

○ Institute for Philanthropy

Helping donors achieve impact

# EXPLORING RWANDA: TOWARDS A BETTER FUTURE

○  
*by Sarah Teacher*





# CONTENTS

---

- 03 : INTRODUCTION
- 05 : NEVER AGAIN
- 10 : COMMITTED TO SUCCESS  
*The Dilemma of a Strong Government*
- 13 : EFFECTIVE AID, EFFECTIVE PUBLIC PRIVATE PARTNERSHIP
- 15 : THE BUILDING BLOCKS OF A NATION  
*Philanthropy and Business Development*
- 19 : TRICKLE DOWN  
*The Struggle to Develop Rural Areas*
- 23 : PEOPLE POWER  
*Population Control and Human Capital Deficits*
- 27 : SUSTAINABILITY  
*Learning to Leave*
- 31 : CONCLUSION
- 33 : THANKS TO OUR SUPPORTERS

# INTRODUCTION

There is a question as to how much any outsider can understand a country like Rwanda. Expatriates who have spent much of their working life in the beautiful, densely populated nation in the heart of Africa, talk not in certainties but in informed speculations. As one of the experts the Institute for Philanthropy consulted with prior to The Philanthropy Workshop's<sup>1</sup> Rwanda Module, put it: "If you are going to be in Rwanda for less than five years, there's no point even trying to understand it."

The shocking backdrop of its history underpins what in other countries may be less apparent, but may be equally as true: that all nations are governed by a unique history and cultural experience opaque even to the most committed visitor. Trying both to comprehend and invest in this uniqueness to catalyse social change is one of the great challenges of global philanthropy. It was to this challenge that 20 philanthropists engaged in The Philanthropy Workshop applied themselves 14th-20th March 2010. The international group of US, UK, French, Lebanese and Italian strategic funders came to Kigali to consider both Rwanda itself and the more general lessons that could be extracted from the role of philanthropy in its contemporary development trajectory.

That trajectory begins at the nation's year zero: 1994. On April 6th mass killings began, orchestrated

by an extremist Hutu Power movement using a militia of 30,000 and a civilian force of at least 1 million subsistence farmers, urban poor and unemployed youth. Within 100 days approximately 800,000 had been killed, including roughly three quarters of Rwanda's minority Tutsi population and a significant number of moderate Hutus. Rwanda's original population of 7.3 million had been literally decimated at unprecedented speed and in every area of the country: As the Nigerian Nobel Laureate Wole Soyinka put it in the Los Angeles Times on the 11th May 1994, Rwanda was, "clinically dead as a nation." Despite this insurmountable trauma, over the last decade Rwanda has astonished observers by transforming from the failed state of 1994 into one of Africa's most promising success stories. 1999-2009 Rwanda doubled its per capita income from US\$240-US\$520;<sup>2</sup> tackled corruption to

gain a reputation as one of the least corrupt countries in Africa; became the world's major reformer in terms of ease of doing business, jumping from 143rd to 67th position in the 2010 Doing Business report; and became the first nation in the world to elect a majority-female parliament.

However, despite huge strides forward and ambitious plans for the future, Rwanda remains a poor rural country. In 2010 an estimated 56% of Rwanda's 10 million citizens still live below the poverty line, with about 37% classified as extremely poor. Furthermore, with a population growth of about 2.7% annually Rwanda needs to achieve GDP growth of 8% per annum to continue to make a significant dent in poverty. Though the aspiration is to become a services and knowledge-based economy by 2020, Rwanda's current economic activity is still dominated by low

productivity subsistence agriculture which contributes over 36% of GDP, and 80% of employment.<sup>3</sup> Added to these development challenges are those of reconciliation, justice and psychological trauma resulting from the 1994 genocide, and a large displaced population from the Democratic Republic of the Congo fleeing continuing horrors just across the border. With this mixture of traditional development issues and the necessity to rebuild and transform a traumatised nation, it is no surprise that there is a thriving population of local and international organisations doing innovative work in Rwanda today. These range from small grassroots social enterprise groups to large international NGOs – each one undertaking pioneering and necessary work to transition Rwanda to the middle-income nation it seeks to be.

During The Philanthropy Workshop's week of exploration in March we met with many of these inspiring social sector actors: Some focused on encouraging peace and reconciliation, others strengthening public health systems, and others again who were driving rural development or accelerating enterprise development. The kaleidoscope of experts privileged the Institute for Philanthropy and our network of strategic funders with their insights into Rwandan development. It is the distillation of their thinking, and those of the many experts consulted with in advance of The Philanthropy Workshop's Module, that forms the basis for our observations below.

*Please note that in the below report some comments will go unattributed. The Philanthropy Workshop occasionally touched on topics of sensitivity and was grateful to those who answered questions so frankly. Throughout this report we will respect the anonymity in which they trusted.*



*'Trying both to comprehend and invest in this uniqueness to catalyse social change is one of the great challenges of global philanthropy.'*

<sup>1</sup> The Philanthropy Workshop is the flagship programme of one of the world's leading providers of donor education, the Institute for Philanthropy. For fifteen years, The Philanthropy Workshop has brought together philanthropists committed to making a difference: entrepreneurs and inheritors dedicated to driving transformational change in the issue areas they care about who are interested in exploring how they can do so more effectively. For three weeks over the course of a year, The Philanthropy Workshop convenes these exceptional individuals from around the world and supports them in combining their will for impact with the skills, knowledge, and networks to realise it. In a confidential forum of peers, participants spend a week each in London, New York, and the developing world sharpening the strategic focus and impact of their philanthropy. An exceptional faculty guides the programme, including some of the world's best thinkers and leaders in philanthropy, alongside community innovators and social entrepreneurs. Participants complete the programme with fresh insight into the latest thinking and best techniques and models to create change. They also become part of an international network of peers who come together regularly, via The Philanthropy Workshop Alumni Network, to support and inspire them as they move forward in their own giving.

<sup>2</sup> National Institute of Statistics of Rwanda, *Rwanda Statistical Yearbook-2009*, March 2010 (<http://www.minecofin.gov.rw/spip.php?article42>)

<sup>3</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/RWANDAEXTN/0..menuPK:368714~pagePK:141132~piPK:141107~theSitePK:36865100.html> (April 2010)

# NEVER AGAIN

The genocide looms large over Rwanda. Every person you meet has had their lives touched by the atrocity: having lost relatives, witnessed, participated in, or experienced violence at the hands of their neighbours and former friends. More astoundingly this mixed population of Rwandans continues to live side by side. Such is the size of the country, and the density of the population that combatants in the war on both sides, perpetrators of killings, and survivors may all inhabit the same village.

The superb documentary *My Neighbour, My Killer* speaks volumes to this: many of the survivors of the genocide live in walking distance of men who massacred their relatives just over 15 years ago. For every survivor there are at least two perpetrators alive and at large. As a brief visitor to the country it is all too easy to see the huge strides that the nation has taken since 1994 as evidence of reconciliation, but as with so much in Rwanda - still waters run deep. Non-violent coexistence is not the same as peace: tensions may go unexpressed violently but they are still very real. Complex relationships between the Hutu majority and Tutsi minority stretch back deep into the roots of the twentieth Century and beyond, with the 1994 genocide acting as the most heinous episode in a rolling history of ethnic violence, constant since the 1959 Hutu seizure of power from

the centuries old Tutsi monarchy. Unsurprisingly considering the living memory of a specific horror and the embedded culture of division invested in genocidal ideology and its opposite, Rwanda's wounds are still raw, and the country, particularly at the village level, still has a long way to go before healing itself.

With an issue this huge, ingrained and cataclysmic, what is the role of philanthropy and non-profits? Certainly in the immediate, subsequent to the genocide a huge humanitarian response was required to cater for both the material deficits of a destroyed nation, and the complex needs of hundreds of thousands of people suffering the trauma of violence and loss. 1994/5 organisations emerged to cater for this huge psychological burden. During The Philanthropy Workshop funders spent a day explicitly looking at peace and reconciliation

initiatives in Rwanda, and had the opportunity to meet with many of the leading contemporary players in this work. Association des Veuves du Genocide d'Avril 1994 (AVEGA) was one such organisation founded by 50 widows of the Rwandan genocide. It began as a peer support network to help the widows and orphans left traumatised and destitute in 1994 and years later continues to support 14,000 of this same population, promoting self-fulfillment and self-reliance through programmes that range from social networking to job training and from home construction to peer counseling. The organisation has helped 60% of the widows with which it works become fully reintegrated into society through their psycho-social support and peer led interventions, and still sustains those other 40% that are now aging, or still suffer from the trauma experienced 16 years ago.



*‘Even within this very traditional, charitable organisation then, there is room for non-profit innovation, and for imaginative funders to think beyond the transactional to secure long term sustainability.’*

The organisation works specifically with victims, acting as family for the women and orphans whose lives have been devastated.

In many respects this work exemplifies a very traditional role for non-profits. AVEGA is a community-led, community-run charitable organisation that with great compassion meets the immediate needs of a deeply vulnerable population. It has had some significant advocacy victories, including securing a succession law that allows widows to inherit their husbands’ estate, but largely the organisation’s emphasis is on long term service provision for survivors. However, though there will always be recognition for the needs of survivors, 15 years on and the government agenda has evolved to consider future needs, not past wounds, and with it has shifted the priorities of the international donor community. Even within this very traditional, charitable organisation then, there is room for non-profit innovation, and for imaginative funders to think beyond the transactional to secure long term sustainability. Odette Kayirere, one of the founders of AVEGA, has built a social enterprise, an active

conferencing and events facility to support the Eastern network of the organisation, the revenue of which contributes significantly to its ongoing costs. No matter what the fundraising vogue of the day Odette can be sure that her diverse funding sources will support the crucial work she does. Her innovation and courage has been recognised by the Women’s World Summit Foundation, and in 2009 she became one of ten laureates awarded the prize for Women’s Creativity in Rural Life. AVEGA’s work demonstrates that even in the most fundamental of direct service provision there is room for innovation.

AVEGA’s direct service work is vital and their grassroots approach impressive, but if there is one mantra absolutely synonymous with the concept of genocide, it is ‘never again.’ For a true answer to this most horrific of problems, upstream work is essential. The starting point of the healing process and bedrock of all reconciliation work in Rwanda is the country’s attempt to transcend the false ethnic divides that have riven the country in two, and work as ‘one Rwanda, one people, one future.’ The terms Hutu

and Tutsi, and the identity cards introduced by Belgian colonial authorities that once indicated ethnicity, are now illegal in Rwanda, as is the genocidal ideology that dubbed the Tutsi minority a foreign interloper and oppressor of the Hutu people. This pernicious narrative is deeply fixed, and for those organisations working to solve the problem of genocide at its root, educating people away from this narrative is one of the key interventions to create long term change.

