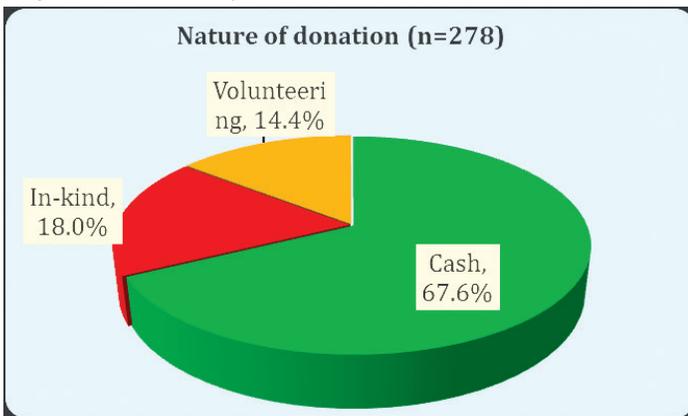
Cash emerged as the most frequent component of the donations given by the respondents (67.6%). Charitable donations in-kind and in the form of volunteering remain below 20%. One can wonder whether it is a culture of

the Rwandan CSOs to resort to volunteerism from their members or whether members miss relevant skills and expertise needed by these organizations.

Table6: Amount of the latest donation

	Frequency	Percent
Less than1000	6	3.5%
1000-5000	67	38.7%
5001-20000	57	32.9%
20001-50000	26	15.0%
50001-100000	17	9.8%
Total	*173*	100.0%
Minimum	200	
Maximum	500,000	
Average	**26,519**	

The amounts of latest donations in cash remain low for the majority of charitable givers. Cumulatively, around 4 in 10 donated Rwf 5,000, that is (about USD 7), and 7 in 10 cumulatively donated Rwf 20,000 (USD27) or less. Only around to 2 in 10 of regular charitable givers spent Rwf 20,000 or above in their latest donation. Considering the rate and frequency of charity giving as discussed above, one can argue that such amounts are unlikely to provide an alternative to foreign aid and thus to reduce Rwandan CSOs' dependency on it.

3.2.1.4 CSO membership

Table7: Membership of civil society organizations

CSOs membership		
	Frequency	*Percent*
Member	524	44.5%
Work closely with CSOs	79	6.7%
Don't participate in CSOs	575	48.8%
Total	*1178*	100.0%
Number of CSOs membership		
	Frequency	Percent
One	426	81.3%
Two	67	12.8%
Three	22	4.2%
More than 3	9	1.7%
Total	524	100.0%

Membership to CSOs appears to be limited. Slightly less than a half of respondents are members. Close to 5 in 10 are neither member of CSOs nor do they participate in their activities. The large majority of respondents who are members of CSOs belong to one CSOs; which implies that multiple membership is not a common practice in Rwanda. While the very large majority of Rwandan population claim to be members of religious denominations, only close to 44.5% of respondents declared that they are members of CSOs.

3.2.1.5 Volunteering

This section examines volunteering by looking at the frequency of people's volunteering in CSOs per year and the number of hours devoted to volunteer work per month.

Table8: Frequency of volunteering in CSO per year

	Frequency	Percent
Never	129	22.4%
Rarely	127	22.1%
Sometimes	103	17.9%
Often	180	31.3%
Very often	36	6.3%
Total	575	100.0%
Score	1.77	44.2%

Although volunteerism has always been an integral part of the Rwandan culture, the survey suggests that it seems to be a big issue in CSOs. The data reveals a limited participation in volunteering within CSOs, as the average annual frequency of participation stands at 44.2%. Close to 45% of respondents who are members of CSOs include those who rarely and never do volunteering work with those organisations. While the large majority of CSOs, especially NGOs depend largely on donor funding, volunteerism could be vital as it would obviously contribute in filling the gap of limited human resources, but also help carry out so CSOs activities that would otherwise require funds to be done. What is the depth of volunteering among the CSOs? This is examined in the figure below.

Figure 8 : Number of days devoted by citizens to volunteer work per month (n=448)

Days per month devoted by citizens to volunteer work (n=448)
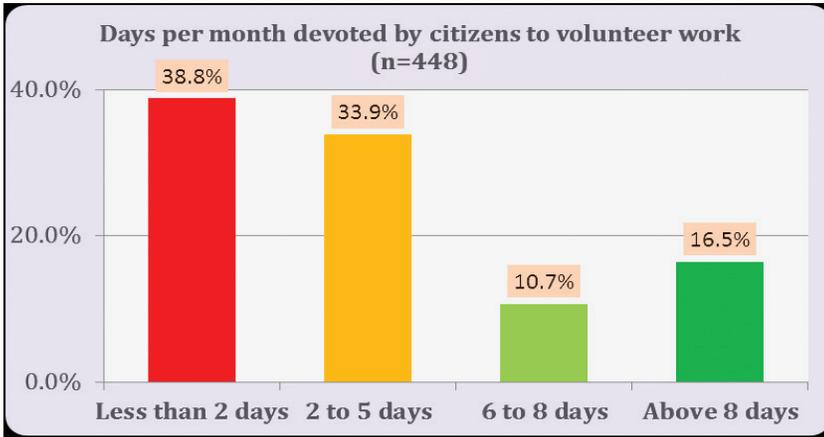
Cumulatively, the majority (6 in 10) of respondents who are members of CSOs and who are regular volunteers in their organisations devote at least two days per month to volunteer work. Although there is no standard threshold for assessing the time devoted to volunteering, two full days (16 working hours) sound significant. Since 2012, the government of Rwanda initiated a *Volunteerism Policy Paper* with the central objective of "*embedding volunteerism in the national development process in order to tap the human resources potential and professionals to convert them into active agents of the social and economic transformation*"[19]. It is not clear yet how volunteering in CSOs will fit in that policy. Following the example of the government, CSOs should establish clear volunteering guidelines and incentive strategies to ensure that this practice becomes a real culture. Also, the difference between volunteering for CSOs and volunteering for the State, mainly through Umuganda, must be made clear.

3.2.1.6 Collective community action

Citizen participation can also be assessed through the extent to which people participate in collective community action. For the purpose of this barometer, collective community action is assessed through the proportion of citizens who participate in such actions and the frequency of participation.

19 *National Itorero Commission, Volunteerism Policy Paper, 2012, p.5*

***Figure 9: Participation in a collective community action over the last 12
months (n=1178)***

Participation in collective community action
(n=1178)

No,19.9%

Yes, 80.1%
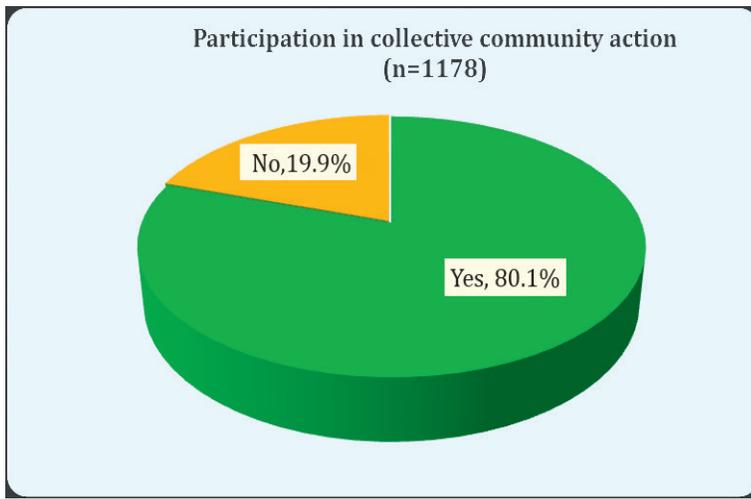
Unlike charitable giving and volunteering, participation in collective community
action proves to be developed in Rwanda, however, mainly due to mandatory
participation in Umuganda. The survey shows that 8 in 10 respondents
participated in such an action over the last 12 months. This includes community
work (umuganda), community meetings generally at the village or cell level,
and so on. These are venues meant to discuss and solve a number of problems
at the community level. Its importance was particularly increased since the
advent of the decentralisation policy which emphasised the role of citizens in
implementing public policies and in solving community problems. However, it
needs to be stressed that community works are not voluntary but compulsory
and include fines[20] for those who do not attend, which explains the very high
level of participation. That people participate in collective community action is
one thing, but the frequency of participation is another thing. The figure below
examines this aspect.

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20 itegeko n°53/2007 ryo kuwa 17/11/2007 rigenga umuganda

Table9: Frequency of participation in collective community action

	Frequency	Percent
Rarely	62	6.6%
Sometimes	258	27.3%
Often	483	51.2%
Very often	141	14.9%
Total	944	100.0%

The survey suggests that one third of respondents cumulatively who participate in collective community action do it on a regular basis (at least often).Some collective actions at the community level are carried out on monthly basis. As mentioned above, these include mainly community works (umuganda) and community meetings generally through citizens' councils "*Inteko z'abaturage*". However, previous assessments[21] on governance issues highlighted that citizen participation through such mechanisms consists largely in implementing public policies and programs and less in planning and budgeting.

In some localities, umuganda can bring community members together, even on a weekly basis, depending on a specific problem to solve in a given timeframe.

3.2.2 Diversity of civil society participants

Civil society organisations are meant to be as diverse as possible in terms of participants. Notwithstanding the target group of each organisation, those organisations are likely to reach their objectives if they are inclusive. In other words, the more diverse the organisation's participants and leadership, the more inclusive are their decisions and actions likely to be, thus the more likely the interests of all social groups will be catered for. The table below examines the distribution of members of the CS leadership structures with regard to their gender, residence and the education level. The structures include the Board, the Executive Secretariat (executive secretaries) and the Management Committee.

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21 For example see Institute of Research and Dialogue for Peace (2013) Rwanda Local Governance Barometer, Kigali; Rwanda Governance Board (2014) Citizen Report Card 2013: Citizen's Voice on Service Delivery, Kigali

Table10: Proportion of leaders of CSOs disaggregated by gender, residence and education level

	Sex		Residence		Education	
	Male	Female	Rural	Urban	At least a diploma	Less than a diploma
General Assembly	50.8	49.2	24.4	75.6	64.3	35.7
Board	54.6	45.4	36.8	63.2	75.6	24.5
Executive Committee	58.0	42.0	30.7	69.3	80.7	19.3
Supervisory Board	53.2	46.8	30.2	69.8	73.1	36.9
Conflict Resolution Committee	55.7	44.3	32.3	66.7	80.1	19.9

Overall, men and women appear to be evenly distributed in the general assemblies. However, the proportions of men prove to be slightly and higher than those of women in other decision-making structures. Although the data does not suggest big discrepancies, one can argue that men's dominance remains somehow remarkable in CSO leadership. However, it is worth acknowledging that women's proportions in those structures stand above the minimum constitutional requirement of women participation in decision-making organs. In the same vein, women appear to be fewer in the Executive Secretariat than in the leadership structures examined.

With regards to the type of residence, the data suggests that at least 6 CSO participants in all structures leave in urban area. As earlier discussed, this atypical situation may be explained by the fact that an important proportion of the CS are based in urban area and that nearly all selected districts host major cities of Rwanda.

As far as education level is concerned, overall, more than 7 out of 10 members of all structures, except for the General Assembly, hold at least a diploma (secondary education and above). One tentative explanation for this is that CSOs tend to be established by educated people who, very often take leadership positions. Furthermore, taking such positions implies generally having minimum skills and qualifications.

Conclusion on dimension 1

As in the previous edition, collective community action scores highest in the section of citizen participation and inclusiveness. Still, the indicator must be considered with caution, as the high score is a result of mandatory participation in Umuganda. Low level of participation in non-partisan political action and charitable giving are still an obstacle for CSOs in their effort to enable citizens participating in policy-making. On the other hand, it is encouraging that a significant progress has been made in the diversity of CS leadership and citizen engagement by gender, income and even in urban/ rural comparison. Despite the fact that those dimensions are not comparable to 2012, the data suggests that there are no significant deviations in the structure of CSO membership due to these characteristics. The overall level of engagement is nonetheless relatively low. Only around 44% of respondents in this sample claim being a CSO member. The actual number of Rwandans engaging regularly and meaningful with CSOs may still be low.

Table11: Recap on citizen participation and CSO inclusiveness

Dimension 1: Citizen participation and CSO inclusiveness (61.7%)						
	2015 edition		2012 edition		Change (% 2012/2015)	Change (% 2012/2015)
	CSOs	Citizens	CSOs	Citizens	CSOs	Citizens
Extent of citizen participation in CSOs (40.1 %)						
Non-partisan political action	*	8.2		7.00		1.20
Charitable giving		23.6		29.80		-6.20
CSO membership		44.5		28.60		15.90
Volunteering		44.2		46.80		-2.60
Collective community action		80.1		90.10		-10.00
Diversity of civil society participants (68.8%)						
CSO leadership	69.2		33.8			35.40
Citizen engagement with CSOs by gender		61.3				
Citizen engagement with CSOs (rural/ urban)		68.5				
Citizen engagement with CSOs by income/ consumption categories		75.4				
Overall average:	69.2	54.3				

* if left blank, data was not available

3.3 CIVIL SOCIETY ENVIRONMENT

The nature of the environment in which civil society operates has a big impact on the level of development of the latter. This environment encompasses, but is not limited to, the political context, the extent to which basic freedoms and rights are exercised, the socio-economic context, socio-cultural context, legal environment, as well as civil society relations with the State and with the private sector.

In this edition, following six indicators have been measured: i) Civil Society Political context, ii) Basic freedoms & rights, iii) Socio-cultural context, iv) Legal environment, v) State-civil society relations, vi) Private sector-civil society relations.

