



CONCERN
worldwide

Concern at 20 Years
TOUCHING LIVES IN RWANDA

INTRODUCTION

1994

was the year that the world witnessed one of the gravest acts of violence in recent history. The sheer scale, speed, calculation and precision of the genocide of 800,000 of the minority Tutsi and moderate Hutu was immeasurable in the calamity and devastation it brought to the people of Rwanda. The country was brought to its knees, ravaged by war and genocide, ripping whole communities apart, its social foundation destroyed.

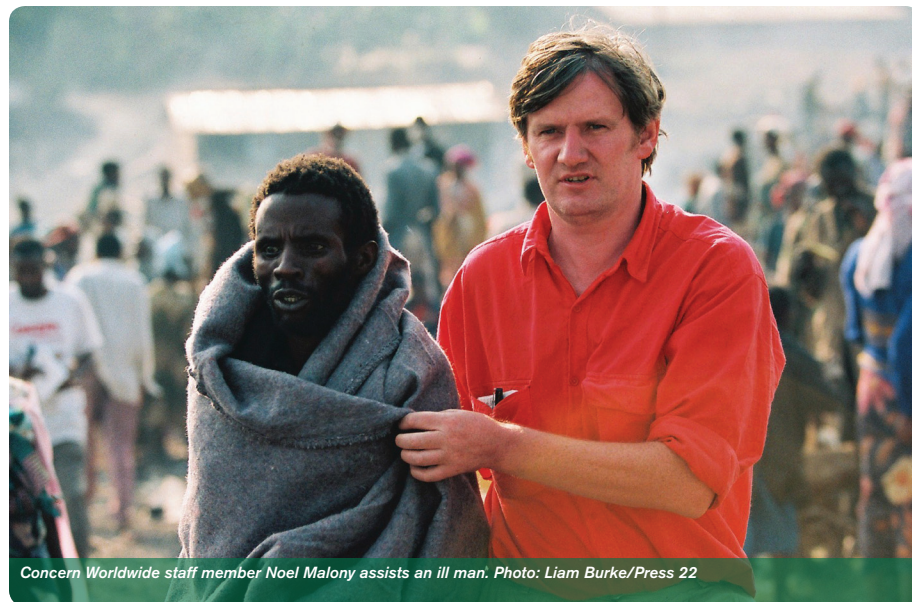
Over just 100 days, more than 15 per cent of the population was killed, including 70 per cent of the Tutsi living in Rwanda. To Rwandans who witnessed this appalling catastrophe, it appeared as if an apocalypse was unfolding within the borders of their country.

It is hard to fathom this fatal history when one sees Rwanda today. The pace of change and progress has been remarkable. Peace and stability have been maintained within the country's borders and there has been noted improvement in economic growth. The country is renowned as being the least corrupt country in Africa and the government is regarded as one of the most accountable, efficient and effective in its use of donor support.

As Rwanda commemorates 20 years after the genocide in 1994, Concern Worldwide marks 20 years of working in Rwanda. The theme for the commemoration is 'Kwibuka' or 'remembrance,' with the goal of building national identity based on the pillars of history, testimonies, forgiveness and healing. In remembrance, this publication charts the journey of Concern Worldwide in Rwanda, measuring its pace of progress, from emergency to relief to development programming, in line with that of the country itself.

Over the last 20 years, Rwanda has benefited from the tremendous generosity of people and businesses across Ireland, UK & US as well as institutional funding from the Irish Government and other bilateral donors, such as the U.S. Agency for International Development (USAID), totalling €95.7 million in expenditure from 1994 to 2013 (includes programming in Rwanda and related refugee responses in Burundi, Zaire (now the Democratic Republic of Congo), and Tanzania).

Just under half of the total funding for programming in Rwanda in 1994 came from the generosity of the Irish public, and from the international community, British government, and the EU.



Concern Worldwide staff member Noel Malony assists an ill man. Photo: Liam Burke/Press 22



Masses arrive in a camp in Goma. Photo: Liam Burke/Press 22

ABOUT CONCERN WORLDWIDE IN RWANDA

Our Vision

Our vision is of a Rwanda where everyone is treated with dignity and respect; where no-one lives in poverty; where Rwandans are empowered and live in peace and stability as strong communities with access to a decent standard of living. Having a clear framework for being accountable is fundamental to fulfilling this vision. We believe that, in order to achieve our mission to support Rwandans living in extreme poverty to attain significant, lasting improvements in their lives, we must be accountable to our stakeholders.

