

## THE ASSESSMENT OF THE IMPACT OF HOME GROWN INITIATIVES





*Fostering Good Governance for Sustainable Development*

**“THE ASSESSMENT OF THE  
IMPACT OF HOME GROWN  
INITIATIVES”**

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# FOREWORD

Rwanda Governance Board as the custodian of Home Grown Initiatives which are the country's trade-mark approach to social-economic development is delighted to publish an impact assessment of selected HGIs.

HGIs are premised upon Rwanda's history and culture which gives them the potential to effectively address complex challenges often encountered while trying to achieve various national development goals. The most celebrated HGIs include Umuganda, Gacaca, Abunzi, Imihigo, Ubudehe, Itorero & Ingando, Umushyikirano, Umwiherero, and Girinka.

In the context of the post Genocide Rwanda, home grown policies have generated numerous success stories in strengthening the delivery of the Economic Development and Poverty Reduction Strategy-EDPRS. As the HGIs are a direct response to economic and social challenges, they directly contribute to the fast –growth of the economy thereby making the difference in gradually uplifting citizens' well-being.

The impact assessment presented in this document is focused on four HGIs namely, Ubudehe, Girinka, Imihigo and Umuganda. It highlights the cost/benefits analysis of these HGIs at community level with a comparison before and after the implementation of HGIs. It attempts to identify ways to improve the HGI programs and outlines the policy recommendations complete with a strategy to advocate for their adoption by government.

The study was conducted countrywide on a statistically representative sample. It investigated certain aspects of the policies such as income generation, use and improvement in the households and community livelihoods, as well as impact on the graduation out of poverty. It is hoped that the valuable findings will serve as documented reference for successes achieved which can also be built upon for further transformation.

We wish to extend a vote of thanks to all stakeholders especially the SN Solutions Ltd consultancy firm for their contribution towards this study. We appreciate the individuals who, in one way or the other contributed to the preparation of this report. This study is dedicated to both policy makers and practitioners in the field of HGIs.

**Prof. Anastase Shyaka**  
**Chief Executive Officer**  
**Rwanda Governance Board**



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# Abbreviations and acronyms

<b>12YBE</b>	:	Twelve Years Basic Education
<b>9YBE</b>	:	Nine Years Basic Education
<b>AfDB</b>	:	African Development Bank
<b>CDF</b>	:	Community Development Fund
<b>CDF</b>	:	Community Development Fund
<b>CIP</b>	:	Crop Intensification Program
<b>CoK</b>	:	City of Kigali
<b>DDP</b>	:	District Development Plan
<b>DDP</b>	:	District Development Plan
<b>DPRPR</b>	:	Decentralised Programme for Rural Poverty Reduction
<b>EDPRS</b>	:	Economic development and Poverty Reduction Strategy
<b>EICV</b>	:	Integrated Household Living Conditions Survey (Enquête Intégrale sur les Conditions de Vie des Ménages)
<b>FARG</b>	:	Fond d'Assistance aux Rescapes du Génocide
<b>FENU</b>	:	Fonds d'Équipement des Nations Unies
<b>GoR</b>	:	Government of Rwanda
<b>HGI</b>	:	Homegrown Initiatives
<b>ICT</b>	:	Information and Communication Technology
<b>IFAD</b>	:	International Fund for Agriculture Development
<b>IRDP</b>	:	Institute of Research and Dialogue for Peace
<b>JADF</b>	:	Joint Action Development Forum
<b>MDG</b>	:	Millennium Development Goals
<b>MINALOC</b>	:	Ministry of Local Government
<b>MINECOFIN</b>	:	Ministry of Finance and Economic Planning
<b>MMI</b>	:	Military Medical Insurance
<b>PPA</b>	:	Participatory Poverty Assessment
<b>PRSP</b>	:	Poverty Reduction Strategy Paper

<b>RAB</b>	:	Rwanda Agriculture Board
<b>RAMA</b>	:	La Rwandaise d'Assurance Maladie
<b>RGB</b>	:	Rwanda Governance Board
<b>RLDSF</b>	:	Rwanda Local Development Support Fund
<b>SACCO</b>	:	Savings and Credit Cooperative
<b>SFAR</b>	:	Student Financing Agency for Rwanda
<b>STABEX</b>	:	Système de Stabilisation des Recettes d'Exportation
<b>TVET/VCT</b>	:	Technical and Vocational Education and Training / Vocational Training College
<b>UNDP</b>	:	United Nations Development Program
<b>UNHCR</b>	:	United Nations High Commission for Refugees
<b>UNICEF</b>	:	United Nations Children's Fund
<b>VUP</b>	:	Vision 2020 Umurenge Program

# Executive Summary

Home Grown Initiatives (HGIs) are Rwanda's 'trade mark' solutions built on the Rwandan history and culture. These policies are a direct response to economic and social challenges and contribute to fulfil the developmental vision of Rwanda. The most extensive and transformative HGIs include Umuganda, Gacaca, Abunzi, Imihigo, Ubudehe, Itorero & Ingando, Umushyikirano, Umwiherero and Girinka.

This impact assessment was carried out on four of these HGIs, i.e. **Ubudehe**, **Girinka**, **Imihigo**, and **Umuganda** with the objective to evaluate the socio-economic impact on the citizenry, identify ways for improvement, outline policy recommendations and propose an advocacy strategy for utilising the recommendations. The study was carried out on a sample of 1,155 households in 10 districts selected randomly, i.e. 385 households for Girinka, Umuganda and Ubudehe respectively. For Imihigo, the district performance contracts and subsequent evaluation reports for the period between 2009 and 2013 were compiled and analysed. The results were complemented by focus groups' discussions with local leaders and the community.

The social impact of each HGI was measured in terms of the access to health and education services, shelter, food, social cohesion, participation in decision making and governance. The assessment on economic impact investigated income generation and consumption pattern, improvement in the households' and community livelihoods in terms of energy consumption, household belongings, etc. as well as impact on poverty reduction.

Findings of the assessment suggest that **Ubudehe** and **Girinka** had a significant impact on recipient households and the community. In terms of social impact, Ubudehe and Girinka have contributed to beneficiary households through the increased access to health and education services, shelter, improved nutrition, social cohesion and sustained participation in decision making at community level. According to the linear regression model performed, **Girinka** may have contributed to the reduction of extreme poverty for 31.4% of households in the sample.

This study contributes to the growing body of research underscoring the achievements of **Imihigo** in the impact on the local development. The **Imihigo** culture has instilled competition spirit amongst the 30 districts. The assessment found that around 2,866 Imihigo were implemented over the last four years. Imihigo promoted focused planning and pledging what can be achieved given the available resources in the local government. In response, Imihigo showed a decreasing number of activities as a result of compressions operated to refocus on the key and critical areas for local development. A close analysis of each pillars of Imihigo indicated however continued scatterness and inconsistency of themes in areas implemented through the years. Therefore there is a need to refocus activities inside each pillar and retain few but focused activities that are likely to make a real and visible change. In addition, poorly set targets, lack of baselines, poor filing and reporting, as well as weaknesses in the prioritisation and focusing on key aspects are among the challenges noted in this study.

The monetary contribution as net value of labor of the population through **Umuganda** is evaluated in nominal terms at Rwf 66,722,460,699 for the period of 2007-2013. This figure includes the construction of houses for vulnerable people, support to the implementation of water supply projects, construction of new classrooms for primary and secondary education, health centres, offices for sectors and cells, road maintenance, tree planting, radical terracing and other soil erosion control infrastructures, etc. The important *social* aspect of **Umuganda** comes as a forum in which public policies are communicated and explained to the population, and in which community members discuss the problems that they are facing and propose possible solutions.

This study would be incomplete without highlighting some challenges in the implementation of the four HGIs. For **Umuganda**, capacity constraints and poor planning hamper greater impact at the community level; local residents sometimes plan sophisticated and extensive projects which are difficult to accomplish without the central government support (e.g. infrastructure). The level of participation of the population, especially in urban areas, is also frequently insufficient. The indicators for the evaluation of the realisations need also to be updated and consistently applied. For **Ubudehe**, communities and households have underlined insufficient financing, high levels of poverty which need diversified responses and limited knowledge and capacity of beneficiaries in project planning. For **Girinka** Program, limited access to veterinary drugs, insufficient proper cowshed, reduced access to veterinary services, not enough cow feeding,

and irregular access to water for the cows, limited knowledge in livestock management and low milk prices are highlighted. In the case of **Imihigo**, top down planning was pointed out by the communities as a reason for the occasional lack of ownership. As a consequence, targets at household level suffer from lack of ambition.

Lastly, in general data on the HGI are not collected and consolidated regularly. Database and monitoring and evaluation (M&E) systems in the institutions running the programs are either not in place or are still under construction.

**In light of these findings, the following main recommendations are formulated:**

1. A review of Ubudehe ceilings of financing of the community and households projects shall be conducted to align with the poverty levels of the beneficiaries. Poverty graduation requirements shall be reviewed by **districts** in partnership with **RLDSF**;
2. It shall be explored how Ubudehe program could release its support in different instalments and phases to households rather than a one-time project to ensure that households are accompanied towards poverty graduation;
3. A simple but evidence-based model for Ubudehe categorisation has to be developed by **MINALOC, RLDSF, MINECOFIN** while **Districts** and **CSOs** shall be encouraged to disseminate to the citizens;
4. Application of categories should be supplemented by additional assessment to ensure relevance of the categorisation to the specific purposes of the interventions. The assessment shall be conducted by **RGB, SPU-Office of the President and GACU-Government Action Coordination Unit**;
5. Strategies to extend Girinka program to reach all needy households shall be pursued; **MINAGRI** should spearhead this campaign;
6. Access to veterinary drugs should be facilitated and distances to the technical services should be shortened for the citizens. **MINAGRI** shall elaborate the proposals;
7. More and focused trainings for the beneficiaries on livestock management for Girinka recipients are needed. **MINAGRI** and **MINALOC** explore the training possibilities;
8. Investigation on possibilities of packaging poverty reduction solutions and greater synergies between different programs

- for poor households should be conducted, RGB in partnership with SPU-Office of the President spearheads the survey/ analysis;
9. Umuganda committees' capacity to properly plan for Umuganda activities needs to be increased by **MINALOC**;
  10. Umuganda activities that bring visible and sustained changes in the community livelihoods must be pursued. **MINALOC** to increase the M&E capacity to document;
  11. Umuganda targets should be included in Imihigo to make them binding. **MINALOC** Inspectors in partnership with the provinces shall review the Imihigos of the districts in this respect;
  12. Appropriate and citizen-friendly mechanisms to improve citizens' participation in Imihigo planning is acute. **MINALOC** and **RGB** to prepare technical advice and guidelines;
  13. Performance-based indicators for Umuganda are needed measuring achievements to cover all types of activities that are carried out. A mechanism to ensure consistency and reality in their application needs to be designed;
  14. Consistency and focus in the planning areas and themes in each pillar of Imihigo need to be pursued while reducing their overall number to increase focus on local development and rational resources use;
  15. The planning process for household and community Imihigo needs to be put in place; **Districts** champion this initiative;
  16. Proper M&E and tracking systems for all Home Grown Initiatives is urgently needed; **MINACOFIN** and **MINALOC** shall be responsible;
  17. Regular updating of indicators for each Home Grown Initiatives has to be periodically verified, RGB in partnership with **MINECOFIN** to handle;
  18. VUP financing should be aligned to support regions of export agriculture so as to facilitate the transition of poor families to self reliance. **RGB, SPU-Office of the President** and **GACU-Government Action Coordination Unit** spearhead the agenda.
  19. The Government of Rwanda and Development Partners to support Rwanda Governance Board both in human and financial capacities in order to set up a modern documentation center for Home Grown Initiatives-HGI

## 1.1. Home Grown Initiatives

Home Grown Initiatives are Rwanda's brain child solutions to economic and social development. They are practices developed by the Rwandan citizens based on local opportunities, cultural values and history to fast track their development. Being locally-created, HGIs are appropriate to the local development context and have been the bedrock to the Rwandan development successes for the last decade.

Home Grown initiatives include Umuganda (community work), Gacaca (truth and reconciliation traditional courts), Abunzi (mediators), Imihigo (performance contracts), Ubudehe (community-based and participatory effort towards problem solving), Itorero & Ingando, Umushyikirano (national dialogue), Umwihherero (National Leadership Retreat), Girinka (One cow per Family program) etc. They are all rooted in the Rwandan culture and history and therefore easy to understand by the communities.

## 1.2. Background and context to the assessment of HGIs

HGIs, such as Imihigo, Ubudehe, Umuganda, Girinka, Gacaca, Abunzi, etc. have generated numerous success stories in strengthening the delivery of the first Economic Development and Poverty Reduction Strategy (EDPRS 1). Scaling up HGIs forms therefore an integral part of the EDPRS 2, with particular focus on identifying innovations and best practices.

