

**FACTORS INFLUENCING SUSTAINABILITY OF UNITY AND
RECONCILIATION IN RWANDA AFTER 1994 GENOCIDE: CASE
STUDY OF RWANDA NATIONAL UNITY AND RECONCILIATION
COMMISSION**

BY

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT
FOR THE REQUIREMENTS OF THE AWARD OF DEGREE OF
MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT
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DECLARATION

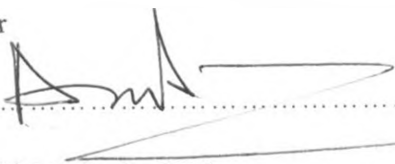
This research report is my original work and has not been presented for masters degree in any other University

Signed  Date 22 July 2012

Paul Gakumba

L50/63592/2010

This research report has been submitted for examination with my approval as University supervisor

Signed  Date 22 July 2012

Prof. David Macharia, EBS

University of Nairobi

DEDICATION

To my parents, my wife and relatives who have made this study successful.

ACKNOWLEDGEMENT

To The Almighty God for the sustenance of life and for giving me the Skills, Knowledge, Resources and Energy to be able to complete this proposal, Sincere gratitude to my supervisor, Prof. David Macharia for his patience, guidance and encouragement throughout this study and the entire course, without his enormous support, this study would not have been successful.

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ABBREVIATIONS AND ACRONYMS

RNURC	Rwanda National Unity Reconciliation Commission
NCRF	National Consultative Reconciliation Forum
SCUR	Students Club for Unity and Reconciliation
WYMSS	Women Youth Mainstreaming System
NRSC	National Reconciliation Solidarity Camp
Gov	Government
Rw	Rwanda
WWW	World Wide Web
RRB	Rwanda Reconciliation Barometer
NRS	National Reconciliation Summit
NATO	North Atlantic Treaty Organization
UNDP	United Nations Development Program
NCA	Norwegian Peoples' Church Aid
BTC	Belgium Technical Cooperation
EU	European Union
DID	Department of International Development
UNDW	United Nations Development for women
MESP	Monitoring and Evaluation Strategy paper

ABSTRACT

Rwanda National Unity and Reconciliation Commission is constitutionalized commission under the constitution of Rwanda by the law N° 03/99 as amended and complemented by the law N° 35/2002, of 14/11/2002 and Arusha peace Accord of 1993. The focus of government of National Unity was to heal and rehabilitate all Rwandans regardless of the ethnic tribes, nepotism, regionalism and races or where one comes from through establishment of Rwanda National Unity and Reconciliation Commissions for sustainable unity and reconciliation for all Rwandans. Through the initiative of government of National Unity, National Consultative Forum chaired by the president was formed on 9th /05/1998-1999 to review key development centered issues like; The National Unity and reconciliation, Democratic governance, Justice, National economy and National security for sustainable development. The above mentioned forum agreed that national unity and reconciliation is mandatory that had to be followed in the entire country as agreed previously upon by Arusha Peace Accord to foster Unity and Reconciliation among Rwandans and to be put in place to start its functionalities from 1998. (National Consultative Forum Report 1998-1999).

Like many other African countries, South Africa, Kenya has affected by dehumanization people for example 2007/2008 election violation in Kenya. The beginning of the Rwanda's campaign on unity and Reconciliation in 1995 saw a remarkable change on unity and reconciliation and Rwandan identity, attitudes and style of living, a trend of peace and reconciliation building in Rwanda has changed the Rwandan identity from negative attitudes to positive attitudes. The purpose of the study therefore, is to investigate the factors influencing sustainability of Unity and Reconciliation in Rwanda after 1994 genocide.

The study achieved the objectives by adopting descriptive research design in which 35 employees in the commission was targeted. The study used purposive random sampling to sample 35 employees out of the 40 total employees. The researcher used questionnaires to collect data, questionnaires were first be piloted to test reliability of the instruments while validity was evaluated with my supervisor. Data was analyzed, presented using descriptive statistics such as tabulations, percentages and frequency distribution as indicated in chapter four and five. Some of the findings include good governance and leadership, associations influencing Unity and Reconciliation, Public awareness about Unity and Reconciliation and Monitoring standards. The recommendation is that government of Rwanda and other responsible bodies should consistently emphasis on social, economic, political cohesions' towards sustainability of Unity and Reconciliation in Rwanda across the country.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Rwanda as country has a long negative history made by Rwandans themselves, by neighbors', relatives and even by distant foreigners. This history manifests in varying historical eras largely classified as: pre-colonial, colonial and post-colonial; the era in which 1994 genocide committed against Tutsi took place. The 1994 genocide, therefore, is a consequence of decades of bad governance, characterized by divisive tendencies manifested in acts of violation of human rights, discrimination from participation in national governance and from the sharing of national endowment. These tendencies were also manifested in oppressions and in propagation of the ideology of hate (15 years of Unity and Reconciliation process in Rwanda 2009).

After 1994 Genocide, Rwanda has embarked on reversing this trend of events by starting a new struggle of reconstructing a united and reconciled nation founded on peoples' participation Governance and Nation development. Rwandans are expected to shun their dark past history, embrace the nation's vision for the bright future and move in that direction. Rwandans had to be innovative, creative and have paradigm ship in order to attain speedy economic transformation, development and genuine democratic governance.

According to Richardson, Boyce (1989), after fifteen years of National Reconstruction process, Rwanda has made tremendous achievements in various areas of social, economic and political cohesions. After the Genocide committed against Tutsi in 1994, being called a Rwandan was almost like an abuse because it was almost synonymous to being a killer. However, currently Rwanda is known for being a paragon of peace, reconciliation and example of good governance, a fact proven by the number of prizes bestowed on Rwanda as a nation. Considering the numerous problems Rwanda had before and after 1994 Genocide committed against Tutsi and the level of sustainable development the country has attained today, one would affirm with all certitude that the future is bright for Rwandans in regard to sustainable development.

After 1994 genocide committed against Tutsi, the major pre-occupation of the nation was how to restore the torn apart social fabric of Rwandans, revamp the economy which had been totally destroyed, rehabilitation of justice sector, Unity and Reconciliation, restore security of people, their properties and democratic governance with good structures and systems of leadership. The strategic approach of dealing with the problems was to install a Government of National Unity that involves all political parties that had not participated in the Genocide or any kind of human violation (NURC strategic plan of 1999-2004).

The focus of Government of National Unity was to heal and rehabilitate all Rwandans regardless of the ethnic tribes, nepotism, regionalism and races or where one comes from through establishment of Rwanda National Unity and Reconciliation Commissions for sustainable unity and reconciliation for all Rwandans. Through the initiative of Government of National Unity, National Consultative Forum chaired by the president was formed on 9th /05/1998-1999 to review key development centered issues like; The National Unity and reconciliation, Democratic governance, Justice, National economy and National security for sustainable development. The above mentioned forum agreed that national unity and reconciliation is mandatory/principle that had to be followed in the entire country, and that was an institution previously agreed upon by Arusha Peace Accord to foster Unity and Reconciliation among Rwandans and to be put in place to start its function immediately (National Consultative Forum Report 1998-1999).

Under this National Consultative forum, National Unity and Reconciliation Commission was established on 12th/03/1999 by the law N° 03/99 as amended and complemented by the law N° 35/2002, of 14/11/2002. After its installation, the National Unity and Reconciliation commission came to be the realization of the best approach/strategy to carry out its work of unifying and Reconciling Rwandans by establishing a partnership with all Rwandans and other stakeholders in identifying their own problems and in finding sustainable solutions for themselves. According to Lederach John Paul (1997), approach that is most appropriate and inspired the commission is to organize a grass root consultation in 154 former districts all over the country. This consultation include representatives of the people at the grass root level, community level and it served to identify manipulation that were used to create divisions among Rwandans. Against the past of Rwanda, characterized by a type of governance based on criminality, political uniqueness (divisionism, extremism, nepotism and

paternalism) and genocide ideology, the National Unity and Reconciliation commission was assigned to overcome all the barriers and face the unmanageable changes to wash all the past dirtiness down to re-invent a new societal intelligence through which the people of Rwanda supported by development partners proceeded to fundamental change and rebuilt a holistically unified, pacified, hatred-free, committed to forge hand in hand a new country armed with a new mind-set and values. In this perspective, the commission was widely tasked to share the heavy burden of managing the post-genocide consequences and to contribute to the reconstruction of a harmonious climate ensuring a social stability and cohesion between all the segments the Rwandan Population (Impact Assessment on Unity and Reconciliation of Rwandans 2007).

According to National Reconciliation Barometer report (2008), National Unity and Reconciliation Commission to perform its functions of Unity and Reconciliation it created the conception of “Ingando strategy” referred to the National Unity and Reconciliation key mission/strategy to redefine a new identity and rehabilitate the common heritage of “Ubunyarwanda” as the central pillar of the unity and Reconciliation. In such context, the NURC’s mission can be weighted in the same proportion as the legendary work burden” because it necessitated a long way and continuous improvements in order to reach the ultimate goal of unifying and reconciling the Rwandan people.

It has been rightly stated that the promotion of national unity and reconciliation has become in Rwanda a cornerstone to all national efforts and a basis for combating all forms of discrimination and exclusion that have characterized the Rwandans, decades after decades. It is the only option to survival for Rwanda that is emerging from a divided past, genocide and moving towards a unified, reconciled and democratic nation. The struggle that the NURC engaged in for installing unity and Reconciliation as a key pillar for assuring the future of the country need the efforts of every Rwandan to fight for their restoration and sustainability, maintenance throughout a strong and focused a national civic education program which refers to” Ingando Programm” as a major NURC strategy in unifying and reconciling Rwandans and sustainable development through civic education programs. “Ingando” strategy was put in a strategic political fold way that government of Rwanda could use to obstruct the passage of major obstacles against the effective social relations and peaceful coexistence among Rwandans (NURC Strategic plan 2007-2011).

1.2. Statement of the Problem

The nature and mode of execution of the 1994 genocide left the Rwandan cultural and moral fabric torn into shambles. Values and taboos that were held sacrosanct in the Rwandan society were defiled and trampled upon by those who were supposed to protect them. Here lies the big challenge of reconstructing peace, unity and reconciliation in the Rwandan context and calls for unique and sustainable solutions. The 1994 genocide that claimed more than one million innocent lives and destroyed the country's socioeconomic and political infrastructure had some unique features which among other things make the process of healing the country extremely difficult. The speed and ferocity with which the genocide was executed left the country almost entirely destroyed. With over a million people died and unburied, and close to three million people driven into exile, the economy in shambles and no functioning state institutions, it left hundreds of thousands of orphans and widows, and 150,000 suspects of genocide awaiting trials as a critical challenge to all Rwandans.

