



2018 Annual Report  
Activities and Accounts •

*never*  
*again*

- Rwanda -



# About Never Again Rwanda

Never Again Rwanda (NAR) is a peacebuilding and social justice Non-Governmental organization, which was founded in 2002, in response to the 1994 genocide against the Tutsi.

The founders started with an idea of creating a safe space for the youth and university students to open up about their trauma and past pain, in order to promote healing of the then-fractured society. The idea later grew into an organization after the founders had an opportunity to work with the National commission for the fight against genocide to organize the 10th anniversary of the 1994 genocide against the Tutsi commemoration.

NAR was officially registered in 2008 and since then, NAR works with people directly in their local communities, as we believe that we are all key stakeholders to building lasting peace. We support the grass root communities to identify and solve the root causes of conflict, through dialogue, learning, truth-telling, restorative justice, healing and forgiveness.

@ Copyright Reserved 2019



## **Our Vision**

**“A society that enjoys sustainable peace, development and social justice”**



## **Our Mission**

**“Empower Communities for Peace and Social Justice”**

*How NAR does this:*

- By equipping and training youth and students, empowering them to live in harmony and become agents of peace and justice in their communities;
- By training and promoting unity in diversity among younger leaders, building relationships and developing character in enabling them to be agents of holistic transformation for the nation;
- By bringing together communities and assisting them with opportunities for welfare and through the various peace building initiatives.



## **Our Goals**

- To promote societal healing, build trust and empower citizens with non-violent means of resolving conflict
- To empower citizens to be active in decision making at local and national levels
- To increase the capacity of youth to advocate for their rights and those of the vulnerable populations in their communities
- To promote the use of evidence-based research in decision making for policy, programs and project design at all levels
- To promote sustainable livelihoods to improve citizens' socioeconomic wellbeing, decreasing vulnerability to violence precipitated by income security and disputes over scarce resources



## A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Celebrating our past,  
looking forward to our future

In 2018, we found so much reason to celebrate, as we moved forward boldly with our work in contributing to lasting peace amongst Rwandan communities.

**W**e embarked on initiating two pillars: Education and Sustainable Livelihoods, because we discovered that besides engaging our beneficiaries in peacebuilding and participatory governance initiatives, there was also the need to empower them to better their lives and improve their social-economic welfare. Both pillars benefited many people, some people got equipped with life skills, others with vocational knowledge, while others attested to have improved their reading and writing skills.

Youth remained at the center of NAR's activities in 2018. There were additions to Peacebuilding Institute (PBI). A topic on Women, Peace and Security was added, as previous young participants were curious about the role of women in the reconstruction of Rwanda's society. Also, a magazine "for" and "by" youth dubbed "Youth Voices" was introduced. This magazine is a platform where youth share their experiences, challenges and opportunities and how they are meaningfully participating in the varied processes in the development of their communities.

I am so proud to present you the 2018 Annual Report, showing activities that were undertaken, the successes, challenges and the lessons learnt. All the year round achievements rely on compassionate and committed staff - giving of themselves, their resources, their time and most notably the investment and relentless efforts from our partners (Government agencies, fellow NGOs and donors). We believe that we can transform the lives of so many and be assured of lasting peace, if we all work together. Happy 2019!



06  
10 13 16  
20

● 06 **PEACEBUILDING**  
Use of psychosocial support groups to heal trauma

● 11 INTERNATIONAL DAY OF YOUTH: Youth are the center and cornerstone of Transformation

● 13 INTERNATIONAL DAY OF PEACE: Critical thinking alone is not enough to lead to peace

● 16 PEACEBUILDING INSTITUTE: Creating a global network of Peace Ambassadors

● 18 PROJECT HOPE: Building Hope in Young people



20  
21 22 24  
23

● 20 **GOVERNANCE AND RIGHTS**

● 21 Project launched to enhance active citizen participation

● 23 INZIRA NZIZA: Enhancing collaboration between Youth and Local Leaders



25 27  
26

● 25 **SUSTAINABLE LIVELIHOOD**

● 26 HUGUKA DUKORE: Youth in workforce readiness skills



30 31

● 28 **EDUCATION**

● 29 ANDIKA RWANDA: Read a book, Write your Future!

● 30 **RESEARCH AND ADVOCACY**

● 33 CSOs Role in Enhancing Citizen Participation



30 31 32  
33

● 34 **GREAT LAKES PROGRAM**

● 35 The impact through our Great Lakes Program in 2018

● 38 **FINANCIAL STATEMENT**

● 40 **CELEBRATING 16 YEARS**



34 35  
36



36 35



# PEACEBUILDING

USE OF PSYCHOSOCIAL SUPPORT GROUPS TO  
HEAL TRAUMA



## PEACEBUILDING

### Use of psychosocial groups to heal trauma

**T**he 1994 genocide against the Tutsis had devastating impact including loss of about 1 million lives, destruction of economic and social infrastructure, Physical and psychological wounds and generally a social breakdown of social systems. These consequences entail intergenerational, psychosocial and psychological trauma that may exist for generations and also can contribute to future extreme violence. Scholars in healing and reconciliation argue that psychological healing is essential for genuine reconciliation.



I used to be reserved about my sensitive past, but through the spaces for peace, I have learned to open up and share my experiences freely.”

**T**he government of Rwanda and civil society organizations established different peace and reconciliation initiatives in the post-genocide context, to promote unity and reconciliation as well as deliver justice among Rwandans. These initiatives have contributed to a peaceful co-existence between Rwandans from diverse backgrounds. Some of these initiatives include Gacaca, which was established to deliver justice and promote unity and reconciliation, however, while Gacaca prompted truth and reconciliation, it also re-opened wounds of both

victims and ex-perpetrators since groups were not psychologically supported during or after Gacaca to deal with their trauma.

**I**t is from that context that in 2015, Never Again Rwanda and Interpeace jointly started the implementation of the Societal Healing and Participatory Governance for Sustainable Peace in Rwanda, to support youth and community members to overcome their traumatic past. Informed by research, NAR established 15 groups dubbed “Safe Spaces”, composed of 450 youth and community members from diverse backgrounds in 13 districts. The programme adopted psychosocial support groups therapy which was facilitated by professional psychotherapists. The role of safe spaces was to support group dialogue for members to openly discuss their sensitive traumatic past and thus, begin a healing process and provide critical thinking skills especially among the youth. While the programme used the group therapy for adult community members and youth, approaches such as small group, expressive techniques, audio-visual and arts were used among youth. All groups convened once a month for a period of 4 years. Over the course of four years, the program has registered impressive achievements in the lives of the participants at individual, family, community and policy levels.

**A**t the individual level, both youth and community members reported profound personal changes particularly regarding; their sense of belonging, self-esteem, trust, self-efficacy and tolerance which they also perceive as ongoing impact. The impact of trauma improved by 25%, participant's self-esteem increased, they overcame guilt and their respect for diversity improved. Also, participants who thought of committing suicide at the beginning of the program, declined by 66% while those who reported depressed reduced from 44.5% to 23.4% at the end of the programme. In light of these positive results, the programme enhanced levels of trust from 4.8 to 7.6 on average, forgiveness increased from 3.9 to 4.5 and tolerance increased from 4.5 to 6.2 among participants. These changes evidently enabled participants to deal with their wounds as expressed in the personal testimonies below;

Being in this group has contributed to my change of behavior and practices. Honestly, it helped me in healing my wounds... I couldn't imagine anything that can bring survivors and perpetrators together. Now, I believe that unity and reconciliation is possible a hundred percent which is not what I believed before joining this group.

*Participant from Musanze Youth Peace Dialogue*

**A**t the family level, there was a noticeable change in the behavior of beneficiaries which improved their relationships with their family members, especially mothers in mixed marriages with their children and husbands who suffered relational challenges due to identity stereotypes faced by mixed marriages in the post-genocide context. Through group therapy, mothers in mixed marriages began to heal and also acquired knowledge and tolerance to peacefully engage their family members especially their children. This confirms the fact that wounded parents need to overcome their trauma to reduce the risk of exposing their children to inter-generational trauma.

Additionally, some youth overcame shame mainly those from perpetrator families who had suffered guilt from their perpetrator parents. The safe spaces empowered them to open up and release their emotions, gain empathy and understanding from fellow participants. Schooling youth also acquired critical thinking skills understanding of critical thinking skills and developed interest to engage in peacebuilding which inspired them to support their communities during commemoration. Some youth also initiated their independent youth clubs/ associations to promote peace in their communities.

At community level, awareness on trauma and its impact was increased. The program also connected community members' especially local and opinion leaders through community exchange organized by NAR to share trauma healing experiences of participants. Through these community exchanges, leaders understood more about the need for healing as some of them requested for trainings on trauma healing to know how to better serve their community members and how to deal with wounded ones.

**A**t a policy level, awareness for healing needs increased and the coordination of actors involved in healing increased through collaboration of NAR and various peace actors with the support from NAR and Interpeace to build better synergy through

experience sharing and learning. As result of such collaboration among Peacebuilding actors, advocacy and collaboration is under way with the mental health department at the ministry of Health to integrate psychosocial approaches to existing clinical based approaches. In that respect, a coordination committee was established at the Mental Health department to assess how community approaches could be integrated into clinical approaches to serve more people in the community and enhance social cohesion. There is also an improved understanding at policy level that healing is an essential part of the reconciliation process. However, there is still a long way to go for healing to occur in the Rwandan community and that emphasizes the need for expansion of the program to scale up healing activities among diverse groups including leadership and youth to advocate for use of psychosocial approaches that proved relevant and effective in trauma healing. On the other hand, trauma and intergenerational trauma among young generation is still a challenge among the young generation and diverse groups of people, so there is need for more healing interventions and trauma awareness and prevention.