3.3.1 Civil society Political context in Rwanda

3.3.1.1 Level of exercise of political rights

Table12: Perceived level of exercise of selected political rights

(Citizens)	Non-existent	Very restricted	Restricted	Freely	Very freely	Score	%
Right to organise in political parties	8%	7%	19%	57%	10%	2.55	64%
Right to organise political demonstrations	52%	10%	11%	25%	3%	1.17	29%
Right to media freedom	3%	4%	17%	58%	19%	2.85	71%
Right to elect leaders	1%	1%	7%	49%	42%	3.29	82%
Indicator score	Civil Society is developed in this area					2.47	62%
(CSOs)	Non-existent	Very restricted	Restricted	Freely	Very freely	Score	%
Right to organise in political parties	3%	1%	13%	67%	16%	2.93	73%
Right to organise political demonstrations	32%	8%	22%	33%	5%	1.73	43%
Right to media freedom	1%	3%	15%	61%	21%	2.98	75%
Right to elect leaders	1%	2%	9%	49%	40%	3.25	81%
Indicator score		Civil Society is developed in this area				2.72	68%

Overall, the majority of both citizens and civil society organisations perceive the Rwandan civil society environment as developed in the area of exercise of selected political rights. There is relatively little difference between the perception of citizens and CSO representatives on this matter. The notable exception is however *Right to organise political demonstrations* where over half of citizens think that this right is non-existent.

Right to elect leaders is ranked the highest in this sub-category as over 80% of respondents from citizens and CSOs perceive this right as free or very free.

A sub-indicator also suggests a high level of freedom of media. One can argue that this is largely due to the proliferation of media outlets, especially radio stations and TVs that citizens use to express their views and concerns. Call-ins and short messaging system (sms) keep increasing due to the rise of the number and different kinds of media outlets. Although the overall score reveals that the CS is developed in the area of exercise of political rights, both citizens' and CSOs' perceptions highlight the need for more efforts to improve the exercise of the right to free expression.

In the comparison to the CSDB 2012 edition, there is a 12% decrease in the perceptions of citizens (2.81 points in 2012; 2.47 in 2015) but a slight increase in perceptions of CSOs (2.61 in 2012; 2.72 in 2015). It is to be noted that this year's edition has added the sub-indicator of *Right to organise political demonstrations*, which has pushed lower the overall score for this indicator.

3.3.1.2 Rule of law

Table13: Satisfaction with selected aspects of the rule of law

(Citizens' perception)	Not satisfied at all	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total	Score	%
Independence of the judiciary	2.4%	7.2%	19.6%	53.5%	17.3%	100.0%	2.76	69.0%
Neutrality of the judiciary	2.5%	9.3%	24.9%	48.4%	14.9%	100.0%	2.64	65.9%
Free corruption judiciary	4.4%	14.8%	29.9%	40.5%	10.4%	100.0%	2.38	59.4%
Time taken to deliver justice from the case lodging to the verdict	4.9%	20.8%	27.3%	37.9%	9.1%	100.0%	2.25	56.4%
Economic costs of the justice in courts	17.9%	25.4%	22.0%	26.3%	8.5%	100.0%	1.82	45.5%
Access to legal aid	2.9%	12.9%	22.8%	46.5%	14.8%	100.0%	2.57	64.4%
Respect of existing laws by local government leaders	3.1%	0.0%	29.2%	48.0%	19.8%	100.0%	2.81	70.4%
Respect of existing laws by central government leaders	0.3%	2.0%	11.0%	47.9%	38.7%	100.0%	3.23	80.7%
Indicator score	Civil Society is developed in this area						2.59	64.8%

(CSOs' perception)	Not satisfied at all	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total	Score	%
Independence of the judiciary	3.8%	3.8%	24.8%	47.6%	20.0%	100.0%	2.76	69.0%
Neutrality of the judiciary	4.0%	5.0%	28.0%	47.0%	16.0%	100.0%	2.66	66.5%
Free corruption judiciary	5.1%	14.3%	29.6%	36.7%	14.3%	100.0%	2.41	60.2%
Time taken to deliver justice from the case lodging to the verdict	6.1%	13.3%	33.7%	33.7%	13.3%	100.0%	2.35	58.7%
Economic costs of the justice in courts	14.3%	32.7%	27.6%	14.3%	11.2%	100.0%	1.76	43.9%
Access to legal aid	4.9%	13.6%	23.3%	38.8%	19.4%	100.0%	2.54	63.6%
Respect of existing laws by local government leaders	5.4%	12.5%	32.1%	33.9%	16.1%	100.0%	2.43	60.7%
Respect of existing laws by central government leaders	0.9%	1.8%	11.6%	44.6%	41.1%	100.0%	3.23	80.8%
Indicator score	Civil Society is developed in this area						2.53	63.3%
Professionalism of courts (TI-RW)								90%[1]
AVERAGE Rule of law (CTZ, CSOs, TI-RW report on professionalism of court)								72.7%

Overall, the extent to which rule of law is entrenched in Rwanda, as perceived by both citizens and CSOs suggests that CS is developed in this area (72.7%). The level of citizens' satisfaction and that of CSOs converge on this fact (64.8% and

63.3% respectively). While the respect of existing laws by central government leaders proves to be unanimously the most developed (80.7% and 80.8% respectively), economic cost of justice in courts and the time taken to deliver justice are the least developed, thus problematic sub-categories. One can argue that the recent rise of the fee of lodging a case in court has significantly affected the perception of both citizens and CSOs on this indicator.

Moreover, there seems to be a very close convergence between the perceptions of both citizens and CSOs in relation to independence of the judiciary (around 69.%) and neutrality of the judiciary (around 66%). Free of corruption judiciary scores lower (around 60%), which is in line of other recent studies[22] indicating that corruption within the justice system is not negligible. Such a convergence is also observed on access to legal aid, which scores around 64%. Despite higher scores on judiciary independence and impartiality, the indicator on free corruption judiciary is a red flag calling for increased efforts in this sector to ensure that oversight mechanisms are put in place and the public is encouraged to report cases of corruption in the justice sector.

Figure 10 : Rule of law trend (2012-2015)

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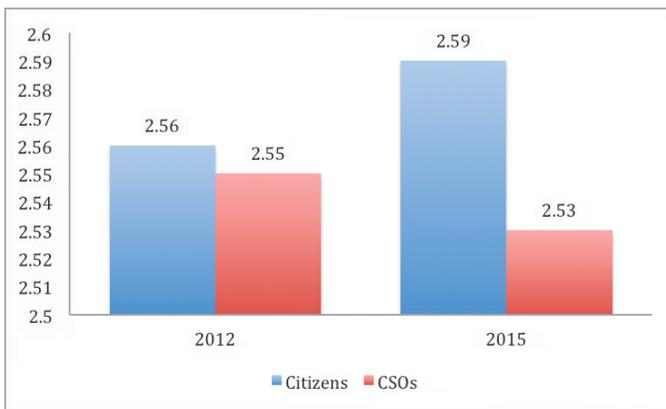
22 See Voice and Accountability project, report published by TI-RW Professionalism of Courts in Rwanda, 2015.

In comparison to the 2012 edition, there is almost no difference in the perception on the rule of law in 2015. The data also shows that the difference between perceptions of citizens and CSO representatives is minimal. The only noticeable difference is an increase of dissatisfaction with the economic costs of the justice in courts.

3.3.2. Fundamental freedoms & rights

An environment in which basic freedoms and rights are respected in practice proves to be conducive to the development of the CS. Basic freedoms and rights that are examined in this section include civil liberties, information rights and press freedom.

3.3.2.1. Freedom of association and other liberties

Table14: Extent to which civil liberties are ensured in practice

CITIZENS	Non-existent	Not ensured	Somewhat ensured	Ensured	Very ensured	Total	Score	%
Freedom of expression	2.5%	5.6%	15.5%	54.0%	22.4%	100.0%	2.88	72.0%
Freedom of association	0.1%	0.7%	3.4%	59.0%	36.8%	100.0%	3.32	82.9%
Freedom of assembly	0.6%	1.0%	4.7%	56.3%	37.3%	100.0%	3.29	82.2%
Indicator score							3.16	79%

CSOs		Non-existent	Not ensured	Somewhat ensured	Ensured	Very Ensured	Total	Score
Freedom of expression	n	3	3	16	59	39	120	3.07
	%	2.5%	2.5%	13.3%	49.2%	32.5%	100.0%	76.7%
Freedom of association	n	0	0	1	48	71	120	3.58
	%	0.0%	0.0%	0.8%	40.0%	59.2%	100.0%	89.6%
Freedom of assembly	n	0	1	2	46	71	120	3.56
	%	0.0%	0.8%	1.7%	38.3%	59.2%	100.0%	89.0%
Indicator score							3.4	85.1%

Overall, citizens' perception of the extent to which civil liberties assessed are ensured in practice stands high while that of CSOs representatives is very high (85.1%). The freedom of association proves to be the most developed in this

category of freedoms. It emerged from this study that this freedom is developed at a very high level (82.9% and 89.6% respectively) followed by that of assembly. The freedom of expression scores high (according to the perception of both citizens and CSOs), but significantly lowers than the two preceding freedoms (72% and 76.7% respectively). It is assumed that civil liberties are scored high as almost all citizens feel free to engage in activities in this respect. Only few citizens acknowledged to participate in freedom of assembly.

Figure 11 : Trend of civil liberties (2012-2015)
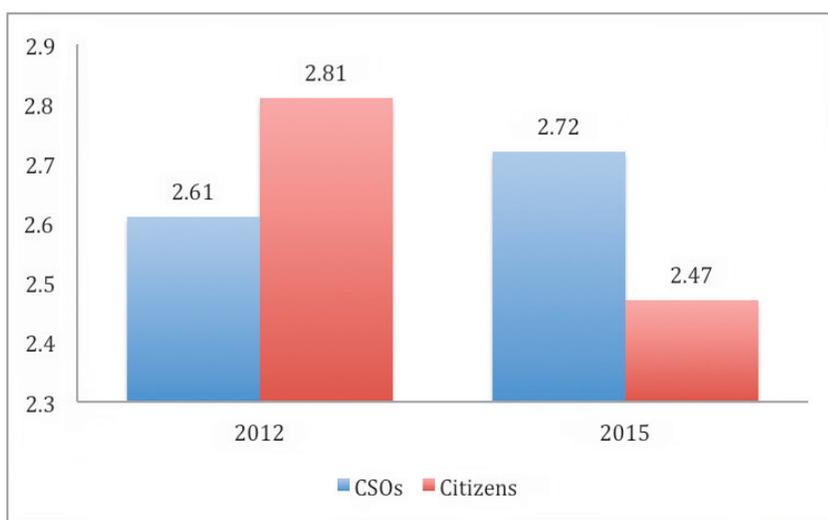
A comparison of this sub-indicator with the first edition reveals that the score has not changed significantly. There is a slight increase of CSOs perception in this category and a small decrease on the side of citizens.

3.3.2.2. Information rights

Table15: Perceived level of satisfaction with citizens' access to public information

Citizens' perception	Not satisfied at all	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total	Score	%
Public legal documents	12.6%	11.7%	21.2%	44.2%	10.3%	100.0%	2.28	57.0%
public policy documents	14.2%	14.2%	21.3%	40.0%	10.3%	100.0%	2.18	54.5%
Public funds and assets documents	20.7%	14.9%	18.8%	36.7%	8.9%	100.0%	1.98	49.6%
public announcements	5.0%	5.8%	15.5%	58.9%	14.8%	100.0%	2.73	68.2%
Public newspapers	4.4%	7.2%	16.6%	55.0%	16.7%	100.0%	2.72	68.1%
Public radios	0.5%	1.4%	6.7%	59.5%	31.9%	100.0%	3.21	80.2%
Public TV	1.3%	0.0%	12.1%	62.4%	24.2%	100.0%	3.08	77.1%
Internet	5.5%	5.0%	15.2%	53.4%	20.9%	100.0%	2.79	69.8%
Indicator score	**Satisfaction**						**2.64**	**65.9%**
CSOs' perception	Not satisfied at all	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total	Score	%
Public legal documents	1.7%	11.0%	20.3%	46.6%	20.3%	100.0%	2.73	68.2%
public policy documents	3.4%	11.2%	25.0%	44.8%	15.5%	100.0%	2.58	64.4%
Public funds and assets documents	15.6%	15.6%	20.2%	39.4%	9.2%	100.0%	2.11	52.8%
public announcements	0.9%	1.7%	21.6%	48.3%	27.6%	100.0%	3.00	75.0%
Public newspapers	5.1%	12.7%	50.8%	30.5%	0.8%	100.0%	2.09	52.3%
Public radios	0.0%	0.8%	10.1%	37.0%	52.1%	100.0%	3.40	85.1%
Public TV	0.0%	2.5%	10.1%	42.0%	45.4%	100.0%	3.30	82.6%
Internet	0.0%	1.7%	19.3%	37.0%	42.0%	100.0%	3.19	79.8%
Indicator score	**Effective**							70.2%

Overall, the level of satisfaction with people's access to public information is quite high: 65.9% and 70.2% as perceived by citizens and CSOs respectively. Satisfaction appears to be higher with radios, TVs and Internet than others, while access to information on public funds and assets documents, public policy documents and public legal documents received the lowest scores. Recent years have seen a sharp increase of radio and TV stations, which might be behind improving people's access to information. The level of satisfaction with access to public television proves surprisingly high (77.1% and 82.6% respectively).

This relatively high level of satisfaction with that access is largely due to the fact that the majority of respondents are urban as mentioned in the demographics section.

Furthermore, the data indicates a limited level of citizens' satisfaction with access to public funds and assets documents, public legal documents and public policy documents. This is consistent with other studies (e.g. Open Budget Index, Rwanda Governance Scorecard 2014) where citizen's engagement in policy-making cuts out relatively low, in particular participatory budgeting. Explanation, awareness and citizens' involvement in above-mentioned areas might be a field where CSOs can be much more active in facilitation to the access and involvement of citizens in policy making of this kind.

Comparison with first edition shows that there is no significant change in the perception levels on information rights between 2012 and 2015. CSO representatives continue expressing higher confidence and satisfaction with information rights. Transparency and access to public funds and asset documents seems to be an area of highest dissatisfaction amongst the respondents, especially the citizens.

3.3.3. Socio-cultural context : Trust in Rwandans with different backgrounds

This section assesses the level of people's trust in selected categories of Rwandans based on the region and historical background.

Table16: Level of people's trust in selected categories of Rwandans

	Not at all	Very low	Low	High	Very high	Total	Score	%
Rwandans from a different region	1.8%	2.7%	18.0%	51.5%	25.9%	100.0%	2.97	74.3
Rwandans from a different historical background	2.8%	1.8%	14.2%	51.0%	30.1%	100.0%	3.04	75.9
Indicator score	**Effective**						3.00	75.1

Overall, the data suggests a high level (75.1%) of trust of Rwandan people in their fellows from various regions and historical background. There seems to be no discrepancy between trust in people from a different region and those from a different historical background. There has been a slight improvement in this indicator compared to the first edition. The score for this indicator has risen by 5 %. In a post-genocide Rwanda, such a high level of trust constitutes a considerable element of the development of CS, given that high levels of prejudice, suspicion, and mistrust among members of the CSOs can undoubtedly hinder cohesion and collaboration.