The Aegis Trust is one of the most impressive players pursuing genocide prevention strategies internationally. Its roots are in the UK-based Beth Shalom Holocaust Centre founded by two brothers in 1995. With no personal connection to the holocaust James and Stephen Smith engaged with the issue on a human level: they believe, ethnicity and religion aside, citizens have a common responsibility to prevent mass atrocities. The awful irony was not lost on the Smiths that as they were building the UK’s first dedicated memorial to the holocaust, hundreds of thousands of people were being systematically killed in Rwanda on the basis of

their ethnicity. In 2000 then, springing from a wish to do more to prevent mass atrocity, Aegis (meaning 'shield' or 'protection') was established. Reflecting the need to protect vulnerable people against genocide and crimes against humanity, the organisation seeks to protect through research, policy, education, remembrance, media work, campaigns and humanitarian support for victims. It undertakes policy-based research on the prevention of genocide and crimes against humanity and campaigns for the protection of groups under threat, working closely with a wide range of partners, including governmental and non-governmental, educational and academic institutions around the world.

Rwanda, tragically then, has become a significant focus for Aegis's work. After a visit to Beth Shalom in 2003, the Rwanda Minister for Youth, Sport and Culture and the Mayor of Kigali invited Aegis to work on memorialising their country's loss. The first step was the construction of the Kigali Genocide Memorial Centre (opened in 2004), built in partnership with Kigali City Council. The centre, which was built next to a site where 250,000 victims of the genocide are now buried, provided a place where the bereaved could come to mourn family and friends, but also a space to educate thousands of Rwandan school children on the importance of unity and non-violence. In June 2008 the centre launched a genocide educational programme - Building Peace, Reconciliation and Unity on the Lessons of Memory. Taking post-Holocaust reconciliation work as its model the programme couches genocide as a "crime of adults" and empowers children to choose a different future for their

country. As Freddy Mutanguha, the Director of the Kigali Genocide Memorial Centre raised, it is impossible to know what young people are thinking when it comes to ethnicity or what they are hearing from their friends and family at home. The centre and educational programme provides a neutral space that accepts that young Rwandans come from different sides of the conflict but promotes the role of a common future. Education is playing a key role in forging a unified identity, erasing the narrative that drives this most horrendous of crimes.

All three of the main population groups to emerge post-genocide carry a heavy burden. Survivors must live with the trauma of their memories and their continuing fear of other members in their community; ex-combatants also share the trauma of the horrors they discovered upon return to their country after the 1990-4 war. For perpetrators, now released from prison, the all-consuming guilt at their actions, the fear of reprisals and the stigma attached to their crimes leaves them excluded from community life. All three of these populations may be living and working in the same village – the understandable lack of mutual trust between the groups creates an atmosphere of resentment and fear. Layered on top of these social tensions is the reality that rural communities are also desperately poor. It's a recipe ripe for exploitation and future social unrest. It is these risk factors that International Alert works to eradicate as it pursues its mission to achieve sustainable peace.

Active in Rwanda since 1996 International Alert now focuses its interventions on these complex

village communities moving people from coexistence to community cohesion. The Philanthropy Workshop was joined by Gloriosa Bazigaga, Country Director of International Alert, who shared the organisation's strategy for rehabilitating and re-integrating different populations, working to strengthen economic opportunities for vulnerable people and create a safe space for dialogue and exchange to reinforce social cohesion. One of the key vehicles they use is microcredit, inviting mixed population groups of at least five people to take a loan together. The loan is accompanied with psychological support and actively facilitated dialogue on local issues that may be at the root of conflict, such as land ownership. By working on the ground and with many different interventions, and dealing with the day to day problems that feed local conflict, International Alert hopes to break down barriers that ease the path to atrocity. By supporting communities to heal, rejoin together, and invest in a shared future, International Alert hopes to diminish the risk factors that drive genocide.

There is no doubt that religion plays a huge role in contemporary Rwanda. Less than 2% of the population expresses no religious belief, with over 55% self-identifying as Roman Catholics and over 35% committed to other Christian churches.<sup>4</sup> For many, faith provides solace from their horrific lived experience and provides a pathway from the despair of their loss. It is also playing a very active part in many of the forgiveness projects present in Rwanda. One of the best known of these faith based interventions is the Prison Fellowship Rwanda (PFR), chaired by Bishop John Rucyahana and led

<sup>4</sup> Bureau of Democracy, Human Rights and Labor; *International Religious Freedom Report*, 2007 (<http://www.state.gov/g/drl/rls/irf/2007/90115.htm>)

by Pastor Deo Gashagaza. Both men welcomed The Philanthropy Workshop to visit one of the sites of their projects, Mbyo Village, and share a meal with the community that lives there.

The roots of PFR's work are in the organisation's prison visits and their Umuvumu Tree Project. In the months after the genocide Rwanda's prison population overrode the system's official capacity of 45,000, to be filled with 120,000 perpetrators. With little to no ability to administer justice, that population remained behind bars until 2001 when the government responded to clear the backlog with a programme of traditional community justice known as Gacaca. Between 2001 and April 2010 (when the process came to a close), 11,000 community-based courts, overseen by locally-elected judges, prosecuted around 400,000 suspected perpetrators of the 1994 genocide.<sup>5</sup> This process peaked in 2005 when over 100,000 people were tried through Gacaca. Those who had spent the past ten years awaiting justice had their day in court, albeit one in their community transacted by their neighbours. The PFR Umuvumu intervention that began in 2006 and still runs to this day was therefore timely. It works in prisons bringing together unrelated victims and offenders (that is, they are not each others' victims and offenders) and through a facilitated process leads participants to consider concepts of responsibility, confession, repentance, forgiveness, amends and reconciliation in the context of crime and justice. For those who were fearful to be tried and released, PFR's comprehensive

rehabilitation work encourages confession and forgiveness for crimes, and helps those that have truly repented build a new life for themselves. Through the Umuvumu intervention thousands of genocide perpetrators have confessed their crimes, secured release and embarked on a journey of personal reconciliation with those they have hurt.<sup>6</sup>

For these released men, PFR's second stream of work, the Reconciliation Village, answers the primary question asked by prisoners as they leave incarceration: where do I go? Launched in 2005, the practical reconciliation project asks ex-prisoners to come together with survivors who have lost their homes, and, supported by PFR's faith-based facilitation, to literally build new homes for each other, together. Alongside the 438 new homes that have been built, the process itself builds community trust and a sense of participation in community life, creating villages that can begin to heal and live together peacefully. As many of the experts we consulted with throughout the day commented, reconciliation is not one isolated initiative, "it's a process." Clearly religion when combined with imaginative development tools is playing its part in Rwanda, healing both practical and spiritual fractures, and nudging some of the most pained rural areas toward a more hopeful future.



<sup>5</sup> Phil Clark, 'Gacaca: Rwanda's Experiment in Community-Based Justice for Genocide Crimes Comes to a Close', *Foreign Policy Digest*, April 2010 (<http://www.foreignpolicydigest.org/Africa/April-2010/phil-clark.html>)

<sup>6</sup> In 2009 the prison population was at about 64,000. BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR '2009 Country Reports on Human Rights Practices', March 11, 2010 (<http://www.state.gov/g/drl/rls/hrrpt/2009/af/135971.htm>)

# NEVER AGAIN: THEORIES OF CHANGE

---

*A Theory of Change proposes the building blocks needed to achieve a specific philanthropic goal. It conjectures, using cause-effect statements, what sequence of events/interventions need to occur if the goal is to be achieved. As such, it considers, "If x, then y." It acts as one of the key tools for a strategic philanthropy.*

## AVEGA

If we provide a peer network for genocide survivors that offers psycho-social support, meets health needs, and encourages income generation, then the isolation and trauma, illness and poverty, faced by those so violently attacked in 1994 will begin to diminish.

## AEGIS

If we create a permanent genocide memorial and use it to educate all young Rwandans on the history of the genocide and genocide as a concept more broadly, then we can prevent the genocidal discourse that powers violence based on ethnicity.

## INTERNATIONAL ALERT

If we foster social and economic reintegration amongst survivors, perpetrators, ex-combatants on both sides and youth, and encourage people to invest together in a shared future through micro-credit, then we will avert the polarisation of population groups and the rural poverty that are the drivers of ethnic violence.

## PRISON FELLOWSHIP RWANDA

If we work to promote forgiveness through faith with perpetrators and survivors, in prisons and in the community, and engage in joint efforts to literally rebuild villages that mixed populations go on to live in, then we will knit together connected, harmonious communities and diminish the prospect of communities' descent into violence.

# COMMITTED *to* SUCCESS

## The Dilemma of a Strong Government

Rwanda is an extraordinary country: extraordinary in its devastating history, but perhaps more remarkably, extraordinary for its current stability, growth and trajectory. The recent history of Rwanda is so unfathomably tragic and complex; and yet this darkness stands in stark relief to the energy, warmth and ambition of Rwanda in 2010. Talk to any regular visitor to Africa about Rwanda and they will tell you – Rwanda is different.

At the heart of this difference is Rwanda's government and its undeniable commitment to success. The state, ruled by the Rwandan Patriotic Front (RPF), is remarkably centralised, controlled and effective. The RPF's roots are military, its hierarchy and culture developed by children of Tutsi refugees who fled Rwanda in 1959 and were born in exile in Uganda. It is this force that finally swept into Rwanda in 1994 after four years of war, and stopped the genocide. Famously, the RPF was one of Africa's most disciplined armies, and it has created one of Africa's most disciplined governments. At the head of this guerrilla force, and latterly, well regarded government, is one of Africa's most lauded leaders: the exceptional Paul Kagame. In 2000 Kagame had his de facto leadership made official when he was selected by MPs as president of Rwanda, won a landslide victory in 2003 in the first elections since the genocide, and is expected to win a

final seven-year term in 2010. Although criticized by some as an authoritarian leader, there is no denying the many successes of his approach and efforts to reunite the nation.

