

**STRATEGIES OF COMMUNITY BASED PROJECTS ON THE SOCIO-ECONOMIC
GROWTH OF EX-COMBATANTS IN ZAZA AND SAKA SECTORS, NGOMA
DISTRICT, RWANDA**

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In Partial Fulfillment of the Requirements for the Master of
Business Administration in Banking and Finance

By:

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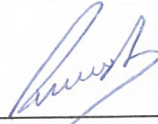
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DECLARATION A

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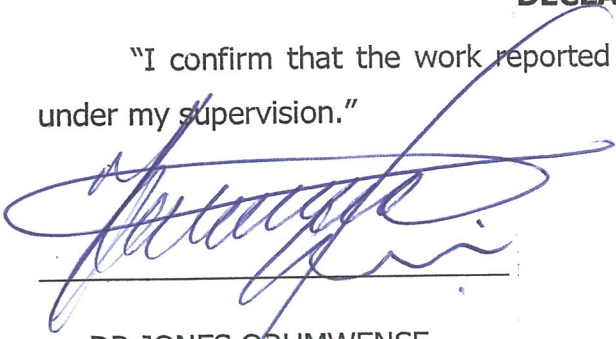
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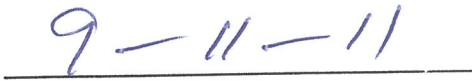


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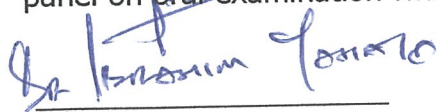
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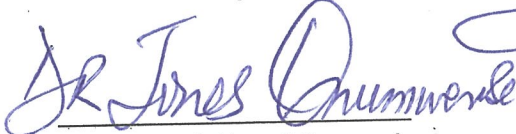
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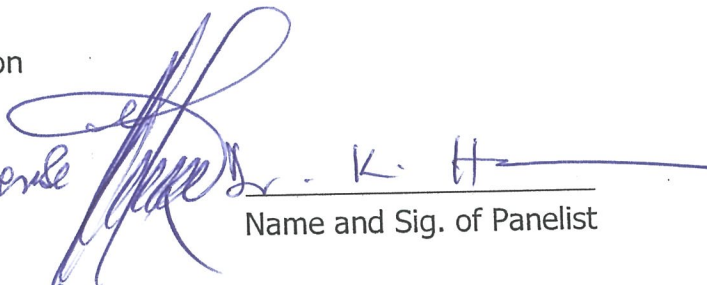
This thesis entitled "**Strategies of Community Based Projects on the Socio-Economic Growth of Ex-Combatants in Zaza and Sake Sectors, Ngoma District, Rwanda**" prepared and submitted by **Rwigamba Aimable**, in partial fulfillment of the requirements for the degree of **Masters of Business Administration in Banking and Finance** has been examined and approved by the panel on oral examination with a grade of PASSED.



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DEDICATION

To my Dear wife Mrs. Gloriose KAWERA for the sacrifice, moral and financial supports that she gave and prayers she made throughout the entire period of my research and for her never ending love she showed. To my son Corban RWIGAMBA IRAKOZE for your love and patience during my course of studies

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TABLE OF CONTENTS

Chapter	Page
Declaration A	i
Declaration B	ii
Approval sheet	iii
Dedication	iv
List of tables	ix
List of Acronyms	x
Abstract	xi
Acknowledgement	v
ONE: THE PROBLEM AND ITS SCOPE	1
Background of the study	1
Problem statement	3
Purpose of the study	3
Research objectives	3
Research questions	4
Hypothesis	4
Scope of the study	4
Significance of the study	5
Operational objectives	8
TWO: REVIEW OF RELATED LITERATURE	7
Concepts, opinions, ideas from author/expert	7

Theoretical perspective	9
Related studies	10
THREE: METHODOLOGY	12
Research design	12
Research population	12
Sample size	12
Sampling procedure	13
Research instrument	13
Validity and reliability of the instrument	13
Data gathering procedures	14
Data analysis	14
Ethical considerations	15
Limitation of the study	15
FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION	16
Profile of the Respondents	16
Description of the Community Based Reintegration projects	17
Description of the level of social economic growth	20
Relationship between CBR and social economic growth	22
FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	24
Summary of the findings	24
Conclusions	25
Recommendations	25
Areas for further research	26

References	27
Appendices	29
Appendix IA: Introductory letter	29
Appendix IB: Acceptance letter	30
Appendix II: Informed consent	31
Appendix III: Research instrument	32
Researcher's Curriculum Vitae	36

LIST OF TABLES

Table 1: Distribution of population and sampele	12
Table 2: Respondents profile	16
Table 3: Description of Community based Reintegration projects	18
Table 4: Description of the level of social economic growth of Ex-combatants	20
Table5: Pearson's correlation coefficient test of the level contribution of community based reintegration projects on the social-economic growth of ex-combatants	22
Table 6: Regression analysis on Social economic growth and community reintegration projects	22

LIST OF ACRONYMS

CBR	:	Community Based Reintegration
CDF	:	Community Development Fund
HIMO	:	Haute Intensité de Main d'œuvre
IGAs	:	Income Generating Activities
KFW	:	Germany Development Bank
LIPW	:	Lower Intensive Public Works
MINALOC	:	Ministry of Local Government, Governance and Social Affairs
MINECOFIN	:	Ministry of Economic Planning and Finance
RDRC	:	Rwanda Demobilization and Reintegration Commission
RDRP	:	Rwanda Demobilization and Reintegration Programme
SPSS	:	Statistical Packages for Social Scientists
PLCC	:	Pearson Linear Correlation Coefficient

ABSTRACT

This study sought to explore the contribution of strategies of community based reintegration on the social economic growth of Ex-combatants was guided by four study objectives; (i) to determine the respondent's profile in terms of gender, position, age, sector and education in Rwanda; (ii) to determine the extent of the contribution of Community Based Reintegration Projects on social economic growth of ex-combatant in Rwanda; (iii) to determine the level of socio-economic growth of ex-combatants in Rwanda; and (iv) to determine if there is a relationship between strategies of community Based reintegration Projects and socio-economic growth of ex-combatants in Ngoma district, Rwanda.

The study employed descriptive correlation research design. Questionnaire was used to collect data from 120 respondents out of a population of 175 staff. Data was analyzed using frequencies and percentages, means and standard deviation and PLCC.

