



ANNUAL REPORT 2017

Supporting Rwandan Society with Legal Aid and Capacity-Building for 26 years

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List of Acronyms

CPC: Community Policing Committees

CSOs: Civil Society Organizations

GBV: Gender- Based Violence

GIZ: Gesellschaft für Internationale Zusammenarbeit (German International Cooperation)

M&E: Monitoring and Evaluation

MEAL: Monitoring, Evaluation, Accountability & Learning

NGO: Non-Governmental Organization

RCN & JD: Justice & Démocratie

SGBV: Sexual Gender Based Violence

Executive summary

The legal framework of Rwanda strives to cultivate a system that recognizes the gravity of sexual and gender-based violence (SGBV) and create a space for all SGBV victims to find support. Though often not discussed, SGBV happens within all socioeconomic groups, religions, genders, and ages and can have a lasting impact on the emotional, as well as physical health of the victim. Beyond victims themselves, the impact of these crimes is felt throughout the society and though much work has been done, SGBV must continue to be addressed by not only the government but by all Rwandans.

For laws to be implemented effectively, institutions such as the government, civil society and diplomatic missions must play a critical role in ensuring citizens understand their rights and have access to services which can protect these rights.

It is within this context that Haguruka, as a civil society organization with a mandate to promote and protect the rights of women and children, played a significant role in raising awareness amongst the population of their rights and rendering legal services using its holistic approach: legal assistance by lawyers, counseling by counselors, and psychosocial therapy to its beneficiaries through different projects implemented in 2017.

In 2017, Haguruka implemented several projects to reach various target groups and data shows that we reached approximately 4,231 beneficiaries.

Haguruka project operations from its creation are strongly built on six pillars:

1. To support women and children to access justice in order to reduce vulnerability.
2. To reduce the number of SGBV cases and ensure access to justice, security, and counseling for victims.
3. To contribute to the prevention of human trafficking in Rwanda through social and judicial integration.
4. To build public awareness of human rights abuses, SGBV, and trafficking to fight against these practices and ensure re-integration.
5. Government and judiciary understand women and children's rights promote them and strengthen laws and procedures.
6. To see Haguruka known across Rwanda, at local, national, sector, and international levels, as an expert in its field.

Haguruka's policies and programs have for many years helped to address legal matters in coordination with other actors and partners. Moreover, sensitization, dialogues, and other activities aimed to prevent the most persistent legal matters like land-related issues, sexual and gender-based violence (SGBV), and family issues have given communities a greater sense of ownership and awareness in addressing their legal issues.

A. INTRODUCTION

Haguruka is a Non-Governmental Organization (NGO) operating in Rwanda since 1991 according to Rwandan law. Haguruka was established on the 16th of July 1991 and formalized through Ministerial Order n°127/05 on 28th of December 1991. Haguruka's mission is to promote and defend the rights of women and children. Haguruka's vision is for the creation of a society where the rights of women and children are respected and where women and children live free from violence and discrimination so that they can reach their full potential.

To promote and protect women and children's rights (boys and girls) Haguruka utilizes the international and national legal frameworks and different policies on Women and Children's rights. Haguruka attributes its success on four key areas of intervention: Legal and psycho-social support, Awareness raising activities and social mobilization, Capacity development of partners and stakeholders, and Research and advocacy.

Haguruka's strong reputation is also built on six strong values:

Equality

Women's equality ensures a more peaceful and prosperous society for women, men, and children. Inequality in communities and families' breeds exclusion and can lead to violence.

Advocacy

The movement towards gender equality requires social change. We are committed to identifying barriers to women's equality and advocating for change.

Accountability

We are accountable to the individuals and communities we serve, our donors, partners and other stakeholders for resources that come into its possession.

Confidentiality

We ensure that information is kept private and is only accessible to those who are authorized to have access.

Support

We support citizens to claim their rights.

