Framework for LTA implementation among CSOs in Rwanda

Kigali, March 2022

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Acknowledgments

List of acronyms and abbreviations

AVEGA	Association des Veuves du Génocide – Agahozo.
CBOs	Community-based Organizations.
CESTRAR	Central des Syndicats des Travailleurs au Rwanda.
CIVICUS	World Alliance for Civic Participation.
CLADHO	Collectif des Ligues et Associations de Droits de l'Homme.
COTRAF	Congrès du Travail et de la Fraternité.
CS	Civil Society.
CSOs	Civil Society Organizations.
CUI	Coalition Umwana ku Isonga .
EDPRS	Economic Development and Poverty Reduction Strategy.
EPO	Empowering People and Organizations.
FDGs	Focus Group Discussions.
IBUKA	"REMEMBER" Umbrella organization of survivors and survivors' associations, and other organizations fighting the legacy of the genocide and its effects on survivors.
GMO	Gender Monitoring Office.
ICNL	International Center for Not-for-profit Law.
INGOs	International Non-Governmental Organization.
JADF	Joint Action Development Forum.
JICA	Japanese International Cooperation Agency.
LTA	Legitimacy, Transparency, and Accountability.
Ltd	Limited.
MIGEPROF	Ministry of Gender and Family Promotion.
NGOs	Non-Governmental Organizations.
NISR	National Institute of Statistics in Rwanda.
NNGOs	National Non-Governmental Organizations.
NST	National Strategy for Transformation.
NUDOR	National Umbrella for Disability Organizations in Rwanda.
OCA	Organizational Capacity Assessment.
RCSP	Rwanda Civil Society Platform.
REFAC	Rwanda Education for All Coalitions.
RENGOF	Rwanda Environmental NGO's Forum.
RGB	Rwanda Governance Board.
RNGOF	Rwanda NGOs Forum on HIV/AIDs and Health Promotion.
RRP+	Rwanda Network of People Living with HIV.
RYOF	Rwanda Youth Organization Forum.
SPC	Strategies for Planned Change.
TIR	Transparency International Rwanda.
UN	United Nations.
USAID	United States Agency for International Development.

1   INTRODUCTION

The landscape of CSOs in Rwanda is diverse, with CSOs represented in a wide range of sectors such as human rights, governance, agriculture, education, health, gender promotion and women's empowerment, social protection, peace and reconciliation, environment and climate change, community development, and social transformation, among others. The number of CSOs in Rwanda has multiplied in recent years, especially in post-genocide Rwanda, with organizations set up to respond to the needs and vulnerabilities resulting from the 1994 genocide against the Tutsi, reaching a current total of about 2,070 organizations. Among them, 1,881 are national NGOs and 189 are international NGOs[1].

The Government of Rwanda established the Rwanda Governance Board (RGB), a government agency in charge of regulating, coordinating, and controlling CSOs' work, among other responsibilities. In the same way, CSOs, at the national level, established, in 2004, the Rwanda Civil Society Platform (RCSP) to coordinate CSO activities. At the district level, the activities of the CSOs are coordinated through the Joint Action Development Forum (JADF). Some CSOs have a national scope and intervene in many districts, while others have a local scope and operate in one district or some sectors of a district. Therefore, some CSOs are members of more than one JADF and can belong to more than one umbrella, while others are not part of an umbrella, and subsequently not part of RCSP.

The Civil Society Development Barometer Report of 2018 provided a useful overview of the current state of the civil society landscape in Rwanda. The report indicates that Rwandan CSOs demonstrate disparities in their internal capacities, and generally face similar challenges regarding funding, organizational, and management capacities[2]. They need to have in place strong systems with decisive and appropriate actions that allow them to run their programs and activities continuously among the target populations over an extended period. This can be achieved by clearly defining the constituency, improving representation, minimizing financial vulnerability, developing diversified sources of institutional and financial support, and maximizing impact by providing quality services and products. To achieve that, CSOs must establish and effectively implement the principles of legitimacy, transparency, and accountability (LTA). The recent analysis on the LTA level among CSOs in Rwanda indicated that "the current status of LTA has allowed the organizations to contribute significantly to the development achievements of Rwanda in the recent past." However, the report concluded that "had the organizations pursued the high levels of LTA by principles and balanced them towards their constituencies and the general public, their contributions to the current national development achievements would have been more[3]". The study indicated evidence that some of the organizations have enjoyed LTA at the State and Donor level with little acknowledgment from the people.[4] Similarly, the study on the role of civil society indicated that inadequate constituency representation was included among the big challenges faced by CSOs[5]. Due to the lower level of LTA, further qualitative insights indicated that "some local NGOs don't have clear constituencies, while for those with constituencies, their representation and consultations in priority setting remain doubtful[6].

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[1] Data from RBG as of February 21st, 2022.
[2] RGB, *Programme on Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda,* 2021.
[3] PFTH & Care International Rwanda, (2021), *Situation analysis of civil society organizations on legitimacy transparency and accountability in Rwanda,* Final report. Kigali.
4 idem
[5] PFTH and Care International Rwanda (2021), *Analysis of the role of CSOs working on gender equality and women empowerment in Rwanda*. Final report. Kigali

The framework for LTA implementation among CSOs in Rwanda was developed through a participatory process, under the lead of the RCSP in partnership with PFTH and CARE International Rwanda. It mainly results from the conclusions and recommendations of the "Situation Analysis of Civil Society Organizations on Legitimacy, Transparency, and Accountability in Rwanda" conducted by PFTH and the proposed civil society capacity strengthening approach developed in 2021.

This Framework intends to guide CSOs to turn LTA principles into practices to create trusted, viable, and sustainable organizations. The implementation of this framework will help CSOs to redefine more clearly their constituency, mandate, mission, core values, and programs, and sustainably implement them. It is expected that CSOs with a high level of honesty, fairness, openness, and morale will provide high-quality services to their constituency and will then implement programs and activities that transform people's lives and generate a tangible impact on the entire society. Working relationships with various levels of government, constituencies, members, donors, and partners will be strengthened, and the sustainability of CSOs will be ensured.

The document is structured into six sections. Section One is the introduction, Section Two is the Overview of LTA Principles and their Applications; Section Three looks at the international standards, universal core-values, and principles about promoting LTA among civil society; Section Four describes the legal and regulatory framework related to the CSOs' work in Rwanda; Section Five defines the roadmap for the implementation of the LTA framework in Rwanda; while Section Six provides the logical implementation framework for LTA within CSOs in Rwanda.

