



ASSESSING **GIRINKA PROGRAMME** (2006 - 2016).
Citizen perspectives.

2006 2011 2012
2008 2009 2014
2007 2010 2013 2016



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Foreword

“In my visits around Rwanda, I have seen for myself how Girinka has transformed the lives of poor people. Many have told me that this is the first time they have ever owned anything, the first time they have ever earned anything. Now their families are better fed and they are earning money”.

H.E. President Paul Kagame

At the fifth anniversary of Girinka in Rubavu, on 03 March 2011.

Rwanda Governance Board is pleased to issue this publication on the impact of Girinka programme under the theme “Assessing Girinka Programme (2006 - 2016). Citizen Perspectives”. Girinka or One cow per family programme is an important Home Grown Solution (HGS) with intrinsic connection to the Rwandan culture. It was introduced in 2006 by the Government of Rwanda (GoR) with the purpose to reduce child malnutrition and improve health and wellbeing of vulnerable citizens. The model is simple and the impact is great.

As per the findings of this report, Girinka programme has significantly delivered to its mandate. It has already distributed over 297,060 cows to over 297,060 households, thus benefiting to a total number of 1,217,946 Rwandans.

This achievement represents 84.7% of the programme’s target. One cow per family programme is transforming rural livelihoods and addressing poverty alleviation in Rwanda. It improves nutrition and creates employment, provides a stable income for families and is a source of soil nutrients as it generates manure to boost small scale cropping activities. Most importantly, Girinka programmes contributes to the cementing of social cohesion.

The present report also identifies gaps in the implementation of Girinka, proposes ways to improve it and outlines policy recommendations. These mainly include strengthening Monitoring and Evaluation, improving delivery chain

through expanded partnership with Private Sector and Civil Society Organizations (CSOs) to deliver core services for effective implementation.

I take this opportunity to extend my sincere gratitude to all partner institutions, particularly the Rwanda Agriculture Board (RAB), the Ministry of Agriculture (MINAGRI) and Livestock and the Ministry of Local Government (MINALOC), UNDP-Rwanda who have supported the production of this publication.

Equally, I thank the RGB team (Dr. Kaitesi Usta, Dr. Usengumukiza Felicien, Kamikazi Sybille, Murwanashyaka Justin, Kayitesi Angelique, Nkusi Jean Damascene, Mulindwa Anatole and Mbonaruzza Ferdinand) and other external experts for their contribution to the production of this report. RGB is committed to continuously monitoring the implementation of Girinka programme and promoting all HGS to achieve desired transformation.

I believe you will enjoy the reading!

Prof. SHYAKA Anastase
The Chief Executive Officer

Background

The 1994 genocide against the Tutsi left Rwanda as a failed state in almost all aspects of state-building. This left a deeply traumatised and divided society. The utmost priority of the transitional government of National Unity led by the Rwanda Patriotic Front (RPF) was on rehabilitation and development of important key areas of nation-building notably the socio-economic, socio-political and security dimensions.

To tackle the above mentioned issues, it was necessary for Rwandans to find out practical and pragmatic solutions to the situation. As a matter of fact, this called for the development and adoption of Home Grown Solutions (HGS), geared towards sustainable development.

Rwanda's HGS are culturally owned approaches translated into sustainable development programmes to address a number of challenges the country faced in the aftermath of the genocide against the Tutsi. HGS are based on national heritage. They are imbued with historical consciousness and are reminiscent of self-reliance spirit. Partially based on deeply entrenched cultural values and influenced by the debate about the aid efficiency and the latter's potential harm in the long-term, HGS are Rwandans' responses for home-owned policies, based on positive experiences from the past and easy to articulate in the present.

Through a deep analysis of the existing literature on HGS in general and on Girinka programme, and using a pool of primary data that has been gathered through the Citizen Report Card 2016 survey, this paper provides citizens satisfaction with the implementation of Girinka programme.

Girinka in the traditional Rwanda

The word Girinka, loosely translated as “may you have cows,” is a greeting model which is more like a blessing upon those one meets. The programme is in itself, therefore, symbolic of giving back value to Rwandans by giving them the most prized belonging in their tradition.

In Rwandan culture, cows have not only been symbols of wealth and social status, but also the best gift one can give. By-products such as milk, meat and blood cake were sources of nutrition while cow hides are used as carpets and for house decoration. Furthermore, cow horns are used to store seeds; and on weddings, cows are given as a dowry by the groom to the bride’s family.

Reinventing Girinka programme in the post-genocide Rwanda

Girinka Programme is a Home Grown Solution that emerged from the 2006 National Umushyikirano Council (NUC), as a pro-poor programme to help poor families improve their welfare. The programme was inspired by the Rwandan Culture. Girinka goes way back in the annals of Rwandan history, in the 17th century, as a social protection measure especially in favour of children.

It was first instituted by King Mibambwe Gisanura (+1660). King Mibambwe decreed that “no Rwandan child was ever to lack daily milk while others had plenty of it”. Since then, Rwandans have given cattle to one another, or milk to those in need . Girinka programme was revived in 2006 by President Paul Kagame after realising the extent of malnutrition and stunting among Rwandan children .

Objectives of the Girinka Programme

According to the Ministry of Agriculture (MINAGRI), the programme was set up with the fundamental purpose to reduce the rate of child malnutrition, and increase household incomes for poor farmers. These goals are directly achieved through increased access to, and consumption of milk, by providing poor households with a heifer. The programme is thus vital in addressing the basic needs in the parts of the country that are critically food insecure.

Thus, Girinka Programme reduces poverty through dairy cattle farming and improves livelihoods through increased milk consumption and income generation.

Another intended benefit was improving agricultural productivity through the use of manure as fertilizers. This would result in improved soil quality and reduction of soil erosion through the planting of grass and trees.

Girinka Programme Set up

Girinka is coordinated by the Rwanda Agricultural Board (RAB); an agency of the Ministry of Agriculture (MINAGRI). RAB is responsible for the selection, certification and distribution of cows, the management of the centralised budget and donations of both money and cows, training of beneficiaries in animal husbandry as well as programme monitoring and evaluation.

A focus on a decentralised approach means that each of Rwanda's 30 districts is responsible for effective implementation of the programme. The selection of beneficiaries starts at the Village level under the principles of Ubudehe programme. The local community, facilitated by the village (umudugudu) leader, draws up a list of beneficiaries. The list is then forwarded to the cell level up to

the sector level. Each district has an RAB focal person who liaises with sector and district veterinary officers, selection officers, local administration and the Girinka programme coordinator.

Together, they are involved in local level implementation, including the distribution of cows and the training of beneficiary for example on efficient delivery of milk to milk collection centres and milk processing plants. Monitoring and evaluation is done in partnership with local government units such as Umurenge (sector), Akagali (cell) and Umudugudu (village).

Before and after a beneficiary receives a cow either directly or via the 'pass on' system, RAB coordinates support in primary animal care through training, veterinary services, artificial insemination, fodder seeds and plant materials for animal feeds, as well as vaccination against diseases. This is aimed at equipping families with animal husbandry skills to care for the cow with the support of district and sector veterinary officers.



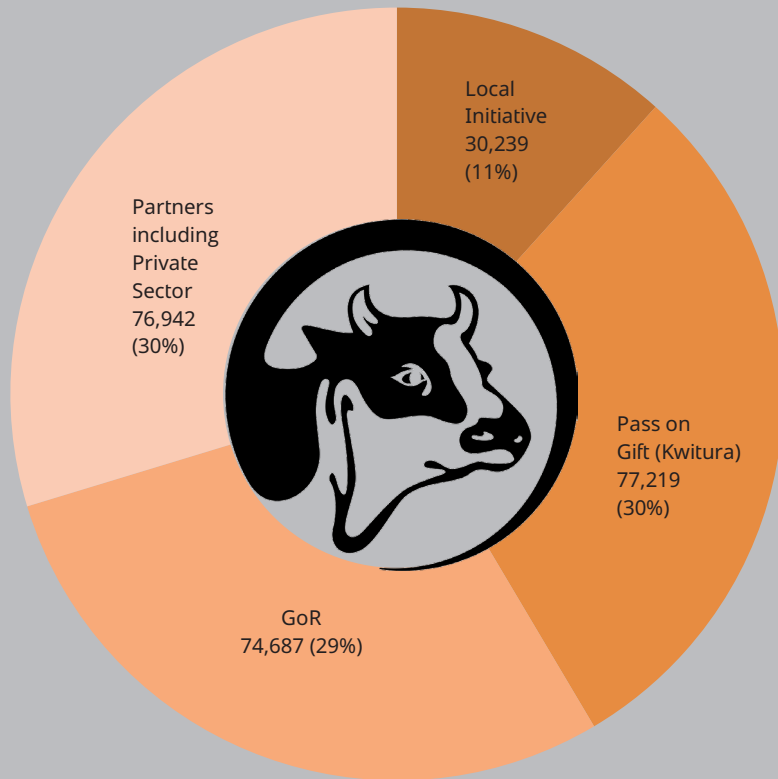
A citizen is delighted as she is handed a cow as part of Girinka programme implementation

Girinka Programme Implementation

Since its inception in 2006, Girinka programme has been implemented in all 30 districts by the Government of Rwanda, Private sector, Civil Society Organisations, and Non-Government Institutions through giving cows to poor families in order for them to improve their socio-economic welfare.

Girinka programme has proven to be a real success despite some challenges encountered. Latest figures (July 2017) from the Rwanda Agriculture Board (RAB) show that Girinka initiative has so far provided cows to over 297,060 families against the target of 350,000 families by the end of the year 2017. This implies a gap of around 52,940 cows that are not yet distributed.

Chart 01.: Contribution of different stakeholders in Girinka Programme



Source: Data from RAB, deep assessment report, 2016.

As an illustration, here below is the table detailing the origin of cows distributed in the framework of Girinka Program from its inception up to November 2016.

Table 01: Origin of cows distributed from 2006 to November 30th, 2016

FISCAL YEAR	LOCAL INITIATIVE	GOVERNMENT OF RWANDA	PARTNERS INCLUDING PRIVATE SECTOR	PASS ON GIFT (KWITURA)	TOTAL
2006	-	5 007	2 848	-	7 855
2007	41	9 116	5 437	1 386	15 980
2008	2 000	9 430	11 305	3 811	26 546
2009	3 142	9 885	8 822	4 218	26 067
2010	2 553	10 256	5 190	6 257	24 256
2011-2012	4 983	8 013	8 156	9 884	31 036
2012-2013	4 599	8 147	8 499	11 269	32 514
2013-2014	6 903	5 237	9 052	12 353	33 545
2014-2015	3 077	3 383	7 595	13 062	27 117
2015-2016	2 160	4 392	9 094	13 352	28 998
2016-2017	781	1 821	944	1 627	5 173
TOTAL	30,239	74,687	76,942	77, 219	259 ,087

Source: Data from RAB, 2016.

As indicated in the table on the left, a total number of 259,087 cows have been distributed countrywide from June 2006 to 30th November 2016 against the target of 350,000 by 2017. This has been possible thanks to combined efforts by different national and international stakeholders including the Government, Private sector, Local initiative and Development Partners.

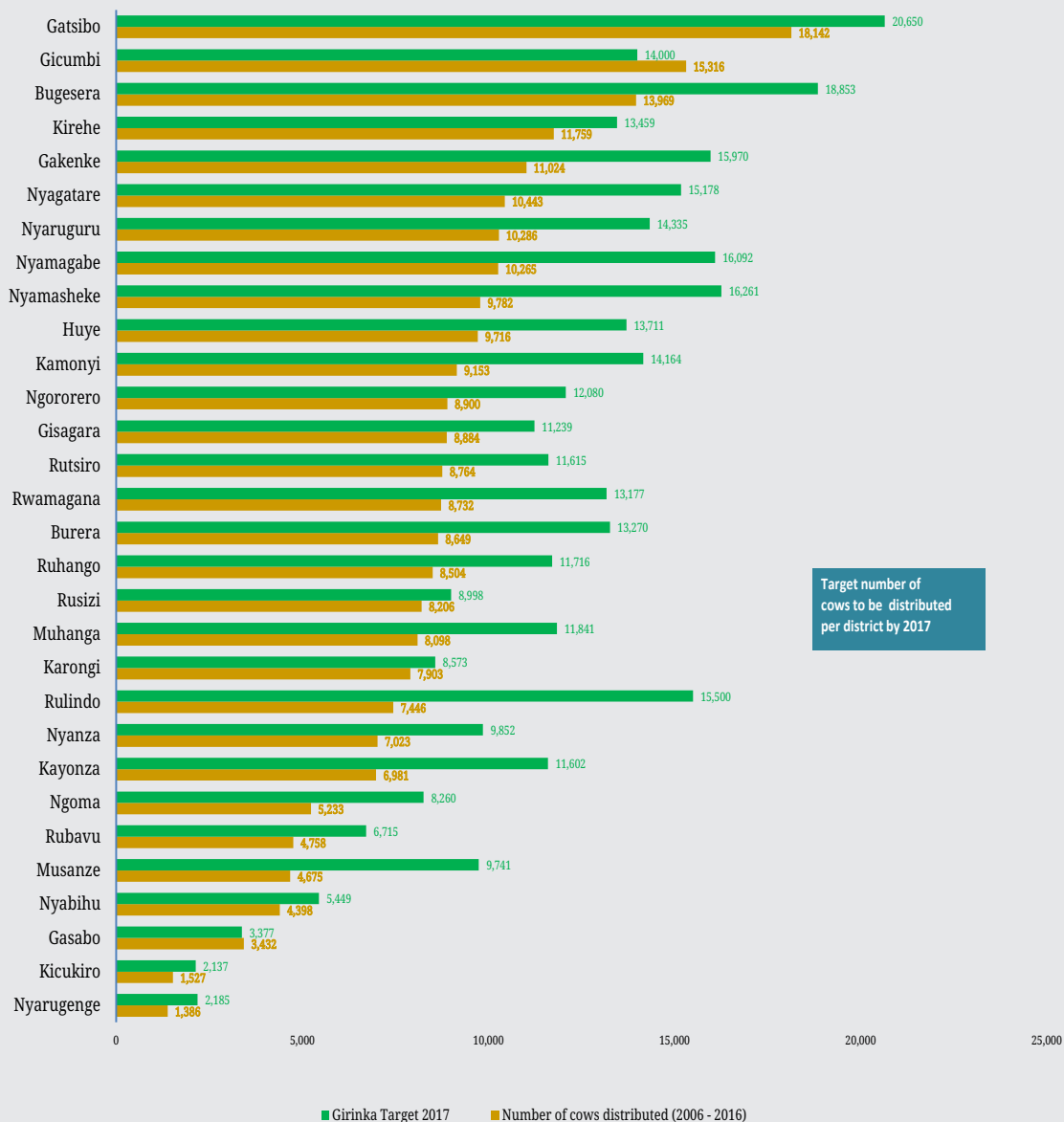
It is worth noting that, like other government programmes, the successful implementation of the Girinka programme has been achieved thanks to the synergy and collaboration of various stakeholders; both public and private. It is also important to note that the community has played a key role in providing

... a total number of 259,087 cows have been distributed countrywide from June 2006 to 30th November 2016 against the target of 350,000 by 2017.

Girinka cows through Kwitura - the pass on gift system, a local initiatives whereby individuals donated their own cows in the framework of Girinka programme. Both the pass on the gift and local initiatives account for 40% of the total cows distributed so far.

This is a clear illustration of the citizen's ownership of Girinka, which can be considered as an indicator of the programme sustainability. For the Girinka programme to be effective, each district in Rwanda has been assigned the target number of cows to be distributed within a period of 2006 - 2017. Next chart presents the Girinka targets per district.