Findings revealed that majority of the respondents were male, and in the age brackets of 40 years and above; Ex-combatants and civilian had a percentage distribution of 50% participation just like Zaza and Sale sector participated equally, and lastly, respondents with primary level of education dominated the study. Findings further revealed that the contribution of CBR project was very high; and the level of social economic growth of Ex-combatants was also high. Lastly the study showed that there is positive and significant relationship between the study variables.

Basing on the findings the researcher made the following recommendations: District authorities and partners should jointly follow up and be involved in project planning and decision making, Infrastructural development should be given priority when deciding on which projects to initiate. In order to create a spirit of ownership, the communities participate in these projects.

CHAPTER ONE

Problem and its scope

Background Information

In 1997, The Government of Rwanda set up the RDRC to oversee the implementation of RDRP as part of long term efforts to build peace and reconciliation of Rwandans. Reintegration of ex-combatants is a difficult and complex process even at the best of times. The aim of RDRC is to support the national strategy of poverty reduction and reconciliation, consolidation of the political and security process in Rwanda and the Great Lakes Region, and reallocation of national resource from military sector to the social sector

Rwanda has made impressive efforts at achieving several Millennium Development Goals (MDGs), overcoming major setbacks during the genocide in 1994. This progress has been due to political commitment at the highest level, and international support for well designed and executed national scale programs. Today, primary enrolment rates are 97 percent, largely due to the government's decision to make primary education free and mandatory, backed by donor support and sensitization to encourage sending children to school.

On the 17th November 2003 the Labour Intensive Local Development Programme (PDL-HIMO) was launched officially by His Excellency the President of the Republic of Rwanda, as a nation-wide programme, mandated to contribute to poverty reduction by carrying out labour-intensive and income generating investments using local resources and by reinforcing the capacities of decentralised structures and local actors. Regarding the Institutional and organisational framework, PDL-HIMO was established as a programme under the umbrella of MINALOC and linked to the CDF as its integral part in charge of providing support to the Districts, in particular, their implementation of local development plans.

The Community Based Reintegration (CBR/LIPW) programme is one of the implemented programmes aiming to reduce poverty among ex-combatants and vulnerable civilians and to facilitate the reintegration of ex-combatants.

The CBR is labor based technology (LIPW) known as "a technology that applies a labor/equipment mix that gives priority to labour, supplementing it with appropriate equipment where necessary for reasons of quality or cost" (Ministry of local government, 2008).

Years of violence and conflict in Rwanda after the collapse of the Arusha peace process in April 1994 and the ensuing genocide spilled over into neighboring countries, fuelling, in particular, war in the Democratic Republic of the Congo (DRC). Regional peace initiatives finally culminated in the Lusaka Ceasefire Agreement of July 1999 and the government of Rwanda and several other governments began withdrawal of their forces from the DRC in 2001. The combination of diplomatic progress following the Lusaka Agreement, the policy of the government of Rwanda to encourage the repatriation and reintegration of members of Rwandese armed groups, and the deterrent capability of the Rwanda Defense Force (RDF), have improved the prospects for a resolution of the Rwandese dimension of the conflict.

Labour based technology is used in construction works, production, transformation and maintenance of works, which optimises the use and management of local resources. The use of labour based methods also implies the increased use of associated local resources. That is, the non-qualified, less qualified and the qualified manpower, the unemployed or underemployed, local materials, land, local know-how, equipment adapted to suit the local situation, the initiative and organizational capabilities of the people and enterprises to be mobilized locally. This aims to foster national investment, particularly at the local level, while reducing the dependence on costly import of equipment and stimulating the local economy.

This Programme was funded by the German Ministry of Foreign Affairs (BMZ) and monitored by KFW (German development Bank) and executed as a joint cooperation project of KFW and RDRC. The overall objective of the programme was to support the stabilization of peace in the programme regions, assuming that the political

situation in Eastern Congo will stabilize. The programme objective was social and economic reintegration of ex-combatants.

Statement of the Problem

The 1994 genocide has set the country back as loss of more than a million human lives has created thousands of orphans, widows and many vulnerable people (Ministry of finance and economic planning, 2002). The genocide mostly targeted the economically active age group within the Rwandan society and this haunts the economy which lacks appropriate transformation and the reconciliation of the nation against the ideological division through a new vision and towards a new destiny.

The economy of Rwanda is characterized by internal and external macro-economic imbalances, which can be observed in the financial deficit, the deficit between home savings and gross investment, the rates of unemployment and high underemployment (Ministry of finance and economic planning, 2002).

This study was undertaken in order to examine the outcome of the community based reintegration projects with LIPW/HIMO approach to the community beneficiaries in eight Districts in particular and in Rwanda in general.

Purpose of the Study

The purpose of this study was to show the importance and the contribution of Community Based Reintegration Projects with HIMO approach (CBR-LIPW) in order to reach rural development in Rwanda.

Research Objectives

General objective

To determine the contribution of community based Reintegration projects on the socio-economic growth of ex-combatants in Ngoma district, Rwanda.

Specific objectives

The researcher was guided by the following;

- i. To determine the respondent's profile in terms of gender, position, age, sector and education in Rwanda.
- ii. To determine the extent of the contribution of Community Based Reintegration Projects on social economic growth of ex-combatant in Rwanda.
- iii. To determine the level of socio-economic growth of ex-combatants in Rwanda?
- iv. To determine if there is a relationship between strategies of community Based reintegration Projects and socio-economic growth of ex-combatants in Ngoma district, Rwanda

Research Questions

In order to reach the objectives of the research three questions were formulated.

- i. What is the respondent's profile in terms of gender, position, age, sector and education?
- ii. What is the level of contribution of CBR projects in socio-economic growth of ex-combatants in Rwanda?
- iii. What is the level of socio-economic growth of ex-combatants in Rwanda?
- iv. What is the relationship between strategies of community based projects and socio-economic growth of ex-combatants in Rwanda?

Hypothesis

The study was guided by the following hypothesis "there is no significant relationship between strategies of community based projects and social economic growth of ex-combatants in Zaza and Sake Sectors, Ngoma District, Rwanda"

Scope of the Research

Geographical scope; The study was carried out in Sake and Zaza Sectors, Ngoma District, Rwanda taking ex-combatants as the case study.