2   OVERVIEW ON THE LTA PRINCIPLES AND THEIR APPLICATIONS

CSOs can only function and achieve their mandate when they are trusted by their employees, beneficiaries, and members, as well as partners. In other words, the mandate is met when the organization is legitimate, transparent, and accountable. This section discusses the principles of legitimacy, transparency, and accountability and their applicability within CSOs.

2.1 LTA principles and their sub-dimensions

The LTA concept is based on three keywords that intrigue CSOs to improve their ways of working: Legitimacy, Transparency, and Accountability.

The principle of legitimacy refers to perceptions by key stakeholders that the existence, mission, activities, and impacts of CSOs are justifiable and appropriate in terms of central social values and institutions. *It is the right to be and do something in society; a sense that an organization is lawful, admissible, and justified in its chosen course of actions*.

Four dimensions of legitimacy are observed and those are legal, normative, cognitive, and pragmatic. *Legal legitimacy* grows from compliance with legal and regulatory requirements, whereas *normative legitimacy* is grounded in widely-held social values, norms, and standards. It is particularly important for CSOs since they are often value-based organizations that emphasize contributions to the public good at the heart of their mandate and missions. *The cognitive Legitimacy* is fulfilled when CSO projects, activities, and goals are widely seen as appropriate, proper, and "making sense" to the larger society, while the *pragmatic legitimacy* emerges from the instrumental value that a CSO provides to various stakeholders, through specific outputs or in terms of creating conditions that meet stakeholders' and public interests. The quality and level of programmatic legitimacy determine the level of stakeholders' support to the CSOs.

On the other hand, the *transparency principle* refers to the openness of processes, procedures, and values of CSOs; the proactive public disclosure, and the dissemination of information that should be in the public domain. A transparent organization is understandable and clear to its people, its supporters, beneficiaries, and key stakeholders (donors and governments). *Transparent organizations* are much more accountable since promises that have been made, goals that are being achieved, policy statements that guide the organization, and resources that have been allocated are made public. Transparent procedures include open meetings, financial disclosure statements, clear board elections, and governance procedures; information on political positions, budgetary review, audits, etc.

Being accountable for CSO refers to answerability, responsibility, and liability. It means the requirement to accept responsibility to act based on CSO's promises and subsequent justified expectations by various stakeholders. Accountability is about being open and sharing information. For a CSO to be accountable, it needs to be transparent about what it is doing, what it is planning to do, and how it is performing about the goals it has set itself.

Four dimensions of accountability include the upward accountability to donors who provide funding and resources and to Government and its regulatory agencies responsible for the regulatory framework and legal certification; the downward accountability to beneficiaries and clients who use their services and members who expect representation; the inward accountability to members, Board of directors, staff and volunteers who invest their talents and time in CSO activities and the outward accountability to peers, partners, and allies who cooperate with the CSO in its programs, projects, and advocacy interventions.

In summary, legitimacy, transparency, and accountability are the three main prerequisites and enablers for a strengthened and sustainable CSO. They are also called the key drivers of organizational readiness for growth and sustainability.

2.2 How LTA principles are implemented in Rwanda

The recent analysis on the LTA level among CSOs in Rwanda indicated that the current status of LTA has allowed the organizations to contribute significantly to the development achievements of Rwanda in the recent past. However, the report concluded that "*would the organizations have pursued the high levels of LTA by principles and balanced them towards their constituencies and the general public, their contributions to the current national development achievements would have been more*[6]".

The study indicated evidence that some of the organizations have enjoyed LTA, at the state and donor level with little acknowledgment by the people[7]. Similarly, the Study on the role of civil society indicated that "inadequate constituency representation was included among the big challenges faced by some CSOs as reported by 28.6% of respondents. Due to the lower level of LTA, further qualitative insights indicated that "some local NGOs did not have clear constituencies, while for those with constituencies, their representation and consultations in priority setting remain doubtful"[8].

2.3 Challenges in the implementation of the LTA principles

The situation analysis on LTA in Rwanda revealed that CSOs' organizational capacity continues to improve year by year, although there are areas that need to be strengthened. The challenges and gaps are different depending on the nature of the organization, size, type of its constituency, geographic coverage, programs, leadership, and organizational management.

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[6] PFTH & Care International Rwanda, (2021), *Situation analysis of civil society organizations on legitimacy transparency and accountability in Rwanda,* Final report. Kigali.

[7] idem

[8] Idem

2.3.1 To legitimacy

The legitimacy principle among the CSOs operating in Rwanda is observed from an appreciation of their interventions by beneficiaries and stakeholders, compliance of CSOs to RGB requirements, the standardized approach of monitoring and evaluation for CSOs activities, CSO efficiency, and the value of money during projects implementation. However, the implementation of the legitimacy principle is compromised by 5 major challenges: (1) scarcity of funding to implement programs and activities related to their mandate, (2) failure to follow internal laws, rules, and regulations, (3) internal conflicts related to the poor organization's governance and financial management, (4) undefined or inactive constituency, (5) limited capacity of lobbying and advocacy on issues affecting constituency and the entire society.

2.3.2 To transparency

For CSOs, complying with the transparency principle is all about being open and sharing information related to the organization's activities. It includes also involving key people or key stakeholders in CSOs' decision-making process such as project development, budgeting process, implementation and reporting, and many others.

The major challenges preventing CSOs from achieving an adequate level of transparency are (1) insufficient involvement of members and staff in decision making for the organization, (2) insufficient information sharing mechanism within the organization, (3) little involvement of constituency in decision-making, (4) poor leadership and weak internal organizational management.

2.3.3 To accountability

The accountability principle is understood as being open and transparent on what you do, being answerable and liable to stakeholders when asked about your actions and responsibilities. The situation analysis on LTA principles among CSOs indicated that even if CSOs are equipped with administrative and financial tools, equipment, and materials that enable them to be accountable to their members, board, and constituencies, there are 2 identified major gaps when the accountability principle is concerned: (1) leadership, governance and management practices in some of the CSOs do not abide by the rules and regulations as they should be, (2) CSOs are not properly accountable to the constituency, target groups and served communities. It was concluded that CSOs are not properly accountable to the constituency, target groups, and local communities they are meant to serve. Leaders of organizations endeavor to strengthen accountability towards their donors as a way of keeping a good image and keeping their funding opportunities and to the state to keep their authorization certificates renewed. However, when it comes to accountability towards the members of their constituency, efforts towards building accountability are limited to service delivery, with little or no information shared on the finances and source of funds[9].