3.3.4. Legal environment

CSOs are subjected to a number of legal requirements. The legal environment in which CSOs operate greatly affects the level of CS development in any society depending on whether it is conducive or not. This sub-section examines the legal environment in which the CSOs exercise their activities, with a focus on their registration and their advocacy activities.

3.3.4.1 CSO Registration

The table below looks at the extent to which CSOs registration process is supportive. It considers perception of the representatives of the CSOs only.

Table17: Extent to which CSO registration is supportive

	Not supportive at all	Not very supportive	Somewhat supportive	Supportive	Very supportive	Total	Score	%
Time it takes	5.1%	15.4%	16.2%	43.6%	19.7%	100.0%	2.57	64.3%
Money it requires/cost	0.9%	9.8%	17.0%	47.3%	25.0%	100.0%	2.86	71.4%
Consistency with the law	0.0%	8.7%	13.9%	45.2%	32.2%	100.0%	3.01	75.2%
Fairness (equal treatment)	1.8%	4.4%	1.8%	50.9%	41.2%	100.0%	3.25	81.4%
Total							2.92	73.0%

The Rwandan CSOs registration appears to be supportive[23]. The overall supportiveness stands at 73%. However, there has been a decrease in the satisfaction with CSO registration compared to the 2012 edition. Fairness indicator scores highest (very supportive with the score of 3.25 or 81%), while that of time taken scores lowest with 64.3%. The cost of registration and the level of consistency with the law by relevant officials also prove to be supportive. Indeed, the drop in satisfaction with the time needed for registration and money it costs is responsible for the 9% decrease of satisfaction with CSO registration (in 2012 score 3.19, in 2015 2.92).

3.3.4.2 Extent to which the law governing CSOs promote CSOs working environment

Rwanda has no single and comprehensive law governing CSOs. Various laws have been passed to regulate different categories of CSOs. They include the

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23 *Requirements for the registration of National NGOs include:*
1. *Application Letter Addressed to the CEO of Rwanda Governance Board;*
2. *Authenticated statutes in conformity with the law nº 04/2012 of 17 February 2012;*
3. *Document showing the Organization's head office and its full address;*
4. *The name of the Legal Representative of the Organization, the name of his/her deputy, their duties, full address CV and their judicial records;*
5. *The minute of the general assembly which appointed the legal representative of the organization and the signatures of all the members that attended such a general assembly meeting;*
6. *Action plan for the fiscal year (July 1st, 2014 to June 30th, 2015) according to the format below*
7. *Original District Collaboration letter   (see http://www.rgb.rw/departments/ngos-fbo-and-political-parties/)*

Requirements for the registration of National NGOs include:
1 *Application Letter Addressed to the CEO of Rwanda Governance Board ;*
2. *Authenticated statutes governing the religious-based organizations with contents respecting the provisions of article 5 (stipulating the activities of religious-based organizations) of the law no 06/2012 of 17 February 2012 ;*
3. *Location of its head office as well as its full address as per the RGB format on website ;*
4. *Names of the Legal Representative of the religious-based organizations, his/her deputy, their duties, full address as well as its full address as per the RGB format on website, their CV and their criminal records*
5. *A document certifying that the legal representative of the religious-based organizations and his/her deputy were appointed in accordance with its statutes (Declaration) ;*
6. *A brief statement describing the major doctrines of the religious-based organizations ;*
7. *The minutes of the general assembly which approved the statutes of the religious-based organization*
8. *Action plan for the fiscal year*
9. *Original District Collaboration letter for the current year issue by the Mayor*

law governing local non-governmental organisations, the law governing international non-governmental organisations, the law governing religious organisations, the law governing cooperatives, etc. This indicator assesses the extent to which CSOs are satisfied with laws governing their organisation and the functioning.

Figure 12: Overall satisfaction with the law governing the organization and functioning of CSOs
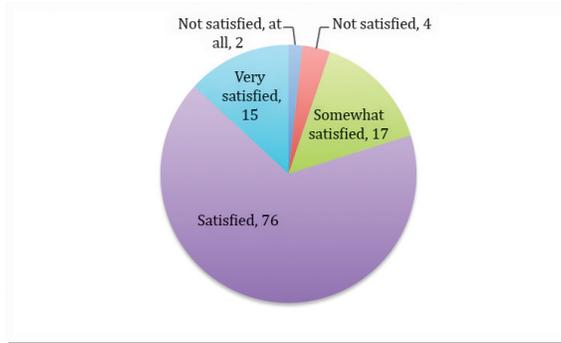
The satisfaction amongst the CSO representatives with the CSO related laws seem to be fairly high. There is very low level of dissatisfaction. This sub-indicator cannot be compared to the past as it comes as addition in this 2015 version.

3.3.5 State-civil society relations

The State is a key partner of CS and the other way round. The level of relations between the State and civil society tells therefore a lot about the level of CS development. Without compromising its independence, the civil society needs to remain in constant dialogue and cooperation with the government in order to ensure that public policies are inclusive and address real needs and concerns of the population. In the same vein, such a dialogue constitutes an important channel of information for both sides. This section assesses the nature and quality of state-civil society by looking at issues of CSO autonomy, state-civil society dialogue and cooperation/support. This section examines the State-civil society relations in the areas of dialogue and cooperation.

3.3.5.1 Dialogue between CSOs and the government

The assessment of the dialogue between CSOs and the government focuses on the existence of avenues for CS to engage with the government, the effectiveness of those avenues and the frequency of use of those avenues by the CS.

Table18: Existence of CSOs avenues to engage with the government

	Frequency	*Percent*
Yes	105	87.5%
No	7	5.8%
Don't know	8	6.7%
Total	*120*	100.0%

The large majority of participating CSOs declared that they have avenues to engage with the government. Close to 9 out of 10 CSOs were of this view. The existence of such avenues is instrumental in that, if they operate effectively, they can constitute relevant platforms for policy dialogue between CSOs and government institutions. These figures are also comparable to the 2012 edition.

The study sought to know the level of effectiveness of such avenues to engage with the government. This is examined in the table below.

Figure 13 : Categories of government institutions that CSOs interact with often
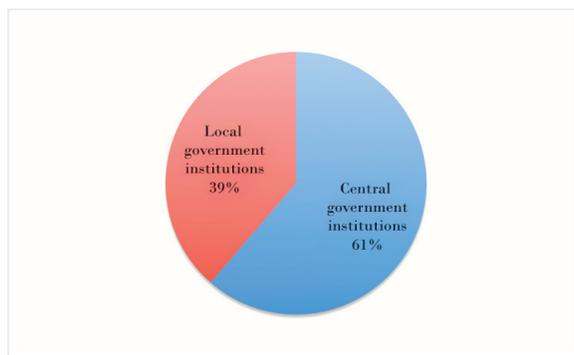
The government institutions at the national level emerge as primary point of intervention with CSOs. RGB stands out amongst the institutions, as it is legally the official authority to register most of CSOs and manages the JADF, a dialogue platform between local governments, CSOs and the private sector. It

is apparent that only over one third of CSOs engage with authorities at the local level. This is dissatisfactory as most of the citizens engage with the government through service delivery points at the local level. As JADF does interact with many NGOs at the national and district level, especially local NGOs do not seem interacting with JAD representatives frequently. Moreover, many CSOs interact only with RGB within the registration process, which might suggest that there is only little advocacy coming from CSOs or sector-specific exchange between the government and CSOs.

3.3.5.2. Effectiveness of the avenues through which CSOs engage with the government

Table19: Perceived level of effectiveness of the avenues through which CSOs engage with the government

CSOs perception		Not effective at all	Not effective	Somewhat effective	Effective	Very effective	Score	Don't know
	N	0	0	14	80	12	**2.98**	8
	%	0.00%	0.00%	13.20%	75.50%	11.30%	**74.50%**	7.00%

The perceived level of effectiveness of the existing avenues for CSOs to engage with the government suggests that the CS is developed in this area (74.5%). However, the data implies that improvement is also needed to be very effective. When comparing data from 2012 (2.79), there has been a slight improvement in the score in 2015 (2.98).

3.3.5.3 Cooperation / support

The cooperation/support sub-indicator looks at the extent to which CSOs get resources from the government and whether these organisations implement some government projects or programmes on a contract basis.

Table20: frequency of cooperation between CSOs and government institutions

CSOs perception		Never	Rarely	Sometimes	Often	Very often	Total	Score
	n	0	6	28	70	16	120	**2.80**
	%	0.0%	5.0%	23.3%	58.3%	13.3%	100.0%	**70.0%**

The survey reveals a high frequency of cooperation between CSOs and government institutions, which stands at 70%. The cooperation between CSO and government is among the key aspects of working environment in which CSO operate. The working environment is mostly limited to information exchange but does not translate into genuine cooperation as shown in the table below.

3.3.5.4 CSOs receiving resources from the government

Table21: Proportion (%) of CSOs that receive resources from the government

	Frequency	*Percent*
Yes	51	42.5%
No	60	50.0%
Don't know	9	7.5%
Total	*120*	100.0%

Article 12 of the law governing national non-governmental organisations (those being a key component of the Rwandan civil society) stipulates, "*The Government shall include in its national budget funds meant for supporting national non-governmental organisations*"[24]. The survey reveals that only a minority of CSOs received resources from the government. Around 4 in 10 CSOs did so far. This implies that the range of CSOs that receive resources from the government is very narrow. This increases the CSOs dependency on foreign aid.

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24 *Law N°04/2012 OF 17/02/2012 governing the organisation and the functioning of national non-governmental organisations*

Table22: Frequency of support from the government

		Never	Rarely	Sometimes	Often	Very often	Total	Score	Don't know
Frequency of support	n	60	6	20	13	4	103	**0.98**	17
	%	58.3%	5.8%	19.4%	12.6%	3.9%	100.0%	**24.5%**	14.2%

The survey indicates that the provision of government resources to CSOs is not frequent. Only around 17% of CSO representatives responded that they receive support often or very often. Close to 60% of CSOs never receive any support from any governmental institution. The findings might be interpreted in the way that the support is clustered around a few CSOs which continue receiving governmental support, whereas other CSOs, especially small start-ups and rural ones do not profit from support as frequently as they would wish.

Table 23: Size of financial support received from the Government in the last 12 months by the CSOs

	Frequency	Percent
<10M	13	38.2%
10M–50M	9	26.5%
51M–100M	5	14.7%
>100M	7	20.6%
Total	34	100.0%
Minimum		400,000 FRW
Maximum		270,000,000 FRW
Average		39,601,956 FRW

It is evident that small grants in the volume up to 10 million RWF take the biggest share of the financial support to consulted CSOs. However, larger grants of 100 million and above are not uncommon as around 20% of CSOs profit from such a large scale support. There may be numerous reasons behind this stratification. It is to be noted that larger grants or projects come with sophisticated and advanced technical requirements, which only few CSOs can deliver. Moreover, it may be strategic and more sustainable to invest larger volumes over time to CSOs which can strengthen their institutional capacity. Small grants dispersed to number of players might not have such an effect.

3.3.5.5 CSOs implementing government projects

Table24: Frequency of CSOs' implementing some government projects on a contract basis

CSOs' perception	Never	Rarely	Sometimes	Often	Very often	Total	Score	%
	69.0%	5.3%	11.5%	10.6%	3.5%	100.0%	0.74	18.6%

The survey indicates that beyond the meagre government support to CSOs through resources provision, the frequency of implementing some government projects by CSOs on contract basis is also very low (18.6%). While implementing some of those projects would empower the implementing organisations, it is obvious that CSOs are largely still far from selling their expertise to the government in exchange of resources. Again, this condemns the CS to keep relying on foreign funding almost exclusively. This proves beyond doubt that the CS is still very limited in this area.

3.3.6 Private sector-civil society relations (Corporate social responsibility)

Beside the state-civil society relations, CS needs to be in partnership with the private sector given that not only the latter may constitute an important source of funding for the CS, but also CSOs may sell their expertise to the private sector; furthermore, CSOs could work with the private sector to improve the companies' environmental and social standards. This section therefore looks at the extent to which companies are concerned about negative environmental and social impacts of their operations, the general attitude of the private sector towards civil society actors, and the private sector philanthropic actions.

Table25: Extent to which companies are concerned about negative environmental and social impacts of their operations

	Not at all	Not concerned	Somewhat concerned	Concerned	Very concerned	Total	Score	%
People's perception	16.7%	23.7%	25.6%	31.1%	2.9%	100.0%	1.80	45.0%
CSOs' perception	15.4%	32.5%	33.3%	17.1%	1.7%	100.0%	1.57	39.3%

According to the CSOs and citizens' perceptions, companies appear to be not largely concerned with negative environmental and social impacts of their operations, as perceived by both CSOs and citizens. The level of perceived concern stands at 45% and 39.3% respectively; which is low. Both citizens and CSOs prove unanimous on this fact, though CSOs feel more pessimistic than citizens.