Chart 02: Target number of cows to be distributed per district by 2017



Source: Data from RAB, deep assessment report, 2016

From the graph on the left, it is evident that districts with highest target number of cows are: Gatsibo (1st with 20,650), Bugesera (2nd with 18,853), Nyamasheke (3rd with 16,261), Nyamagabe (4th with 16,092) and Gakenke (5th with 15,970), it is worth noting that except the City of Kigali (CoK), all the four provinces are represented by at least one district in the category of top 5 districts with highest number of target.

The five districts with the lowest target numbers are Kicukiro (30th with 2,137), Nyarugenge (29th with 2,185), Gasabo (28th with 3,377), Nyabihu (27th with 5,449) and Rubavu (26th with 6,715). Apart from Rubavu and Nyabihu of the Western Province, the rest of the districts with the lowest target numbers are of the City of Kigali where the agriculture and livestock activities are limited, and where there are fewer virtual Girinka beneficiaries.

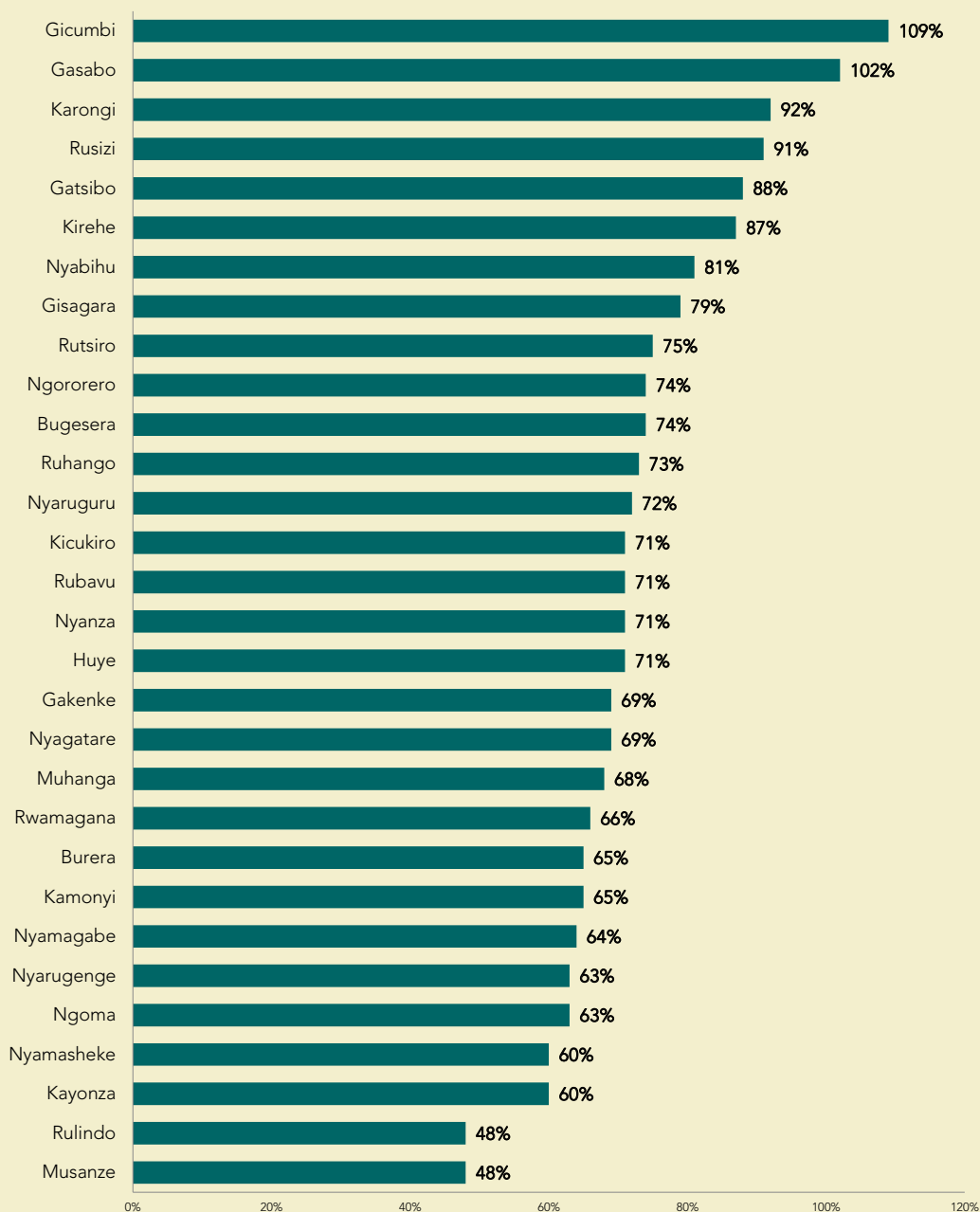
In fact, the spatial distribution of the Ubudehe categories reveals the prevalence of Category 1 households in the Western Province (29.1%), Category 2 households in the Eastern Province (26.3%), Category 3

households in the Southern Province (26.5%) and Category 4 households in the City of Kigali (57.6%).

Nevertheless, the above data should be interpreted in context. Each district has its own target of cows to be distributed. The pace of distribution may differ from one district to another due to a number of different reasons. As indicated in the graph above, Gatsibo district in the Eastern province counts the highest number of cows distributed (18,142), followed by Gicumbi district in the Northern province, with 15,316 cows.

The district with the lowest number of cows distributed is Nyarugenge in the CoK, with 1,386 cows. During a period of ten years of the Girinka programme implementation (2006-2016), with an exception of Gicumbi district in the Northern Province, all the districts that received the largest number of cows are from the Eastern and Southern provinces. The distribution of cows in districts depends on different factors including but not limited to the number of vulnerable households, availability of stakeholders' resources and rearing conditions of the beneficiaries.

Chart 03. Girinka programme progress achievements (%) for each district from 2006 to 2016

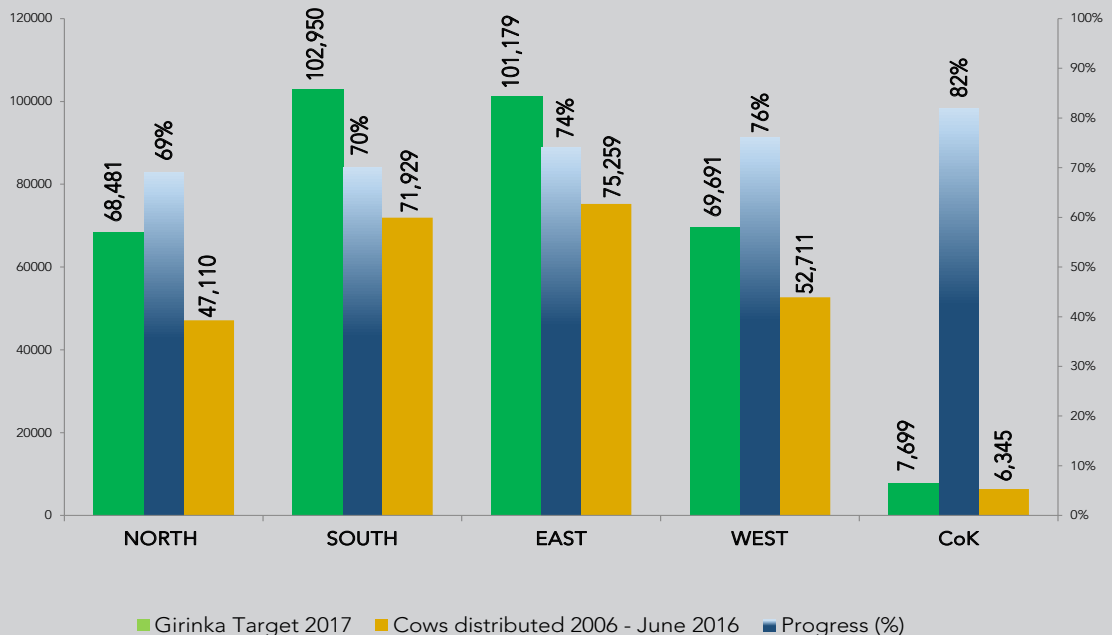


Source: Data from RAB/Girinka Programme Coordination Unit, deep assessment report 2016.

The graph on the left provides progress achieved by each district in attaining its Girinka target from June 2006 to June 2016. Gicumbi (1st with 109%), Gasabo (2nd with 102%), Karongi (3rd with 92%), Rusizi (4th with 91%) and Gatsibo (5th with 88%) are the top five districts which attained higher percentages of achieved targets.

Musanze: 30th with 48%, Rulindo: 29th with 48%, Kayonza 28th with 60%, Nyamasheke: 27th with 60% and Ngoma: 26th with 63% are the districts with lowest percentages of targets attained.

Chart 04: Summary of Girinka programme status per province/CoK from 2006 to 2016



Source: Data from RAB/Girinka Programme Coordination Unit. Deep assessment report, 2016

For each Province and the City of Kigali, the graph above provides three elements of progress in Girinka programme implementation from June 2006 to June 2016. These are the number of heifers distributed in pink, Girinka programme target number of cows to be distributed by 2017 in

cows to be distributed respectively. As indicated in the above charts, a total of 253,354 cows (excluding 5,733 cows distributed from July 2016 to November 2016) have been distributed countrywide from June 2006 to June 2016 against the target of 350,000 by 2017. This represents a distribution

... the Southern Province ranks first with a total of 102,950 cows to be distributed...

blue and progress vis-à-vis target in green.

Thus, in as far as the number of heifers to be distributed is concerned, the Southern Province ranks first with a total of 102,950 cows to be distributed; the Eastern Province is the second with 101,179 cows to be distributed; the Western Province is the third with 69,691 cows to be distributed. The Northern Province and the City of Kigali emerge the fourth and fifth with 68,481 and 7,669

rate of 72.3%. When comparing the achievements against the target, the best performer is the CoK (82%), the second-best performing province is the Western Province (76%) followed by the Eastern Province (74%) and the Southern Province (70%) while the Northern Province comes last (69%).

Compared to what has been achieved and the target, there is still 27.7% of cows that need to be distributed. However, according to RAB latest available data (July 2017); the gap has

been reduced to 15%. To achieve this, the Ministry of Agriculture and Animal Resources has involved Civil Society Organizations (CSOs) in the selection of the Girinka beneficiaries to fast-track the process.

It is important to note that the cows distributed through Girinka programme are provided by the Government, partners including the Private Sector and Local initiatives as well as beneficiaries passing on calves to other needy citizens. Much effort is being put in passing on cows to other needy citizens and engaging districts to mobilise partners who could support the programme.

The Ministry has also embarked on intensive mobilisation efforts to ensure that citizens with means donate a cow or money to buy a cow. To date, the Government of Rwanda and a good number stakeholders from both public and private sector have contributed to Girinka programme by providing either money or cows.

Impact Of Girinka Programme

Girinka programme is one of the Home Grown Solutions that is having a significant and quick impact on the beneficiaries' households and the community at large.

Since its inception in 2006 up to July 2017, Girinka programme has provided more than 297,060 cows to a cumulative number of 297,060 Rwandan poor families virtually helping around 1,238,740 individuals.

Economic impact

The number of cows distributed in the framework of Girinka programme contributed to nearly a double increase in milk production by 89%, from 372,619 litres in 2010 to 706,030 litres in 2015. The increase in milk production has also helped to reduce malnutrition in the country and contributed to fighting against poverty for a number of households. The Girinka programme has the potential to contribute to crop production and household income. For crop-dairy farmers who are the majority in Rwanda, livestock is a source of very much needed fertilisers considering the insufficiency and the high cost of inorganic fertilizers.

Some households, after giving out the first calf, may sell one cow to purchase for example a piece of land. Girinka programme is thus a productive asset and also improves the livelihood of a farmer.

“In 2006 before I was given a cow from the Girinka programme, I had nothing but a small plot given to me by the government (Umudugudu). Right now, I own 10 hectares of land for farming and I’ve recently added 4 more acres of pine plantation to my collection” said a proud Gervais Uzabakiriho from Gicumbi District, one of the Girinka programme beneficiaries.

Uzabakiriho is a successful farmer/businessman who built himself a nice family home and employs over 10 permanent workers. Countrywide, there are plenty of similar success stories where Girinka beneficiaries graduated from poverty and started businesses which in turn offered employment opportunities to others especially to the youth. This has also contributed to the achievement of key EDPRS II and the Vision 2020 targets.

Social impact

Girinka programme also contributes to food security as well as health outcomes. According to the 2015 Comprehensive Food Security and Vulnerable analysis findings, 80% of all households are food secure while 20% are food insecure.

The Girinka programme has a positive impact on social cohesion. As a matter of fact, those who pass on a calf to the next designated beneficiary are deemed to be bound in a lifelong friendship. In Rwandan culture, the gifting of a cow creates a special relationship between the giver and the recipient.





For centuries the cow has been considered a symbol of prosperity and was the currency of most socio-economic transactions before colonisation. In some areas such as Kitazigurwa Integrated Development Programme (IDP) in Rwamagana District, neighbours share a common cowshed.

Governance impact

The way citizens of a given locality (umudugudu) come together with their leaders to determine the Girinka beneficiaries, indicates citizens' participation in government's socio-economic programmes.

Girinka programme also contributes to environmental protection as more grass and trees are planted to feed cows. The dung is used as manure as well as in the production of biogas used in Rwandan households for cooking and lighting.

Impact of Girinka in a nutshell

			
INCOME GENERATION	FOOD SECURITY	PROMOTING ECO-FRIENDLY PRACTICES	SOCIAL COHESION
<p>A double increase in milk production by 89%, from 372,619 litres in 2010 to 706,030 litres in 2015</p>	<p>Increase in milk production has helped reduce malnutrition</p>	<p>Environmental protection as more grass and trees are planted to feed cows</p>	<p>Long lasting bonds are created between the giver and the recipient</p>
<p>Beneficiaries graduating from poverty and starting small businesses</p>	<p>80% of all households are food secure (2015 Comprehensive Food Security and Vulnerable Analysis findings)</p>	<p>Organic farming: Cow dung being used as fertiliser</p>	<p>Enabling of the promotion of unity and peace in rwandan society</p>
<p>Enabling of employment opportunities</p>	<p>Enabling of employment opportunities.</p>	<p>Eco-friendly energy: Cow dung helping as well in the production of biogas for cooking and lighting.</p>	<p>Reinforcing the preservation of culture and longheld values peculiar to rwandan tradition</p>

Key challenges in Girinka programme implementation and remedial solutions

Despite the positive results so far registered in Girinka programme, the latter faces a number of challenges in its implementation. As noted by Mutarutwa Nkusi Christian, the major hindrance is tendencies of corruption, poor follow up on implementation by local leaders, limited information, insufficient training of beneficiaries, etc. Key challenges highlighted by RAB in Girinka programme are:

- ☛ Corruption ;
- ☛ Some people are given cows when they are not eligible;
- ☛ Some cows are stolen;
- ☛ Disappearance of heifers
- ☛ Cows unjustly taken back,
- ☛ Some people who receive cows through bribery,
- ☛ Those who sell their cows and erase all the traces,
- ☛ Cases of cows that died and the cases of people who received cows but refused to pass on to the next beneficiaries.

The above cases have been identified countrywide; this report provides analysis of each issue.

Corruption in Girinka Programme

Even though Girinka programme performs well in general, there are still cases of corruption. For example, by October 2016, during the month

corruption; over 300 civil servants have been under investigation, and more than 600 cows were distributed to non-eligible people.

The corrupt line includes former and current civil servants in different government positions, local leaders at the village levels, NGOs, and cooperatives.

The assessment reveals that 115 farmers unduly received cows; 22 civil servants were arrested and also others suspended from work due to corruption; ...

dedicated to Girinka Programme organised by RAB, it was noted that more than 2000 cows were seized from people who got them fraudulently.