Content scope; The study focused on the strategies of community based reintegration projects on the socio-economic growth of ex-combatants.

Theoretical scope: The “Big push” theory of development is used in this research. Accordingly to Paul Krugman, 1991 “The big push theory of economic development, publicly coordinated investment can break into the underdevelopment trap by helping economies in private incentives that prevent firms from adopting modern production techniques and achieving scales economies. These scale economies, in turn create demands spillovers, increase market size, and theoretically generate a self-sustaining growth path that allows the economy to move to Pareto preferred Nash equilibrium where it is a mutual best response for economic actors to choose large-scale industrialization over agriculture and small scale production.”

Time scope the research is expected to take approximately one year from September 2010 to September 2011.

Significance

Beneficiaries

The research results will be used as a tool for policy analysis by the government of Rwanda, donors and CBR in particular and evaluate the achievements and failures as per findings of this research.

The study was also particularly significant at the time because there is a strong push by the government to deliver strategies through community based and locally owned projects. A key objective is to support communities to establish a nation wide infrastructure of community based projects to enable communities to access financial services like savings, credit, money transfers and so forth. Hence this study will guide policy makers in particular and the government in general to spearhead the formation, restructuring, strengthening and development of CBR from an informed view point.

To the district

Be a guide to the District in establishing strategies for monitoring CBR and other community based projects, in Ngoma district in particular and others in Rwanda. Make recommendation that would stimulate the district's effort to find solutions to the

challenges of CBR. Raise in issues that will require further research by other scholars of the curriculum implementation.

General Knowledge

The study intended to build more research by other scholars. The public in particular way find the results of the study valuable as a means of adopting the best practices as regards the strategies of community based projects on the socio-economic growth of ex-combatants. It will also inspire other scholars to undertake a study on saving strategies of community based projects on the socio-economic growth of ex-combatants.

Definitions of Operational Key Words

- Combatant : Someone who takes a direct part in the hostilities of an armed conflict.
- Reintegration : The movement of minority groups of a society into the mainstream of the society
- Strategy : It is the direction and scope of an organisation over the long-term: which achieves advantage for the organisation through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, opinions, ideas from author/experts

Community Based Rehabilitation (CBR) is a multi-sectoral approach to meeting the health, education, vocational skills and livelihood needs of children, youth and adults with disabilities, primarily in developing countries.

In terms of numbers, the basic facts shows that Rwanda has demobilized and reintegrated more than 58,000 Ex-Combatants of all forces between 1997 and December 2006. The current army, the Rwanda Defence Force (RDF) has been considerably reduced. A total of 18,962 ex-RPA (now RDF) was demobilized under Stage I of the program from 1997 to 2001. From December 2001 up to end of 2006, another 20,039 of the targeted 20,000 under RDRP Stage II was demobilised of whom 1,234 ex-RDF combatants were demobilized in 2006. This reduction in numbers has been accompanied by a reduction in defence expenditure, which has dropped from 3.16% of GDP in 2001, to 2.1% in 2006 (RDRP, Annual Report 2006).

Economic Reintegration

When civil wars end, optimism for peace is often tempered by the reality that roughly fifty percent of all civil wars recur (Walter 1999). Among the most delicate challenges of building a sustainable peace is ensuring that former combatants do not take up arms again. But shifting combatants from armed combat back to civilian life entails a fundamental reorganization of their social, political and economic lives. A key aspect of this process is the reintegration of combatants into the productive economy.

Ex-AGs and ex-RDF (stage II) have six months after demobilization to submit to their local authorities a proposal for their economic reintegration project. This enables them receive a grant of 100,000 FRW (US\$ 185) for the implementation of their projects. Ex-combatants' projects may include agricultural and non-farm income generating activities (IGAs), vocational and apprenticeship training, housing,

employment, tools (starter kit), education and scholarships, including children's education. In 2006, the reintegration grants were paid to 962 ex-RDF and 696 ex-AGs.

Based on their socio-economic profile, the RDRC orients and advises ex-combatants on profitable investments and best economic reintegration opportunities within their localities. It also encourages ex-combatants to pool resources in order to form or join associations that have income generating activities. Vocational training opportunities offered to the ex-combatants by RDRP partners include plumbing, masonry, carpentry, electrical installation, mechanics, tailoring, hotel operations, etc. As a complement to these opportunities, economic skills and entrepreneurship courses are also offered. An additional economic reintegration support, the Vulnerability Support Window (VSW) grant, is provided to ex-combatants of stage I and II, who remain vulnerable after having exhausted all their previous benefits. Female ex-combatants are all considered as vulnerable and benefit automatically from the VSW. Adult ex-combatants, willing to continue their formal education, also benefit from the VSW, which varies from 350,000 FRW (US\$ 642) for Secondary School students and 500,000 FRW for those who are enrolled in Public and Private Universities and High Institutes of Education.

Social Reintegration

In the Rwandan setting, participation in community life is highly regarded as a symbol and indicator of belonging together and the RDRP takes this as a strong function of social reintegration. During the year 2006, the RDRP continued to sensitize ex-combatants on the significance of participating in community life and no deviance specific to ex-combatants has been reported. Participation in community life involves monthly community work (Umuganda) which mainly covers environmental conservation, neighbourhood watch for security, participation in Gacaca courts proceedings to try genocide suspects, participation in rituals such as funerals and weddings and community meetings.

Regarding employment, RDRC has continued to advocate for jobs for ex-combatants and 436 ex-combatants were supported to secure jobs with the Interior

Ministry in the prisons services. A number of ex-combatants have been elected to administration jobs and particularly as local security leaders. Still in the framework of increasing competitiveness of the ex-combatants in the labour market and self employment, the RDRC continued over the reporting year to seek collaboration of the National traffic police to organise tests for Drivers' Licenses for them. As a result, 901 ex-combatants took their tests in Gasabo District, 728 in Nyanza and 653 in Rwamagana District.