The population was highly traumatized and deeply divided where hatred and mistrust reigned high. The war and genocide shattered the dense local friendship networking and community solidarity that had traditionally existed former solace and support for Rwandans and neighbors and former friends turned into enemies. The 1994 genocide had terrible consequences on the people of Rwanda economically, socially, politically and the society as a whole. Besides the loss of million people and above in a period of three months, a destroyed economy, millions fleeing into exile with many of them being taken as hostages by the ex-FAR (former Rwandan government forces) and the Interahamwe (militia who actively participated in the genocide), and over 120,000 persons detained in jails with very poor legal infrastructure and limited human resources. This situation (genocide period) had a tragic impact not only on the mental health of Rwandans but also their physical well-being. Most of the survivors of the genocide the majority of who happen to be women and children experience serious economic deprivation. The level of mistrust among the families of those who survived the genocide and those whose relatives are suspected to have committed genocide is still high challenge and deep rooted. It's against this background that this study seeks to investigate factors that influence sustainability of unity and reconciliation in Rwanda after 1994 Genocide.

1.3. Purpose of the Study

The purpose of the study is to investigate the factors influencing sustainability of Unity and Reconciliation in Rwanda after 1994 genocide; a case study of Rwanda National Unity and Reconciliation Commission

1.4. Specific Objectives

Specific objectives of the study are:-

- i. To analyze the influence of civic education and training in influencing sustainability Unity and Reconciliation in Rwanda after 1994 Genocide
- ii. To examine the influence of National reconciliation summit in the process of sustainable Unity and Reconciliation in Rwanda after 1994
- iii. To analyze how local forums and students clubs/associations of Unity and Reconciliation influence Unity and Reconciliation in Rwanda after 1994 Genocide
- iv. To investigate the influence of monitoring and evaluation systems in sustainability of unity and Reconciliation in Rwanda after 1994 Genocide.

1.5 Research Questions

These are research questions that will guide this study:-

- i. To what extent does civic education and training influence sustainability of unity and reconciliation in Rwanda after 1994 Genocide?
- ii. How does the National Reconciliation summit influence sustainability of unity and Reconciliation in Rwanda after 1994 Genocide?
- iii. To investigate the influence of local forums and students clubs/associations for sustainability of unity and Reconciliation in Rwanda after 1994 Genocide?
- iv. What influence does Monitoring and Evaluation system have on sustainability of unity and Reconciliation in Rwanda after 1994 Genocide?

1.6. Significance of the Study

It is expected that the findings of this research was to benefit the following groups:

1.6.1. To the Community/People

The study will be significant important not only to Rwandan people but also to other societies whose interest lies in improving well-being of their communities.

1.6.2. To the Government of Rwanda

The study will help in formulating policies for a sustainable management of conflicts and in *ensuring permanent peace in the country.*

1.6.3. To National Unity and Reconciliation Commission

The study will strengthen NURC operation and ways on how unity and reconciliation can be managed in a sustainable manner.

1.6.4. To the Researcher/Academicians

Finally, the findings of the study will be important to researchers and trainers in conflict *analysis, management and resolutions.*

1.7. Delimitation of the Study

This study covers unity and reconciliation situations in Rwanda after 1994 Rwandan Genocide and was limited to the 40 employees of the Rwanda National Unity and Reconciliation Commission.

1.8. Limitations of the study

It has been expected that time and costs that was required for the researcher to work between Nairobi and Kigali and also for translating questionnaires into the French and Kinyarwanda language would be an issue. However, the researcher was able to take time off for field work, and the use of some staff members of NURC as research assistants helped a great deal in *distribution of the questions and also in translating from English to Kinyarwanda.*

1.9. Assumption of the Study

The study had assumed that the respondents would be available and also give honest responses. At least 74% of them returned the questionnaire on time and their responses were honest, sincere and gave correct information as required.

1.10. Definitions of Significant terms

i. National Reconciliation Summit

This is the flagship programme of the NURC chaired by the President and attended by a cross section of Rwandans and dignitaries from the international community that reviews progress and accomplishments in regard to unity and reconciliation and adopts recommendations that are made public and stakeholders commit themselves to undertake the responsibility and accountability of those recommendations relating to their various mandates.

ii. Sustainability of Unity and Reconciliation

This is the ability to maintain a certain status or process in existing systems in Rwandan context. The most frequent use of the term “sustainability” is connected to biological or human systems in the context of ecology. The ability of an ecosystem to function and maintain productivity of sustainable Unity and Reconciliation.

iii. Civic education and Training

This refers to an activity whereby citizens of Rwanda participate in training of courses, public meetings, debates and dialogues on issues of good governance, fair justice, policies and systems to influence Peace, Unity and Reconciliation and also equity in sharing of resources.

iv. Local forums/Students’ clubs/Associations for Unity and Reconciliation

These are associations at tertiary institutions that give students from different universities the opportunity to meet and discuss how to promote unity and reconciliation not only in places of learning but also back in their communities and in the country at large.

v. Monitoring and evaluation systems

Monitoring and Evaluation is an observation of how a project in this case, Unity and Reconciliation is implemented and operates; it provides timely information for ensuring that progress is sustainable and quality.

1.11 Organization of the Study

This study is organized in five chapters. Chapter one gives the background to the study, *statement of the problem, definitions of key concepts and offers the objectives of the study.* Chapter two offers relevant literature as reviewed from global, Africa and Rwandan perspectives and the conceptual framework on which the study is based is presented.

Chapter three presents the study methodology and finally offers an operationalization of variables that guide data collection. Chapter four presents data analysis and interpretation, finally Chapter five presents key findings, Discussion, Conclusion, Recommendations for improvement/Suggestions for further research and Summary.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter gives an overview of the literatures that related to global conflicts, African conflicts and Rwandan conflict perspectives. It will also address related conceptual, policy and strategic frame works of unity and reconciliation as written by different authors.

2.2. Global Conflict Perspective

According to Conflict Framework and development Committee paper (2001-010, April 20) in Kosovo, the number of people that had been killed in Kosovo to raise alarm bells with the international community was about 2000, where there are already millions of refugees and unimaginable number of deaths. While in Kosovo, the result of NATO pressure was a *military action*, the same energy seen by the mainstream media could help get populations of those nations to pressure their governments to try and help resolve the problems in Africa. It would have been cost very little for the international community to provide a peace keeping force in Kosovo, similarly Rwanda to stop mass killing and genocide, that would have helped prevent a huge massacres.

If Kosovo intervention by influential North Atlantic Treaty Organization (NATO) members was meant to be humanitarian, then we would have long ago seen humanitarian intervention in Africa, world powers should now start to act with humanitarian concerns other than their own resource interest. Kosovo war was purely on humanitarian grounds (as by definition, a humanitarian action cannot be selective). There were other political and national interests behind it, causing it to become selective (North Atlantic Treaty Organization Report 2009).

In Ivory Cost, following elections in Ivory Coast in October 2010, both President Laurent Gbagbo and opposition candidate, Alassane Ouattara, claimed victory. International observers agreed that the Ouattara had won, but Gbagbo refused to accept this. Negotiations failed and while the world's attention was elsewhere, the situation became volatile and violent outbursts turned into the country's second civil war. Forces supporting Ouattara have swept through the country and Gbagbo's position looks precarious while he remains defiant.

At the same time, possibly a million people are thought to have fled their homes, about 100,000 of which have crossed over into neighboring Liberia. Thousands of civilians have been killed in what observers have found to be mass human rights violations. There have also been reports of massacres and mass graves. This situation had been brewing for a long time, and yet, the international community has been comparatively silent compared to how they have reacted to the situation in Libya.

The conflict in the DRC (formerly known as Zaire) has involved seven nations. There have been a number of complex reasons, including conflicts over basic resources such as water, access and control over rich minerals and other resources and various political agendas. This has been fueled and supported by various national and international corporations and other regimes which have an interest in the outcome of the conflict, million and million congress died out of this conflict.

Sierra Leone has seen serious and grotesque human rights violations since 1991 when the civil war erupted. According to Human Rights Watch report (1993), over 50,000 people have been killed to date, with over one million people having been displaced. There have been numerous factors contributing to problems such as the diamond connection, the gross abuses committed by both rebel and government forces, and the problems of the current peace treaty,

Ethiopia and Eritrea (2000), thirty years of war and conflict as Eritrea attempted to gain independence, finally resulted in an April 1993 internationally monitored referendum, where 98.5% of the registered voters voted. 99.8% of the votes were for independence, although the borders were not defined clearly. While the two nations seemed to get on fairly well, relations deteriorated into war a couple of years after Eritrea introduced its own currency in 1997. War again resulted over what seemed to be a minor border dispute in May 1998 hence constant conflict.

2.3. African Conflict Perspective

According to Ropers, Nirk. (1995), asserted that over the past forty years, the African continent has suffered a variety of conflicts: Wars of independence, particularly countries like, Namibia, Rwanda and former Rhodesia; some of these wars have left deep scars on the social fabric, e.g., in Angola; Secessionist conflicts, such as in Senegal (Casamance since the

mid 1980s), in the Democratic Republic of Congo (Katanga in 1960 and 1977–78), and particularly in Nigeria (Biafra 1967–70).

Ropers.Nirk. (1995), further urged that rebellions in Africa, which often start as local guerilla movements against central, often despotic, governments; in some cases the rebellions succeed in overthrowing the governments, as in Uganda, Chad, and Ethiopia, it grew into strong conflict. Interstate disputes, in spite of the efforts deployed by the Organization of African Unity following its 1964 resolution on the inviolability of existing borders e.g., Burkina–Mali conflict (1986), Chad–Libya conflict over the Aouzou strip (1973–94), or Cameroon, Nigeria standoff on the Bakassi Island (since 1962). During the Cold War, foreign intervention often fueled these conflicts. East and West competed for spheres of influence, waged war by proxy, and supported client states through financial, political, and military assistance, and sometimes with mercenary forces.

