



Go far? Go together!

Capacity building and coalition strengthening

Narrative report

October 2021

Disclaimer

Given the sensitive subject of the Go Far? Go Together! project, discretion is an important principle in its implementation.

This report is therefore only shared with relevant stakeholders.

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1. Introduction

1.1. Project Go Far? Go Together!

1.1.1. Context

With the project Go Far? Go Together! (GFGT), çavaria implemented a 2-year project together with Rwandan LGBTI+ organisations Amahoro, RIFA and Isange. The project was formulated following a closed project call on the protection of LGBTI+ persons in 6 partner countries of the Belgian Development Cooperation, launched in 2018 by the Minister for Development Cooperation. The proposal was submitted in consortium with 11.11.11 and the aforementioned Rwandan LGBTI+ organisations.

The goal of the project was **strengthened activism for an LGBT+ inclusive Rwandan society in which the human rights of LGBT+ individuals are both respected and promoted**. The project wanted to reinforce activism for an LGBT+ inclusive Rwandan society via capacity building and coalition strengthening.

Çavaria is the Flemish advocacy group for LGBTI+ people and umbrella of Flemish LGBTI+ organisations.

11.11.11 is the Flemish umbrella of international solidarity.

Isange is the coalition of Rwandan LGBTI+ organisations.

Amahoro is a Rwandan LGBTI+ organisation with a focus on LGTQ+ men, the only LGBTI+ organisation with a recognition, as well as president of the Isange coalition.

RIFA (Rights for all) is a Rwandan LGBTI+ organisation with a focus LBTQ women, and vice-chair of the Isange coalition.

1.1.2. Set-up

Çavaria took the operational lead and was responsible for the implementation of GFGT. For the **coalition strengthening trajectory**, çavaria worked together with Isange. This to achieve a more coordinated activism by the Isange members.

For the **capacity building trajectory**, çavaria worked with Isange, Amahoro and RIFA. Amahoro and RIFA were the primary beneficiaries and multipliers towards the other LGBT+ organisations of the Isange coalition. The capacity building trajectory focussed on the professional capacities of the organisations. The trajectory was complementary to a project by LGBT Danmark¹ and Positive Vibes² that focused on the personal capacities of Rwandan LGBTI+ activists; more specifically with regard to self-esteem and empowerment.

¹ <https://www.lgbt.dk/>

² <https://positivevibes.org>

2. Evaluation

2.1. Goals and objectives

The goal of the end evaluation is:

- To inform all stakeholders on the implementation and the results of GFGT
- To formulate lessons learned for a follow-up of the project
- To formulate lessons learned for the formulation of similar projects as GFGT

2.2. Evaluation questions

The evaluation will follow the following evaluation criteria of the OESO-DAC.³

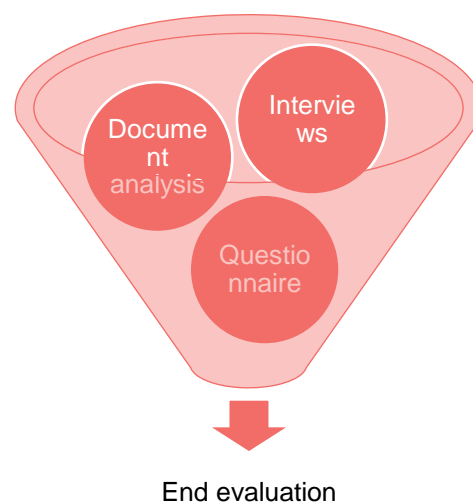
RELEVANCE	Did the focus of the project respond to the needs of the LGBTI+ movement?
	Were there other priorities that were not addressed?
EFFECTIVENESS	Was the project implemented as foreseen?
EFFICIENCY	How well were the resources used?
	Did the communication between the organisations involved happen in an efficient way?
IMPACT	Did the project achieve its objectives? What is the effect of the project on the organisation of the Rwandan LGBTI+ movement?
	What is the effect of the project on the capacities of the Rwandan LGBTI+ organisations?
SUSTAINABILITY	Are the results of the project sustainable?
COHERENCE	Did the project make use of possible complementarities and synergies?

2.3. Methodology

This evaluation seeks to gain its results through a triangulation of information obtained through 3 different sources:

- interviews
- a document analysis
- a questionnaire

The interviews were conducted with project coordinators of GFGT in Belgium and Rwanda and leaders of the involved Rwandan LGBTI+ organisations. The document analysis consisted of several documents scrutinised for possible points of contestation and/or further inquiry that had to be taken up in the interviews/surveys. Additionally the questionnaire contained questions for Isange members to ascertain their feedback.



³ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.html>.