In Rwanda, this structural strength at the centre is complemented by well-structured local bureaucracy with a similar ability to execute – a relic of the country's Belgian and pre-colonial history. The country is currently in the midst of devolving power to the district level, a process started in 2006. Though recently progress has slowed, the thrust continues towards the creation of strong local, as well as national, government and the promotion of aggressive benchmarks on district performance. More important than the structural integrity of the government however is its purpose. The clearest manifestation of the country's aspirations is found in Vision 2020, a formidable manifesto for change disseminated when Paul

Kagame stepped up to the presidency. The headline aim of Vision 2020 is to triple annual national income from \$290 per capita in 2000, to more than \$900 per capita by 2020. This involves pursuing pro-poor growth strategies of staggering ambition:

- Short Term: promote macroeconomic stability and wealth creation to reduce aid dependency (Expand tax base, attract foreign investors, address debt, diversify exports and develop non-traditional exports. Do this through trade liberalisation, privatisation, tax reform, competitive exchange rate and market driven interest rates)
- Medium Term: transform from an agrarian economy, to a knowledge-based economy (develop exit strategy from reliance on agriculture into secondary (industrial) and tertiary (services) sectors: exploit

comparative advantage of cheap labour, multi-lingual population, small size (i.e. easy to build infrastructure given resources), and strategic location between central and East Africa)

- Long Term: create a productive middle class and foster entrepreneurship (invest in science and technology education – drive towards becoming a telecommunications hub in East Africa)<sup>7</sup>

Most experts we met with agreed that these targets wouldn't be hit by 2020, but that, as one of our speakers put it, "Aim high enough and you'll hit something." With the speed and dynamism that have been the hallmark of the government thus far, 2020 won't happen, but Vision 2030 might well.

What impact does this strong, driven government have on Rwanda? Firstly, the country inhabits a similar land mass as Wales or the US state of Maryland: its size therefore lends itself to the rapid dissemination of the party line throughout the country at cell, sector and district level. Everyone is on message. This uniformity of purpose means that a government with a will to implement does so at an unprecedented rate even in the rural areas. One of the favourite anecdotal manifestations of this is the overnight ban on plastic bags introduced in 2005. But this is not the only quick win that the government has seen fit to pass. In 2003 after a host of motorcycle related deaths, a law was passed, again overnight, that travel on motorcycle without a helmet was illegal. As much of the country gets to work on the back of motorcycle taxis there was outrage and briefly,

a traffic system that was paralyzed. However in Rwanda today, all motorbike taxis are registered, with drivers and passengers alike traveling helmeted and the number of fatal road accidents dropping by over 30%.<sup>8</sup> The helmet law is a small-scale example of what is happening throughout the country: policy change happens at lightening speed, such is the haste for development. Sometimes this energy misfires: ill-thought out policies transacted too quickly inhibit rather than enrich the nation. In 2010 Rwanda joined the Commonwealth, the first Pays Francophone to leave its French allegiance for the British. With this change, all public sector bodies were mandated to use English as their primary language. In schools curricula had to change with little to no lead in time: competent French speaking teachers are now expected to teach in an unfamiliar language causing chaos and lowering teaching standards. But for this government, in such a hurry to develop, the short term pain will pay dividends long term, when a generation of Rwandan citizens fluent in English, can run future call centres and other English-based services for East Africa and beyond. Mostly advisedly, occasionally missing the mark, this strong government is delivering.

Despite the track record of growth and success, some on the sidelines are voraciously critical of the country: many of their criticisms square on the role of the autocratic government. This government's achievements, hand in hand with its political processes, do ask serious questions of development practitioners' preferred political paradigm. Unencumbered by some democratic processes, the Rwandan

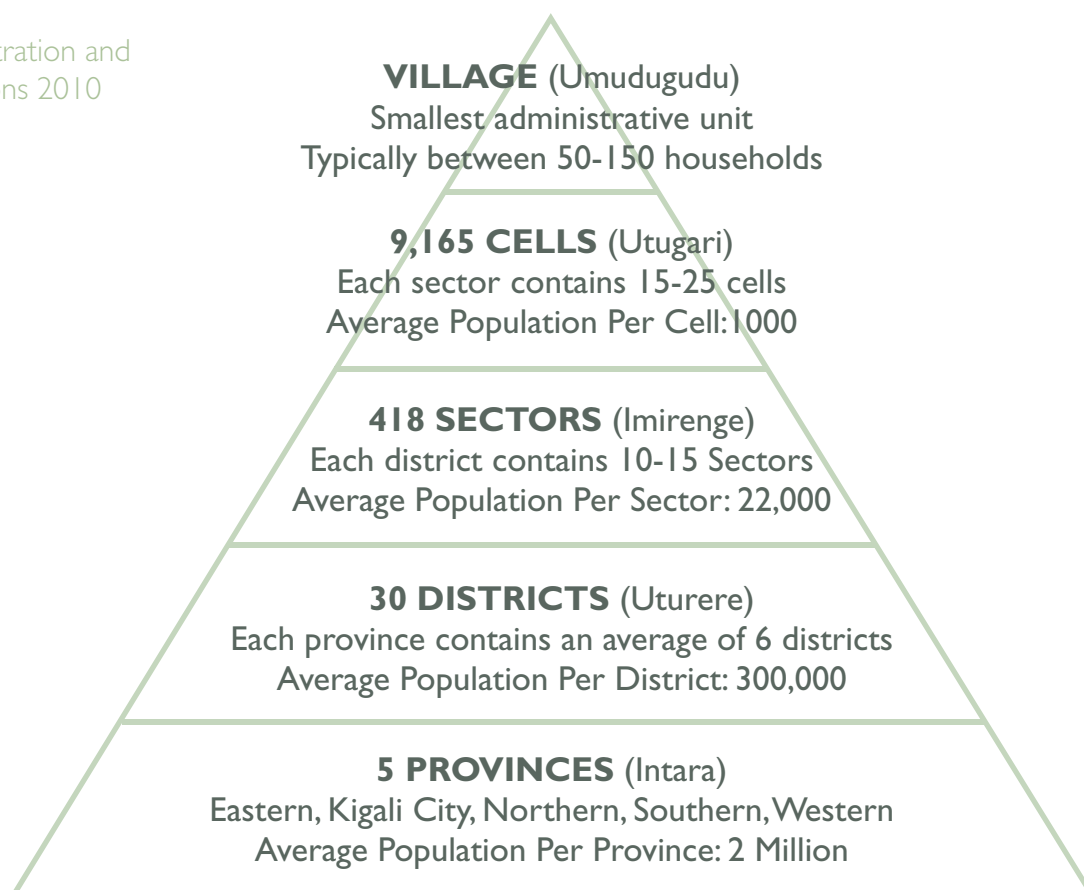
government can implement poverty reduction strategies at a pace unimaginable in a bigger pluralistic state. As the Chinese have lifted 300 million people out of poverty in the last 30 years with their model of socialism with Chinese characteristics, ambitious states looking to drive development agendas without diminishing their own power base, seem to have found an excellent model in China and the Asian Tigers. It is no coincidence that much of Kagame's Vision 2020 is inspired by the Singaporean development model. Uncomfortably too for human rights activists in the west, Kagame's rule has defended rights that if the nation followed the will of its people, would have been diminished. In Uganda gay men and lesbians face the threat of capital punishment for their sexuality; in 2009 Kagame's government prevented the policy from gaining traction in Rwanda. Not only that, but Rwanda does have fora for consultation such as the annual National Dialogue Conference, where the country's leadership takes stock of their achievements and failures from the previous year and explains them direct to the nation. As one of the experts the Institute for Philanthropy met with described: "This is not a winner takes all model: this is a consensus model." But there are many legitimate concerns about this authoritarian approach: raising these in Rwanda is delicate, which in itself raises a red flag. This deeply effective state, so overwhelmingly dominated by one man, is not the first to have shown promise that eventually ended in disaster. As the saying goes: "Nothing grows in the shadow of big trees."<sup>9</sup>

<sup>7</sup> Ministry of Finance and Economic Planning, *Vision 2020*, 2000

<sup>8</sup> World Health Organisation Bulletin, 'Rwanda's road-safety transformation', Volume 85, Number 6, June 2007, 421-500

<sup>9</sup> Quoted in Wallis, 'Social Engineering in pursuit of Peace', *FT.com*, September 22 2009

Figure 1.  
Rwanda Local Administration and  
Approximate Populations 2010



Most concerns are based on the long term stability of the country and square on the connected issues of leadership, succession and human rights abuses, particularly freedom of speech. Paul Kagame's rebuttal of these arguments is firm and consistent. For Kagame both political space and freedom of speech must remain curbed until genocidal ideology is no longer a threat to security. A poor, illiterate, population with a majority Hutu population, if given the opportunity and encouraged by an open and racist media, would vote along ethnic lines: stoking the fires of ethnic divide, setting the stage for another disaster. His stated ambition is to open up political space when the time is right: when economic development has made every person richer, erasing some of the roots of poverty in which genocidal ideology flourishes, and at a time when the majority of the population does not have the genocide in living memory.

There are many critics of this approach. They see that this 'short term' tightening of the public space could actually be a driver of atrocity, ironically consolidating the paranoid genocidal ideology that crackdowns on freedom of speech seek to curtail. With the threat of atrocity at the end of both Kagame's and human rights activists' narratives, the stakes are terrifyingly high, and for the intelligent outsider it's hard to know who is correct. Whichever side you plump for, one thing is clear: the government under Paul Kagame can get things done, and certainly, aside from those on the most paranoid fringes, does so to drive the country forward for all. The major concern, perhaps for both sides, is what happens post 2017. Kagame is assured re-election in 2010, but according to the constitution, this must be his last term. History shows that it is at times of leadership transition and instability that violence in Rwanda

is most likely to rear its ugly head. In fact the country has yet to host a single leadership transition that hasn't involved bloodshed. How in seven years time will the nation so closely tied to the vision of one man transcend his rule? This is the key question which will continue to trouble respected voices on both sides of the debate.

# EFFECTIVE AID, *effective public private partnership*

Aid is a hotly contested form of capital for development. Examples are legion of bilateral funds, intended for poverty reduction, finding their way to Swiss bank accounts and private jets. Even in less blatantly criminal contexts, development as an industry, with its gated communities and gleaming jeeps, is frequently highly critiqued.

Some of the most persistent critics have argued that aid is at best ineffective and at worst exacerbates and encourages corruption and dependency.<sup>10</sup> In Rwanda however, the industry has found and backed an exemplar nation. Yes, the processes are still plagued by the same bureaucratic weight that paralyzes development in so many countries, but these bungles are administrative not corrupt. Once the money gets to the country it is put to work, and importantly, by the Rwandan government. Whereas in many other countries in Sub-Saharan Africa there is an unhealthy imbalance in power between those investing aid in a country and the recipient nation themselves, in Rwanda the power dynamic is

different. Despite 50% of its budget being aid-dependent, it has an extraordinary relationship with the donor community: dependent on funds, but proactive in deciding allocation of funds and the nation's trajectory. Kagame in particular has been strident about the importance of recipient country's ownership of aid and his preference for trade as a way to develop his nation. Rwanda is what aid dependent countries are meant to look like: the Paris Declaration (2005) and Accra Agenda for Action (2008) (development practitioners codes of best practice) delineate just this type of balance of power.<sup>11</sup> In many countries these blueprints for relationships are a distant fantasy: in Rwanda they work.