Theoretical perspective

This study was based on the "big push" theory of advanced by an Austrian economist Paul Narcoz Rosenstein-Rodan in 1943. According to the 'big push' theory of economic development, publicly coordinated investment can break the underdevelopment trap by helping economies overcome deficiencies in private incentives that prevent firms from adopting modern production techniques and achieving scale economies. These scale economies, in turn, create demand spillovers, increase market size, and theoretically generate a self-sustaining growth path that allows the economy to move to a Pareto preferred Nash equilibrium where it is a mutual best response for economic actors to choose large-scale industrialization over agriculture and small-scale production

The theory advocates for planned large-scale investment programmes in industrialization for countries with a large surplus workforce in agriculture, in order to take advantage of network effects - economies of scale and scope - to escape the low level equilibrium "trap". As Rajiv Sethi wrote in a recent blog post, "the argument is based on the fact that the development of any particular industry may only be privately profitable if an entire set of interlocking industries were emerging simultaneously

The "big push" model may also have a critical role to play in understanding Rwanda's economic growth prospects. This is especially so if the decade-long high GDP growth rates are to be sustained and the fruits of development are to reach the millions of poor living in the country's villages. Like in the American South in the inter-war years, rural Rwandese requires a co-ordinated push towards investments in roads,

schools, water and sewerage, power plants, dams, telecommunications, hospitals, and other infrastructure. These investments and the externalities generated by them would create the condition that unleashes the full potential for a long period of manufacturing and services-led economic growth.

Related studies

Contributions of CBR in Infrastructure development, Agricultural Productivity and Environment Protection

The CBR (community based rehabilitation)

Disabled and chronically-ill ex-combatants are assisted with finding employment or trained in income generating activities to become self-sufficient and self-employed.

By the end of the year 2006, 2,502 disabled and 3,343 chronically ill ex-combatants out of 8,482 screened (68.91%) had received medical rehabilitation support.

Special attention to female ex-combatants starts at the demobilization centre where they have separate quarters and receive specific care. The RDRP is gender sensitive and ensures that women and men receive equal benefits for their socioeconomic reintegration. Furthermore, special needs, for instance in terms of sanitation, housing and security, are taken care of by additional support mechanisms such as the VSW, to which all women are entitled. The total number of female ex-combatants demobilized in Stage I and Stage II of RDRP is only 369. All those female ex-combatants received their program benefits they were entitled to.

Learning skills: People learn in different ways and skill development programmes need to understand that no single approach works for every person or for every situation. Identifying what you know, what you do not know, and what you can do about it are key learning skills.

Communication skills: Oral and written communication skills are the means for sharing knowledge, interests, attitudes, opinions, feelings, and ideas in order to influence and ultimately lead others (Van Linden and Fertman 1998). Communication skills are necessary to fully participate in the workplace, families, relationships and

society as a whole. They are truly a "life skill" as they enable people to demonstrate empathy and sensitivity to others, form friendships, express themselves, listen to others and resolve conflicts. In the workplace, they enable people to work in teams, to take and to give instructions, to serve customers, to express their needs and to learn. Sometimes disabled people can be deprived of opportunities to develop the communication skills necessary to succeed in the workplace and CBR programme designers need to consider how best to develop them.

Entrepreneurial and business management skills: Entrepreneurial and business management skills are those required to succeed in a small business. They include book keeping, risk assessment, market analysis, planning, goal setting, problem solving, how to obtain information and other related skills. These skills can require basic numeracy and literacy, but may be acquired by people with no education at all if the training is appropriate and if the training materials are designed for people with low literacy. The extent to which they might be coupled with technical skills varies. For example, managing a small shop requires entrepreneurial skills but technical skills might not be so important. Running a business as a tailor requires both highly developed technical and entrepreneurial skills.

Community based reintegration project with HIMO/ LIPWs provided skills in infrastructure development, environment protection, land management, modern agriculture and livestock.

Correlation of CBR projects on socio-economic development

It was mentioned at the beginning of this chapter that it is necessary to consider both the social and the economic aspects of development. However, this raises important questions about the relationship between CBR and socio-economic development. Are the two complementary, in the sense that CBR leads to economic development, and vice versa? Or are they in conflict with each other? They have a positive correlation.

CHAPTER THREE

METHODOLOGY

Research Design

The researcher employed descriptive methods in collecting data that would resolve the study objectives. The use of above designs was because they are suitable and appropriate to describe and analyze the relationship between the study variables.

Research Population

The study targeted both ex-combatants and civilians in Sake and Zaza Sectors, Ngoma district, Rwanda all together constituting 172 employees.

Sample and sampling procedure

Sample Size

From the target population of 172 employees of the community based reintegration project, a sample size of 120 respondents was selected using the Sloven's formula; which states as follow:

$$n = \frac{N}{1 + N a^2}$$

Where **n** is the sample size, **N** stands for population and **a²** is 0.05 level of significance (level of confidence). The sample size was selected from the following categories.

Table 1: Shows the distribution of population and sample size

Category	Population	Sample size
Sake sector	86	60
Saza Sector	86	60
Total	172	120

Sampling procedure

The study was conducted using purposive sampling, where the respondents were selected basing on the researcher's his own judgment and satisfaction that respondents selected met the purpose of the study. The researcher selected respondents from both civilians and ex-combatants who met the purpose of the study. The choice of the respondents was majorly dictated by the limited time, prevalence of ex-combatants, economic and budgetary constraints.

Research Instruments

In order to achieve the objective of this study, the researcher used the questionnaires to get information on strategies of CBR projects on socio-economic development of ex-combatants; the questionnaire had basically three major parts: part one dealt with respondent's profile, part two tackled the Community Based Reintegration Projects benefits to ex-combatant beneficiaries and part three was on the Socio-economic contribution of CBR project to ex-combatant beneficiaries. All questions were close ended and used four scales 1, 2, 3, and 4: where 1 = strongly agree, 2 = agree, 3 = disagree and 4 = strongly disagree. Respondents rated each item by writing the right number in the space provided before the each question.

Validity and reliability of the instrument

To ensure the validity and reliability of the instrument, a pre-test was conducted in order to test and improve on the reliability of the questionnaire. Content validity index (CVI) of 0.99 was obtained using the formula:

$$\text{CVI} = \frac{\text{The number of relevant questions}}{\text{The total number of questions}}$$

Since it was was grater than 0.70 it led to the declaration that the instrument valid. Reliability of the instrument was tested using the cronbach's coefficient alpha (α)

and the results obtained $\alpha = 0.83$ (SPSS results) which was greater than 0.70 indicating that the instrument was highly reliable.