**M**oreover, Rwanda is at the time when some ex-perpetrators are returning back to their communities with no proper reintegration mechanism to settle them in their communities. Nonetheless, community members are not well prepared to receive returning ex-perpetrators. Also, it is the time when youth born out of rape are becoming young adults and have not been well accepted into their communities so they suffer from identity problems. Similarly, youth born in mixed marriages that were born during and after genocide are becoming young adults who suffer from double victimization while majority of youth survivors have not received proper psychosocial support to deal with trauma. Youth in communities and schools also reported various challenges associated with stereotypes and prejudices based on identity and regionalism of which some result from their trauma.

**I**nformed by Phase I of the program, NAR and Interpeace is have extended healing intervention to 5 districts of Gasabo, Rutsiro, Nyagatare, Musanze and Huye. NAR will be more present on field with fulltime psychotherapists based at district levels to facilitate spaces for healing and also establish synergy with other local actors to promote trauma informed leadership and advocate for referral systems.





# SUCCESS STORIES

## I LEARNED THAT WE ALL HAVE WOUNDS

**Nzayirwanda  
Jean De Dieu**

Joining the group was also a good decision because members of my group were never disrespectful towards one another or me.

Nzayirwanda Jean De Dieu is a father of 4 children, with one wife. They are from one of the marginalized groups of people known as “Abasigajwe inyuma n’amateka”, loosely translated as ‘those left behind the development’, previously known as “Abatwa”. He is an active member of Abanyamahoro group, a space for peace formed through the societal healing program in Nyabihu District.

“Before joining the space for peace, I was very wounded due to the way people used to mistreat us. They believed that Batwa were not as human as others and they were suspicious of us. For example during weddings, when a Mutwa person arrived, they would serve him separately as a way to segregate him from the rest. They even stored the utensils he used away from the rest. People were not friendly to us. They would never greet us when we met in public places. But today things have changed; we talk, share food, and we are friends – all is well.

Joining the space has been one of the best things in my life because it changed my beliefs, restored me and helped me see people as friends not as threats. From the time I joined the space, I now live in harmony with my neighbors.

What changed my mind the most in the space was the sharing experience. Joining the group was also a good decision because members of my group were never disrespectful towards one another or me. Everyone was friendly and cooperative and this helped me gain trust and self-confidence, which is why I took time to teach my neighbors what I learned in the space in hopes that the messages of peace would transform their lives as they did mine. The space helped me share my wounds and listen to the wounds of others hence begin healing since I realized I was not the only wounded person”

## EVERYTHING IS POSSIBLE

**Ndamfura  
Jeanne**

As a result of joining the group, my husband knows and fulfills his responsibilities at home. He now leaves money for groceries and household errands, regardless of the amount,

Nzayirwanda's wife, Ndamfura Jeanne, says that when her husband joined Abanyamahoro group, he changed his attitude, which positively impacted the whole family.

“Before my husband joined the group, we wouldn't listen to anything he told us, or we always thought that he was lying. He never understood that I needed free time with my female friends; and would get angry when he found me with them. These days however, due to his changed behavior, I believe what he tells me and even share it with our children.

One day, he came from their usual meetings, and shared with me what they learnt. It was about how in the past, there was a high level of discrimination. A Hutu, Tutsi and Twa could not share anything. Today however, everything is possible, there is no discrimination based on ethnicity and everyone feels that they are Rwandans.

As a result of joining the group, my husband knows and fulfills his responsibilities at home. He now leaves money for groceries and household errands, regardless of the amount, which he never did before.

He is now very useful to the community because he teaches them the importance of peace building and other things that they learn in the group. This has motivated us to live in harmony with our neighbors and be exemplary to them.

I would like to thank NAR for bringing this important program, because it changed my husband and our whole family in a positive way.”



2018 INTERNATIONAL YOUTH DAY  
SAFE SPACES  
4 YOUTH

"I Champion for  
SAFE SPACES 4  
YOUTH"  
#IYDRwanda18  
INTERNATIONAL YOUTH DAY 2018  
SAFE SPACES 4 YOUTH

2018 INTERNATIONAL YOUTH DAY  
SAFE SPACES  
4 YOUTH

INTERNATIONAL YOUTH DAY  
SAFE SPACES  
4 YOUTH



# INTERNATIONAL YOUTH DAY

YOUTH ARE THE CENTER AND CORNERSTONE OF TRANSFORMATION

# INTERNATIONAL YOUTH DAY | 2018

## YOUTH ARE THE CENTER AND CORNERSTONE OF TRANSFORMATION



Since Never Again Rwanda's inception, particular emphasis has been placed on working with young people, and as a result, NAR has 102 affiliated youth clubs and associations. In 2016, NAR began officially observing the International Youth Day on August 12th as established by the United Nations General Assembly (UNGA) on December 17th 1999. Over the years, the several national conferences and local events have been organized, and a diverse number of youth have been convened in spaces not only for celebration, but also rather for them to exchange on their involvement in resolving conflicts and promoting peace to advance socio-economic development.

On 12th August 2018, NAR joined the world to mark the International Youth Day under the global theme "Safe Spaces for Youth", which was developed by United Nations in response to the need for safe spaces for youth to come together and engage in decision making processes and express their opinions freely. The global theme aligns strongly with existing programs NAR and its partners have developed, as safe spaces for youth have existed in the realm of NAR's core programs since 2015. Through the existence of these spaces, NAR takes note of key issues youth in Rwanda are facing. Emerging issues include a lack of intergenerational dialogue between parents and children especially on sensitive issues such as identity and genocide ideology, insufficient listening skills from parents to youth, limited spaces for leisure, and minimal knowledge on genocide history.

It is from this history of experience and knowledge sharing that NAR decided to organize a youth conference, on August 12th 2018 at Marasa Umubano Hotel in Kigali, where 100 (49F, 51M) participants gathered, to include youth from diverse backgrounds, peace actors and government representatives. The conference

proceedings entailed speeches, a presentation on safe spaces, film screening, panel discussion, open discussion, Youth Arts Competition performances and the launch of youth magazine "Youth Voices". To strengthen and complement the efforts organized in Kigali city, International Youth Day was observed throughout the different provinces in the country on Saturday August 11th. Youth partners, local and central government officials joined together to participate in the creation of playgrounds and renovation of homes for vulnerable community members.

Prior to the opening session, youth were allocated time to write their thoughts on how they define and characterize a safe space. The youth described safe spaces as:

*"A platform where they are given the freedom to share their thoughts and express their feelings without being discriminated or judged for what they say"*

*"A platform that facilitates a healing process"*

Youth also mentioned some characteristics that safe spaces should entail and these included: peace and security, expression of diverse ideas, absence of discrimination, confidentiality, active listening, facilitate a healing process, supporting someone when they are in need and respect of diversity labor. In his opening remarks, Dr. Joseph Nkurunziza Ryarasa lauded the Government of Rwanda for creating spaces for youth to engage and dialogue, in a bid to address key issues hindering peace. He also noted,

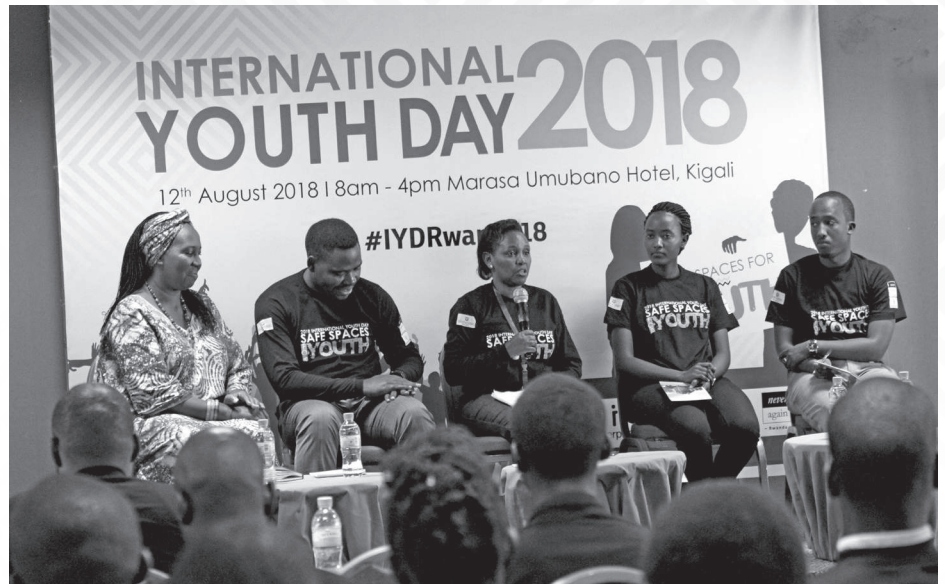
*"Almost 40% of leadership is in the hands of the youth and in order to have a better country, we have to work towards improving our country and through active participation."*

The Director of Youth Economic Empowerment unit

at the Ministry of Youth, Mr. Benoit Ngabonziza highlighted that:

*“Youth are the center and cornerstone of transformation, and we should not sit back and assume that other people are responsible for our actions, we should take the lead to ensure a peaceful future.”*

Immaculee Mukankubito, the Director of Programs at NAR facilitated the panel session with four individuals, Hon. Bamporiki Edouard, Chairperson of National Itorero Commission; Ms. Assumota Mugiraneza, Co-Founder and Director of IRIBA; Tristan Murenzi, a student at University of Rwanda and Founder of Rwanda We Want and Uwamahirwe Diane, a student at University of Kibungo and a facilitator of NAR space “Seeds of Peace.” Panelists discussed the theme based on their work and individual experiences. Hon. Bamporiki noted that individual healing should come first, before supporting others to heal from their wounds and a safe space should be categorized according to



*“ Youth are the center and cornerstone of transformation, and we should not sit back and assume that other people are responsible for our actions, we should take the lead to ensure a peaceful future.”*

how comfortable different people feel in sharing their wounds. Diane on the other hand, emphasized that through her experience in facilitating healing spaces, she learned that it is through safe spaces that one begins a healing journey, and every individual's healing process is different.