Certainly for the British government's Department for International Development (DFID) Rwanda is one of the key success stories of its funding portfolio. As one of the first bilateral agencies to commit to the country (in 1998) DFID has played a significant role in Rwanda's reconstruction using 75% direct budget support:<sup>12</sup> 1998-2008 it has contributed £380 million of aid to the education system, electoral system, civil service, and HIV/AIDS care. One of its most successful and long term investment strategies has been rebuilding Rwanda's tax and revenue agency. 1999-2008 it directed £27 million to its reconstruction: in 2008 the Rwanda Revenue Authority was collecting that same sum in tax

<sup>10</sup> Dambisa Moyo, *Dead Aid*, 2009

<sup>11</sup> **The Paris Declaration outlines five fundamental principles of effective aid:** Ownership – Developing countries set their own strategies for poverty reduction, improve their institutions and tackle corruption; Alignment – Donor countries align behind these objectives and use local systems; Harmonisation – Donor countries coordinate, simplify procedures and share information to avoid duplication; Results – Developing countries and donors shift focus to development results and results get measured; Mutual Accountability – Donors and partners are accountable for development results; Predictability – donors will provide 3-5 year forward information on their planned aid to partner countries. **The Accra Agenda builds on these with four others:** Country systems – partner country systems will be used to deliver aid as the first option, rather than donor systems; Conditionality – donors will switch from reliance on prescriptive conditions about how and when aid money is spent to conditions based on the developing country's own development objectives; Untying – donors will relax restrictions that prevent developing countries from buying the goods and services they need from whomever and wherever they can get the best quality at the lowest price. [http://www.oecd.org/document/18/0,3343,en\\_2649\\_3236398\\_35401554\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/18/0,3343,en_2649_3236398_35401554_1_1_1_1,00.html)

<sup>12</sup> Direct Budget Support is analogous to the modality of core support funding for NGOs: money is given directly to a recipient country government, generally through the Ministry of Finance or equivalent, and is used in the national budget for public spending.

<sup>13</sup> DFID, *Development in Rwanda 2008-2012* (<http://www.dfid.gov.uk/Where-we-work/Africa-West--Central/Rwanda/>)

# PROJECT HEALTHY CHILDREN: THEORIES OF CHANGE

If we work to change government policy so that it mandates the fortification of centrally processed foods popular with Rwandans, and build the capacity of the local food industry to deliver on this fortification, then we will create broad, population-wide solutions to children's health issues such as cleft palates and spina bifida caused by micro-nutrient deficiency. And as a result, these illnesses will decline significantly.

revenue every 6 weeks.<sup>13</sup> The Dambisa Moyo critique of aid may be extremely popular with Kagame and his government but there is a keen irony to this discourse: Kagame's urgency to transition beyond receiving aid means that not only does he receive more of it, but that both his use of it, and granting nations deployment of it, is more effective, and a totem for what aid can achieve when it is well invested.

It is not only state-based overseas development assistance that has a different relationship with the government: Unlike so many Sub-Saharan states where NGOs lead social policy, in Rwanda, strategies are owned by the government who seek partners to deliver on them. Of course, it is not always that straightforward, and there are vital NGOs in Rwanda working independently on issues that aren't a priority for the government, but often the most successful of NGO operations in Rwanda are ones that are invited to deliver on a specific area of expertise in public private partnership. One such US-based NGO is Project Healthy Children (PHC), an organisation that works to combat micronutrient deficiencies

by establishing food fortification and supplementation programmes. Whilst bilateral agencies pour millions of dollars and pounds into the country, PHC's work epitomises the potential social impact of small amounts of well-invested philanthropic capital directed at advocacy and influence strategies.

PHC works in a variety of countries around the world (in Honduras, Nepal, Haiti and Malawi) but only starts work in a new geography when invited by governments and local leaders. Focusing their efforts on long-term, sustainable solutions, PHC supports local governments and industries to develop and implement broad based national food fortification programmes: strategising how to best add appropriate micronutrients (such as Vitamin A, iodine, zinc, folates and iron) to popular, centrally processed foods like rice, oil and sugar. Since 2007 PHC has been working in just this manner with the Rwandan government and Rwandan businesses to design and implement a country-wide food fortification strategy. The NGO has worked with: the Institute for Statistics to survey comprehensively Rwandans' food habits; the Ministry of Health to

create mandatory standards for fortification of foods; and undertaken a food industry assessment to support businesses' capacity to fortify foods without loss of revenue. It has also created a cross sector consumer association, the National Fortification Alliance, that itself focuses on influencing government to promote micro-nutrient policies. Their simple survey, standard setting and capacity building strategy costs about \$100,000 per annum in Rwanda, and yet has an enormous effect. Many Rwandan children are born with cleft palates and neural tube defects (such as spina bifida) driven by a lack of folates in the mother's diet. For as little as 50 cents per person per annum for the beneficiary – a price internalised in the product at point of sale – huge inroads can be made into these devastating and avoidable health problems. Intelligent ownership by government and a strong understanding by a NGO on how to partner with them is creating quick wins. For aid agencies and NGOs that share government's agenda, progress is quick, and even a small investment pays dividends.

# THE BUILDING BLOCKS *of a* NATION

## Philanthropy and Business Development

Paul Collier has written compellingly of the complexity of economic development as a poor small landlocked country. With typical Rwandan boldness this critique is rebutted by David Himbara, Senior Advisor to Paul Kagame: “Being landlocked does not mean being e-locked or air-locked.”<sup>14</sup> As delineated in Vision 2020, the whole thrust of the country is towards private sector development, particularly towards the ambition to be an ICT services hub for East Africa.

The government is encouraging Rwandans themselves to use their creativity and innovation to drive wealth creation and asking foreigners to invest their capital in local business as well as grant to NGOs. The first sign you see as you drive from Kigali airport into town is one trumpeting the lack of corruption in the country and encouraging internationals to invest. For philanthropy this creates a conundrum: is there a role for philanthropy in business development? Some might argue that the entrepreneurial impulse will emerge without support, and that the profit incentive is enough to encourage the enterprising individual to invest his or her future in a start up. From that perspective philanthropy should focus on correcting market failures in areas where profit is not an option, not building markets themselves. For others however, everything starts with wealth creation and kick-

starting the private sector can be the catalyst for much larger change: prosperity can drive revenue collection and subsequently improve public services that impoverished Sub-Saharan states struggle to afford. Many of today's most interesting philanthropies sit at this intersection of business and non-profit.

Whilst being traditional recipients of philanthropy themselves, non-profits like TechnoServe work to help entrepreneurial men and women in the poor areas of the developing world to build businesses. Founded in 1968 by Connecticut businessman Ed Bullard, TechnoServe's work is guided by two core principles: the power of private enterprise to transform people's lives, and the lasting value of providing a hand up rather than a handout. Today, TechnoServe focuses on developing entrepreneurs (building business

plan competitions and training programmes), building businesses and industries (supporting high impact entrepreneurs, maximising growth and impact across entire supply chains or industry sectors), and improving the business environment (working with financial institutions to improve capital access for entrepreneurs). Simple calculations demonstrate the value of the TechnoServe intervention: in 2008 it assisted (across its global operations) 1,350 businesses at a cost of \$50million. Those businesses in turn went on to earn \$149 million in revenues and \$16 million in profits; paid \$9 million in wages to 32,600 employees; and purchased \$64 million worth of products from 196,200 small scale producers. The TechnoServe intervention is costly – but its impact sustains beyond the duration of its engagement with a client in a flourishing profit-making business. In Rwanda, TechnoServe is working with farmers in the coffee

<sup>14</sup> Quoted in Wallis, 'Social Engineering in pursuit of Peace', *FT.com*, September 22 2009

*‘For a proud country driving towards self-sufficiency this type of support is deeply appealing, changing a culture of dependency to one of empowerment.’*



and dairy sectors to help them improve the quality of their product and access more lucrative markets. This capacity building support will enable these agri-businesses to join the other 1,350 that TechnoServe has already reached, increasing incomes long term and thereby creating a sustainable base that will improve the standard of living for Rwandan families and their communities. For a proud country driving towards self-sufficiency this type of support is deeply appealing, changing a culture of dependency to one of empowerment.

Another non-profit intervention working in this space is Global Relief Development Partners (GRDP), an organisation driven by an alumnus of The Philanthropy Workshop, Dave Ormesher, focusing its attention on building the capacity of high-performing Rwandan entrepreneurs to achieve growth. GRDP was founded by Chicago entrepreneurs who recognised that entrepreneurs as people have a variety of needs, which other entrepreneurs are best positioned to understand. This insight led to the formation of a peer network of US and Rwandan entrepreneurs: enabling the

Rwandan entrepreneurs to tap into world-class leadership, professional, technical, and financial resources. The Philanthropy Workshop had the privilege of meeting with two of the businesses that GRDP's members have mentored: Ivuka Arts, an arts project and gallery, and Gahaya Links, one of Rwanda's most well-regarded handicrafts companies. Both companies' growth had been well served by the support and assistance they had received from GRDP, and interestingly both companies had an active commitment to social responsibility as well as profit-making. Collin Sekajugo, the entrepreneur behind Ivuka, not only sought to blaze the trail for an authentic Rwandan Renaissance in his gallery, but with a percentage of the profits, reawake another Rwandan cultural tradition. In 2007, Collin founded RwaMakondera (Rwandan Horns), a children's traditional dance troupe affiliated with Ivuka. RwaMakondera brings together children from disadvantaged backgrounds and places them in an artistic community that nurtures their talents for dance and music. The company has performed all over the world, giving street children the chance to train, grow and flourish

in an atmosphere outside of the harshness of the street. This social purpose activity is funded by profits from the gallery; the performances the children give themselves also generate cash that sustains the project. At Ivuka, vulnerable children are being catered for with philanthropic assistance from a Rwandan business not an international philanthropy.

Gahaya Links also sees an important role for creating social impact beyond profit: it may be a for-profit Rwandan handicraft company, but at its core is the principle of female economic empowerment through fair-trade. The products it produces are beautiful baskets, jewellery and home decor knitted in traditional, authentic Rwandan patterns, created to be high quality to ensure a sustainable market for the weavers who make them. And it is the weavers that are at the heart of the Gahaya operation. Founded by sisters Joy Ndunguste and Janet Nkubana, the weavers their company employs are some of the most vulnerable women in Rwanda. After the genocide the country faced a huge gender imbalance, with many women left as widows, single mothers, wives

with husbands facing long jail terms, and teenage orphaned girls. These are the artisans Gahaya seeks to employ. Having started working with 20 women in 2004, the sisters now manage a network of over 4,000 weavers across the country organised in 52 savings cooperatives. This Rwandan handicraft business is now the leading exporter of Rwanda's one-of-a-kind baskets selling product to high-end buyers like Macy's and beyond, but more importantly for them, they are increasing the personal income of previously socially excluded profoundly poor people, again without reaching for external philanthropic support.