According to Hamber. Boyce. and van der Merwe, Humber (1998), these conflicts reflected global strategic concerns by non-African powers (particularly the control of the Horn of Africa and Cape maritime routes) much more than ideological considerations as shown by the reversal of alliances of Ethiopia and Somalia in the 1970s. At times regional powers played a destabilizing role, as South Africa did in the “frontline states” and in Angola (where it tried to prevent a takeover by the Popular Movement for the Liberation of Angola in 1975). Foreign interventions brought a new level of sophistication in weaponry (including tanks and aircraft) in the late 1980s arms transfers to Africa had reached about \$4 billion a year. The end of the Cold War brought a general military disengagement of non-African powers in the early 1990s. Western public opinion became reluctant to accept casualties in what were seen as postcolonial expeditions. Foreign military establishments recognized that guerrilla warfare in a jungle, desert, or even an urban environment raised problems for modern forces. Almost half of all African countries, and over one in three African people, are affected directly or indirectly by conflicts. Unless major progress/strategies are made to address conflict related matters, Africa is unlikely to reach the International Development Goals by 2015.

2.4. Rwandan Conflict

According to Fatuma Ndagiza and Rutayisire Antoine (2009), People of Rwanda are Commonly known as “Banyarwanda” , with one language, the “Kinyarwanda” and one culture. In Rwanda there are three social classes (identities) normally known as “Hutu”,

“Tutsi”, “Twa” all these classes have been living together for at least 2500 years, differences existed due to power interest, colonial interest and national Wealth sharing. In 1926, Belgian colonial administrative reform, when social identity changed to ethnic identity, Post-colonial institutionalized “ethnic” crystallization. The Rwandan conflict has tribalistic causes/tendencies of Hutu called Ten Commandments against Tutsi tribe. The Hutu social class had Ten Commandments which were to kill and harass Tutsi wherever they were (Kangura News Paper, No. 6 December 1990) and these were:-

- i. Every Hutu must know that the Tutsi woman, wherever she may be, is working for the Tutsi ethnic cause. In consequence, any Hutu is a traitor who: Acquires a Tutsi wife, Acquires a Tutsi concubine, Acquires a Tutsi secretary or protégée.
- ii. Every Hutu must know that our Hutu daughters are more worthy and more conscientious as women, as wives and as mothers. Aren't they lovely, excellent secretaries, and more honest!
- iii. Hutu women, be vigilant and make sure that your husbands, brothers and sons see reason,
- iv. All Hutus must know that all Tutsis are dishonest in business. Their only goal is ethnic superiority. We have learned this from experience. In consequence, any Hutu is a traitor who; Forms a business alliance with a Tutsi, Invests his own funds or public funds in a Tutsi enterprise, Borrows money from or loans money to a Tutsi, Grants favors to Tutsis (import licenses, bank loans, land for Construction, public markets)
- v. Strategic positions such as politics, administration, economics, the military and security must be restricted to the Hutu not Tutsi,
- vi. A Hutu majority must prevail throughout the educational system (pupils. scholars. and teachers),
- vii. The Rwandan Army must be exclusively from Hutu class. The war of October 1990 has taught us that. Number of our soldier may marry a Tutsi woman, Hutu must stop taking pity on the Tutsi,

- viii. Hutu wherever they be must stand united, in solidarity, and concerned with the *fate of their Hutu brothers*,
- ix. Hutu within and outside Rwanda must constantly search for friends and allies to the Hutu Cause, beginning with their Bantu brothers. Hutu must constantly counter Tutsi propaganda. Hutu must stand firm and vigilant against their common enemy, the Tutsi.
- x. The Social Revolution of 1959, the Referendum of 1961 and the Hutu Ideology were taught to Hutu of every age. It was clear that every Hutu must spread the word wherever he goes. Any Hutu who persecutes his brother Hutu for spreading and teaching this ideology is a traitor.

2.5. Post-Genocide Reconciliation Strategies after 1994 Genocide

Coalition Government (RPF + 5 other political parties) to rebuild the new good governance structures called Government of National Unity and Reconciliation, Unity and Reconciliation important shift from the previous "ethnic" identification, build society that has judiciary systems repatriation and resettlement of 3 500 000 refugees and internally displaced people, Decentralization process and participation in rehabilitation of social sector Security at the Rwanda/Democratic Republic of Congo's border. Management of genocide suspects (130,000 or more), development of Genocide organic law of August 30th, 1996, Gacaca Jurisdictions, 2000: fight against impunity, national reconciliation through participation of the entire population, Intensive human resources development (training of lawyers for the judiciary) and major law reform reviews (Commission for fighting against Genocide 2010),

2.6. Judiciary and Governance in Reconciliation Process

According to Habyarimana Jean Bosco and Kagire Danson (2002-2005), Several levels of intervention: Individuals, Education system including universities, Secondary schools, Women enterprise (economic activities, trauma counseling, etc.), NGOs (economic activities, trauma counseling, etc.), Religious groups, State commitment to the rule of law, transparency, accountability, Cross-cutting interventions, justice & reconciliation (Gacaca courts) national unity and reconciliation. Based on new system of administration, values and principles, emphasizes on both justice, democracy and political stability in post-war and

genocide divided society, Form of democracy that composed of full multiparty democracy, power sharing strategies and decentralization, people's participation and empowerment in decision making policies. New Constitution of 2003 stipulates, Power sharing culture (winning party not more than 50% of cabinet position, President, Speaker and President of Senate from different parties, Women quota at 30% all levels of governance.

Justice and Reconciliation, Gacaca's main directions is to eradicate the culture of impunity, establishing the facts of genocide, Individualization of guilt other than generalization mending the social fabric, freeing the innocent ones, speeding up trials for the guilty ones, reviving the capacity of Rwandans to resolve their conflicts. delegating judicial powers to grass root levels facts on Gacaca traditional court, there are 3 levels of jurisdiction for the different categories of crime at the cell and sector; 12,103 Gacaca courts were formed; 9,013 Gacaca courts at the cell level (smallest administrative unit), 1,545 sector-level courts, and an equal number of appeals courts, 170 judges nationally, called "inyangamugayo" (people of integrity) elected from the local communities.

The National Commission for Unity and Reconciliation was derived from the August 1993 Arusha peace accord, ultimate aim was to re-build a culture of national citizenship as opposed to the "ethnic identity", Constitutional mandate on unity and Reconciliation; To coordinate all programs for unity and reconciliation, To educate culture of unity among Rwandese, To monitor and evaluate the efficiency and effectiveness of unity and Reconciliation, To propose new programs/reforms regarding unity and reconciliation, To design tools and strategies (mostly based on cultural reference) bout unity and reconciliation and To enhance civic education, conflict mediation (Rwanda Reconciliation Barometer, 2010)

2.7. Policy and Institutional Frame Work for Post-Genocide Sustainable Peace Building, Unity and Reconciliation

Rigby, Andrew and Lynne Reinne (1999-2001) urged that, Rwanda in the last eighteen years has determined path of social cohesion and transformation aimed at reversing the negative trends and rebuilding a united, reconciled and peaceful country Rwanda. Rwanda organized high profile national consultative meeting involving key stakeholders from all sectors to discuss problem of genocide related impacts and its consequences at length, various policies

and organs were set to provide sustainable solutions to the challenges identified. The key issues that were identified as the central to the country recovery and reconstruction and building sustainable peace were National unity and reconciliation, good governance and leadership, justice and poverty reduction strategies.

The government has put in place a number of policies and institutions aimed at guiding the country's future path to sustainable development. Rwanda's future development roadmap known as Vision 2020, Poverty Reduction Strategy Framework (PRSF), Decentralization policy, Women and Youth Mainstreaming Strategy (WYMS) are premised on the following major aspirations of unity and reconciliation:-

- i. Reconstruction of the nation and its social capital with respect to unity and Reconciliation code of conduct;
- ii. Harmonious functioning of an efficient, effective, uniting and mobilizing state for sustainable development;
- iii. Transformation of the Rwandan society, the building of the social capital on the basis of positive cultural values, tolerance and forgiveness, the technological know-how and the balance between the economic rationality and the social logic;
- iv. Peace, internal and external security and regional partnership and stability that enables the economic and social integration of the country in the region and world quality framework competition.

One of the main outcomes of the Village Urugwiro forum deliberations was the establishment of a national organ charged with ensuring unity and reconciliation among the people of Rwanda that is National Unity and Reconciliation Commission. The organ was set up in conformity with the Arusha Peace Accord of 1993 and was established as a National Commission by Parliamentary Law No. 03/99 as amended and completed by Law No. 35/2002 of 14/11/2002 (Urugwiro Village Consultative meeting Report 2000).

That is why rebuilding lasting peace unity and reconciliation among Rwandans is not a matter of choice but of survival hence considering all sectors to contribute to this endeavor. This political will is further translated into the Rwandan constitution that was promulgated in 2003 which in its articles 9, 10 and 11 and more specifically in article 9.4 - "building a state

governed by the rule of law, a pluralistic democratic government, equality of all Rwandans reflected by ensuring that unity and reconciliation is granted among Rwandans.

Article 11 further reiterates, "All Rwandans are born and remain free and equal in rights and duties. Discrimination of whatever kind based on, inter alia, ethnic origin, tribe, clan, colour, sex, region, social origin, religion or faith, opinion, economic status, culture, language, social status, physical or mental disability or any other form of discrimination is prohibited and punishable by law in order to foster sustainable unity and reconciliation in Rwandan society.

2.8. Mandates of Rwanda National Unity and Reconciliation Commission

According to Beraho Ignance (2009), the principle of National Unity and Reconciliation was enshrined in the National constitutional, in its fundamental principles; article 09, 11, and in article 178 of the constitution gives the commission the following mandates:-

- i. To prepare and coordinate the national civic education program for the promotion of national Unity and Reconciliation;
- ii. To put in place and develop strategies and means to restore and consolidate unity and Reconciliation among Rwandans;
- iii. To educate and mobilize the population on the matters and importance of Unity and Reconciliation from the grass root level;
- iv. To carry out research, organize databases, disseminate ideas and make publication relating to peace, unity and reconciliation;
- v. To make proposals on measures that can eradicate divisions among Rwandans and to reinforce national unity and Reconciliation;
- vi. To denounce and fight acts, writings and utterances which are intended to promote any kind of discrimination, intolerance or xenophobia in Rwandan society;
- vii. To make annual reports and documentation as may be necessary on the situation of national unity and reconciliation.