There was also open discussion session where youth asked questions centered on guidelines of safe spaces, functionality of spaces and mechanisms that can be put in place to ensure safe spaces are not misused. Youth specifically wanted to know how to raise awareness on the importance

of establishing safe spaces, how to form strategies to ensure initiatives operate in coordination and the steps they can take to prevent the manipulation of youth in their communities. In response to functionality of spaces, Mr. Joseph Mugabo a teacher at Lycee de Kigali briefly discussed the criteria of group selection, how they set ground rules and key guidelines of healing spaces such as confidentiality. In addition to Mr. Mugabo's response Adelite Mukamana, the Healing and Psychotherapy Unit Manager at NAR also elaborated some of the key points discussed in her presentation regarding various types of spaces

for peace.

Recommendations were given during the closing remarks. Both panelists and peace actors encouraged youth to use existing platforms to discuss wounds and some of the issues hindering peace. It was noted that there is still a gap between parents and their children in terms of discussing past history, hence the need to create platforms for children to engage in constructive intergenerational dialogue. Peace actors proposed sharing of resources and tools to avoid duplication and guide youth who facilitate safe spaces.



## INTERNATIONAL DAY OF PEACE

CRITICAL THINKING ALONE IS NOT ENOUGH TO LEAD TO PEACE

“

Youth need to become critical thinkers because what you say defines who you are, our words can be used to do good at the same time serve as source of distraction and evil, our words are our identify.”

It is argued by academics and practitioners that critical thinking alone is not enough to lead to peace. For example, it is evident that highly educated people orchestrated the Holocaust and the 1994 Genocide against the Tutsis yet they had analytical thinking skills.

Critical thinking for peace should be integrated with positive values as it is an integral part of trust building and contributes to positive actions that lead to peace when applied with positive values such as empathy, forgiveness, respect, resilience and compassion.

It is from this context that the national theme of the 2018 International Day of Peace was developed, “Critical thinking for peace.” This theme stemmed from the need for national peace actors to strengthen capacities of youth and citizens involved in peace initiatives. The aim was for them to gain understanding in reflective thinking and creativity to address peace challenges in their communities.

In partnership with NURC, NAR observed the International Day of Peace on September 21st. As part of the celebration, various activities were organized at the local and national level including diverse groups. The event brought together over 300 youth to have an

exchange with peace actors and representatives from various government institutions. Prior to the youth exchange a youth discussion forum was organized in Huye through which youth explored the theme. The objectives for the International Day of Peace included increasing awareness on the relevance of the concept of critical thinking in peace building among youth and community members, providing a space for experience sharing among peace actors and youth on use of critical thinking in their peace initiatives, engaging communities in peace activities and creating a space for youth to discuss with policy and law makers where they can voice their concerns and develop strategies for promoting peace and dealing with conflicts in their communities.

**O**pening remarks from the Guest of Honour and key speakers highlighted the fact that every year on 21st September Rwanda joins the world to celebrate the International Day of Peace and the fact that the absence of peace and human rights hinders development. The Minister of Youth Hon. Rosemary Mbabazi in her remarks noted that:



*“Peace is a pillar for development thus youth ought to contribute towards preserving existing peace initiatives.”*

*“Youth need to become critical thinkers because what you say defines who you are, our words can be used to do good at the same time serve as source of distraction and evil, our words are our identify.”*

**T**he panel discussion was guided by questions in relation to the theme as well as participants individual experiences. From the youth panelist perspective, Innocent Iradukunda, founder of Youth Vision for Peace association in Rubavu stated:

*“Before I was introduced to critical thinking, I had a different perspective on leadership. I felt that because I was the one who established our association Youth Vision for Peace I should be the one who should lead the group. I didn’t see the need to conduct elections or seek guidance from any group member; I thought that only my opinion counted. The moment I got trained on critical thinking I realized the importance of listening to other people’s views.”*

**F**eedback from the audience was comprised of additional inputs, questions, recommendations and commitments: A male participant from the audience felt that one of the key issues that can be considered as a hindrance to critical thinking is the fact that some youth feel ashamed of their family background which makes it difficult for them to accept individual difference. Another female participant felt that being surrounded by individuals who don’t think critically since most youth tend to imitate what they see or hear causes absence of critical thinking among youth.

**B**oth youth and peace actors made commitments after the exchange. Youth committed to do what is right and fight against hindrances to peace such as genocide ideology, discrimination and hatred in their respective communities. Peace Actors committed to continue supporting parents to heal from their past wounds in order to prevent trans-generational trauma and to continue supporting youth to gain analytical skills in order for them to analyze information they read on social media platforms as well as information they are told by their families to prevent blind obedience and resist manipulation.



## QUOTES FROM YOUTH

What have you learnt from participating in NAR's youth activities in 2018?



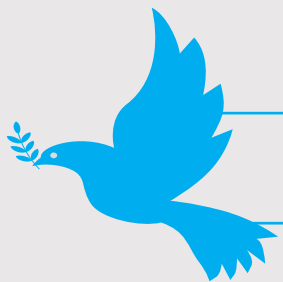
“To reach peace and stability we need to work together. The commitment that I have made is to double my efforts and to report what I learned here.

“I learned that we have the ability to solve our problems, we don't have to wait for the government to solve everything for us. I will actively be involved in my community, since I realized that I also have a role to play in the development of my country.”

“I need to stop waiting for other people to come save us, and do something about it myself.”

“I am going to try to change the stereotypes that still exist.”

“We need to be critical thinkers and I will try to initiate projects that will rebuild trust within my community.”



# PEACE-BUILDING INSTITUTE

CREATING A GLOBAL NETWORK OF PEACE  
AMBASSADORS





# PEACEBUILDING INSTITUTE:

## Creating a Global Network of Peace Ambassadors

**A**s one of the most expansive projects within the Peacebuilding Program, the 2018 Regional and Summer Peace-Building Institutes broke new records with the largest and most diverse groups to date. The Peace-Building Institutes brought 47 young adults, students and professionals together representing 14 countries including first time participants from Benin, Cameroon, France, Nigeria and Zimbabwe. Motivated and diverse applicants had the opportunity to engage in various academic and experiential learning opportunities wherein they are able to explore four themes including: Genocide and Mass Atrocities, Dealing with the Past—Transitional Justice, Good Governance and Development in Post-Conflict Society and Women, Peace and Security. Participants learned skills to enhance their position as global citizens in cross cultural dialogue, critical thinking, analysis of complex issues and problem solving. The exchange and importance of cross-cultural dialogue and critical thinking is well reflected in this quote from a 2018 Regional PBI participant:

*“Change means being a risk-taker; I believe it’s time for us to change, network and create an impact in our communities. Our communities are not exposed; however, we are exposed so, it’s our responsibility to make a difference in our communities.”* –  
Shawgi Omer, Sudan

**T**his year, new sessions, site visits and group work programs were integrated into the PBI. This involved inviting participants to explore the cause and effect of various worldwide conflicts and how to manage them. Participants also engaged in literature circles for the first time to increase their knowledge in skills in critical analysis and context analysis of historical and modern day conflicts and human security related themes. A new site visit to the Campaign against the Genocide Museum at Parliament, inaugurated by President Paul Kagame in 2017, was included as part of the itinerary at the 2018 Institutes and will continue to be a must see site for future PBI students. Participants reflected and shared their experiences through peace circles following the visits to the memorial sites which also include: Kigali Genocide Memorial and Murambi Genocide Memorial Site:

*“The visit to the memorial made me reflect on the current situation in my country regarding division between francophones and anglophones, and this made me realize that if this conflict is not dealt with it could lead to genocide. As a result of what I’ve learned in Rwanda I’m going to work hard to make a difference in my community.”* -

Whego Kenmegne Larissa, Cameroon, 2018 Regional PBI

*“I always ask myself what my contribution would be towards genocide and violence prevention then I realized that it’s my responsibility to promote peace and ensure the future generation are not manipulated into committing atrocities”* –

Herve Nyrimihigo, Rwanda, 2018 Regional PBI

*“In the USA, young people face a lot of challenges which makes them rebel and engage in violence, however, drawing from Rwanda’s experience, people who lost their entire families are able to forgive those who killed their families we should be able to forgive people for smaller things”* –

Lisa Wiater, USA, 2018 Summer PBI

**T**oday, the team continues to follow up with successful PBI alumni who are active and involved in peacebuilding efforts in their home communities and beyond. Notably, two alumni in Zanzibar, Tanzania are working diligently for Youth Aid Africa where they provide spaces for young people to develop their professional skills and increase self-awareness. The youth they engage with are also trained in entrepreneurship to start small businesses. Another impressive young woman from Zimbabwe is creating a forum for local leadership and citizens to be involved and informed about local politics and elections; beneficiaries discuss security systems and community development to better understand what works well and what challenges are yet to be addressed. Other alumni have continued work in youth engagement, peace education, and other peacebuilding platforms to promote safe spaces for dialogue across Africa and the world.