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[9] PFTH and Care International Rwanda**,** *Situation analysis of civil society organizations on legitimacy transparency and*

For Rwandan CSOs to overcome challenges and well effectively implement LTA principles, RCSP and Umbrella organizations need to establish a framework that enables the CSOs to initiate and commit to the organizational change based on the international core values and standards, provisions of national laws, and what LTA principles entail by considering their different forms and dimensions. Beyond that, achieving a high level of implementation and compliance with LTA principles shouldn't be seen only as having legal documentation, or by merely being equipped with policies and rules that are not effectively applied, but also as something of high values and benefits to be owned and embedded in the entire life and daily operations of all CSOs.

3. INTERNATIONAL PRINCIPLES PARTAING TO LTA

This section presents a quick review of international standards, core values, principles, national laws, and regulations about LTA. It explains how LTA principles are emphasized at the international level for CSOs to keep their reliability as strong partners in the international and local development perspectives.

3.1. Universal core-values

The values of the CSOs, as a concept, can be synonymous with "principles" and it means the inner guidelines or the borders of moral and ethical values within which CSOs operate, and which they must adhere to and comply with. Such core values are critical measures of a civil society's legitimacy and form the foundation on which work is performed and which determines the behaviors of the CSO. For the implementation of this particular LTA framework in Rwanda, the following international value score values will be observed:

3.1.1. CSOs work by compassion

This core value is universal, and it is the essence for the reason of being of any organization. It entails the commitment to speak for the members, beneficiaries, and the voiceless in search of their empowerment and dignity, or to provide direct support to vulnerable people, groups, and communities in need. The birth and rise of the CSOs are built on a commitment to creating a society and a world that is fit for the people, many of them with the least power and consideration through putting into action the values of empathy and humanitarian commitment[10]. Compassion remains a signature value for CSO's existence and active role in society more than ever.

3.1.2. CSOs are autonomous

They are free to focus on any topic of common or public interest without limitation. They are governed by their by-laws, which define their vision, mission, goals, strategies, internal policies, internal and democratic decision-making, bodies elected by themselves, and management rules. CSOs may take part in public discussions but should keep standing bound by mandatory codes of ethics written into the founding documents, national laws, and the international and universal principles of Civil Society. They

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accountability in Rwanda, July 2021

[10] CIVICUS. (2020). *State of report civil society 2020. The year in review*. https://www.azores.gov.pt/NR/rdonlyres/D21CF49B-EF59-4E76-88BD-5D0EEC3A2D4F/1098978/PlanoARPLAlcool.pdf

agree on the centrality of autonomy as a CSO characteristic, and this is usually referred to as the freedom and independence of civil organizations to set their agenda without the direct intervention or dictation from external forces, especially the state and/or donors.

3.1.3. CSOs are guided by voluntarism

CSOs vary from small membership organizations, informal, semi-formal, registered or not, mainly engaged in self-help activities, to medium and large-scale organizations engaged in all sorts of service delivery, sustainable development, and advocacy activities. From the start, CSO founders and members are compassionate and empathetic people who decide to create an organization in the spirit of responding to the needs of a given group or society by voluntarily gathering their ideas, joining their efforts and resources. They commit to working closely and their interest is to see changes and impact. The work done by members, leaders in governing bodies is not remunerated. Where possible, the CSO can give compensation to members and leaders who provide specific services.

3.1.4. CSOs believe in pluralism, diversity, and complementarity

The notion of plurality indicates not only the large number and types of associations and organizations occupying the sphere they belong in. But also, the diversity of interest objectives, organizational forms, and capacities they have. CSOs are not a uniform and homogeneous group of institutes. On the contrary, they are institutions with a myriad of particular interests, which have an institutional form or an institutional expression. This value requires CSOs to believe in diversity and work in complementarity with others. Joint programs and partnerships with other actors with whom they share the same goals must be initiated and strengthened.

3.1.5. CSOs are non-partisan

They are primarily expected to speak for the voiceless for policy change and instauration. Therefore, they need not align to any political ideology to meet the universal non-partisan core value as civil society organizations. This position would hold the CSOs to only siding with the truth and rights of the people, the mandate of the CSO, and the core values it intends to exhibit. However, they know that this behavior may be seen as a sign of a lack of vibrancy among CSOs or of their limited capacity or willingness to engage in the public sphere[11]. In this spirit, UNDP articulates that "CSOs are non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests"[12]. Donors and partners such as UNDP collaborate with CSOs whose goals, values, and development philosophies align with their own.

3.1.6. CSOs are non-violent and use peaceful approaches

Although CSOs influence policy change and advocate for the cause of the people, CSO's approaches and strategies of actions abide by the high levels of non-violence and tolerance. They strive to create non-violence approaches in their work, change the mindset within communities, as well as promote a tolerant nature of seeking consensus on a wide range of issues at all levels and between all parties. They encourage solving disputes and conflicts in mutual and peaceful ways.

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[11] Transparency International Rwanda. (2015). *Rwanda Civil Society Development Barometer*. *December*. http://www.tirwanda.org

[12] (UNDP, 2006).

3.2.   Universal principles for CSOs development effectiveness

CSOs worldwide set up an Open Forum for Development Effectiveness to create a shared framework of principles that defines effective CSO development practices and elaborate the minimum standards for an enabling environment for CSOs, while at the same time promoting civil society's essential role in the international and national development cooperation systems[13].

After a 2 year consultative process and several national and international meetings, CSOs, partners, governments, donors, South-South co-operators, emerging national economies agreed on eight principles for CSOs development effectiveness from 2010 defined as follows: (1) Respect and promote human rights and social justice, (2) Embody gender equality and equity while promoting women and girls' rights, (3) Focus on people's empowerment, democratic ownership, and participation, (4) Promote Environmental Sustainability, (5) Practice Transparency and Accountability, (6) Pursue Equitable Partnerships and Solidarity, (7) Create and Share Knowledge and Commit to Mutual Learning and (8) Commit to Realizing Positive Sustainable Change[14].

These principles were approved in Istanbul in 2010, and they are now called "The Istanbul Principles". They serve as a guide to programs and activities of all CSOs all over the world to enable them to check their effectiveness and accountability to strengthen civic space and ensure the government does not enact stringent laws that will clamp down on the activities of CSOs[15].

In this particular context, regarding the framework to implement LTA among CSOs in Rwanda, we put much emphasis on principles 2, 5, and 6.

Principle 2 "Embodying gender equality and equity while promoting women and girls' rights":

Principle 2 requires CSOs to promote and practice development cooperation embodying gender equity, reflecting women's concerns and experiences, while supporting women's efforts to realize their individual and collective rights, participating as fully empowered actors in the development process. This principle encourages CSOs to develop and implement programs that respond to the specific needs of women as a way of empowering them and transforming their lives. The pragmatic legitimacy of CSOs comes in here because the implementation of this principle includes creating an environment that respects women and promotes women's rights by adopting and strengthening sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. By ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life, CSOs will be contributing to the elimination of all forms of inequalities, discriminations, and any harmful practice against women in Rwanda.