Interviews were conducted with the following persons:

- Project officer çavaria
- Project officer Amahoro
- Project officer RIFA
- Coalition Facilitator Isange
- Executive Director Amahoro
- Executive Director RIFA
- President Isange
- Executive Director çavaria
- One or two Isange members

The following documents were analysed;

- Reports follow-up meetings GFGT
- Reports site visits çavaria
- Mid-term evaluation GFGT
- Quarterly narrative and financial reports
- Reports field visits micro-projects
- Report exploratory visit
- Report exchange and training visit
- Report Isange General meeting 2021
- Excel mapping exercise Isange
- Activities report Isange 2020
- Report on the implementation of the emergency fund
- Project proposal GFGT

Survey to Isange members (18)

- The response rate was 100%.
- The quality of the answers was not always very high. The threshold for filling out the survey was lowered as much as possible: the survey was translated into Kinyarwanda and support was offered to fill out the form.
- The results give a good picture of the project. On the questions related to the project's objectives - capacity building and coalition strengthening - a majority responded that the project had positive results. Nevertheless, the answers show that further work on the objectives and identified priorities is needed.

3. Findings

3.1. Relevance

The context and priorities described in the project proposal were confirmed during the first visit and remained valid throughout the project implementation. With regard to the **context**, some additional points were raised during the rolling out of the project, which influenced the project implementation.

Homosexuality is not illegal in Rwanda. However, LGBTI+ individuals experience discrimination and stigmatisation in all aspects of their daily life. All LGBTI+ organisations and Rwandese civil society reported ongoing human rights violations, including verbal, physical and sexual abuse, arbitrary arrests and detention, denial of access to justice, family expulsion, denial of housing rights, difficult access to health services and denial of employment rights. The constitution provides protection against the above mentioned violations and prohibits all forms of discrimination, but there is no specific protection for LGBTI+ individuals. The situation outlined in the Agaciro baseline report “A landscape analysis of the human rights of sex workers and LGBTI communities in Rwanda”⁴ perfectly describes the situation. All LGBTI+ organisations report human rights violations, **but there is a lack of information and consequent data on human rights violations and discrimination cases**. Besides the mentioned Agaciro report there are no reports available and there are no organisations that systematically register violations. This is something that a follow-up project can help to remedy.

As for the priorities, it can be concluded that GFGT rightly focused on capacity building and coalition strengthening of Rwandan LGBTI+ organisations. As indicated in the project proposal, the individual, operational and financial capacity levels of the LGBTI+ organisations are limited and vary substantially amongst the Isange members. There is also a lack of capacities of people involved in the movement: poor knowledge of international languages such as English, low education grade, poor socio-economic status which hinders persons in professional or voluntary activities.

The Rwandan LGBTI+ movement has a **chaotic past**. There were a lot of conflicts between activists and within the movement, and a lot of new organisations were created due to different views or competition for funds. Most of the identified LGBTI+ organisations are now united in the Isange coalition, under a strong leadership. The member organisations expressed their faith in and motivation to be part of the coalition, and most non-member organisations are currently preparing their application for membership. There are severe tensions with two LGBTI+ organisations that founded a separate LGBTI+ platform during the implementation of GFGT. This platform could have been a ‘competitor’ of Isange, yet due to internal conflicts, it quickly ceased operations.

It is almost impossible for çavaria or other outsiders to gain a full understanding of the tensions between the organisations and activists, and their causes. It is important, however, to keep an open mind, not to judge and to always hear different sources during a conflict. **Isange has a good functioning conflict**

⁴ https://globalphilanthropyproject.org/wp-content/uploads/2016/03/Rwanda-Baseline_ENG.pdf

resolution committee that succeeded in resolving several conflicts that arose during the implementation of the project.

During the project implementation it became more and more clear that **we had to address the extreme poverty of LGBTI+ persons**. Activists living in extreme poverty are more vulnerable and have less energy to devote to their activism. This vulnerability was exacerbated by COVID-19 . During GFGT, vulnerable activists and community leaders were approached to deny their sexuality or gender identity on social media and YouTube, in exchange for resources. This is a deliberate strategy of the anti-LGBTI+-movement. In addition, it became increasingly clear that the many conflicts we tried to address during the project were often about access to financial resources.

It was also confirmed that **registration** is a huge challenge for the Rwandan LGBTI+ organisations. Almost all organisations confirmed their plans for registration or were in the process of registration. The registration challenges mentioned in the project proposal were affirmed during project implementation:

- Local leaders are reported to apply **double standards** and a conservative approach, particularly on matters relating to LGBTI individuals.
- The registration process for NGO's in Rwanda is **complicated** and difficult with a long list of requirements, which are difficult to obtain for LGBTI+ organisations who are not (yet) professionally organised. Having an office or official address for your organisation, for instance, is one of them. The **price** of the total registration process is also an issue.
- It is difficult for LGBTI+ organisations to openly state their target groups as this makes them more vulnerable for **discrimination** in the registration process.
- The '**We are all Rwandan (Ndi Umunyarwanda)**' **philosophy** envisions that the Rwandan future is strongly dependent on maintaining social cohesion; and divisionism based on any form, such as ethnicity, sex or religion, is to be prevented. This quest for a common national identity stands in the way of identifying as a specific group, like the LGBTI+ community.