**I**n 2019, the PBI team looks forward to inviting more diverse and brilliant youth, university students and young professionals to engage in our Institute. Thus far, the 2019 Peace-Building Institutes have attracted more than 170 applicants from 24 countries around the world including first time countries applying such as Tunisia, Djibouti, Czech Republic and Eritrea. Applications continue to roll in and potential students continue to reach out to the PBI team as we prepare final details for both the 2019 Regional and Summer Peace-Building Institutes. Using past experiences and successes as a model the PBI will continue to grow from these past lessons as we engage young people from around the world with the aim of creating an even larger global network of peace ambassadors.



# PROJECT HOPE

BUILDING HOPE IN YOUNG PEOPLE



## BUILDING HOPE IN YOUNG PEOPLE



There is a global hope shortage which is particularly devastating for the young. Hope is about the future, and the young, whose lives are primarily in front of them, and they cannot prosper without trust and faith in what lies ahead. We know that even the healthiest adolescents struggle with issues of control and responsibility, love and relationships, problem-solving and coping, meaning and faith. For those youngsters who are poor, orphaned, abused, neglected, or handicapped, these developmental tasks will be even more difficult to accomplish."



**P**roject Hope, designed by Anthony Scioli, PhD Professor of Psychology at Keene State College, is a method of instilling fundamental hope in adolescents through a ten-session workshop. Hope in its fullest sense encompasses the four greatest needs of a human being. These include attachment (trust, openness, and connection), survival (self-regulation and feelings of liberation), mastery (empowerment, ambition, and ideals), and spirituality (faith and higher support for attachment, survival and mastery). The sessions aim at building resistance to anxiety, depression, and psychological trauma, in addition it is considered as a resource for actively engaging in the world and for coping with the vicissitudes of human life. From this perspective, the cultivation of hope is comparable to the induction of a potent psycho-social-spiritual immune system.

**T**aking Rwanda's context into consideration the project was adapted to mainly impact the area of education through building self-reliance, resiliency, and hope among high school students through emphasizing the importance of education and how education helps someone build a better future. The targeted youth were considered to be at highest risk of school drop-out, intergenerational trauma, poverty and gender-based violence. According to research findings on the topic, it has been shown that one way to increase the academic performance of students is by creating a sense of self-responsibility and self-reliance among students, while also helping them to develop positive relationships with their peers and educators.

**T**he pilot implementation phase was conducted in September 2018 and entailed identification of schools of which five schools; Gs. Rwanzanza, Gs. Rutunga, Gs. Gicaca 1, Es. Bumbgo and Gs. Rubingo

were identified in Gasabo district. Thereafter two students (male and female) and a teacher from each school were identified. The students and teachers underwent 6 days training to serve as Hope Providers while the teachers were trained to serve as Hope Supervisors. Both teachers and students jointly participated in the workshop to gain skills to support 15 hope participants from each of the 5 schools.

It was observed that these sessions were quite beneficial for both teachers and students who felt inspired to share some of the difficult cases encountered as teachers and students. Feedback from the Hope Providers and Supervisors demonstrated that Hope is an impactful and needed therapeutic approach that is relevant to the Rwandan context considering the fact that the workshop successfully integrated a wide array of lessons and presentations to ensure the inculcation of fundamental hope.

**I**n March 2019 Hope Participants will partake in experimental and control groups at their respective schools. The experimental groups will be comprised of 15 Hope Participants, inclusive of male and female, who will take part in the Hope Workshop. The control group on the other hand will not take part in the workshop but will instead be administered pre and post-tests in order to assess differences and similarities between the experimental and control groups. Results from the pilot phase will inform full implementation of the project. As rightfully stated by Anthony Scioli, Ph.D "When we direct our attention to youth of the world, it is not surprising that what we hope for them parallels these dimensions of hope. We want children to experience love, to do their best, to cope with adversity, and to live a meaningful life." Project Hope is implemented by Never Again Rwanda (NAR) in partnership with Dr. Seibert Therese and Anthony Scioli, Ph.D from Keene State College.



## GOVERNANCE AND RIGHTS

PROJECT LAUNCHED TO ENHANCE ACTIVE CITIZEN PARTICIPATION



### Project launched to enhance active citizen participation

**C**itizen engagement plays an important role in the social and economic development of a country. Citizen engagement also enhances people's ownership of public policies, promotes responsive public service delivery and ownership of citizen-centered national and local development processes.

The Government of Rwanda (GoR) has demonstrated the political will to instill a democratic culture characterized by public participation, transparency, and accountability. However, research has identified gaps in the operation and optimal utilization of public consultative processes and platforms designed by the GoR to boost citizens' input into local and national policy processes.

**I**t is in this framework that NAR in partnership with Interpeace are implementing a project entitled "Enhancing and Reinforcing Rwandan Citizen Participation in existing Local Government Consultation Processes and Platforms". This project is supported by the European Union (EU), with the aim of enhancing active citizen participation in decision-making and problem solving processes in various communities. This project further aims to engage citizens in community-building efforts, priority setting and budgeting processes through public consultations and close interaction with local leaders.

**B**y designing this project, NAR and Interpeace sought to capitalize on their experience, successes and lessons learnt during the joint implementation of Citizen Forums (CFs) under a four year (2014-2018) program entitled "Participatory Governance and Societal Healing for Peace", which was funded by the Swedish International Development Agency (SIDA).

The launch of this project took place on 16th May 2018 at Kigali Marriott Hotel and brought together sixty-five participants from various government institutions at central and local levels, as well as non-governmental institutions and media houses. In his opening remarks, the Executive Director of NAR, Dr. Joseph Ryarasa Nkurunziza, commended the political will of the GoR to establish policies and laws, which have created several opportunities for the Rwandan citizens to engage with their leaders and discuss their needs while being involved in government plans.

The event was also attended by the Head of the EU Delegation in Rwanda, Ambassador Nicola Bellomo and the Judith Kazaire, Head of Service Delivery, Good Governance, and JADF Department at Rwanda Governance Board both reiterated that this project will contribute to the relentless efforts of leaders in Rwanda who champion for the concept of governance.

#### **Training and recruiting facilitators**

Prior to the official establishment of the new CFs, NAR recruited individuals who would act as facilitators in each sector. Fifteen women and fifteen men were recruited to facilitate four hundred and fifty community members in fifteen sectors.

From 29th October to 2nd November 2018, the facilitators attended five day induction training on their responsibilities and role as facilitators in strengthening vertical links between community members and local decision-makers.

**T**he CFs were set up in Nyagatare, Karangazi and Mukama Sectors in Nyagatare District, Gihango, Murunda and Manihira Sectors in Rutsiro; Mukura, Huye and Kinazi Sectors in Huye District; Cyuve, Kinigi and Busogo Sectors in Musanze District and lastly Gatsata, Rutunga and Bumbogo in Gasabo District.

#### **CF Launch across the country**

The Citizen Fora were launched in different districts to mark the opening of the spaces for CF members and local leaders. This launched aimed to foster understanding of the approaches that will be used and measures to be taken to ensure the success of CF dialogues as well as increase awareness on the governance issues affecting citizens.

**O**n January 22, 2019, Bumbogo CF convened in their monthly meeting/dialogue at Glory House in Bumbogo Sector of Gasabo District. During this dialogue, members discussed "Domestic violence as a hindrance to Citizen Participation." Participants found it significant to begin the session with understanding what domestic violence is, forms of domestic violence and its root causes. A team of EU Interns visited the forum and were given the opportunity to ask questions and explore the challenges and opportunities faced by the newly created CFs.



# SUCCESS STORIES

CITIZENS ARE NOW CONSULTED BEFORE ANY DECISIONS ARE MADE



**Kanyange  
Mariya**

From the time the Citizen Forum started advocating against this issue, I have not heard a single case of a leader misusing community money for their own interests...

**A**n active member of the Citizen Forum in Musanze District. She has been serving as a local leader in her village for 10 years and joined the forum shortly after it was launched in her district. Through the forum, her community has developed significantly. Kalingi says that her and other community members would sit together and share issues that their community was facing and possible solutions without necessarily waiting for their leaders' solutions.

**B**efore Citizen Forum, leaders used to misuse money sent by the Ministry of Local Government to support some of the selected poor citizens and to speed up the development of our village. They used the money for their own interests, without consulting the citizens and later couldn't explain how the funds were used. The members of Citizen Forum tried to find a solution for this issue by conducting an investigation to prove that the leaders were misusing the money. As a result of their efforts and advocacy against this, the problem was solved. Now citizens are consulted before any decisions are made regarding the use of the money.

"From the time the CF started advocating against this issue, I have not heard a single case of a leader misusing community money for their own interests," says Kalingi. As a local leader she explained that the citizen forum is supportive because they not only detect issues the community faces, but they also provide respective solutions. Sometimes leaders ignore some problems, but when the CF discusses them, we already know that they also need to be addressed."



**Mathias  
Nikuze**

"Before joining the citizen forum, I used to believe that a woman has no value, that I own everything at home, and that a woman can say nothing of value to inspire me."

**A**n elderly member of the Citizen Forum in Mukamira Sector, Nyabihu District. When his friend Safiya Mategeko invited him to join the forum and contribute towards developing his community, Mathias accepted.