Principle 5 "Practicing Transparency and Accountability":

Principle 5 concerns encouraging CSOs to demonstrate a sustained organizational commitment to transparency, accountability, and integrity in their internal operations. The implementation of this

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[13] Christina Bermann-Harms and Nora Lester Murad, *Putting the Istanbul Principles into Practices.*
[14] Christina Bermann-Harms and Nora Lester Murad, *Putting the Istanbul Principles into Practices*

[15] Idem

principle encourages CSOs, those of Rwanda included, to be transparent and accountable enough vis-à-vis their constituency, members, and boards e.g., CSOs leaders, answering members' questions at general meetings, holding open and fair elections for board members; share the organization's audit reports and any other information to public, members, staff, and constituency, etc.

Principle 6 "Pursuing Equitable Partnerships and Solidarity":

Principle 6 recommends CSOs to commit to transparent relationships with peers, other development actors, freely and as equals, based on shared development goals and values, mutual respect, trust, organizational autonomy, long-term accompaniment, solidarity, and global citizenship[16].

In the effort to implement principle 6, CSOs create equitable and effective partnerships through joint programs and activities with their peers and partners. Implementation of this principle may be a solution to the scarcity of funds and financial viability of CSOs. Their policy advocacy interventions through strong coalitions and alliances should be enhanced by portraying reality to promote a deeper public awareness and committed citizen engagement on major issues. Regular communications and genuine inclusion will help CSOs maintain good relationships with the people and partners interested, and get full support from the constituency involved.

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[16] Idem

4. LEGAL AND REGULATORY FRAMEWORK PROMOTING LTA PRINCIPLES IN RWANDA

This section amplifies why compliance with LTA principles is a must for CSOs through the legal and regulatory lens in the Rwandan context.

4.1 At the national level

The Constitution of the Republic of Rwanda of 2003, revised in 2015, provides fundamental human rights and duties of the citizen[17]. In its articles 12 to 43, the constitution recognizes the freedom of the press, freedom of expression, and freedom of assembly and association. The right to form and manage a CSO in Rwanda is primarily based on these articles. Beyond this, the Government of Rwanda has ratified many international conventions and treaties about the human rights, freedoms, and civil liberties of people[18].

Based on the provisions of the constitution and the ratified conventions, and given the growing number of civil society organizations, the government of Rwanda enacted the national laws such as the law N°04/2012 of 17/02/2012 governing the organization and the functioning of national non-governmental organizations, Nº05/2012 of 17/02/2012 governing the organization and functioning of international non-governmental organizations and the law N°06/2012 of 17/02/2012 determining organization and functioning of faith-based organizations. Also, the law N°04/2012 of 017/02/2012 governing the organization and the functioning of national non-governmental organizations concerns all CSOs.

The legal framework indicates that CSOs may create partnerships with the government and other interested stakeholders. They are free to determine their organizational structures, mission, objectives and organs, and leaders and require their approval by RGB after being verified by the Notary. CSOs choose their constituency to work with and for and design their operational plans. The interested CSO applies for their registration to RGB and their application is submitted with notarized statutes and minutes of the General Assembly meeting, recommendation letter from the districts of operations. Other documents include the Curriculum Vitae of key representatives and their Criminal Records certificates, the appointment letter of its representatives along with their acceptance and readiness letter to assume the responsibilities, and a one-year action plan, among others.

It is noted that CSOs are allowed to work before their registration by RGB (article 16 of law N° 04/2012) when they are known by local authorities of the chosen district or administrative sectors. However, CSOs are required to annually submit their plans and reports to JADF and RGB. The request for submitting action plans, budgets, and reports are solely for transparency, coordination, and monitoring of the impact the activities of CSOs operating in Rwanda have had on the community.

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[17] The government of Rwanda, Official Gazette n° Special of 24/12/2015.

[18] HRC, *Status of the ratification of international and regional human rights instruments by Rwanda, 2nd Edition 2017.*

4.2   At the district level

To emphasize LTA and collaboration, the Government of Rwanda through the Prime Minister's instructions n°003/03 of 03/07/2015, established a Joint Action Development Forum (JADF), operating at the district level. The JADF was created in consideration of the role played by development stakeholders in the implementation of District development plans and the need for each stakeholder to be informed on the activities of their peers for better coordination[19]. JADF members come from institutions and organizations operating at the district level including public, private, local, and international NGOs, faith-based-based organizations, and other development partners. The JADF mission is to ensure sustainable socio-economic development and improved service delivery for Rwandan communities through active participation, dialog, and accountability by sharing information, effective coordination of stakeholders' interventions in decentralized entities.

4.3   At the organization level

During the registration process, and in compliance with the laws, RGB encourages every CSO to ensure it applies legitimacy, transparency, and accountability principles within itself. Subsequently, organizations present the notarized institutional statutes and action plans with budgets. The signed and notarized statutes serve to indicate the organizational efforts to pursue the principles of LTA at the organization level. The documents describe the purpose of the association, governing bodies, rights and obligations of members, and the operating rules. The statutes are complemented and accompanied with a series of other internal policies, rules, and regulations such as human resources manual, administrative and financial procedure manuals, codes of conduct and ethics, procurement manual, anti-fraud/corruption policy, and any other policy that the organization will see necessary to improve transparency, legitimacy, and accountability towards its constituency, government, and partners.

Implementing and complying with LTA principles is not an option for Rwandan CSOs. Rather, it is a pre-condition, a pre-requisite for any CSO that seeks to operate, grow, execute its mandate, develop and implement programs, create impact, and bring about positive changes in the social and economic development of the country.

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[19] Government of Rwanda, Prime Minister's Instructions N°003/03 Of 03/07/2015

5. ROADMAP TO IMPLEMENTING LTA PRINCIPLES IN RWANDA

5.1 Introduction

This particular section presents the theory of change and the overall goal CSOs shall pursue while implementing LTA and the strategic objectives that will assist every CSO to attain the goal. The section also presents outcomes, activities, roles, responsibilities, and strategies that can help every CSO to build its trust, influence, and sustainability. Further, the section presents an implementation, monitoring, and evaluation framework with summarizing outcomes, outputs, indicators, and activities. The logical framework will guide users to monitor compliance, progress and take the right decisions on time.