The Cabinet Meeting held on 4th November 2012 requested the Home-Grown Initiatives and best practices to be documented for public use. This decision was complementing the 8th National Dialogue (20-21 December 2010) which instructed the Rwanda Governance Board (RGB) to assess the social and economic impact of the HGI so far made on ordinary Rwandans, their integral beneficiaries, and to document the HGI innovations and best practices, with the objective of:

- Packaging HGIs and best practices through a sound communication strategy to showcase how they have impacted poverty alleviation, national development and self-reliance;
- Creating an information bank for HGIs and best practices that will always be referenced and used by interested parties—academia, media, civil society and policy makers;

- Providing an academic orientation, discourse and consultations through targeted publications;
- Informing reporting on Rwanda through facts and research based documentation of HGIs;
- Serving as a tool that will drive policy reform through identification of areas for improvement and actionable recommendations;
- Assessing/identifying how their impact can be amplified.

Four HGIs are assessed in this study: Ubudehe, Imihigo, Umuganda and Girinka. These HGIs were developed as means to fight poverty and accelerate socio-economic development. Most especially, Ubudehe and Girinka, target the eradication of extreme poverty at community and household levels.

## **1.3. Objective of the study**

### **1.3.1 Main objective**

The main objective of this study was to carry out a rigorous assessment of the socio-economic impact on communities and households of Girinka, Ubudehe, Umuganda and Imihigo.

### **1.3.2 Specific objectives**

The specific objectives are to:

1. Carry out a literature review on the HGIs in Rwanda;
2. Assess the socio-economic impact of HGIs schemes in Rwanda;
  - a) Identify the economic and social benefits/costs of the HGIs at community level and Household level;
  - b) Make a Cost/benefits analysis of the HGI at the community level;
  - c) Make a comparison before and after the implementation of HGIs;
3. Identify the ways of improvement of the HGIs programs;
4. Outline policy recommendations in order to improve HGIs;
5. Propose a brief advocacy strategy for the recommendations.

## **1.4. Research methodology**

The methodology applied includes:

- (i) Literature review on the four HGI to collect secondary data and document their implementation guidelines, processes, activity reports, and evaluations reports;

- (ii) Field research to collect primary data to measure the socio-economic impact, success stories, failures, best practices, etc.;
- (iii) Data analysis and interpretation using SPSS;
- (iv) Formulation of conclusions and recommendations.

### **1.4.1. Literature review**

The first step in this assignment was to carry out a desk review of the existing documentation on Girinka; Ubudehe; Umuganda and Imihigo. This consisted in the review of each program's documents and secondary literature of which policies, strategies, guidelines, studies and evaluation reports.

The literature review allowed to understand policy objectives, implementation strategies, programs' guidelines and processes. This was compared to current field practices, success stories and failures. The literature review laid the foundation for the measurement of the economic and social impact for each of the four HGIs. The review yielded also first-hand secondary data on which the measurement of the effectiveness of the programs and citizen satisfaction were based.

### **1.4.2. Field data collection**

Primary data were collected through field research using three tools, i.e. (i) questionnaires, (ii) focus groups discussions, and (iii) interviews, which were administered to a sample of 385 respondents, different from a program to another as described in the following section. This was complemented by focus group discussions and direct observation of the realisation for each HGI.

#### **1.4.2.1 Sampling**

##### **1) Selection of districts and sectors**

For the purpose of this assessment, 10 districts were chosen randomly, i.e. 2 districts for the East, North and West Province, 3 districts for the South Province and one district in the City of Kigali. For each district two sectors (i.e. 20 sectors in total) were also chosen randomly. The nature of records from the programs did not allow to get a clear distribution of beneficiaries in cells and villages due to limited/inadequate records both at central and local government levels. We have thus limited our sample to the level of districts and sectors.

## 2) Determination of the sample of respondents

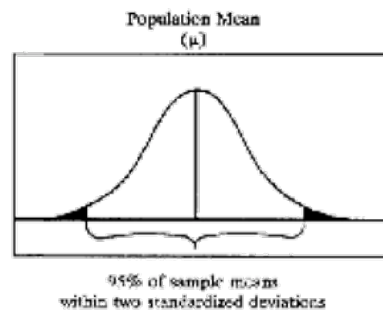
The sample size is usually influenced by a number of factors, including the purpose of the study, population size, the risk of selecting a “bad” sample, and the allowable sampling error. In addition three criteria need to be specified to determine the appropriate sample size: (1) the level of precision, (2) the level of confidence or risk, and (3) the degree of variability in the attributes being measured (Miaoulis and Michener, 1976).

### a) The Level of Precision

The level of precision, sometimes called sampling error, is the range in which the true value of the population is estimated to be. This range is often expressed in percentage points (e.g.  $\pm 5$  percent).

### b) The Confidence Level

The **confidence** or **risk level** is based on ideas encompassed under the Central Limit Theorem. In a normal distribution, approximately 95% of sample values are within two standard deviations of the true population value (e.g., mean). It is this confidence level that was be applied for this study.



### c) Degree of Variability

The third criterion, the degree of variability in the attributes being measured refers to the distribution of attributes in the population. The more heterogeneous a population, the larger the sample size required to obtain a given level of precision. A proportion of 50% indicates a greater level of variability than either 20% or 80%. This is because 20% and 80% indicate that a large majority do not or do, respectively, have the attribute of interest. Therefore, the degree of variability adopted for this study is 50%.

These factors were applied to determine the sample size of the HGIs under study. A confidence level of 95%, the confidence interval of 5% of and picking choice percentage 50, yielded a sample size of 385 households using the following formula:

$$ss = \frac{Z^2 * (p) * (1-p)}{c^2}$$

Where:

ss = sample size

Z = Z value (e.g. .... for 96% confidence level and  $\alpha$  5%);

p = percentage picking a choice, expressed as decimal. When determining the sample size needed for a given level of accuracy you must use the worst case percentage (50%);

c = confidence interval, (also called margin of error). In our case the confidence interval is  $\pm$  5%.

The sample size used was therefore 385 households for Girinka, Ubudehe and Umuganda respectively.

### 3) Sampling for Girinka Program

National wide, 186,641 cows were distributed from January 2006 to April 2013. These include cows distributed by the program itself, as well as cows distributed under Kwitura and other initiatives.

**Table 1: Cows distributed from January 2006 to April 2013**

PROVINCE	DISTRICT	COWS DISTRIBUTED 2006-2013		TOTAL
		GIRINKA	KWITURA & INITIATIVES	
NORTH	BURERA	6,638	1,968	8,606
PROVINCE	DISTRICT	COWS DISTRIBUTED 2006-2013		TOTAL
		GIRINKA	KWITURA & INITIATIVES	
	GAKENKE	1,955	25	1,980
	GICUMBI	11,413	3,242	14,655
	MUSANZE	2,188	300	2,488
	RULINDO	4,901	404	5,305
	<b>S/Total</b>	<b>27,095</b>	<b>5,939</b>	<b>33,034</b>
EAST	BUGESERA	8,484	498	8,982
	GATSIBO	9,389	2,970	12,359
	KAYONZA	3,780	639	4,419
	KIREHE	4,715	551	5,266
	NGOMA	4,258	611	4,869
	NYAGATARE	4,582	799	5,381
	RWAMAGANA	4,380	1,080	5,460
	<b>S/Total</b>	<b>39,588</b>	<b>7,148</b>	<b>46,736</b>

<b>WEST</b>	KARONGI	6,020	2,108	8,128
	NGORORERO	10,869	-	10,869
	NYABIHU	2,497	442	2,939
	NYAMASHEKE	7,744	2,668	10,412
	RUBAVU	2,901	736	3,637
	RUSIZI	5,229	1,273	6,502
	RUTSIRO	6,652	1,856	8,508
	<b>S/Total</b>	<b>41,912</b>	<b>15,968</b>	<b>57,880</b>
<b>SOUTH</b>	GISAGARA	7,889	1,304	9,193
	HUYE	4,016	864	4,880
	KAMONYI	6,047	1,478	7,525
	MUHANGA	3,426	1,155	4,581
	NYAMAGABE	5,343	1,030	6,373
	NYANZA	2,816	572	3,388
	NYARUGURU	6,635	219	6,854
	RUHANGO	2,191	523	2,714
<b>S/Total</b>	<b>38,363</b>	<b>7,145</b>	<b>45,508</b>	
<b>KIGALI CITY</b>	GASABO	1,231	235	1,466
	KICUKIRO	955	220	1,175
	NYARUGENGE	781	61	842
	<b>S/Total</b>	<b>2,967</b>	<b>709</b>	<b>3,676</b>
	<b>TOTAL</b>	<b>149,925</b>	<b>36,716</b>	<b>186,641</b>

Source: RAB, 2013

For the 10 sampled districts, the total cows distributed sum up to 63,425. The sampling fraction method was used to determine the sample proportion as follows:  $385/63,425 = 0.0060702$ . This sample proportion was applied to the total number of cows distributed in each district to get the required sample.

**Table 2: Girinka sample size**

DISTRICT	NUMBER OF COWS DISTRIBUTED (N <sub>D</sub> )			SAMPLE SIZE (S <sub>D</sub> )
	GIRINKA 2006-2013	KWITURA & INITIATIVES	TOTAL	
GAKENKE	1,955	25	1,980	12
GICUMBI	11,413	3,242	14,655	88
KIREHE	4,715	551	5,266	32
NYAGATARE	4,582	799	5,381	33
NYAMASHEKE	7,744	2,668	10,412	63
RUBAVU	2,901	736	3,637	22
GISAGARA	7,889	1,304	9,193	56
MUHANGA	3,426	1,155	4,581	28
NYARUGURU	6,635	219	6,854	42
GASABO	1,231	235	1,466	9
<b>TOTAL</b>	<b>52,491</b>	<b>10,934</b>	<b>63,425</b>	<b>385</b>

Source: RAB, 2013

#### 4) Sampling for Ubudehe

Sampling for Ubudehe beneficiaries was based on the data provided by Ubudehe Program (Rwanda Local Development Support Fund - RLDSF). These data indicate that as of the date of the assessment, Ubudehe Program had financed 36,068 community projects (Rwf 15.6 billion) and 39,973 household projects (Rwf 7.5 billion) as shown below.

**Table 3: Projects financed by Ubudehe Program, 2001-2013**

PHASE	PERIOD	COMMUNITY PROJECTS	AMOUNT	HH PROJECTS	AMOUNT	TOTAL FUNDING
Pilot phase	2001-2002	679	679,000,000	1,358	101,850,000	780,850,000
Phase I	2005-2006	8,462	4,231,000,000	8,462	423,100,000	4,654,100,000
Phase II	2007-todate	26,927	10,660,801,340	30,153	6,944,380,848	17,605,182,188
<b>TOTAL</b>		<b>36,068</b>	<b>15,570,801,340</b>	<b>39,973</b>	<b>7,469,330,848</b>	<b>23,040,132,188</b>

*Source: RLDSF, 2013*

Based on data supplied by the program for the period 2007-2012, around 9,282 household projects were financed in the 10 sampled districts. The resulting sampling fraction ( $385/9,282$ ) of 0.041478 allowed to determine the sample size for each district.

**Table 4: Sample for Ubudehe beneficiaries**

DISTRICT	PROJECTS	SAMPLE
1. GASABO	697	29
2. NYAGATARE	736	31
3. KIREHE	1,162	48
4. NYARUGURU	802	33
5. MUHANGA	528	22
6. GISAGARA	1,007	42
7. GAKENKE	1,943	81
8. GICUMBI	1,004	41
9. RUBAVU	984	41
10. NYAMASHEKE	419	17
<b>TOTAL</b>	<b>9,282</b>	<b>385</b>

#### 5) Sampling for Umuganda

For Umuganda, the article 3 of the law n°53/2007 of 17/11/2007 establishing community works in Rwanda states that “every Rwandan of at least 18 years and who is not above 65 years with the ability to work shall have the obligation to perform community works”. Based on this legal provision, respondents for Umuganda were also chosen randomly in the sectors where the data collection was conducted for Ubudehe and Girinka.

## 5) Sampling for Umuganda

For Umuganda, the article 3 of the law n°53/2007 of 17/11/2007 establishing community works in Rwanda states that “every Rwandan of at least 18 years and who is not above 65 years with the ability to work shall have the obligation to perform community works”. Based on this legal provision, respondents for Umuganda were also chosen randomly in the sectors where the data collection was conducted for Ubudehe and Girinka.