Data Gathering Procedures

Before data gathering

After defending and acceptance of the research proposal, the researcher obtained an introductory letter from the school of Postgraduate studies and research and Evaluation of Kampala International University, seeking for permission from the District Mayor of Ngoma District to allow him to get access to civilian and Ex-combatants who participated in construction works of the road surrounding Sake Lake through CBR Project to participate in study.

During data gathering

The researcher was available to give necessary explanation on questions. Then the researcher carried out a pilot study before the actual research to check the feasibility of the research instrument, in order to make necessary improvement and adjustments in the in the study and to avoid wasting time. The researcher also made use of secondary data by reviewing available relevant text book, journal articles, periodicals, manual dissertations, publications.

After data gathering

After eight days, primary data was collected through questionnaires; the researcher proceeded to data analysis. Questionnaires were coded, edited and entered into a computer for the statistical package for Social Scientists (SPSS) for analysis and processing.

Data Analysis

Data collected was edited, categorized and entered into computer for the statistical packages for social scientists (SPSS) which summarized them using frequencies and percentages to analyze data on respondent's profile. Means and standard deviation were used to analyze the level of community based reintegration Projects benefits to ex-combatant beneficiaries and the level socio-economic

contribution of CBR project to ex-combatant beneficiaries. Pearson's Linear Correlation Coefficient (PLCC) was used to establish whether there exists a significant relationship between independent and dependent variables. The 0.05 level of significance was used to determine the strength of the relationship between independent and dependent variables.

Ethical Consideration

To ensure that ethics was practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done: (i) all questionnaires were coded; (ii) the respondent were requested to sign the informed consent; (iii) authors mentioned in this study were acknowledged within the text through citation and referencing; (iv) findings were presented in a generalized manner.

Limitations of the study

The researcher claims an acceptance (0.05 level of significance) margin of error in view of the following anticipated threats to validity with relevance to this study:

Testing; Difference in condition and the time when the data was obtained from respondents by different persons on different days at different hours. This was minimized by orienting and briefing the research assistants on sampling techniques and data gathering procedures.

Instrumentation; the research instrument was not standardized. Validity and reliability test was done to produce a credible research tool.

Extraneous variable; the researcher did not have control over the extraneous variable such as honesty of the respondents, personal biases and descriptive nature of the design. For untruthfulness where some of the respondent were expected not say the truth, the researcher probed the respondents further to establish the truth when it was deemed necessary and personal biasness were also avoided by the researcher.

Attrition; the researcher experienced loss of respondents over the course of the study, such as employees retired, resigned or died but the researcher gave out more questionnaires than the required number to reduce on this.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

Respondents' profile

In this study, the researcher described respondents profile in terms of gender, position, age, sector (residence or origin) and education. Respondents were asked to state their characteristics for purposes of classifying and comparing them thus. In each case, respondent's profile was determined using a closed ended questionnaire and their responses were analyzed using frequencies and percentage distributions as shown in the table below.

Table 2: Description of respondent's profile

Category		Frequency	Percent
Gender	Male	102	85.0
	Female	18	15.0
	Total	120	100
Position	Civilian	60	50.0
	Ex-combatants	60	50.0
	Total	120	100
Age	20-24	1	.8
	25-29	15	12.5
	30-34	15	12.5
	35-39	43	35.8
	40 and above	46	38.3
	Total	120	100
Education	no education	44	36.7
	Primary	64	53.3
	O level	12	10.0
	Total	120	100

Sector	Zaza	60	50.0
	Sake	60	50.0
	Total	120	100

Source: Primary data, 2011

Responses in table 2 show that most respondents were male as compared to their female counterparts. This is indicated by 102 (85%) for male and 18 (15%) in terms of gender. This indicate that majority of the respondents were males.

Regarding the position, both ex-combatant and civilians were 86 (50%). This indicated that there was an equal chance to all social classes of members to participate in the study.

Concerning the age of respondents, majority of the respondents were in the age bracket of 40 years and above 46(38.2%), these were followed by the age bracket of 35 -39 with 40 (35.8%). Age brackets 25 – 29 and 30 – 34 had the same participation with 15 (12.5%) whereas age bracket of 20 – 24 had the least number of participants 1 (0.8%).

In line of education, the findings indicate that most of the respondents had attained primary level of education 64 (53%) followed by 44 (36%) who had no any education background while respondents with O-level had the least participants with 12 (10%). This indicate that majority of activities CBR project are labor intensive which don't require a certain level of education.

Lastly, the results in the above table shows that the number of respondents from Zaza Sector was equal to those from Sake with 86 (50%). This reflects that employees were from both sectors (Zaza and Sake) had equal chances to participate in the study.

Extent of the contribution of Community Based Reintegration Projects

The independent variable in this study was strategies of community based projects and the second study objective was to determine the extent of contribution of the strategies of community based reintegration projects in which the researcher wanted to find out how effective these strategies were. Ex-combatants' views about the extent of the contribution of such strategies were obtained and presented in the table.

3. The contribution of community based project strategies were measured using 14 qualitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describe their perceptions. All the fourteen items on the community based reintegration projects had a scaled of four points ranging between 1= Strongly Disagree, 2= Disagree, 3= Agree and 4= Strongly Agree. Their responses were analyzed and described using Means as summarized in table 3 below

Table 3: Description of the contribution of Community Based Reintegration Projects

Categories	Mean	Std. Deviation	Interpretation	Rank
Civilians and ex-combatants had no separated tasks	3.99	.091	Very high	1
Team sites leaders are nominated according to their experience not on their civilian or military background	3.87	.365	Very high	2
Government of Rwanda opted for CBR/HIMO approach to provide jobs to both civilians and Ex-combatants at the same site.	3.87	.341	Very high	2
Civic education led to social cohabitation among laborers	3.86	.373	Very high	3
Kfw and RDRC followed up day to day all activities	3.84	.389	Very high	4
On job trainings improve your skills	3.78	.522	Very high	5
The project put much effort in rural areas	3.76	.518	Very high	6
Training in CEFE Cooperatives played a great role for CBR workers' welfare	3.76	.485	Very high	6
District authorities owned CBR Projects	3.72	.597	Very high	7
Ex-combatants and civilians are aware of government political programme	3.53	.517	Very high	8
HIMO approach contributed to your employment opportunity	3.32	.467	Very high	9
CBR Project involves both civilians and ex-combatants at the same ratio (50%)	3.08	1.074	High	10
land terracing skills contributed to your employment opportunities	2.88	.997	High	11
All sub-project were selected by the community	2.73	1.230	High	12
Average mean	3.57	.569	Very high	