While all respondents endorsed capacity building (with a specific focus on fundraising, project writing and implementation) and coalition building as priorities, they additionally raised other needs. They predominantly mentioned health, income-generating activities and the possibility of implementing activities and building individual and organisational capacities with a follow-up to the micro projects. All organisations answered that GFGT had a positive effect on their organisation, 94% of them believe this effect will last.

3.2. Effectiveness

Most strategies and activities went ahead as expected. Of course, COVID-19 had a major impact on the project implementation. Annex 1 gives an **overview of all activities carried out**.

3.2.1. Extreme poverty

The impact of corona, the necessary quality of activism and continuity of the collaboration obliged us to address the extreme poverty in which LGBTI+ persons live.

- We wrote and implemented many projects on **emergency support** to meet the primary needs of LGBTI+ persons who could no longer do so due to the COVID-19 outbreak and the government measures. This also proved to be a good opportunity for the local LGBTI+ organisations to put the skills learned on resource mobilisation into practice.
- We launched a **project call for micro-projects**. As one of the priorities of the capacity building trajectory was resource mobilisation, Isange and çavaria organised a training cycle on Project Cycle Management and resource mobilisation for local LGBTI+ organisations and individuals. It instructed how to map the needs of the community, how to formulate and implement a project, how to approach donors and how to manage resources. The local LGBTI+ organisations could then apply for a micro-fund.

The micro-projects were initially not foreseen in the project implementation. We used part of the budget foreseen for emergencies and çavaria contributed 1/3 of the total cost through fundraising. We foresaw a support of EUR 1,000 per micro-project. The implementation period was 6 months. We launched an open call, with the only criteria being that projects should focus on one or both of the following objectives:

- To improve the situation and living conditions for LGBTI+ persons
- To strengthen the LGBTI+ movement

The selection was done by a jury of local and Belgian experts and projects were reviewed according to selection criteria agreed upon by the GFGT staff. Projects had to obtain a minimum score of 60%. In the first round, we approved 6 out of 16 micro-projects. We organised a second round while intermediaries supported the organisations in reworking their proposal. In the second round, we were able to approve the remaining 10 projects.

On the one hand, this system **allowed LGBTI+ individuals to put their skills on project implementation**, monitoring and follow-up, which were addressed in the capacity-building program, **into practice** in a safe environment and with support from interim trainers. For many, this was their first project experience. On the other hand, it allowed to **address issues that the LGBTI+ community thought to be most essential**. 11 micro-projects focused on income generating activities, 2 trained key actors (doctors, and members of the LGBTI+ community) on sexual and gender diversity, and the remaining 3 were on internal capacity building of staff and members of the organisation.

3.2.2. Advantageous legal situation

The **advantageous legal situation** offered a lot of possibilities for the LGBTI+ community to develop further, and also **created a favourable context where a small project like GFGT can generate a big impact**. In order to continue this positive impact and extend it to other countries, the GFGT project should be prolonged and projects should be started in similar contexts, such as in neighbouring countries like the Democratic Republic of Congo, where a regional dynamic can generate additional impact.

3.2.3. Media, religious and local leaders

Media, religious and local leaders have a big influence in Rwandan society and play a key role in the stigmatisation against LGBTI+ persons. **Working with these actors is essential for advocating for the rights and wellbeing of the LGBTI+ community**. Amahoro, RIFA and Isange have experience working with local leaders. It was important for project implementation to share this experience with other LGBTI+ organisations, for instance to facilitate the implementation of the Dutch Embassy project, the emergency support and the micro-projects.

3.3. Efficiency

The COVID-19 outbreak had a big impact on project implementation and the budget

3.3.1. Budget

The COVID-19 outbreak had a big impact on project implementation and the budget. No major budget shifts took place between the major categories of the budget (investment costs, operating costs, activity costs, personnel costs or direct and indirect costs).

Within the categories, we did implement some shifts. On the one hand, many activity costs foreseen for çavaria, mainly related to the exchanges with the Rwanda LGBTI+ community, were not incurred (37%) because of traveling restrictions. On the other hand, this created the possibility to redirect part of the budget to the local organisations where the need was greatest, more specifically the activity costs of Isange (+11%). There was also an increase in the general functioning expenses of Amahoro (+29%). Many of the bank charges incurred by Amahoro as a financial host for this project were not included in the initial budget.