DISTRICT/SECTOR	SAMPLE OF RESPONDANTS			
	UBUDEHE	GIRINKA	UMUGANDA	TOTAL
<b>1. GASABO</b>	<b>29</b>	<b>9</b>	<b>70</b>	<b>108</b>
NDUBA	15	5	30	50
RUSORORO	14	4	40	58
<b>2. NYAGATARE</b>	<b>30</b>	<b>33</b>	<b>40</b>	<b>103</b>
KIYOMBE	10	16	25	51
TABAGWE	20	17	15	52
<b>3. KIREHE</b>	<b>48</b>	<b>32</b>	<b>30</b>	<b>110</b>
KIREHE	26	16	10	52
NASHO	22	16	20	58
<b>4. NYARUGURU</b>	<b>34</b>	<b>42</b>	<b>25</b>	<b>101</b>
KIBEHO	14	21	15	50
NGOMA	20	21	10	51
<b>5. MUHANGA</b>	<b>22</b>	<b>28</b>	<b>55</b>	<b>105</b>
RUGENDABARI	13	14	25	52
SHYOGWE	9	14	30	53
<b>6. GISAGARA</b>	<b>42</b>	<b>56</b>	<b>25</b>	<b>123</b>
GIKONKO	17	28	15	60
MUKINDO	25	28	10	63
<b>7. GAKENKE</b>	<b>81</b>	<b>12</b>	<b>45</b>	<b>138</b>
COKO	72	6	5	83
KIVURUGA	9	6	40	55
<b>8. GICUMBI</b>	<b>41</b>	<b>88</b>	<b>10</b>	<b>139</b>
MANYAGIRO	20	44	5	69
RUKOMO	21	44	5	70
<b>9. RUBAVU</b>	<b>41</b>	<b>22</b>	<b>50</b>	<b>113</b>
MUDENDE	3	11	40	54
RUBAVU	38	11	10	59
<b>10. NYAMASHEKE</b>	<b>17</b>	<b>63</b>	<b>35</b>	<b>115</b>
CYATO	7	31	20	58
NYABITEKERI	10	32	15	57
<b>TOTAL</b>	<b>385</b>	<b>385</b>	<b>385</b>	<b>1155</b>

### **1.4.2.2 Development of indicators framework**

Once the sample size had been determined, an “indicators framework” (annex 1) was constructed for each of the HGIs. Indicators and sub indicators were necessary for the measurement of the economic and social impact, as well as the means of data collection and analysis. The indicators framework was used as the basis for the development of Girinka, Umuganda and Ubudehe questionnaires as well as focus groups and interview guides for Imihigo most especially. Based on the “indicator framework” a specific questionnaire was developed for Girinka (annex 2), Ubudehe (annex 3), and Umuganda (annex 4). For Imihigo, an interview guide (annex 5) for focus group discussions was used.

### **1.4.2.3 Direct observation**

For Ubudehe, Umuganda, Imihigo and Girinka, selected realisations were visited on field to cross check the information collected through questionnaires, interviews and focus group discussions, and document some of the best practices.

### **1.4.2.4 Data collection**

For data collection a team of twenty (20) enumerators (one per sector) were deployed for five days to administer questionnaires to the selected sample of households. Four (4) supervisors followed up the process. The data from the questionnaires were complemented by interviews and focus group discussions conducted in another set of five days. The composition of these focus groups is given in annex 6.

### **1.4.3. Data analysis**

Data collected were codified and captured into SPSS by a team of 15 data entry clerks. The resulting tables were analysed to highlight the trends in the social and economic impact of each program. The data analysis allowed to measure two aspects which are the following:

### **1.4.2.5 Economic impact assessment**

The economic impact analysis examined the effect of each HGIs on the beneficiary household and the community. The economic impact assessed particularly any change in the production, income levels, etc. attributable to the HGIs. The criteria measured were based on the “indicators framework” for each HGI.

### **1.4.2.6 Social impact assessment**

Social Impact Assessment (SIA) consisted of determining the social consequences that followed the inclusion of the beneficiary households into each program, as well as social changes that happen at community level that are attributable to the HGI. Using the indicator framework the social impact was measured in terms of change in social cohesion, access to food, health, education, shelter, self-governance, etc.

### **1.5. Limitations of the study**

One of the limitations to this assessment is the lack of baseline indicators against which to measure achievements in each HGI. This is why full baseline surveys should be undertaken for each program before interventions. The households visited were also selected based on the records of the local administration for each program, in the absence of such data at central level. Furthermore, the interviews were conducted in the presence of local authorities which might have led to certain bias in the responses.

Assessing multiple HGIs at the same time may also not allow exploring each thoroughly. In the future, each could be the object of a standalone assessment. Primary data were collected using a perception survey in sampled households. The results may therefore differ from the reality in some cases.

Lastly, it was not possible in the frame of this study to verify the degree of influence of other independent variables which might have led to the positive effect on the sampled households. The attribution of the socio-economic progress exclusively to the HGIs must therefore be treated with caution.

### **1.6. Structure of the report**

This report is structured into six chapters. The first chapter introduces the concept of home grown initiatives, and the reason for carrying out this assessment. The objective of the assessment as well as the methodology and research tools are then discussed. The second, third, fourth and fifth chapter deal with the assessment of Ubudehe, Girinka, Umuganda and Imihigo respectively.

For each of these HGI, a review of literature is conducted to lay down the foundation for the assessment and to highlight any benchmark indicators from the national surveys such as EICV3, DHS 2010, EDPRS1 evaluation reports or previous evaluations of the programs under study. The results of the findings are

then presented and compared to benchmark data when they are available. The challenges encountered in the implementation of each HGI are also discussed. Conclusions and recommendation are drawn for each HGI understudy, and advocacy strategies proposed for their implementation. Each HGI in treated as in a standalone chapter to facilitate the readers interested in a particular homegrown solution. Chapter six draws general conclusions and recommendations for the whole assessment.



# 2

## The Assessment of UBUDEHE

### 2.1 Introduction

This chapter presents the results of the assessment of Ubudehe. It starts with the literature review of Ubudehe program. The context of poverty in Rwanda is introduced to set the ground for the understanding of how Ubudehe contributes to the analysis of the nature and extent of poverty at community level. The origin, structure, functioning, achievements and results of Ubudehe are later discussed. The chapter then presents the results of the socio economic impact assessment of Ubudehe as well as the challenges that the program is facing. Drawing on the findings, conclusions and recommendations are formulated as well as advocacy strategies.

### 2.2 Review of the literature on poverty and Ubudehe

#### 2.2.1 The concept of poverty

Experts agree that there is no single ‘correct’ definition of poverty. However, how we define poverty is critical to political and policy decisions. Ringen (1987: 146) stresses that poverty is defined indirectly through the determinants of way of life and directly by way of life.

One popular definition of poverty was crafted by Townsend (1979: 31) who indicates that “individuals, families and groups in the population can be said to be in poverty when they lack the resources to obtain the types of diet, to participate in the activities and to have the living conditions and amenities which are customary, or are at least widely encouraged or approved, in the societies to which they belong. Their resources are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary living patterns and activities.”

The definition adopted by the European Commission in 1984 states that “The poor shall be taken to mean persons, families and groups of persons whose resources (material, cultural and social) are so limited as to exclude them from the minimum acceptable way of life in the Member State in which they live.”

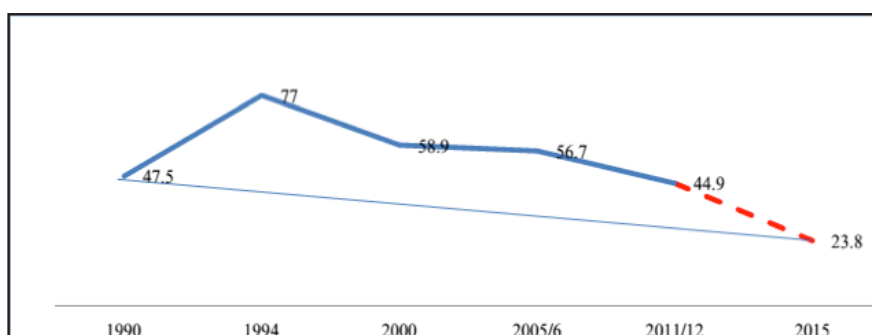
Furthermore, the UNHCR defines “poverty” as a human condition characterized by the sustained or chronic deprivation of the resources, capabilities, choices, security and power necessary for the enjoyment of an adequate standard of living and other civil, cultural, economic, political and social rights (UNHCR 2004). Thus, poverty is the state of being without the necessities of daily living, often associated with need, hardship and lack of resources across a wide range of circumstances.

Poverty is described into two categories, “extreme poverty” or absolute poverty and “poverty”. The Copenhagen Declaration of 1995, describes absolute poverty as “a condition characterised by severe deprivation of basic human needs, including food, safe drinking water, sanitation facilities, health, shelter, education and information.” The World Bank, on the other hand identifies “extreme poverty” as being people who live on less than US \$1.25 a day, and “poverty” as less than \$2 a day at 2005 purchasing power parity. (Ravallion, Chen and Sangraula, 2008: 5).

The poverty line in Rwanda was Rwf 64,000 per adult equivalent per year (in January 2001 prices), which corresponds to around Rwf 118,000 in January 2011 prices inflated using the overall cost of living index. The extreme poverty line is also set as the cost of buying the food consumption basket if nothing was spent on non-food at all; this line was Rwf 45,000 per adult per year in January 2001 prices. Based on prices in 2011, these lines correspond to Rwf 118,000 and Rwf 83,000, respectively (EICV3, p. 133).

The poverty report produced by the NISR and OPM in January 2012 provides the analysis of recent changes in poverty in Rwanda based on three national household surveys: EICV1 in 2000–01, EICV2 in 2005–06, and EICV3 in 2010–11. At the national level, poverty fell from 58.9% in 2000–01 to 56.7% in 2005–06 and to 44.9% in 2010–11. (McKay and Perge, 2012).

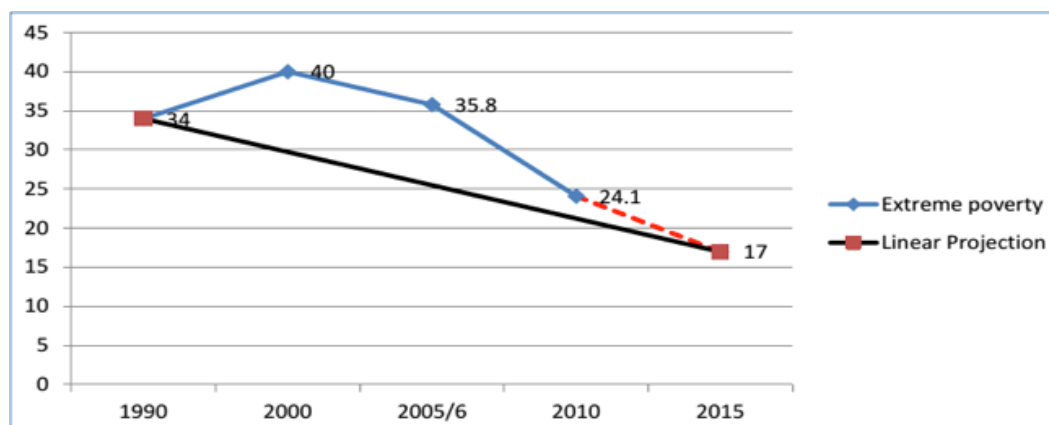
**Figure 1: Trend in Poverty in Rwanda between 1990 to 2011 and projection upto 2015**



Source: NISR 2012, p.134

Extreme poverty has also declined considerably, from 40% in 2000–01 to 35.8% in 2005–06 and to 24.1% in 2010–11.

**Figure 2: Trend in Extreme Poverty 2000/2011**



Source: NISR 2012, p.135

## 2.2.2 Ubudehe and poverty reduction

Ubudehe, as known today was developed while devising the first “Poverty Reduction Strategy” in the early 2000’, as part of a Participatory Poverty Assessment (PPA). Since then, Ubudehe mechanism has been an important tool in the implementation of poverty reduction programs. It provides a mechanism for the mapping of poverty levels through a participative categorisation of households in each village by the community members themselves. It also allows community participation in selecting the most critical poverty challenges and to agree on appropriate practices to meet these needs both at community and household level.

## 2.2.3 Origin and definition of Ubudehe

*Ubudehe* is “a traditional Rwandan practice of mutual help or mutual assistance among people in order to solve their problems”. In the ancient times, this approach was especially used by the population in cultivating the land in preparation of the agricultural season. At this occasion, “a group of households joined together to dig their fields; acting collectively to share the burden of the work and make sure that everyone is ready on time for the planting season” (MINALOC, 2009:1). The practice of Ubudehe allowed the population to join forces around a common goal, and facilitated participatory problem solving and social cohesion.



## a) Mapping of poverty at village levels

Based on poverty categories, the poverty profiles of the households in the village are mapped as perceived by the community members. The mapping process is done as follows:

- The community members collectively draw a social map on the ground using local materials, which is later copied onto a piece of cloth for the community to keep as a tool for future planning. This map details every household's location, their social category, type of shelter, all social and economic infrastructure and landmarks in the village, such as water points, schools, shops, roads etc. This exercise ensures that every family is acknowledged and represented in the process, and that none are excluded and everyone's needs can be better identified;



Figure 1: Social map copied on a piece of cloth

- To identify the social category of each household in the village, the community members share their understanding of poverty, its causes and consequences. The community then categorises every household into one of the six categories;

The results of the 2010 and 2012 households' classification in Ubudehe categories are given in table below.