"Before joining the Citizen Forum, I used to believe that a woman has no value, that I own everything at home, and that a woman can say nothing of value to inspire me. However, after attending discussions and trainings hosted by NAR on the importance of gender equality, I began to understand the role of women in development processes. From that very moment, everything in my life has changed for the better. My home life has improved because I now see my wife as my partner and not my subordinate."



**Musengimana  
Balthazar**

"When a person is well governed, he feels safe because he is sure that the leaders are protecting him"

**A** local leader and a part of the counseling committee.

"Some years ago, I used to lead by giving orders, doing things as I wanted, and never gave time to citizens to share their ideas. Over time, I gave up because I saw that the way we were leading was not effective to the citizens, and I wasn't seeing leaders take a move toward making any change."

One day, a man approached me and requested me to join their forum. After joining, I noticed a very big difference between the ways we used to lead and what leadership really is. In the forum, we sat and discussed issues hindering the community while respecting everyone's ideas. The first thing I learnt in the forum is that a citizen should be engaged in the governance system, so as to own the imihigo and be willing to contribute to the implementation process.

When we think for others, and decide for them, they don't feel the ownership of what's being done. One of the achievements our forum contributed to is in the Girinka Program, where cows are supposed to be given to vulnerable people to improve their wellbeing.

Leaders used to give cows to their friends or keep them for themselves. After discussing this issue, we raised it and sought advice about the way the way forward. This proved to be a great way to involve citizens in decision making because they were involved in the process of deciding who deserves the cow and thus were motivated attend and participate in the communal activities.

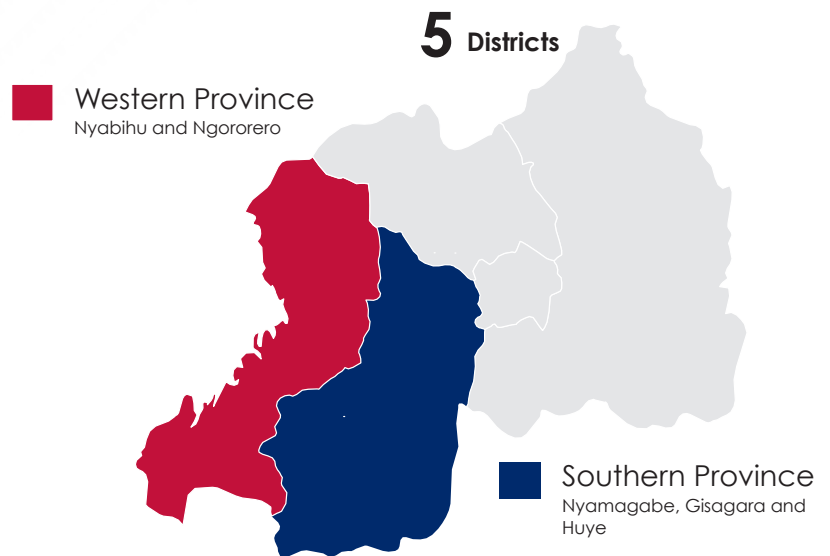
Being in the forum has helped me a lot; it broadened my mind because through the different discussions we have. I now know that I have to contribute to the welfare of a citizen through governance. When a person is well governed, he feels safe because he is sure that the leaders are protecting him."

# INZIRA NZIZA

## Enhancing collaboration between Youth and Local Leaders



funded by USAID Rwanda and implemented by Never Again Rwanda



It is geared towards supporting young people express and debate their views on democratic values, take on board leadership roles as part of their wider political participation and to effectively promote and protect human rights and celebrate their diversities.

Activities completed in 2018, contributed to increasing the confidence of the youth and empowering them to participate in political processes and interact with their representatives through open dialogues. These activities included roundtable discussions with the sector and cell officials, confidence-building sessions,

participatory theatre, policy dialogue, meet your MP, public debate competitions and awareness raising campaigns (Birandeba campaign) to raise awareness on the importance of youth participation.

As a result of the Inzira Nziza project, youth have been inspired to participate in governance processes. One such example is of Furaha Guillaume who is one of the Inzira Nziza beneficiaries. Furaha claims that Inzira Nziza assisted them to deal with human security issues by encourage youth to lead positive change.



## Youth urged to be aware of laws and policies – Inzira Nziza activity

Engaging young people in politics is crucial for strengthening democracy, peace and the sustainable future of the country. Although youth have representatives in parliament, they feel underrepresented and their needs and priorities are not adequately taken into consideration by policy-makers in addition to facing unprecedented issues that hamper their human security and influence.

It is in this framework that Inzira Nziza facilitates youth engagement with members of parliament to increase their understanding of legislation processes and create opportunities for direct interaction between youth and MPs in a gathering dubbed “Meet Your Member of Parliament (MP). Meet Your MP sessions also create avenues for advocacy through individual petitioning and provide opportunities for members of parliament to participate in open interactions with youth.

Never Again Rwanda under Inzira Nziza conducted the “Meet Your Member of Parliament” session at Bigogwe playground in Nyabihu district. The session brought around 100 participants including local leaders and youth champions from Bigogwe, Mukamira, Jomba and Karago sectors who interacted with Hon. Eugene Barikana.

Never Again Rwanda's Governance & Rights and Special Projects Team Leader, Mr. Eric Mahoro underlined the role of youth participation in identifying issues affecting them and finding solutions to those issues because leaders cannot do it alone. He added: “Young people have to play a significant role in solving many community issues through leading positive change. It takes a sense of ownership, consistent engagement and better collaboration between youth and local leaders”.



In his speech, the Member of Parliament, Hon. Eugene Barikana, said that it's important for youth to have information on what is going on in their communities and national policy formulation and implementation in order to reach their full potential. He said: “As the young generation, you have responsibilities to voice your ideas and opinions before certain laws are published. But being uninformed doesn't take away your responsibility to implement them”.

A female participant, Munezero Alphonsine highlighted the lessons learnt from the event stating that “I have learnt how laws and policies are made since the MP informed us that citizen consultation is part of it. I would suggest if they should mobilize more young voices in making laws and policies” while Ndahiriwe Pacifique added that “youth participation benefits youth themselves because through participating, they get new opportunities, which gives them the power to influence laws and policies as well as access to information helps them”.

Furthermore, Hon. Eugene Barikana explained the duties and responsibilities of lawmakers: lawmaking, representing the people, examining and holding the Government to account for its policies and actions.





## SUSTAINABLE LIVELIHOOD

HUGUKA DUKORE EQUIPPING YOUTH WITH WORKFORCE READINESS SKILLS.



## Sustainable Livelihood Program

Huguka Dukore: Training Rwandan youth in workforce readiness skills in order to combat rampant poverty and persistent domestic violence.

**H**uguka Dukore, a project under the Sustainable Livelihood program was implemented by Never Again Rwanda and its partners to empower youth to improve their socio-economic welfare and boost youth employment. This project aims to train Rwandan youth in workforce readiness skills in order to combat rampant poverty and persistent domestic violence.

**T**hese skills are projected to empower youth to take an active role in the development and establishment of a just, inclusive and peaceful society by eliminating the threat posed by poverty in impeding youth participation in development programs. The project has reached over 1,500 vulnerable youth and has been implemented in Kayonza, Nyabihu, Huye and Gasabo Districts.

Huguka Dukore targets vulnerable non-schooling youth between 16 and 30 years old, who attained between six and nine years of basic education. Through Huguka Dukore, these youth gained entrepreneurial and technical skills that come in handy when seeking or creating employment opportunities. Youth attended workshops like The Work Ready Now (WRN), which is a readiness training that gives them a second chance at economic success and Be Your Own Boss (BYOB), which is a job creating and business development training that promotes youth initiatives.

Huguka Dukore incorporated gender equality and social inclusion principles and strategies into the project interventions to ensure that marginalized young men and women, including youth with disabilities, benefit equally from project activities.

NAR recruited 1,529 youth (554 males and 975 females) to take part in the WRN training although only 1,418 completed all the internal and external assessments thus completing the training. The BYOB training on the other hand was attended and completed by 331 youth (236 females and 95 males) from four districts.

The project produced remarkable results. 63 youth (41 females and 22 males) mobilized capital for investments in small businesses and farming activities as a result of the WRN and BYOB trainings. Additionally, 510 youth (307 males and 203 females) have been employed through Savings and Internal Lending Communities (SILC groups) created by the project. These youth are now carrying

out various businesses including agriculture, hairdressing, piggery, pastry and bakery and this has led to a tremendous transformation of their financial status and has played an crucial role in improving the livelihood of their families.

**H**owever, the beneficiaries of the project have encountered various challenges such as low capital and unfavorable financial services, especially for youth in rural settings in addition to the fact that NAR is no longer a partner in implementing this project.

# Huguka Dukore

Vulnerable non-schooling Youth **16-30** years

### WRN Training



**1,529** youth

975 Females 554 Males

### BYOB Training



**331** youth

236 Females 95 Males

### Employed through SILC Groups



**510** youth

203 Females 307 Males



# SUCCESS STORIES



I can  
now bake  
and sells cakes  
courtesy of the  
training

**Jeannette**

Muhawenimana

Rwinkwavu Sector, Kayonza District

A high school graduate, who after finishing school, had no hope for the future because her parents were not able to wither afford for her to pursue her university studies, or help her start a business.

When Huguka Dukore, a 5-year USAID funded activity went to their area, she registered for the trainings, which would eventually equip her with technical skills that would help restore her hope and give her a reason to live. She started to discover her full potential and confidence after receiving the technical skills that would help her restore her hope and give her a reason to live. She started to discover her full potential and confidence after receiving the technical skills, she can now bake cakes among other pastries, a skill that earns her an income and will help her employ others.