2.9. Strategies for Sustainable Unity and Reconciliation

2.9.1. Civic Education and Training

National Unity and Reconciliation Commission took the lead in mobilizing, sensitizing and training communities on unity and reconciliation across the entire Rwanda through Ingando strategy (Solidarity Company). Ingando is taken from the Rwandese verb Kuganda that refers

to halting normal activities to reflect on, and find solutions to national challenges. In ancient Rwanda, Ingandos were first developed by the military. Whenever Rwanda faced disasters (wars, natural calamities etc), the Mwami (King) mobilize and prepared the population through ingando process. By the advent of colonialism, it was a well – entrenched practice. As Rwanda sank deeper into postcolonial conflict the institution of ingando lost its relevance and was no longer practiced. Moreover, the royal institutions, which had held Rwanda together for centuries were abolished. When the RNURC was established, it formally developed Ingando as a tool/strategy to build coexistence within communities. The first beneficiaries were ex – combatants (Genocide suspects) from the Democratic Republic of Congo.

The programme later expanded to include school going youth and students at secondary and tertiary institutions/levels. By 2002, the training was extended to informal traders, and other social groups including survivors, prisoners, community leaders, women and youth cooperative/association leaders. Today, Ingandos are carried out countrywide and most are co-facilitated with communities. The provincial and local administrations provide assistance with logistics. The NURC and its partners provide accommodation, meals and transportation is usually covered by the participants. Ingando entail residential camps, bringing together between 300 – 400 people per programme for between 3 weeks to 2 months depending on time available and focus of the training sessions. The numbers also vary, although at each prison release, 1000 prisoners undergo Ingando. Issues of analysis; Rwanda's conflicts and strategies, History of Rwanda; political and socioeconomic issues in Rwanda and Africa, rights, obligations and duties of leadership in unity and reconciliation process (Rwanda Reconciliation Barometer 2010).

2.9.2. National Reconciliation Summit

This is the flagship programme of the RNURC. It is chaired by the President and attended by a cross section of Rwandans and dignitaries from the international community. It has become a prominent and more or less permanent national event that draws considerable international focus on Rwanda. The first summit was held in October 2000, which was followed by another summit in October 2002. In April 2004, there was a children's' summit, whose views were discussed at the April 2004 reconciliation summit. The summit analyzes the extent to which unity and reconciliation in Rwanda is achieved in a wider range.

2.9.3. Inter – Community Exchange

NURC coordinated regular exchange programmes between communities from different regions. The programmes entailed exhaustive analysis and joint solving of problems, and popular activities including sports, cultural Celebrations and provincial competitions. They were designed to eradicate mistrust created in the policies of regional favoritism entrenched by previous administrations.

2.9.4. Conflict Mediation

Resources went into developing and transferring conflict management skills to communities. NURC staff benefited from training programmes in South Africa, Kenya, and Ghana among other countries. The following tools were used and still standing in the unity and reconciliation process:-

- i. **Mediation Committee (Abunzi).** Section 4 Article 159 of the Rwandan constitution establishes a *mediation committee in each sector*. The *mediation committee members* (“Abunzi”) are responsible for mediating between parties to certain disputes involving matters determined by law prior to the filing of a case with the court of first instance. The *Abunzi* comprise twelve residents of the Sector who are persons of integrity and acknowledged for their mediating skills. They are elected from among persons who are not members of decentralized local government or judicial organs for a term of two years that may be extended. The NURC regularly trained the *Abunzi*, and supported them in their sensitization activities. The NURC also supported the National Service for the Gacaca Courts in training the *Inyangamugayo* (persons of integrity), who preside over *Gacaca* trials. It is worth noting that 80 percent of the conflicts at local level are handled by the *Abunzi*, thereby freeing up the legal system, and building leadership values at grassroots level.
- ii. **Abakangurambaga.** The creation of the *Abakangurambaga* (local community forum) was an innovative strategy of the RNURC. They are “peace volunteers” who intercede in disputes and mobilize communities to address problems. There are 720 countrywide. The *Abakangurambaga* work voluntarily for the NURC, which provides them with training manuals, reference material and bicycles through the support of the government. *Abakangurambaga*, in the wake of the institutional downsizing of state

institutions, the Abakangurambaga serve as a useful structure through which to decentralize NURC activities and build capacity for communities to implement programmes on their own.

- iii. Conflict Management Training.** Conflict management training was used as a tool to equip the Abunzi and Abakangurambaga. Conflict management training was generally thought of as the dissemination of knowledge and the imparting of skills. It was felt that the NURC should, however, see it more as a strategic tool to promote the development of peace building capacities within communities. In future, the conflict management training approach of the NURC have two aims: raising awareness about conflict and the need for reconciliation and, imparting skills for dealing with conflict, or sustaining peace. Training programmes would in this case provide participants with an understanding of how conflict operates, the general patterns it follows and useful concepts for dealing with it in constructive and creative ways. Abakangurambaga to intervene proactively in conflict situations, monitor and document conflicts. Attention was paid to the technical quality of the courses that could be addressed through institutional partnerships with organizations, such as the Center for Conflict Management and others.
- iv. Support Committees:** The idea of supporting communities was to mobilize ordinary people to fight poverty and enhance unity and reconciliation among the youth. The thinking was that if people created initiatives together, they would be inclined to nurture those initiatives and to defend them, irrespective of their differences. The growth of several community based reconciliation associations involving genocide survivors association (FARG), perpetrators, and people with family members in prison is an indicator that reconciliation is taking place at the community level. Three main tools were used like; providing grants to selected associations, the creation of NURC Clubs in schools and promoting culture of forgiveness as a resource for reconciliation, providing grants to community based reconciliation associations. Over 60 community-based associations have received grants from the NURC since 2001. Most of them comprise genocide perpetrators and genocide survivors and their activities range from promoting unity and reconciliation in communities to income generating activities.

2.9.5. Creation of Unity and Reconciliation Students Clubs

The idea of forming NURC Clubs/Associations in schools especially in institutions of higher learning was one of the outcomes of the Ingando strategic approach. Initially, the NURC took the lead in creating them. In time, however, students formed reconciliation clubs on their own known as Students Club for Unity and Reconciliation (SCUR). The clubs provide a space where students from different backgrounds get together promote unity and reconciliation in places of learning. In this way, their teaching does not just end at the Ingando, but is carried forward constructively in their respective schools. In future, the NURC document, all Reconciliation Clubs and associations countrywide and mainstream them into its reconciliation activities.

2.10 Conceptual Framework

The conceptual framework of the study is shown in figure 2.1

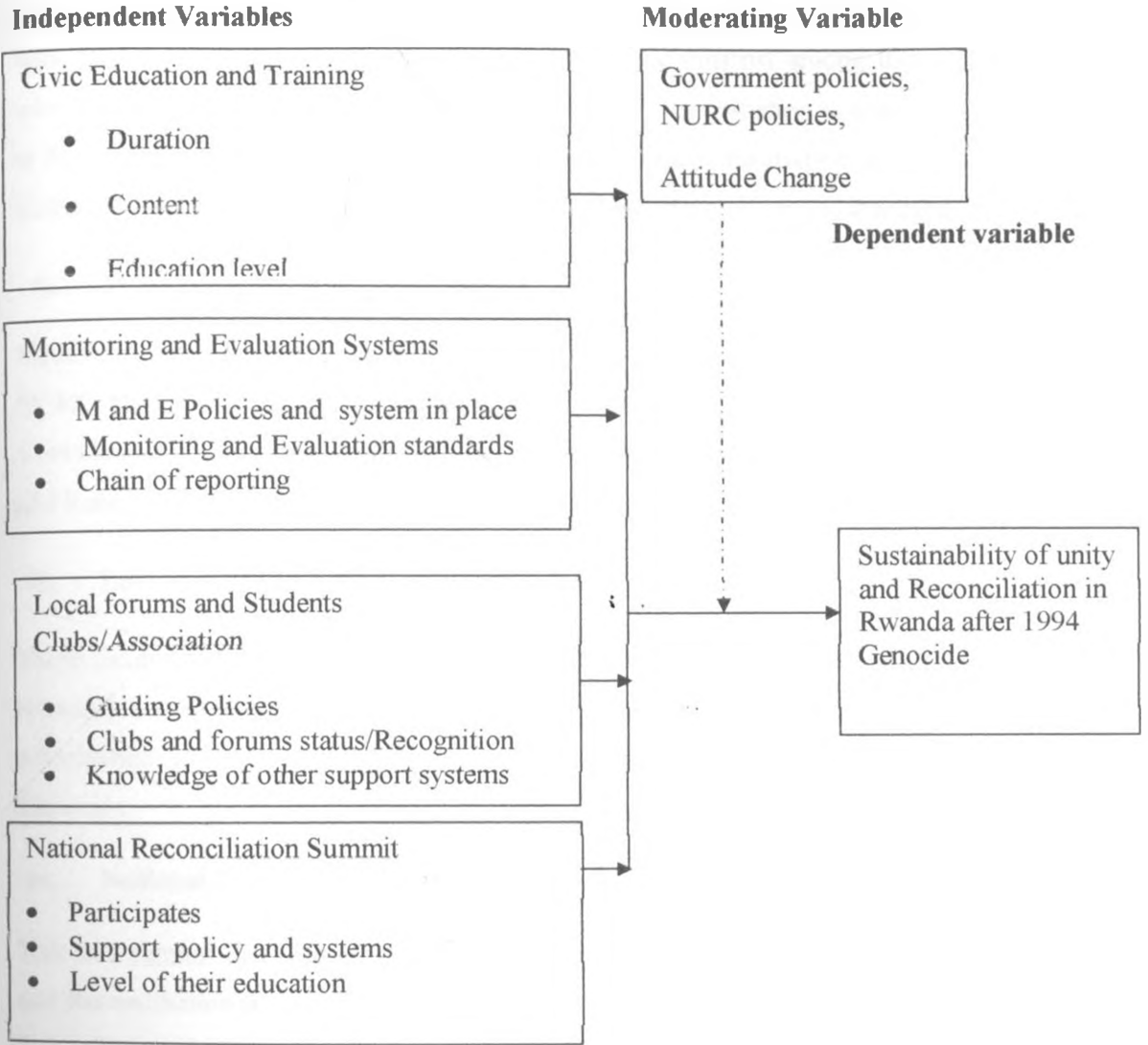


Figure 1. Conceptual Framework

2.12. The Variables in the study

i. Civic education and Training

Civic education and Training is a strategy used by the commission bringing together youth and genocide perpetrators (suspects) and Genocide survivors for training on basic skills on unity and reconciliation, national patriotism to reduce mistrust among them. This type of education takes between one-three months in national reconciliation solidarity camp (NRSC) in Mutobo Musanze district Northern Province. Therefore, the study will focus on how this kind of training influences sustainable Unity and Reconciliation among Rwandan society

ii. Monitoring and Evaluation system

Monitoring and Evaluation System is viewed as a programme management tool that helps NURC Management to ensure sustainability of unity and Reconciliation in Rwanda after 1994 Genocide. This variable demonstrates how M and E systems influence sustainable unity and Reconciliation in Rwanda in sustainable development.

iii. Local forums and Students Association

These forums and associations contributed much in influencing of sustainability of unity and reconciliation in Rwanda. Therefore, this variable studied/investigated the influence of those associations towards sustainability of unity and reconciliation in Rwanda after 1994 Genocide.

iv. National Reconciliation Summit

This is a summit that convenes once a year to review the extent and sustainability of Unity and Reconciliation after 18 years of Rwandan Genocide and after the formation of coalition Government of National Unity and Reconciliation. It is a key tool/instrument used to hear from different stakeholders, Rwandans about Unity and Reconciliation.