Our Mission

Concern Worldwide Rwanda works with communities and other stakeholders in supporting households to meet basic needs and strengthening their productive capacity through investment in human and physical assets. Additionally, Concern Worldwide Rwanda will increase resilience, reduce vulnerability and promote equality.

We target those living in extreme poverty and our programmes are designed to allow this group to benefit to the greatest possible extent. This can only be achieved with meaningful participation and dialogue with the people who are most affected by our work, particularly in the process of making decisions that affect their community.

Core Values

The following core values guide our work:

- Respect for people comes first
- Community participation and ownership
- Belief in dialogue and consensus building
- Integrity and openness
- Excellence and continual learning



Women dance at a community health centre in the southern Rwandan village of Gisagara. The health centre is part of a community-based nutrition programme that Concern supports by training several hundred health workers. Photo: Cheney Orr, 2014



A mother waits for a local doctor to examine her child in Gasambu village, Rwanda. Concern's Kabeho Mwana (Life for a Child) programme worked to reduce child mortality in six underserved districts, reaching more than 318,000 children under five years old. Photo: Esther Havens Photography, 2010

1994-1999: EMERGENCY — RELIEF — DEVELOPMENT

Concern Worldwide,

through the support and generosity of the Irish people, was able to react swiftly to the enormous humanitarian needs unfolding in Rwanda and surrounding refugee camps. After the initial assessment, a permanent base office was established in Kigali in August, 1994, beginning what has been a long and fruitful engagement in the country.

The major challenge in the post war period in Rwanda was the reconstruction of the country and the reconciliation and social reintegration of its people. The brutal nature of the killings, along with the active involvement of one's own neighbours, church leaders, teachers and government officials meant trust amongst fellow community members and essential institutions was destroyed.

Concern recognised that it would take years to address and rebuild the social fabric within Rwanda and quell the profound pain and anger, feelings of revenge, remorse and desperation. We therefore responded practically, working towards removing the economic burdens faced by providing humanitarian assistance, addressing the immediate needs of the population, both remaining in Rwanda and those of the two million refugees in neighbouring border countries, as well as contributing to the reconstruction of the wider economy.

REFUGEE, INTERNALLY DISPLACED AND TRANSIT CAMPS

In the aftermath of the genocide, whole communities abandoned their homes, fleeing the tragedy that had befallen their villages, arriving in their thousands at overflowing refugee and internally displaced camps either within Rwanda's borders or in neighbouring Zaire (now the Democratic Republic of Congo), Burundi, Uganda and Tanzania. Over one million people were internally displaced and two million people became refugees, almost overnight. Hundreds upon thousands of children were left homeless or orphaned and alone. Concern responded to the displaced and refugee population and the mass return and resettlement phase.

1994 In September, Concern assumed responsibility for setting up a refugee camp at Kabira in South Kivu in Zaire, serving a population of 25,000 refugees from Rwanda with food and non-food items, water and sanitation and education.

1995 By 1995, Concern was running three transit centres for refugees returning to Rwanda, including one centre catering for unaccompanied children, reaching a combined population of 15,000 people.

1996 In 1996, the number of transit centres Concern was managing expanded to seven as well as a new refugee camp, in response to over 1.2 million refugees who returned to Rwanda in 1996 from Zaire, Tanzania, and Burundi, with just over one million returning in the two-month period of November and December.

1997 Out of an estimated 218,000 refugees repatriated back to Rwanda in 1997, a total of 11,568 returnees and 10,478 unaccompanied children passed through the Concern managed transit centres.



A child gives another child water during the humanitarian crisis sparked by the genocide in Rwanda. Photo: Liam Burke/Press 22



Children fleeing the genocide in June 1994. Photo: Liam Burke/Press 22

UNACCOMPANIED CHILDREN'S CENTRES

Since 1994, Concern's transit centres saw 32,000 children pass through our doors. In times of emergency, as many as 1,000 could arrive at the transit centres within a 24-hour period, often exhausted, weak and undernourished, many scarred by trauma, in a state of shock. Their immediate needs would be addressed while awaiting transfer to the one of the unaccompanied children's centres which Concern was running, where they would receive all the love, care and attention that a child needs, while at the same time, getting counselling and education.