3.3.6.1 General attitude of the private sector towards civil society actors

Figure 14 : General attitude of the private sector towards civil society actors

General attitude of the private sector towards civil society actors (n=120)

Hostile, 3.3%

Indifferent, 24.2%
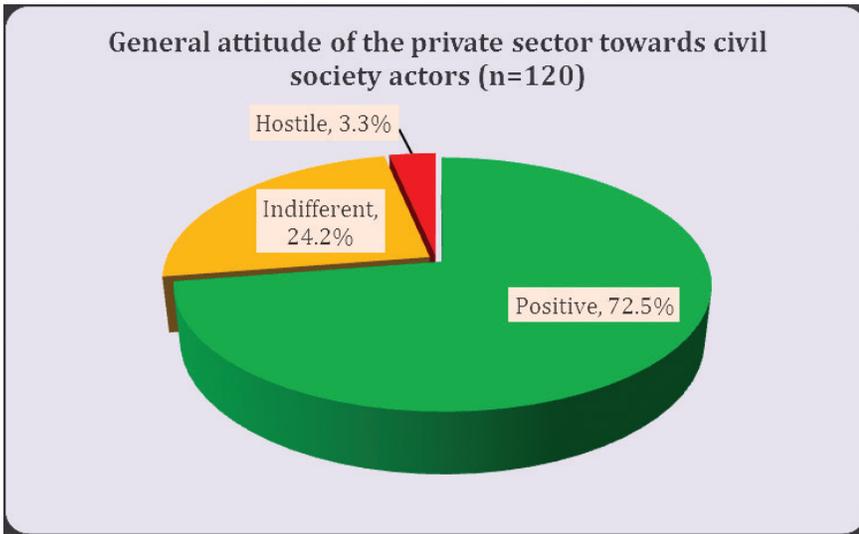
Positive, 72.5%

The Private Sector is perceived by CSOs as having a positive image towards them. This view is shared by around 7 in 10 participating CSOs. From this point of view, the data suggests that the CS is developed. However, a considerable proportion of CSOs maintained that such an attitude is indifferent (24.2%) and even hostile (3.3%). This calls for doubling efforts to have a much larger positive attitude of the private sector towards the CS.

3.3.6.2 Corporate philanthropy

Table 26: Proportion (%) of CSOs receiving resources from the Private Sector

	Frequency	Percent
Yes	40	33.3%
No	74	61.7%
Don't know	6	5.0%
Total	*120*	100.0%

The previous figure shows that general attitude of the private sector is largely positive (approved by 72.5% of participating CSOs). However, the table above indicates that only one third of CSOs received resources from the private sector. These resources largely include money raised on the occasion of events organised by CSOs. Generally, the funds are offered on condition of co-branding obligations. This result is in line with the finding on receiving funds from the government, thus the study reveals that only a very limited number of CSOs receive resources from either the government or the private sector. How frequent is that support from the Private Sector? This is assessed in the table below.

Table 27: Frequency of support from the private sector

		Never	Rarely	Sometimes	Often	Very often	Total	Score	Don't know
Frequency of support	n	74	5	22	6	0	107	**0.63**	13
	%	69.2%	4.7%	20.6%	5.6%	0.0%	100.0%	**15.7%**	10.8%

Like for the support from the Government, the frequency of Private Sector's support to CSOs is very limited (15.7%). This has probably a root cause in the fact that economic climate proves to be very challenging for the private sector. The support to CSOs is thus not a priority. The culture of corporate philanthropy is also just developing and may need some time to trickle down to the CSOs.

Table 28: Size of financial support received from private entities by the CSOs

	Frequency	Percent
<10M	11	42.3%
10M–50M	9	34.6%
51M–100M	1	3.8%
>100M	5	19.2%
Total	26	100.0%
Minimum		**200,000 FRW**
Maximum		**380,000,000 FRW**
Average		**36,651,673 FRW**

It is evident that the volume of support in total and also per grant is much smaller from private companies compared to the governmental support. Much bigger share of 42% is invested into small, fewer than 10 million RWF awards. Whereas the proportion of awards totalling 100 million and more is comparable to the support from the government, middle-sized grants are much less awarded by private companies. This can indicate to the fact that only large companies with significant capitalisation engage in CSO support. Small and mid-size companies might not pose a culture or investment capacity to donate financial resources to CSOs. However, more detailed analysis may be necessary to understand incentives and behaviour of private companies vis-a-vis funding of CSOs.

Table 29: Frequency of CSOs doing paid services to private sector institutions

	Never	Rarely	Sometimes	Often	Very often	Total	Score
N	69	13	19	13	3	117	**0.87**
%	59.0%	11.1%	16.2%	11.1%	2.6%	100.0%	**21.8%**

Manifestly, it is hard for CSOs to rely on support of Private sector and the government in terms of offering their expertise to them as the survey suggests. It shows that even for the private sector, the frequency of resorting to participating CSOs is very low (21.8%). Again, this raise the question of whether CSOs have no relevant expertise to sell to the private sector or whether the latter does not value that expertise.

Conclusion on Dimension 2

It is recommendable that the perceptions about freedom of association, expression and assembly are ranked very high and have improved remarkably compared to 2012. Despite some gains in the dialogue and financial support from the state, there is still a space for improvement in the indicator of state-civil society relationship. Private sector and CSOs need to work much more together. The indicator measuring the private sector involvement is amongst the weakest in the whole monitoring.

Table 30: Summary of the state of the civil society environment in Rwanda

Dimension 2: CSO Environment

	2015 edition		2012 edition		Change (% 2012/2015)	
	CSOs	**Citizens**	**CSOs**	**Citizens**	**CSOs**	**Citizens**
Political context(61.4%)						
Political rights	68	62	75.20	74.10	-7.20	-12.10
Rule of law		72.7		64.10		8
Fundamental freedoms & rights (77.2%)						
Freedom of association/ expression/ assembly	85.1	79	78.90	74.50	6.20	4.50
Information rights	70.2	65.9	71.00	64.10	-0.80	1.80
Socio-cultural context (75.1%)						
Trust in Rwandans with different backgrounds		75.1		71.90		3.20
Legal environment (72.3%)						
CSO registration	73	73	79.80		-6.80	
Extent to which the law governing CSOs promote their working environment	71.5	71.5	NA	NA		
State-civil society relations (66.7%)						
Dialogue	87.5	87.5	80.60		6.90	
Cooperation	70	70	NA			
Financial Support	24.5	42.5	16.60		7.90	
Private sector-civil society relations (48.4%)						
Private sector attitude	72.5	72.5	70.40		2.10	
Corporate social responsibility	39.3	39.3	38.50		0.80	
Private sector support	15.7	33.3	23.40		-7.70	

3.4 CSO VALUES

Heinrich[25] highlights that the values dimension is concerned with the principles and values adhered to, practiced and promoted by civil society. Such values are critical measures of civil society's legitimacy and credibility. This dimension includes seven sub-dimensions with 14 indicators which look both at how these values are put in practice within civil society and civil society efforts to promote such values in the society. Sub-dimensions include democracy, transparency, tolerance, non-violence, gender equity, poverty eradication and environmental sustainability.

Figure 15: Existence of Civil Society actions to promote selected values (n=120)
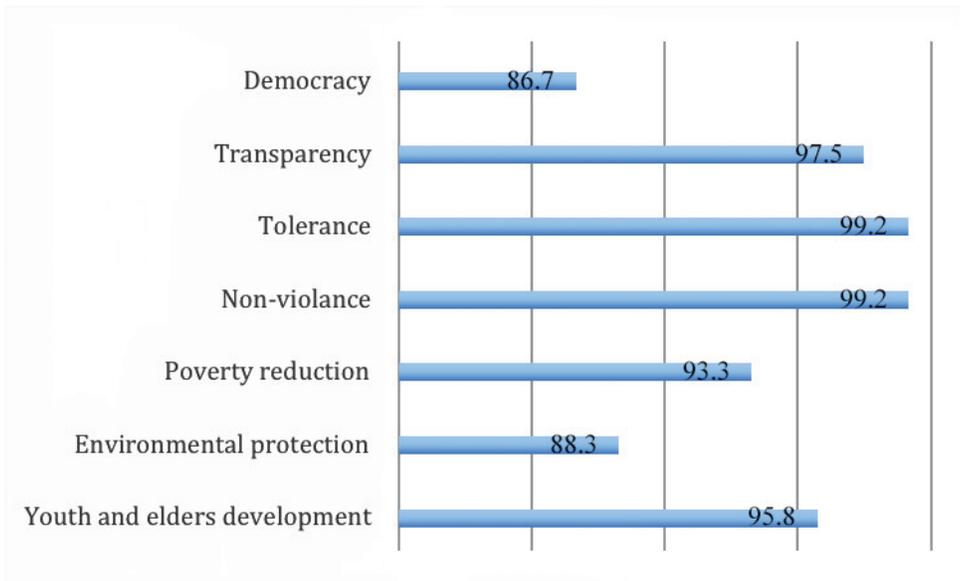
The large majority of CSOs claim that they conduct actions that promote various values such as democracy, transparency, tolerance, non-violence, poverty reduction, environmental protection and the development of youth and the elderly. At least 86% of participating CSOs declare to being promoting each of those values. This is no surprise as CSOs have been along the Government

25   Volkhart Finn Heinrich. 2004.*Assessing and Strengthening Civil Society Worldwide. A Project Description of the CIVICUS Civil Society Index: A Participatory Needs Assessment & Action-Planning Tool for Civil Society*, CIVICUS Civil Society Index Paper Series Vol. 2, Issue 1

major contributors to the reconciliation effort. Tolerance and non-violence are also attributes not distinctive only to the CSOs in Rwanda. The support of CSOs to these factors is frequently done through access to legal aid activities and actions helping the reconciliation effort.

Table 31: Impact of civil society activities in promoting the following values

		No impact	Little impact	Medium impact	Very large impact	Total	Score	Don't know
Democracy	n	1	3	59	46	109	**2.38**	11
	%	0.9%	2.8%	54.1%	42.2%	100.0%	**79.2%**	0.9%
Transparency	n	3	7	42	65	117	**2.44**	3
	%	2.6%	6.0%	35.9%	55.6%	100.0%	**81.5%**	0.3%
Tolerance	n	1	5	35	77	118	**2.59**	2
	%	0.8%	4.2%	29.7%	65.3%	100.0%	**86.4%**	0.2%
Non-violence	n	1	5	28	84	118	**2.65**	2
	%	0.8%	4.2%	23.7%	71.2%	100.0%	**88.4%**	0.2%
Gender equity	n	2	6	36	75	119	**2.55**	1
	%	1.7%	5.0%	30.3%	63.0%	100.0%	**84.9%**	0.1%
Poverty reduction	n	4	8	39	66	117	**2.43**	3
	%	3.4%	6.8%	33.3%	56.4%	100.0%	**80.9%**	0.3%
Environmental protection	n	7	10	42	57	116	**2.28**	4
	%	6.0%	8.6%	36.2%	49.1%	100.0%	**76.1%**	0.3%
Youth and elders development	n	2	2	46	69	119	**2.53**	1
	%	1.7%	1.7%	38.7%	58.0%	100.0%	**84.3%**	0.1%

It emerges from the findings above that CSOs are highly perceived(above 75%) to have a significant impact in promoting democracy, transparency, tolerance , non-violence, gender equity, poverty reduction, environmental protection as well as youth and elders development. This finding shows that CSOs in Rwanda are playing their role in terms of promoting the values of ordinary people among others.

Arguably, observation-based research might be needed to analyse in deep the concrete extent of impact of CSOs in these areas. However, it is acknowledged by citizens that especially non-violence and tolerance have been at the core of work of most CSOs in Rwanda. Again, due to the very nature of CSO

mandates, this is hardly surprising. All citizens feel the impact, as Rwanda is one of the safest places in Africa. Whereas the Government ensures law abiding and enforcement, CSOs have been instrumental in instilling the non-violent mind-set within the communities as well as tolerant nature of seeking a consensus on a wide range of issues. The work with marginalised groups such as youth, elderly or women-headed households are a primary target of a large proportion of CSOs active across a range of thematic sectors. This may help explaining the perceived high impact of CSOs in this area.

3.4.1 Democracy

3.4.1.1 Democratic practices within CSOs

This sub-dimension assesses not only the extent to which democracy is applied within CSOs, but also the extent to which CSOs activities promote democracy at societal level. The extent to which members of CSOs can influence decision-making within their organisations constitutes an indicator of the level of internal democracy within those organisations. The table below examines such indicator.

Table 32: Extent to which elections of CSOs leaders are democratic

	Non-existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	22.3%	17.3%	27.9%	30.6%	1.8%	100.0%	1.72	43.0%

The findings in the above table suggest that democratic practices within CSOs are limited as perceived by 43% of citizens who participated in this survey. This finding differs from that of the 2012 CSDB which revealed a high level of CSOs' development in this area (73.7%) implying that the level of civic participation in democratic governance within CSO in Rwanda has remarkably decreased (by 30 %) between 2012 and 2015. CSOs should therefore strengthen their internal democratic practices by involving members in participatory decision-making.

Table 33: Extent to which citizens can make decisions within their organizations

	Non-existent	Very low	Low	High	Total	Score	%
Indicator Score	49.7%	22.0%	14.0%	14.3%	100.0%	**0.93**	**31.0%**

The study reveals a limited level of CSOs members' power to influence decision-making within their organisations. More than 6 out of 10 members of CSOs feel that they do not have much power to influence decision-making within their organisations. This finding suggests that the majority of members have no significant control over decision-making within their own organisations. This is very challenging for a CS that is meant to be advocating for increased participation of their members in decision-making processes in both local and central government.

The finding calls therefore for much more commitment from CSOs to engage with their members as far as internal decision-making is concerned.

3.4.1.2 Modalities through which CSOs leaders are selected

The level of democracy within CSOs can also be assessed through the modalities through which the organisation leadership is selected. The most usual democratic modality in most organisations is election. The figure below examines those modalities within local CSOs.

Figure 16: Modalities through which CSOs leaders are selected
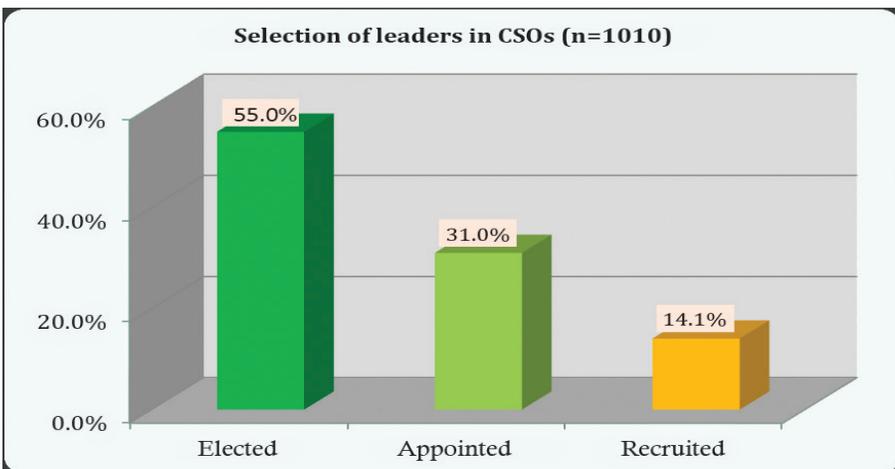
Election emerged as the most important modality of CSOs leadership selection. Close to 10 CSOs use election to select their leaders. These include mainly members of board of directors and those of the supervisory board. However, the study shows that around 3 out of 10 CSOs use appointment, while 14.1% use recruitment as modalities for selecting organisation leaders. While recruitment is generally used to recruit some management staff such as executive secretaries and directors (depending on the nomenclature of positions within CSOs) and some other key management positions; appointment is mainly used within newly created CSOs which still strive to establish themselves, and in organizations with authoritarian leadership. Obviously all those modalities can apply to one organization depending on the vacant leadership/management position.