2.13. Summary

This part summarizes all reviews about literature on global, Africa and Rwandan conflict perspective. The chapter has also indicated a conceptual framework to enable a study and assessment of factors that influencing sustainable unity and reconciliation in Rwanda after 1994 genocide.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter reviewed the method of conducting research that was used by the researchers in *data collection based on the following sub thematic areas as shown in the study. Research Design, targeted Population, Sample Design, Research instruments and techniques, Data Collection method and Data analysis procedures and finally Ethical consideration.*

3.2 Research Design

This is a research design that used a descriptive case study approach to achieve the research objectives. According to Yazici (2009), a case study places more emphasis on a full contextual analysis of factors or conditions of the 1994 Rwandan Genocide. This design was suitable because the study requires an accurate examination of the Factors influencing *sustainable Unity and Reconciliation in Rwanda after 1994 Rwanda Genocide* where by in-depth, insightful and unique information on the factors influencing Unity and Reconciliation in Rwanda after 1994 Rwanda genocide was obtained best through a qualitative method

3.3 The Target Population

The study population was all staff members of Rwanda National Unity and Reconciliation commission who have required experience of Unity and Reconciliation strategies in Rwanda after 1994 Genocide as at 2012 as were forty (40), while the sample population for the study was 35 employees in the commission who filled the questionnaires. Out of remaining five (5), two (2) were used for *pre-testing the instrument and clarifications of questionnaires* while three (3) were newly employed. However, were used as research assistants in distributing questionnaires

3.4. Sample Size

A Sample is a small sub - groups drawn from the large population. According to Kothari (2004), the size of the sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is the one which fulfils the requirements of efficiency,

representation, reliability validity and flexibility. This study used a sample size of 35 employees from the total employees of forty (40) of the commission as 2012. According to Gay and Airasian (2003) a small sampling of the population is allowed provided that researcher pre-test the instruments for validity and reliability where the population is significantly small. This was an economic sample that is included enough participants' to ensure a validity and reliability.

3.5 Sampling Procedures

The researcher used non – probability (purposive sampling Technique). In this method, a *desired number of sample units is selected deliberately or purposely depending upon the object of inquiry so that only the important items representing the true characteristics of the population are included in the sample with precise information required.* According to Winter *et al.* (2009), *a purposive sample is a non-probability sample technique that conforms to a certain criteria and to a specific group.* The study population was all staff working at National Reconciliation Commission as 2012. Out of 40 staff members, only 35 staff members were questioned. Out of remaining five (5), two were used for pre-testing data – instrument while three (3) were newly employed helping researcher in distributing questionnaires.

3.6 Data Collection Methods and Procedures

The qualitative method was used for data collection. This method involved questioning people and recording their responses for analysis (Guba & Lincoln, 1994), observations and document reviews was also applied. This method was useful and versatile in collecting primary data. This is because it was possible to gather abstract information of all types in *qualitative research.* Staff Register was used as the sampling frame in this research.

In a study of this nature, it was important to obtain a holistic study which would give a view of the total research situation. Therefore, there was a need to use more of research instruments for data collection. Discussion and observation were another methods used in collecting data. Content analysis of the existing secondary data sources of information was also undertaken. It was significant important for this kind of research to take into account views experts who may have conducted studies in the past relevant to this research.

3.7. Research Instruments

This section offers the instruments that used in the study to support inferences based on the data collected for relevancy, consistency and appropriateness to fit the purpose of the study. These instruments include:

3.7.1. Validity

According to Patton, Mark (1990), validity is the degree to which evidence supports inferences based on the data collected using a particular instrument. It is concerned that the information is relevant to the purpose of the study or not. It is enhanced by preparing easy to understand instruments, free from ambiguity. The researcher discussed the instrument with selected experts in the subject and also with the supervisor.

3.7.2. Reliability

Reliability is a measure of the consistence of results or scores obtained. It is improved by *standardizing the conditions under which the measurement takes place* (George Walter. (1997). The prepared questionnaires guide were pre-tested with a few members of the Commission who were not participate in the final survey. Analysis was done to ensure that *the respondents fully understand the instruments and are motivated enough to carry out the work without introducing any auxiliary questions which may distort the responses.*

3.8. Methods of Data Analysis

Data was analyzed using both qualitative and quantitative methods. In qualitative data analysis, data was organized, classified tabulated with percentages, interpreted as per responses from the respondent involved in the study and inferences made. In quantitative data analysis, *data from structured questionnaires were edited, coded, tabulated, cleaned for completeness and consistency before processing. It was coded to enable the responses to be grouped into categories. Descriptive statistics was used to determine frequencies and Percentages. Data were analyzed using excel software to observe the influence of variables towards sustainability of Unity and Reconciliation in Rwanda after 1994 Genocide.*

3.9. Ethical considerations

The study sought the consent and permission of respondents through the authorities of the commission. The researcher was also to ensure confidentiality of the information collected from the respondents.

3.10. Operationalization of Variables

This section presents the operationalization of variables of the study as illustrated in Table 3.1

Table 3.1. Operationalization of Variables

Objectives	Variable	Indicator(s)	Measurement	Scale	Data Collection Method	Data Analysis Techniques
To analyze the role of civic education in sustainable Unity and Reconciliation in Rwanda after 1994 Genocide	<u>Independent Variable</u> Civic Education and Training	<ul style="list-style-type: none"> • Duration • Content • Education level 	Weeks of training a) 0 weeks b) Up to 1 month c) 1 to 2 months d) Over 3 months Subjects covered	Ratio and nominal	Questionnaires, interviews, discussion and observation	qualitative and quantitative Data analysis Technique Tabulation and Percentages
To examine the influence National reconciliation summit in the process of Unity and Reconciliation sustainability	<u>Independent Variable</u> National Reconciliation summit	<ul style="list-style-type: none"> • Who participate • Level of awareness • Support policy and systems • Level of their education 	a)List of participants b) Any media used, c)Any follow up guidelines	Ratio and nominal	Questionnaires, interviews, Discussion and Observation	qualitative and quantitative Data analysis Technique Tabulation and Percentages
To analyze the influence of local reconciliation forums and students clubs/associations on Unity and Reconciliation in Rwanda for Sustainability	<u>Independent Variable</u> Local reconciliation forums and Students Clubs/Associations	<ul style="list-style-type: none"> • Guiding policies • Clubs and forums status • Knowledge of other support systems 	a)List of the members b) Proof of Training c)New members joining clubs	Ordinal	Questionnaires, interviews, discussion and observation	qualitative and quantitative Data analysis Technique Tabulation and Percentages
To explore how monitoring and evaluation systems enhance sustainable unity and Reconciliation in Rwanda.	<u>Independent Variable</u> Monitoring and evaluation systems <u>Dependent Variable</u> Sustainability of Unity and Reconciliation	<ul style="list-style-type: none"> • M and E Policies and system in place • Monitoring and Evaluation standards • Chain of reporting 	Years of experience in Monitoring and Evaluation on conflict related issues a) 0- 1 year b) 1-2 years c) 3 years and above	Ratio	Questionnaires, interviews, discussion and observation	qualitative and quantitative Data analysis Technique Tabulation and Percentages

3.11. Summary

This summary offers the research methodology, research design, sampling size and sample procedures. It also offers data collection techniques and data analysis method, validation and reliability for clarification of collected data, ethical consideration and operation of variables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This Chapter presents data analysis, presentation and interpretation based on research objectives and responses are presented in Tables.

4.2 Questionnaire Response Rate

A total of 35 questionnaires were distributed in order to be filled by respondents and 26 were returned for analysis. This yielded 74% response return rate.

4.3. Background Information of the Respondents

The respondents' background information and characteristics were assessed based on their gender, age and education level. This information appears in Tables 4.1 to 4.3

Table 4.1. Presents information on gender of the respondents.

Table.4.1. Respondents by Gender

Gender	Frequencies	Percentages (%)
Male	18	51
Female	17	49
Total	35	100

Source: Primary data

According to the Table 4.1, there is reflection that male respondents took a highest percentage of 51% compared to the female respondents who took 49% of the total respondents.

Table.4. 2 Respondents' Age Group

Age Group	Frequencies (F)	Percentages (%)
20-30	18	51
31-40	10	28
41-50	7	20
59-60	0	0
Total	35	100

Source: Primary data

Based on the information in Table 4. 2, respondents indicated that in NURC, are young falling in the age group between 20 and 30 years of age.

4.4 Influence of Civic Education and Training on Sustainability of Unity and Reconciliation

In this section, research sought to know the level of education of respondents and their influence towards sustainability of Unity and Reconciliation. This information is presented in Table 4.3

Table.4.3. Education levels of respondents in NURC

Level of Education	Frequencies (F)	Percentages (%)
PHD Level	0	0
Masters Level	8	23
First Degree	20	57
Diploma Level	5	14
Secondary Level	2	6
Primary level	0	0
Total	35	100

Source: Primary data

According to Table 4.3, respondents revealed that the NURC has highly educated staff members. The majority of the employees of NURC, equal to 57%, have at least the first degree. All other staff members - in the category of secretaries, drivers and cleaning staff – hold diplomas or have high school education.