**Table 7: Households by Ubudehe categories in 2010-2012**

CATEGORY	2012		2010	
0 Uncategorized	62,796	2.99%	96,976	10.04%
1 Abject poverty	58,280	2.77%	85,990	8.90%
<b>2 Extreme poverty</b>	<b>481,589</b>	<b>22.91%</b>	<b>275,738</b>	<b>28.55%</b>
<b>3 Poor</b>	<b>1,248,418</b>	<b>59.38%</b>	<b>403,110</b>	<b>41.74%</b>
4 Resourceful poor	234,014	11.13%	88,874	9.20%
5 Food rich	12,671	0.60%	13,273	1.37%
6 Money rich	4,506	0.21%	1,837	0.19%
<b>Total households</b>	<b>2,102,274</b>	<b>100%</b>	<b>965,798</b>	<b>100%</b>

Source: RLDSF, 2013

## **b) Prioritising needs and participatory solutions formulation**

Once the social map is drawn and categorisation of the households is complete, community members discuss and explain the various development problems they face and prioritise them using ‘preference scoring’ as follows:

- Listing all of the problems facing the community and then comparing these problems in pairs by identifying the characteristics of each. These characteristics are then scored out of 10 according to their importance. This stage involves everybody in the community.
- From this detailed analysis, the community is able to choose one of their most significant problems to address; one that would have the greatest impact on the community and which is feasible to tackle.
- Once everyone agrees on a problem, the community members proceed to developing a list of activities to be carried out to achieve their development transformation. They estimate the cost of each activity and outline its time frame. The community members then select two groups of people, one to implement the process and one to monitor and provide any necessary corrective action.
- Relevance testing is then undertaken with every beneficiary, particularly those who were not involved in the process, to make sure that all the community members came to a consensus on the strategy. This is also done with technicians who can give technical and practical information and with the local government which gives funding information and any other stakeholders who can assist. This ensures that the strategy chosen is feasible and sustainable.
- The strategy is then endorsed by all members of the community. Once these stages are completed, the village can receive the financing for the strategy.

The households/individuals that belong to the “Umutindi nyakuja” and “Umutindi” are considered to be the most in need of assistance.

### **2.2.5 Ubudehe achievements**

The Ubudehe Program is implemented into phases. The pilot phase was conducted in 2001-2002 in Butare Province (currently in the South Province). Based on the good results recorded during the pilot phase, a first phase scaling up the program countrywide was initiated for the period 2005-2006. The second phase (current) started in 2007 and is still on-going. The amount of funds allocated to community

and household projects increased from a phase to another as can be seen in table 8 below.

**Table 8: Projects financed by Ubudehe Program, 2001-2013**

PHASE	PERIOD	COMMUNITY PROJECTS	AMOUNT	HH PROJECTS	AMOUNT	TOTAL FUNDING
<b>Pilot phase</b>	2001-2002	679	679,000,000	1,358	101,850,000	780,850,000
<b>Phase I</b>	2005-2006	8,462	4,231,000,000	8,462	423,100,000	4,654,100,000
<b>Phase II</b>	2007-todate	26,927	10,660,801,340	30,153	6,944,380,848	17,605,182,188
<b>TOTAL</b>		<b>36,068</b>	<b>15,570,801,340</b>	<b>39,973</b>	<b>7,469,330,848</b>	<b>23,040,132,188</b>

Source: RLDSF, 2013

The comparison of the percentages by types of funded projects between Phase I and Phase II indicates a higher diversity of projects under the second phase. According to the evaluation report of the Decentralised Programme for Rural Poverty Reduction (DPRPR), this is due to the fact “the first phase was primarily concentrated on the purchase of smaller livestock, whereas the second phase has initiated a much more significant number of large works”.

During the Phase I, 80 % of all community projects were concentrated in few areas, with animal husbandry very predominant at 75 %. Water-based projects, scored low far behind with only 5 %. For the second phase, the five first predominant areas, which jointly exceeded 80 %, include Livestock /Breeding (38.2%), Agriculture (20.1%), Roads & bridges (10.6%), Water (8.3%) and Class rooms (6.0%).

**Table 9: Main types of projects supported between first and second phase of Ubudehe**

**First Phase: 2005 -2006**

The 10 main type of projects	% on total Community projects (14.837)	Cumulative percentages
Livestock/Breeding	75%	75%
Water	5%	<b>80%</b>
Agriculture	4%	84%
Roads	3%	87%
Class rooms	3%	90%
Radical terraces	2%	92%
Health insurance	2%	94%
Microfinance (“Tontines”)	2%	96%
Multi activity houses	1%	97%
Small shops	1%	98%

Source: CDF – Annual Report 2006 – p. 27

## Second Phase: 2007 -2008

The 10 main type of projects	% on total Community projects (14.837)	Cumulative percentages
Livestock /Breeding	38.2%	38.2%
Agriculture	20.1%	58.3%
Roads & bridges	10.6%	68,9%
Water	8.3%	77.2%
Class rooms	6.0%	83.2%
Small shops	3.7%	86.9%
Microfinance (“Tontines”)	3.6%	90.5%
Radical terraces	2.1%	92.6%
Storage bins	2.0%	94.6%
Electricity	1.3%	95.9%
<i>Calculations established according to the Final report of the Ubudehe programme 2007-2008 – CDF -</i>		

The second phase saw on the other hand the reduction of animal husbandry which, though still the most popular type of project, represents no more than 38 % of all plans against 75% in the first phase. This fall marks a correlative rise in agriculture from 4 % to 20 % and in facilities, since roads and bridges, adductions of water and classrooms shifted from a total of 11 % to about 25 %. Simultaneously, the share of small trade projects increased 4 times, micro-finance projects doubled and new types of projects made their appearance, such as electricity, while others disappeared from the 10 first positions, such as health insurance, for which some of the beneficiaries were able to pay their contribution.

### 2.2.6 Results of previous evaluations

According to the “EDPRS Poverty Analysis of Ubudehe” report, a survey conducted in 2006 and better known as “Voices of Ubudehe”, more than 74 % of surveyed households stressed that the approach can reduce poverty in their communities. Likewise, over 74 % of surveyed households affirmed that Ubudehe empowers the poor either well, very well and excellent. Besides, 86.11% of the households acknowledged that Ubudehe had reinforced their participation in planning, and more than 82 % indicate that Ubudehe had enhanced unified action (good, very good and excellent) (Niringiye and Ayebale, 2012; OSSERA, 2006: 6). Most concretely, encouraging results were reported on the socio economic impact of Ubudehe by subsequent evaluations.

### 2.2.6.1 Social impact

According to the “Voices of Ubudehe”, the programme creates a mechanism for grassroots empowerment whereby communities have the opportunity to improve both their quality of life and their social cohesion, through the decentralisation of planning and financing down to the village (OSSERA, 2006: 7). This is also confirmed by Aggrey & Ayebale (Journal of Sustainable Development in Africa, Volume 14, No.3, 2012) who indicate that close to 89% of households consulted in an “Impact Evaluation of the Ubudehe Programme in Rwanda” asserted a “great” and even a “very great change” in terms of social cohesion (Aggrey & Ayebale, 2012: 9).

A close look at the social indicators confirms these findings. As far as the food security is concerned, the “DPRPR Evaluation of 2013” reports that the impact of Ubudehe on the households is extremely significant: whilst 96.61% of households indicate that they are not able to properly nourish their family before the Ubudehe project, 89.93% of households declare to have a fair or good capacity after having benefited from the Ubudehe project. The capacity to pay for the school expenses of the family’s children changed from 100% of households expressing a very low (“no” or “little”) capacity to face such expenses to 77.08% of households declaring having the ability to do it as a result of their Ubudehe project. The same phenomenon is reported for health expenses with 94.83% saying “no” or “little” versus 85.71% who said “fairly” and “well” since joining the Ubudehe program (EU, 2009:41).

Success stories attributed to Ubudehe in terms of improvement of social welfare are not limited to these two areas but embrace the capacity to renovate houses which shifts from 81.48% of households reporting lack of capacity before to 64% reporting being “fairly” and “well” incapacitated to renovate their home following participation in the Ubudehe Program (EU, 2009). The appreciation of the community on the positive impact of Ubudehe on their village indicate the reinforcement of user-friendliness, bonds of friendship, solidarity and joint work as depicted in the table below.

**Table 10: Community opinion on positive impacts of Ubudehe project**

Impact	Number	Percentage (%)
Facilitated access to drinking water, school, health centre health, provisioning; opening-up of the village...	26	23.85
Increase in the breeding, the manure, fodder, milk...	19	17.43
Improved schooling	13	11.93
Increase in the agricultural production	9	8.26
Development of electricity	9	8.26
Reinforcement of user-friendliness, bonds of friendship, solidarity, joint work (co-operatives)	9	8.26
Improvement of the food and the purchasing power	8	7.34
Reduction of diseases of hydrous origin	5	4.58
Reduction of erosion	4	3.67
Other	7	6.42

Source: DPRPR evaluation, 2009

### 2.2.6.2 Economic impact

The DPRPR evaluation done in 2009 confirmed also that “incomes have noticeably improved at household level as a result of Ubudehe projects”. During this evaluation, 71% of the beneficiaries stressed that their own income had doubled, while 22% confirmed that their income had more than tripled (EU, 2009:6). The same evaluation confirms that more than 96% of the households understudy estimated that they were less poor than before they benefited from Ubudehe project, thus significantly confirming the statement from “Voices of Ubudehe” that this programme appreciably empowers the poor.

Graduation from one Ubudehe category to another recorded moderate results though. According to the results of the evaluation it was observed that the number of people in “abject poverty” (1st category) did not fall. Taken together, the second and third categories, the “poor” and “resourceful poor” respectively, did not significantly decrease (from 80.77% to 72.5%). However the number of the poor significantly decreased from 50% to 27% (table 11 below).

**Table 11: Level of poverty before and after the project**

Ubudehe category	Before the project		After the project	
	Number	%	Number	%
Abject poverty ( <i>Umutindi nyakujya</i> )	3	2.88	3	2.50
Very poor ( <i>Umutindi</i> )	15	14.42	7	5.83
Poor ( <i>Umukene</i> )	52	<b>50.00</b>	33	<b>27.50</b>
Resourceful poor ( <i>Umukene wifashije</i> )	32	<b>30.77</b>	54	<b>45.00</b>
Food rich ( <i>Umukungu</i> )	2	1.92	5	4.17
<b>Total</b>	<b>104</b>	<b>100</b>	<b>120</b>	<b>100</b>

Source: DPRPR evaluation, 2009

## 2.3 Findings on the Assessment of Ubudehe

### 2.3.1 Characteristics of the respondents

The survey on Ubudehe was conducted on 385 households in the 10 districts in the sample. Respondents to the questionnaires were the heads of households' recipient of Ubudehe projects. Among these, 246 were males (63.9%) and 139 females (36.1%). The following table gives the distribution of female and male respondents by district.

**Table 12: Ubudehe distribution of the respondents by gender and geographical location**

PROVINCE	DISTRICT	GENDER		
		MALE	FEMALE	TOTAL
North Province	Gakenke	42	39	81
	Gicumbi	33	8	41
South Province	Gisagara	32	10	42
	Muhanga	14	8	22
	Nyaruguru	22	12	34
Kigali City	Gasabo	10	19	29
East Province	Kirehe	30	18	48
	Nyagatare	24	6	30
West Province	Nyamasheke	13	4	17
	Rubavu	26	15	41
North Province	Gakenke	42	39	81
	Gicumbi	33	8	41
South Province	Gisagara	32	10	42
	Muhanga	14	8	22
	Nyaruguru	22	12	34
Kigali City	Gasabo	10	19	29
East Province	Kirehe	30	18	48
	Nyagatare	24	6	30
West Province	Nyamasheke	13	4	17
<b>TOTAL</b>		<b>246</b>	<b>139</b>	<b>385</b>

*Source: primary data*

The survey was conducted at the level of households which are in majority headed by men. This explains the prevalence of men over women in the sample. On this issue, the 4th Population Census of 2012 established that in Rwanda only three households out of ten (29%) are headed by women. (NISR, 2014: 51). Most of the respondents were agriculturalists and livestock keepers (55.1%), agriculturalists only (40.5%) or livestock keepers only (1.6%) and traders (2.9%).

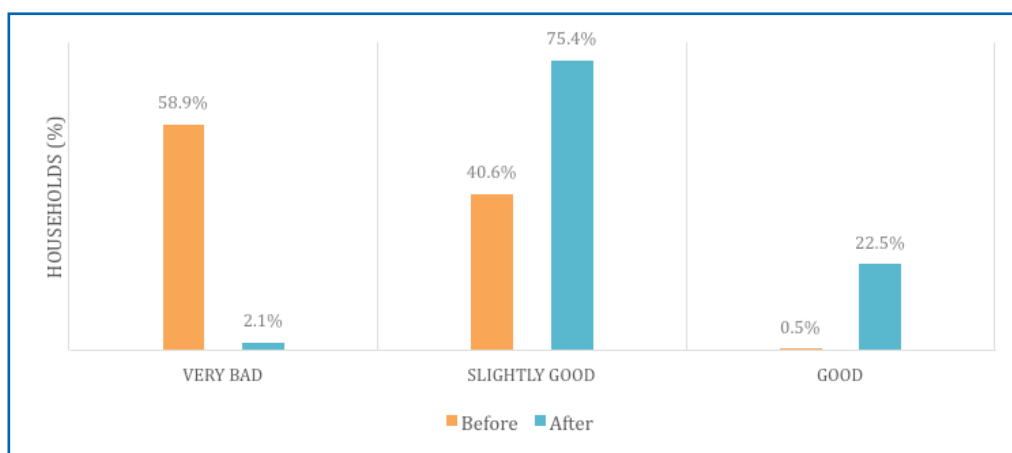
## 2.3.2 Social Impact

### 2.3.2.1 Access to Health

The survey established that the health conditions of the members of the households under study were not good before joining Ubudehe. About 58.9% of consulted households indicated that they were experiencing very bad health conditions. This percentage reduced to only 2.1% after joining Ubudehe program.