Respect

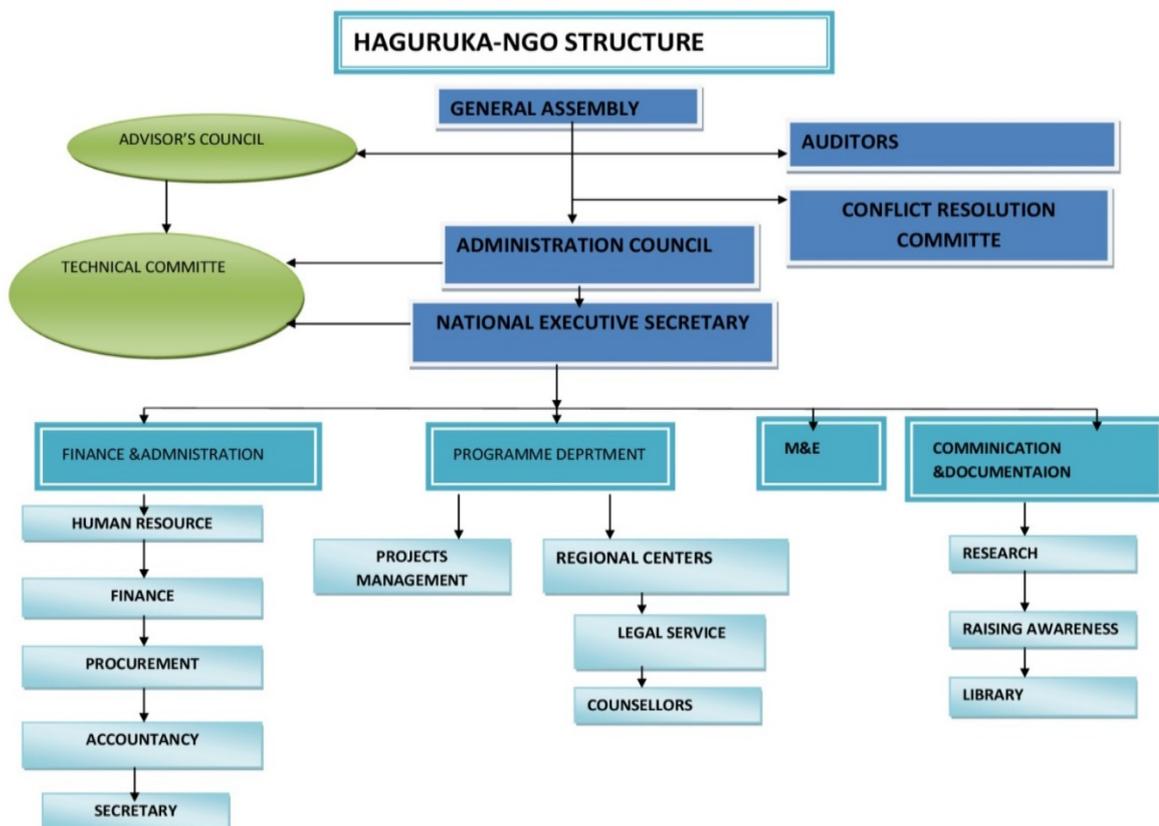
We recognize that women are equally capable of making the best decisions for their family. We admire and value every client/citizen we serve and will show them respect at every interaction.

Partnership

We collaborate with organizations passionate about defending the rights of women and children.

To perform its services, Haguruka works with 416 paralegals—equating to one paralegal in each sector of Rwanda. All the paralegals work on a voluntary basis and have been trained on different laws. The paralegals help to resolve problems often concerning gender-based violence and land conflict in collaboration with Haguruka’s regional managers from each regional center.

A.1 ORGANIZATIONAL STRUCTURE



Key Achievements in 2017

Haguruka has achieved many successes in 2017. These achievements are categorized by Haguruka's areas of intervention.