For the realization of the micro-projects we used part of the emergency fund. This because the corona situation made the biggest need for LGBTI+ persons, namely income generation activities, even greater. There was not enough budget to support all the micro-projects, but çavaria managed to support the remaining projects on own funds. This explains the difference between the financial transactions (for a total of 86424,98) and the Rwandan expenses declared within this project (80304,92).

çavaria did incur a lot of additional costs for the follow-up of the project, which can be found in personnel costs (+7%). This difference also explains the fact that we close the budget with a negative result. (-4%)

3.3.2. Trust

The ongoing discrimination and stigmatisation, and the Rwandan history make trust between the project partners even more fundamental than in other contexts. **Building a personal relationship and regular exchanges were thus vital for the implementation of the project.** Additionally, the fact that the project is implemented by çavaria, a fellow LGBTI+ organisation who understands and is dedicated to LGBTI+ issues, proved to be enhance the level of trust. This shows it is important that projects involving LGBTI+ persons abroad are **implemented and co-facilitated by LGBTI+ organisations.**

3.3.3. Limited human resources

The limited human resources available in some LGBTI+ organisations restricted their ability to participate in the capacity building trajectories and to implement the skills learned. The approach with **intermediate learners** who then share lessons learned among peers; and providing the trainings in the **local language** and a **safe environment**, were essential for the trainings to be successful.

3.3.4. Relationship with local civil society

While it is important as an LGBTI+ community to have good relationships with local civil society to mainstream sexual and gender diversity, and to make a big impact through partnerships, we saw that this **relationship was sometimes strained.** Some mainstream organisations were concerned by the LGBTI+ organisations receiving funds and implementing own projects instead of going through the more mainstream organisations as before. Apart from that, the Rwandan LGBTI+ organisations have difficulties entering in dialogues with more established partners such as Legal Aid Rwanda and the Rwanda Civil Society Coalition on the Universal Periodic Review. In the course of the implementation of GFGT, Isange and çavaria put great attention to reaching out to the broader Rwandan civil society. By installing the position of coalition facilitator, the Rwandan LGBTI+ community now has a point of reference and spokesperson.

3.3.5. Equal partnership

Creating an equal partnership between çavaria and the local organisations was not always easy. In addition to getting expectations across from both sides, there is also the **capacity difference** between the organisations, and the need from the local team to have a person coordinating. There is also effectively a **power imbalance** in the relationship. The financial administrative structure, where the responsibility for correct reporting lies with one organisation, also made the realisation of a fully equal partnership unrealistic. By building a **personal relationship of trust**, however, it was possible to put into practice several principles of equal partnership. The principles **that çavaria uses in its international work** also helped: ownership, damage prevention, sustainability and cooperation.

Decisions regarding project implementation were left to the local organisations and as many local initiatives as possible were supported.

3.3.6. Recruiting approach

Amahoro and RIFA did not hire new staff for the implementation of the project but appointed a programme officer among their existing staff. Recruiting a new programme officer would disrupt balances within the team, risk potential trust issues and would not be sustainable for the capacity development in the long run. This idea was strongly supported by LGBT Danmark, who shared negative experiences hiring supplementary staff in a similar context in Tanzania. The sometimes limited level of education and the profiles that did not always correspond to those in the proposal did make the implementation of the project challenging. However, it was a **success factor to work with people who were already active in the community and had the contacts and trust of the local LGBTI+ activists**. In addition, the recruitment of the coalition facilitator as a "neutral outsider" was a major condition for fulfilling this role.

3.3.7. Capacity building

In the end survey to Isange members, the **capacity building trainings were rated very well** and got an average of 4,1 on a scale of 5. Topics that were raised several times in the comment section are the fact that the estimated **cost of attending the trainings** should be increased, and that it was good that the training was delivered by **peers** (Isange staff).

3.4. Impact

The follow-up of the indicators (annex 5.2), shows that all project's objectives and results were achieved, apart from "less overlap in topics and activities Isange members".

Isange's organisations indeed have fairly similar profiles and activities. Çavaria's project officer did notice a difference at the beginning and end of the project. One Isange member, for instance, is deliberately focusing more on health. When asked, the organisation first denied this, as for the local organisations it is a **survival mechanism to keep their work broad and generalist** to have a chance at every available fund. However, it is an important step in organisational development to further develop the focus of an organisation. This can be done in various ways: an organisation can focus on one or more LGBTI+ identities, choose a specific regional, thematic or strategic focus. These issues were raised in the last workshop. The organisations were very open to this, so this is an item that can be further elaborated in a follow-up trajectory on capacity building.