The percentage of the households which report that they had slightly good health conditions before ubudehe (40.6%) also increased to 75.4% after benefiting from Ubudehe program, while the number of households that report experiencing good health conditions increased from only 0.5% before ubudehe to 22.5% after benefiting from Ubudehe.

**Figure 4: Households health conditions before and after Ubudehe**



*Source: primary data*

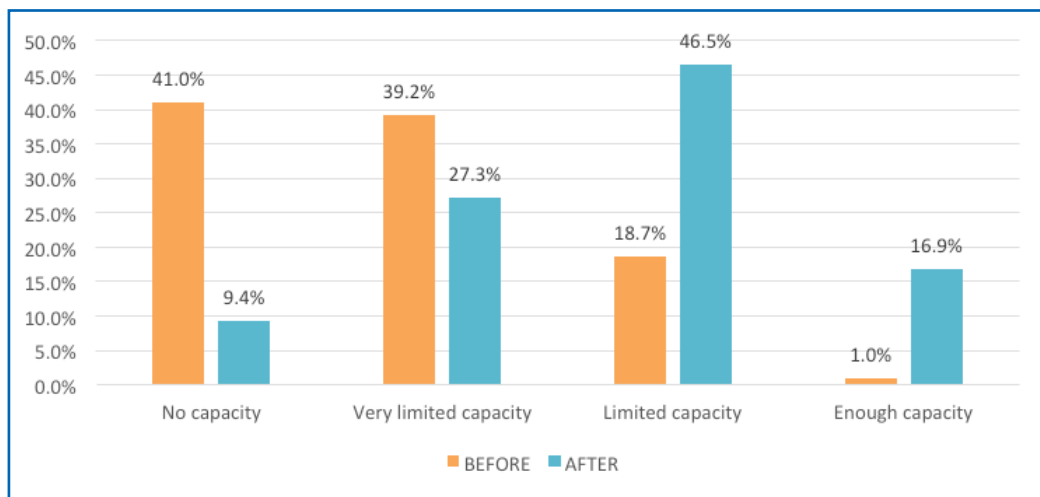
According to the above results, Ubudehe projects have contributed to the improvement of the health conditions of the beneficiary household members. This is supported by the figures on access to health services, health insurance coverage, etc.

#### a) Capacity to access health services

When enquired on their capacity to meet costs of health services for the household members before and after Ubudehe program support, consulted households indicated that their capacity has improved when compared to the prevailing situation before they joined Ubudehe program. Among the 385 households

consulted during this impact assessment, 41% of the households indicated that before benefiting from Ubudehe project they had no capacity to access health services, 39.2% had very limited capacity, 18.7% had limited capacity, compared to only 1% that affirmed having sufficient capacity (figure below).

**Figure 5: Capacity to access health services before and after joining Ubudehe**



Source: primary data

This situation reversed after receiving the support of Ubudehe Program. In this point, 16.9% of surveyed households indicated that they had enough capacity to cater for the family health costs, compared to only 1% before Ubudehe program, 46.5% indicated that they have gained limited capacity, compared to only 18.7% before.

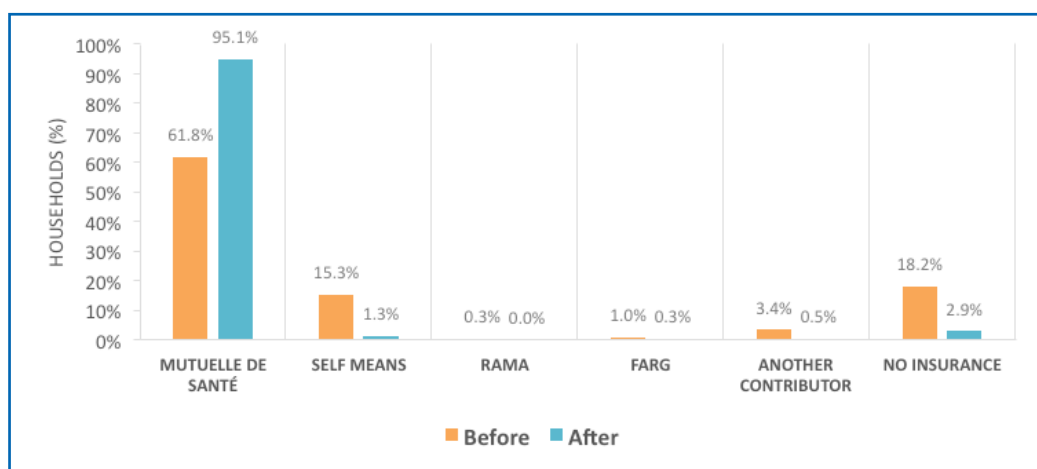
This increase in the percentage of households affirming being better empowered to meet health services is accompanied by a similar decrease in the number of households with no capacity before. They percentage decreased from 41% before to 9.4% after joining Ubudehe. Similarly households reporting very limited capacity decreased to 27.3% of after against 39.2% before.

The combined percentage of households that report having enough or limited capacity to meet health costs is thus 90.7% after receiving Ubudehe support. This is five points above the findings of the DPRPR Evaluations, which found that 85.71% of Ubudehe beneficiaries answered “fairly” and “well” on their capacity to meet health expenses.

## b) Health insurance coverage

The number of household members benefiting from a health insurance has also increased with incomes from Ubudehe projects from 81.8% to 97.1%, which is seven points above the national average. The 4th Population Census of 2012 established that 88% of the population with a medical insurance that was (NISR, 2014: 46).

When consulted on the type of health insurance they used before and after joining Ubudehe program, it was found that the majority used the Mutuelle de Santé for which the number of households using it increased from 61.8% before Ubudehe project to 95.1% after benefiting from an Ubudehe project as depicted in the figure below. The rate of subscription to the Mutuelle de Sante is the same as the national indicator. The 4th Population Census of 2012 established that virtually all persons with a medical insurance (95%) have the “Mutuelle de santé” insurance. (NISR, 2014: 47).



Source: primary data

This increase in “Mutuelle de Santé” coverage was accompanied by a decrease in the utilisation of other insurance methods. The use of own means to cover health costs decreased from 15.3% before Ubudehe to 1.3% after Ubudehe, the support of a contributor reduced from 3.4% to only 0.5% while the percentage of households with no insurance dropped from 18.2% prior to only 2.9% after joining Ubudehe.

This leads to conclude that joining Ubudehe has might have contributed to the improvement of the capacity of benefiting households to handle health insurance costs. On the other hand the similarity in the rate of subscription to the “Mutuelle de Santé” (95%) by ubudehe beneficiaries and the rest of the population indicates

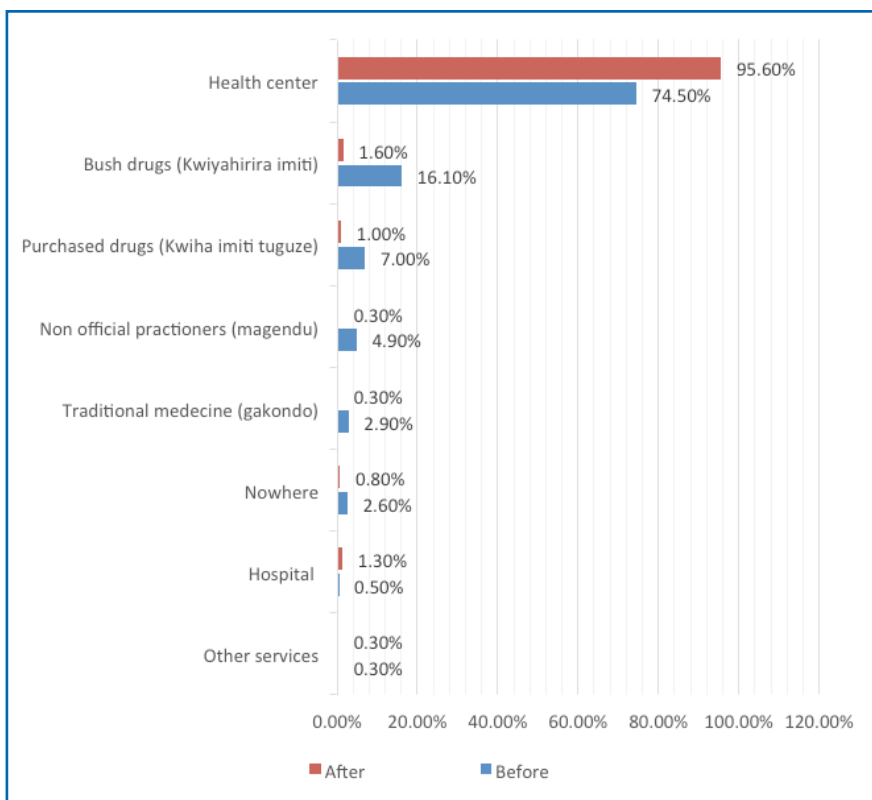
that the sensitisation to adhere to the Mutual Health Insurance might have contributed to the increase observed in the subscription to the mutual health insurance than solely benefiting from Ubudehe support.

### c) Type of health facilities visited before and after Ubudehe project

The health facility visited before and after Ubudehe remains the health centres. This is explained by the fact that these are the health facilities that are the most close to the population in the districts. The number of households that could afford their services increased from 74.5% to 95.6% after they benefited from Ubudehe project (figure below).

This situation is in line with the indicators of the EICV3 (p.82) which indicated that health centres are “increasingly becoming the main facility used for health consultation”. The proportion of the population visiting a health centre increased from 49% in EICV2 to 66% in EICV3.

**Figure 7: Health facilities visited before and after joining Ubudehe**



Source: primary data

## d) Capacity to cover extra expenses induced by chronic diseases

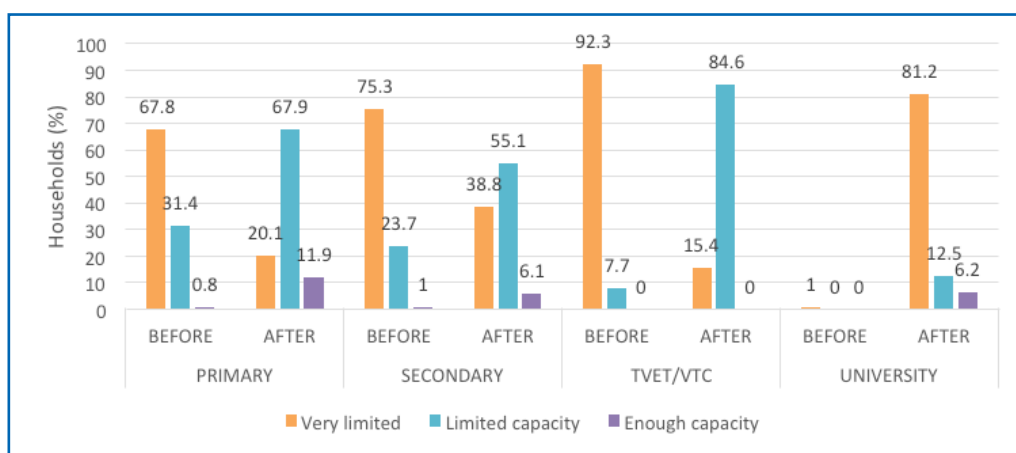
About 19.2% of the consulted households have a member that suffers from a chronic disease. When enquired on their capacity to face extra costs induced by such health conditions, the percentage of those indicating to have no capacity reduced from 88.8% before Ubudehe program to 60.2% after joining Ubudehe. These households attributed the reduction of 28.6% to the income from the ubudehe project.

### 2.3.2.2 Access to Education

Among the households under study, 74% have children in the primary schools, 26.2% in secondary schools, 3.9% in TVET/VCT and about 4.4% in universities. In addition, 9.1% report taking care of the education needs of a child from outside their household.

According to the results of the assessment depicted in the figure below, households with members attending education indicated that their capacity to meet related expenses has slightly improved. Most of them have shifted from “very limited” to “limited capacity”, apart from university education where most of the households are in the category of “very limited” capacity (81.2%). But even for university education, 6.2% of households affirmed that they had gained enough capacity.