Source: Primary data, 2011

Key: Mean interpretation

3.26 – 4.00	Very High
2.51 – 3.25	High
1.76 – 2.50	Low
1.00 – 1.75	Very low

Table 3 presents the views of former staff CBR on the contribution of community base reintegration projects which corresponds to the first study objective. The findings revealed a very high level contribution of CBR. Almost all respondents strongly agreed that civilians and ex-combatants had no separated tasks at (mean = 3.99); Team sites leaders are nominated according to their experience not on their civilian or military background (mean = 3.87), this meant that there is equal employment opportunity regardless of the background of the individual provided the person has the competence to execute the task; Government of Rwanda opted for CBR/HIMO approach to provide jobs to both civilians and Ex-combatants at the same site (mean = 3.87), On-job trainings improved staff skills (mean = 3.86), such skills helped to improve quality and confidence within the trained individuals; KFW and RDRC followed up day to day all activities (mean = 3.84), such follow ups helped to ensure that staff are given feedback as far as their job performance is concerned and ensuring quality and adherence to policies and organization guidelines; Civic education led to social cohabitation among staff (mean = 3.78)

In general, the level of agreement on the contribution of community based reintegration projects on the social-economic growth of ex-combatants in Rwanda was very high (mean = 3.57) which is equivalent to strongly agree on the response scale used in the questionnaire. However, items which did not score well very highly were: CBR Project involves both civilians and ex-combatants at the same ratio (mean = 3.08), this means that these projects are not only for one social class of people but they target the entire population; Land terracing skills contributed to employment opportunities (mean = 2.88); and All sub-project were selected by the community (mean = 2.72), this means that projects are picked depending on the identified need in the community and secondly, the involvement of the community in deciding on which project to

execute helps the community in owning and commitment to the project agreed upon. This revealed a high level contribution of community based reintegration on the social economic growth of ex-combatants which is equivalent to agree.

The level of social economic growth of Ex-combatants in Rwanda

The third study objective was to determine level of social-economic growth of Ex-combatants in Rwanda specifically in Zaza and Sake sectors. The level of social economic growth was measured using 18 quantitative questions and respondents were requested to state the extent to which they agree or disagree with the statements by marking the best explanation of their perception. All items on the level of social-economic growth were rated using four scales ranging from one to four: 1 = strongly disagree, 2 = Disagree, 3 = Agree and 4 = strongly agree. Respondent's responses were analyzed and described using means and standard deviations as shown in table 4 below:

Table 4: Description of the level of social economic growth of Ex-combatants

Categories	Mean	Std. Deviation	Interpretation	Rank
More than 90% of Ex-Combatants are involved in different types of local activities (umuganda, ubudehe, agriculture activities, patrols, gacaca courts, "mutuelle de santé").	3.93	.282	Very high	1
Ex-combatants and civilians working in CBR are the first to earn 1000 Rwf per day in Rwanda	3.89	.338	Very high	2
The working atmosphere (on work sites) is perceived to be very good for the workers.	3.84	.367	Very high	3
At the end of the project nobody could get a complex of being soldier or civilian	3.83	.631	Very high	4
Before the existence of CBR no ex-combatant earned more than 500 Rwf per day	3.80	.402	Very high	5
Ex-combatants who worked in CBR Pay school fees for their children and health care for their families.	3.79	.428	Very high	6
Ex-combatants are contributing to the process of reconciliation among other workers	3.63	.486	Very high	7
Most of ex-combatants laborers built their own houses with savings	3.60	.492	Very high	8
Former CBR laborers who worked with banks earn enough money and get bank loans without any problems	3.40	.893	Very high	9
Ex-combatants and civilians who participated in rehabilitation and creation of the road surrounding Lake sake managed to save 50% of their salary	3.38	.595	Very high	10

Some Ex-combatants in cooperatives are entrepreneurs	3.34	.628	Very high	11
Ex-combatants who worked in CBR Practice petty trade	3.25	.489	High	12
It was necessary to save a half of laborers wages	3.12	.963	High	13
Laborers bought their land from savings	3.09	.710	High	14
More than 600 persons had been recruited for the labour intensive works on CBR sites in Zaza and Sake sectors in Ngoma District only	3.01	.804	High	15
No conflict based on background recorded on the site	2.88	1.127	High	16
Some Ex-combatants who worked in CBR practice modern agriculture and livestock	2.83	.990	High	17
CBR Project stimulated marriage among workers	2.28	1.139	High	18
Average mean	3.38	.654	Very high	

Source: Primary data 2011

Key: Mean interpretation

3.26 – 4.00	Very High
2.51 – 3.25	High
1.76 – 2.50	Low
1.00 – 1.75	Very low

Results in table 4 showed that the level of social economic growth of Ex-combatants was at majorly two levels (very high and high level). The items with the highest means were: Over 90% of Ex-Combatants are involved in different types of local activities (mean = 3.93), these activities include umuganda, ubudehe, agriculture activities, patrols, gacaca courts, among others; Ex-combatants and civilians working in CBR are the first to earn 1000 Rwf per day in Rwanda (mean = 3.89), this means that their incomes are high and this consequently helps to improve on their standards of living hence improved livelihood; the working atmosphere is perceived to be very good for the workers (mean = 3.84), this will helps to improve on their welfares and ensuring occupational safety and health of the worker force; at the end of the project nobody could get a complex of being soldier or civilian (mean = 3.83), this helped to eliminate class differentials and the perceived inequalities amongst project team; Ex-combatants who worked in CBR Pay school fees for their children and health care for their families (mean = 3.79) this has guaranteed a health population and the education side will help the community and the country at large to have a brighter future since new generation is properly prepared to be productive and of high quality.

Even at this objective, there was a general agreement from respondents the social-economic growth of Ex-combatants in Rwanda is high at (mean = 3.38). However, we should note that some items were not rated well for example CBR Project stimulated marriage among workers (mean = 2.23), this is because marriage is not the primary objective of these projects; Some Ex-combatants who worked in CBR practice modern agriculture and livestock (mean = 2.83), this is due to the negative attitude people have got towards agriculture; and No conflict based on background recorded on the site (mean = 2.88) among others. All these were equivalent to agree on the response scale on the data collection instrument.