3.4.1. Coalition strengthening

As was already mentioned, the LGBTI+ community has a chaotic past. There were a lot of conflicts between activists and within the movement. However, a strong and unified LGBTI+ community is necessary to effectively advocate for the rights and wellbeing of LGBTI+ individuals. Currently these

conflicts have come to an end; the coalition has a strong leadership and all organisations expressed the need to prevent conflicts from erupting again. A **good functioning conflict resolution committee** is in place. The daily functioning of the coalition greatly increased with the implementation of GFGT and the new **Coalition Facilitator**. Isange members participate enthusiastically in the coalition and see its importance. The outbreak of COVID-19 provided an opportunity for Isange to play a coordinating role in the impact assessment and the coordination of the emergency support, which was greatly appreciated by Isange members.

The **coalition became more and more representative for the entire LGBTI+ community**. The coalition grew from 11 to 18 organisations since the beginning of the project. At the beginning of the project, Isange only had member organisations from Kigali. Now, Isange has members based in all provinces of Rwanda: in the capital, in the big cities and in rural areas. Special attention is given to members based outside Kigali, which allows them to participate in activities, jointly build their capacities, exchange experiences with other LGBTI+ organisations and play an active role in the coalition. Only slowly, thanks to the outreach of Isange during the mapping exercise, LGBTI+ groups in the provinces and on the countryside are getting organised.

In the survey,

- 67% of the organisations indicated an **increase in the quality of activism** of Rwandan LGBTI+ organisations before and after GFGT. The average increase noticed was 1 point (on a scale of 5). Most of the organisations clarify their response by referring to an increased collaboration and unity in the LGBTI+ community through Isange.
- 89% of organisations indicated that the **overlap in topics and activities of Isange members remained the same**. Only 11% indicated a decrease in overlap. Identity building and the specific themes and activities that Isange members can focus on were only addressed during the last workshop week, as there were other priorities before that. This is a point that most members found extremely interesting, both as a logical step in their organisational development as for a follow-up capacity building project.
- The **working of the coalition improved through the project**; 89% of the organisations indicated that Isange meetings and discussions are better managed and structured. 83% of the organisations indicated that there is an improved agenda setting of Isange meetings.

3.4.2. Capacity building

The Isange monthly members meeting and Isange board decided to focus the capacity building trajectory primarily on **fundraising**, in all its aspects:

- project design
- project formulation
- proposal writing
- monitoring and evaluation
- project implementation

- reporting
- financial management
- donor outreach

Another idea was to include the SDG's in the capacity building trajectory; to use this framework to start the dialogue with the government, church leaders and media figures. A training was organised and material was produced for Rwandan staff, but this had limited result as **Rwandan civil society and government actors do not pay much attention to the SDG's**. There were also no fundraising opportunities nor fundraising initiatives linked to the SDG's. It seems that the COVID-19 context made the focus on SDG's fade further.

To assess the capacities of the involved organisations and to track the progress, çavaria used an organisational self-assessment tool developed by Positive Vibes. The methodology used is called '**fit for purpose – a tool to support the organisational development of human rights organisations**'. Through this self-assessment tool staff self-assess their organisation on 35 criteria on a scale from 0 to 5, which in turn relate to the following five core capabilities;

- The capability to achieve coherence
- The capability to act and commit
- The capability to deliver on development objectives
- The capability to adapt and self-renew
- The capability to relate to stakeholders

The **approach with intermediaries was successfully implemented**. In the first two semesters, the staff of Isange, Amahoro and RIFA were trained in the capacities prioritised. The staff is now successfully transmitting their knowledge and experience to the Isange members and supporting them in the implementation of these skills (among other things in the formulation and implementation of the micro-projects)

The **COVID-19 pandemic provided a great opportunity to put the acquired skills in practice** and to formulate projects for emergency support. A preliminary discussion on what is the best fundraising strategy for the Rwandan LGBTI+ movement resulted in the decision for a two-way approach; Isange would continue its fundraising initiatives for its own functioning and for projects in which all Isange members are involved in the implementation, and Isange and çavaria would further support individual Isange members in their individual fundraising efforts. The fundraising committee of Isange will play a role in the implementation of both approaches.

61% of the organisations indicated an increase in their capacities through GFGT. Additionally, some of the organisations that did not record an increase mentioned various capacities they had acquired through the GFGT project. This indicated that they too benefited from the capacity building trajectory. The average increase noticed was 1 point (on a scale of 5).

The impact of the micro-projects was tremendous as a:

- 1) **training tool:** the local LGBTI+ organisations were often able to for the first time put into practice the skills learned on project writing, implementation and financial follow-up. In addition, many of the micro-projects revolved around activities that require specific skills: designing and making clothes, agriculture, accounting, IT services, ... The organisations can thus internally train their members for these activities.
- 2) **advocacy tool:** Many income-generating activities sparked the interest of local leaders. As a result, they got in touch with the local LGBTI+ organisation for the first time. Vice versa, through their micro-projects, the local LGBTI+ organisations showed they too are willing and able to do business and be a 'productive' part of society. The micro-projects thus give them positive leverage to start a dialogue with these local leaders. This is where the greatest impact really lies, because the local leaders are a crucial link in the fight against discrimination and stigmatisation. As an advocacy tool, these projects are worth a lot more than EUR 1,000 per project.
- 3) **emergency response:** part of the resources generated by the projects went back to the community: the operational costs of the organisations are partly paid with it and several organisations organised emergency responses for their members; e.g. members who were evicted, had urgent medical expenses or lost their job. In addition, a trans organisation used the generated funds for micro-credit operations for its members.
- 4) **self-empowerment tool:** Through the micro-projects, a lot of LGBTI+ persons are able to engage in productive activities. This contributes to a renewed self-confidence in their own abilities and entrepreneurship.
- 5) **awareness-raising tool:** the micro-projects and businesses often led to a first positive contact between the broader society and the LGBTI+ community. The micro-projects also improved the social position of LGBTI+ persons within their family.

Currently Amahoro is still the only registered organisation. Like Amahoro, other organisations that apply for registration do this mainly as general human rights or health organisations and under names that do not directly refer to SOGIESC. Some organisations do use a more open approach, and publicly state that they are LGBTI+ organisations. But both strategies were unsuccessful.

This makes LGBTI+ organisations dependant on Amahoro, as Amahoro is fiscally hosting most of them. Consequently, Amahoro receives most of the funds of the Rwandan LGBTI+ community and is the end-responsible for the financial reporting of these funds. This firstly puts a **strain on Amahoro's departments**, especially on the finance department. Secondly, **if Amahoro would lose its registration, this would endanger the organisation of the LGBTI+ movement** as it is. For Isange,

their lack of registration means the coalition can only function as an informal platform and is therefore limited in its functioning, networking and outreach possibilities.

We did manage to secure several funds to cover registration costs and GFGT staff supported several LGBTI+ organisations in preparing the necessary documents. In addition, CSO Human Rights First Rwanda is also active in this domain. Within the context of GFGT, a project was written by Isange and submitted to the Equal Rights in Action Fund to support Rwandan LGBTI+ organisations. The **need for support for the registration issue** (in the registration process, to collect data on the registration process and monitor whether discrimination actually occurs) **should be included in a follow-up to GFGT.**

3.5. Sustainability

In the capacity building process, the skills with regard to organisational, individual and financial capacity of the local LGBTI+ organisations were increased, ensuring their future operation.

The intermediaries were equipped with the necessary tools to share knowledge with other local LGBTI+ organisations and facilitate capacity building processes. The local movement can continuously apply these to work towards organisational and financial sustainability. We **limited the risk that no funding is obtained to finance the human resources** recruited and trained during the project after the termination of this two year project, by submitting a follow-up project with DGD. We are also aware of future funding opportunities in Rwanda.

3.6. Coherence

During the project, the following synergies and complementarities were achieved with several actors.

- **LGBT Danmark** was implementing a complementary project on personal capacity building of activists. Çavaria, Positive Vibes and LGBTI Denmark consulted each other on an ad hoc basis on context information, to triangulate impressions and experiences of the difficult context, and to share useful instruments.
- Çavaria shares information about its activities and amongst the **Amsterdam network**, an informal network of LGBTI+ organisations with an international department. The members keep track of programs, focusses and funding streams in order to maximise the possible complementarities and synergies between programs with an LGBTI+ focus.
- **Enabel** is currently implementing a 5-year program on Sexual and Reproductive Health and Rights. There were several contacts between çavaria, the local LGBTI+ organisations and the Rwandan Enabel office. Through this dialogue we were able to assure the inclusiveness of the program, and identify concrete operational strategies with respect to the context in which Enabel operates.

4. Conclusions and recommendations

- **Continue the approach with interim trainers and peer to peer learning.**
- **Continue the capacity building approach with micro-projects**
- **Build equal partnerships with local civil society**
- **Çavaria and its partner organisations could provide more accessible, and easy to implement information and instruments for other civil society and government actors** so they can adopt an inclusive approach of its Rwandan program on Sexual and Reproductive Health and Rights.
- **To build an equal partnership between Çavaria and the local LGBTI+ organisations, it is important to build a personal relationship of trust, but also to be aware of this imbalance, of the roles that everyone takes in the relationship.** It is important to come to a shared ownership of the project and let decisions about the strategies of the local community be taken locally by the competent structures, the Isange monthly members meeting and the Isange board. A formal steering committee for the coordination and implementation of the project with the different organisations represented would improve the implementation of the project in equal partnership.
- **It is very important to entrust the local organisations with the staff recruiting process.** For some roles you need people who already know the community well and have the trust of the local activists. For other roles you need a more neutral outsider. It is important to see if there is a good mix of competences and skills in the team, and to make good agreements in the contracts about the roles and expectations. A weekly coordination meeting between Çavaria and the local team also helped to create trust, get acquainted with the work context, but mainly to support the organisations.
- **Identity building and the specific themes and activities that Isange members can focus on should be further addressed** in a follow-up to the capacity building process. These items were only addressed during the last workshop week, as there were other priorities before that. This is a point that most members found extremely interesting, and is also a logical step to develop further in the development of the organisation.
- **Good communication and exchange of experiences and views are necessary to safeguard the complementarity of projects that are implemented in the same country,** to maximise the impact of the projects. Çavaria is already in contact with actors who are starting a program in Rwanda, and a formal consultation structure will be established if Çavaria can continue its work in Rwanda.