Both Ivuka and Gahaya are generating social return, but through a business model not a non-profit model. The role for philanthropy here is to strengthen their business through capacity building networks like GRDP, market linkage, or help expand their business operations through straightforward private investment. Though their businesses are creating social and financial returns their primary agenda is to sell product and turn a profit: they are building businesses not charities. In Rwanda however, there is also an emerging class of business set up explicitly to create social value, which use the stability of trading income that business can bring, to better the lives and incomes of those it employs. One such Rwandan social business is run by the inspiring scientist, turned business leader, Nicholas Hitimana. Ikirezi Natural Products is a community-interest business that partners with small associations/ cooperatives of farmers in Rwanda to produce high quality geranium oil for local and international markets. Their vision is to be a leading supplier of essential oils and other natural plant products that

maximises profits to small farmers, holistically transforms communities, and strengthens agribusiness in Rwanda. Geranium plants are a wise choice of cash crop for Rwanda: they play to the size and climate of the country by returning an excellent gross value per hectare per year for each farmer. Growing the plant can be more than twice as profitable as tending tea, and almost three times as profitable as growing coffee. Also, the product is delivered in small transportable bottles, perfect for a landlocked country where transport costs can add significantly to the product price and an easily portable product can radically reduce a key overhead.

Geranium aside, for Ikirezi, the business is built on wanting to support the farmers that the company employs. Currently working with four co-operatives that employ over 500 farmers, Ikirezi mobilizes and trains them to grow healthy plants, and then purchases the harvested plant materials back from the farmers, in order to distill the essential oil and market the finished product. These farmers are primarily widows and orphans, and the extra income they generate from their work goes straight to restoring their dignity, improving their livelihoods, and rebuilding their communities. The Philanthropy Workshop had the great privilege of meeting some of the female workers who tend the geranium crop. It was clear that there was a significant trust and mutual respect between the leadership of the organisation and the agricultural workers, a testament to the contribution Ikirezi is making to these women's lives. If Ikirezi manages to grow at the rates they hope to by 2012, expanding land under production from 55 hectares to 150 hectares, approximately 1,550 families or 9,500 people

will be earning all, or a significant part of their earnings from Ikirezi's activities. Whilst Gahaya and Ivuka are seeking straightforward business investment, Ikirezi is actively seeking philanthropic support of US\$1.45 million to take it from proof of concept to commercial viability by 2012. This one off philanthropic injection will help the company get to a stage where it is turning a profit, sustaining itself, and the 9,500 employees it works with strive towards a better life.



# PHILANTHROPY AND BUSINESS DEVELOPMENT: THEORIES OF CHANGE

---

## TECHNOSERVE

If we support the growth of private sector development through developing entrepreneurs (building business plan competitions and training programmes), building businesses and industries (supporting high impact entrepreneurs, maximising growth and impact across entire supply chains or industry sectors), and improving the business environment (working with financial institutions to improve capital access for entrepreneurs), then we will drive the wealth creation that is at the heart of economic development.

## GLOBAL RELIEF DEVELOPMENT PARTNERS

If we twin high potential Rwandan entrepreneurs with peer-entrepreneurs from the US and help Rwandan business leaders access markets, as well as sophisticated professional, technical and financial resources, then Rwanda will create its own wealth and grow itself out of poverty.

## GAHAYA LINKS

If we employ vulnerable female populations on a good wage in a for profit enterprise to weave high quality handicrafts for export, then we can increase the incomes of the poorest Rwandans for the long-term, improving their health and quality of life through economic empowerment and without philanthropic investment.

## IVUKA ARTS

If we create a for-profit platform for new Rwandan art and build the capacity of a new generation of artists to create that art then we can rebuild the cultural life of Rwanda.

## IKIREZI

If we employ widows and orphans on a good wage to tend to geranium crop through a sustainable social business model, then we can increase the otherwise subsistence incomes of those most damaged by the genocide for the long term, raising their dignity, improving their livelihoods and rebuilding their communities.

# TRICKLE DOWN

## The Struggle to Develop Rural Areas

Rwanda's economic development trajectory is consistent, with 11% GDP growth in 2008 and an average 8% GDP growth every year for the preceding decade. Undeniably it is Kigali that is the main beneficiary of this growth. In 1999 the city had sporadic electricity at best: Ten years later and the city centre is shamelessly aspirational, with WI-FI coffee houses and street sellers hawking sim cards and the Economist.

Drive away from the bustle of Kigali, and the new hotels and emerging financial services centres disappear. Average per capita income in the city sits at the anomalous US\$1,500-2,000 per annum: once in the rural areas average income plunges to a tenth of that. The reality outside of the city is gallingly familiar: poverty of income, health, education, nutrition and opportunity. 10-12% of rural Rwandans experience chronic food insecurity due to inadequate production, insufficient arable land, high population density, and weak agricultural support services. Perhaps the major question for the state is how not only to drive development, but disperse it equitably to both the rural and urban areas.

There are many problems when attempting to develop rural Rwanda. It is the major government imperative and yet the whole

process is desperately sensitive. The bulk of the population is tied to the land but average farm size is at 0.2 hectares (about half an acre) and is shrinking as the population grows. These tiny plots are over-farmed and underinvested in, reducing agricultural productivity and driving food insecurity. Such is the desperation that one of the main motivators for killers during the genocide was the prospect of gaining a victim's land and expanding farm size. The government is trying to circumvent this crisis by a series of policy interventions; pushing for the formation of cooperatives; establishing land tenure; giving out 70,000 cows; and providing inputs for the land. But the plain facts speak for themselves: There is literally, not enough land to go round. Government is struggling but is the NGO world faring better at tackling the most problematic and intractable of development

issues? What is the role of the NGO in rural development and how can it stop being a patchwork of agronomists and international development workers stewarding small plots of land? Non-profits in Rwanda show that through having a larger influence agenda to their work, through building a sustainable business model and encouraging local ownership, and through demonstrating innovation, they are pushing the needle on new approaches to rural development.

Perhaps the most famous of the recent rural development NGO initiatives is Jeffrey Sachs's Millennium Development Village concept. The Villages were based on the challenge that emerged in 2000 after global leaders had set the Millennium Development Goals (MDGs):<sup>15</sup> how could these ambitious goals be brought to life? Jeffrey Sachs and The Earth Institute team from

<sup>15</sup>The MDGs are: Eradicate extreme poverty and hunger; Achieve universal primary education; Promote gender equality and empower women; Reduce child mortality; Improve maternal health; Combat HIV/AIDS, malaria and other diseases; Ensure environmental sustainability; Develop a Global Partnership for Development.



Columbia University conceived the Millennium Development Villages (MDVs) as the answer. The MDVs are based on a simple theory of change: if impoverished villages the world over were empowered and funded to implement proven, powerful, practical technologies for change in a variety of different but inter-related sectors, then they could achieve the Millennium Development Goals and drive themselves out of poverty. To test this theory, in 2004, the first MDV was launched in Kenya: a practical and scalable demonstration of an approach to tackle extreme rural poverty. The project launched in Rwanda in 2006 in Mayange, a sector of Bugesera District located about 40 km south of the capital, Kigali. The area suffers from sporadic rainfall and declining soil fertility, leading to endemic poverty, illness and a lack of economic opportunity. This is a place riven with the complexities of catalysing rural development. Initially the project began working with 5,000 people in Kagenge, one of Mayange's five subdivisions, and is now five villages strong with a population of 25,000 and programmes in agriculture, education, health, infrastructure and income generation. A detailed

evaluation of the programme already shows huge advances in development outcomes: a bumper crop season in 2006 (agricultural yields tripled in the first year of the project), a significant decline in the incidence of malaria from more than 5,000 cases in 2006 to 1,000 in 2009, a decline in the incidence of severe childhood malnutrition from 450 in 2006 to 32 in 2009, and a rise in educational outcomes from 7% of children passing national exams in 2006, to 50% in 2008.

So far, so parochial: the programme may be working with 25,000 people, but what about the rest of the 8 million who work the land in Rwanda? In essence the power of the MDV project is that the villages are models that feed a larger advocacy agenda: they show that if global leaders are truly interested in ending poverty, then substantive and rapid investments (that equal the commitments to aid that developed world leaders have already made) in human development can help the poor achieve all eight MDGs in less than five years. In 2010, throughout the continent, more than 400,000 people are engaged in the initiative in 10 African countries, each one using the same basic approach and

values to drive their work. They are building an evidence base that shows categorically how poverty can be reduced for a reasonable cost, and are looking for governments to absorb the lessons learned from the experiment and invest in proven strategies to reduce rural poverty. Speaking to the tremendous success of the project in Mayange, the Government of Rwanda has done just that, and announced plans to expand the Millennium Villages project to all 30 districts under its Vision 2020-Umurenge initiative.

The Millennium Development Village Project is on a grand scale with some big names behind it, but there are other ways to ensure the longevity and impact of a social programme focused on rural development. One fascinating combination of social business, capacity building, education, training, technology transfer and access to finance is Sustainable Health Enterprises (SHE). SHE's first project is to support rural women in Rwanda in establishing businesses selling locally made and distributed sanitary towels. Elizabeth Scharpf, the entrepreneur behind SHE, based her business on a clear market failure. In 2007-2008 the SHE team

undertook research surveying 500 rural women, and found that 36% of them were missing 3-4 days of school or work per month because of their period and the shame and embarrassment at not having affordable, hygienic protection. The solution proposed by Elizabeth and her colleague Julian Kayibanda is a sanitary pad franchising model: a rural business opportunity vending a bottom of the pyramid product that can be made with low-cost equipment suitable for installation in Rwandan homes. SHE supplies the raw materials and machinery: these are purchased by local women's groups with a combination of their own capital and microfinance loan (also brokered or provided by SHE). The women's group then makes, distributes and vends product in their local community and with the projected profits, own their individual franchises outright after 5 years. SHE currently projects that the social return even within this year will be significant: the creation of 100 jobs in rural areas for women outside of agriculture, the reduction of school and work absenteeism for 6,000 women and girls, and a decrease in the number of pelvic infections caused by use of inappropriate sanitary towel alternatives (such as bark or dirty rags). Imaginative business opportunities like this, seeded by social ventures like SHE, will lead to new sustainable growth streams in rural areas, and hopefully improve economic outcomes for the local community and beyond.