Jeannette lauded the trainings saying that they were not only limited to learning about Pastry & Bakery but also on how to produce

quality products among other work-based learning skills on self-employment, entrepreneurship, and access to financing and planning.

Although access to start-up capital is still a challenge, she hopes to combine efforts with other colleagues to use their abilities, to pass on the skills to other vulnerable youth, who they can work with to create a group that would venture heavily in pastry and bakery. "We will use our acquired skills to start small and determine which small priority to focus on for our overall business foals and then later on work with others to grow our business."

Successful startups are often hailed as heroic, but the reality is that they often start by overcoming such adversities like limited capital. lack of skilled labor or resources and no working space. Their inspiring story is often fueled by the promise of wild riches.

Such stories like Jeannette's remind us that even though many people still



think you need a degree, financial clout, or a string of qualifications, what is really needed is the will and commitment to take that first leap of faith to start.

Huguka Dukore is a five year (2016-2021) USAID program which implements activities that will be supporting 40,000 vulnerable youth, across 19 out of 30 districts nationwide. NAR is one of the implementing partners funded by Education Development Center. It is through stories like these that this project is able to realize its overall objective.



# EDUCATION

READ A BOOK, WRITE YOUR FUTURE!



# EDUCATION

It is often said that if children do not enjoy reading when they are young, then they are unlikely to do so when they get older."

This was emphasized during the International Literacy day which took place on the 8th of September as Rwanda joined the rest of the world to observe the day aiming to reflect and address literacy challenges.

The celebrations that attracted over 200 participants including government officials in the education sector, literacy related civil society organizations and students from different schools, coincided with the awarding ceremony of the 24 Andika Rwanda national level winners. The story and poetry writing competition attracted over 80,000 entries from all over the country, including 2 entries from students with visual impairment from the School of Blind in Nyaruguru District. Through their stories and poems, contestants wrote about different subjects not limited to the importance of a teacher, my country, a good flower, my mother, among so many topics. The winners were given different assorted awards including: tablets, branded school bags and scholastic materials.

During the event, a read aloud exercise was done by the Minister of State in charge of primary and secondary education Dr. Isaac Munyakazi together with the US Embassy in Rwanda Mission Director Leslie Marbury, which was meant to inspire parents to practice the culture of reading story books to their children as an approach of enticing them to read books,

which increases their vocabulary, thinking capacity and hone their writing skills.

Andika Rwanda is a project that Rwanda implements with the support of USAID Soma Umenye, with an aim to increase children's access to Kinyarwanda stories and poems; and to promote the culture of reading and writing across Rwanda by harnessing the collective creative writing power of children, adolescents, teachers, parents and the public.

Winners of the Andika Rwanda Competition attested to the fact that they didn't know they could write winning stories or poems and pledged to continue reading and writing and encouraging their peers to do the same. Parents also vowed to start reading to their children, not only to harness their writing abilities but also to promote their brain development and imagination and teach them about their language.

At Never Again Rwanda, we believe in empowering communities for Peace and Social Justice through various social, economic and psychological aspects in order to build a society that enjoys sustainable peace, development and social justice.





# RESEARCH AND ADVOCACY

ENHANCING EVIDENCE-BASED ADVOCACY



## “CITIZEN PARTICIPATION IN LOCAL IMIHIGO PROCESS.”

Consistent with its strategic plan for the period 2017-2021, and in particular its strategic pillars which include 'Governance & Rights' and 'Research & Advocacy', NAR strives to establish itself as a respected and influential non-governmental think-tank in Rwanda and beyond. To achieve this, the organization has institutionalized regular social research on a range

of crosscutting topics in the field of governance. This is done as a means to generate useful advocacy evidence to inform citizen-centered governance practices and support policy processes as the backbones of lasting peace.

From its inception in 2006, imihigo- a flagship home-grown governance policy of the Government of Rwanda, has

been driving speedy accountable and quality implementation of the governmental action as a whole. For imihigo to continue improving effective and accountable implementation of local and national programs, a high level of citizen participation is required. In May 2018, NAR embarked on a purely qualitative study titled “Citizen Participation in Local



Imihigo Process.” The study aimed at critically identifying the root causes of persisting low citizen participation at local imihigo and recommending alternative policy solutions. This involved assessing direct and indirect participation of citizens, investigating key success factors, and identifying the challenges to citizen participation.

The study was initially supposed to cover five districts in Rwanda including: Huye, Kayanza, Musanze, Karongi and Gasabo. However, upon recommendation of the Rwandan Governance Board (RGB) and for purposes of achieving countrywide generalizability to prospective findings, NAR opted to expand the study to 10 more districts including: Nyabihu, Burera, Gakenke, Nyagatare, Rutsiro, Rulindo, Nyamagabe, Nyaruguru, Gicumbi and Gatsibo. The expansion of this study was possible

through the funding which was availed by the Norwegian People's Aid (NPA) through PPIMA (Public policy, Information, Monitoring and Advocacy) and Ikiracy'iterambere.

It is against this background that NAR in partnership with Youth Association for Human Rights Promotion and Development AJPRODHO- JIJKIRWA used a qualitative research approach to examine why citizen participation in Imihigo is low and to understand what needs to be done in order to improve the rate at which citizens participate in the imihigo processes. Following the field activities, a validation workshop was organized in a bid to solicit comments and inputs towards the improvement of the quality of the draft research findings report from local and central government officials, academia, national CSOs and

international CSO's representatives as well as the donor community. The 47 participants reiterated the contribution of the research to the improvement of the imihigo process, and how it contributes to the National Strategy for Transformation.

The final findings of the report indicated numerous barriers that hamper citizens to actively participate including a wide discrepancy between formal objectives and decentralized policies and strategies. Field evidence also confirmed that there is a lack of guidelines on how and when citizen participation should take place in the imihigo process. Additionally, it was discovered that there is no policy related to imihigo and how it is linked to citizen participation, resulting in local leadership having no means by which to engage citizens.







**P**olicy gaps were compounded by a strong lack of competence-based training and induction on participatory approaches, when these should be used, and how. Further evidence from the field suggested that a lack of resources for transportation and logistics weakened ties between councilors and their constituencies as they were failing to reach the constituencies to consult and engage citizens on matters affecting their lives. Furthermore, a communication deficit between councilors at different layers of local government, resulting in decisions made at the district level not necessarily reflecting the views and priorities presented at the village and cell levels.

**E**mpirical evidence also overwhelmingly established the lack of skills and user-friendly tools for local leaders to engage confidently in dialogue with their constituencies, with many local leaders not possessing these skills when they are elected. It was further found that generally citizens do not have easy access to information about various government programs. The imihigo process and its technical aspects were no exception. Additionally, it was revealed that that they

do not reach poor communities, or remote and hard-to-access areas. This gap left vulnerable groups without knowledge of local governance dynamics at the sector and district levels.

**R**ecommendations given as possible solutions to these challenges and gaps included: developing a comprehensive and binding imihigo policy and legal framework, developing regulations that oblige local councils elected representative bodies of special groups to regularly interact with their constituencies, ensuring that the needs and priorities of youth, women and persons with disabilities in local government imihigo processes are met, regularly providing clear and systematic instructions that will guide the use of existing citizen participation mechanisms in the imihigo process, adopting competence-based approach to capacity building, including coaching and mentoring of local leaders, providing sufficient resources for implementing capacity building strategies and sensitizing civil society members of their mandate to continuously educate citizens regarding their participation in decisions affecting their lives, rights and obligations.



# GREAT LAKES PROGRAMME

SHAPING CROSS-BORDER PEACE THROUGH DIALOGUE,  
ADVOCACY AND PARTICIPATORY ACTION RESEARCH

# GL GREAT LAKES PROGRAM

## The impact through our Great Lakes Program in 2018

Throughout the year 2018, the Great Lakes Program was implemented in a mixed context of several upheavals at the levels of regional diplomacy, integration, security and democratic processes. Despite the challenges, the program registered significant progress in consolidating a peaceful coexistence among the border populace, strengthening their resilience capacities regardless of the recurrent conflicts and crises, and attracting decision makers' attention and adequate responses to issues affecting cross-border communities. The impact of the program is summarized in three fronts:

- **Strengthening cross-border communities' resilience against the shocks from recurrent crisis and conflicts with regional ramifications**

Through cross-border dialogue spaces and community outreach activities for peace education by GLP members, there was increased awareness on conflicts dynamics;

increased engagement not to let the politically motivated conflicts affect their interactions, and by increasingly resisting any attempt of political and identity manipulations: "we decided to go to Burundi for the sake of peace, with full knowledge that the safety is not 100% guaranteed for Rwandans there. We have understood that most of these conflicts are political with nothing to do with the ordinary citizens. Our decision to carry on the dialogue despite a risky security environment is a call for our respective leaders to settle their disagreements to enable favorable conditions for peace and cross-border cooperation, because at the end of the day, we are all victims"; said a Rwandan GLP member from Bugarama.

Peace education initiatives were conducted at community levels in Burundi, Rwanda and the DRC around the issues of stereotypes and identity manipulations and on the behaviors to be adopted during some sensitive periods such as political crises and election processes.