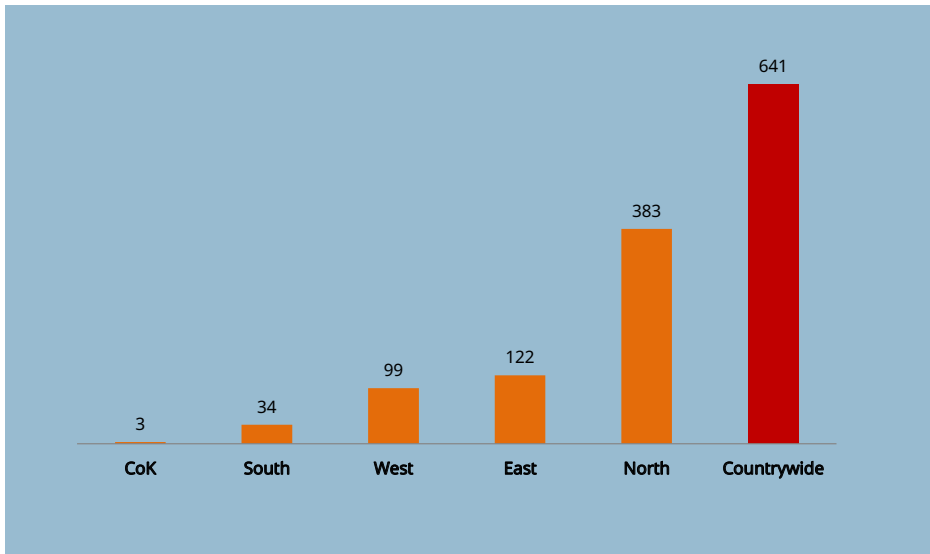
Rwanda Agriculture Board (RAB) detained 2,437 cows that were given out to recipients that bribed officers in charge of the distribution.

The assessment reveals that 115 farmers unduly received cows; 22 civil servants were arrested and also others suspended from work due to

Some people were given cows while they were not eligible

From 2006 to June 2016, the total number of 641 cows were given to non eligible people countrywide. The challenge is more pronounced in the Northern Province as seen on the graph on the next page.

Chart 05: Cows given to non eligible beneficiaries



Source: Data from RAB, Deep assessment report, 2016

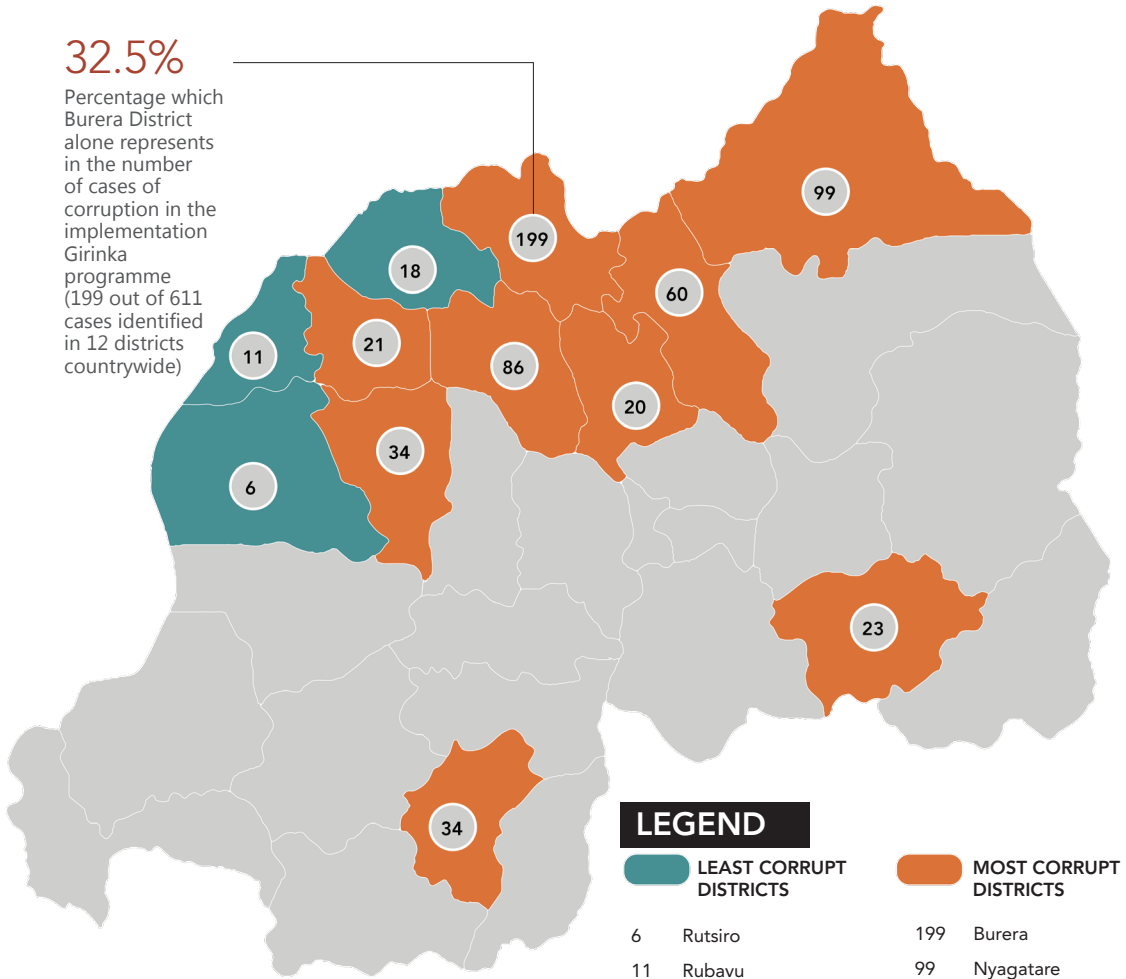
The Northern Province is the most affected with 59.7% followed by the Eastern Province and the Western Province with 19% and 15.4% respectively. Findings also show that 14 districts out of 30 have been affected.

The following sixteen districts are unaffected: Nyarugenge, Kicukiro, Karongi, Rwamagana, Nyamasheke, Gatsibo, Kirehe, Bugesera, Gisagara, Kamonyi, Muhanga, Nyamagabe, Nyanza and Nyaruguru, (the majority of them being of the Southern Province). The following table shows the most and least affected districts:

Map 01: The most and least affected districts by the corruption

32.5%

Percentage which Burera District alone represents in the number of cases of corruption in the implementation Girinka programme (199 out of 611 cases identified in 12 districts countrywide)



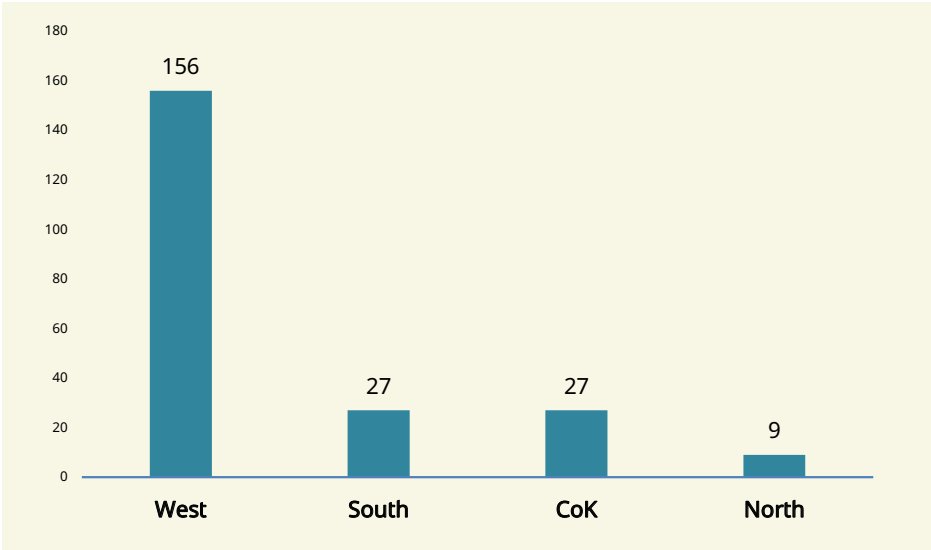
LEGEND

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| LEAST CORRUPT DISTRICTS | MOST CORRUPT DISTRICTS |
| 6 Rutsiro | 199 Burera |
| 11 Rubavu | 99 Nyagatare |
| 18 Musanze | 86 Gakenke |
| | 60 Gicumbi |
| | 34 Huye |
| | 34 Ngororero |
| | 23 Ngoma |
| | 21 Nyabihu |
| | 20 Rulindo |

Source: Data from RAB, deep assessment report, 2016

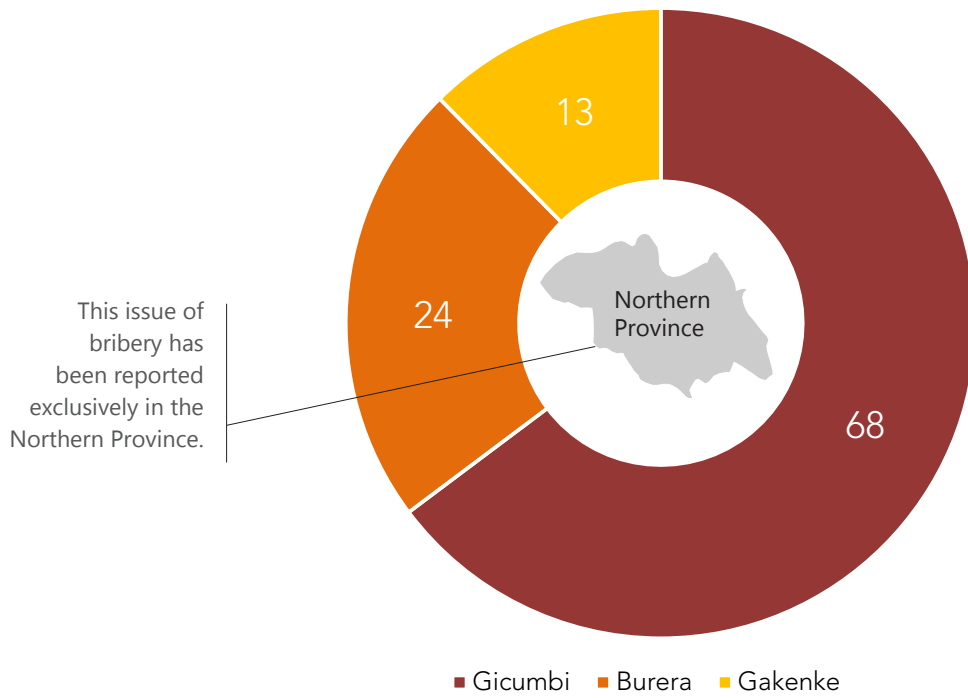
Talking of stolen cows the Eastern Province emerges the least affected Province while the Western Province is the most affected with a total of 156 cows stolen (81 in Rubavu district, 23 in Rusizi, 20 in Karongi, 14 in Rutsiro, 12 in Ngororero and 6 in Nyamasheke). In the Southern province, the only one district affected is Nyaruguru with 27 cases; and in the CoK 27 cases were recorded in Gasabo while the Northern Province accounts for 9 cases of cows stolen.

Chart 06. Number of stolen cows



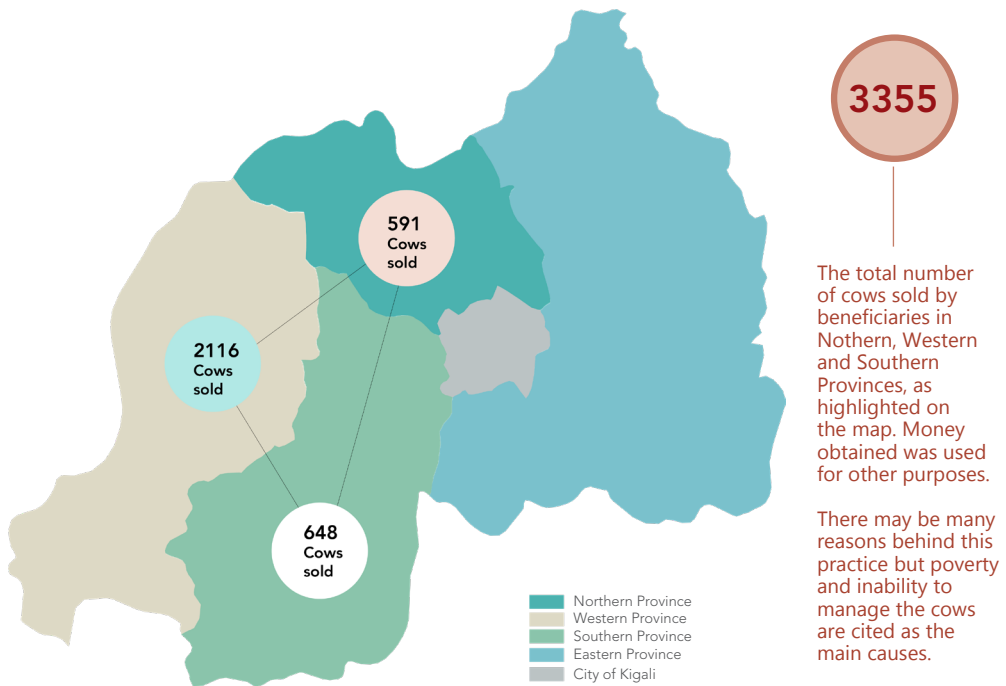
Source: Data from RAB, deep assessment report, 2016

Chart 07. Number of persons who received cows through corruption/bribery



Source: Data from RAB, deep assessment report, 2016

Map 02: Number of cows that were sold by beneficiaries who used the money in other business per province



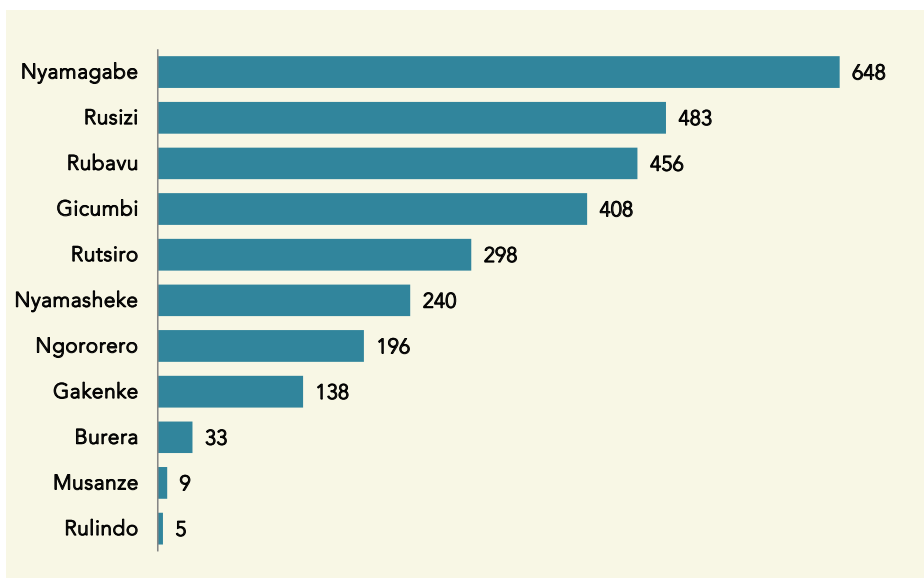
The total number of cows sold by beneficiaries in Northern, Western and Southern Provinces, as highlighted on the map. Money obtained was used for other purposes.

There may be many reasons behind this practice but poverty and inability to manage the cows are cited as the main causes.

Source: Data from RAB, deep assessment report, 2016

At the provincial level, the most affected ones are Western Province with 2,116 cows sold, making 62.9% of total cases countrywide. The Southern Province follows with 648 cows (19.3%) and then the Northern Province with 591 cows equivalent to 17.6%. This issue has been also analysed at the district level and results are presented in the graph below.