For those working on a smaller scale again, and without the sustainable business model, there is still added value to be gained by going beyond traditional approaches to rural development and finding a niche that others have overlooked. For Gardens for Health International (GHI), a US-based organisation, that niche was the nutrition gap

in HIV/AIDS care. The roots of GHI's work came from the founder, Emma Clippinger's experiences working in Rwanda in HIV/AIDS. She was inspired by the work of the Clinton Foundation with whom she interned, but dismayed by the failure of so many of the Anti Retro Viral (ARV) treatment programmes due to patients' inability to access the adequate, nutritious food needed to make the treatment stick. Malnutrition significantly undermines the effectiveness of drug treatment, and though this is well known, the answer most frequently reached for were US-sourced emergency food aid packages; a short term solution with serious distortive effects on the local economy. GHI has pioneered a different food aid 'package', enabling HIV-positive individuals to improve their nutrition and health through low-cost sustainable agriculture practices that they themselves undertake. The GHI intervention aims to improve the health and socioeconomic status of Rwandans living with HIV/AIDS by supporting cooperative formation and land advocacy, inputs for community and home gardens, agriculture and nutrition training, and income generation through agribusiness.

In the summer of 2007, Gardens for Health facilitated the transformation of 30 associations into 9 legal cooperatives to help communities living with HIV/AIDS gain access to land. These cooperatives have been granted arable government land of over 12 hectares by the district mayor in seven different sites in the Gasabo District. The cooperative model works well for GHI's, physically often very weak, client group. It permits labour sharing, allows cooperative members days of rest, and provides shares of each harvest to members that are not able to work in the field. The highly nutritious food grown collectively on the sites encourages

a much improved, diversified diet as well as growing an excess that can be sold at market in Kigali. For The Philanthropy Workshop alumni who visited the programme the vitality of GHI's HIV/AIDS clients was visible: the clients themselves spoke unprompted of their improved health and happiness through the programme's intervention. This young, small non-profit has found an unmet need in the social sector and come up with an imaginative response to it. For an issue as huge as rural development, there is no one answer or intervention that can unlock change, and no one social venture that will alter the landscape for the rural poor. What is certain however is that non-profits have a unique role to play in creating change: they can feed global advocacy agenda, incubate and launch businesses, and pilot new ways of supporting vulnerable population groups all through strategic programme development.



# TRICKLE DOWN: THEORIES OF CHANGE

---

## MILLENNIUM DEVELOPMENT VILLAGE

If we demonstrate through selected rigorously tested village models, that impoverished communities can be empowered and funded to implement proven, powerful, practical technologies for change in a variety of different but inter-related sectors and drive themselves out of poverty, then we can advocate for this type of investment in rural development on a global scale.

## SUSTAINABLE HEALTH ENTERPRISES

If we initiate and seed fund imaginative female-led businesses selling bottom of the pyramid health products, then we will create long term self-sustaining employment and wealth creation in the rural areas, as well as improved health through the vended product.

## GARDENS FOR HEALTH INTERNATIONAL

If we organise people living with HIV/AIDS into farming cooperatives, and build their capacity to farm nutritious, diverse crop, then incidence of Anti Retro Viral drugs' programmes' failure will decline. Further, if we increase the economic power of people living with HIV/AIDS we will reduce the stigma and loneliness experienced by them.

# PEOPLE POWER

## Population Control and Human Capital Deficits

Rwanda's growing population size was at the heart of many of the questions that funders raised as they considered future obstacles to Rwanda's prosperity creation. Despite the loss of a tenth of its population as a result of the 1994 genocide, there is still a trajectory of population growth that could severely undermine long term poverty reduction. If current fertility rates stay at 6 children per woman the population will almost double in size in the next ten years, growing to over an estimated 17 million by 2030.<sup>16</sup>

For Africa's most densely populated nation and one in which the last genocidal government convinced a 7.3 million population that Rwanda was full, this trajectory is a worrying trend. Since 2007 the government has sought actively to confront the issue, but Paul Kagame's initially strident ambitions to halve the birth rate and incentivise a family size of three, have gone much quieter, and understandably so. Sensitivities around land go hand in hand with uneasiness about birth control. Half the country is Catholic, abortion is illegal and for those that lost their whole family in the genocide, there is an understandable belief that survivors have a right to replenish what was lost. Not only that, but again for a country so aware of the connotations of ethnic manipulation, amongst those still captive to the genocide ideology reducing the number of births sounds like a Tutsi government trying to diminish the

Hutu majority. Population control is a major question, and one that it seemed no one had the answer to.

Not only are there more people, but there are more poor people. For a state whose coffers are empty this presents a serious issue. When the ability to drive down population is not an option, the need to drive up prosperity creation becomes all the greater. If there are more people and no land, then agriculture can no longer sustain the next generation, and children of farmers will have to find work elsewhere. The imperative is therefore to educate the population, skill them up and encourage business development. But when primary school class sizes can be as large as 80 children, the success of this strategy is less than assured. At the bottom of the economy is a surfeit of unemployed, uneducated people, whilst in the nation's top

professions there is a serious absence of qualified personnel. The 800,000 people killed in 1994 numbered many of the intelligentsia, meaning that Rwanda today lacks a generation of leaders in management, administration, teaching and business. This deficit is particularly acute in the rural areas. Annual performance contracts govern the relationship between the 30 district administrators and the national leadership: an advisory council holds administrators accountable to those contracts, including targets on building a certain amount of classrooms or housing for vulnerable people. Recently all but 2 of the 30 administrators were sacked for failing to deliver. There is also a significant skills gap in the national government. Civil service experts that are deeply experienced in working in bureaucracy describe a 30% skills shortage. Certainly

<sup>16</sup>Stephen Kinzer, 'After so many deaths, too many births', New York Times, Feb 2007 ([http://www.nytimes.com/2007/02/11/weekinreview/11kinzer.html?\\_r=1](http://www.nytimes.com/2007/02/11/weekinreview/11kinzer.html?_r=1))



in the future, the hope is that the education system will create a wave of highly skilled workers who will blossom into tomorrow's leading managers. In the interim however, vital non-profits are working hard to build the capacity of those under-qualified to carry out their work, supporting them, and the systems in which they function, to increase efficiency.

Access Project is one such initiative. Many organisations working in healthcare in Rwanda focus on clinical support but it was the founder, Dr Josh Ruxin's insight, that improved management systems would have a huge impact in improving quality services at point of delivery. This is the driver of its mission to improve the health of poor communities by providing management technical assistance to public health systems, thereby increasing access to quality primary health care and life-saving medicines. Led in Rwanda by the impressive Dr Blaise Karibushi, the intervention has also chosen a very specific population focus for its capacity building work: the sector health centre level at which 85% of the Rwandan population receives its treatment. Working in 72 health centres in 6 districts serving approximately 2 million people, Access strengthens 8 core management competencies: Financial management; Mutuelles (Community Insurance) Management; Data Management; Planning and Coordination; Pharmacy Management; Human Resources; Infrastructure and Information Technology. Where there is serious lack of capacity on the capital side Access will partner with government to build a health centre at a cost of about US\$500,000,<sup>17</sup> but for Access, the real point of leverage is training

management. As is shown by their successful interventions, the provision of hands-on technical and management support is much more effective than simply throwing money at a problem or starting a new build. Just a small amount of philanthropic capital, channeled to this type of public private partnership and enhancing public service delivery has a transformative effect on service delivery for 85% of Rwandans' health needs. In the long term, in order to spread its best practice work throughout all Rwanda's health centres Access would like to design tools and train government to deliver on them. Over time educated young people will emerge ready to take the challenge on of working in health centres: in the meanwhile Access is plugging that deficit, skilling up those who are in place to ensure quality treatment for patients.

What of the managers of tomorrow? NGOs are playing a strong role in building capacities in that realm too, preparing young men and women for vocational roles, and for university graduate jobs. There are dueling tensions in Rwanda: there is both a significant skills deficit for some of the jobs that abound, but also a lack of jobs for many of the most qualified young people. Though economic development is driving forward, it is not moving quickly enough for the young people that are graduating from school and university. The job market is deeply competitive, and for those without wealthy families or social connections, finding employment can be an almost impossible task. That is where the work of two young organisations, Orphans of Rwanda (ORI) and the Akilah Institute, are playing such a valuable role: working, again in a traditional space for philanthropy,

<sup>17</sup>There are currently 425 health centres in Rwanda: to adequately serve the population there should be 500.

*‘Just a small amount of capital, channeled to this type of public private partnership and enhancing public service delivery has a transformative effect.’*



higher education, but bringing fresh ideas to both university scholarships (ORI's focus) and vocational training (Akilah). Orphans of Rwanda works by supporting low income children from vulnerable backgrounds through university, but more than that, provides them with internship opportunities, extra coaching in entrepreneurship, computing and English, and encourages them to become future leaders of Rwanda. The Philanthropy Workshop had the privilege of having lunch with five of the young people supported on university scholarships. They shared their ambitions for themselves and their country in business, politics and civil society. They are highly driven young people, looking to travel and learn, but most importantly bring everything they have to bear on building the future of their country.

Akilah is similarly committed to preparing the young women it trains to play their part in the reconstruction of Rwanda. Like ORI, Akilah too focuses its intervention on the low income and talented. The young women it works with are educated with a curriculum that directly responds to the needs of the private

sector. Akilah actively tweaks its curriculum to fill the current gaps between the education system and the private sector, so that their graduates are work-ready on graduation and have jobs to go to. Currently the curriculum is geared toward preparing young women to work in the fastest growing sector of Rwanda's economy: the hospitality industry. In 2009, the Rwandan government conducted a national skills audit report to assess the available human capital and the needs of each sector of the economy. The current human capacity in the hospitality industry is at less than 30% of what is needed. In the technician cadres (supervisors, assistant chefs, etc.), the current capacity is less than 4%. The government estimates that 5,000-6,000 people will need to be trained every year to keep pace with growth and demand the tourist industry is propelling. This is the skills shortage that Akilah women will be able to fill.

# PEOPLE POWER: THEORIES OF CHANGE

---

## ACCESS PROJECT

If we build the capacity of health management systems at the sector clinic level then delivery of frontline care for 85% of the population's health needs will be significantly improved.

## ORPHANS OF RWANDA

If we support high performing young people from vulnerable backgrounds through university scholarships and support services such as computing classes, English lessons and internships, then they will emerge from higher education, in the short-term, ready to take up high quality jobs in the Rwandan economy, and in the long-term become leaders of their country.

## AKILAH INSTITUTE FOR WOMEN

If we educate young women with a vocational curriculum geared at the immediate employment needs of the private sector, particularly in the hospitality industry, then students will find jobs upon graduation and profit from future opportunities currently filled by skilled labour from abroad.