5.2 Theory of change for LTA implementation framework

PRINCIPLE	IF		THEN
Legitimacy	RCSP and member organizations comply with national policies and laws regulating the civil society arena, and IF they set and respect internal rules and regulations, involve members and constituencies when developing and implementing justifiable programs, projects, and actions that are aligned with their vision and mission,		The level of responsiveness, representation of members, effectiveness, reputation, and acceptance of Civil society organisations as development actors and agents of change will be improved. Moreover, CSOs' projects, goals and activities will be more appropriate, proper, and making sense to the members, constituency, served communities, donors, government and to the larger society.
Transparency	RCSP and its member organizations become more democratic, open, and committed to transparency. As a result, they will regularly share decisions, plans, and finances with internal and external stakeholders, by strengthening and using proper management systems, procedures, and tools as well as established communication channels.		The level of decision making and their implementation processes, clarity of procedures and processes in governance, programs, operations and finance management, CSO credibility, trust, reputation and liability will be much improved and organizational goals will be achieved.
Accountability	RCSP and member organizations justify their reason of being, act in conformity with central social norms and values, implement actions that promote changes and generate impact, and **IF** they are transparent and accountable to members, Board of directors, and staff who invest time and expertise in the CSO work, to donors who provide funds and government who sets and controls legal and regulatory framework, to constituencies, beneficiaries and target groups who expect good services, representation, and advocacy and to peers and allies for more synergy and fair partnership.		The CSOs will reach and keep outstanding performance, professionalism, visibility in governance and programs management, high credibility with a positive impact on its trust, reputation, financial viability. It is expected that support from members, donors, allies, and the entire public will increase and CSOs sustainability will be ensured.
Thus, IF RCSP, Umbrellas and member organizations willingly, enthusiastically, and effectively implement LTA principles as main prerequisites, intertwined and enablers for a strengthened and sustainable CSO, also called the main drivers of organizational readiness for sustainability, **THEN** CSOs operation capacity, outreach, influence, and financial viability will be increased while their voice will be heard. CSOs will provide high-quality services to their			

members and constituencies, implement transformative and impactful actions, and will successfully conduct policy advocacy interventions, with a high level of influence and impact on policy change within the country.

5.3 Overall Goal

The overall goal for this framework is to "*guide and enhance the effective implementation of legitimacy, transparency and accountability principles within civil society organizations in Rwanda*".

5.3.1 Specific Objectives

Four specific objectives (SO) were identified to ensure that LTA principles are established to enable CSOs to achieve the highest possible levels of honesty, openness, and morale:

SO1. Build CSOs that develop and respect national policies, internal rules, regulations, and procedures aligned with their mandate and connected to the constituencies' interests.

This particular specific objective aims at helping CSOs to attain a high level of legitimacy by clearly aligning their programs, projects, and activities with their mission, vision, mandate, and social values. It will require CSOs to identify needs, assess issues affecting people, and understand the expectations of their constituencies to learn and plan how to serve and satisfy their interests. CSOs will involve their constituency, members, and target beneficiaries in the planning and implementation of programs, by ensuring that they improve people's lives and generate tangible impact. In the daily operations, governance and management, CSOs will observe universal core values and international standards. National policies and laws adopted by the government, as well as internal, policies, rules, and regulations developed by CSOs, will be properly enforced and monitored.

The improved level of legitimacy will certainly increase CSOs visibility, good image, trust, and the support from constituency and supporters.

SO2. Establish and strengthen transparent mechanisms that promote effective engagement and trust of the CSO's main actors.

By establishing and strengthening internal and external transparent mechanisms, this specific objective will improve the capacity of CSOs in terms of openness, internal and external information sharing. Internal and external stakeholders will have easy access to what the CSO does, why, and how it does it openly and transparently. Activities such as participatory planning and budgeting, monitoring and evaluation sessions, annual general assembly meetings, quarterly board meetings, and regular management meetings, ease access to information, share narrative reports of the organization, disclosure of financial statements, organizing transparent and democratic board elections, organizing democratic and competitive elections of other internal governing bodies, respect of administrative and financial procedures, proper enforcement of rules and decisions made by governing bodies, information on

political positions, participatory budgetary review, share procurement, and audit reports, etc. will be regularly and effectively conducted. The improved level of transparency will significantly reduce power abuse, internal conflicts, staff turn-over, internal and external suspicions while increasing the trust, engagement, ownership, and support to the CSO work.

SO3. Create and strengthen a culture of accountability among CSOs where accurate and complete information is regularly and timely shared with stakeholders in the decision-making, planning, and implementation processes of programs.

This particular specific objective will enable CSOs to transform the accountability principle in organizational culture. For this to happen, **members, the Board of directors, staff, and volunteers** who invest their talents and time in CSO activities will get accurate and timely information on CSO life, programs, and operations (inward accountability). They will be allowed to raise their concerns and provide their constructive inputs on the governance, leadership, and management of their CSO in an open, free and transparent manner. **Donors** who provide funding, resources, and technical support to the CSO for the implementation of its programs will get transparent and timely information based on what has been agreed in the funding and partnership agreements. Similarly, CSOs will be encouraged and assisted to comply with the legal requirements and regulatory framework established by the Government and its regulatory agencies at national and local levels (upward accountability). To achieve this objective, CSO will also strengthen the downward accountability by involving and engaging beneficiaries and clients in the planning, implementation, monitoring, and evaluation of its programs as well as the outward accountability by strengthening cooperation, trust, information sharing, and complementarity with peers and allies. Activities such as sharing action plans and budgets, completing service agreements, providing necessary details on the CSO products and services, sharing narrative reports, financial and audit reports, participating in the monitoring and evaluation of activities, organizing accountability meetings, publications of reports, studies, financial statements will be implemented. The improved level of CSOs' accountability will increase their performance, professionalism, visibility, trust, sustainability, and influence on the big policy issues affecting society.

SO4. Establish a capacity development mechanism/approach that supports RCSP member organizations to integrate and implement LTA principles through regular self-assessment and capacity building. that focuses on coaching, mentorship, peer learning, and improved coordination among CSOs.

To reach out and expand the benefits of the LTA principles among CSOs in Rwanda, RCSP and umbrella organizations will play their role of capacity building by fostering synergy and strengthening coordination mechanisms among members. For this to happen, the implementation of LTA principles will require contextualized and regular civil society capacity self-assessment and capacity-building

interventions among members. The new form of capacity building will be based on results from the organizational capacity assessment and a capacity plan developed by every CSO itself, with RCSP and/or umbrella technical support. The process will put much emphasis on coaching, mentorship, inter-organizational visits, peer learning, exchange of expertise among CSOs. The increased capacity of CSOs will allow them to have proactive and influential leaders, recruit and retain highly competent staff, attract and maintain good relationships with government and donors, mobilize and manage enough resources, build strong alliances with a network of supporters, and implement sustainably transformative actions.