During this time, Concern successfully reunited 5,300 children with their families through the tracing programme and 270 were placed in foster families, with the support of the local government.

1994 Concern responded to the needs of an estimated 15,000 (officially registered) unaccompanied children by supporting two centres for unaccompanied children serving 834 children, attending to their physical and psychological needs.

1995 The centres for unaccompanied children expanded to three regions in 1995, caring for over 1,000 children. By December 1995, almost 800 children had been reunited by their families, through the tracing programme, or were found foster homes. The rate of tracing success was approximately 30 children per month.

1996 Gitarama unaccompanied children's centre was closed in 1996, following the successful placement of the majority of children with their relatives or foster families. Concern began to help those families reunited with their children, particularly those most vulnerable, through cooperative support. Housing construction assistance was also provided to particularly vulnerable households.

1997 In 1997, the programme reunited 1,617 children with their families, many of whom believed their children were dead. Those too young to recall who they are or where they came from were largely fostered into care with other families, while those who could remember some details of where they came from were largely successfully reunited with family members.

Particularly vulnerable families were supported by Concern. In 1997, Concern was assisting in the construction of 5,255 houses in participating communities.

1998/9 As part of our exit strategy from the centres, Concern provided institutional and capacity-building support to the government ministries and the community to take responsibility for the management of orphaned children going forward.



Father Aengus Finucane, one of the founders of Concern Worldwide, receives flowers from children at an unaccompanied children centre in southern Rwanda. Photo: Concern Worldwide, 1997



Dominic MacSorley, now CEO of Concern Worldwide, and Anne O'Mahony, International Programme Director of Concern Worldwide, visiting a centre for unaccompanied children. Photo: Concern Worldwide, 1997

PRISON FEEDING PROGRAMME

Following sweeping arrests of anyone suspected of being involved in the genocide, the prisons in Rwanda were severely overcrowded. By 1995, the numbers swelled to 60,000 inmates, all housed in structures that were originally intended to only house 12,000 people. Food was not provided in the prisons—those without family members bringing food on a daily basis had to rely on the generosity of others or starve. Families of detainees were seriously disadvantaged as they spent long hours walking to and from the prisons to deliver food to their relatives.

1995 In September 1995, Concern began a prison feeding programme, providing 1,000 prisoners with one nutritious meal, five days a week.

1996 Concern continued to support almost 4,000 of the then 93,000 men, women and children detained in the prison system with nutritious meals and supported agricultural cooperatives in the surrounding communities.

1997 By 1997, the total prison population was estimated at 130,000 in the country's 19 prisons and communal detention centres known as *cachots*. The *cachots*, which were meant to only hold detainees for up to 48 hours before transfer to prisons, were known to have the worst conditions, with some prisoners held for more than three years. Concern focused on providing meals to nearly 9,000 detainees living in *cachots* as well as creating income-generating activities for 232 female prisoners in Gitarama Central Prison.

1998/9 Feeding to the detainees continued for 11,500 in 24 *cachots*. In 1999, Concern was training and encouraging local cooperatives to provide food to the detainees as well as training detainees themselves in income-generating activities to lessen the dependence on outside aid. In 2000, 10,512 prisoners were fed and cooking, water, and sanitation facilities were constructed.

2005/12 To promote reconciliation and appeals between the victims, survivors and the perpetrators (prisoners), the Rwandan government established a traditional community court system called "Gacaca," which was officially closed in June 2012.

CONCERN WORLDWIDE TODAY (2000–2014)

As the security and humanitarian situation improved, the programmes also gradually evolved from an emergency response to a more sustainable rehabilitation and development phase, seeking to address the very real economic burdens faced by the poorest through community development projects that respond to education, health and nutrition and livelihood needs.

PRIMARY EDUCATION (Re-construction and School-Community Partnership)

Rwanda has made great strides in education since the devastating impact of 1994. In particular, since 1998 primary enrolments grew by an average of 4 per cent per year, bringing the gross enrolment rate to 128 per cent and net enrolment rate to 96 per cent in 2011. Today, given most children are in school, the key challenge is addressing the high pupil teacher ratio (58:1) and pupil classroom ratio (81:1).