# SUSTAINABILITY

## Learning to Leave

Endemic in philanthropy's role in development is the setting up of parallel systems: during the Reagan administration in the US there was a sea change in development practice towards funding even the most basic of service provision through private organisations. Support was thought best delivered through non-governmental schools and hospitals, not through the public sector. As a result of this approach, scattered throughout Sub-Saharan Africa, are the abandoned shells of once privately philanthropically funded schools and hospitals.

These capital investments were made with the best of intentions, but the reality is that without a sustainability plan built in from the get-go, basic services that are the remit of government, if reliant on constant private funding, tend to fail in the long term. Now that the paradigm of NGOs delivering basic service provision in the developing world has come into question, what is the role of philanthropy in supporting these areas, particularly when basic service provision is clearly still deeply lacking? How can the intelligent philanthropist truly embed a project within the landscape of someone else's funding? One of the unique opportunities in Rwanda, because of the strong and effective government, is to work within the public sector to strengthen and improve service provision, with a specific exit strategy and a commitment from government to take on the improvements.

Rwanda has 899 doctors to serve its 10 million strong population; only 185 of these doctors are in rural areas. The average Rwandan life expectancy is 44 years, and the mortality rate for children under 5 is a startling 203 deaths per 1,000 live births. The geographic spread of the population, even within such a small country, means that uniformly good services in every part of the country are a challenge. Health centres serve an average of 22,000 people each, struggle with a lack of electricity, appropriate drugs and an absence of staff. District hospitals, at one administrative tier higher, are also overstretched suffering from a lack of finance and key skills: it is no surprise that the more rural the district, the poorer the service provision. Despite this current health context, there are some assets within the Rwandan health system that can be built on. One of the most impressive successes of the Rwandan

government is its national health insurance scheme: a pot to which 85% of the population pays 1000 RWF per annum (or US\$2), to allow them access to basic health services. The total revenue secured from this Mutuelles scheme, is not nearly enough to cover the costs of the service (it contributes roughly 8% of the required health budget of \$345 million) but as the country and its people grow wealthier, the potential for raising the price of national insurance can grow. The insurance system is not the only asset the Rwandan health system has. In public health globally there are now huge funds that countries can tap into for major tropical and infectious diseases. Most of the US government's \$150 million Rwandan aid goes towards prevention, care and treatment of HIV/AIDS and malaria. In sum then, despite the parlous state of the average Rwandan's health, there is promise of delivery in the skeleton of a good

system and some major funding available for certain diseases. This leads to a clear role for innovative philanthropies: leverage global funding to strengthen health systems so that sustainable health care for every illness can be made available to every Rwandan.

That was the conclusion the Clinton Foundation came to. Having worked since 2002 as the Clinton HIV/AIDS Initiative (CHAI) in Rwanda, late 2009 saw them re-launch as the Clinton Health Access Initiative (also CHAI). Having initially focused on addressing the limited access to HIV/AIDS treatment faced by Rwandans, the Clinton Foundation has evolved its strategy, finding that the best way of insuring long term treatment for HIV/AIDS in Rwanda is to move away from vertical funding for the disease, to support a strong de-centralised health care system. Since the 2006 shift by the government to devolve power, the 30 districts have become the key local administrators for healthcare delivery. Almost all lack the capacity to take on these new leadership roles. For CHAI this context ushered in its strategic decision to pursue a sector wide approach: supporting government by strengthening district systems, particularly in planning and costing, to drive greater efficiency in the delivery of local healthcare. One of the key interventions that CHAI works on is a monitoring and evaluation data collection system that allows the Rwandan government to get good information on what is happening at the district hospital level. This good data means that additional resources can be mobilized to meet the short to medium term financing gaps identified by the tool (e.g., UK's Department for International Development, Gates Foundation, Global Fund, private sources,

etc.); and that most importantly the Ministry of Health monitors the implementation of long term strategic plans and can use the information to better allocate existing and new resources.

CHAI is not the only significant non-profit to adjust its strategy from a vertical disease specific approach, to one looking to total health system strengthening; one of the world's most celebrated social entrepreneurs, Paul Farmer and his Partners in Health had a similar damascene conversion. One of the five fundamental principles of PIH's work is to serve the poor through the public sector.<sup>18</sup> Dr Farmer recognised that while nongovernmental organisations have a valuable role to play in developing new approaches to treating disease, successful models must be implemented and expanded through the public sector to assure universal and sustained access. For PIH the question is always, "What would it take to do this everywhere?" The answer is almost always the same: you cannot scale in healthcare without government. PIH works to strengthen and complement existing public health infrastructure rather than establish parallel systems. As all PIH staff will say, "There is no such thing as a PIH health centre."

Inshuti Mu Buzima IMB ("Partners In Health" in Kinyarwanda) was invited to Rwanda in Spring 2005 by the Rwandan government who were keen to host their community-based, rights-based, comprehensive primary health care intervention. They started working in Rwinkwavu in 2005, a poor district two hours from Kigali, in a group of derelict buildings that had once housed a hospital meant to serve the health needs of 200,000 people. Initially IMB were 100% of the hospital staff,

as there were no doctors in the area, but within 5 years its staff no longer provides any direct services. With roots at the community level PIH work to both, "make sure that people can do the bread and butter work of quality health care" as well as innovate for the public good. IMB staff working in Rwinkwavu hospital now focus almost entirely on innovation: if someone spots a gap in service provision, they will consult with the community, begin a pilot, and then, if successful, make a data-based argument to government. As one of the doctors put it; "The government is not stuck in what others tell them. They are happy to implement change but they want to see the numbers: what works, what doesn't and what does it cost." For IMB there is much still to be done: Working in the public sector takes time, and changing health systems at their core, is a life's work. PIH has been working in Haiti for twenty years, Peru for fifteen and in Rwanda for five. The question of exit is a thorny one, and there are no clear answers as to when IMB will leave. As one of the doctors put it, "we are accompanying the government as they develop their work." IMB will leave when the Rwandan government no longer seeks their support and brains trust: but in the meanwhile will continue to support the Rwandan government as it reconstructs and strengthens its primary healthcare.

The public sector is not the only body who can take on work after a funder has left. Another way of sustaining and exiting a social programme is through an intelligent philanthropic seeding of businesses. The Clinton Hunter Development Initiative (CHDI) is a leading light in this work. CHDI is a partnership between the Clinton Foundation and the Hunter Foundation

<sup>18</sup>The other four are: access to primary health care; free health care and education for the poor; community partnerships; addressing basic social and economic needs.

*'The factory is the Trojan horse: the endgame is to improve the lives of farmers.'*



launched in 2006, investing \$100 million over 10 years to catalyse sustainable economic growth in Africa. It is currently working in Rwanda and Malawi at the invitation of these countries' governments to strengthen agriculture, develop agribusinesses, and increase access to clean water, quality health care, and education in ways that can be locally sustained. In Rwanda CHDI's main use of philanthropic capital is to incubate and launch businesses that it believes will ensure that integrated rural development efforts continue long into the future. Profit from these businesses will not be distributed to the foundation; on the contrary CHDI wants the capital to stay in the country. The \$100 million is a gift, but a gift that powers profitable business. The foundation believes that it is these profitable businesses that will have the best chance of allowing large scale programmes to flourish for the long term. The CHDI process is akin to that of any large scale investor seeking to seed a start up: CHDI identifies large-scale business opportunities, develops the market research and business plans to support them, and then actively invests in the businesses alongside local co-investors. One day CHDI

will no longer be equity participants in the businesses incubated, and original co-investors and local stakeholders will take over CHDI's share. As Graham Morgan, CHDI Director put it, "CHDI will exit and repeat." The exit for its Rwandan businesses however is still some way off: currently CHDI maintains a hands-on involvement through construction and implementation phases, lending management, technical, and marketing expertise.

The funds powering CHDI give it an opportunity to start up businesses that will impact thousands of people. Since 2006, one of the leading businesses in the portfolio, SoyCo Ltd, has cost \$4.2million; but it's an investment that will pay dividends. The soy processing plant, producing cooking oil and soy meal, sources its soy from local growers who are now harvesting their third season of crop in preparation for the processing plant's completion. 30,000 local farmers are benefiting from growing support, pre-finance inputs and a repeat contract that increases income from a previously subsistence baseline. As Graham Morgan puts it, "The factory is the Trojan horse; the endgame is to improve the lives of the farmers."

Similarly, CHDI's Rwandan Farmers Coffee Company Ltd will also employ a vast number of people: 100,000 farmers will be involved in producing roasted and packaged coffee for the world market. For CHDI, pulling off these huge initiatives will be an impressive victory. Despite the rhetoric of business development, there are few start-ups in Rwanda, and this lack of an established culture of business creation means that every obstacle CHDI encounters has few precedents to follow. Those complications sit alongside the significant shortage of management skills and the complexity of working with thousands of the poorest people in the world. It would be far easier to gift the money than invest it in this way but the long term benefits of trying to embed a profit motive into rural development are worth the effort. Once the business is properly running, thousands of local farmers will have firm consistent contracts from a dependable customer at a fair price, adding significantly to their income, and most importantly, long after CHDI has left.

# LEARNING TO LEAVE: THEORIES OF CHANGE

---

## CLINTON HEALTH ACCESS INITIATIVE

If we move away from a disease specific approach to HIV/AIDS and work instead to strengthen district level administrative systems focused on health, and support the government in performance management and identifying financing gaps, then all diseases, including HIV/AIDS will be better catered for at point of service delivery.

## PARTNERS IN HEALTH

If we develop new approaches to treating disease, broadening access to primary health care and meeting basic social and economic needs, and do so in the public sector, then not only will health outcomes improve, but we can work to scale the best approaches throughout the health system ensuring universal and sustained access for all.

## CLINTON HUNTER DEVELOPMENT INITIATIVE

If we seed, build and (initially) drive, the creation of large scale agri-business that later transition to total local-ownership then we will create long-term employment for significant numbers of the rural poor.

# CONCLUSION

If it works in Rwanda...



Rwanda's sixteen year development trajectory confounds typical narratives of post war struggle in the developing world. Its journey from emblem of African failure to the continent's brightest hope could not have been predicted by even the most optimistic of observers. Whilst other small, landlocked nations on the continent languish, Rwanda's driving ambition towards a better future and all-consuming sense of purpose marks it as a nation to watch. People talk of the country's development as 'miraculous', but the truth is much less elevated. Largely, Rwanda's many leaps forward must be attributed to the leadership that steered it through the disastrous 1990's and laid the groundwork for further successes in 2010 and beyond. The country has done this with significant sums of international support, but the direction of travel has been set by its own leadership. Rwanda rebuts many of the prevailing truisms about development and demonstrates that aid can in fact work – when recipient countries have ownership, seek to transition beyond it, and have erased endemic corruption.