The study also intended to know the employees experience in influencing sustainability of Unity and Reconciliation as indicated in Table 4.4

Table 4.4 Respondents working experience in NURC

Working experience	Frequencies (F)	Percentages (%)
1-2 Years	2	6
2-4 years	8	23
4-6 years	10	29
6-8 years	7	20
8-10 years	5	14
10 years above	3	4
Total	35	100

Source: Primary data

According to the Table 4.4, it was revealed by respondents' that in the commission majority have spent between four and six years working in NURC covering 29% (4-6 year) with good experience.

The study sought to know the employees employment status as indicated in the Table 4.5

Table 4.5 Respondents employment Status in NURC

Employment status	Frequencies (F)	Percentages (%)
Permanent	35	100
Temporary	0	0
Total	35	100

Source: Primary data

In Table 4.5, the respondents revealed that all employees' in NURC are on permanent employment basis with 100%.

Respondents were requested to state what they thought as the roles of education and training in sustaining Unity and Reconciliation in Rwanda after 1994 Genocide. Their responses appears in Table 4.6

Table.4.6. Roles of civic Education and Training play in sustainable

Unity and Reconciliation process in Rwanda after 1994 Genocide

<i>Responses</i>	<i>Frequencies (F)</i>	<i>Percentages (%)</i>
To provide training equipments	8	23
Provide training experts on unity and reconciliation	8	23
Mobilization role	11	31
Provide Logistics	5	14
Others	3	9
Total	35	100

Source: Primary data

In the Table 4.6, respondents revealed that civic education and training play significant role in ensuring sustainability of Unity and Reconciliation process whereby mobilization takes large percentage of 31% compared to other responses with 9%. Mobilization and sensitization is a key strategy in uniting and reconciling people of Rwanda compared to other options. However, in the category of "others" respondents added creation of common vision of all Rwandans, research and documentation, and human resources capacity development.

This study also sought to know the categories of people who benefit from the training. The responses are stated in Table 4.7

Table.4.7. Categories of People attending Civic education and Training

Responses	Frequencies	Percentages (%)
Senior officials	10	29
Students	10	29
Local leaders	10	29
Gacaca Local forums	5	14
All categories of people	0	0
Total	35	100

Source: Primary data

According to Table 4.7, respondents revealed that the largest category to attend the training are Senior officials, students who joins Universities and local leaders who are closer to the community with 29% while Gacaca local forums took the smallest percentage of 14% in this study due to lack of finances that is not enough to train all categories at same time.

The study wanted to know the training duration so as to know its relevancy to the training content and, this is indicated in Table 4.8.

Table.4.8 State the duration of the Training take

Options	No of Respondents	Percentages (%)
0-1 week	0	0
1-2 weeks	0	0
2-3 weeks	0	0
3-4 weeks	30	86
4 weeks and above	5	14
Total	35	100

Source: Primary data

From Table 4.8 shows that out of 35, 30 (86%) respondents said that training take minimum duration of 3-4 weeks so as to cover the content on conflict management and resolutions. 14% for special arrangements.

Researcher wanted to know the experience of trainers/expert in civic education and training about sustainability of Unity and Reconciliation. Responses are presented in Table 4.9

Table 4.9 State the experience of trainers in civic education and training Unity and Reconciliation sector.

Responses	Frequencies (F)	Percentages (%)
0-2 years	3	9
2-4 years	15	43
4-6 years	17	49
6-8 years and above	0	0
Total	35	100

According to Table 4.9, respondents revealed that 49% (4-6 years) level of experience for the master trainers about Unity and Reconciliation for sustainability. While 43% (2-4 years)

The study intended to know the factors influencing sustainability of Unity and Reconciliation. Responses from the respondents are indicated in Table 4.10

Table 4.10. Factors influencing sustainability of Unity and Reconciliation in Rwanda after 1994

Responses	Frequencies (F)	Percentages (%)
Good governance and leadership	20	57
Fair Justice, Clear policies and systems	8	23
Equal sharing of national resources	7	20
Total	35	100

Source: Primary data

According to the Table 4.10, respondents revealed that good governance and leadership takes largest percentage of 57% because *current governance and leadership in Rwanda is not based on tribalism or any other ethnicity segregations as opposed to the previous leadership*. They further mentioned that, fair justice and good policies covers 23% creates good atmosphere in *the peace process of Unity and Reconciliation in Rwanda, while equal sharing of resources covered 20%*. They added that social inclusion, Rwandan constitution, Rwandan vision 2020, promotion of “Umuganda”, joint cooperatives’ at community local level. Ingando and Itorero strategy, Girinka Program influences much on sustainability of Unity and Reconciliation in Rwanda.

4.5 The roles of National Reconciliation Summit, Strategies and Partners to influence

Unity and Reconciliation

Under this section, researcher sought to know the roles of the National Reconciliation Summit towards sustainability of Unity and Reconciliation. These information/responses are presented Table 4.11

Table.4.11. Role(s) does National Reconciliation summit play towards the sustainability of Unity and Reconciliation in Rwanda after 1994 Genocide.

Responses	Frequencies (F)	Percentages (%)
Put in place strategic Policies and systems	5	14
Public awareness on unity and Reconciliation	15	43
Design strategic Direction	5	14
Financial support	1	1
Monitoring and Evaluation polices	5	14
Others	5	14
Total	35	100

Source; Primary data

Based on the responses in Table 4.11, respondents revealed that public awareness of Unity and Reconciliation is the key role of the National Reconciliation Summit with 43%, strategic policies, strategic direction, monitoring takes 14%, while financial support covers 1% which comes from government of Rwanda and donors. They further urged that, in the summit *people of different category meet and share experiences of Unity and Reconciliation, analyze the extent and sustainability of Unity and Reconciliation and new strategies.*

The study sought to know the participants of the summit so as to know if they are the right category to influence sustainability of Unity and Reconciliation as indicated in Table 4.12

Table. 4.12. State participates in the National Reconciliation Summit

Options	Frequencies (F)	Percentages (%)
Students club for unity and reconciliation	2	6
Government officials	20	57
Diaspora	5	14
Opposition group	0	0
Genocide survivors	5	14
Ex-far Combatant	3	9
Total	35	100

Source: Primary data

According to the Table 4.12, respondents' revealed that government officials takes the largest percentage to attend National summit with percentage of 57% because they are entirely responsible for community sustainable development, while Genocide survivors and Diaspora takes 14% compared to ex - combatant 9% and students associations covering 6%.

The study sought to know from the respondents the commission mechanism/strategies towards sustainability of Unity and Reconciliation. The options are indicated in Table 4.13

Table.4.13.Does your institution have Mechanism/strategies to influence Unity and**Reconciliation in sustainable manner**

Options	No of Respondents	Percentages
Yes	35	100
No	0	0
Total	35	100

Source: Primary data

According to the Table 4.13, respondents agree that commission has mechanisms/strategies to influence the process of Unity and Reconciliation with 100%.

The study further, intended to know who sets strategies in the commission to influence sustainability of Unity and Reconciliation, so as to know if the commission use qualified body(s) in influencing sustainability of Unity and Reconciliation process. This is illustrated in the Table 4.14

Table.4.14. who set up the strategies/mechanism in your institution to influence Unity and Reconciliation in Rwanda after 1994 Genocide

Options	Frequencies (F)	Percentages (%)
<i>Board of Commissioners</i>	15	43
Management committee	5	14
Fellow employees	5	14
External Consultants	5	14
Victims of 1994 Genocide and Genocide suspects	5	14
Total	35	100

According to the Table 4.14, respondents revealed that board is composed of commissioners covering 43%, other options took 14%. Respondents further mentioned that strategies of the

commission are prepared and organized in consultation with other bodies that connected to the commission.

The study, sought to know from the respondents if there are some partners who supports and influence sustainable of Unity and Reconciliation in Rwanda after 1994 Genocide as indicated in Table 4.15.

Table.4.15. Does Unity and Reconciliation commission has other development partners and Cooperation to influence sustainable Unity and Reconciliation in Rwanda.

Options	No of Respondents	Percentages
Yes	35	100
No	0	0
Total	35	100

From the Table 4.15, respondents 100%, highlighted that National Unity and Rreconciliation is funded by the government of Rwanda. However, they revealed that there are other development partners who partially influence sustainability of Unity and Reconciliation include; *United Nations Development program (UNDP), Department for International Development (DID), European Union (EU), United Nations Development Fund For Women (UNDFW), Norwegian Church Aid (NCA) as religious institution. Belgium Technical Cooperation (BTC).* They concluded that NURC is not working in isolation.

The researcher sought to know if there are categories of partners and cooperation between NURC with other organizations as presented in Table 4.16

Table.4.16 Partnership and Cooperation between NURC and other organizations

Categories	Frequency (F)	Percentage (%)
Internal partners	25	71
External partners	10	29
Total	35	100

According to the Table 4.16, respondents revealed that strong partnership for sustainability of *Unity and Reconciliation in Rwanda* are internal partners with 71% by Rwandans themselves, however, other external organizations also participate on irregular occasions.

The study sought to know from the respondents' partners' area of interventions supports sustainability of *Unity and Reconciliation* as illustrated in Table 4.17

Table.4. 17. Partners' area of intervention towards sustainable Unity and Reconciliation in Rwanda after 1994 Genocide

Local Partners	(F)	%	Area of intervention	External Partners	(F)	%	Area of intervention
Gov't of Rwanda	10	29	Public awareness, guidelines, and quality Policies	United Nations Development Program (UNDP)	15	43	Democratic Good governance and leadership
Ibuka Association	5	14	Mobilization and uniting Genocide survivors and Genocide suspects	European Union (E.U)	5	14	Financing unity and reconciliation education and training at all levels
Commission of Fighting against Genocide	10	29	Fighting Genocide ideologies	Department of International Development (DID)	5	14	Financially supports unity and reconciliation clubs and associations in community mobilization
Gacaca Traditional Courts	5	14	Addressing facts and truth of Genocide from the grass root level and trials	United Nations Development Fund For Women (UNDFW)	5	14	Supporting Genocide survivors in financing and project developments

Commission of Demobilization and reintegration	5	14	Repatriating and reintegrating Ex-batants in the government of national unity	Belgium Technical Cooperation (B.T.C)	5	14	Human resource capacity development
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Total	35	100			35	35	100
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Based on information in Table 4.17, the respondents mentioned that the government of Rwanda is entirely responsible for sustainability of Unity and Reconciliation of all Rwandan. However, other partners actively contribute and support in some areas so as to influence sustainability of Unity and Reconciliation.