Chart 08: Number of cows that were sold by beneficiaries and used the money for other purposes, per district



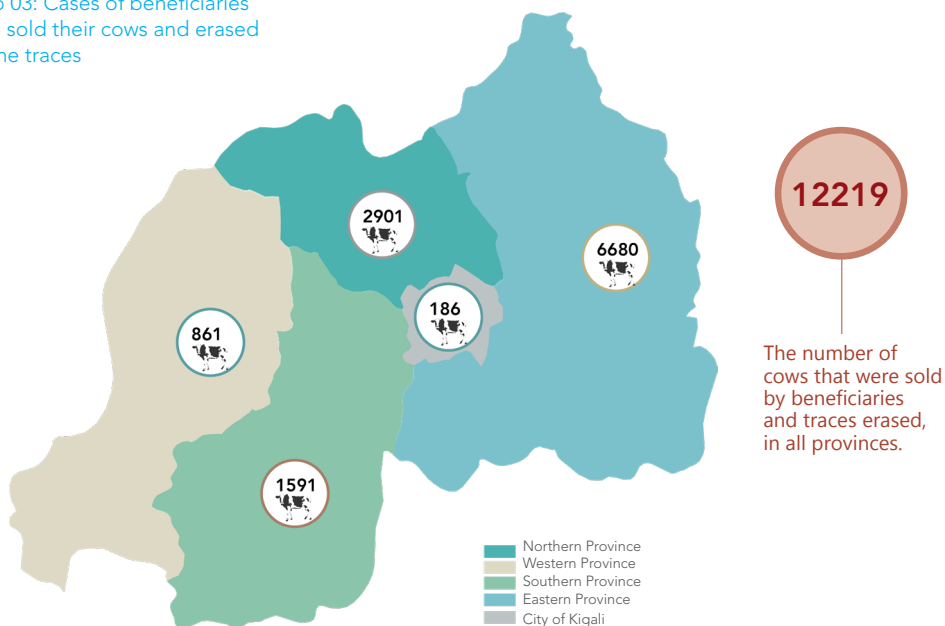
Source: Data from RAB, deep assessment report, 2016

12 out of 30 districts are affected by the issue. Nyamagabe is the most affected district, and the only district in the Southern Province to have a total of 648 cows sold (19.3% of all the cases countrywide). It is also worth noting that the majority of the affected districts are in the Western Province: Rubavu 456 cows (13.5% of cases countrywide), Ngororero (305), Rutsiro (298), Rusizi (483), Nyamasheke (240), Nyabihu (196).

In the Northern Province, Gicumbi and Gakenke are among the most affected districts with 408 and 138 cows respectively. There are also 33 cows sold in Burera district, 9 in Musanze and 5 cows sold in Rulindo district.

There are also cases of beneficiaries who sold their cows and erased all the traces. This issue was reported in all 4 Provinces and CoK, in 17 out of 30 districts. The graph below provides details per province.

Map 03: Cases of beneficiaries who sold their cows and erased all the traces



Source: Data from RAB, deep assessment report, 2016

Table 02. The six most affected districts regarding beneficiaries who sold their cows and erased all the traces

PROVINCE	MOST AFFECTED DISTRICTS	NUMBER OF CASES	% (COMPARED TO COUNTRYWIDE CASES)
EAST	Nyagatare	1,501	8.6%
	Bugesera	1,230	10%
	Kirehe	2,067	16.9%
SOUTH	Nyaruguru	1,350	11%
	Nyamagabe	1,350	11%
NORTH	Gicumbi	1,760	14.4
TOTAL		9,258	75.8%

Source: Data from RAB, deep assessment report, 2016

These six most affected districts amount to 9,258 cases equivalent to 75.8% of all cases countrywide. This means that the rest of the districts (24) are not affected or are relatively less affected.

Cases of cows reported dead

The cases of cows that died have been reported in three provinces and the CoK. The Eastern Province is the only exception as shown in the graph below.

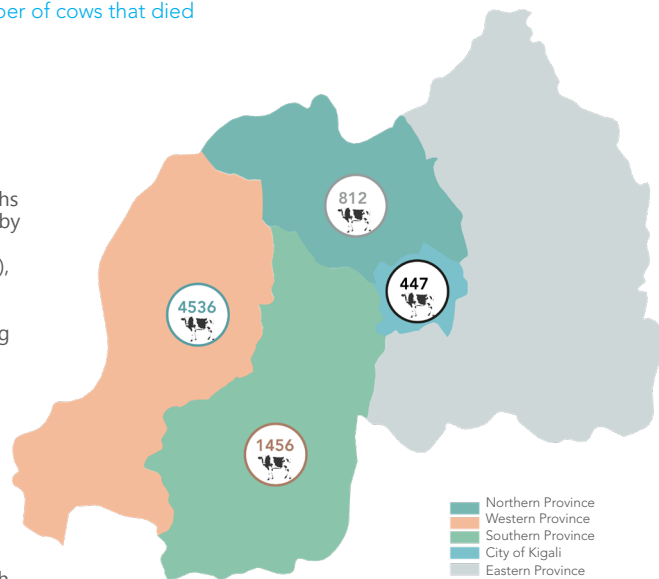
Map 04: Number of cows that died

62.5%

Percentage of the number of cows deaths which is represented by the Western Province alone (4536 out 7251), making it the most affected Province in the country, according to the RAB Report..

Cok, Southern and Northern provinces represent 37.4%

A deep analysis is recommended, as no specific reasons were provided to explain the high death rate in the West.

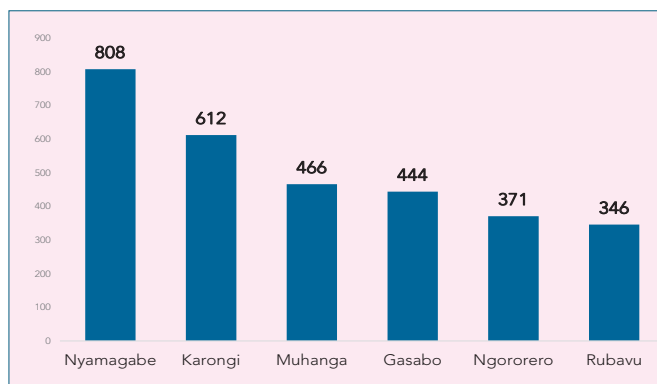


7251

The number of cows that died countrywide.

Source: Data from RAB, deep assessment report, 2016

Chart 09: The most affected districts regarding cows that died



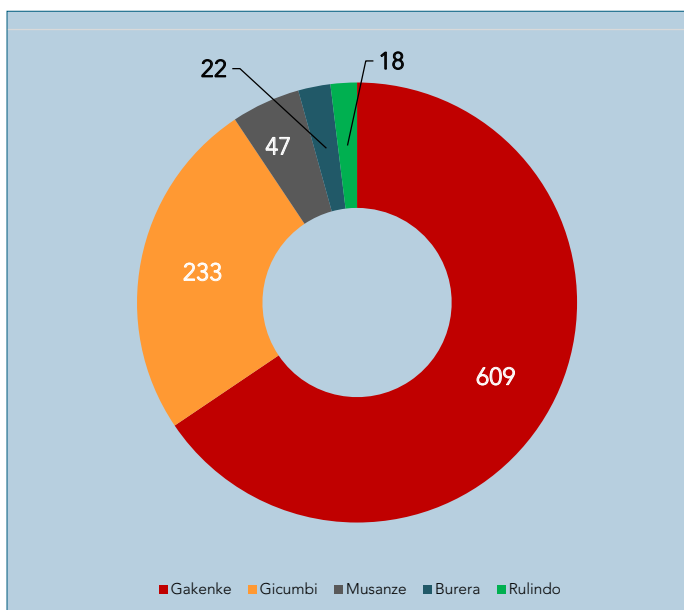
The Southern and the Western Provinces are the most affected. There is a need to strengthen the management and monitoring of Girinka cows in these two Provinces, but also provide support to beneficiaries in primary animal care.

Source: Data from RAB, deep assessment report, 2016

The Pass on issue (Kwitura)

Countrywide, the total number of beneficiaries who failed to pass on to the next beneficiary stood at 929; all these cases were reported in the Northern Province.

Map 05: Number of beneficiaries who failed to pass on to the next beneficiary



Source: Data from RAB, deep assessment report, 2016

Cases of beneficiaries who failed to pass on the calf to the next beneficiary have been reported only in the Northern Province. Gakenke is the most affected district with 609 cases representing 65.5% of all the cases. Gicumbi is the second most affected district with 233 cases which represents 25%. For this issue to be successfully addressed, there is a need to sensitize the citizens in general and Girinka beneficiaries in particular

and raise awareness on the importance of sustaining the distribution chain.

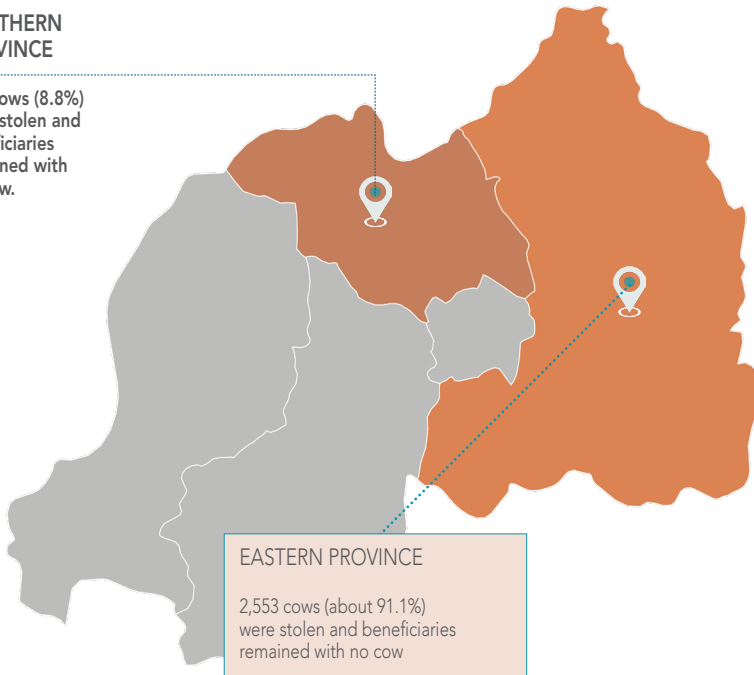
Number of cows that were reported dead or were stolen and beneficiaries remained with no cows

This situation is represented in the following map:

Map 06: Number of cows that died or were stolen and beneficiaries remained with no cow

NORTHERN PROVINCE

249 cows (8.8%) were stolen and beneficiaries remained with no cow.

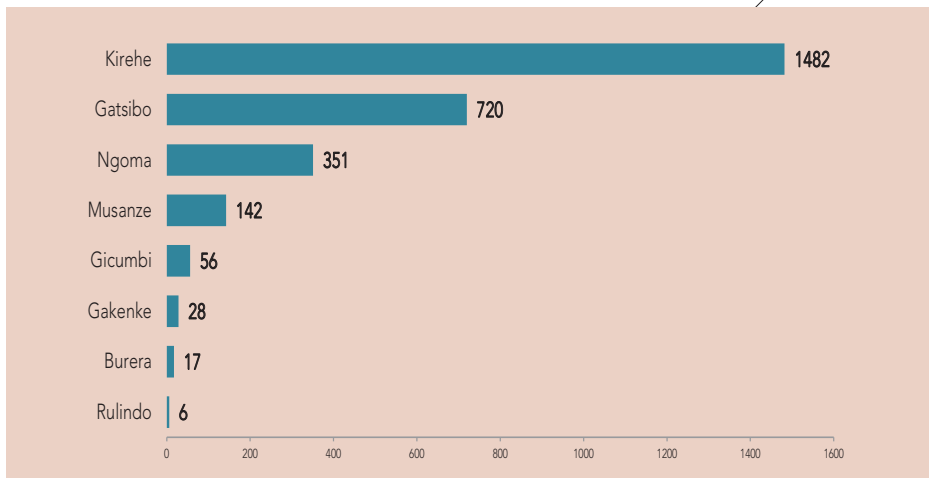


EASTERN PROVINCE

2,553 cows (about 91.1%) were stolen and beneficiaries remained with no cow

The cases of cows that have died or were stolen and beneficiaries remained with no cow cases have been reported in only two provinces countrywide as shown by figures on map, which total 2,802 cases.

When represented by District, the above cases of cows that died or were stolen and beneficiaries no longer own cows are represented as follows in both Eastern and Northern Provinces:



Source: Data from RAB, deep assessment report, 2016

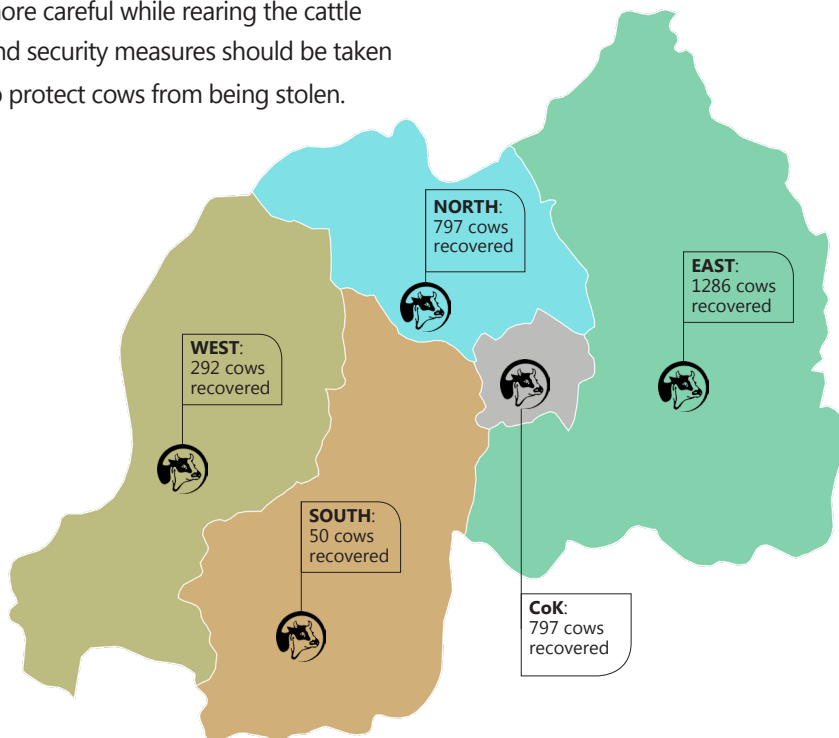
Eight (8) out of 30 districts are affected by the above cases. Among the affected districts, Kirehe, Gatsibo and Ngoma in the Eastern Province emerged as the most affected with 52.8%, 25.5% and 12.5% respectively, while Musanze, Gicumbi, Gakenke, Burera and Rulindo scored a minimal percentage of 3.8%.

It is worth noting that all the remaining 22 districts are not affected by the issue. The program should offer compensation for the cows stolen or dead to the beneficiaries as they remain vulnerable. The beneficiaries could be given new cows, and they should be more careful while rearing the cattle and security measures should be taken to protect cows from being stolen.

Cows that were recovered

These include stolen ones and cows fraudulently distributed. Before analysing the cases of cows that were recovered, it is important to recall that a total of 4,824 cows have been unduly distributed and /or have been sold by the beneficiaries who invested the money in other businesses. The following graph illustrates the above malpractices.

Map 07: Cows that were recovered



Source: Data from RAB, deep assessment report, 2016

Out of 4,824 cows that were unduly distributed or stolen, a total of 2,437 cows were recovered (about 50.5%). This means that 2,387 cows are yet to be recovered countrywide. As illustrated in the above graph, the Eastern Province recovered a total of 1,286 cows, the Northern Province 797 (about 85% of the cows recovered altogether).