3.4.1.3 CSO actions to promote democracy

The fact that CSOs leaders are elected stands as an indicator of democracy within those organisations. However, the fairness of elections constitutes an equally important indicator. The democratic nature of those elections is examined in the table below.

Table34: CSOs' members' power to influence decision-making within their organisations (CSO perceptions)

Not at all	Very little	Little	Much	Very much	Total	Score	%
22.3%	17.3%	27.9%	30.6%	1.8%	100.0%	1.72	43.0%

The proportion of members who think that they influence decision-making within 'their' organisations is comparatively lesser (32%) than those thinking that they don't influence decisions or influence decision making only very little (68%). There may be many explanations for this. Firstly, members do not participate in daily business of a CSO and thus may feel detached from it. Secondly, decision process in some CSO or even in the majority of them are centralised and not up to a consensus seeking over important decisions. Thirdly, the management structures of many CSOs are weak and formulating of decisions is not always evidence-based and inclusive. Lastly, many member are only 'de jure' involved and do not feel obliged to participate, especially if such an involvement is voluntary.

**Table35: Extent to which elections of CSOs' leaders are democratic (CSO
perceptions)**

Totally undemocratic	Undemocratic	Somewhat democratic	Democratic	Very democratic	Total	Score	%
0.5%	3.1%	10.1%	77.0%	9.2%	100.0%	2.91	72.8%

Where election applies as a conventional way to take leadership positions in
CSOs, the selection proves to be largely democratic. The survey suggests that
the majority of CSOs practice internal democracy through democratic elections
of their leaders. The level of democracy in election of leaders is perceived (by
members) to be high (72.8%). This shows that important executive functions
(directors) and establishment of statutory bodies (CSO boards) are most of the
time inclusive and participatory. This reflects the fact that these processes are in
most CSOs formalised and established. Moreover, the periodicity of these steps
is not frequent and there is no complicated technical input required.

The value of democracy within CSOs implies not only that democracy is
practiced internally but also that CS activities promote democracy in the
society. The effectiveness of CS activities in promoting democracy at societal
level is examined in the table below.

**Table36: Effectiveness of CS activities in promoting democracy at a societal
level (citizens' perception)**

Non–extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
2.3%	2.6%	15.6%	61.9%	17.6%	100.0%	2.90	72.4%

CSOs role in promoting democracy at local level is recognised by the citizens.
The survey reveals that the effectiveness of CS activities in promoting democracy
at the society level is high (72.4%). However, while the data suggest that CS
is developed in this area, they also imply that this level of effectiveness can be
greater if effort is doubled.

3.4.2 Transparency and accountability

Transparency is believed to be a core value of CS in Rwanda and elsewhere. Under this sub-dimension, aspects such as absence of corruption and financial transparency within CSOs are covered. In addition, the analysis focuses on civil society activities to promote transparency in the society at large.

3.4.2.1 Level of corruption within civil society

Table37: Perceived level of corruption with civil society (citizen's perception)

	Non-existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	35.5%	12.2%	32.5%	15.2%	4.6%	100.0%	1.41	35.3%

The data suggests a considerable level of perceived corruption within CS (49.5%), out of 894 respondents (excluding those who did not know whether corruption exists within the CS). This finding is in line with the opinion of citizens on likelihood of bribery demand (CSOs were ranked high compared to other institutions[26]).

This finding implies that the CS remains weak in this area and particular efforts are needed to reduce drastically this level of perceived corruption within the CS.

3.4.2.2 Financial transparency of CSOs

Table38: Frequency of publication of CSOs financial accounts

	Never	Rarely	Sometimes	Often	Very often	Total	Score	%
Frequency	32	42	138	112	34	358	2.21	55.2%
%	8.9%	11.7%	38.5%	31.3%	9.5%	100.0%		

The level of regular publication of CSOs financial accounts proves to be slightly developed. Only around 40% of CSOs publish often or very often their financial accounts. A significant proportion (around 20%) claims never or rarely publishing financial accounts. The publication of financial accounts for

26 *Rwanda Bribery Index 2010, Transparency Rwanda's Report*

the CSOs is a core indicator of CS transparency, and the data suggests that more efforts need to be done in this area. Especially capacity building in fiduciary management and accounting is needed to relevant technical staff. These skills are hard to get in Rwandan labour market. Adding to financially unstable conditions of CSOs, these skills are hard to find in the CSO sector.

3.4.3 Accountability within CSOs

Table 39: Perceived level of accountability within CSOs

	Never	Rarely	Sometimes	Often	Very often	Total	Score	%
Indicator Score	8.8%	14.4%	21.7%	44.1%	11.0%	100.0%	2.34	58.5%

The data in the above table shows some level of accountability within CSOs (58.5%), meaning that CSO are moderately developed in this area. However, around 40% of respondents surveyed have an opposite view, implying that CSO still have a long way to go in promoting accountable governance which is a core value vis-a-vis their role as watchdogs. Again, this issue goes back to the overall management capacity of many CSOs. Accountability vis-à-vis their members and public is many cases problematic due to weak monitoring, evaluation and reporting.

3.4.4 Tolerance

According to Heinrich[27], this sub-dimension examines the balance between tolerant and intolerant forces within civil society as well as the extent to which civil society is engaged in promoting tolerance within society at large.

3.4.4.1 Tolerance within CS

Table40: People's perception of the level of CSOs tolerance vis- à-vis opposing viewpoints

	Totally intolerant	Intolerant	Somewhat tolerant	Tolerant	Very tolerant	Total	Score	%
People's perception	1.4%	6.4%	18.6%	63.5%	10.1%	100.0%	2.74	68.6%
CSOs perception	0.9%	5.3%	9.7%	61.9%	22.1%	100.0%		74.8%

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27 Heinrich, F.N., 2004, op.cit. p.21

CSOs appear to be highly tolerant vis-à-vis opposing viewpoints. Overall, this level stands at 68.6% and 74.8% as expressed by citizens and CSOs respectively. Although the level of tolerance is perceived to be high by both categories, the data suggests a slight discrepancy (10%) between citizens' and CSOs' perceptions. CSOs deem themselves more tolerant than citizens do perceive the latter. It is encouraging to see that only a small proportion (around 7%) of respondents find CSOs intolerant. As much as the cases of intolerance are alarming, the majority of CSOs are responsive and tolerant to the citizens.

3.4.4.2 CS actions to promote tolerance

Table 41: CS actions in promoting tolerance in Rwanda

Extent to which CSOs are active in promoting tolerance at the societal level	Non–existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	1.4%	2.8%	17.0%	66.6%	12.3%	100.0%	**2.85**	**71.4%**
Extent to which CSOs promote national policies on tolerance								
Indicator score	1.1%	4.4%	14.2%	65.9%	14.4%	100.0%	**2.88**	**72.0%**

CSOs are perceived to be highly promoting the value of tolerance in Rwanda. The level of CS effectiveness in promoting tolerance stands at society level (71.4%), while it is at 72% in promoting national policies on tolerance. Intolerance has been among the core factors of violence that culminated in the genocide against the Tutsi in 1994 in Rwanda. Activities meant to promote tolerance are highly needed and the participation of the civil society in this endeavour is therefore of great relevance. Much should still be done to ensure that tolerance becomes reality.

3.4.5 Non-violence and gender equity

Like for tolerance, expecting of the CS to instil the culture of non-violence makes even more sense in Rwanda, which has gone through war and the genocide against the Tutsi. This sub-dimension examines civil society efforts to promote non-violence.

3.4.5.1 CS actions to promote non-violence

Table42: People's perception of effectiveness of CSOs activities in promoting a non-violent society

Non-extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
0.7%	1.5%	10.7%	66.8%	20.4%	100.0%	3.05	76.2%

CSOs role in promoting the culture of non-violence in Rwanda is sound as suggested by this survey. The level of effectiveness of CSOs activities in promoting a non-violent society proves high (76.2%). This level proves satisfactory and suggests that CSOs is developed in this area. Indeed, extremely low levels of violence and Rwanda's security level unprecedented in the African continent and beyond underlines the fact that all stakeholders including the CSOs play their role in disseminating and promoting culture of non-violence. It comes thus natural that CSOs in Rwanda rank high in this aspect, especially in the fact of the explicit mandate of many CSOs to combat violence and divisionism.

3.4.5.2 CS actions to promote gender equity

Table43: People's perception of effectiveness of CS activities in promoting gender equity at the societal level

Non-extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
1.3%	2.0%	14.5%	59.4%	22.9%	100.0%	3.01	75.2%

The survey indicates a high level of CSOs effectiveness in promoting gender equity. Data implies that CS is perceived to be developed in this area. The study suggests a high level (75.2%) of effectiveness of CS actions to promote gender equity at the societal level. Since a couple of decades, gender equality emerged as new paradigm in the arena of development and human rights in many societies. CSOs activism in this regard has been remarkable in Rwanda. The role of CS in promoting gender equality and equity is thus relevant as it complements that of the government of Rwanda whose political will and commitment have

made this country to be particularly reputed. However, further steps need to be made by CS to be very developed in this area. The following figure examines the proportion of CSOs that have already put in place policies to ensure gender equity internally.

3.4.6 Extent to which CSOs are Gender sensitive

Figure 17: Proportion (%)   of CSOs which have policies in place to ensure gender equity
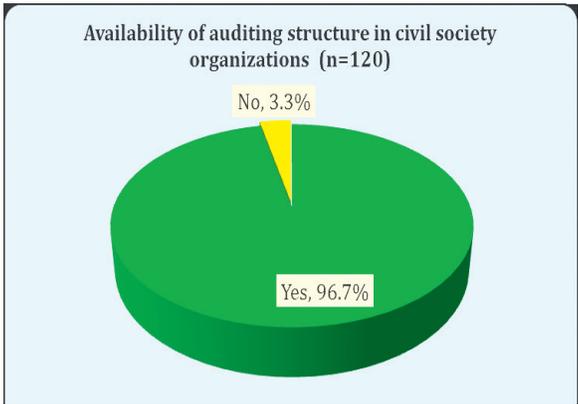
The very large majority CSOs in Rwanda seem to have clear guidelines on gender integration in their interventions and organisations. Around 9 out of 10 declared having internal policies to ensure gender equity. Such policies may be concerned with gender equity during staff recruitment process, taking leadership positions, selection of recipients for CSOs actions, etc. If such policies do actually exist, the survey was not able neither to see and review their content, nor to assess whether there are effectively applied.

Conclusion on Dimension 3

On the positive side, there has been a remarkable improvement in the perception of corruption within CSOs. The tolerance within CSO has also improved. It is also encouraging that gender parity and promotion of gender is scored relatively high which reflects the overall progress in gender in Rwanda. Arguably, more needs to be done on accountability within CSOs, their financial transparency and even democratic practices.

Table 44: Dimension 3

Dimension 3: CSO values

	2015 edition		2012 edition		Change (% 2012/2015)	
	CSOs	Citizens	CSOs	Citizens	CSOs	Citizens
Democracy (68.5%)						
Democratic practices within CSOs		43		48.9		-5.9
CSOs actions to promote democracy		72.4		64.7		7.7
Transparency & accountability (58.5%)						
Absence of corruption within CSO	/	64.7		50.5		14.2
Financial transparency of CSOs		52.3		55.2		-2.9
Accountability within CSOs		58.5		NA		
Tolerance (72.4%						
Tolerance within the CSOs arena	74.8	68.6	67.1	57.7	7.7	10.9
CSOs actions to promote tolerance		71.4	0	61.7		9.7
Non-violence and gender equity (68.8%)						
CS actions to promote non-violence and peace		76.2	0	68.1		8.1
CSOs actions to promote gender equity		75.2	70.6	70.9		4.3
Extent to which CSOs are Gender sensitive		55	NA	NA		

3.5 IMPACT AND EFFECTIVENESS

This dimension examines the effectiveness of CS actors to shape people's lives and the society as a whole through different roles. While the CIVICUS indicator framework looks at this dimension by focusing on "how active" and "how successful" those CS actors are, the present barometer rather focuses on the effectiveness of CSOs in playing their roles in areas such as influencing public policy, holding state & private corporations accountable, responding to social interests, empowering citizens, building social capital, supporting livelihoods and meeting societal needs.

3.5.1 Influencing public policy

Table45: CS effectiveness in influencing public policy

Effectiveness of CS in:	Non-extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
Influencing social policy issues	0.9%	3.0%	17.0%	65.6%	13.4%	100.0%	**2.88**	**71.9%**
Influencing human rights related public policy issues	1.0%	2.9%	15.2%	62.2%	18.6%	100.0%	**2.95**	**73.6%**
Influencing governance policy issues	1.2%	2.6%	17.4%	64.6%	14.3%	100.0%	**2.88**	**72.0%**
Influencing economic development policy issues	1.6%	1.8%	18.6%	64.5%	13.6%	100.0%	**2.87**	**71.7%**
Indicator score	**High**						**2.89**	**72.3%**

CS in Rwanda is perceived to be highly influencing public policy. The overall level of effectiveness in influencing public policy stands at 72.3%. The survey suggests no sound discrepancies between the levels of influencing public policy in all areas assessed. This finding does not support findings from other assessments, which claimed that the Rwandan CS is weak in advocacy on public policies. However, this survey is based on perceptions and observations may need to be employed to evaluate real cases of CSO's impact on policy influencing. It is certainly true that more and more CSOs enter the area of advocacy, however, many CSOs still struggle in fulfilling this mandate.