5. Annex

5.1. GFGT activities implemented

The project implementation proceeded as described in the project proposal. However, the specific context (limited capacities of Rwandan LGBTI+ organisations, the discretion and trust required to work in Rwandan context) and the outbreak of the COVID-19 pandemic has caused various activities to be carried out in a different way than originally planned. The project also experienced delay in starting up: the project was provisionally approved by the condition of an exploratory visit of çavaria to Rwanda. This visit was carried out in August 2019, the results of the visit were reported in September 2019. The final approval, which also freed up the necessary budget for the implementation of the project, came in November, delaying the start-up of the work with the Rwandan partners with 4 months.

Overview of the activities implemented in the context of the GFGT project		
Timing	What	Extra information/ Available documents
Preparatory phase (august 19- nov 19)	Recruitment of Programme Officer çavaria	
	Exploratory visit of çavaria to Rwanda <ul style="list-style-type: none"> • Meeting with Amahoro, RIFA and Isange • Capacity analysis of Amahoro and RIFA • Determination of the priorities for the capacity building trajectory with all Isange members • Monthly member meeting of Isange • Visit to 13 LGBTI+ organisations, of which 9 Isange members • Meeting with other civil society actors <ul style="list-style-type: none"> ○ Health Development Initiative (HDI), a health-based Rwandan NGO ○ Human Rights First Rwanda (HRFR), a rights-based Rwandan NGO. ○ Legal Aid Rwanda, a legal NGO. • Meeting with the Embassy of Belgium and the Embassy of Sweden • Meeting with Enabel • Meeting with Positive Vibes and LGBTI Denmark. 	Report on the exploratory visit is available
	Set-up financial-technical procedure <ul style="list-style-type: none"> • Contract between 11.11.11 and çavaria • Preparation of contract between çavaria and Amahoro • Preparation of contract between Amahoro and RIFA and Isange 	

	<ul style="list-style-type: none"> Development of templates for financial and narrative reporting 	
Semester 1 (Dec 19 – Jan 20)	Recruitment of Programme Officers Amahoro, RIFA and Coalition Facilitator Isange	
	Purchase of office equipment Amahoro, RIFA and Isange	
	Mapping of Rwandan LGBTI+ organisations	Result of the mapping exercise (continuously updated)
	<p>First exchange and training visit of çavaria to Rwanda</p> <ul style="list-style-type: none"> Trainings were given to Amahoro, RIFA and Isange staff on the following topics; <ul style="list-style-type: none"> Project cycle management (Analysis, Planning, Monitoring, Evaluation, Accountability, Learning) SDG's Fundraising (Proposal writing, donor relations) Facilitation of meetings Coalition strengthening Reporting semester 1 Planning semester 2 Meeting with the embassies of Belgium, Sweden, the Netherlands, France, United Kingdom and the European Representation Meeting with Enabel Visit to 11 LGBTI+ organisations 	<ul style="list-style-type: none"> report on the training visit training material Evaluation forms and analysis for the training are available
	Organisation of Isange monthly members meeting	
Semester 2 (Feb 20 – Jul 20)	Formulation and approval of mission and vision for Isange, development of a governing chart	<ul style="list-style-type: none"> mission and vision governing chart
	Mapping of Rwandan LGBTI+ organisations	LGBTI+ groups in the provinces were included in the mapping report
	Mapping for the needs of the Rwandan LGBTI+ community followed by the outbreak of the COVID-19 pandemic	<ul style="list-style-type: none"> report on the impact of COVID-19 on LGBTI+ individuals in Central-Africa
	Establishment of an Isange fundraising committee	
	Preparation of IDAHOT 2020 (formulation of a concept note, reaching out and confirmation to donors for support)	IDAHOT 2020 did not take place due to COVID-19