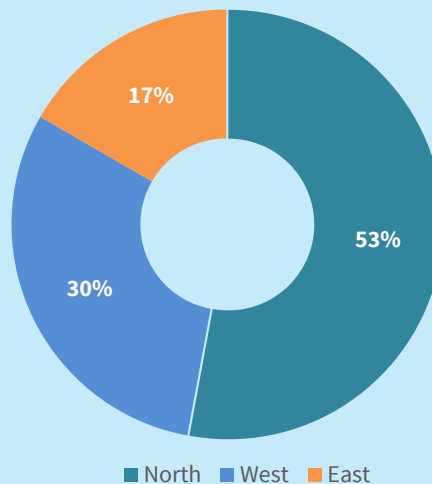
After the recovery exercise, compensation was agreed upon for some of the Girinka beneficiaries whose cows were dead, stolen or had been given to other people through corruption and other malpractices. When these cows are recovered, they are brought back in the programme and are given to new beneficiaries. Reaching out to new beneficiaries is the priority

of the programme. When a beneficiary loses a cow (if stolen or dead), and upon recommendation/confirmation of the [local] community, he/she is immediately compensated. This is one of the reasons why the number of compensated cows is inferior to the recovered ones. The graph below provides the number of beneficiaries compensated.

Citizens who received cows as compensation for dead or stolen cows

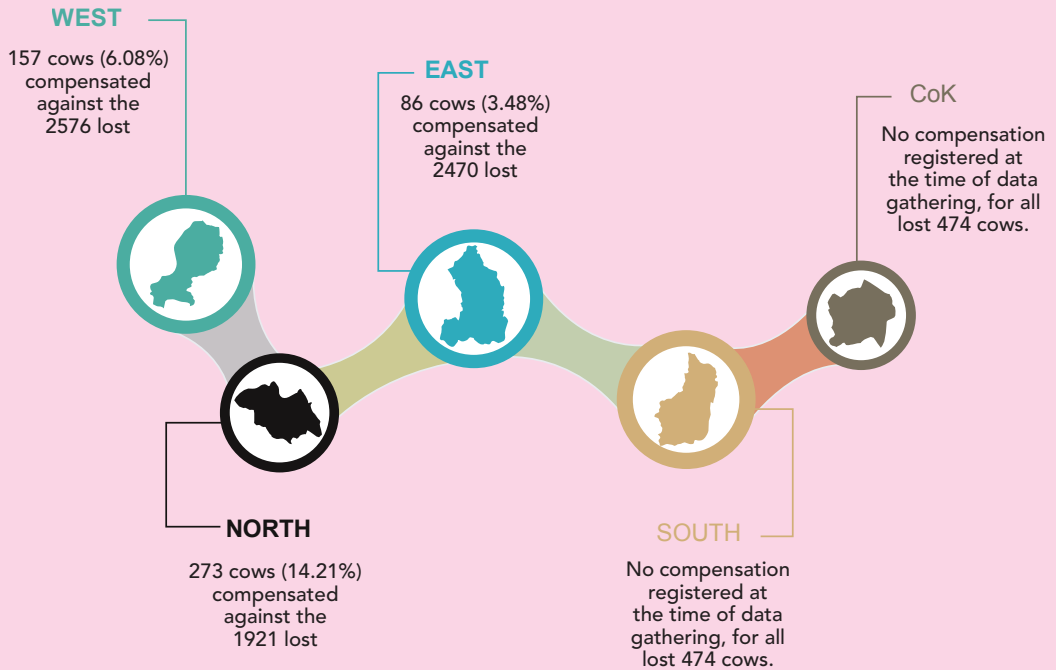
At the national level, the total number of people who received cows as compensation for dead or stolen cows stands at 516 persons from three provinces as represented in the graph below.

Chart 10:
Citizens who were compensated after their cows died or were stolen (by province)



Source: Data from RAB, deep assessment report, 2016

Illustration 01: Number of cows compensated against the loss (died, stolen)

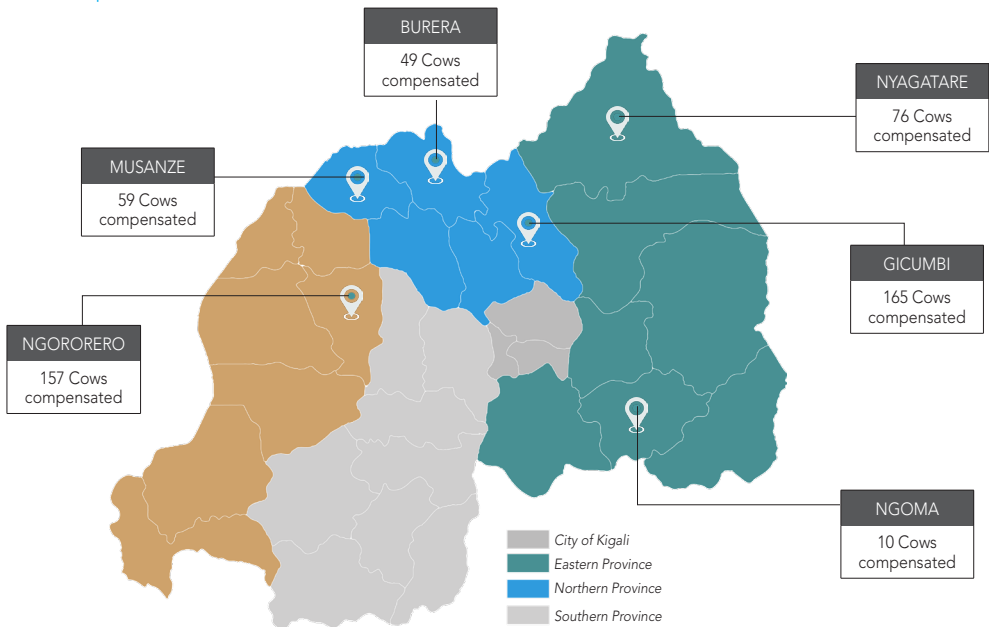


Source: Data from RAB, deep assessment report, 2016

The table above compares the number of cows that died, stolen and sold and the number of cows provided as compensation to beneficiaries by province. In total 9,442 cows were lost countrywide for the period 2006 to 2016 while only 516 cows were donated as compensation to beneficiaries.

The current practice of giving a cow as compensation stems from the traditional culture and bears very positive results for it creates friendship and strengthens social cohesion and solidarity among citizens.

Map 08: Number of cows given as compensation to Girinka beneficiaries whose cows were stolen or died per district



Source: Data from RAB, deep assessment report, 2016

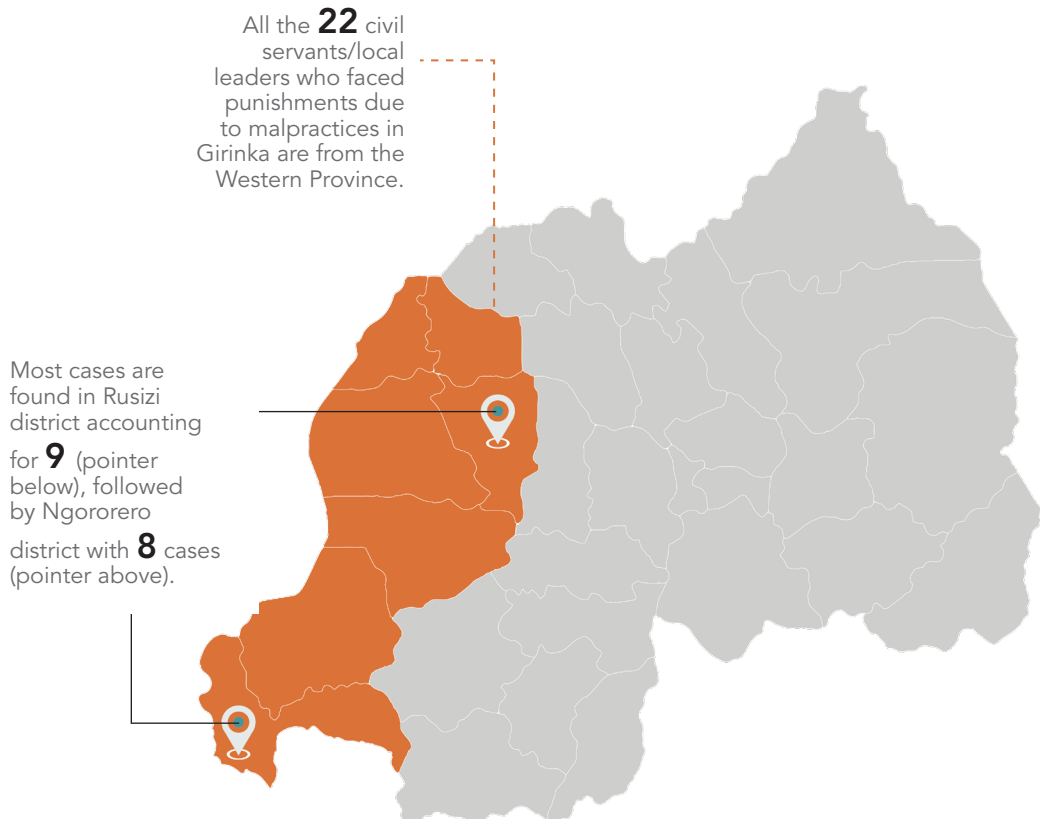
As previously noted, there are 8 districts with cases of people who were given cows. However their cows were stolen or died. Results presented in the graph above reveal that compensation has been made in 6 out of 8 needy districts. While the total number of beneficiaries who need to be compensated is 2802, only 516 have been compensated. This means that there is still a gap of 2,286 beneficiaries yet to be compensated.

Accountability measures and remedial solutions vis-à-vis malpractices in Girinka programme

A joint assessment has been conducted by RAB in partnership with the local government entities; Ministry of Local Government (MINALOC), Ministry of Defence and Rwanda National Police to identify issues in the Girinka programme and find solutions. Action taken against the culprits and suspects in Girinka malpractices resulted in twenty-two (22) civil servants and local leaders being sanctioned.

Some served prison terms, other were dismissed while 360 civil servants and local leaders countrywide are still under investigations over malpractices in Girinka programme.

Map 09: Civil servants/local leaders sanctioned following Girinka misconduct



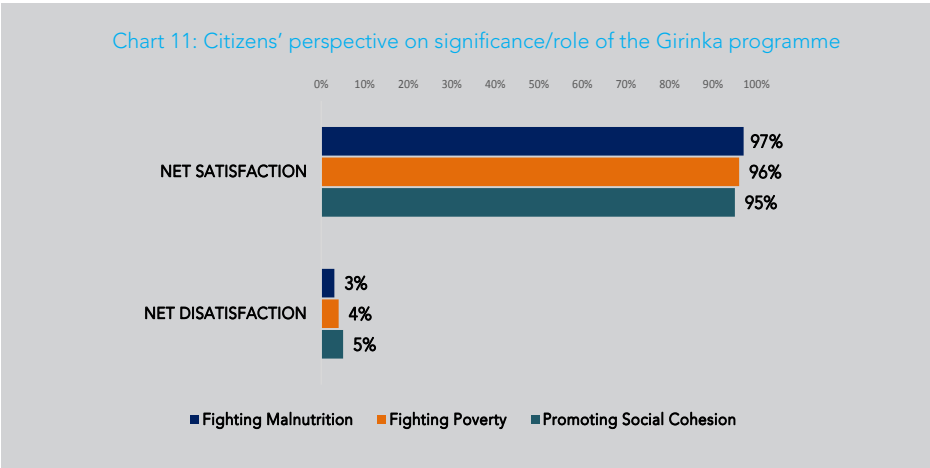
Source: Data from RAB, deep assessment report, 2016

Despite the above-described constraints during the implementation of Girinka programme, the initiative has registered great achievements. The government through a synergy of various stakeholders, Institutions took corrective measures to curb the escalation of malpractices in the implementation of Girinka programme, through enhanced monitoring and evaluation but also through law enforcement.

As results, some leaders were imprisoned or dismissed and a number of cows that were stolen or unduly acquired were recovered and redistributed to the eligible beneficiaries.

Citizens' Satisfaction In The Implementation Of Girinka Programme

The citizens' satisfaction in on the implementation of Girinka has been presented in the Citizens' Report Card (CRC 2016). According to the findings, over 90% acclaimed the role of Girinka programme in fighting poverty and malnutrition as well as in promoting co-existence among citizens.



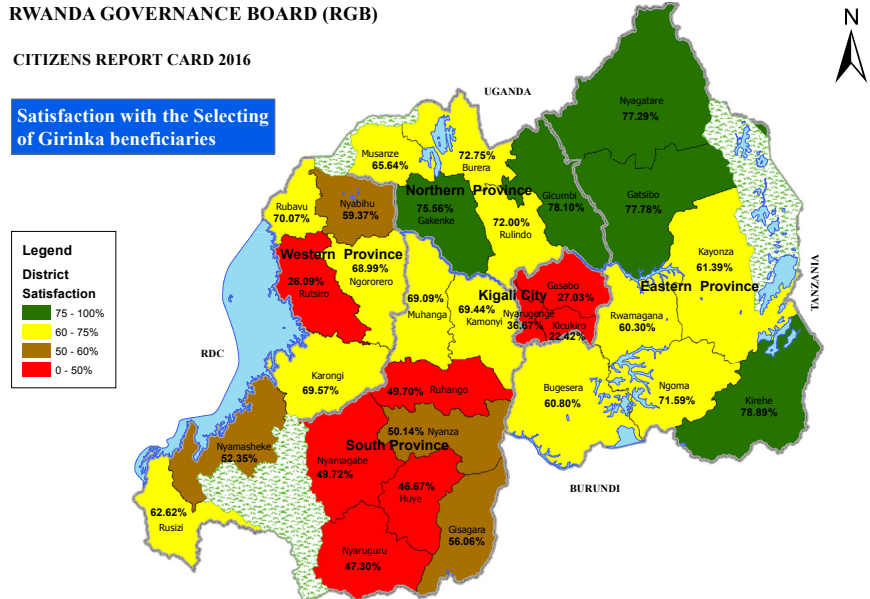
Source: RGB-CRC 2016 Survey primary data.

The data presented in the above chart indicates that 94% of the respondents believe that the Girinka programme plays an important role in fighting malnutrition. As a matter of fact, the level of satisfaction of the programme speaks volumes, Girinka helps vulnerable citizens to meet their basic needs.

Citizens’ satisfaction with the selection of Girinka beneficiaries

Citizen-centredness being at the centerstage of the Rwanda’s transformational leadership, the citizens’ participation in governance is of paramount importance. They must have a say and play a role in whatever is being done for them. During the survey, the citizens’ satisfaction about their role in selecting the Girinka beneficiaries was collected in all the 30 districts of Rwanda. The map below provides the results per district.

Map 10: Citizens’ perspective on significance/role of the Girinka programme



Source: RGB, CRC Survey, 2016.

Since 2014, Government has taken rigorous measures to remove barriers and overcome challenges in the implementation of Girinka program.

This resulted an increase in the citizens' satisfaction of 12.7% (73.1% of CRC 2017 compared to 60.4% of CRC 2016).

With CRC 2016, the average net satisfaction of the citizens with regard

predominantly in rural areas in which agriculture and livestock activities dominate any other activities. Districts, where the citizens' satisfaction level is below 60% are mostly from the Southern Province (Huye, Nyaruguru, Ruhango, Nyamagabe, Gisagara and Nyanza), the CoK (Kicukiro, Gasabo and Nyarugenge) and from the Western province (Nyamasheke, Rutsiro and Nyabihu).

5 out of 30 districts have a very high level of citizens' satisfaction vis-à-vis their role in selecting Girinka beneficiaries comprised between 75-100%: Kirehe (78.9%), Gicumbi (78.1%), Gatsibo (77.8%), Nyagatare (77.3%), Gatsibo (75.6%).