Legal and psycho-social support

- *Haguruka provided legal aid and support to 911 beneficiaries (Women: 681, Men: 230) in 2017. Haguruka's lawyers stationed at our provincial centers are in charge of drafting legal briefs and other court documents, mediation, advocacy and orientation, legal representation, and accompaniment to the courts if necessary.*
- *Haguruka launched "16-days of activism" under the theme of "leave no-one behind." The project was aimed at eliminating violence against women, and this was achieved through providing legal assistance to GBV victims.*

Awareness and Social Mobilization

- *Haguruka conducted 70 community dialogues aimed at raising awareness to the general public on their fundamental rights and the administration of proximity justice in Nyabihu and Gicumbi districts in Western and Northern provinces, respectively.*
- *In 2017 Haguruka developed and disseminated a simplified legal guide booklet on the GBV law, policies, and strategies for distribution to citizens, local leaders, and service providers.*

Capacity Building

- *Haguruka provided capacity building training to service providers, GBV/CP committee members, District Authorities, CSO members and local representatives on GBV legal framework, GBV services, referral structures, and procedures in Nyanza district*
- *In 2017, Haguruka organized a one-day training on national labor law and ILO core conventions the training targeted managing directors of horticulture companies.*

A.2. Geographic Coverage

Haguruka’s headquarters are in Kigali, with Provincial Centers in Musanze in Northern Province, Kayonza in Eastern Province, and Nyanza in Southern Province. This provides the base from which Haguruka coordinates a network of over 416 paralegals in located in every Sector of the country, with each office comprised of a conference room, office space, a small library, a jurist, a psychosocial counsellor and a safe house for women and children, particularly victims of gender-based violence.



One of Haguruka’s centers in Nyanza District (Southern Province)

B. Strategic Approach

B.1. Operational Strategy

Haguruka works in partnership with the government at central and local level, and with national and international non-governmental organizations (NGOs) to promote and protect women and children's rights.

To perform its services, Haguruka works with 416 paralegals—equating to one paralegal in each sector of Rwanda. All the paralegals work on a voluntary basis and have been trained on different laws. The paralegals help to resolve problems often concerning gender-based violence and Land conflict in collaboration with Haguruka's lawyers from each regional center.

Haguruka is a Rwandan organization with experienced lawyers who provide regular legal orientation and support to vulnerable women, especially those who are survivors of GBV.

Haguruka has been working, and continues to work, in the area of providing legal, social, and emotional support, advocacy, training, legal orientation and legal aid support, psychosocial counselling, mediation, community sensitization. Haguruka also conducts public awareness campaigning on GBV, land issues, as well as resolving family conflicts

The potential of the organization encompasses the quality of delivering services to its beneficiaries in a confidential manner. The roadmap to accessing the services offered by Haguruka begins with the individual who is received by a counselor in a closed office which guarantees the confidential nature in which the case of a beneficiary is received and recorded. The beneficiary is then received by a lawyer in a similar environment. The two staff members then decide on the way forward for the treatment of the received case. In case there is

a need of shelter or safe-house services, the staff members make the decision and inform the Executive Secretary. Such a decision remains confidential between the three officials. The beneficiary received in the shelters is not allowed to communicate to the outside the entire period they are occupying the safe house.

B.2. Management Structures

Haguruka has a strong organizational structure with an independent board, staff, and management team. New and updated policies are already in place such as personal statute, accounting manual, a procurements and finance manual, and a strategic plan for five years (2017-2022) that will guide the organization's activities.

Haguruka has three main organs: The General Assembly, the Board of Directors, and the National Executive Secretariat. Haguruka has three categories of members: effective members, honorary members, and supportive members. The national executive secretariat is composed of the National Executive Secretary for coordination, Director of Finance and Administration,

project officers and managers, lawyers and counselors, and a Monitoring and Evaluation Officer.

C. Program Activity and Achievements within 2017

To promote and protect women and children's rights (boys and girls) by using international and national legal frameworks and different policies, Haguruka achieves this through our four programs: Legal and psycho-social support, Sensitization and social mobilization, Capacity building, and Research and advocacy. Haguruka believes that in order to achieve its mission, and hold itself accountable to our beneficiaries, the above-mentioned programs should go hand in hand.