**Figure 8: Capacity to meet school costs (%)**



Source: primary data

### 2.3.2.3 Access to Shelter

The 4th Population Census established that “in Rwanda 80% of housing units are occupied by their owner and only 15% by tenants. In rural areas owners is the dominant tenure of housing units (88% of the private households), while in urban areas, tenants (50%) and owners (45%) are the two most common forms of tenure of housing units. (NISR, 2014: 60-61)

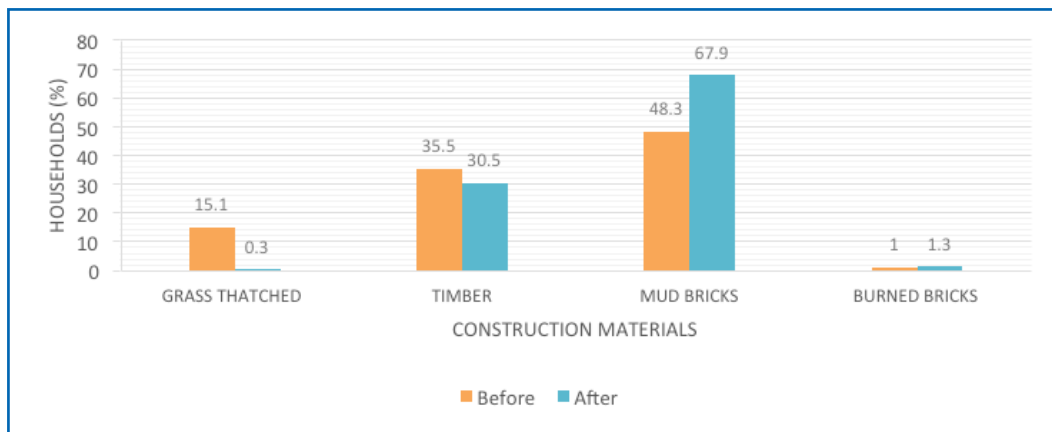
The results of this assesment indicate that most beneficiaries of Ubudehe occupied own houses (87.8%) before joining the program, though a small number were living in rented houses (1.6%) or houses lent by someone else free of charge (10.6%). This situation did not change very much after joining Ubudehe. The percentage of households living in their own house increased to 95.8%, i.e. 7.9% increase, while only 0.5% and 3.6% were respectively in rented or lent houses. This indicate that Ubudehe could have contributed to the increase in ownership of the housing unit for the beneficiaries.

The RPHC4 indicated also that “In Rwanda walls of the housing units are mostly built with sundried bricks (55%) and wood/mud (36%). Wood/Cemented mud and burnt bricks are the other most used material though only wall of 4% and 2.6% of the housing units are made with the two respectively.” (NISR, 2014: 65)

For the Ubudehe beneficiaries, this assessment highlighted big improvements in the change in the types of materials of which the houses are constructed with before and after joining Ubudehe, and the type of rehabilitations made on the houses.

For the construction materials, significant changes were recorded in terms of use of plastic sheeting and grass thatched houses ‘nyakatsi’ which shrunk from 15.1% prior to ubudehe to only 0.3% after. This is mainly due to the eradication of grass thatched houses in the country. Houses constructed with mud bricks (sundried bricks) increased also from 48.3% to 67.9 %, a level that is 13% above the national average of 55% of sundried bricks houses.

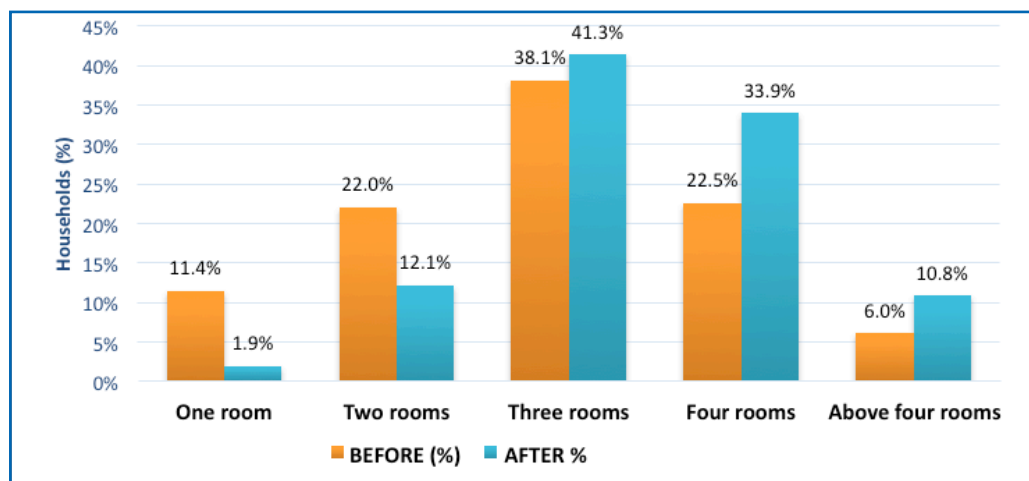
**Figure 9: Construction materials of own house before and after joining Ubudehe (%)**



Source: primary data

The number of rooms occupied before and after ubudehe also increased, with more households affording larger living space after benefiting from an Ubudehe project than they could do before Ubudehe (Figure below). The number of occupied rooms shifted from one and two rooms before ubudehe to three rooms and above per household after ubudehe.

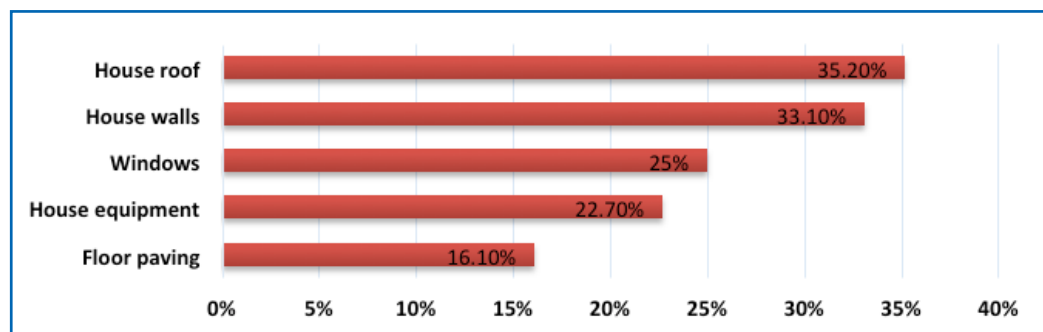
**Figure 10: Number of rooms occupied before and after Ubudehe**



Source: primary data

Some households indicated that they were also able to rehabilitate their houses. The figure below shows that 35.2% of households could change the roof of their house, 33.1% rehabilitated the walls, 25% changed their windows, and 22.7% changed the equipment in the house. Only 16.1% could afford to rehabilitate the floor.

**Figure 11: Type of house rehabilitations from Ubudehe project income**



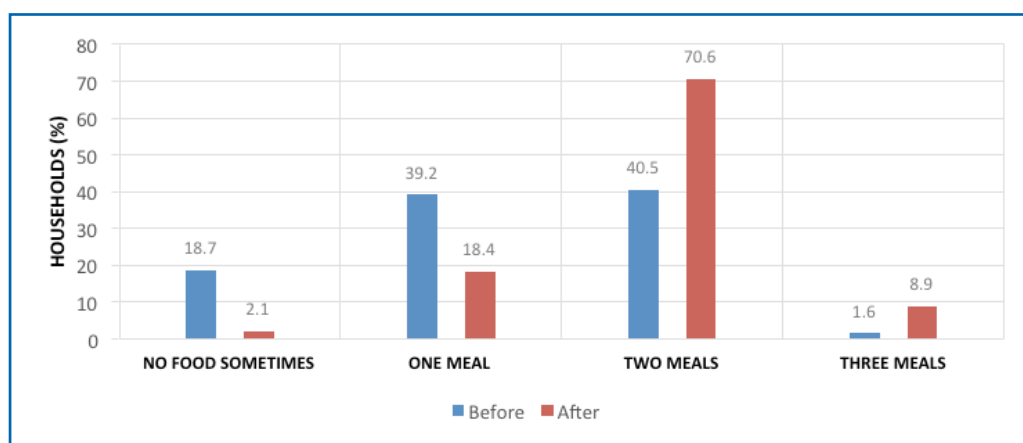
Source: primary data

### 2.3.2.4 Improved nutrition

As far as nutrition is concerned, most ubudehe beneficiary households reported that they could afford two meals before and after joining Ubudehe. However the number of households between the two periods increased from 40.5% before to 70.6% after joining Ubudehe. This tends to indicate that income from Ubudehe projects contributed to enabling around 30.1% of households to afford at least two meals per day.

It is worth to note also that the number of households that reported being unable to have food in their plate from time to time decreased from 18.7% before joining Ubudehe to only 2.1% after receiving the ubudehe support (figure below).

**Figure 12: Number of meals before and after Ubudehe**

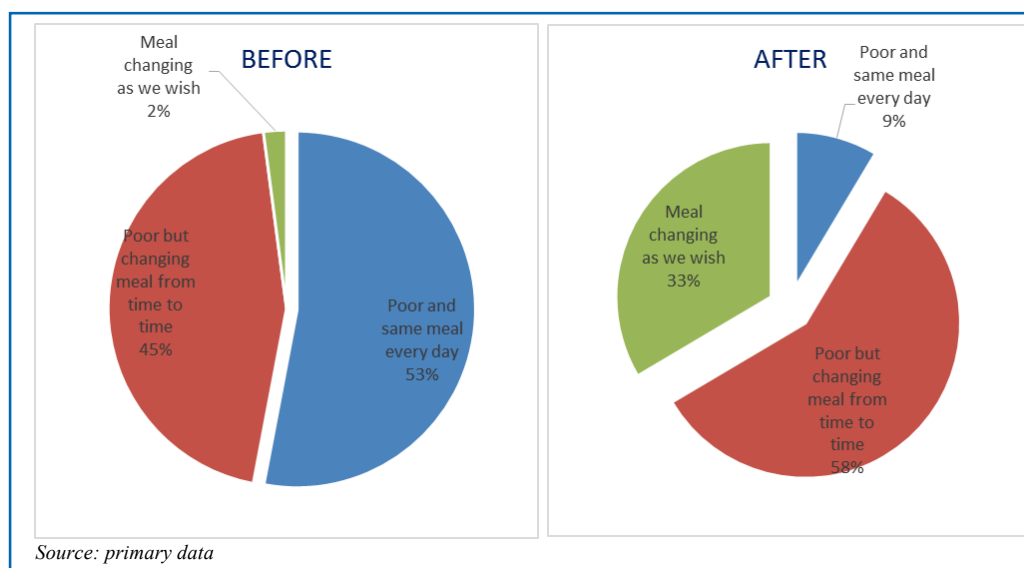


Source: primary data

Surveyed households reported also that the quality of food had slightly improved. More households are able to change the type of meal. Indeed 33.5% of consulted households indicated that they could change their meals as they wished after benefiting from Ubudehe support against only 8% of households with the same capacity prior to joining Ubudehe. The percentage of households suffering the same and monotonous meals everyday decreased from 53% of the households under study to only 8.6% after ubudehe; while the number of households that experienced a poor but changing meal from time to time increased from 44.9% before to 57.9% after ubudehe (figure below).

Around 17.7% of the households consulted indicated having at least a member of the household in need of a special diet due to health conditions. Of these 95.7% indicated that they could not afford to offer such a meal regularly to their member before Ubudehe due to lack of means. After joining Ubudehe program, the percentage of households that could afford to offer their members in need of a special diet increased to 32.9%.

**Figure 13: Quality of meal before and after joining Ubudehe program**



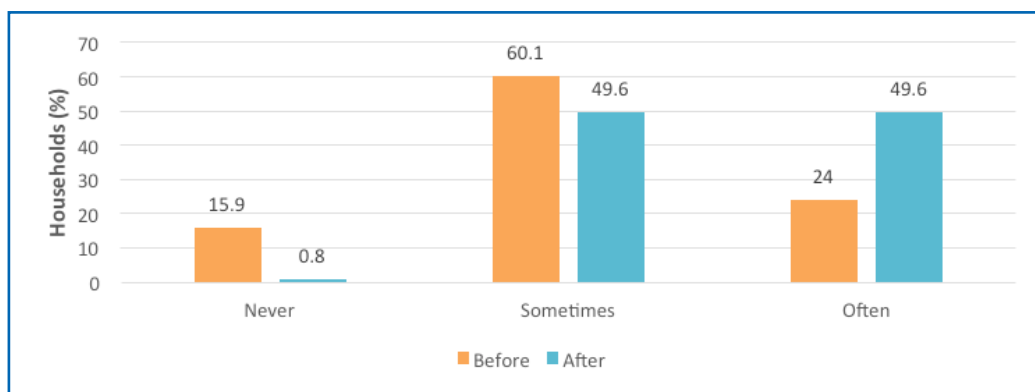
### 2.3.2.5 Social cohesion

Ubudehe program has particularly contributed to the social integration of the beneficiary households into the community. The rate at which beneficiaries report having participated in the community activities, support their neighbours events, whether festivities or sharing with them in times of sorrows has greatly improved.

After benefiting from Ubudehe program support, only 12.8% of households indicated not having the capacity to support their neighbours activities, festive events or times of sorrow when requested to, against 51.1% who indicated being in the same situation prior to joining Ubudehe. The rate at which Ubudehe beneficiary households were invited to participate in their neighbours events before and after benefiting from Ubudehe program projects increased also significantly.