	Weekly skype calls with çavaria, Isange, Amahoro and RIFA	Reports of weekly calls
	Development of COVID-19 emergency support projects and coordination of COVID-19 emergency effort of the Rwandan LGBTI+ community	Isange formulated 4 projects, of which 1 was approved. RIFA formulated 5 projects, 3 approved. Amahoro formulated 5 projects, 4 approved
	Implementation of a part of the emergency fund	Report on the implementation of the emergency fund
	Organisation of Isange monthly members meeting	
	Meeting of Isange with <ul style="list-style-type: none"> • Belgium embassy • Dutch embassy • UHAI • RWAMREC • Equal Right in Action Fund 	
Semester 3 (Aug 20 - Jan 21)	Capacity building training of 4 days was organised for all Isange members on project design, formulation, implementation and funding	The training material developed for the first training visit was adapted based on the experiences of the previous year, evaluation forms and analysis available
	Weekly skype calls with çavaria, Isange, Amahoro and RIFA	Reports of weekly calls
	Mapping of Rwandan LGBTI+ organisations	Continuous exercise
	Formulation of a project on advocacy on decent work for LGBTI+ persons with all Isange members.	Dutch embassy approved the project. Project proposal available
	Formulation of a project of Isange on registration of LGBTI+ organisations for the Equal Rights in Action Fund	Isange got nominated by Dutch embassy after outreach. Project proposal available.
	Formulation of a project of Amahoro on the economic empowerment of LGBTI+ individuals	Project was presented to the German

		embassy, and is waiting for feedback. Project proposal available.
	Formulation of a project of Isange on capacity building of Isange members	Project was presented to UHAI, but not approved. Project proposal available.
	Meeting of Isange with <ul style="list-style-type: none"> • Belgian embassy • Dutch embassy • UHAI • All Out • German embassy • US embassy • Outright International • Give Out • Stonewall • Urgent Action Fund for Africa 	
	Organisation of Isange monthly members meeting	
	Organisation of micro-projects for Isange members <ul style="list-style-type: none"> • Launch of a call for proposal • Support of staff Isange, Amahoro and RIFA to Isange members to formulate projects • Evaluation and selection of projects by selection committee 	
	Intermediary evaluation	
	Isange 2020 general meeting	Report available
Semester 4 (Feb 21 – Jul 21)	Capacity building training of 4 days for all Isange members about <ul style="list-style-type: none"> • Follow-up on the first capacity building week • Leadership and management skills • Coalition building • Networking 	New training material was developed, evaluation forms and analysis available
	Weekly skype calls with çavaria, Isange, Amahoro and RIFA	
	Mapping of Rwandan LGBTI+ organisations	
	Development of a strategic plan for 2021 for Isange	Strategic plan
	Formulation of project proposals for UHAI by Isange, RIFA and Amahoro	

Networking and meetings with various stakeholders (Embassies, Rwandan CSO's, international foundations and funders)	
Organisation of Isange monthly members meeting	
Implementation of 16 micro-projects of Isange members <ul style="list-style-type: none"> • Support of staff Isange, Amahoro and RIFA to Isange members to implement projects • Reporting • Exchange on experiences and lessons learned between Isange members 	
Final evaluation with interviews and a survey to Isange members	Survey data
Exchange and evaluation visit	Visit report
Organisation of a pride event on IDAHOT 2021	A international fundraising was organised through the All Out network, but the event got cancelled due to COVID-19.

5.2. Follow-up of indicators

Specific objective: Capacity building		
Indicator	Evaluation	Verification sources
Improved quality of LGBT+ activism by Isange members	↑ 67% of the organisations indicated an increase in the quality of activism of Rwandan LGBTI+ organisations	Survey to the Isange members
Increased sustainability of the work of the Isange members	↑ 61% of the organisations indicated an increase in the capacities through GFGT	Survey to the Isange members
Result 1: increased individual and operational capacity of all Isange members		
Every Isange member implements at minimum 1 skill	↑ All Isange members were trained on various skills related with project implementation. All Isange members had the opportunity to put these skills into practice through the micro-projects	<ul style="list-style-type: none"> Survey to the Isange members Evaluation forms and analysis of capacity building workshops Report of the micro-projects
Outputs Result 1: Improved capacity building both direct and through peer learning		
5 capacity building workshops by Amahoro and RIFA	↑ Isange organised twice a 4-day training week for its members.	Evaluation forms and analysis of the capacity building workshops
Result 2: more coordinated activism by the Isange members		
Less overlap in topics and activities Isange members	▬ 89% listed no improvement in overlap. Only 11% indicated less overlap.	Survey to the Isange members
2 new cooperation initiatives between Isange members	↑ 67% responded they worked together with another isange member in the last two years.	Survey to the Isange members
Well managed and structured Isange meetings/discussions	↑ 89% of the organisations indicated that Isange meetings and discussions are better managed and structured.	Survey to the Isange members
Outputs result 2: improved strategy and coordination of Isange with an enhanced discussion environment		
1 needs-based, 1-year coalition strategy	↑ The needs-based, 1-year coalition strategy was developed	Coalition strategy
Improved agenda setting for Isange meetings/activities	↑ 83% of the organisations indicated an improved agenda setting of Isange meetings	Survey to the Isange members