Concern has been working with Parent Teacher Committees in engaging communities in school-based management since 2000 through the Community-School Partnership Model. This work culminated in the development of a Parent Teacher Committee manual, which was reviewed by the Ministry of Education, National Textbook Approval Committee based in the National Curriculum Development Centre.

We continue our strong collaboration with the Rwanda Education Board through our current programme *Literacy, Language and Learning* which seeks to strengthen teaching and learning so that children leave primary school with strong literacy and numeracy skills. A nationwide programme, the Literacy, Language, and Learning Initiative helps Rwanda's Ministry of Education (MINEDUC) develop and implement new national standards for literacy (in English and Kinyarwanda) and numeracy, aiming to improve students' reading and mathematics skills in grades one to four, as well as their English language proficiency. The initiative, targeting every primary school child in Rwanda by 2016, is funded by USAID and implemented through a consortium with Education Development Center, Inc. (EDC), The International Education Exchange (IEE), Voluntary Service Overseas (VSO) and Never Again Rwanda.

FOOD, INCOME, AND MARKETS (Livelihoods & Graduation Programme)

Although Concern had been addressing livelihoods security during the emergency and relief phase, our community development activities began to take real shape as the security and humanitarian situation started to improve. The programme, which commenced in 2002 in three districts, sought to support the Government of Rwanda decentralisation policy through enabling and empowering local communities and their elected representatives to participate in the democratic process.

In 2002, Concern also set up a microfinance project to increase the provision of sustainable microfinance services in a post-conflict setting.

In 2007, Concern commenced a five-year livelihood security programme, ending in 2011, seeking to reduce food insecurity and increase livelihood options of vulnerable households and communities, culminating in a 'Farming for Impact' study which was presented to Ministers of Parliament in the UK in 2012. Funded by Irish Aid, the programme participants had increased their production and consumption of nutritious crops, improved wealth creation and resilience, felt more confident and experienced improved social cohesion in their communities.



Monica, a beneficiary of the graduation programme, feeds her cow outside her house in Rusatira-Huye district. Photo: Noel Molony, 2014

Our current programme, *Unleashing the Productive Capacity of the Extreme Poor for Sustainable Graduation* (2012–2015), addresses the needs of the poor and most vulnerable groups by assisting them to meet their basic needs, facilitate their efforts to increase their productive assets, and reduce inequality by improving women's influence in decision making at the household level. Through this programme, participants have been able to access health insurance for their families, send their children to school, eat meals more frequently, diversify their income sources, begin saving and accessing credit and feel more valued by their community.

Funded by Irish Aid, the programme is particularly relevant in a context like Rwanda where, with a population density of 440 people per square km (the highest in Africa and 29th globally), land scarcity and lack of available arable land is a huge issue. The extreme poor are closely identified as those with little or no land, are often overlooked by traditional agriculture-focused livelihoods programmes and usually have only labour to sell. The graduation programme is designed to target those extreme poor and seeks ways of identifying alternative, diversified livelihoods and a set of holistic, sustainable solutions to the barriers that hold them back from rising out of poverty.



A beneficiary of the emergency nutrition interventions in the Kigeme Congolese refugee camp in Nyamagabe district. Photo: Cheney Orr, 2014

HEALTH AND NUTRITION

While Concern supported the rehabilitation of health clinics in 1994, we did not commence a full health programme until 1999, when we supported the Ministry of Health (MoH) in the Districts of Namba in the treatment of malnutrition, and later, in building the capacity of district health staff to provide health care to the community.

In 2001, Concern started the first in a series of Child Survival Programmes (2001–2006), in Butare District, contributing to the sustainable reduction in maternal and child mortality and morbidity in Rwanda. The programme was extended for a further five years, seeing the programme reach one-fifth of the country, in a consortium with the International Rescue Committee (IRC) and World Relief, with Concern leading the consortium.

During this time, Concern also ran a four-year HIV and AIDS Capacity Building Project 'Tubunganire' (to strengthen or provide support) (2001–2005), to reduce the transmission of HIV and minimise the socio-economic impact of AIDS among communities, working to strengthen national NGOs and district-level AIDS Commissions in three districts in Rwanda.