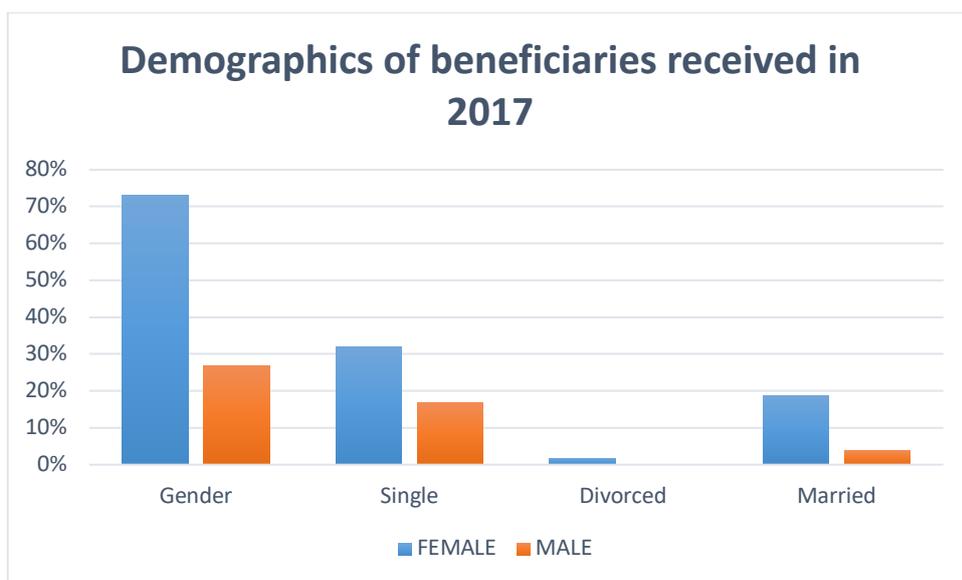
C.1 Legal and psycho-social support

In Rwanda, legal aid services are based on the legal aid policy of 2014 developed by Ministry of Justice (MINIJUST). This policy aims at increasing the level of access to justice for all Rwandans particularly by expanding the legal aid provision to all people especially the vulnerable. As part of Haguruka's mandate, it provides legal assistance to women and children. Haguruka has gone far to extend legal services through mobile legal clinics by finding people in their localities. In 2017, Haguruka has rendered legal aid services to 911 beneficiaries (Women: 681, Men: 230) across the regional centers in Gasabo, Musanze, and Nyanza Districts.