4.6 Students clubs for unity and Reconciliation and Local forums

This section seeks to study and know if there are associations, local forums that influence and support sustainability of Unity and Reconciliation in Rwandan as indicated in from Table 4.18

Table.4.18. Influence of associations towards sustainability of Unity and Reconciliation at university and grass root level?

Options	Frequencies (F)	Percentages (%)
Yes	35	100
No	0	0
Total	35	100

According to the Table 4.18 Respondents indicated that 100% there are students and local associations/clubs that supports and influence sustainability of Unity and Reconciliation in Rwanda after 1994 Genocide. They mentioned some Students club for Unity and Reconciliation (SCUR), Ibuka – Organization Umbrella of Genocide Survivors, Avega Agahozo associations and Elder Association for Unity and Reconciliation.

The study intended to know the roles of local forums (Gacaca forums) in influencing sustainability of Unity and Reconciliation. Responses are presented in Table 4.19

Table.4.19. Role of monitoring and Evaluation system/standards in ensuring sustainable Unity and Reconciliation in Rwanda after 1994 Genocide.

Responses	Frequencies (F)	Percentages (%)
Mobilizing people on how to address their own problems	10	29
Uniting and Reconciling community	10	29
Conducting genocide trials	5	14
Gathering information/Data on Genocide suspects	5	14
Others	5	14
Total	35	100

Source: Primary data

According to the Table 4.19, the respondents revealed that mobilization of Unity and Reconciliation takes 29% as the highest roles of Gacaca forums at local level. On the other hand, others covered 14% highlighting that, Gacaca plays a significant role in Truth Telling, Justice Promotion, improve on social cohesions among Rwandans and reduction of mistrust.

The researcher intended to know if the local forums have legal status for operation in *mobilization of Unity and Reconciliation*. Options are indicated in Table 4.20

Table.4.20. Availability of legal Status of local forums in their operation of Unity and

Reconciliation sector

Options	Frequencies	Percentages (%)
Yes	34	97
No	1	3
Total		100

According to Table 4.20, 97% of respondents agree that local forums has legal status for operation, while 3% disagree that no legal status.

Researcher intended to know how often forums do meet for mobilization and sensitization strategy. Options are illustrated in Table 4.21

Table. 4. 21. Local forums meetings for mobilization and sensitization strategy

Options	Frequencies (F)	Percentages (%)
Once a week	5	14
Once in two Weeks	10	29
Once in Three weeks	20	57
Once in Four Weeks	0	0
Total	35	100

Based on the information in Table 4.21, respondents highlighted that they often meet once in three weeks 57% while others mentioned once in two weeks 29%, and once in a week 14%.

4.7 Standards monitoring and evaluation systems

This section intends or sought to know through respondents if the commission has strong M and E systems to sustain and influence Unity and Reconciliation in Rwanda. This information is illustrated Table 4.22

Table.4.22. Availability of monitoring and Evaluation system/standards for your Institution put in place to ensure sustainable Unity and Reconciliation in Rwanda after 1994 Genocide

Responses	Frequencies (F)	Percentages
Monthly training on sustainable unity and reconciliation in prisons and Genocide survivors	10	29
Forgiveness and tolerance	10	29
Training of Trainers at local levels about sustainable unity and reconciliation	5	14
Equal participation high ranking government positions	5	14
Others	5	14
Total	35	100

Based on the information indicated in Table 4.22, respondents said that monthly training takes 29% and forgiveness with 29% while others are 14%, implying that training is a key standard to evaluate the sustainability of Unity and Reconciliation in Rwanda after 1994 Genocide.

The study intended to know if the commission has monitoring and evaluation body/expert to ensure sustainability of Unity and Reconciliation, responses are presented in Table 4.23

Table.4.23. Availability of monitoring and evaluation group /body of experts that ensure Sustainability of Unity and Reconciliation process in Rwanda after 1994 Genocide

Responses	Frequencies (F)	Percentages (%)
Board of commissioners	10	29
Management committee	10	29
Employees of the commission	5	14
External Consultant(s) on M and E	0	0
Local/community leaders	10	29
Total	35	100

According to the Table 4.23, respondents revealed that board of commissioners, management committee and local community leaders covered 29% while employees of the commission covers 14% in monitoring and evaluating the sustainability of Unity and Reconciliation.

Researcher sought to know if there are indicators of Sustainability of Unity and Reconciliation in Rwanda as presented in Table 4.24

Table.4.24 State the indicators of sustainable Unity and Reconciliation in Rwanda after 1994 Genocide

Indicators/Options	Frequencies (F)	Percentages (%)
Input Indicators	10	29
Process or Activity Indicators	5	14
Output Indicators	10	29
Impact Indicators	5	14
Outcome Indicators	5	14
Total	35	100

According to the Table 4.24 respondents revealed that there was a number of trainings and materials provided on sustainable Unity and Reconciliation to different categories of people covering 29%. Activity Indicators, respondents revealed that number of activities on Unity and Reconciliation has been done since 2000 and some has been completed like youth training and Week of Unity and Reconciliation covering 14%, while other indicators cover 14%.

Years of experience in monitoring and evaluation, researcher intended to know years of experiences of respondents on conflict related issues, as presented in Table 4.25

Table 4.25. Years of experience in Monitoring and Evaluation on conflict related issues

Years	Frequencies (F)	Percentages (%)
0-1 year	5	14
1-2 year	5	14
2-3 years	5	14
3-6 years and above	20	57
Total	35	100

According to the Table 4.25 respondents indicated that highest percentage is 57% (3-6 years) of experience in monitoring and evaluation field of many employees compared to 14% (0-2) as lowest, hence good experience to majority of employees.

The researcher sought to know if there are other commissions that work hand in hand with NURC to ensure sustainability of Unity and Reconciliation in Rwanda, responses are indicated in Table 4. 26

Table 4.26. State other commissions that work hand in hand with NURC to ensure sustainability of Unity and Reconciliation.

Responses	Frequencies (F)	Percentages (%)
Commission for fighting against Genocide Ideologies	30	86
Commission of Human Rights for Rwanda	2	6
Commission of Children Rights for Rwanda	3	9
Total	35	100

According to Table 4.26, respondents revealed that 86% commission fighting against Genocide ideologies play a significant role to ensure that Unity and Reconciliation in Rwanda is sustainable as compared to other commissions.

4.8 Summary

The summary of this chapter entails the data analysis, presentation and interpretation of the data. The methods used for data presentation are Tabulation, frequency, percentages, qualitative and quantitative data analysis as indicated in the chapter.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter offers summary of the key findings, discussions, conclusions and recommendations. It also offers suggestions for further research.

5.2. Summary of Key Findings

- I. The first key finding on influence of civic education and training is that The longer the duration of training, the chance to cover the entire training content as revealed by respondents, hence influencing sustainable Unity and Reconciliation,
- II. National summit is influential in influencing sustainability of Unity and Reconciliation through public awareness, dialogues and open public debates across all Rwandans supported by external partners' financings.
- III. Students' clubs/Associations and local forums, findings have indicated that they influence Sustainability of Unity and Reconciliation through mobilization and sensitization at university communities and at community level with other local associations,
- IV. Monitoring and evaluation systems, findings have indicated that systems and policies are in place controlled by the commission and other bodies. However, This has been a responsibility of all Rwandans to struggle for sustainable Unity and Reconciliation in among themselves.

5.3. Discussions

Civic education and training findings have indicated that Unity and Reconciliation efforts in Rwanda have been by large steered by the state through the commission but the community ownership has taken root quite steadily in accordance to the constitution and Arusha Peace Accord of 1990 as supported by Evaluation and impact assessment report on Unity and Reconciliation since 20004. Holistic approach, values and principles, state reforms, of governance, economic management, culturally embedded references for Unity, Reconciliation and Peace building.

Local forums and students association has indicated that, the NURC has increased its outreach to the population through successfully organizing civic education and training programs known as ingando/itorero strategy whereby large parts of the communities have also been involved in Unity and Reconciliation activities including establishment of early warning systems for violence at community levels and engagement of students in debates and sensitization on Unity and Reconciliation as in agreement with (18 years of Unity and Reconciliation Report of 2010 in the literature ,

National Reconciliation Summit and Monitoring and evaluation systems, the findings indicated that the other targeted groups for mobilization and sensitization about prevailing genocide ideology have been National Women's council and youth council which has enabled the institution to reach a vast number of people with a message of Unity and Reconciliation and head teachers as monitoring and evaluation agents for sustainability of Unity and Reconciliation. Therefore, findings has shown that sustainability of Unity and Reconciliation in Rwanda is possible based on the trend of sustainable developments in 18 years after 1994 Rwandan Genocide as in agreement with National Reconciliation Summit Report of 2010.

5.4. Conclusion

In conclusion, National Unity and Reconciliation through civic education and training, it has mobilized, sensitized and encouraged communities to become the primary actors in the Unity and Reconciliation process for sustainability especially youth and women. In addition, Youth associations, National Summit and monitoring strategies are also key fundamentals and strategic variables that influence Unity and Reconciliation in Rwandan towards sustainability and developments. Unity and Reconciliation approach has reduced mistrust, misjudgments and create Social, Political and Economical harmony and cohesions in the Rwandan society for sustainable life. Through the above variables, NURC has transferred ownership of Unity and Reconciliation to community and established and longer term structures hence above variables strongly influence sustainability of Unity and Reconciliation in Rwanda.

5.5. Recommendations

The following are recommendations for improvement:-

- I. The National Commissions for Fighting Against Genocide and other stake holders at grass root level where the crime of Genocide took place should conduct a survey on causes and the consequences of the genocide and use this truth for education and reconciliation purposes.
- II. NURC together with the government should look for more funds from Rwandans or its partners to support Gacaca Traditional Courts and association in all its offices country wide to achieve its organizational goals and objectives of sustainable Unity and Reconciliation among Rwandans.
- III. NURC should organize training for genocide survivors, genocide suspects, diasporas *and ex-combatants on the value of national unity and reconciliation*
- IV. Government together with the Commission should establishment guidance and counseling centers beside the training center of Mutobo Training Camp. This would help traumatized people to be care of in order to create a new identity life as opposed from the previous.