3.5.2 Engage state and private sector

Table 46: Extent to which CSOs engage State (perceptions by citizens)

	Non-existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	4.5%	4.8%	23.3%	56.0%	11.4%	100.0%	**2.65**	**66.3%**

Citizens acknowledge that CSOs do engage with the state. Around 67% perceive that their engagement is high or very high. The survey did not test the intensity of CSO engagement with the State, however, most CSOs work in one way or other with the State. The forms of engagement were not tested but many CSOs highlight common forums such as JADF and other events at the national and local level where CSOs and state entities regularly meet.

Table 47: Extent to which CSOs engage private sector (perceptions by citizens)

	Non-existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	5.9%	9.3%	23.0%	53.8%	7.9%	100.0%	**2.49**	**62.1%**

Despite the relatively high confidence of citizens in engaging the State and private sector by CSOs, this survey does not have data on the actual quality of engagement. It might be interesting to observe how is the engagement conducted and what are the concrete outputs as a result of the state-cso and private sector-cso engagement.

3.5.3 Responding to membership needs

Table 48: Extent to which CSO are responsive to membership needs (perceptions by citizens)

	Non-existent	Very low	Low	High	Very high	Total	Score	%
Indicator Score	0.8%	2.6%	15.7%	57.5%	23.4%	100.0%	**3.00**	**75.0%**

It is encouraging to observe that the responsiveness of CSOs to membership needs is relatively high. However, the fact that almost 20% of members state that responsiveness is low or very low urges CSOs to increase this crucial component in their planning and steering.

3.5.4 Empowering citizens

CSOs are founded with the objective of defending and promoting the interests of their members and or those of specific groups of people in the society. One of the strategies used to achieve that objective is to empower them in different ways. The table below assesses the level of CS in empowering citizens in various regards.

3.5.5 Informing and educating citizens

Table49: level of effectiveness of the CS in informing and educating citizens

Effectiveness of CS in:	Non-extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
Informing and educating citizens on public issues	4.0%	5.6%	24.5%	49.4%	16.5%	100.0%	2.69	67.2%
Building the capacity of people to organise themselves, mobilise resources and work together to solve common problems	1.4%	4.7%	21.7%	54.3%	17.9%	100.0%	2.83	70.7%
Empowering vulnerable people (historically marginalised people, disabled people, widows, orphans, the poor, etc.)	1.9%	3.0%	17.7%	52.6%	24.8%	100.0%	2.95	73.8%
empowering women, i.e. to give them real choice and control over their lives	2.1%	3.5%	18.4%	52.3%	23.7%	100.0%	2.92	73.0%
Empowering youth	4.3%	5.6%	23.0%	47.8%	19.3%	100.0%	2.72	68.1%
Indicator score	**Effective**						**2.82**	**70.56%**

Overall, the survey suggests a high level of effectiveness of the CS in empowering citizens (70.56%). This implies that CS is developed in this area. CS proves slightly more effective in empowering vulnerable groups (73.8) and women (73%) than in building the capacity of people to organise themselves, mobilise

resources and work together to solve common problems (70.7), empowering youth (68.1%) and, last and least, informing and educating citizens on public issues (67.2%).

CSOs, especially those working on specific and local issues, engage directly with citizens in their respective communities over a longer period of time. This type of engagement enables CSOs working on more technical issues over longer period of time. The CSOs are in particular active in explaining key governmental policies and they also provide simplification of instructions and guidelines regarding service delivery and many others. Especially citizens needing special care such as illiterate, poor, women headed households and so on are frequently targeted and profit from these interventions.

3.5.6 Meeting societal needs

Table 50: Effectiveness of CS in meeting societal needs

	Non–extent	Inactive	Somewhat active	Active	Very active	Total	Score	%
Lobbying for state service provision	1.4%	4.4%	26.0%	56.6%	11.6%	100.0%	2.73	68.2%
Lobbying for poverty eradication	1.9%	3.2%	23.6%	57.3%	14.0%	100.0%	2.78	69.6%
Lobbying for environmental sustainability	4.6%	9.3%	25.8%	51.2%	9.0%	100.0%	2.51	62.7%
Indicator score	**Effective**						2.07	66.83%

Overall, the level of effectiveness of the CS in meeting societal needs is high (66.83%). The CS proves to be more effective in lobbying for poverty eradication and state service provision than for environmental protection. Poverty eradication is a field where CSOs have been working over a long period of time and their adherence to governmental priorities is also much easier in this respect. CSOs are also increasingly moving in the area of lobbying for state service delivery in cases of identified gaps. This is also an EDPRS II priority and it clearly helps to find a space for CSOs in helping the government to improve service delivery.

3.5.7 Responding to social interests (responsiveness)

Table51: Level of effectiveness of CS in responding to priority social concerns expressed by citizens

Non-extent	Ineffective	Somewhat effective	Effective	Very effective	Total	Score	%
0.8%	2.6%	15.7%	57.5%	23.4%	100.0%	3.00	75.0%

The majority of citizens interviewed in this study consider that the CS society is effective in responding to their social concerns. The level of effectiveness of the CS in this regard stands at 75%, thus high and implying that the CS is developed in this area. Although perceived to be high, this result calls upon the CSOs to spare no effort to improve the level of effectiveness in the area of responding to citizens' social concerns which justifies primarily the relevance of the civil society.

Table52: Recap of the effectiveness of civil society in shaping people's lives and the society

Dimension 4: Impact and effectiveness	2015 edition		2012 edition		Change (% 2012/2015)	
	CSOs	Citizens	CSOs	Citizens	CSOs	Citizens
Influencing public policy (72.3%)						
Civil society's impact on Social policy issues		71.9		67.00		4.90
Civil Society's impact on Justice and Human Rights policy issues		73.6		64.40		9.20
Civil Society's Impact on governance policy issues		72		NA		
Civil Society's Impact on economic development policy issues		71.7		NA		
Engage state and private sector (54.2%)						
Extent to which CSOs engage State		66.3		49.00		17.30
Extent to which CSOs engage private sector		62.1		46.90		15.20
Empowering citizens (70.6%)						
Informing/ educating citizens		67.2		58.00		9.20
Building capacity for collective action		70.7		62.70		8.00

Dimension 4: Impact and effectiveness	2015 edition		2012 edition		Change (% 2012/2015)	
	CSOs	Citizens	CSOs	Citizens	CSOs	Citizens
Empowering vulnerable people		73.8		66.70		7.10
Empowering women		73		70.70		2.30
Empowering youth		68.1		NA		
Responding to membership needs (75%)						
Extent to which CSO are responsive to membership needs		75		NA		
Meeting societal needs (58%)						
Lobbying for state service provision		68.2		59.90		8.30
Meeting needs of vulnerable groups		25		34.10		-9.10
Lobbying for poverty eradication		69.6		NA		
Lobbying for environmental sustainability		69.7		NA		
Level of CSOs' responsiveness to social interests		64.3		NA		

The findings in the table above suggests that the level of effectiveness (impact) of Rwandan civil society in shaping citizens' lives stands high (68%), implying that civil society is developed in this area. A comparative analysis with the 2012 CSDB shows an increase of 10.5% for this dimension. It is worth noting that among the five indicators assessed under this dimension, three of them emerged as most developed such as responding to membership needs (75%), influencing public policy (72.3%) and empowering citizens(70.6%). While CSO are more effective in responding to the membership needs, influencing public policy and empowering citizens, the 2015 CSDB indicates a moderate level of effectiveness within CSO as regard to meeting societal needs (58%). This barometer also reveals a significant improvement(increase of 14.2%) in as far as engagement of CSO with state and private sector is concerned. This finding proves very encouraging in the sense that CSO in Rwanda is sometimes perceived as weak in this particular aspect.

3.6 CSO INSTITUTIONAL / ORGANIZATIONAL STRENGTH

3.6.1 Level of organization

This section focuses mainly on membership in umbrella organisations. The number and effectiveness of umbrella organisations prove to be another good indicator of CS development. The level of organisation of the civil society refers to "*features of the infrastructure for civil society, indicating its stability and maturity, as well as its capacity for collective action*"[28]. It encompasses indicators such as the existence and effectiveness of CSO umbrella bodies, efforts to self- regulate, the level of support infrastructure and international linkages.

3.6.2 Existence of CSO umbrella bodies

Table53: Proportion (%) of CSO with membership in umbrella bodies

Membership of any umbrella/ federation/platform organisation			How many?		
	Freq.	%		Freq.	%
Yes	79	65.8%	One	54	68.4%
			Two	11	13.9%
			Three	8	10.1%
			+ Three	6	7.6%
No	41	34.2%			
Total	*120*	*100.0%*			
Necessity for CSO umbrella bodies				79	100.0%
Yes	104	93.7%			
No	7	6.3%			
Total	*111*	*100.0%*			

The majority of CSOs are grouped in umbrella organisations. The study shows that close 7 out of 10 participating organisations have membership in such umbrella or platform organisations. The survey also shows that 3 in 10 are members of more than one umbrella organisation. This shows that many CSOs have understood the relevance of becoming members of platforms and umbrella organisations. Being a member of a bigger organisation is vital as it can give the opportunity not only for capacity building for member organisations,

28 CIVICUS , op.cit. p.20

but also for voicing their concerns, building synergies for advocacy actions. However, unless such platforms work independently and with high level of professionalism, membership to umbrella bodies cannot be useful enough to member organisations. However, the data suggests an important proportion of CSOs (34.2%) with no membership in umbrella organisations, while almost all participating CSOs (93.7%) support the necessity of those umbrella organisations.

3.6.3 Effectiveness of existing umbrella bodies

While CSOs membership in umbrella organisations is an important indicator in assessing civil society development, effectiveness of those umbrella bodies tells proves to be another key indicator in this regard. The table below assesses people's perception of the effectiveness of existing umbrella bodies in achieving their goals.

Table54: Perceived level of effectiveness of umbrella organisations in achieving their goals

		Not effective at all	Not effective	Somewhat effective	Effective	Very effective	Total	Score	Don't know
Effectiveness of umbrella bodies	n	1	3	19	56	8	87	**2.77**	33
	%	1.1%	3.4%	21.8%	64.4%	9.2%	100.0%	**69.3%**	27.5%

Overall, umbrella organisations are perceived to be quite effective in achieving their goals. The perceived level of effectiveness stands at 69.3%. This highlights the need for other CSOs to join existing or form their umbrella organisations. However, the survey indicates that much is still yet to be done for umbrella bodies to be highly effective. This is derived from an important level (30%) of ineffectiveness of those umbrella organisations perceived by some representatives of participating CSOs.

3.6.4 Self-regulation

This section examines the proportion of CSOs, which have self-regulation mechanisms, as well as the effectiveness of those mechanisms. Self-regulation is

understood in this context as a set of internal rules and procedures to manage organisational structure of a CS effectively.

Figure 18: Availability of auditing structure in civil society organizations (n=120)
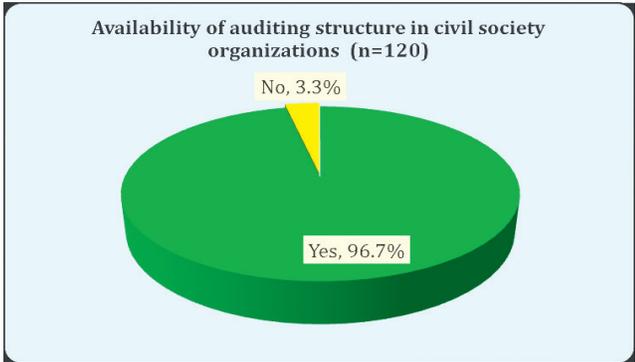
It emerges from the figure above that nearly all-participating CSOs declared having auditing structures. This is very encouraging because auditing bodies are vital in ensuring transparency and integrity of CSOs.

3.6.5 Effectiveness of the existing self-regulation mechanisms

The figure below examines the level of effectiveness of the existing self-regulation mechanisms as perceived by representatives of CSOs.

Table55: Perceived of level of performance of civil society audit structures

CSO perception		Not used	Poor	Fair	Good	Very good	Total	Score
Performance of civil society audit structures	N	0	1	1	71	38	111	**3.32**
	%	0.0%	0.9%	0.9%	64.0%	34.2%	100.0%	**82.9%**

The survey suggests a very high level (82%) of perceived performance of auditing structures. The data suggests that the CS society is developed in this area. It is important to stress that TI-Rw researchers did not have the mandate to verify if such self-regulation mechanisms are actually in place or to assess their effectiveness, thus relying on the CSOs' own self evaluation.

Figure 14: Respect of government law, rules and regulations

CSO perception		Not respected at all	Not respected	Somewhat respected	Respected	Highly respected	Total	Score	Don't know
Respect of government law, rules and regulations	n	0	1	1	51	64	117	**3.52**	3
	%	0.00%	0.90%	0.90%	43.60%	54.70%	100.00%	**88.00%**	2.50%

There might be an obvious bias where CSOs evaluate themselves on their respecting existing laws and regulations. However, the strong regulatory framework in legal terms (laws) and also institutionally (RGB responsible for managing CSOs) might support the high confidence of CSO representatives that rules and laws are respected. It is important to note that especially for smaller CSOs respecting of auditing and management procedures might still be a challenge due to lack of qualified staff especially in the financial and management matters.

3.6.6 CSO operational capacity

3.6.6.1 International linkages

Like for umbrella organisations, international partners play a key role in providing not only financial support, but also capacity building through trainings, exchange forums and study tours. By doing so, they can therefore contribute to the development of CS. The table below examines the proportion of CSOs which have international partners.

3.6.6.2 Existence of international partners for local CSOs

Table56: Proportion (%) of local CSOs with international partners

Existence of international linkages /partners			How many?		
	Freq.	%		Freq.	%
Yes	89	74.2%	One	21	23.6%
			Two	20	22.5%
			Three	17	19.1%
			+ Three	31	34.8%
No	31	25.8%		89	100.0%
Total	*120*	*100.0%*			

The majority of CSOs appear to have international linkages. The data suggests a high proportion (74.2%) of participating organisations with such linkages. Close to 8 out of 10 CSOs which participated in this study have international partners. Close to 8 in 10 organisations with international linkages have at least two (2), while one third of them have more than three international linkages. This implies a high level of linkage of Rwandan CSOs with international organisations or networks. The latter mostly include financial and technical support partners, which are generally foreign/international NGOs and agencies based abroad and those operating in Rwanda. However, it emerges from the table above that close to 3 in 10 are not connected internationally. This is likely to hinder their development in that they do not have access to development opportunities offered by such linkages, and do not have international avenues to display their achievements or share their experience with international or foreign actors.