5.4 Strategies for achieving the LTA within RCSP member organizations

Strategic Objectives	Outcomes	Implementation strategies
SO1. Build CSOs that develop and respect national policies, internal rules, regulations, and procedures aligned with their mandate and connected to the constituencies' interests.	Internal rules, regulations, structures, systems, and procedures among RCSP member organizations are updated, aligned with the mandate, and connected to members' and constituencies' interests.	1. Revisiting, completing internal rules and regulations, and strengthening the internal and external compliance mechanisms. 2. Developing, reviewing, and widely communicating the organization profile that highlights CSO background, mandate, goals, programs, approaches, guiding principles, and core values. 3. Developing and/or updating CSOs strategic plans as well as Funds and resource mobilization strategies. 4. Applying the provisions of the code of ethics as adopted by the RCSP.
SO2. Establish and strengthen transparent mechanisms that promote effective engagement and trust of the CSO's main actors.	Transparent mechanisms are strengthened among RCSP member organizations where internal and external stakeholders are more engaged and regularly informed on the CSO decisions, operations, and finances openly and transparently.	1. Constitute and reinforce senior management teams and make them operational and open. 2. Organize regular meetings where board members can discuss with staff. 3. Establishing and empowering a steering committee in charge of monitoring and evaluating the implementation of LTA principles within RCSP, umbrellas, and single CSOs. 4. Applying the provisions of the code of ethics as adopted by the RCSP
SO3. Create and strengthen a culture of accountability among CSOs where accurate and complete information is regularly and timely shared with stakeholders in the decision, planning, and implementation processes of programs.	Accurate and required information on the CSO decisions, programs, plans, achievements, and finances, are regularly and timely communicated to members, board of directors, governing bodies, staff, constituencies and target groups, donors, government agencies, and key partners using appropriate platforms and channels.	1. Development and effective implementation of the internal and external communication strategy through a participatory process. 2. Effective use of new information and communication technologies by strengthening and sustaining good relationships with media. CSOs would take advantage of their websites and social media. 3. Applying the provisions of the code of ethics as adopted by the RCSP

SO4. Establish a capacity development mechanism/approach that supports RCSP member organizations to integrate and implement LTA principles.	Adapted civil society capacity-building mechanism/approach is developed, adopted, widely disseminated, and effectively utilized by CSOs for more compliance with LTA principles.	1. Organizing a high-level national dissemination event where Board representatives and Executive Secretaries will be convened to agree on the implementation processes of the approach within their CSOs. 2. Adoption of the Framework of LTA implementation among CSOs in Rwanda and customize it at every individual organization. 3. Applying the proposed civil society capacity strengthening approach on LTA principles as adopted by the RCSP. 4. Establishing and empowering a steering committee in charge of monitoring and evaluating the implementation of LTA principles within RCSP, umbrellas, and CSOs.

5.5   Implementation levels, rights, roles, and responsibilities

The implementation of this framework will be at three levels. At the national level, the implementation, monitoring, and evaluation of the provisions set herein belong to RCSP. It will be done through a steering national committee composed of 5 members elected by umbrellas in the General Assembly of RCSP. At the intermediate level, **umbrella organizations, forums, and networks will ensure the implementation, monitoring, and evaluation of the framework.** They will be overseeing the effective compliance of member organizations on matters regarding LTA principles. The implementation and evaluation will be done by the Audit Committees whose mandate, role, and responsibilities will be extended to include monitoring of LTA principles within their respective organizations. Umbrellas have the right to set and adopt clear guidelines. At the **CSO level**, every member or single organization will be required to customize, observe, implement and comply with what is proposed in this framework.

Levels and partner	Mandate	Rights and authority of the organization	Roles and responsibilities of the committees
National level, RCSP (National Steering Committee)	Build sustainable umbrella organizations through the implementation of LTA principles, by strengthening the capacities of its members, enhancing peer learning and engagement among its members, and advocating for its members.	- Elect or nominate the right people for the steering committee at the national level; - Set goals and specific internal guidelines to make umbrella organizations answerable and accountable as far as LTA principles are concerned; - Convene and lead meetings aimed at assessing and deciding on LTA implementation among umbrellas.	- Advise RCSP, umbrella organizations on the implementation of LTA principles; - Develop and share capacity assessment reports on identified gaps and progress on LTA; - Prevent, control scope, and resolve some conflicts about the implementation of LTA principles among umbrella organizations without interference and by using peaceful approaches; - Propose capacity building interventions about the implementation of LTA principles among umbrella organizations; - Develop and make use of the appropriate tools, mechanisms, and tools for effective implementation of LTA principles among umbrellas; - Monitor, evaluate and report on the progress, impact, and challenges related to the implementation of LTA principles; - Share reports with the Board of Directors and the General Assembly of RCSP; - Conduct satisfaction surveys and collect CSO's views on how every party accomplish its responsibilities; - Propose incentives, awards to compliant umbrella organizations;

			- Advise the RCSP Board of Directors and General Assembly on the sanctions to non-compliant organizations.
Intermediate level: Umbrella organizations, Forums, and networks (Audit Committees)	Facilitate the development, coordination, capacity building, and sustainability of member organizations through effective implementation of LTA principles.	- Set goals and specific internal guidelines to make the member organizations answerable and accountable as far as LTA principles are concerned; - Resist to negative external factors and manipulations; - Convene and organize meetings with member organizations on the implementation of LTA principles	- Advise member organizations on the implementation of LTA principles; - Develop and share capacity assessment reports on identified gaps and progress on LTA among member organizations; - Prevent, control scope, and resolve some conflicts related to the implementation of LTA principles among member organizations by using peaceful means and without interference; - Propose capacity building interventions on the implementation of LTA principles among member organizations; - Develop and make use of the appropriate tools, mechanisms, and tools for effective implementation of LTA principles among member organizations; - Monitor, evaluate and report on the progress, impact, and challenges related to the implementation of LTA principles; - Share reports with the Board of Directors and the General Assembly of the Umbrella; - Propose incentives, awards to compliant member organizations; - Advise the Board of Directors and the General Assembly of the Umbrella on the sanctions to non-compliant organizations.
Lower level: Member organizations, individual/ single organizations. (Audit Committees)	Establish and manage impactful and sustainable non-governmental entities that can implement and generate positive impact through transformative actions and advocacy interventions in a legitimate, transparent and accountable manner.	- Advise on the review, adoption, and implementation of the organizational mission, goals, and plans; - Advise on the review, adoption, implementation, and monitoring of internal policies, rules, and regulations; - Elect and suspend leaders and members of governing bodies; - Recruit, nominate, evaluate, promote, fire staff in all categories without any external interference; - Become a member and/or withdraw from any umbrella, network, and/or forum.	- Appropriately implement the LTA principles at the organizational level; - Ensure compliance with international, national, and internal policies, laws, and regulations on LTA within the organization; - Set goals, plans, and control LTA implementation activities; - Conduct organizational capacity assessment and share outcomes openly and t with internal stakeholders and potential partners; - Set the priorities and plan on overcoming internal weaknesses and external challenges are related to the implementation of LTA principles; - Identify, engage, and keep potential members and partners in building organizational capacity - Revise regularly the plans for the implementation of LTA principles.