While only 24% reported being invited to share with their neighbours often before the Ubudehe project, this number doubled to 49.6% after receiving Ubudehe support, while that of households reporting being never invited or get such a consideration sometimes decreased from 15.9% to 0.8% in the “never” category and from 60.1% to 49.6% for the “sometimes” category (figure below). This indicates again that the poor households in the category one and two that benefited from Ubudehe projects were also better considered and integrated in their community.

**Figure 14: Invitation by neighbours in festive events before and after Ubudehe**



Source: primary data

This is also confirmed by the rate at which neighbours shared tools with the beneficiary households, which increased from 22.3% to 38.9% for those who reported doing it “often” before and after joining Ubudehe, while the rate of those reporting that they could “never” do it decreased from 25.7% to only 2.1% after benefiting from Ubudehe support.

**Table 13: Rate of neighbours exchanging tools with beneficiary households (%)**

Frequency	Before	After	Change
Never	25.7	2.1	-23.6
Sometimes	52	59.1	7.1
Often	22.3	38.9	16.6
Total	100	100	

Source: primary data

When it comes to lending money between households benefiting from Ubudehe support and those which did not, the rate of the households that reported “never” doing that reduced by 38.6% after benefiting from Ubudehe, while the rate of those indicating doing it “sometimes” increased by 24.2% and those reporting doing it “often” increased by 14.5%.

**Table 14: Frequency of lending money between neighbours (%)**

Frequency	Before	After	Change
Never	48.8	10.2	-38.6
Sometimes	43	67.2	24.2
Often	8.1	22.6	14.5
Total	100	100	
<i>Source: primary data</i>			

These social relationships resulted into an increased friendship which is testified by frequent visits by or to neighbours which increased from only 22.5% to 43.7% for the households that report receiving neighbours visits often. It is concluded that benefiting from Ubudehe program might have increased the means of living of the households, enabling them increased capacity to participate and contribute to the socialisation in their neighbourhood. When enquired on how often they participate in public events and activities, the rate of participation increased from 62.8% before to 75.5% after joining Ubudehe, a marginal increase of 12.7%.

**Table 15: Participation to public works and programs before and after Ubudehe**

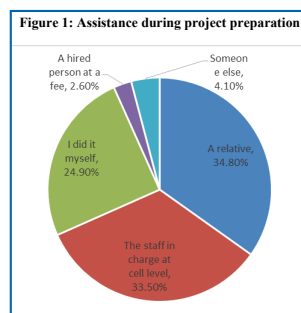
Frequency	Before	After	Change
Never	2.1	0.5	-1.6
Sometimes	35.1	23.9	-11.2
Often	62.8	75.5	12.7
Total	100	100	
<i>Source: primary data</i>			

### 2.3.2.6 Self-governance

Ubudehe project is supposed to instil managerial capacity into households benefiting from its support, increase participation in local development planning, local problem solving and community decision making.

## a) Managerial and planning capacity

The assessment of the preparation of the projects that were submitted for financing to Ubudehe Program indicated that 34.8% of the households relied on the services of a relative for the preparation of their project, 33.5% used the services of a staff at the cell level, while only 24.9% of the beneficiaries could prepare the project themselves (figure herewith).



## b) Participation in decision making

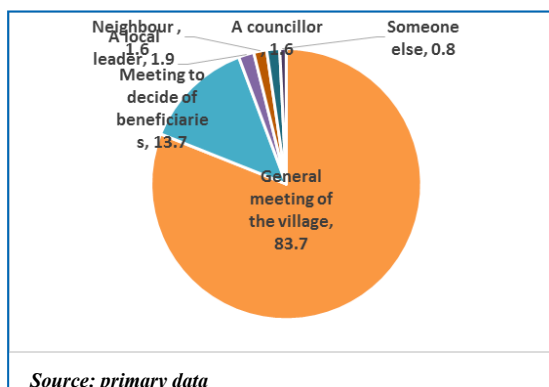
Among the households consulted, 69.6% confirmed having participated in meetings taking decisions on Ubudehe projects at community level during the preceding three years while 30.4% had not. On top of this, while 34.8% indicated playing a moderate role in the choice of beneficiaries, 28.6% affirmed playing a big role. This means that over 86.9% confirmed playing some role in deciding who should benefit from Ubudehe support (table below).

**Table 16: Role of the recipient in the choice of Ubudehe Beneficiaries**

Role	Frequency	Percent
Moderate role	134	34.8
Big role	110	28.6
Limited role	49	12.8
Very big role	41	10.7
No role at all	27	6.9
Very limited	24	6.2
<b>Total</b>	<b>385</b>	<b>100</b>
<i>Source: primary data</i>		

This is supported by the answers to the enquiry on who decided on the inclusion of the consulted households on the list of Ubudehe beneficiaries. The joint meeting between local leaders and the population ranked first (63.6% of the households), while “local leaders alone” scored only 10.6% and the community alone 17.4%. It is through the meeting deciding on the beneficiaries of Ubudehe projects that most of the households (83.7%) were informed of their selection to participate in the Ubudehe program.

**Figure 16: How were you informed of Ubudehe program in your village?**



The majority of the population affirms also that the selection of Ubudehe projects at community level is based on activities related to social welfare (59.4%), production improvement (52.1%) or projects generating employment for many people (28.5%), while the construction of local administration offices comes last with only 3.6% of the households reporting it (table

**Table 17: Basis for the choice of Community projects (multiple answers)**

Type of activity	Yes	No
Activities related to social welfare	59.4	40.6
Activities increasing the production	52.1	47.9
Activities allowing employment to many people	28.5	71.5
Local administration building	3.6	96.4

*Source: primary data*

## 2.3.3 Economic Impact

### 2.3.3.1 Income generation

#### a) Income diversification

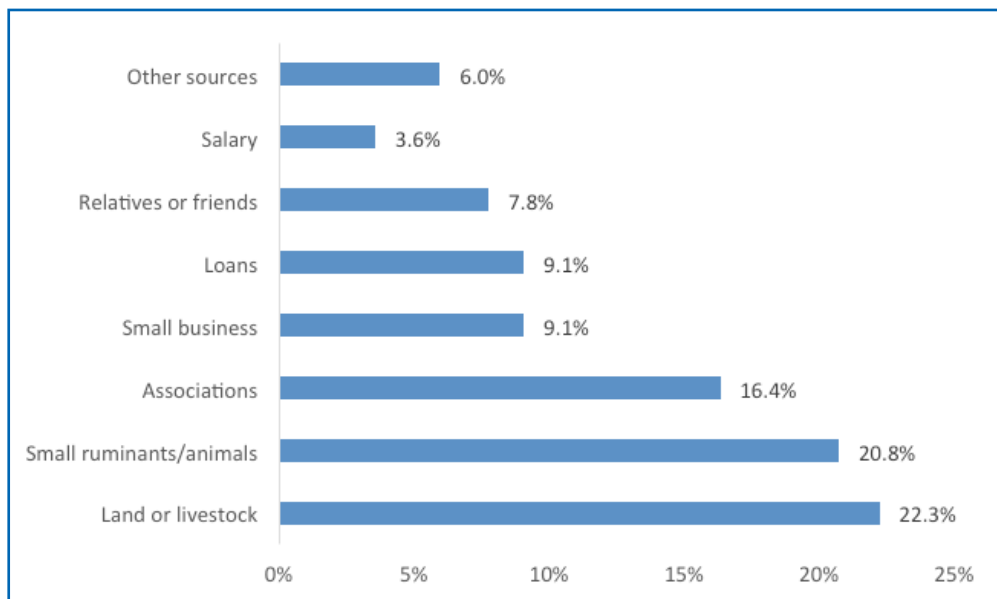
According to the Ubudehe guidelines, household's projects are funded up to Rwf 60,000 and community projects up to Rwf 660,000. For the household projects, the average financing in the sample was found to be Rwf 49,995 while for community projects the average financing calculated on the total financing during the second phase of the project (2007 to date) is Rwf 395,915.

In some cases, the beneficiary communities and/or households participate in the financing of their projects and Ubudehe supports with the missing resources.

This is the reason why the funds provided are most of the time under the above ceilings, especially for household projects.

The main sources of the supplement to Ubudehe support comes from land or livestock (22.3%) activities, rearing small livestock (20.8%), income from associations (16.4%), small businesses (9.1%), loans (9.1%), support from relatives (7.8%) or salary earnings (3.6%).

**Figure 17: Other supplementary sources of income**



Source: primary data

The share of Ubudehe support in the income of the households was reported to be moderate by beneficiary households (59.2%) and even too little (25.8% of households). Very few households admitted that Ubudehe financing had an important share in their household income (15%). This indicates that the support provided does not be fully meeting the needs of the households.

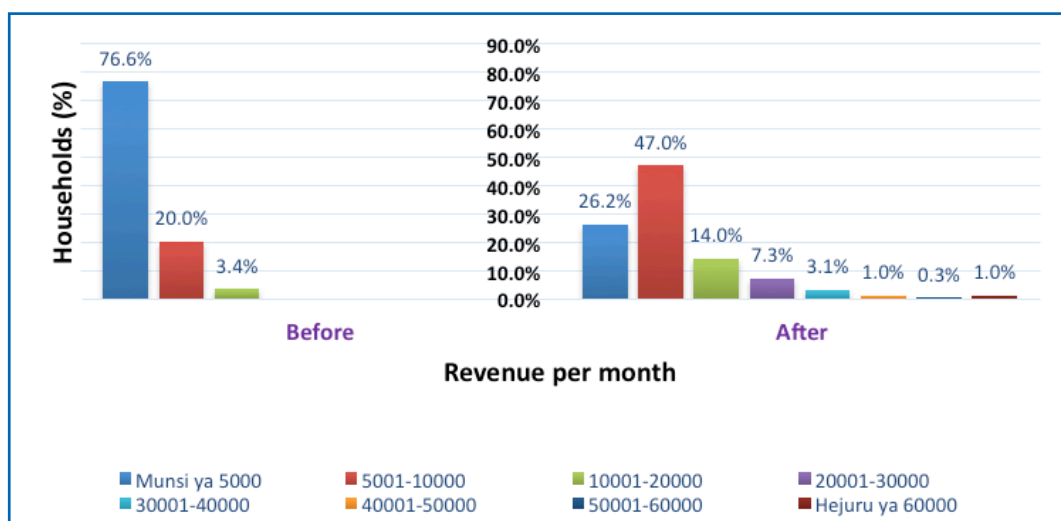
In terms of income generated before joining Ubudehe, the majority of households (76.6%) had a monthly income of less than Rwf 5,000 (figure below). This is too small to make a living, if we consider that the average number of household members was found to be 5.05 persons per household, which is close to 4.8 members reported by EICV3 in 2010.

After joining Ubudehe the revenues have diversified and new revenue brackets arose that did not exist before. The households living on a revenue below Rwf 5,000 decreased from 76.6% to only 26.2% of households. This decrease was

compensated by the increase in other revenue brackets, with the number of households living on 10001-20000 per month doubling from 20% to 47%, households with a monthly revenue of 20001-30000 quadrupling from 3.4% to 14%, while new revenue brackets expand to above Rwf 60,000 per month (Figure below).

The amounts of monthly household revenues may look small compared to the house consumption needs, but the dynamic that was created by the Ubudehe project in the households' means of living is really noticeable and needs to be taken into consideration.

**Figure 18: Comparison of monthly households' revenues before and after**



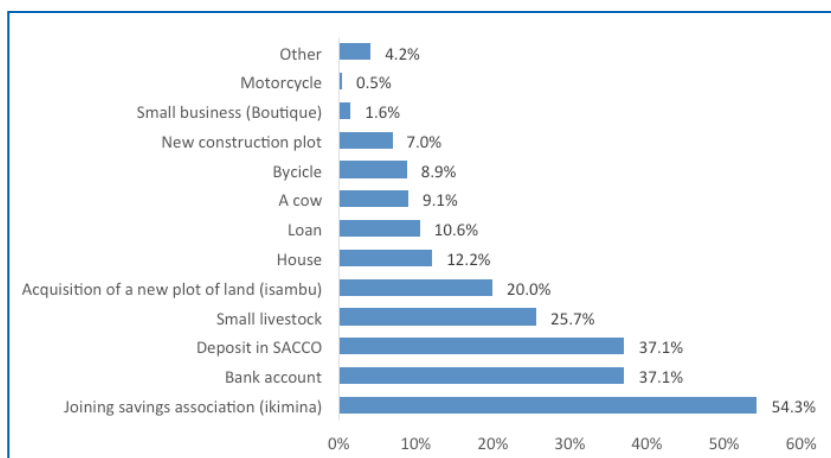
Source: primary data

## b) Main use of Ubudehe revenue

The diversification of the levels of revenues allowed households to join savings associations (54.3% of the households). This is understandable when you consider that through these savings associations, households expect to get more funds through loans to invest in their projects, and most of the time this money is reimbursed with no or small interest.