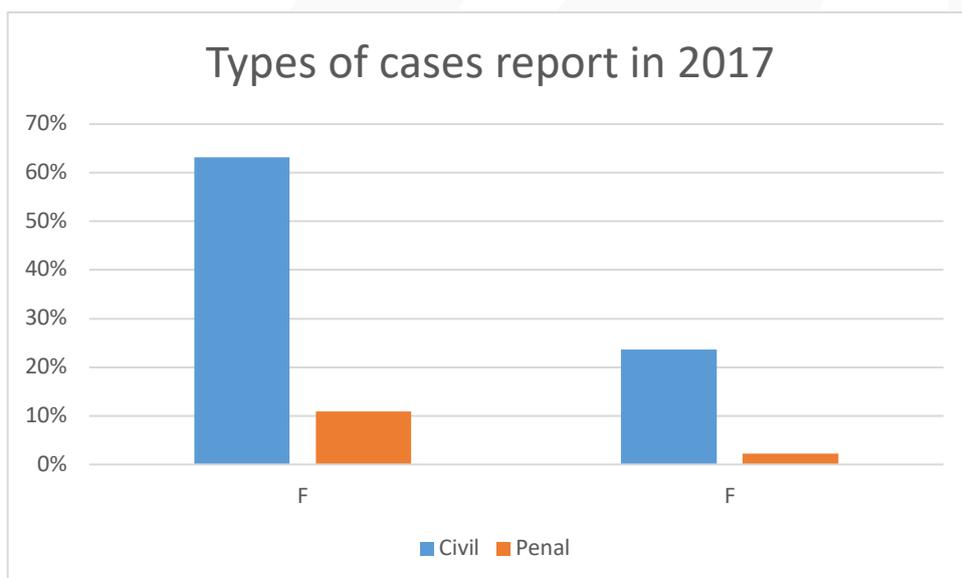


One of Haguruka's lawyers providing legal assistance to our beneficiary in the local community

Haguruka’s mission is for the provision of legal aid to continue to create a society where rights of children, women, and men are realized through the easy accessibility of justice. Haguruka provides legal aid and support to gender-based violence victims as well as drafting legal briefs and court documents, mediation, advocacy and orientation, legal representation, and accompaniment to the courts if necessary.



The bar-chart presents the demographics of beneficiaries that approached Haguruka for legal services and legal assistance support in 2017



Haguruka categorizes types of cases into Civil and Penal cases. The bar-chart above shows the percentage of types of cases reported in 2017.

In the legal aid domain, Haguruka has made significant achievements in 2017 such as providing legal services, legal assistance, and support to its beneficiaries. Please refer to Annex 1 for the Legal aid statistics in 2017¹ arranging from different categories;

C.2. Awareness and Social mobilization

One of Haguruka's priorities is defending women and children's rights. HAGURUKA uses a holistic approach in order to raise awareness about child's right protection.

HAGURUKA conducts community mobilization through campaigns to sensitize the targeted group, especially gender-based violence victims such as women and children, in the way of raising awareness about their rights.

Haguruka not only advocates for the promotion of women and children's rights on existing laws, but also prevention and protection against gender-based violence raises awareness on children and women's rights, land rights, prevention and protection against GBV.

In 2017 alone, Haguruka conducted 70 community dialogues aimed at raising awareness to the general public on their fundamental rights and the administration of proximity justice in Nyabihu and Gicumbi districts in Western and Northern provinces respectively.

Haguruka has played an important role in the prevention and protection against gender-based violence. This was achieved not only by advocacy or legal assistance but also through raising awareness. For example, Haguruka conducted committee dialogues at the local level, used media outlets (Radio and Television), produced and disseminated user-friendly legal guide booklets and EIC (Education Information Communication) materials/tools.

¹ Refer to Annex 1 for the legal aid data statistics (2012-2015)



Community dialogues in Gicumbi District

The community dialogues aimed at harnessing citizens' active participation in protection and promotion of rights of vulnerable group such as children, women, people with disability and other marginalized groups. The community dialogues provided an opportunity for participants to share and discuss their experiences, expectations, and recommendations on issues around proximity justice.

C.3. Capacity building for Partners and Stakeholders

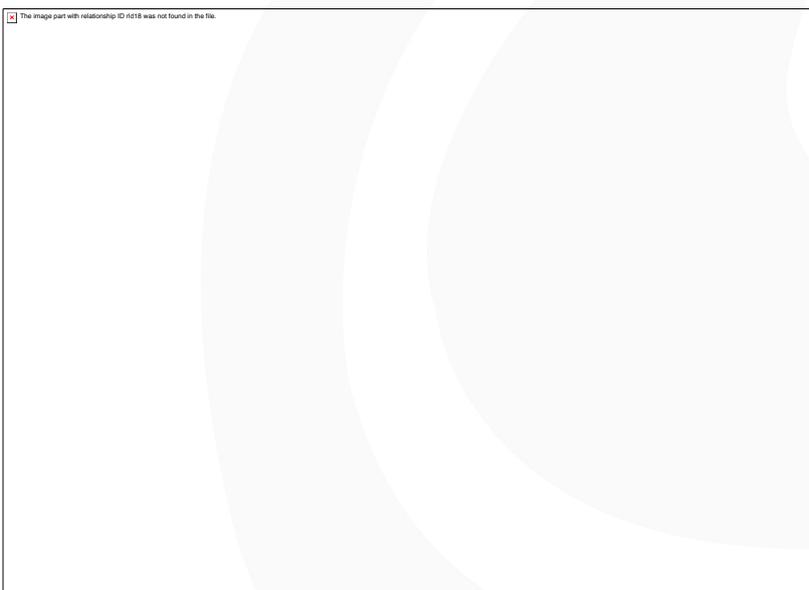
Haguruka offers capacity building trainings to Haguruka's lawyers, counselors, local authorities, key persons in the community, and paralegals on the on gendered legal framework. They also trained on different laws such as succession law, family law, GBV law, child law, and land law. This is done in order to raise awareness on human rights and gender-based violence prevention.