- **Deconstruction of prejudices and strengthening the attitude of empathy and solidarity among border population**

There was increased empathy and regional solidarity among the cross-border population. This is manifested through independent initiatives undertaken by community members themselves; with increased participation of Congolese in the activities of commemoration of the Genocide against the Tutsi in Rwanda, where people from Goma and Bukavu respectively participated in commemoration activities in Rubavu and Rusizi, to express their solidarity with the Rwandan population. The youth from clubs and associations in Goma also visited the Memorial site in Gisenyi ("Commune Rouge"), to learn and understand more about the Genocide against the Tutsi in Rwanda. This has significantly reduced some prejudices and misconceptions that Congolese had around the Genocide against the Tutsi and the motives behind the genocide commemoration activities.

- **Promising cross-border cooperation, through a mechanism for regular communication between the political leaders from Rusizi District and the Province of South-Kivu in DRC**

Despite the proximity and the high level of cross-border interactions<sup>1</sup>, there was no operational framework through which leaders from the two sides of the borders meet and discuss issues emerging in their areas, affecting cross-border populations. With



the organization of a “caravan of fishermen”, a platform for dialogue between authorities from Rusizi District and the City of Bukavu was facilitated, in collaboration with the PALPGL<sup>2</sup>. This framework facilitates decision makers from the border cities to circumvent the limits imposed by administrative and diplomatic procedures, and offers members of GLP an opportunity to conduct their advocacy on different issues emerging in cross-border areas. It is in this context, for example, that the GLP advocated for the 19 Congolese fishermen who were arrested and detained in Nyamasheke District for violating the in lake border boundaries, and they were released.

GLP members began collaboration with the Secretariat of the Platform of Local Leaders of Great Lakes Countries (PALPGL), and this collaboration provides them with the opportunity to meet regional leaders either through the invitation to attend the meetings organized by the Platform or by meeting individually different authorities, under the

facilitation of the Secretariat of PALPGL.

Other advocacy initiatives were successfully conducted on different issues such as:

- Expropriation of border population in Goma and Rubavu following the new borders demarcations and other cross-border projects, with GLP members advocating for appropriate compensations for affected families;
- The challenges affecting cross-border operators in transport and informal cross-border trade, following the demonstrations organized in Bukavu by the public transport agencies using the routes Bukavu-Uvira and Bukavu-Bujumbura, both via Rusizi.

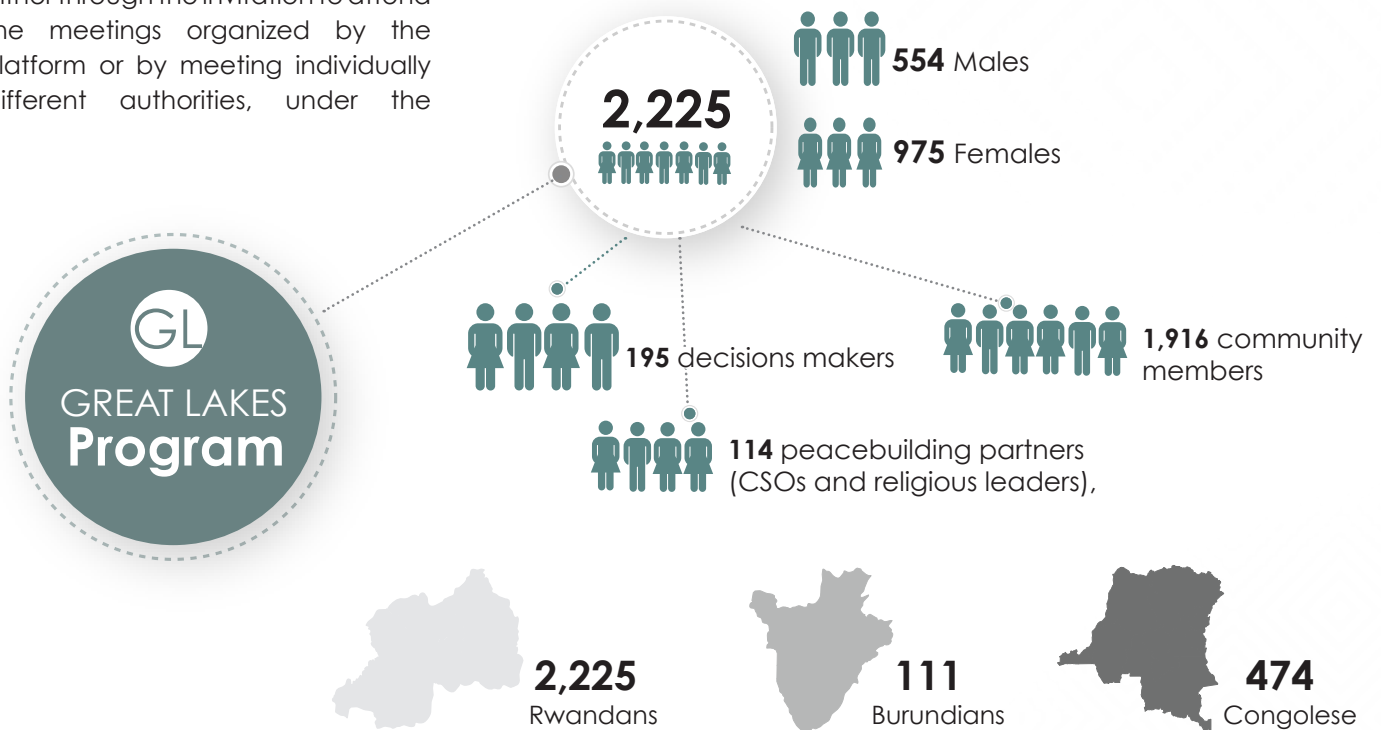
GLP members also conducted advocacy on some of administrative decisions taken by the Government

of Burundi that have negatively affected the socio-economic exchanges between Rwanda and Burundi, particularly the interdiction of exporting food productions from Burundi to Rwanda, despite their initiative not yet bearing expected results.

The program has directly reached out to 2,225 people (1,220 males and 1,005 females), among them; 195 decisions makers, 1,916 community members and 114 peacebuilding partners (CSOs and religious leaders), with 1,594 Rwandans, 111 Burundians, and 474 Congolese.

However, despite positive changes achieved, the program is still affected by the continuous political crisis between Rwanda and Burundi.

This program is implemented in partnership with Interpeace and other regional partners like CENAP (Burundi), Pole Institute, CEJA, APC & RIO (DRC).



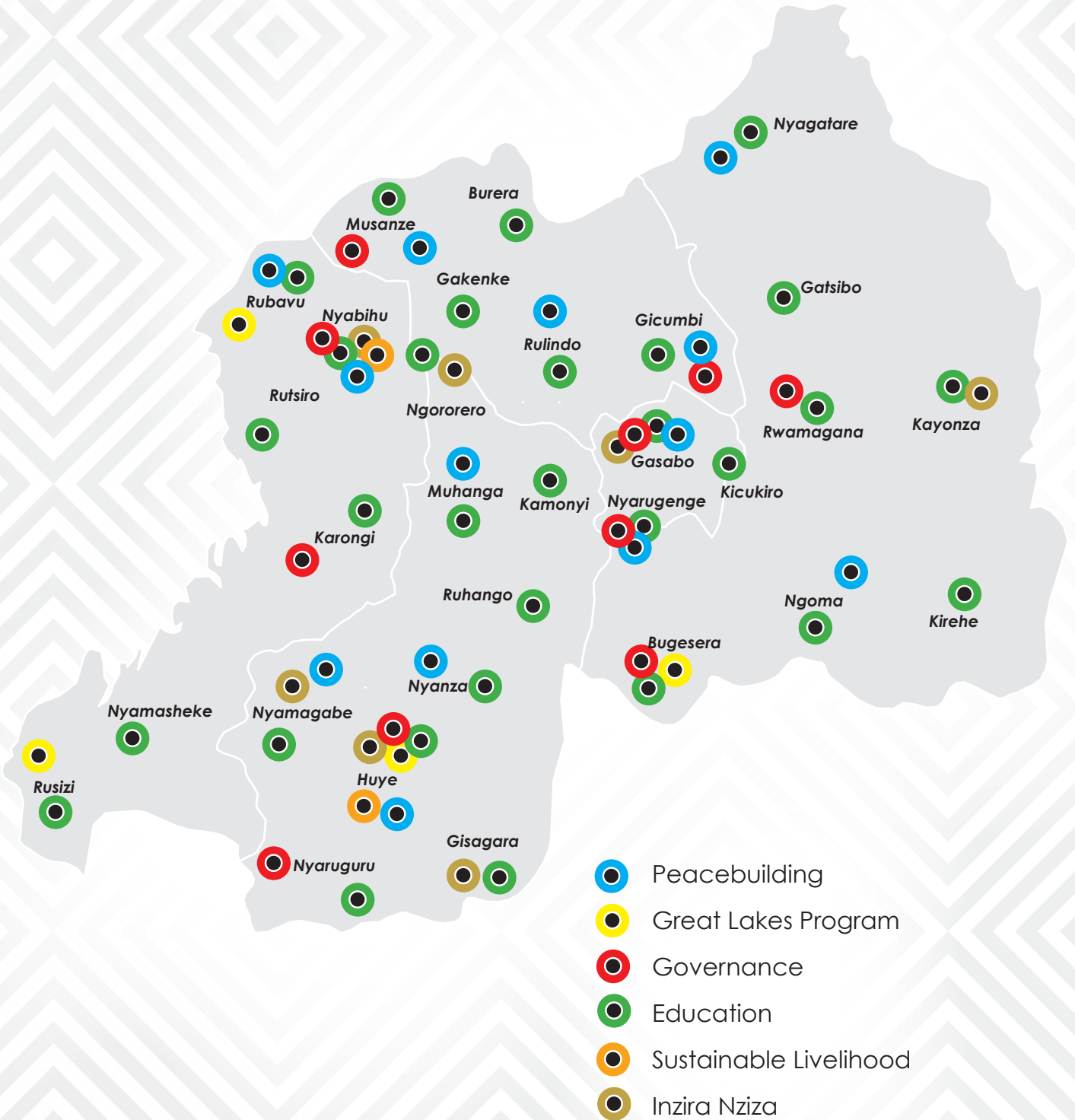
<sup>1</sup> There are intense and very dynamic movements of people across borders, between the countries of the Great Lakes Region. The borders between Rwanda and the DRC alone account for an average of 80,000 people crossing daily.