Table 57: Type of involvement of a CSO (advocacy, service delivery, policy process)

	Frequency				Percent			
	Always	**Sometimes**	**Never**	**Total**	**Always**	**Sometimes**	**never**	**Total**
Service delivery	105	10	1	116	**90.5%**	8.6%	0.9%	100.0%
Policy process	98	10	4	112	**87.5%**	8.9%	3.6%	100.0%
Advocacy	80	18	13	111	**72.1%**	16.2%	11.7%	100.0%
Information dissemination	75	23	12	110	**68.2%**	20.9%	10.9%	100.0%

The organizational strength of CSO was also measured through their involvement in service delivery, policy process, advocacy and information dissemination. The data in the table above shows that CSO in Rwanda are developed in this area. However, more efforts need to be done with regard to the information dissemination. This finding corroborate the EU report (2013)[29] stating that CSOs are often involved in projects and programmes aimed at disseminating

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29 EU, 2013: Mapping of the civil society and project identification of a support program to the civil society in Rwanda,

information on rights and public policies. The same report revealed that CSOs tend to renounce to play an active role by initiating activities for responding to the needs and interests of their constituencies or providing to public authorities feedbacks and information for improving policies and for enhancing the exercise of rights.

3.6.6.3 Inter-relations

Table 58: Communication

		Not existing	Very bad	Bad	Good	Very good	Total	Score
Exchange of information between civil society organizations	n	13	3	13	83	8	120	**2.58**
	%	10.8%	2.5%	10.8%	69.2%	6.7%	100.0%	**64.6%**

Communication between CSO is of a paramount important in achieving their goals. Reading the above table, it is clear that the exchange of information between civil society organisations is perceived as developed (64.6%). Surprisingly, it emerges from this finding that the level of communication between local CSOs has decreased from 87.6% in 2012 to 64.6% in 2015. CSOs should bear in mind that inter-communication on common activities and programmes is key to overcome their challenges.

3.6.6.4 Cooperation/synergy

Beyond communication between CSOs, the latter are expected to cooperate through concrete projects or programmes in order to better achieve their goals. Cooperation between local CSOs says therefore a lot about the level of CS development. The level of cooperation between those organisations is examined in the table below.
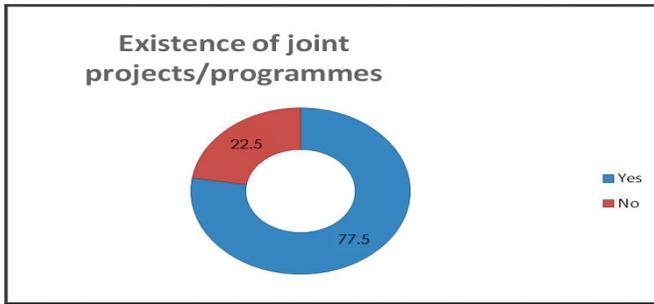
The majority (77.5%) of CSO are involved in jointly implemented projects or programmes. This situation is explained by the fact that over 75%[30] of local CSOs depends from external sources such as international donors or the government which leads CSOs to be dependent from external agendas and consequently tends to implement joint projects from the donor community.

3.6.7 International stakeholders

The financial and technical support provided by International partners is key in the development of CSOs. The figure below presents the extent to which CSOs cooperate with International stakeholders.

Figure 20: Civil Society organizations having international stakeholders

It emerges from the findings that the majority of CSOs (74.2%) which participated in this study have international partners. International NGOs have often a long-standing presence in Rwanda. In most cases, INGO presence and activities still mainly focus on service delivery and on direct

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30 Ibidem

implementation of projects, channelling aid to population through the partnership with national CSOs and of local CBOs. CSOs would therefore take the advantage of this partnership to sustain their mission even in the absence of INGOs.

3.6.8 Resources

The assessment of the development of civil society cannot overlook the resources dimension. In order to achieve their goals, all CSOs need both financial and human resources. This section looks at the sources of funding for CSOs and the adequacy of resources for these CSOs to carry out their activities and achieve their goals.

Beside the analysis of sources of CSOs funding, it is worth looking at CSOs perception of the relationship between the available resources and the goals they have to achieve. The table below examines the level of adequacy of both financial and human resources for CSOs to achieve their goals.

Table59: Level of adequacy of financial and human resources for CSOs to achieve their goals

	Totally inadequate	Inadequate	Somewhat adequate	Adequate	Very adequate	Total	Score	%
Adequacy of finance to achieve organisation goals	13.8%	48.3%	25.9%	12.1%	0.0%	100.0%	1.36	34.1%
Adequacy of the quantity of human resources to achieve organisation goals	3.4%	37.6%	21.4%	36.8%	0.9%	100.0%	1.94	48.5%
Adequacy of the quality of human resources (education, experience) to achieve organisation goals	1.7%	11.9%	23.7%	53.4%	9.3%	100.0%	2.57	64.2%

It emerges from the table above that the CS is in a critical financial situation. It suggests a low level of adequacy of the CSOs finance to achieve their goals (34.1%) as perceived by CSOs' representatives. Thus, the Rwandan CS is weak in this area. As regards human resources, the situation seems not very different, though better than the financial one. The survey suggests that CS is fairly developed, though it implies, at the same time, that much needs to be done on both the quantity and the quality of human resources. There seems to be fewer adequacy in the quantity than in the quality of resources. On average, the adequacy of human resources stands at 64.2%, while their quality stands at 48.5%.

3.6.9 Financial resources

Table 60: Financial resources

		Not sufficient at all	Not sufficient	Somewhat sufficient	Sufficient	Very sufficient	Total	Score
Comparison of current financial resources with required to accomplish the CSO goals	n	16	56	30	14	0	116	**1.36**
	%	13.8%	48.3%	25.9%	12.1%	0.0%	100.0%	**34.1%**

The study reveals that the level of adequacy of CSOs with regard to their current financial resources compared to the required to accomplish their goals remains very low (34.1%). These findings corroborate the fact that over 75% of CSOs in Rwanda are donor dependent.

3.6.10 Human resources

Table 61: Employees' experience and skills

		Not sufficient at all	Not sufficient	Somewhat sufficient	Sufficient	Very sufficient	Total	Score
Comparison of current number of employees' experience and skills with what is required to accomplish CSO goals	N	2	14	28	63	11	118	**2.57**
	%	1.7%	11.9%	23.7%	53.4%	9.3%	100.0%	**64.2%**

The data in the above table suggests that CSO's capacity in terms of number, experience and skills of its staff is developed (64.2%). However, a study commissioned by EU in 2013 highlighted that despite the relatively large number of organisations only few NGOs have capacities, resources and a (real) defined agenda; while the other just follow the flows of funds from the different sources; avoiding to define a clear domain of action.

Table 62: Recap of the CSO Institutional/organisational strength: 67.3%

Dimension 5: CSO institutional/ organizational strength	2015 edition		2012 edition		Change (% 2012/2015)
	CSOs	Citizens	CSOs	Citizens	CSOs
Perception on the relevance of CSO umbrella bodies	93.7		NA		
Effectiveness of CSO umbrella bodies	69.3		70.4		-1.10
Self-regulation(CSOs internal rules and procedures)	82.9		87.4		-4.50
Respect of national regulations and procedures	88		NA		
CSOs Operational capacity (73.5%)					
International linkages	74.2		65.2		9.00
Level of CSO activities	55.8		NA		
Type of involvement of a CSO (advocacy, service delivery, policy process)	90.5		NA		
Inter-relations (71.1%)					
Communication	64.6		NA		
Cooperation/synergy	77.5		NA		
Resources (41.3%)					
Financial resources	34.1		NA		
Human resources	48.5		NA		

It emerges from the table above that the organisational strength of Rwandan civil society stands high (67.3%), implying that civil society is developed in this area. It is worth noting that among the four indicators assessed under this dimension, two of them emerged as most developed such CSO operational capacity (73.5%) and inter-relations (71.1%). However, CSO resources proves to be the least developed indicator for this dimension. It is important to remind that this dimension was newly added to the CSDB and hence cannot be subject to comparison.

CONCLUSION AND RECOMMENDATIONS

It is evident from the findings that citizens and CSO representatives alike are confident that the impact of CSO work grows. Besides the quantitative data supporting this statement, desk research and qualitative data complements the notion that CSOs in Rwanda are increasing in numbers and in quality of policy contribution to various technical areas. This is due to increasingly inclusive governance environment, but also due to the ongoing professionalization of Rwandan CSOs as supported by the modest increase of score in the dimension *CSO institutional/ organisational strength*.

Dimensions of *CSO environment and CSO values* have also slightly improved since the baseline mapping in 2012. Despite the relatively high level of confidence, largely based on perceptions of CSO representatives, there is evidence that substantial differences remain between urban and rural CSOs in terms of management and organisational structures. The members of CSOs are prevalent in urban areas, tend to be better educated and have a higher income comparing with the rural area. This is in line with other developing and developed countries. However, the CSOs in Rwanda need to strengthen their responsiveness to their membership. Greater outreach of CSOs towards rural areas targeting low-income and lower-educated population might be strengthened in the CSOs strategic planning.

The dimension of *Citizen participation and CSO inclusiveness* shows a level of moderate strength of CSOs in this area. Despite the existence of platforms for discussion between CSOs and State and CSOs and citizens such as JADF, the quality of outputs coming out of these platforms needs to be improved and has to feed into relevant policy making to comply with EDPRS II outcomes of *Increased citizen participation in planning processes and solving their own problems; Enhanced information flows and participation of the population through established and new channels and Strengthened accountability.*

It is encouraging to observe that sub-indicators of *fundamental freedoms and rights* and *level of organization* of CSOs scored highest and are, according to the perceptions, the most developed areas monitored in this framework. *Extent of citizen participation in CSOs, Private sector-CSO relationship and human and financial resources* are the weakest areas of CSO performance. CSOs are still not able to mainstream citizens' input in public policy planning and monitoring sufficiently. The lack of involvement of the private sector in the CS area is felt by the CSOs in the form of financial insecurity and overall reliance on external development partners' funding.

Some areas of CSO development require a comprehensive national discussion with active involvement of all main governance stakeholders. Still relatively low level of involvement of citizens in CSOs calls for campaigning and awareness building, which would instill the culture of civic engagement of the population beyond the already very high participation in elections, *Umuganda* gatherings and so on.

CSOs on the other hand need to fully represent the interests of their members. Only 58% of respondents express a high confidence that their CSOs are responsive to the needs. The low financial, in-kind and expertise contribution of citizens to CSOs are only consequences of low development of CSOs in these areas. Financial and management transparency and overall accountability of CSOS vis-à-vis citizens has to be further strengthened.

There are some gains compared to 2012 in areas such as influencing public policy (73%), tolerance (72%), legal environment (72%) and socio-cultural context (75%). This momentum needs to be maintained and CSOs have to move in the strengthening of these areas further.

These partial gains would not come to realization without delivering on some of the recommendations from the 2012 edition of the RSCDB. In this spirit, some CSOs have intensified their effort to attract new members and broaden their support from membership fees and other financial sources. This has been

appreciated by citizens and marks an improvement of compared to 2012. Using of mass media such as press, radio and also social media has become a habit for most of the CSOs and contributes to the CSOs' growing voice in the public.

It can be also observed that capacity building of CSOs has been more strategic in view of pursuing a long-term vision. It shall be also noted that the perceived level of confidence that CSOs are free of corruption has increased.

It is also fair to admit that some recommendations from 2012 barometer have not been addressed sufficiently. In 2012 edition, CS platforms and members had been urged to clearly demarcate their lines of responsibilities. In 2015, there is still little distinction between some CS platforms and their members. Some platforms are involved in the implementation of projects and are disconnected from the membership base. In this connection, the sub-indicator of communication measuring the level of interaction amongst the CSOs has decreased by 23 percentage points. Furthermore, CSOs or their coalitions still struggle in integrating citizens' voice in the planning, monitoring and evaluation of national policies. This applies especially to the local decentralized entities, where existing platforms for dialogue are sometimes of qualitatively low input for policymaking. CSOs, local state authorities and citizens need to be sensitized in an appropriate form to bridge these deficiencies.

Overall, this barometer is an excellent starting point for a discussion on how to strengthen CSOs even further in the five dimensions and beyond. It will offer additional opportunities for improvement in Civil Society development process so that CSOs contribute to the socio-economic development and well-being of the people of Rwanda. As in the 2012 edition, the findings will surely generate a national dialogue and feed into broader assessment of governance, e.g. through the Rwandan Governance Scorecard published regularly by RGB.

RECOMMENDATIONS

The above-mentioned findings lead to following recommendations:

Dimension 1: Citizen participation and CSO inclusiveness

i) The quality of citizen participation through CSOs must be increased. To allow this, forums for CSO involvement should improve technically and qualitatively

ii) The culture of donating time, financial means and expertise to CSOs needs to be instilled and promoted. CSOs and development partners in governance can lead the initiatives in this area;

iii) CSOs shall avail financial means for increased citizen participation and consider this issue in their strategic planning as a crosscutting area. Special consideration might be made for the vulnerable group of citizens living under the poverty level;

iv) Strategies to increase citizen participation shall be formulated by individual CSOs, consulted e.g. through CS platforms and coordinated with the government policies.

Dimension 2: CSO environment

i) Private sector shall be encouraged to contribute to CSOs in kind, financially or with the expertise. CSOs will profit with higher technical expertise and financial security through private sector involvement;

ii) CSOs shall work on programmatic approach to their work, which will increase their sustainability, long-term impact and will provide a focus to their intervention.

iii) Development partners and other stakeholders shall be encouraged to provide programmatic support instead of short project support;

iii) Especially at the local level, CSOs' role in advocacy for better governance might be considered in districts' planning (e.g. Imihigo) and reflected in their

indicators.