In 2017, Haguruka, offered capacity building trainings to GBV/CP committee members, district authorities, CSO members and local representatives on GBV legal framework, GBV services, referral structures/mechanisms, and procedures to follow in Nyanza district. The objective of the training was to increase the knowledge and awareness of opinion leaders on Gender Based Violence and available prevention and management laws and policies in Rwanda.



Training sessions with GBV service providers in Nyanza district

Within this year, Haguruka also organized a one-day training on national labor law and ILO core conventions. The training mainly targeted Managing Directors of horticulture companies in Nyagatare, Gatsibo, Kicukiro, Kamonyi, Nyamasheke, and Rwamagana districts. The main objective of the training was to ensure that participants understand and familiarize themselves with the National Labor Laws and ILO Core Conventions in the horticulture sector. The training also aimed at enhancing the knowledge of the managing directors on organizing workers and negotiating legally binding improvements at the place of work.



Training of managing directors of horticulture sector on the National Labor Law and the ILO conventions

D. Partnerships & Projects Implemented in 2017

Haguruka has been operating in Rwanda since 1991 in partnership with national and international non-governmental organizations that promote women and children's right. Haguruka also collaborates closely with the Government at central and local level participating in promotion and protection of women and children's right.

The definition of the mission, and objectives of Haguruka, it offers a wide space in its daily activities in favor of women and children as well as in general. This multi-sectorial related to the rights of women and children allowed Haguruka to have different partners and opportunities to collaborate with them in the different areas of intervention:

D.1. Legal and Psycho-social support

GIZ Rwanda: HAGURUKA in partnership with GIZ • launched "16-days of activism" under the theme of "leave no-one behind in Gasabo district. The project was aimed at eliminating violence against women. This was achieved through providing legal assistance to GBV victims.

D.2. Awareness and Social Mobilization

RCN J&D: Haguruka in partnership with RCN J&D are implementing a project entitled "**Strengthening Proximity Justice in Rwanda**". The project has an objective of empowering proximity justice system and improving legal literacy of the citizens. With the partnership with RCN J&D, Haguruka conducted 70 community dialogues in Nyabihu and Gicumbi districts on fundamental human rights, applicable laws, and the functionality of the justice system. The community dialogues were held at sector level in 2017.

D.3. Capacity Building

Palladium via Tröcaire: Haguruka in partnership with Tröcaire are implementing a project entitled "**Holding duty bearers to account for the implementation of the GBV policy**". The project will contribute towards enhanced GBV prevention and effective response to GBV cases through increased awareness of the GBV policy framework among the population and local leaders, and improved capacity of local GBV response structures to operate and improve accountability of duty bearers. Under this partnership, Haguruka conducted trainings for GBV/CP committee members, District Authorities, CSO members and local representatives on GBV legal framework, GBV services, referral structures/mechanisms, and procedures to follow in Nyanza district.