Outside of the particular context of the nation, Rwanda shares larger lessons for NGOs and philanthropies engaged with development. In Rwanda some of the more interesting roles for philanthropy and non-profits are counter-intuitive: despite the fundamental absences of service provision in the country, frequently philanthropy's most strategic role is not to fill those gaps. In a country so small it can be tempting to establish parallel services, but when government demonstrates such an appetite for change, and the nascent private sector is on the cusp of potentially radical growth, philanthropy's most leveraged philanthropic investments are in building others' capacities to fill those gaps. In the public sector that might be innovation within the system to subsequently take ideas to scale (as with Partners in Health), or model testing in the NGO space and then influencing government to scale it (Millennium Development Village). It might be strengthening government systems to deliver improved services (CHAI, Access Project), or advocating for a change in policy and enforcing

*'All eyes are on Rwanda:  
if it can work here, it can  
work anywhere.'*



new standards (Project Healthy Children). Philanthropy can also harness the power of business to unleash change, ensuring social impact's freedom from the whimsy of charitable gifts: whether through hybrid philanthropic models (such as Ikirezi or the Clinton Hunter Development Initiative), or building the capacity of straightforward business models to create social return (such as Global Relief Development Partners relationship with Ivuka and Gayaha Links).

Rwanda is a beacon in which there are real assets upon which to build. This is a country packed full of energy, ideas, complexity and innovation. Some have called Rwanda the 'crucible' for development issues, a place in which social change ideas can be exchanged, experimented with and disregarded if not working. Rwanda is small enough to see big ideas work at scale, and big enough so that lessons in development learnt here have relevance to the wider world. As Josh Ruxin put it, "A national level success story is possible here." Rwanda is a place of untold optimism, particularly for the

rest of its home continent: To have come from such devastation to within 16 years actively chasing a dream of middle income status would have been unthinkable, were it not actually true. As one of our expert speakers put it, "All eyes are on Rwanda: if it can work here, it can work anywhere."

# Thanks to our Supporters

---

The Institute for Philanthropy is hugely grateful to the organisations and individuals who supported The Philanthropy Workshop as they planned and realised their work in Rwanda in both December 2009 and March 2010. We are thankful to them all, particularly the below:

**Dr Josh Ruxin**, Rwanda Works, [www.rwandaworks.com](http://www.rwandaworks.com)

**Shyaka Kanuma**, Rwanda Focus, [www.focus.rw](http://www.focus.rw)

**Alissa Ruxin**, Heaven, [www.heavenrwanda.com](http://www.heavenrwanda.com)

**Freddy Mutanguha and the UK team at Aegis Trust**, [www.aegistrust.org](http://www.aegistrust.org)

**Gabo Wilson and David Russell**, Survivors Fund, [www.survivors-fund.org.uk](http://www.survivors-fund.org.uk)

**Odette Kayirere and Assumpta Umurungi**, AVEGA, [www.avega.org.rw](http://www.avega.org.rw)

**Bishop John Rucyahana, Pastor Deo Gashagaza and Alexandre Guma**, Prison Fellowship Rwanda, [www.pfrwanda.org](http://www.pfrwanda.org)

**Gloriosa Bazigaga**, International Alert, [www.international-alert.org](http://www.international-alert.org)

**Erik Josephson**, Clinton Health Access Initiative, <http://www.clintonfoundation.org/what-we-do/clinton-health-access-initiative>

**Dr Blaise Karibushi**, Access Project, [www.theaccessproject.com](http://www.theaccessproject.com)

**Dr Peter Drobac, Dr Michael Rich and Dr Oliver Rothschild**, Partners in Health, [www.pih.org/where/rwanda/rwanda.html](http://www.pih.org/where/rwanda/rwanda.html)

**Juliet Muzaire**, Clinton Foundation and Partners in Health, [www.pih.org/where/rwanda/rwanda.html](http://www.pih.org/where/rwanda/rwanda.html)

**Graham Morgan**, Clinton Hunter Development Initiative, [www.clintonfoundation.org/what-we-do/clinton-hunter-development-initiative](http://www.clintonfoundation.org/what-we-do/clinton-hunter-development-initiative)

**Nicholas Hitimana**, Ikirezi, [www.ikirezi.com](http://www.ikirezi.com)

**Donald Ndahiro**, Millennium Development Village, [www.millenniumvillages.org/aboutmv/mv\\_mayange.htm](http://www.millenniumvillages.org/aboutmv/mv_mayange.htm)

**Julie Carney**, Gardens for Health International, [www.gardensforhealth.org](http://www.gardensforhealth.org)

**Jeremy Armon, Elizabeth Carriere and John Gordon**, Department for International Development, <http://www.dfid.gov.uk/where-we-work/africa-west--central/rwanda/>

**Carl Seagrave**, USAID, [www.usaid.gov/rw/](http://www.usaid.gov/rw/)

**Elvis Gakuba**, Project Healthy Children, [www.projecthealthychildren.org/africa.php](http://www.projecthealthychildren.org/africa.php)

**Michael Brotchner, Charles Rukianshuro and Becca Schendel**, Orphans of Rwanda, [www.orphansofrwanda.org](http://www.orphansofrwanda.org)

**Alice and Eric Kabera**, Rwanda Cinema Centre, [www.rwandacinemacenter.wordpress.com](http://www.rwandacinemacenter.wordpress.com)

**Julian Kayibanda and Elizabeth Scharpf**, Sustainable Health Enterprises, [www.sheinnovates.com](http://www.sheinnovates.com)

**Joy Ndunguste and Janet Nkubana**, Gahaya Links, [www.gahayalinks.com](http://www.gahayalinks.com)

**Ndavi Muia and Anna Chilczuk**, TechnoServe, [www.technoserve.org/work-impact/locations/rwanda.html](http://www.technoserve.org/work-impact/locations/rwanda.html)

**Charles Kizito and Collin Sekajugo**, Ivuka Arts, [www.ivukaarts.com](http://www.ivukaarts.com)

**Amin Gafaranga**, Shokola, <http://www.facebook.com/pages/Kigali-Rwanda/Shokola/119642473710>  
**Ambassador Stuart Symington**, <http://rwanda.usembassy.gov/ambassador.html>  
**Louise Ruhr and Barry Wheeler**, American Refugee Committee,  
[www.arcrelief.org/site/PageServer?pagename=programs\\_rwanda](http://www.arcrelief.org/site/PageServer?pagename=programs_rwanda)  
**Patrick Shah, Stella, Steven and Jim**, The Far Horizon, [www.thefarhorizons.com](http://www.thefarhorizons.com)  
**Beninya Izabiriza and Suzanne**, Profemmes, [www.profemme.org.rw](http://www.profemme.org.rw)  
**Vianney Rangira**, Hope and Homes, [www.hopeandhomes.org/wherewehelp/rwanda/index.html](http://www.hopeandhomes.org/wherewehelp/rwanda/index.html)  
**Elizabeth Dearborn Davis**, Akilah Institute, <http://akilahinstitute.org/>  
**Kathy Tedd and Andy Ratcliffe**, Africa Governance Initiative, [www.africagovernance.org/africa](http://www.africagovernance.org/africa)  
**Alice Anukur**, Oxfam, [www.oxfam.org.uk/oxfam\\_in\\_action/where\\_we\\_work/rwanda.html](http://www.oxfam.org.uk/oxfam_in_action/where_we_work/rwanda.html)  
**John Bosco Bugingo**, International Bridges to Justice, <http://blog.ijb.org/>  
**Simon Ntare**, We ActX, [www.we-actx.org/](http://www.we-actx.org/)  
**Collin Haba**, The New Times, [www.newtimes.co.rw](http://www.newtimes.co.rw)  
**Narcisse Kalisa**, Urunana Development Radio, [www.urunanadc.org](http://www.urunanadc.org)  
**Karen Murphy**, Facing History and Ourselves, [www.facinghistory.org](http://www.facinghistory.org)  
**Jeffrey Lee**, Urwego, [www.uomb.org](http://www.uomb.org)  
**Nicolette Nsabimana**, Rwandan Youth Information Community Organisation, [www.ryico.org](http://www.ryico.org)  
**Berra Kabarungi**, Women for Women,  
[www.womenforwomen.org/global-initiatives-helping-women/help-women-rwanda.php](http://www.womenforwomen.org/global-initiatives-helping-women/help-women-rwanda.php)  
**Dr Omar Mcdoom**, The London School of Economics and Political Science  
**Dr Devon Curtis**, University of Cambridge  
**Linda Melvern**, [www.lindamelvern.com](http://www.lindamelvern.com)  
**Andrew Wallis**

We would also like to say a special thank you to Karolina Dempsey for her significant contribution and support in organising the Institute for Philanthropy's work in Rwanda.

# ABOUT

## *The Institute for Philanthropy*

---

### **The Institute for Philanthropy**

We are one of the world's leading organisations providing international donor education. We believe that if people who have the capacity to give are provided with the skills, knowledge and networks to do so effectively they will increase the size and impact of their giving. We work closely with a global network of over 200 wealthy families, and partner with companies, trusts, foundations and schools. We act as a forum for the development of new ideas and produce original and practical research on a range of issues, including the management of charitable assets, philanthropy during the economic downturn and funding for core support. We also convene gatherings for learning with leaders in the field, including accomplished philanthropists and academics.

### **OUR VISION**

We look towards a world in which philanthropists from around the globe have the skills to make significant contributions to the pressing issues of their time, in their own giving and in networks and partnerships with others.

### **OUR MISSION**

We work to increase effective philanthropy in the United Kingdom and internationally. We do this by

- Providing donor education
- Building donor networks
- Raising the awareness and understanding of philanthropy

If you have any questions about our work or to find out more, please email us:

[contact@instituteforphilanthropy.org](mailto:contact@instituteforphilanthropy.org)

Or visit us at:

[www.instituteforphilanthropy.org](http://www.instituteforphilanthropy.org)

### **Institute for Philanthropy**

2 Temple Place  
London  
WC2R 3BD

Tel: + 44 (0)20 7240 0262

Fax: +44 (0)20 7240 8022

### **Institute for Philanthropy U.S.**

100 Broadway, 17th Floor  
New York, NY 10005

Tel: +1 212 513 0020

Fax: +1 212 202 4313

Institute for Philanthropy is a Company Limited by Guarantee Registered in England and Wales.  
Company Registration No. 4531222, Registered Charity No. 1093927, VAT Registration No. 935700330.  
A Charity Registered in Scotland, No. SC041110. Institute for Philanthropy U.S. is a 501©3 Public Charity.