Dimension 3: CSO Values

i) Financial transparency, leadership of CSOs and their supervision by members might be more inclusive and transparent. Internal audit committees might play more active role in ensuring greater participation in quantity and quality of the members and their target groups;

ii) CSOs need to be pro-active in the identification of citizens' needs and for that, work closely with citizens to in the field and avoid bureaucracy

iii) The balance from donor driven CSO programming towards increased CSOs ownership has to be shifted;

Dimension 4: Impact / Effectiveness of CSOs

i) CSOs need to be more active at the local level and in rural areas where the citizens need most of their support;

ii) CSOs need to be focused and need to represent a clear section of citizenry, especially the vulnerable, to make themselves more specialized and responsive to societal needs;

iii) CSOs need to reinforce their M&E systems, especially documenting impacts, and communication to present adequately their achievements;

iv) CSOs need to monitor and integrate citizens' needs into their planning and shall approach the government and development partners with specific concerns representing citizens' priorities;

Dimension 5: CSO institutional / organizational strength

i) Skilled staff in fundraising and financial sustainability must be recruited by CSOs to ensure financial viability of the organisations and self-reliance;

ii) Synergies and cooperation, especially amongst likeminded CSOs, must be

strengthened and their mandate shall not overlap;

iii) The distinction and labour division between CSOs' umbrellas and CSO members must be made explicit by RGB.

Others:

i) Next RSCDB might strengthen observation-based indicators as a complement to perceptions by citizens and CS representatives (as in 2012 and 2015 editions). This will improve the objectivity of the CSO assessment;

ii) A roadmap for the implementation of the agreed recommendations from this 2015 edition must be designed to assess progress made.

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ANNEX:

Scoring, CSOs and Citizens' perceptions

2015

SN#	Variable	CSO	CTZ	AVG
1	**Citizen participation and CSO inclusiveness**	**69.2%**	**54.3%**	**61.7%**
1.1.	**Extent of citizen participation in CSOs**		**40.1%**	**40.1%**
1.1.1.	Non-partisan political action		8.2%	**8.2%**
1.1.2.	Charitable giving		23.6%	**23.6%**
1.1.3.	CSO membership		44.5%	**44.5%**
1.1.4.	Volunteering		44.2%	**44.2%**
1.1.5.	Collective community action		80.1%	**80.1%**
1.2.	**Diversity of civil society participants**	**69.2%**	**68.4%**	**68.8%**
1.2.1.	CSO leadership	69.2%		**69.2%**
1.2.2.	Citizen engagement with CSOs by gender		61.3%	**61.3%**
1.2.3.	Citizen engagement with CSOs (rural/ urban)		68.5%	**68.5%**
1.2.4.	Citizen engagement with CSOs by income/ consumption categories		75.4%	**75.4%**
2	**CSO environment**	**65.7%**	**70.3%**	**68.0%**
2.1.	**Political context**	**61.4%**	**61.4%**	**61.4%**
2.1.1.	Political rights	68.2%	62.4%	**65.3%**
2.1.2.	Rule of law	63.3%	64.8%	**64.1%**
2.1.3.	Public sector free from corruption	52.6%	57.1%	**54.9%**
2.2.	**Fundamental freedoms & rights**	**79.9%**	**74.4%**	**77.2%**
2.2.1.	Freedom of association	89.6%	82.9%	**86.3%**
2.2.2.	Information rights	70.2%	65.9%	**68.1%**
2.3.	**Socio-cultural context**		**75.1%**	**75.1%**
2.3.1.	Trust in Rwandans with different backgrounds		75.1%	**75.1%**
2.4.	**Legal environment**	**72.3%**		**72.3%**
2.4.1.	CSO registration	73.0%		**73.0%**
2.4.2.	Extent to which the law governing CSOs promote their working environment	71.5%		**71.5%**
2.5.	**State-civil society relations**	**66.7%**		**66.7%**
2.5.1.	Dialogue	87.5%		**87.5%**
2.5.2.	Cooperation	70.0%		**70.0%**
2.5.3.	Support	42.5%		**42.5%**
2.6.	**Private sector-civil society relations**	**48.4%**		**48.4%**
2.6.1.	Private sector dialogue	72.5%		**72.5%**

SN#	Variable	CSO	CTZ	AVG
2.6.2.	Corporate social responsibility	39.3%		**39.3%**
2.6.3.	Private sector support	33.3%		**33.3%**
3	**CSO Values**	**77.0%**	**63.8%**	**70.4%**
3.1.	**Democracy**	**79.2%**	**57.7%**	**68.5%**
3.1.1.	Democratic practices within CSOs		43.0%	**43.0%**
3.1.2.	CSOs actions to promote democracy	79.2%	72.4%	**75.8%**
3.2.	**Transparency and accountability**		**58.5%**	**58.5%**
3.2.1.	Civil society free from corruption		64.7%	**64.7%**
3.2.2.	Financial transparency of CSOs		52.3%	**52.3%**
3.2.3.	Accountability within CSOs		58.5%	**58.5%**
3.3.	**Tolerance**	**74.8%**	**70.0%**	**72.4%**
3.3.1.	Tolerance within the CSOs arena	74.8%	68.6%	**71.7%**
3.3.2.	CSOs actions to promote tolerance		71.4%	**71.4%**
3.4.	**Non-violence and gender equity**		**68.8%**	**68.8%**
3.4.1.	CS actions to promote non-violence and peace		76.2%	**76.2%**
3.4.2.	CSOs actions to promote gender equity		75.2%	**75.2%**
3.4.3.	Extent to which CSOs are Gender sensitive		55.0%	**55.0%**
4	**Impact/ Effectiveness of CSOs**		**68.0%**	**68.0%**
4.1.	**Influencing public policy**		**72.3%**	**72.3%**
4.1.1.	Civil society's impact on Social policy issues		71.9%	**71.9%**
4.1.2.	Civil Society's impact on Justice and Human Rights policy issues		73.6%	**73.6%**
4.1.3.	Civil Society's Impact on governance policy issues		72.0%	**72.0%**
4.1.4.	Civil Society's Impact on economic development policy issues		71.7%	**71.7%**
4.2.	**Engage state and private sector**		**64.2%**	**64.2%**
4.2.1.	Extent to which CSOs engage State		66.3%	**66.3%**
4.2.2.	Extent to which CSOs engage private sector		62.1%	**62.1%**
4.3.	**Responding to membership needs**		**75.0%**	**75.0%**
4.3.1.	Extent to which CSO are responsive to membership needs		75.0%	**75.0%**
4.4.	**Empowering citizens**		**70.6%**	**70.6%**
4.4.1.	Informing/ educating citizens		67.2%	**67.2%**
4.4.2.	Building capacity for collective action		70.7%	**70.7%**
4.4.3.	Empowering vulnerable people		73.8%	**73.8%**
4.4.4.	Empowering women		73.0%	**73.0%**
4.4.5.	Empowering youth		68.1%	**68.1%**
4.5.	**Meeting societal needs**		**58.0%**	**58.0%**
4.5.1.	Lobbying for state service provision		68.2%	**68.2%**
4.5.2.	Meeting needs of vulnerable groups		25.0%	**25.0%**

SN#	Variable	CSO	CTZ	AVG
4.5.3.	Lobbying for poverty eradication		69.6%	**69.6%**
4.5.4.	Lobbying for environmental sustainability		62.7%	**62.7%**
4.5.5.	Level of CSOs' responsiveness to social interests		64.3%	**64.3%**
5	**CSO institutional/ organizational strength**	**67.3%**		**67.3%**
5.1.	**Level of organization**	**83.5%**		**83.5%**
5.1.1.	Perception on the relevance of CSO umbrella bodies	93.7%		**93.7%**
5.1.2.	Effectiveness of CSO umbrella bodies	69.3%		**69.3%**
5.1.3	Self-regulation(CSOs internal rules and procedures)	82.9%		**82.9%**
5.1.4.	Respect of national regulations and procedures	88.0%		**88.0%**
5.2.	**CSOs Operational capacity**	**73.5%**		**73.5%**
5.2.1.	International linkages	74.2%		**74.2%**
5.2.2.	Thematic sector of main activities of a CSO	55.8%		**55.8%**
5.2.3.	Type of involvement of a CSO (advocacy, service delivery, policy process)	90.5%		**90.5%**
5.3	**Inter-relations**	**71.1%**		**71.1%**
5.2.1.	Communication	64.6%		**64.6%**
5.2.2.	Cooperation/synergy	77.5%		**77.5%**
5.3.	**Resources**	**41.3%**		**41.3%**
5.3.1.	Financial resources	34.1%		**34.1%**
5.3.2.	Human resources	48.5%		**48.5%**

Monitoring matrix:

Monitoring Matrix - Civil Society Development Barometer				
Domain	*Level*	*Variable*	*Data collection tool*	*Unit of measurement*
1.Citizen participation and CSO inclusiveness	Indicator	Extent of citizen participation in CSOs		
	Sub-indicator	Non-partisan political action	Questionnaire survey	Citizens
	Sub-indicator	Charitable giving	Questionnaire survey	Citizens
	Sub-indicator	CSO membership	Questionnaire survey	Citizens
	Sub-indicator	Volunteering	Questionnaire survey	Citizens
	Sub-indicator	Collective community action	Questionnaire survey	Citizens
	Indicator	Diversity of civil society participants		
	Sub-indicator	CSO leadership	Questionnaire survey	CSOs
	Sub-indicator	Citizen engagement with CSOs by gender	Questionnaire survey	Citizens
	Sub-indicator	Citizen engagement with CSOs (rural/ urban)	Questionnaire survey	Citizens
	Sub-indicator	Citizen engagement with CSOs by income/ consumption categories	Questionnaire survey	Citizens
2. CSO environment	Indicator	Political context		
	Sub-indicator	Political rights	Questionnaire survey, secondary data	citizens, CSOs
	Sub-indicator	Rule of law	Questionnaire survey	citizens, CSOs
	Indicator	Fundamental freedoms & rights		
	Sub-indicator	Freedom of association	Questionnaire survey, secondary data	Citizens, CSOs, RGB, human rights organisations
	Sub-indicator	Information rights	Questionnaire survey, secondary data	Citizens, CSOs, RGB, human rights organisations
	Indicator	Socio-cultural context		
	Sub-indicator	Trust in Rwandans with different backgrounds	Questionnaire survey	Citizens
	Indicator	Legal environment		
	Sub-indicator	CSO registration	Questionnaire survey	Citizens, CSOs, RGB, human rights organisations
	Sub-indicator	Extent to which the law governing CSOs promote their working environment	Questionnaire survey, desk review	RGB,CSOs
	Indicator	State-civil society relations		
	Sub-indicator	Dialogue	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Cooperation	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Financial Support	Questionnaire survey	Citizens, CSOs
	Indicator	Private sector-civil society relations		

Monitoring Matrix - Civil Society Development Barometer				
Domain	*Level*	*Variable*	*Data collection tool*	*Unit of measurement*
	Sub-indicator	Private sector dialogue	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Corporate social responsibility	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Private sector support	Questionnaire survey	CSOs
3.CSO Values	Indicator	Democracy		
	Sub-indicator	Democratic practices within CSOs	Questionnaire survey	Citizens, CSOs
	Sub-indicator	CSOs actions to promote democracy	Questionnaire survey	Citizens, CSOs
	Indicator	Transparency and accountability		
	Sub-indicator	Level of corruption within civil society	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Financial transparency of CSOs	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Accountability within CSOs	Questionnaire survey	Citizens, CSOs
	Indicator	Tolerance		
	Sub-indicator	Tolerance within the CSOs arena	Questionnaire survey	Citizens, CSOs
	Sub-indicator	CSOs actions to promote tolerance	Questionnaire survey	Citizens, CSOs
	Indicator	Non-violence and gender equity		
	Sub-indicator	CS actions to promote non-violence and peace	Questionnaire survey	Citizens, CSOs
	Sub-indicator	CSOs actions to promote gender equity	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Extent to which CSOs are Gender sensitive	Desk review	CSOs
4. Impact/ Effectiveness of CSOs	Indicator	Influencing public policy		
	Sub-indicator	Civil society's impact on Social policy issues	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Civil Society's impact on Justice and Human Rights policy issues	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Civil Society's Impact on governance policy issues	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Civil Society's Impact on economic development policy issues	Questionnaire survey	Citizens, CSOs
	Indicator	Engage state and private sector		
	Sub-indicator	Extent to which CSOs engage State	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Extent to which CSOs engage private sector	Questionnaire survey	Citizens, CSOs
	Indicator	Responding to membership needs		
	Sub-indicator	Extent to which CSO are responsive to membership needs	Questionnaire survey	Citizens, CSOs
	Indicator	Empowering citizens		
	Sub-indicator	Informing/ educating citizens	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Building capacity for collective action	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Empowering vulnerable people	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Empowering women	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Empowering youth	Questionnaire survey	Citizens, CSOs

Monitoring Matrix - Civil Society Development Barometer				
Domain	*Level*	*Variable*	*Data collection tool*	*Unit of measurement*
	Indicator	Meeting societal needs		
	Sub-indicator	Lobbying for state service provision	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Meeting needs of vulnerable groups	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Lobbying for poverty eradication	Questionnaire survey	Citizens, CSOs
	Sub-indicator	Lobbying for environmental sustainability	Questionnaire survey	Citizens, CSOs
		Level of CSOs' responsiveness to social interests	Questionnaire survey	Citizens, CSOs
5. CSO institutional/ organizational strength	Indicator	Level of organization		
	Sub-indicator	Perception on the relevance of CSO umbrella bodies	Questionnaire survey	CSOs
	Sub-indicator	Effectiveness of CSO umbrella bodies	Questionnaire survey, secondary data	CSOs
	Sub-indicator	Self-regulation(CSOs internal rules and procedures)	Questionnaire survey, secondary data	CSOs
	Sub-indicator	Respect of national regulations and procedures	Questionnaire survey, secondary data	CSOs
	Indicator	CSOs Operational capacity		
	Sub-indicator	International linkages	Questionnaire survey, secondary data	CSOs
	Sub-indicator	Type of involvement of a CSO (advocacy, service delivery, policy process)	Questionnaire survey, secondary data	CSOs
	Indicator	Inter-relations		
	Sub-indicator	Communication	Questionnaire survey, secondary data	CSOs
	Sub-indicator	Cooperation/synergy	Questionnaire survey, secondary data	CSOs
	Indicator	Resources		
	Sub-indicator	Financial resources	Questionnaire survey, secondary data	CSOs
	Sub-indicator	Human resources	Questionnaire survey, secondary data	CSOs

1   *TI-RW' s report on professionalism of courts, 2015P*

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