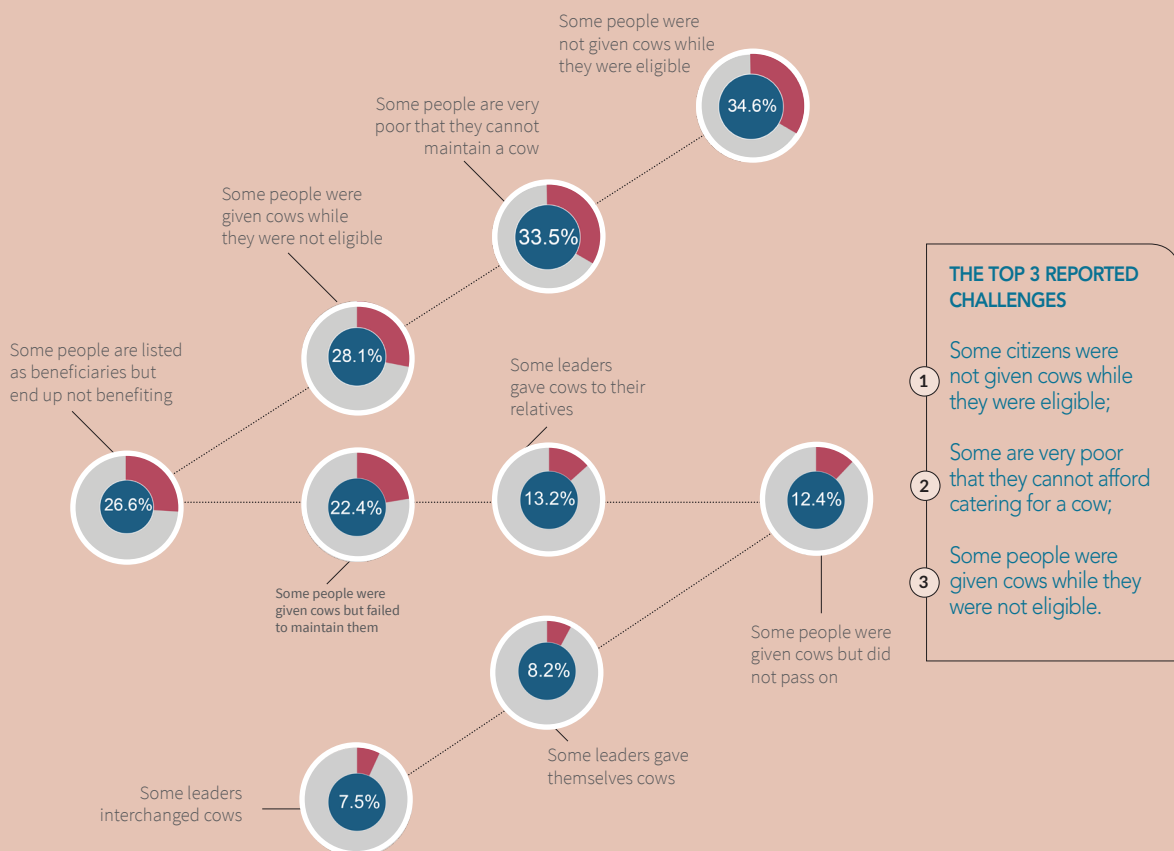
to their role in selecting Girinka beneficiaries is 60.4% (net satisfaction combining satisfied and very satisfied). 5 out of 30 districts have a very high level of citizens' satisfaction vis-à-vis their role in selecting Girinka beneficiaries comprised between 75-100%: Kirehe (78.9%), Gicumbi (78.1%), Gatsibo (77.8%), Nyagatare (77.3%), Gatsibo (75.6%).

All the five top performing districts are found in the Eastern Province (3) and in the Northern Province (2) and

3. Key challenges in the implementation of Girinka programme

Despite significant progress in the implementation of the Girinka programme, there are still some challenges in the day-to-day management. The figure below presents some of the challenges as revealed by the citizens' perspective.

Chart 12: Citizens' perspective on the challenges in Girinka programme

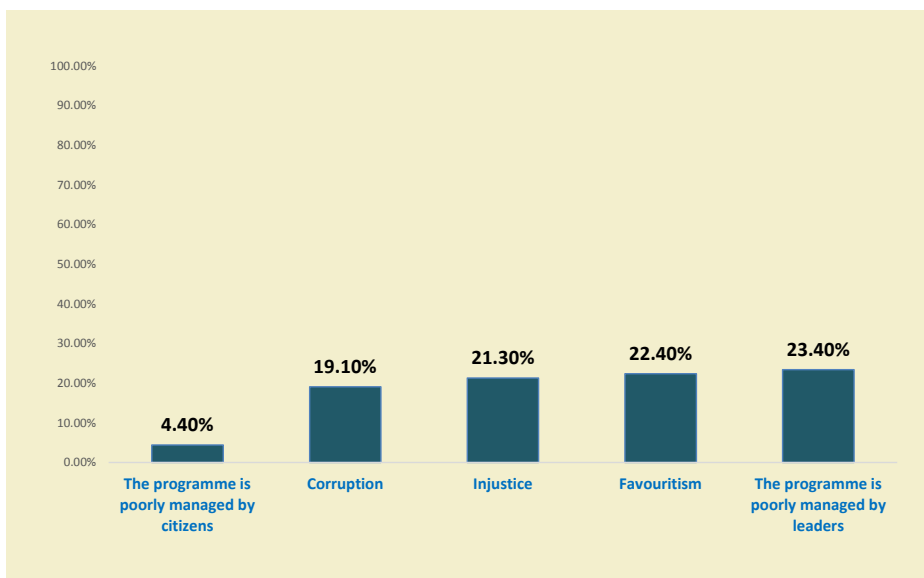


Source: RGB-CRC 2016 Survey primary data.

Research also revealed that corruption and poor management of the programme by leaders pose a serious concern. Hundreds of local leaders have been indicted or subjected to correctional measures for mismanaging the programme.

The cases of mismanagement in Girinka programme constitute the main hindrance to the effective implementation of the programme.

Chart 13. Citizens' perspective on causes of mismanagement of Girinka programmes



Source: RGB, CRC Survey, 2016

The data above shows that mismanagement of Girinka programme is mainly caused by local leaders: Favouritism, corruption, injustice and poor management by the latter accounting for 86.2% while the citizens' involvement in poor management accounts for 4.4%.

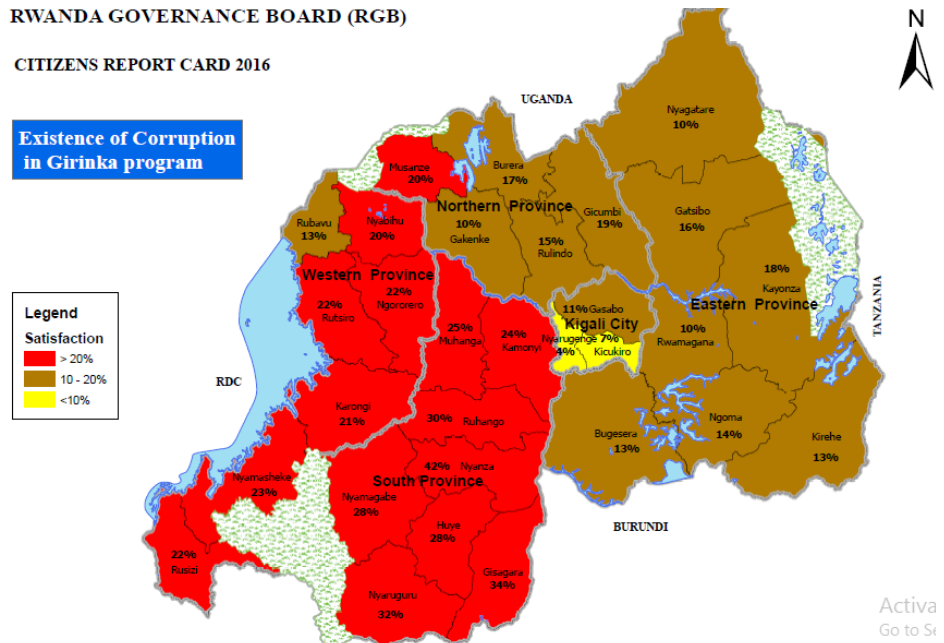
According to the survey findings, correctional measures are not enough to deter cases of mismanagement in Girinka programme. Other key challenges in implementation of Girinka programme also include limited access to veterinary drugs (53.8% of consulted recipients), limited access to veterinary services (36.6%), difficulties in cow feeding (30.6%), limited access to water for the cows (25.2%), limited knowledge in livestock management (22.9%) and low milk prices (21.8%), etc.

Corruption as a cause of Girinka programme mismanagement

As defined by Transparency International Rwanda, corruption is the abuse of entrusted power for private gain. It can be classified as grand, petty and political, depending on the amount of money lost and the sector where it occurs.

In this regard, corruption refers to dishonest or fraudulent conduct by those in power, typically involving bribery. The map below shows citizen’s participation on corruption in Girinka.

Map 11: Citizens’ perception of corruption in Girinka



On average, the citizens' dissatisfaction on corruption in Girinka is 19.8%. As stated by the MINAGRI/RAB, 115 people received cows through corruption and/or malpractices. It is only three districts in the City of Kigali (Nyarugenge, Gasabo and Kicukiro) that perception of corruption is under 10%. It stands between 10 and 20% in all the districts of the Eastern and the Northern Provinces (except Musanze which scored 22% and falls in the same category as all the districts of the Southern and Western Provinces, with the exception of Rubavu District which scored below 20%.

Table 03: Five least corrupt districts in Girinka programme

#	Perceived least corrupt districts	%
1	Nyarugenge	3.9%
2	Kicukiro	7.1%
3	Nyagatare	9.8%
4	Rwamagana	10.2%
5	Gakenke	10.7%

Source: CRC Survey 2016 deep assessment report

The data above shows that the least corrupt districts are found in the CoK, Eastern, and Northern Provinces respectively, while the most corrupt districts are found in the Southern Province. On the other hand, there are 15 out of 30 districts which can be considered as "most corrupt districts" as they scored over 20%.

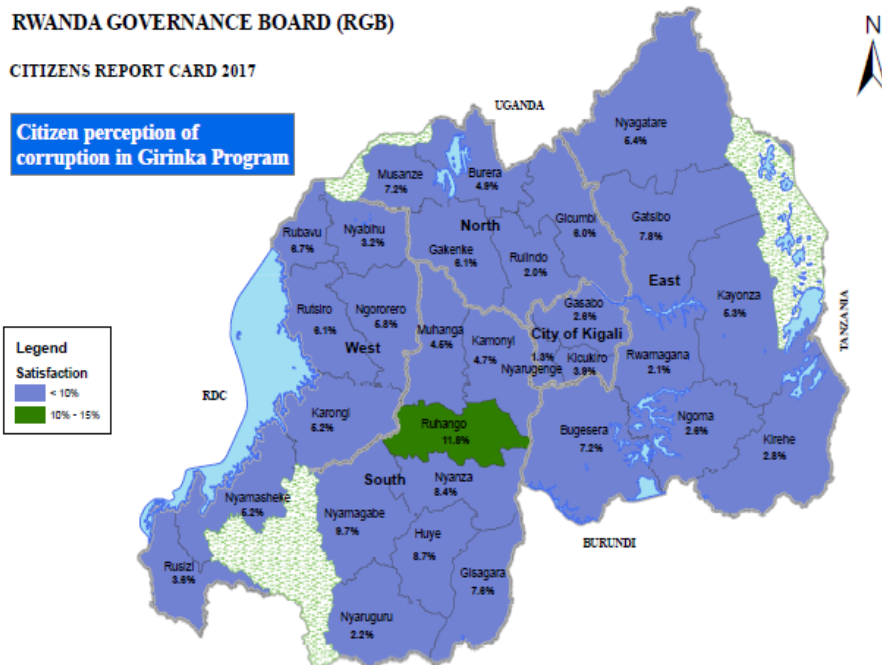
The five most affected ones are Nyanza (41.7%), Gisagara (33.8%), Nyaruguru (32.2%), Ruhango (29.9%) and Huye (28.7%), all of them are of the Southern Province. It is worthy to note that the CRC 2017 indicates a positive change on the citizens' perception in Girinka program as the following map shows.

Table 04: District with highest corruption level in Girinka Programme

#	Perceived most corrupt districts	%
1	Nyanza	41.7 %
2	Gisagara	33.8%
3	Nyaruguru	32.2%
4	Ruhango	29.9%
5	Huye	28.7%
6	Nyamagabe	28.4%
7	Rusizi	25.3%
8	Nyamasheke	25.3%
9	Kamonyi	24.9%
10	Muhanga	24.5 %
11	Musanze	22.8%
12	Ngororero	22.3%
13	Rutsiro	22.0%
14	Nyabihu	21.9%
15	Karongi	21.2%

Source: RGB, CRC Survey, 2016

Map 12: Citizens' perception of corruption in Girinka



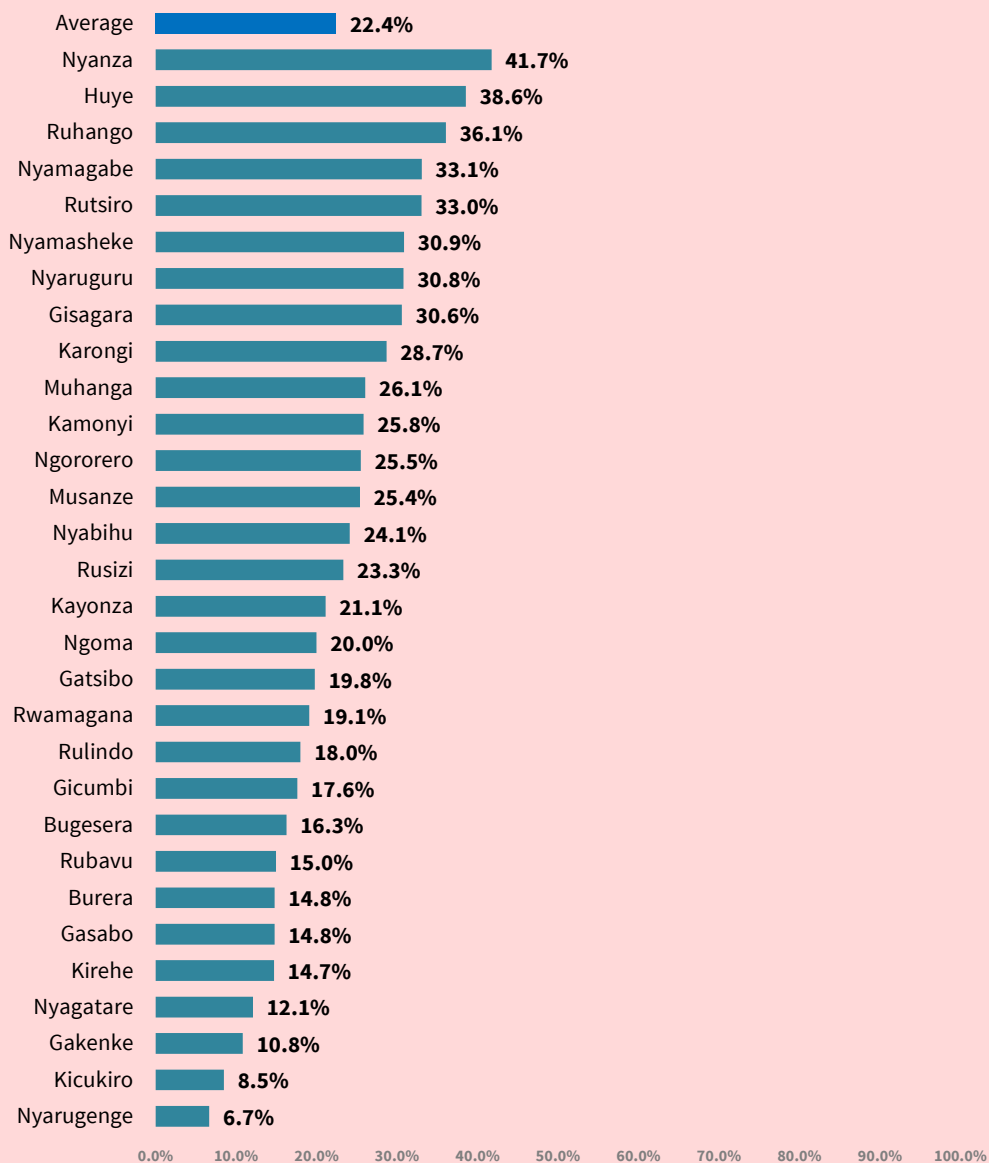
Source: RGB, CRC Survey, 2016

The map above shows that, during the year 2017, in almost all the districts of Rwanda, only 5.4% of the citizens say there are corruption practices in Girinka program, which is far lower than that of the previous year standing at 19.8%. Ruhango district is the only one in which the citizen perception on corruption in Girinka is slightly above 10%, precisely 11%.