5.6. Suggestions for further Research

The following areas are recommended for further research:-

- I. Analyze the challenges of Unity and Reconciliation in Rwanda after 1994 Genocide.
- II. Asses the role(s) of the stakeholders in promoting Unity and Reconciliation in *Rwanda society*

5.7 Summary

This chapter presented summary of findings, discussion of the findings against literature, conclusion, recommendations and suggestions for further research.

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APPENDIX I: LETTER OF TRANSMITTAL

PAUL GAKUMBA
P.O Box, 57
KIGALI-RWANDA
Mobile Phone: +250788461569
Email: gakpaul@yahoo.co.uk

The Executive Secretary,
National Unity and Reconciliation Commission,
KIGALI-RWANDA

Dear Respondent

My name is Paul GAKUMBA, M.A student in Project Planning and Management at the University of Nairobi. I am currently carrying out a research on “Factors influencing sustainability of unity and Reconciliation in Rwanda after 1994 Genocide.”

Your commission has been selected as case study of this research. You are therefore, requested to spare a few minutes and fill the attached questionnaires. The information provided by you will be used for academic purpose only and will be confidential. Please respond to all questions as truthful and honest as possible.

Thank you for your contribution for the successful completion of this questionnaires.

PAUL GAKUMBA



APPENDIX II: QUESTIONNAIRES

These questionnaires are composed of both specific and general Questionnaires section to employees of Rwanda National Unity and Reconciliation Commission.

This is a research project for completion of Master Degree at University of Nairobi. Selecting you as a respondent is done by random sampling as an employee of RNUR Commission. Whatever, information you produce to me, will be treated as confidential and its entirely for research purposes only. Under no circumstances will such information be communicated to anyone else or any organization.

Section A-Back ground Information.

Answering each question please put a tick on the right answer which is most appropriate unless otherwise requested.

1. Kindly indicate your Employees` sex

Male [] Female [] & .

2. Kindly indicate your Employees age group

20-30 years []

31-40 years []

41-50 years []

51-60 years []

3. Indicate your highest Employees Level of Education

PHD or Doctorate level []

Masters level []

Bachelors Degree []

Diploma level []

Secondary level []

Primary Level []

4. How long have you worked for RNUR Commission

1-2 Years []

- 2-4 years []
- 4-6 years []
- 6-8 years []
- 8-10 years []
- 10 years and above []

5. What is the status of your employment?

- Permanent employment []
- Temporary employment []

SECTION B – INFLUENCE OF CIVIC EDUCATION AND TRAINING

1. What influence (s) does civic education and Training play in Unity and Reconciliation process in Rwanda after 1994 Genocide?

- To provide training equipments []
- Provide training experts on unity and reconciliation []
- Mobilization role []
- Provide Logistics []
- All Mentioned above []
- None of the above []

2. Which categories of people attend civic education seminar on Unity and Reconciliation process?

- Senior officials []
- Students []
- Local leaders []
- Gacaca court leaders []
- All categories of people []

3. How long/duration does the training take?

- 0-1 week []
- 1-2 weeks []
- 2-3 weeks []
- 3-4 weeks []

4 weeks and above []

4. State the level of education for the Trainers and Experiences

.....
.....

5. State the factors influencing sustainable Unity and Reconciliation in Rwanda after 1994 Genocide?

.....
.....
.....

SECTION C - NATIONAL RECONCILIATION SUMMIT, PARTNERS AND STRATEGIES

1. What role(s) does National Reconciliation summit play for the sustainability of unity and Reconciliation in Rwanda after 1994 Genocide?

- Put in place strategic Policies and systems []
- Public awareness on unity and Reconciliation []
- Design strategic Direction []
- Put guidelines of unity and Reconciliation []
- Financial support []
- Monitoring and Evaluation polices []
- Any other specify.....

2. Who participate in the National Reconciliation summit

- Students club for unity and reconciliation []
- Government officials []
- Diaspora []
- Opposition group []
- Genocide survivors []
- Ex-far Combatant []
- Any other specify.....

3. What is the role (s) does local forums - traditional courts (Gacaca courts) play in sustainable uniting and reconciling in Rwandans after 1994 Genocide?

- Mobilizing people on how to address their own problems []

- Uniting and Reconciling community
- Conducting genocide trials
- Gathering information/Data on Genocide suspects

Any other specify.....

4. Does your institution have mechanism/strategies to influence unity and Reconciliation in sustainable manner?

Yes No

5. Who set up the strategies/mechanism in your institution to influence Unity and Reconciliation in Rwanda after 1994 Genocide (tick appropriately)?

- Board of Directors
- Management committee
- Fellow employees
- External Consultants
- Victims of 1994 Genocide and Genocide suspects
- None

6. Does Unity and Reconciliation commission has other Partners/supporters for the unity and reconciliation to be sustainable (tick appropriately)

Yes No

7. If yes, mention them and their area of intervention in influencing sustainability of Unity and Reconciliation process

.....

.....

.....

.....

.....

SECTION - D. STUDENTS CLUB FOR UNITY AND RECONCILIATION AND LOCAL FORUMS

1. Is there any other clubs a part or associations that enhance unity and Reconciliation at grass root level,

Yes [] No []

2. State the role (s) does Local Forums - Traditional courts (Gacaca forums) play in sustainable Unity and reconciliation in Rwandans after 1994 Genocide

3. Does the forums has Status in the operation in Unity and Reconciliation sector

4. When do they meet for mobilization and sensitization strategy

SECTION E. MONITORING AND EVALUATION SYSTEMS

1. What are the monitoring and Evaluation standards does your institution put in place to influence sustainable Unity and Reconciliation in Rwanda after 1994 Genocide?

Monthly training on peace building in prisons and G.survivors []

Forgiveness and tolerance []

Training of Trainers at local levels about unity and reconciliation []

Equal participation high government positions []

Any other specify

.....
.....

2. Are there any monitoring and evaluation group /body of experts to influence sustainability of Unity and Reconciliation process in Rwanda after 1994 Genocide?

Board members []

Management committee []

Employees of the commission []

External Consultant(s) on M and E []

Local/community leaders []

Any other specify.....

3. State the indicators of sustainable Unity and Reconciliation in Rwanda after 1994 Genocide?

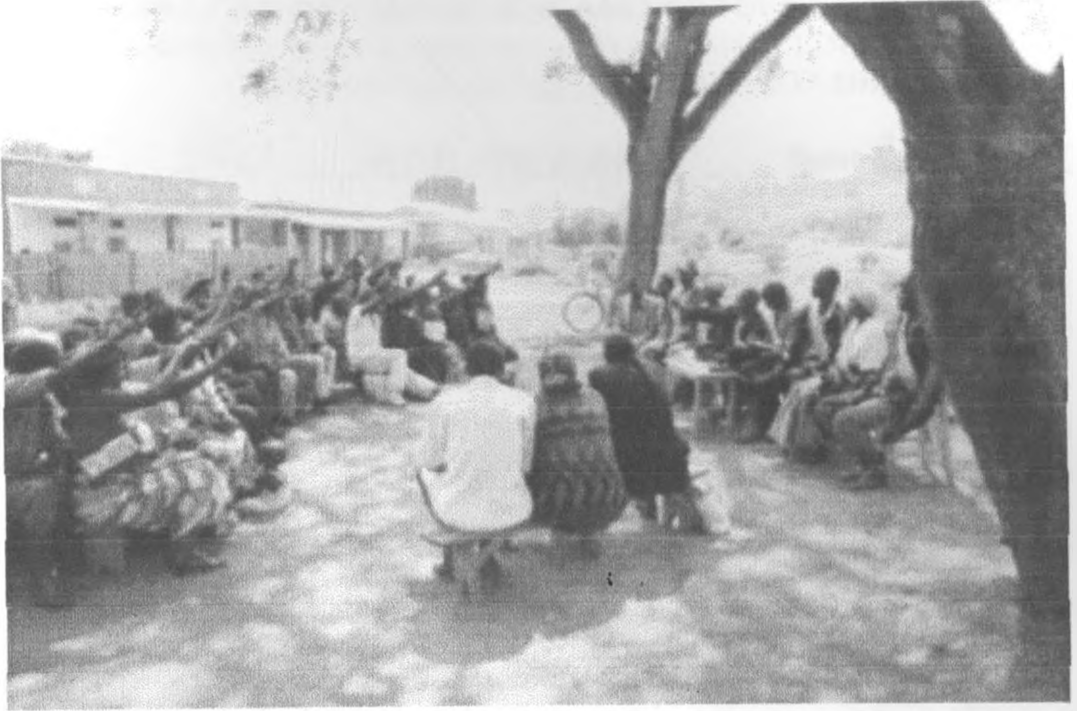
.....
.....
.....

4. How many years of experience do you have in Monitoring and Evaluation on conflict related issues

- 0- 1 year []
- 1-2 years []
- 2-3 years []
- 3-6 years and above []

5. State other commissions that work hand in hand with NURC to ensure sustainability of Unity and Reconciliation

**APENDIX III: Pictures Indicating Unity and Reconciliation Process in
Rwanda After 1994 Genocide**



Source: Primary data



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
 SCHOOL OF CONTINUING AND DISTANCE EDUCATION
 DEPARTMENT OF EXTRA-MURAL STUDIES

From: PROF DAVID NACHARIA **Date:** 22 July 2012

To: The Director
 Board of Postgraduate Studies
 University of Nairobi

CERTIFICATE OF CORRECTION

NAME OF STUDENT Paul Gwakumba

REGISTRATION NUMBER L 57 / 63592 / 2010

This is to confirm that the above named student has successfully completed his/her MA in Project Planning and Management, Research Project Report entitled Factors influencing Sustainability of Unity and Reconciliation in Rwanda after 1994 Genocide

I hereby certify that the corrections have been made as per the suggestions of the defence panel.

NAME OF SUPERVISOR Daniel Bohara

SIGNATURE [Signature]

INSTITUTION CEES.

Cc
 Dean, SCDE
 Chairman, DEMS
 Resident Lecturer _____