In 2007, the Community Therapeutic Care (CTC) approach was piloted and integrated into the wider health programme, to assist the MoH to treat severely malnourished children. As part of this programme, Concern supported the MoH to revise the national guidelines and policy on severe acute malnutrition to include the CTC approach.

The current programme in nutrition has moved from a curative to a preventative approach, focusing on supporting the government of Rwanda's efforts to eliminate malnutrition, specifically tackling high levels of chronic malnutrition (stunting) in 44 per cent of children under five years old, in collaboration with district authorities. The nutrition programme is funded by Irish Aid and the Embassy of the Kingdom of the Netherlands.

End Note by Dominic MacSorley, Concern Worldwide Chief Executive Officer



On this important anniversary, we have the obligation to look back, pay tribute to the victims and survivors of the Rwandan genocide, but also to look at the progress that has been made in the past two decades. For Rwanda is not only the story of one of the gravest and most inhumane acts of in recent history, it is also a story of recovery, resilience and the ability of humanity to overcome extraordinary adversity.

For me, this anniversary has a particular significance as I worked with Concern in Rwanda 20 years ago, in the immediate aftermath of the genocide. The scale of the destruction and displacement was unprecedented and Concern mounted its largest ever emergency response with over 1,000 staff working day and night setting up transit centres where 32,000 children were cared for, rebuilding thousands of houses, and ensuring people who had lost everything were given practical support to start the slow process of rebuilding their lives.

This publication captures the scale and development of Concern's work from the early emergency response phase through recovery, rehabilitation and longer term development work. Amidst the worst and most challenging times, there are a thousand stories of hope and humanity; of children reunited with parents, schools re-opening, women standing proud again as they pay-off small business loans, children being successfully treated for malnutrition, communities coming together, lives being rebuilt, a country carving out a new, stronger future.

Back in 1994, I could not have foreseen that this country would ever achieve the level of peace, stability and economic recovery that it has today. And as we know, Rwanda has not just recovered—it has one of the strongest growing African economies. But, despite all the advances, huge challenges remain and, with 40 per cent living in extreme poverty, much remains to be done.

Concern today is continuing to work with the government ministries to ensure that all children have access to a decent education, that women who are destitute and homeless are given the support to get back on their feet, and that policies, procedures and practice relating to the treatment of severely malnourished children are scaled up to reach all under five year of age.

On behalf of Concern Worldwide, I would like to express my deep gratitude to all who have been part of the development of this important publication.

I am very grateful to all our donors and, in particular, to the generosity of the Irish, UK and U.S. people who have consistently supported our work over the years. I would also like to express sincere appreciation to all our former and current Concern staff, to those with whom I have worked and have met over the 20 years of visiting the country. Your commitment, passion and professionalism have been extraordinary.

I would like to take this opportunity to recognise the great strides that the Government of Rwanda has made over the past 20 years.

In closing, a sincere note of thanks to the people of Rwanda for their remarkable resilience, courage and participation and from whom we have learned so much. I sincerely hope that their country will continue to have a bright, peaceful and prosperous future.

With all the best wishes for the future,

A handwritten signature in black ink that reads "Dominic MacSorley". The signature is written in a cursive, flowing style.

Dominic MacSorley
Chief Executive Officer



CONCERN
worldwide

Republic of Ireland

52-55 Lower Camden Street
Dublin 2
T +353 1 417 7700
F +353 1 475 7362
E info@concern.net

England & Wales

13/14 Calico House
Clove Hitch Quay
London SW11 3TN
T +44 207 801 1850
F +44 207 223 5082
E londoninfo@concern.net

U.S. (New York)

355 Lexington Ave.
19th Floor
New York, NY 10017
T +1 212 557 8000
F +1 212 557 8004
E info.usa@concern.net

Rwanda (Country Office)

KN 78St 6
Kigali
T +250 788 303 204
E concernrwanda@concern.net

IRELAND AND WORLDWIDE: concern.net
U.S.: concernusa.org

Front cover: Concern's Expected Impact Child Survival programme in Rwanda reached close to 20 per cent of the nation's children under the age of five, and trained 6,600 community health workers to provide lifesaving treatment for malaria, diarrhea, pneumonia, and malnutrition at the household level. Photo: Esther Havens Photography, 2010

Back cover: Women doing communal cultivation in the graduation programme in Huye district. Photo: Noel Molony, 2014