Favouritism as a cause of Girinka mismanagement

According to www.oxforddictionaries.com, favouritism is defined as giving unfair preferential treatment to one person or group at the expense of another. During the CRC2016 Survey, citizens' perception on the existence of favouritism in Girinka has been assessed and the results per district are presented in the next graph.

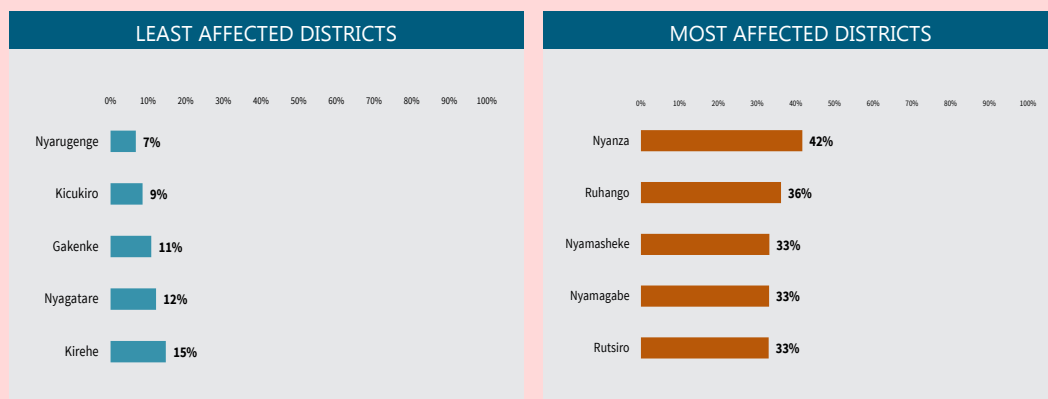
Chart 14: Favouritism in Girinka program



Source: RGB, CRC Survey, 2016

At national level, the average citizens' perception of favouritism in Girinka is 22.4% and the level at which districts are affected varies from one district to another. The least affected districts include Nyarugenge and Kicukiro of the CoK, score stands below 10%. The most affected districts (scoring over 25% are from the Southern and the Western Provinces. These include Nyanza, Huye, Ruhango, and Nyamagabe.

Chart 15: Most affected districts by favouritism in Girinka programme

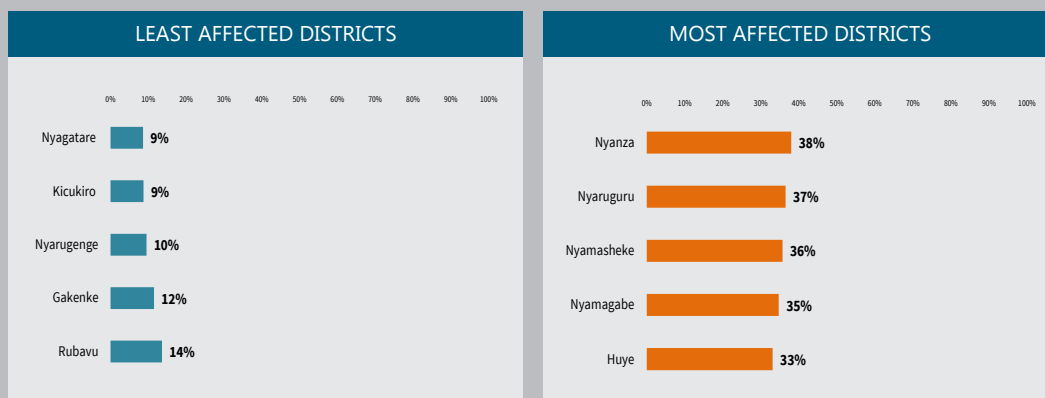


Source: RGB, CRC Survey, 2016

Injustice as a cause of Girinka mismanagement

Injustice is defined as something unfair that happens, often in violation of a basic human right. Injustice in Girinka programme has been noted in all the 30 districts, with an average of 22.1%. According to the MINAGRI/RAB report on the Agriculture and Livestock status (November 2016), 729 cows were taken to unspecified destinations. while 115 persons received cows through corruption malpractices and 929 Girinka beneficiaries refused to pass on cows to the next beneficiaries.

Chart 16: The five least and most affected districts with regard to injustice in Girinka programme



Source: RGB, CRC Survey, 2016

The five least affected districts by the injustice in Girinka are Nyagatare, Kicukiro, Nyarugenge, Gakenke and Rubavu. The table shows, on the other hand, the five most affected districts which are Nyanza, Nyaruguru, Nyamasheke, Nyamagabe, and Huye with all of them of the Southern Province.

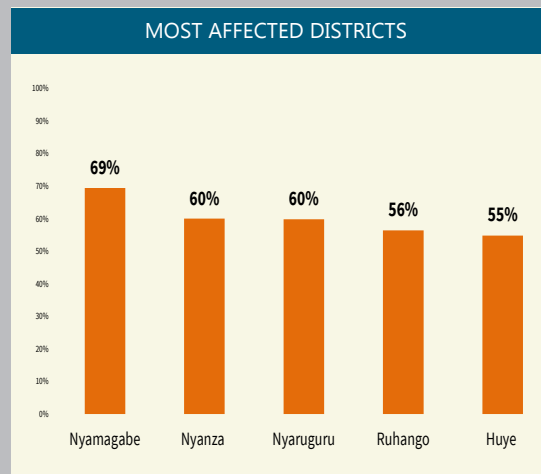
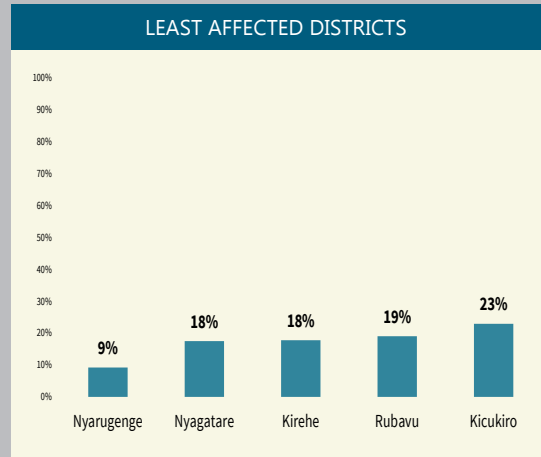
Leaders' poor management of Girinka as a programme challenge

The average perception on Girinka programme as poorly handled by leaders is 24.3%, a relatively high percentage. The 5 districts that scored higher are Nyamagabe (41.4%), Nyanza (40.6%), Nyaruguru (40.3%) and Nyamasheke (37%); while the least affected Districts are Nyagatare (11.5%), Kicukiro (12%), Rubavu (12.4%), Gakenke (13.3%) and Nyarugenge (13.7%). Detailed in annexe 01.

Chart 17: Five most and least affected districts where people were not given cows while they were eligible

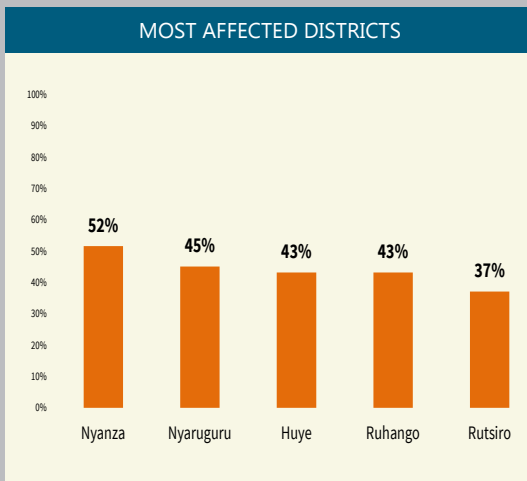
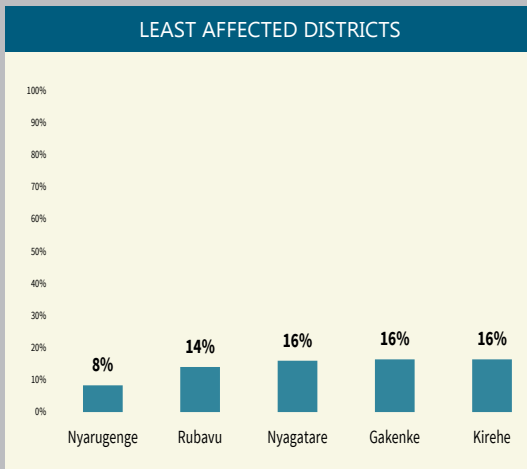
On average, the percentage of respondents who believe that some people are given cows while not eligible is 28.2%.

Also the average percentage of respondents who believe that the situation does not apply stands at 61.5%. The next table provides the top five most and least affected districts.



Source: RGB, CRC Survey, 2016

Chart 18: Citizens' perspective on the five most and least affected districts by the cases of some people given cows while ineligible



Source: RGB, CRC Survey, 2016

The five most affected districts are Nyanza, Nyaruguru, Huye, Ruhango and Rutsiro. Apart from Rutsiro district in the Western Province, the rest of the districts are from the Southern Province. According to the MINAGRI/RAB, the number of cows given to ineligible beneficiaries is 641 (Details in annexe 02).

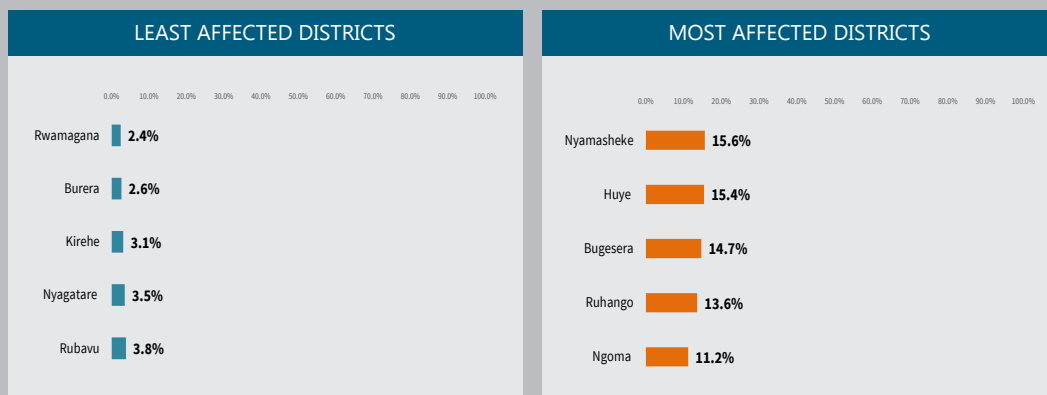
Other issues in Girinka programme

Other serious concerns in Girinka programme include the fact that some leaders give themselves cows while they are not eligible. Below are the findings per district.

In all 30 districts of Rwanda, some leaders unduly gave themselves cows. On average, the percentage of “yes perspective” is 8.3% while the “no perspective” is 79% This implies that the issue is not a serious threat (Details in annexe 03).

The tables below indicate the five most and least affected districts:

Chart 19: Citizens' perspective on the five most and least affected districts concerning the case of leaders who unduly gave themselves Girinka cows

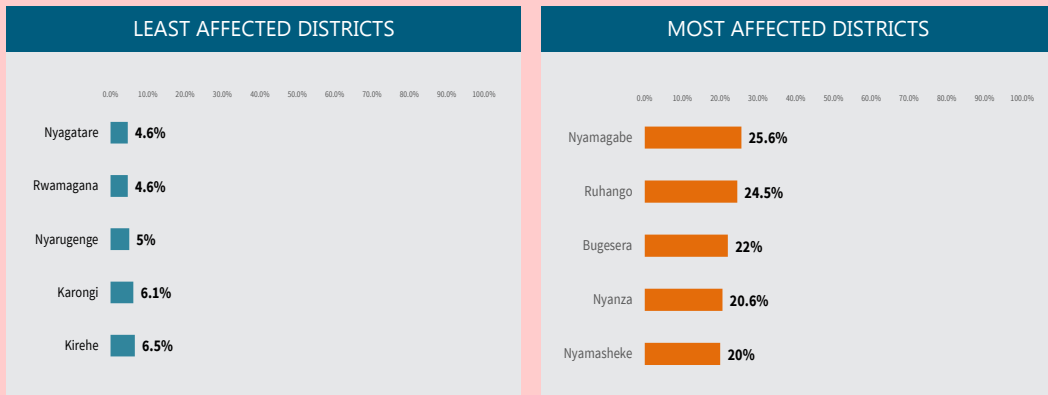


Source: RGB, CRC Survey, 2016

Further Girinka programme challenges also include the cases of some leaders who gave cows to their relatives.

According to 13% of respondents on average, some leaders gave cows to their relatives in the framework of Girinka program, while as per 73.3% of respondents, leaders didn't give cows to their relatives. By ranking district from the most affected to the least affected, the table below provides the following results (Details in annexe 04). The table below presents the findings per district:

Chart 20: Citizens' perspective on the five most and least affected districts with regard to the cases of leaders who gave cows to their relatives

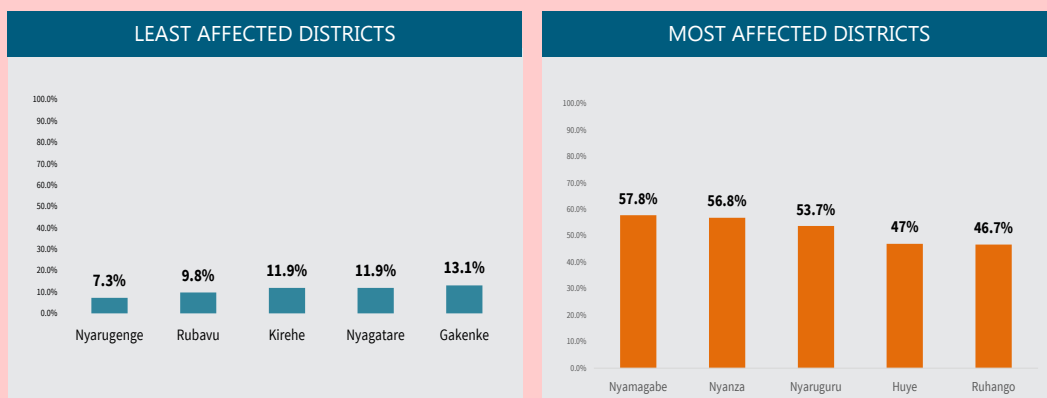


Source: RGB, CRC Survey, 2016

As indicated in the tables above, except for Bugesera district of the Eastern Province, the other most affected districts are of the Southern Province.

On average, 26.6% of citizens (about 3 out of 10) said that there were cases of people who were listed as Girinka beneficiaries but ended up by not receiving cows. The charts below have details.