6. SUMMARY OF LTA LOGICAL IMPLEMENTATION FRAMEWORK

LOGIC OF IMPLEMENTATION	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS/ RISKS
Overall Goal: Guide the implementation of legitimacy, transparency, and accountability principles within civil society organizations in Rwanda.			
Outcome 1: Internal rules, regulations, structures, systems, and procedures among RCSP member organizations are updated, aligned with the mandate, and connected to members' and constituencies' interests.			
Output 1.1.: Establishing entities that have and respect rules, regulations, and internal procedures	- Number of CSOs with a clear mandate, vision, and mission adapted to the international, regional, and national context; - Number of CSOs with clear governance structures and clear power separation among its governing bodies; - Number of CSOs with well-documented management rules, regulations, systems, and procedures; - Number of CSOs with defined job descriptions of their legal representative, board members, and key personnel.	- CSO Board Meeting Minutes - CSO annual reports - Internal rules and regulations - Policies and manual of procedures	- Proactivity of CSO leadership - Financial constraint - Profile and experience of the executive team - Leadership capacity to adapt
Output 1.2.: Norms and social values of the CSOs are respected and applied	- Level of responsiveness and coherence between constituency needs and responses; - Number of projects implemented by CSOs; - Level of adherence of constituencies to CSO mission; - Level of representation of members, - Level of beneficiaries and target groups in CSOs activities; - Level of the constituency, beneficiaries' satisfaction.	- M&E reports - Impact assessment reports - Beneficiary satisfactory survey and testimonies	- Profile and experience of the executive team in project design and funds mobilization - Passion and commitment of CSO leaders
Output 1.3.: CSOs can define their constituencies and respond to their needs	- Number and types of CSOs, constituencies, and beneficiaries; - Number of districts/ sectors where CSOs intervene; - Types of services provided by CSOs to beneficiaries; - Number of projects and budget mobilized to implement projects that respond to beneficiaries, members' needs; - Quantity and quality of outcomes and outputs produced by CSO projects/programs; - Change and impact generated by the CSO to its beneficiaries.	- CSOs' annual report - Strategic planning documents - CSOs' Board meeting Minutes	- Financial constraint - Leadership capacity
Output 1.4.: CSOs pursue goals that society deems to be proper and desirable.	- Clarity of constituency and role played in CSO activities; - Number of stakeholders, partners supporting CSO programs that resolve identified issues; - Number of new funds available for the CSO; - Number of government funding programs provided to CSOs; - Level of stakeholders' involvement in the CSO activities;	- Annual reports - Strategic plan - Project proposals developed	- Financial constraint - Incapacity to receive public ideas/concerns and advocate for them

	- Effectiveness of feedback and complaint mechanisms; - Level of acceptance and support provided by members, stakeholders to CSO activities. - Level of relationships between the CSO and media; - Level of visibility and reputation of the CSO to the public; - Level of trust by the public towards CSOs; - Number of public/ beneficiaries presenting the public grievance/ issues to CSOs for advocacy, project development.		
Activities to implement outputs 1.1, 1.2, 1.3, and 1.4	1. Organize organization capacity assessment to identify issues that need attention; 2. Adapt or review the mandate, mission, and vision; 3. Review governance structure and power separation; 4. Review, adapt or develop appropriate internal rules, regulations, required, policies and procedures; 5. Conduct capacity building sessions through mentoring and coaching; 6. Determine and identify immediate beneficiaries; 7. Develop and regularly update the CSO strategic plan; 8. Develop fundable project proposals in line with the CSO mandate; 9. Establish fundraising and resource mobilization strategies; 10. Enhance representation, partnership, and coordination with other CSOs of similar interests.		
Outcome 2: Transparent mechanisms are strengthened among RCSP member organizations, where internal and external stakeholders are more engaged and regularly informed on the CSO plans, decisions, operations, and finances openly and transparently.			
Output 2.1.: Internal transparency is improved and information sharing among members, board, and staff is institutionalized	- Frequency and quality of information shared with constituency, stakeholders, and staff; - Number of participatory planning meetings/workshops organized by governing bodies; - Number of stakeholders, members, staff, and beneficiaries participating in planning; - Level of engagement of governing bodies in planning and budgeting; - Existence of governance procedures and level of implementation; - Existence and quality of management systems; - Existence, appropriateness, and applicability of management tools; - Existence and functionality of internal control mechanisms, awards, and sanctions; - Clear separation of power with clear job descriptions (members, board, staff);	- Board minutes - Meeting minutes - Internal Audit reports	- Leaders/ Management unwillingness

	- Frequency of financial disclosure statements to members, board and staff, - Frequency of democratic board elections; - Existence and functionality of recruitment processes and practices within the CSO; - Clarity and respect for tendering processes and practices - Participatory and fair decision-making processes; - Access to information on decisions and finance; - Number of sessions to participatory budgetary review; - Frequency of audit reports sharing; - Level of decision makers' openness to internal challenges.		
Output 2.2.: External transparency improved and information sharing to the public has become a culture.	- Annual financial statement publication; - External audit reports sharing; - Decision makers' openness to challenge; - Establishing an independent board; - Publication of the list of your board members; - Number of Documented board meetings; - Number of policies established to improve work and external communication.	- Board meeting minutes - Financial disclosure report. - External audit reports - Publication note of the list of the board - List of updated policies	- Leaders/ Management's unwillingness
Activities to improve transparency.	1. Establish communication policy and strategy for the organization; 2. Conducting regular participatory planning and budgeting, monitoring and evaluation sessions; 3. Organizing annual general assembly meetings at least once per year; 4. Organizing quarterly board meetings at least once per quarter; 5. Organize regular management and technical meetings with staff; 6. Organized democratic board elections; 7. Organizing democratic and competitive elections of internal governing bodies; 8. Facilitating ease access to information; 9. Hiring knowledgeable, competent staff and service providers through open and transparent procedures; 10. Sharing procurement and audit reports; 11. Establishing senior management teams and making them operational in an open, free, and transparent manner; 12. Organizing meetings where board members can discuss issues with the staff regularly; 13. Using newspapers whenever possible to share relevant information to the public; 14. Adopt posters, boards, and pigeonholes to share information; 15. Effectively use social websites, online platforms, and social media; 16. Report to the constituency as much as to the donors and the state; 17. Establishing feedback or complaint mechanisms through which members and target groups can raise their satisfaction or concerns;		