The relationship between Community reintegration projects and Social economic growth

The fourth study objective was to determine if there is a relationship between strategies of community Based reintegration Projects and socio-economic growth of ex-combatants in Ngoma district, Rwanda. Here the researcher stated a null hypothesis that there is no significant relationship between community reintegration projects and the social economic growth of ex-combatants in Rwanda.

To achieve this objective and to test this null hypothesis, the researcher correlated the means for all aspects of the contribution of the Community Based reintegration projects and those on social economic growth using Pearson Linear correlation Coefficient. The analysis of PLCC results are indicated in table 5 below.

Table 5: Pearson's Linear Correlation Coefficient test results for the contribution of the strategies of community based projects and social economic growth

Variable	R-value	Sig. Value	Interpretation	Decision on Ho
Contribution of CBR Vs Social economic growth	.971	.000	Significant relationship	Rejected

According to the results obtained from table 5, $r=.971$ was large enough to indicate a strong relationship between Contribution of strategies of community based

reintegration projects and social economic growth since its sig value of .000 was less than $\alpha=0.05$ resulting to rejection of the null hypothesis and accepting the alternative hypothesis to the effect that there is a relationship between community based reintegration projects and social economic growth in ex-combatants in Zaza and Sake sectors in Ngoma District, Rwanda.

Table 6: Regression analysis of the Level of Social economic growth and community based reintegration projects

Variables regressed	Adjusted r^2	F-value	Sig. value	Interpretation	Decision on H_0
Contribution of CBR Vs Social economic growth	.942	1947.819	.000	Significant effect	Rejected

According to regression analysis results in table 6, the variables in the model account for 94% variation in the dependent variable, as indicated by a high adjusted r-square of .942. Results further suggest that the independent variable included in the model significantly influence changes in the dependent variables (Social economic growth) ($F=1947.819$, $Sig.=.000$). These results lead to a conclusion that community based reintegration projects significantly explain the high rate of social economic growth of Ex-combatants in Rwanda.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Summary of findings

This study sought to explore the contribution of strategies of community based reintegration on the social economic growth of Ex-combatants was guided by four study objectives; (i) to determine the respondent's profile in terms of gender, position, age, sector and education in Rwanda; (ii) to determine the extent of the contribution of Community Based Reintegration Projects on social economic growth of ex-combatant in Rwanda; (iii) to determine the level of socio-economic growth of ex-combatants in Rwanda; and (iv) to determine if there is a relationship between strategies of community Based reintegration Projects and socio-economic growth of ex-combatants in Ngoma district, Rwanda.

Data analysis using SPSS descriptive statistics generated frequencies and percentages on the profile of respondents that showed that majority of the respondents were male, and fellow in the age brackets of 40 years and above. Ex-combatants and civilian were at the 50% participation just like the distribution in terms of sector were Zaza and Sale sector participated equally. And lastly, respondents with primary level of education were the majority in the study.

According to respondent's views, the finding revealed that there is very high level contribution of Community based reintegration on the social economic growth of Ex-combatants. Data analysis using SPSS descriptive statistics showing means revealed the contribution of community based reintegration stands at mean ≈ 4 (Very high). On the other hand, when it came to the level of social economic growth in Rwanda due to community based reintegration projects, the study revealed that it was also very high and it stood at mean ≈ 4 (very high).

Concerning the relationship between the study variables Contribution of Social economic reintegration (Independent variable) and the level of social economic growth (Dependent variable), the findings generated while using Pearson Linear Correlation

Coefficient (PLCC) showed a positive and significant relationship between the variables at ($r = .971$, $\text{sig.} = .000$). And lastly, regression analysis showed that Social economic growth accounts for 94% variation in the contribution of community based reintegration projects ($F = 1947.817$, $\text{sig.} = .000$) by lower adjusted r^2 of .942

Conclusion

The Community Based Reintegration(CBR) project with HIMO approach promoted ex-combatants acceptability to the community where the civilians no longer consider them as criminals, the research revealed that the cooperation between ex-combatants and civilians is possible as well as they belong to the same cooperative to the same bank and work on the same site without any discrimination or influence. The government channels its programmes through civic education training on job.

The CBR/HIMO generated a great impact in helping to exploit the local human resources (local population) who are the direct beneficiaries of developments activities as expressed by Rwanda vision 2020.

CBR/HIMO is an answer to several National strategies: the economic development strategy, poverty reduction strategy, employment promotion strategy, agricultural and environment strategy.

Briefly CBR/HIMO embraces both infrastructure development and social protection and unity and reconciliation among Rwandans.

Recommendations

From the findings of the study revealed, the researcher made the following recommendations.

The government should put emphasis on Community Based Projects and ensure the sustainability of works. In that the government should put in place more projects in rural areas and decentralize the management of the project and monitor the projects to ensure attainment of Rwanda vision 2020.

The district authorities should enhance followup of activities jointly with partners and involving the community in decision making and in project planning.

The partners should monitor and evaluate the projects in collaboration with the Government, District authorities and other development partners.

The community should maintain the infrastructures and develop the spirit of participation and ownership of the projects for further developments.

Areas of future research

Make continuous research on social economic growth of ex-combatants to provide output for further strategies. Secondly there is need to explore the impact of social economic assistance on the Reintegration of disabled ex-combatants in Rwanda.

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APPENDICES

APPENDIX IA: Introductory letter



**KAMPALA
INTERNATIONAL
UNIVERSITY**

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Tel: +256- 41- 266813 / +256- 41-267634
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E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

May 17, 2011

Dear Sir/Madam,

**RE: REQUEST FOR RWIGAMBA AIMABLE MBA/10036/81/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration (Finance and Banking).