Chart 21: Five most and least affected districts by the cases of frauded cows

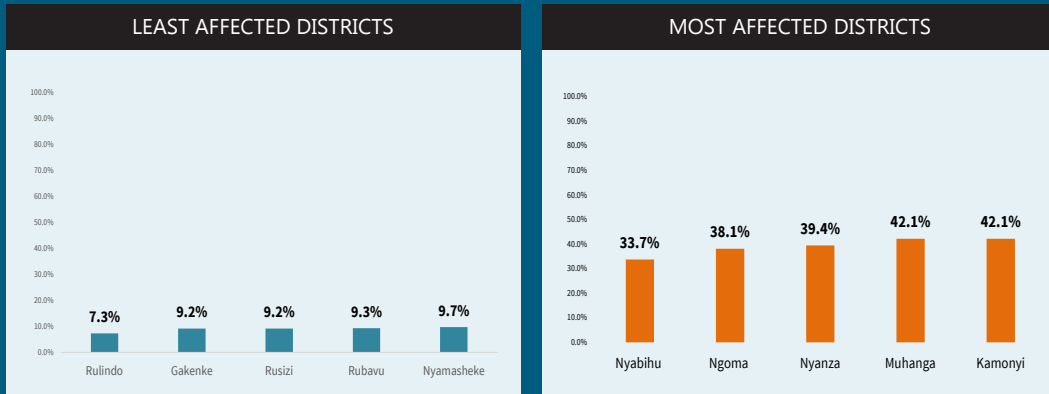


Source: RGB, CRC Survey, 2016

There is a significant gap between the rates of the five most affected districts (50% on average) and the scores of the five least affected districts (around 10%). Note that the five most affected districts by the issue of fraudulent practices in the distribution of cows are exclusively from the Southern Province (See annex 05).

22.5% is the average rate of respondents who believe that some people were given cows but failed to care for them, against 66.6% who believe that the mentioned cases do not exist. It is, in fact, necessary to assist/support the beneficiaries in primary animal care such as providing medications, cowsheds and supplement nutrition for their cows.

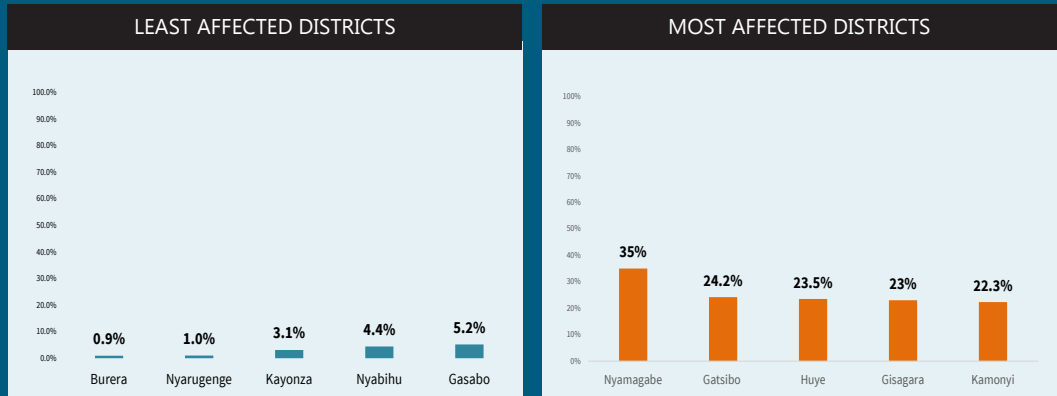
Chart 22: Five most and least affected districts regarding cases of people who were given cows but failed to care for them



Source: RGB, CRC Survey, 2016

According to MINAGRI, RAB report, most of the people who failed to care for received cows expressed the need to be assisted in having cowsheds. In Girinka programme some people were given cows but did not pass on calves as required (the pass on issues). See annexe 06.

Chart 23: Most and least affected district with pass on issues



Source: RGB, CRC Survey, 2016

On average, 12.4% of respondents stated that the pass on issue does exist against 73.6%.

Except for Gatsibo district in the Eastern Province, the rest of the five most affected districts are from the Southern Province. See annexe 07.

Conclusion

Girinka programme is an important HGS that is part and parcel of the Rwandan culture. The programme was initiated in 2006 by the National Umushyikirano Council (NUC) as a social protection programme, aimed at fighting malnutrition among children and improving the social welfare of citizens at the household level.

Girinka programme is coordinated under RAB, a MINAGRI agency. It is transforming rural livelihoods and addressing poverty alleviation in Rwanda. The model is simple and the impact is great. One Cow Per Poor Family Programme improves nutrition, sustenance and generates employment. Girinka provides a stable income for a family and is a source of soil nutrients, as manure is also generated to assist small-scale cropping activity.

Rwandans have an advantage of making it work because of a long-held culture that is shaped by cow ownership for centuries. It has the power to deliver as per the programme, and for example become part of a robust dairy industry chain, making it unique in the world.

During the CRC 2016 Survey, the citizens showed a high expectation of Girinka programme and they appreciated its impact in fighting malnutrition, reducing poverty and improving social cohesion. Among the challenges faced by Girinka programme, favouritism, injustice, corruption and poor management by the leaders have been the most decried by the citizens.

Today, the Government in collaboration with its partners, is determined to address the above mentioned challenges and make the implementation of Girinka programme impactful. Strategic orientations and solutions include but are not limited to the following:

MINAGRI/MINALOC/RAB should:

- Set up Monitoring and Evaluation systems for the programme (E-Girinka web-based and SMS application) and improve coordination and monitoring of the programme;
- Mobilise various partners' groups to support the programme, and promote local initiatives such as Girinka week (2 times/year), fundraising, and korozanya concept;
- Ensure defaulters are apprehended and punished in collaboration with Local Government by adopting and implementing the new Girinka Ministerial instructions No 0001/2016 of 25/02/2016;
- Build capacity of Girinka beneficiaries to ensure better management of cows (health, feeding and reproduction) through trainings on breeding, nutrition, housing, management and record keeping; and provide them supplementary package such as artificial insemination inputs and feeds, for an increased dairy produce;

- To ensure transparency, the list of beneficiaries should be crosschecked from the village level to the District level. This list should be known and published before; so as to prepare beneficiaries before distribution of cows;
- To extend the programme for an extra period as the level of poverty is still high and vulnerable households continue to have expectations in the programme;
- To deepen and increase financial literacy and inclusion (Saving and Loan services) of beneficiaries, as cows can be a stable source of income;
- The issue of poor families beneficiaries who cannot take care of their cows has to be dealt mutually and diligently. Ffor example, capable neighbours can be encouraged to provide assistance /support to beneficiaries in caring for their cows; thus reinforcing social cohesion.

Endnotes

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Annex

Annex 01:

Chart 17: Percentage of people in Girinka programme who were not given cows while they were eligible

DISTRICTS	YES (%)	NO (%)
Nyarugenge	9.0%	29.3%
Nyagatare	17,5%	81.3%
Kirehe	17.8%	79.2%
Rubavu	19.0%	55.6%
Kicukiro	21.5%	32.1%
Gasabo	23.2%	26.1%
Gicumbi	26.0%	72.1%
Karongi	27.5%	72.5%
Rulindo	27.7%	71.3%
Burera	28.4%	66.1%
Gakenke	29.2%	68.9%
Kayonza	30.8%	67.8%
Rwamagana	31.2%	66.1%
Gatsibo	31.3%	68.4%
Rusizi	32.9%	36.7%
Muhanga	33.9%	64.2%
Ngororero	33.9%	62.6%
Musanze	36.2%	61.3%
Rutsiro	36.8%	62.0%
Ngoma	38.3%	57.7%
Bugesera	39.2%	46.9%
Kamonyi	39.4%	59.4%
Nyamasheke	39.5%	45.9%
Nyabihu	40.6%	56.8%
Gisagara	44.8%	51.2%
Huye	54.8%	42.0%
Ruhango	56.4%	38.5%
Nyaruguru	59.4%	37.5%
Nyanza	60.0%	37.7%
Nyamagabe	69.4%	28.6%
AVERAGE	34.6%	54.9%

Source: RGB, CRC Survey 2016.

Annexe 02:

Chart 19: Citizens' perspective on some people who are given cows when they were not eligible

DISTRICTS	YES (%)	NO (%)
Nyanza	51.6%	44.9%
Nyaruguru	45.1%	51.7%
Ruhango	43.3%	52.4%
Huye	43.2%	52.8%
Nyamagabe	39.4%	58.3%
Rutsiro	37.1%	61.2%
Gisagara	37.0%	59.1%
Bugesera	37.0%	49.3%
Nyabihu	36.2%	61.0%
Nyamasheke	30.4%	56.9%
Kamonyi	29.8%	68.5%
Karongi	29.3%	70.7%
Ngororero	29.3%	69.6%
Musanze	29.0%	67.2%
Muhanga	28.8%	69.4%
Kayonza	26.4%	71.7%
Rusizi	26.1%	45.2%
Burera	26.1%	67.2%
Ngoma	26.1%	71.1%
Gatsibo	25.3%	74.4%
Gicumbi	24.0%	73.1%
Rwamagana	23.7%	73.3%
Rulindo	23.3%	75.7%
Gasabo	20.5%	28.5%
Kicukiro	20.0%	37.1%
Gakenke	16.4%	81.4%
Kirehe	16.4%	80.8%
Nyagatare	16.0%	82.7%
Rubavu	14.8%	60.0%
Nyarugenge	8.3%	30.7%
AVERAGE	28.2%	61.5%

Source: RGB, CRC Survey 2016.

Annexe 03:

Chart 21: Citizens' perspective on cases of leaders who unduly gave themselves cows

DISTRICTS	YES (%)	NO (%)
Rwamagana	2.4%	94.2%
Burera	2.6%	96.2%
Kirehe	3.1%	91.7%
Nyagatare	3.5%	94.8%
Rubavu	3.8%	70.7%
Nyarugenge	4.0%	35.3%
Karongi	4.9%	94.5%
Kayonza	6.1%	91.9%
Gatsibo	6.7%	92.2%
Gicumbi	6.7%	89.5%
Rusizi	6.7%	61.1%
Musanze	7.2%	88.7%
Nyamasheke	7.7%	71.1%
Rulindo	8.0%	91.0%
Kicukiro	8.1%	45.8%
Gakenke	8.1%	89.4%
Gasabo	9.0%	37.1%
Gisagara	9.1%	78.8%
Nyaruguru	9.2%	87.3%
Nyabihu	9.5%	87.3%
Nyanza	10.1%	78.0%
Kamonyi	10.6%	85.8%
Ruhango	10.9%	77.6%
Ngororero	11.0%	83.5%
Rutsiro	11.0%	87.5%
Ngoma	11.2%	84.8%
Muhanga	13.6%	84.5%
Bugesera	14.7%	64.1%
Huye	15.4%	68.4%
Nyamagabe	15.6%	78.9%
Average	8.3%	79.0%

Source: RGB, CRC Survey 2016.

Annexe 04:

Chart 23: Citizens' perspective on cases of some leaders who gave cows to their relatives

DISTRICTS	YES (%)	NO (%)
Nyamagabe	25.6%	68.1%
Ruhango	24.5%	63.9%
Bugesera	22.0%	55.5%
Nyaruguru	21.3%	72.7%
Nyanza	20.6%	64.3%
Nyamasheke	20.0%	58.1%
Huye	19.4%	62.6%
Gisagara	17.0%	73.9%
Kamonyi	16.7%	79.7%
Muhanga	15.5%	82.4%
Ngororero	15.4%	77.1%
Nyabihu	14.3%	81.9%
Gicumbi	14.0%	81.7%
Rutsiro	13.0%	86.1%
Rulindo	13.0%	86.0%
Gatsibo	12.9%	86.0%
Gasabo	12.6%	33.2%
Ngoma	12.3%	79.7%
Rusizi	11.6%	53.7%
Gakenke	11.1%	86.4%
Musanze	10.0%	85.6%
Kicukiro	9,40%	42.6%
Kayonza	8,60%	89.4%
Burera	7%	92.5%
Rubavu	6,90%	67.1%
Karongi	6,10%	92.2%
Kirehe	5,60%	86.9%
Rwamagana	5,50%	91.5%
Nyarugenge	5%	34.0%
Nyagatare	4,60%	94.0%
AVERAGE	13.3%	73.3 %

Source: RGB, CRC Survey 2016.

Annexe 05:

Table 17: Citizens' perspective on cases of some people in Girinka programme who were listed as beneficiaries but ended up by not receiving cows

DISTRICTS	YES (%)	NO (%)
Nyamagabe	57.8%	38.3%
Nyanza	56.8%	37.4%
Nyaruguru	53.7%	43.2%
Huye	47.0%	49.0%
Ruhango	46.7%	43.9%
Kamonyi	38.7%	58.5%
Gisagara	37.0%	58.8%
Nyamasheke	34.9%	47.9%
Muhanga	32.4%	65.2%
Rusizi	28.7%	40.3%
Ngororero	27.5%	68.1%
Kayonza	27.5%	70.6%
Bugesera	26.0%	50.4%
Nyabihu	25.7%	68.9%
Burera	24.9%	73.6%
Musanze	23.6%	71.0%
Gatsibo	22.9%	76.7%
Rwamagana	21.6%	76.0%
Gicumbi	19.5%	79.5%
Karongi	17.7%	82.3%
Rutsiro	17.7%	81.2%
Gasabo	17.3%	29.7%
Kicukiro	16.8%	37.4%
Rulindo	16.3%	82.7%
Gakenke	13.1%	84.4%
Nyagatare	11.9%	86.3%
Kirehe	11.7%	83.3%
Rubavu	9.8%	64.0%
Nyarugenge	7.3%	31.0%
AVERAGE	26.7%	61.7%

Source: RGB, CRC Survey 2016.

Annexe 06:

Table 19: Some people were given cows but failed to care for them

DISTRICTS	YES (%)	NO (%)
Muhanga	42.1%	55.5%
Kamonyi	42.1%	56.3%
Nyanza	39.4%	52.5%
Ngoma	38.1%	59.0%
Nyaruguru	33.7%	64.1%
Gisagara	31.2%	63.6%
Gatsibo	30.7%	68.9%
Bugesera	28.7%	49.6%
Huye	27.8%	66.7%
Burera	25.8%	73.3%
Ruhango	24.8%	65.5%
Nyamagabe	24.4%	71.9%
Gicumbi	23.8%	74.8%
Nyagatare	22.9%	75.6%
Rutsiro	22.6%	76.8%
Karongi	20.3%	79.7%
Ngororero	20.3%	74.8%
Musanze	20.0%	75.1%
Kayonza	19.4%	78.6%
Kirehe	19.4%	76.4%
Rwamagana	18.2%	79.0%
Kicukiro	15.2%	40.0%
Nyabihu	15.2%	81.6%
Gasabo	15.1%	32.6%
Nyarugenge	14.0%	24.7%
Nyamasheke	9.7%	78.8%
Rubavu	9.3%	65.2%
Rusizi	9.2%	65.8%
Gakenke	9.2%	88.6%
Rulindo	7.3%	91.3%
AVERAGE	22.5%	66.6%

Source: RGB, CRC Survey 2016.

Annexe 07:

Table 21. Satisfaction level of citizens on the pass on issue

DISTRICTS	YES (%)	NO (%)
Burera	0.9%	97.4%
Nyarugenge	1.0%	35.7%
Kayonza	3.1%	95.0%
Nyabihu	4.4%	85.7%
Gasabo	5.2%	64.1%
Rwamagana	5.5%	91.8%
Kicukiro	6.5%	44.5%
Musanze	6.7%	84.9%
Karongi	7.0%	93.0%
Gakenke	7.2%	90.3%
Rubavu	7.4%	67.1%
Rulindo	8.0%	89.7%
Kirehe	8.1%	86.7%
Nyamasheke	9.0%	66.8%
Ngoma	10.0%	81.7%
Gicumbi	10.2%	87.1%
Rusizi	10.6%	52.2%
Ngororero	12.5%	82.6%
Rutsiro	13.0%	85.8%
Bugesera	13.4%	61.9%
Muhanga	15.8%	80.9%
Ruhango	16.1%	69.1%
Nyaruguru	18.1%	74.6%
Nyagatare	20.4%	77.1%
Kamonyi	22.3%	73.8%
Gisagara	23%	69.1%
Nyanza	23.2%	64.1%
Huye	23.5%	64.6%
Gatsibo	24.2%	74.2%
Nyamagabe	35.0%	56.7%
AVERAGE	12.4%	73.6%



www.rgb.rw

info@rgb.rw

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