Netherlands Embassy via HIVOS Foundation: Haguruka in partnership with HIVOS Foundation are implementing a project entitled "State Accountability for Corporate Violations". The project

will contribute towards building decent workplaces by ensuring sustainable improvement in working conditions for women workers in the horticulture sector in Rwanda. Within this quarter, Haguruka conducted trainings for one-day training on national labor law and ILO core conventions. The training mainly targeted managing directors of horticulture companies in Nyagatare, Gatsibo, Kicukiro, Kamonyi, Nyamasheke, and Rwamagana districts.

E. Monitoring, Evaluation, and Reporting

E.1. Purpose

The aim of this this Monitoring & Evaluation section is to describe the overview of how Haguruka monitors and evaluates its projects. Haguruka's M&E system provides the information needed to assess and guide the project strategy, ensure effective operations, meet internal and external reporting requirements, and inform future programming.

A functional M&E system provides a continuous flow of information that is useful **internally** and **externally**.

- The internal use of information on progress, problems, and performance is a crucial management tool that helps our project coordinators/managers to ensure that specific targets are met
- The information from an M&E system is also important to our stakeholders and donors who are expecting results and demonstrable impacts

Haguruka's M&E is an integral part of project design and also part of project implementation and completion. Haguruka understands the key stages of the project life cycle and how an M&E system corresponds to it

Figure 1: Haguruka's project monitoring cycle



Haguruka undertakes the following monitoring activities:

E.2. On-going Monitoring

For continuous improvement in the quality of our projects Haguruka applies the monitoring cycle model that passes through 3 steps to be taken as completed monitoring activity.

This model starts with (1) observation and evidence gathering, (2) sharing session with stakeholders and (3) development of an improvement plan.

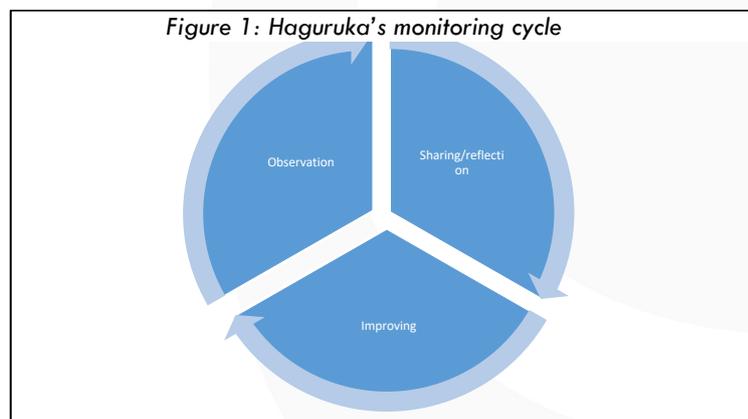
The first step is concerned with observation and evidence gathering mainly through field visits for the activity implementation versus established action plan, participation stakeholders' meetings or trainings, procurement process, assessment of resources in place; and the relevancy of the information management system from the field and the community.

These activities are usually implemented by Haguruka's Monitoring, Evaluation, Accountability and Learning (MEAL) Officer with the support of the program managers on each project. Monitoring visits are usually conducted by program managers and the MEAL officer

The second step of sharing sessions aims to bring together stakeholders and Haguruka's staff to discuss on the findings from the field and make sense of them to discuss the way forward. Discussion on bottlenecks about implementation strategies and techniques is also taking place at this stage.

The last step of the cycle is the development of an improvement plan based on what was agreed upon during sharing session in order to keep pace to reaching project outcome and impact.

The below figure summarizes Haguruka's monitoring cycle.



F. Project Activity Tracking and Reporting

F.1. Project Activity Tracking

Haguruka has established different activity tracking techniques. Haguruka tracks its project activities on a monthly basis that are consolidated per quarter. The 90-day plan is one of the activity tracking tools that is used to assess the progress of planned activities. The tool is monitored by the MEAL officer in collaboration with the program managers and district animators in our provincial sectors.