	18. Practicing the internal control mechanisms utilizing appropriate tools; 19. Mentoring and coaching in organizational management for LTA; 20. Organizing participatory budgetary review, 21. Making accessible CSO financial statements.		
Outcome 3: Accurate and required information on the CSO decisions, programs, plans, achievements, and finances, are regularly and timely communicated to members, board of directors, governing bodies, staff, constituencies, target groups, donors, government agencies, and key partners using appropriate platforms and adopted channels.			
Output 3.1: Timely, accurate, and complete information about decisions, plans, and budgets are freely shared with donors and governments (upward accountability to government and donors).	- Number of CSOs sharing action plans and budgets; - Number of CSOs sharing regular financial and program; reporting to the donors and government; - Number of CSOs sharing annual audited accounts and reports to donors and government; - Level of participating in the monitoring and evaluation of services/activities when required; - Level of attendance to accountability meetings and events; - Number and quality of publications of reports and other decisions to donors and government.	- Meeting minutes - Monthly/ Quarterly/ Annual Financial reports - Shared audit Reports - Program implementation reports	n/a
Output 3.2: CSO members, beneficiaries, and clients are regularly consulted and informed about the plans, projects, and reports of CSOs (Downward accountability to beneficiaries, target groups, and clients).	- Number of Beneficiaries participating in consultative meetings; - Number of Open days organized; - Number of Participatory planning sessions; - Number of action plans shared; - Number of people participating in M&E and learning sessions; - Number of people with whom the narrative reports are shared; - Number of people with whom financial reports are shared; - Quality of advocacy interventions on issues affecting members, beneficiaries, and target groups; - Existence and effectiveness of feedback and/or complaints mechanisms within the organization; - Complaints received and addressed.	- Meeting minutes - Board resolutions - List of participants in different meetings	Limited financial capacity
Output 3.3: CSO's peers, partners, and allies are trusted, respected and work closely and fairly in joint ventures (outward accountability to peers, partners, and allies).	- Number of joint ventures created with other CSOs and partners; - Number of people participating in planning; - Compliance with the agreed working framework; - Affective use of resources; - Respect for and effective implementation of contracts, protocols, and agreements.	- Agreements concluded - Meeting minutes - Joint plans - Audited reports	Disparities in CSOs capacities

Output 3.4: Members, Board of directors, and staff work in an open, democratic, transparent, and in complementary. manner to achieve the CSO mission. (Inward accountability to members, Board of directors, staff, volunteers)	- Existence of written policies, rules, and regulations; - Level of implementation and compliance with organizational policies, rules, regulations; - Level of enforcement of decisions made by governing bodies; - Level of acceptance for negotiating work conditions; - Existence of job descriptions to all, no overlapping of roles; - Existence of fair, competitive, and documented selection processes; - Existence of grievance procedures and methods of dealing with complaints and disputes; - Level of quality and standards of staff management practices; - Level of accessibility of internal rules and regulations to staff; - Existence and documented of power delegation within the organization; - Level of accountability to high levels within and outside the organization; - Existence of documents with specific mechanisms and tools on reports sharing; - Frequency of participating in workers' assessments and regular whole-of-service evaluations.	- Copies of written policies, rules, and regulations - Clear job description of each governing body, each person within the organization - Signed and filed minutes of governing bodies	CSOs will hidden agenda Briefcase organizations Poor leadership and management systems
Activities to implement outputs 3.1, 3.2., 3.3, and 3.4	1. Prepare and share financial and program activities report regularly (monthly, quarterly, Annually) 2. Organize external audits for the organization; 3. Share required reports with the government, donors, and other important groups of stakeholders and partners; 4. Establish monitoring and evaluation process to ensure better implementation of planned activities; 5. Organize consultative meetings with constituencies; 6. Integrate constituencies, staff, and other stakeholders in the planning process and share the outcome of these consultations; 7. Implement internal rules and regulations, policies and procedures; 8. Ensure that pr of do-no-harm guide programs and project work of CSOs; 9. Regularly share accurate information to the constituency, target groups, and local communities; 10. Make available constitutive organizational policies and documents, including funding criteria, audited financial reports, programmatic reports, and evaluations to the public 11. Use newspapers whenever possible to share information with the public; 12. Adopt posters, boards, and pigeonholes to share information; 13. Create and effectively use websites, social media, and trusted online platforms.		

Outcome 4: An adapted civil society capacity-building mechanism/approach is developed, adopted, widely disseminated, and effectively utilized by RCSP member organizations for more compliance with LTA principles.			
Output 4.1: RCSP and umbrella organizations support CSOs to integrate LTA principles in their daily operations and management.	- Number of dissemination workshops organized by RCSP and umbrellas - Number of LTA implementation awareness campaigns organized by platforms and umbrella organizations to their members; - Number of awareness events/sessions on LTA implementation; - Number of lessons learned and best practices.	- Meeting minutes - Campaign and event reports - Capacity assessment reports - Capacity building implementation plan	Financial constraints
Output 4.2: RCSP and umbrella organizations can create partnership and coordination capacity building sessions among the CSOs	- Number of CSOs who conducted a capacity assessment - Number of CSOs with capacity building plans - Number of capacity building sessions organized; - Number of coaching sessions organized or attended; - Number of CSOs with advanced knowledge on governance, leadership and management and the implementation of LTA principles; - Programs in knowledge sharing and capacity building; - Level of adapting LTA principles; - Number of CSOs that have adopted and integrated LTA principles; - Number of CSOs that implemented the LTA Principles.	- Copy of Capacity assessment reports, - Copy of capacity building plans - Training modules - Annual reports	n/a
Activities to implement outputs 4.1, 4.2	1. Organize dissemination workshops on civil society capacity approach, a framework for LTA implementation among CSOs, code of ethics; 2. Conduct CSOs capacity assessment 3. Conduct CSOs capacity building plans 4. Prepare and conduct awareness campaigns for the implementation of LTA principles; 5. Organize awareness events on the implementation of LTA principles; 6. Identify lessons learned and best practices on the implementation of LTA principles; 7. Monitor and evaluate the progress implementation of LTA principles; 8. Establish a mechanism to support the rollout of peer mentoring, coaching, and technical assistance on governance, leadership, and management and the implementation of LTA principles; 9. Organize capacity building sessions between CSOs; 10. Advocate for the establishment of CSO's capacity building funds; 11. Advocate for a program funding scheme that will enable a partnership between the government and CSOs.		

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