He is currently conducting a field research of which the title is "**Strategies of Community Based Reintegration projects on the Social Economic Growth of Ex-Combatants in Zaza and Sake Sectors in Ngoma District, Rwanda.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

**Mr. Malinga Ramachan
Coordinator
Business and Management (SPGSR)**

APPENDIX IB: Acceptance letter

REPUBLIC OF RWANDA

Ngoma, on August 4th, 2011

Ref: 1231/27.05.02



EASTERN PROVINCE
NGOMA DISTRICT

TEL: 566671

E-mail: ngomadistrict@minaloc.gov.rw

P.O.BOX 01 KIBUNGO


Mr RWIGAMBA Aimable
Student at Kampala International University

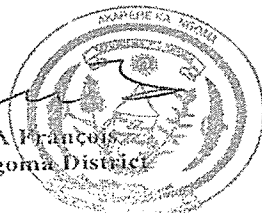
Dear Sir,

Re: Research requested

Reference is made to your letter dated on the 2nd August, 2011 requesting a research to be conducted in Zaza and Sake sectors of Ngoma District.
I kindly inform you that after receiving and reading your letter, you are allowed to conduct the research requested.

Yours truly,


NIYOTWAGIRA Francois
The Mayor of Ngoma District



Cc:

- The Chairman of the District Council
- Vice Mayors(All)
- The District Executive Secretary
- The Director of Administration

NGOMA

APPENDIX B: Informed Consent

Research Instrument: Questionnaire to be filled by Former Community Based Reintegration (CBR) Project Laborers

Dear Sir/Madam Respondent,

This questionnaire is intended to facilitate the study on "*Strategies Community Based Reintegration Projects (CBR) on the Socioeconomic Growth of Ex-Combatants in Zaza and Sake Sectors Ngoma District, Rwanda.*"

The study is for academic purposes and your response will also be treated with utmost confidentiality. In order to accomplish the study you are kindly requested to complete this questionnaire.

Thank you very much for your valuable time

Rwigamba Aimable
Researcher

APPENDIX III: RESEARCH INSTRUMENT

Part I: *RESPONDENT IDENTIFICATION*

Tick whichever is applicable to you: ✓

Gender: Male ☐ Female ☐

Are you a civilian or an Ex- combatant?

Civilian ☐ Ex-Combatant ☐

Age:

20 – 24 ☐ 25 – 29 ☐ 30 – 34 ☐ 35 – 39 ☐

40 and above ☐

Sector :

Zaza ☐ Sake ☐

Educational qualification:

No Education	Primary	"O" level	"A" Level	Others (<i>please specify</i>)
--------------	---------	-----------	-----------	----------------------------------

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

PART 2: INDEPENDENT VARIABLES

		1	2	3	4	5
	<i>Community Based Reintegration Projects benefits to ex-combatant beneficiaries.</i>					
	Job opportunities					
1	HIMO approach contributed to your employment opportunity					

2	Government of Rwanda opted for HIMO approach to provide jobs to both the civilians and Ex-combatants at the same site.					
3	CBR Project involves both civilian and ex-combatants at the same ratio (50%)					
4	Civilians and ex-combatants had no separated tasks					
5	Team sites leaders are nominated accordingly to their experience not on their civilian or military background					
	Skills training					
6	On job trainings improve your skills					
7	land terracing skills contributed to your employment opportunities					
8	Training in CEFE Cooperatives played a great role for CBR workers' welfare					
	Civic education					
9	Civic education led to social cohabitation among laborers					
10	Ex-combatants and civilians are aware of government political program					
	Partnership, Decentralization and project ownership					
11	All sub-project were selected by the community					
12	District authorities owned CBR Projects from the beginning to the end.					
13	Kfw and RDRC followed up day to day all activities					
14	The project put much effort in rural areas					

Part 3: Dependant Variable

		1	2	3	4	5
	Socio-economic contribution of CBR project to ex-combatant beneficiaries					

	Unity and reconciliation					
	The working atmosphere (on work sites) is perceived to be good or very good for the workers.					
2	More than 90% of Ex-Combatants are involved in different types of Local activities (umuganda, gacaca, ubudehe, agriculture activities, patrols, mutual health...).					
3	Ex-combatants are contributing to the process of reconciliation among other workers					
4	No conflict based on background recorded on the site					
5	CBR Project stimulated marriage among workers					
6	At the end of the project nobody could get a complex of being soldier or civilian					
	Level of income for ex-combatants and vulnerable civilians					
7	More than 600 persons had been recruited for the labour intensive works on CBR sites in Zaza and Sake sectors in Ngoma District only					
8	Before the existence of CBR no ex-combatant could not earn more than 500 Rwf per day					
9	Ex-combatants and civilians working in CBR are the first to earn 1000 Rwf per day in Rwanda					
	Savings					
10	It was necessary to save a half of laborers wages					
11	80% of Ex-combatants and civilians who participated in rehabilitation and creation of the road surrounding Lake sake managed to save 50% of their salary					
12	Ex-combatants who worked in CBR Practice petty trade					
13	Most of ex-combatants laborers built their own houses with					

	saving					
4	Laborers bought their land from savings					
5	Some Ex-combattants in coopératives are entrepreneurs					
6	Former CBR laborers who worked with banks earn enough money and save a part from it					
7	Some Ex –combatants who worked in CBR practice modern agriculture and livestock					
8	Ex-combatants who worked in CBR Pay school fees for their children and health care for their families.					

Thank you for your cooperation

APPENDIX IV: RESEARCHER'S CURRICULUM VITAE

PERSONNAL PROFILE

Names: RWIGAMBA Aimable
Date of birth: 29/12/1966
Place of birth: Cankuzo, Burundi
Marital Status: Married
E-mail: aimarwi7@yahoo.fr

Education Background

2011-2009: Masters in Business Administration in Finance and Banking from
Kampala International University, Uganda (candidate)
2004-1998: Bachelors Degree in Economics in Development Studies at
National University of Rwanda (NUR)
1989-1982: "A" Certificate in Sciences B
1982: Primary school Certificate

Work Experience:

2011-2009: Administration Officer in Rwanda Demobilization and Reintegration
Commission, Kigali, Rwanda
2009-2008: Community Based Reintegration Officer in Rwanda Demobilization and
Reintegration Commission, Kigali, Rwanda
2008-2007: Assistant District Reintegration liaison Officer in Rwanda Demobilization
And Reintegration Commission, Kigali, Rwanda
2006-2005: Kirehe District Executive Secretary
2005-2004: Mayor of Cyarubare District

Professional Trainings

Certificate in leadership
Certificate in public procurement
Certificate in computer skills: Microsoft Word, Excel, PowerPoint, SPSS
Certificate in gender based violence
Certificate in children's right by UNICEF.

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