Figure 3: 90-day plan template

MONTHLY SCORECARD					
Project	Description	October	November	December	
	Forecasted Activities	Activity	Activity	Activity	Status
	Forecasted Activities	Activity	Activity	Activity	Status

Green – On Track Amber – At Risk Red – Off Track

[1] Pre-determined activities / outputs for this reporting quarter.

F.2. Reporting

Project managers' report on a quarterly basis for activities implemented to our donors and stakeholders. District animators report on a monthly basis on beneficiaries received and send a consolidated report on a quarterly basis.

Annex 1: Legal Aid Data Statistics 2017

Table 1: Demographics of Beneficiaries (2017)

DEMOGRAPHICS					
	F	%	M	%	Total number of cases (2017)
Gender	681	75%	230	25%	911
Single	326	36%	174	19%	
Divorced	23	3%	1	0%	
Married	238	26%	46	5%	
Widow/Widower	48	5%	1	0%	
Informal Unions	10	1%	1	0%	

75% of the beneficiaries that approached Haguruka for legal services; legal assistance and support and legal representation are women, and the men cover the rest 25%. The table also indicates that 36% of female beneficiaries supported by Haguruka in 2017 were single 26% were married and 3% were divorced.

Table 2: Location of Beneficiaries (2017)

LOCATION				
	F	%	M	%
Urban	383	42%	133	15%
Rural	294	32%	98	11%

42% of the beneficiaries are women located in the urban areas of the regional centers while 32% are women living in the rural areas. The legal aid data of 2017 also shows that 15% of the beneficiaries that approached Haguruka are men located in urban areas while 11% are men located in the rural areas.

Table 3: Cases Reported (2017)

CASES REPORTED				
	F	%	M	%
Civil	576	63%	215	24%
Penal	99	11%	21	2%

Out of 911 cases received in 2017, 791 were civil cases and 120 were panel cases. Women reporting civil cases consisted of 63% of reported cases and 11% of cases are women who reported penal cases. Of total cases, 24% of the men reported civil cases while 2% of cases were men who reported penal cases.

Table 4: Demographics of beneficiaries that reported civil cases (2017)

Gender > Location > Status >Type of case (CIVIL)				
	F	%	M	%
Urban > Single > Civil	159	17%	20	2%
Rural > Single > Civil	108	12%	30	3%
Urban> Married > Civil	152	17%	22	2%
Rural> Married > Civil	96	11%	10	1%
Urban > Single> Civil> Property and land dispute	45	5%	16	2%
Rural > Single> Civil> Property and land dispute	17	2%	16	2%
Urban > Married> Civil> Property and land dispute	29	3%	4	0%
Rural> Married> Civil> Property and land dispute	50	5%	17	2%

The table above disaggregates data across the demographic, civil status, location, and type of case reported. The table shows that in 2017 the highest percentage of cases by gender, location, status, and type of case is amongst single women living in urban areas who reported civil cases (17%) followed by married women living in rural areas who also reported civil cases (12%). Of all cases, 5% are single women living in urban areas who reported civil cases related to property and land dispute. The analysis also shows that 4% of cases are single men living in both urban and rural areas who reported civil cases specifically related to parental authority and property and land dispute.

Table 5: Demographics of beneficiaries that reported penal cases (2017)

Gender > Location > Status >Type of case (PENAL)				
	F		M	%
Urban > Single > Penal	29	3%	5	1%
Rural > Single > Penal	9	1%	1	0%
Urban> Married > Penal	15	2%	4	0%
Rural> Married > Penal	2	0%	2	0%
Urban > Single> Penal> Gender Based Violence	19	2%	0	0%
Rural > Single> Penal> Gender Based Violence	9	1%	2	0%
Urban > Married> Penal> Gender Based Violence	15	2%	4	0%
Rural> Married> Penal> Gender Based Violence	2	0%	2	0%

Of all cases, 3% are single women living in urban areas who reported penal cases while 2% of all cases are married women living in urban areas who reported penal cases related to gender-based violence.

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On January 15th, 2018

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