<sup>2</sup> The Platform of Local Authorities of the Great Lakes Countries (Rwanda, Burundi and the DRC) “PALPGL”, was created with the aim to deepen the dialogue between its members, through consultation, in order to contribute to the consolidation of peace and to improve the living conditions of the populations, initially bringing together the Mayors of the cities of Bujumbura, Kigali, Kinshasa Bukavu, Goma, Uvira, Rubavu and Rusizi.



# MAPPING

## NAR DISTRICTS OF INTERVENTION

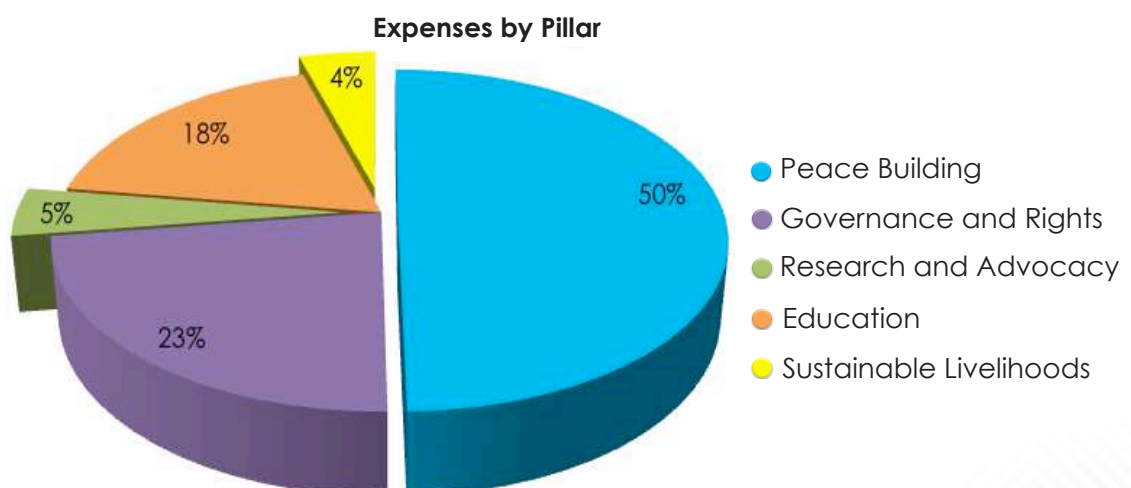




# FINANCIAL STATEMENT

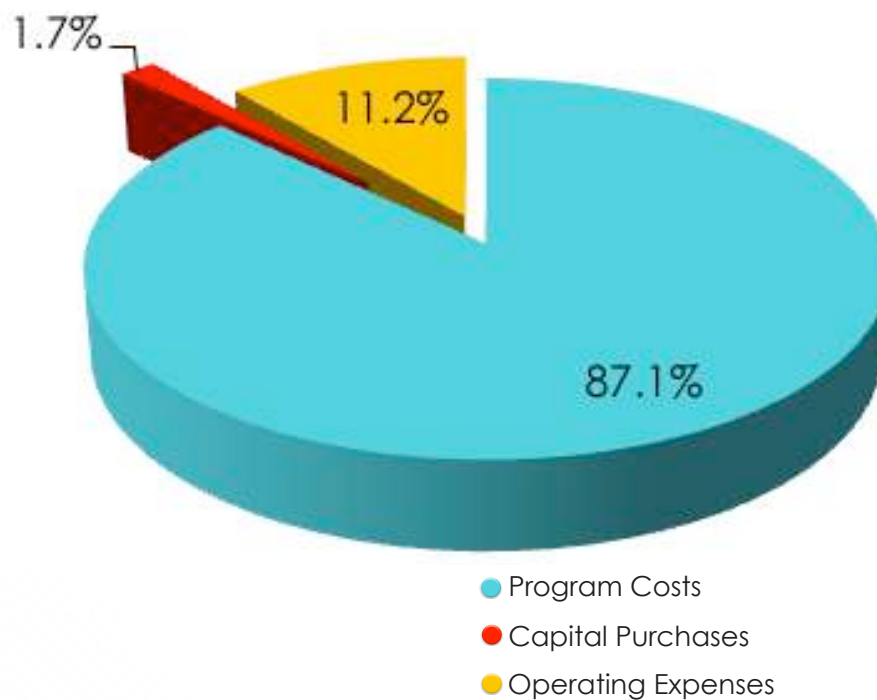
## CONSOLIDATED FINANCIAL STATEMENT FOR FIVE STRATEGIC PILLARS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2018

| DESCRIPTION           | Peacebuilding        | Governance and Rights | Research and Advocacy | Education          | Sustainable Livelihoods | Total Grant Received and Expenses |
|-----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------------------|-----------------------------------|
| <b>Income</b>         | <b>1,172,416,639</b> | <b>540,000,000</b>    | <b>107,727,985</b>    | <b>424,350,717</b> | <b>124,656,000</b>      | <b>2,369,151,341</b>              |
| Program Costs         | 1,027,233,661        | 456,789,000           | 89,567,000            | 359,077,094        | 101,567,486             | 2,034,234,241                     |
| Capital Purchases     | 1,668,420            | 20,056,587            | -                     | 17,200,000         | 1,765,000               | 40,690,007                        |
| Operating Expenses    | 133,514,558          | 61,236,687            | 17,160,235            | 48,073,623         | 1,656,476               | 261,641,579                       |
| <b>Total Expenses</b> | <b>1,162,416,639</b> | <b>538,082,274</b>    | <b>106,727,235</b>    | <b>424,350,717</b> | <b>104,988,962</b>      | <b>2,336,565,827</b>              |



## STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE FOR THE YEAR ANDED 31 DECEMBER 2018

| DESCRIPTION           | 2018                 |
|-----------------------|----------------------|
| Income                | 2,369,151,341        |
| <b>EXPENSES</b>       |                      |
| Program Costs         | 2,034,234,241        |
| Capital Purchases     | 40,690,007           |
| Operating Expenses    | 261,641,579          |
| <b>Total Expenses</b> | <b>2,336,565,827</b> |



# NAR's Years of Successful Op

Hundreds of youth clubs and associations are established all over Rwanda.

NAR hosts over 600 youth from across Rwanda and East Africa in a debate sessions on youth contribution to conflict mitigation.

NAR hosts the 1st Peace-Building Institute(PBI), bringing together university students and young professionals from all over the world to learn about "What Rwanda can teach the World".

2002

Organization is founded.

2004

NAR works with the National Commission for the fight Against Genocide (CNLG).

2006

NAR is officially registered and it establishes the first physical office in Kigali city with sporadic operations in various districts of Rwanda.

2008

NAR restructures its programs with a focus on 4 program areas, namely Peace-Building, Governance and Rights, Socio-Economic Development as well as Research and Advocacy.

2009



# erations in Rwanda

## NAR's successful years:

- 2012** Organizes the 1st national conference on Commemoration Policy and Practice.
- 2013** Hosts a regional Public Speaking and Exchange event bringing together over 500 youth
- 2015** Launches the Societal Healing and Participatory Governance for Sustainable Peace in Rwanda
- 2016** Publishes findings of the research titled "Governing with and for the Citizens"
- 2017** Hosts an international conference on healing and social cohesion bringing together internal and local experts, academics, government and practitioners to understand different healing and reconciliation experiences from post-conflict and post-genocide societies.

Obtains a USAID prime award, making it the 1st local NGO to be awarded by USAID

2010

NAR increases activities and the number of staff member increases from 5 to 12 permanent staff members.

2017

- Launches a new strategic plan focusing on 5 pillars: Peacebuilding, Governance and Rights, Sustainable Livelihood, Education, Research and Advocacy.

2018

Conducts 2 research projects:

- Citizen Participation in Local Government Imihigo Process
- The role of Civil Society in enhancing citizen Participation in Governance and development processes in Post – Genocide Rwanda



# VOTE OF THANKS

**Never Again Rwanda would like to acknowledge all the visitors we received at our Head Office in 2018.**

It is a great honor to receive different visitors coming to learn from our work particularly in Peacebuilding, Governance and Youth Empowerment. We value your time, questions, and interactions and consider them paramount to our work.

We hope to receive more visitors in 2019 and continue enhancing citizens' capacity to analyze the root cause of conflict, facilitate dialogue and appreciate diversity in order to generate ideas that work towards attaining sustainable peace and socioeconomic development.

We would also like to acknowledge and appreciate all our partners without whom our work would not be possible.

*thank you!*





“

---

*Change means being a risk-taker; I believe it's time for us to change, network and create an impact in our communities. Our communities are not exposed; however, we are exposed so, it's our responsibility to make a difference in our communities.*

”

---

Shawgi Omer, Sudan



[www.never again rwanda.org](http://www.never again rwanda.org)