In the same move, most households were also able to open bank accounts (37.1%) or start a saving account with the local SACCO (37.1%). This indicates that Ubudehe has contributed to the promotion of financial literacy.

**Figure 19: Main use of ubudehe project revenues**



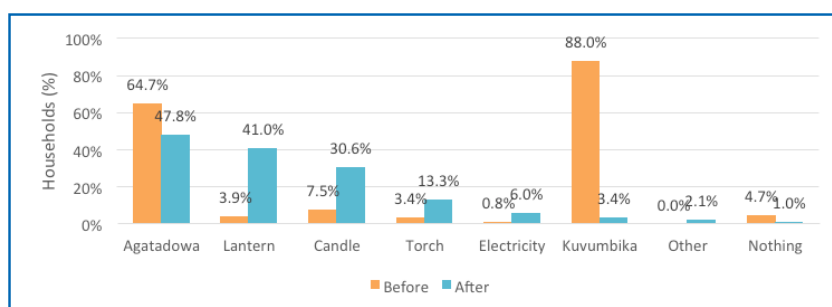
Source: primary data

### 2.3.3.2 Improvement of the community and households' livelihood

According to the results of the RPHC4, In Rwanda the main sources of energy for lighting used by the households are kerosene lamp (40%), electricity (17.4%), candle (10%) and firewood (8%). However a high percentage of the households (24%) use an unspecified source of energy for their lighting. (NISR, 2014: 75)

For Ubudehe projects' beneficiaries understudy, the program is assumed to have contributed to the improvement of households' energy consumption. The number of households lighting their home with "Agatadowa" – a small kerosene lamp – is reported to have reduced by 16.9%, from 64.7% before Ubudehe to 47.8% after joining ubudehe, which is 7.8% points above the national average of 40% (RPHC4). The number of households that acceded to electricity increased by 5.2% (the RPHC4 indicates a national average of 17.4%).

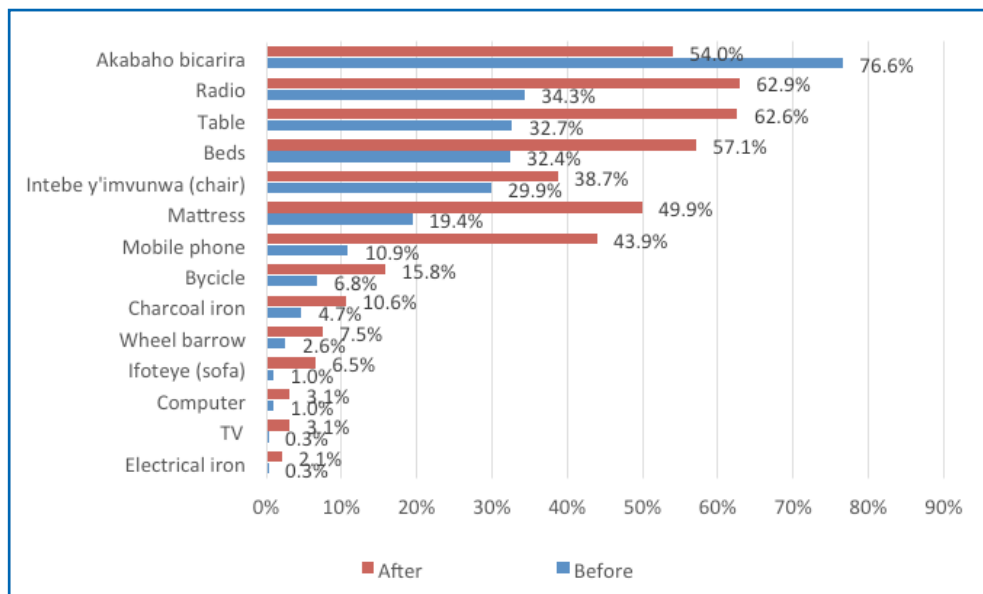
**Figure 20: Means of home lighting before and after Ubudehe**



Source: primary data

Most significant however, households that used to depend on “kuvumbika”, i.e. lighting their homes with only the cooking fire, were found to have reduced from 88% to only 3.4%. As far as the change in the households’ possession is concerned, consulted households reported increases and diversification in home belongings. Again, even if this cannot be subscribed only to Ubudehe, the program might have contributed to the observed changes.

**Figure 21: Households’ home belongings before and after Ubudehe**



Source: primary data

### 2.3.3.3 Linear regression for Ubudehe program

The data of the survey on Ubudehe Program on the household income before and after joining the program and the household consumption were used to develop a linear regression chart for the program by applying equation (14) and (15) in the model presented in annex 7.

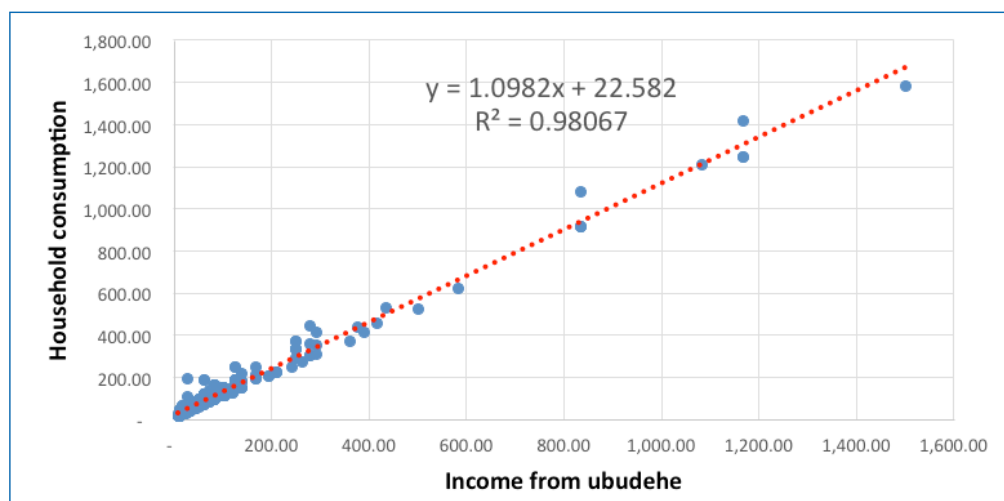
**Table 18: Income ranges per household**

Income range (Rwf)	Before		After		Change	
	Household	Percent	Household	Percent	Household	Percent
Below 5000	295	76.6%	101	26.2%	-194	-50.4%
5001-10000	77	20.0%	181	47.0%	104	27.0%
10001-20000	13	3.4%	54	14.0%	41	10.6%
20001-30000	0		28	7.3%	28	7.3%
30001-40000	0		12	3.1%	12	3.1%
40001-50000	0		4	1.0%	4	1.0%
50001-60000	0		1	0.3%	1	0.3%
Above 60000	0		4	1.0%	4	1.0%
<b>Total</b>	<b>385</b>	<b>100%</b>	<b>385</b>	<b>100%</b>		

*Source: primary data*

The graphical representation (figure below) shows that most of the household’s income per individual is highly crowded below Rwf 300 per day after Ubudehe program, while the equation shows that the level of consumption per day is almost Rwf 100 per household (Rwf 22.582 x 5.05 average household members).

**Figure 22: Linear regression for Ubudehe Program**



*Source: primary data*

The coefficient of determination calculated is 0.98, while the coefficient of correlation obtained is 0.99, indicating a positive relationship between the household consumption and the household’s income per individual per day. The slope of only 1.0982 indicates that though the program is achieving positive changes, it is not speeding up enough the reduction of poverty, due to the fact that the level of the beneficiaries’ income in this program (Rwf 22.582 per individual) is still very low. This is confirmed by the fact that among the sample households, it was found that Ubudehe contributed to uplifting only 2.3% of households above the extreme poverty line of 1.25\$ per day.

A comparison of households' income before and after joining Ubudehe program shows that out of the 385 households in the sample, the program led to an increase in income for 248 households (64.4%), with an average increase of Rwf 56.3 per member per day.

### 2.3.3.4 Capacity to reimburse Ubudehe project funds

Among the consulted households, only 52.9% have been able to reimburse the support received from the program. Usually the Ubudehe project funds are reimbursed to benefit more people in the neighbourhood. Among these, 55% reimbursed the exact amount received from the program, 40.6% paid back less than they had received, while 4.5% indicate having contributed more than received.

**Table 19: Reimbursement of Ubudehe support**

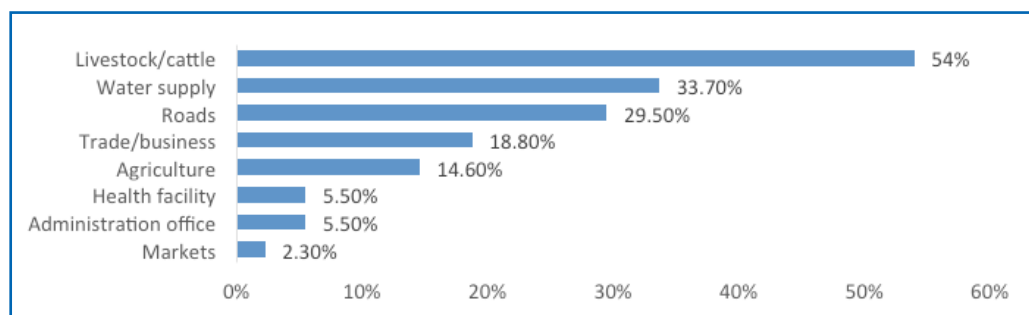
<b>Amount paid back</b>	<b>Percent</b>
The exact amount received	55
Less than the amount received	40.6
More than the amount received	4.5
Total	100
<i>Source: primary data</i>	

For those who could not pay back the amount received the reasons given are that either the project failed (37.7% of the household) or the amount was not claimed back by any one (37.1% of the households). The remaining 25.1% have reinvested the money in other activities.

### 2.3.3.5 Ubudehe project benefits at community level

Several evaluations have documented the benefits of Ubudehe at community level. When enquired on the immediate benefits to their community, most of the households consulted listed the promotion of livestock (54%) - mostly cattle, water supply (33.7%), roads (29.5%), trade/business (18.8%), agriculture (14.6%), and to a lesser extent the construction of administration offices, health facilities and markets (Figure below).

**Figure 23: Ubudehe benefits to the community**



Source: primary data

The importance of livestock acquired with Ubudehe support was confirmed by the results of the focus group discussions, during which the communities confirmed preferring Ubudehe in the form of a cow against receiving money. The other benefit listed by community members include water points, facilities for crop storage, grinding machines, carpentry workshops and electricity.

### 2.3.4 Challenges to Ubudehe program

Form the above findings, it is obvious that Ubudehe program instilled changes in the lives of the communities and the households. However challenges were also reported for the communities and households. They include insufficient funds for the projects which was reported by 66.3% of the beneficiary households, high level of poverty listed by 48.5% of the households. Disasters (38.5%), limited knowledge of the beneficiaries (30%) and projects that are not well designed (22.3%) are some of the major challenges that the households pinpointed during the survey as hampering Ubudehe program at their level (table below).

**Table 20: Major challenges to Ubudehe Program (multiple answers)**

Challenge	Yes	No
Insufficient money	66.3	33.7
High poverty	48.5	51.5
Disasters	38.5	61.5
Limited knowledge	30	70
Projects that not well designed	22.3	77.7
The management of projects	18.8	81.2
Bad market	16.4	83.6
The community contribution	10.6	89.4

Source: primary data

The above figures were supported by the results of the focus group discussions during which participants listed (i) insufficient funds to allow people graduate, (ii) low capacity in project planning and (iii) unrealistic categorisation that need to be reviewed as some of the challenges they face in Ubudehe.

## 2.4 Conclusion and recommendations

### 2.4.1 Conclusion

Different evaluations carried out on the impact of Ubudehe have highlighted its achievements and impact in contributing to poverty reduction at community and household level. Findings from these previous evaluations were confirmed by the results of this assessment. It was established that Ubudehe had a significant social and economic impact on the communities and the households.

It was established that Ubudehe Program has contributed to improvements in the access to health services, access to education, access to shelter, food and social cohesion. The level of participation in decision making is also significant. Most of the findings are in line with the results of previous evaluations such as “Voices of Ubudehe” of 2006, DPRPR 2009, DHS 2010 or EICV3.

The economic impact was assessed in terms of capacity for income generation and its use, the capacity to reimburse the funds received from the program to allow more community members to get support, and the benefits that the community is gaining from the program. A linear regression was computed to measure how the program contributes to the beneficiaries’ graduation from poverty.

The monthly earning of the beneficiary households improved, allowing households to join savings associations or start a saving account with the local SACCO. Households reported increased and diversified home belongings after joining Ubudehe program. However, the share of Ubudehe support in the income of the recipient household’s was found to be moderate or little for some households. This was supported by the findings of the focus group discussions which indicated that the contribution received from Ubudehe at household level is still low to allow rapid graduation from poverty.

This trend is confirmed by the results of the linear regression equation for Ubudehe which indicates that the program contributed to reducing poverty. The program led to an increase in income for 64.4 % of sampled households, with an average increase of Rwf 56.3 per member per day. Despite this the program is not speeding

enough the reduction of poverty as its slope is only 1.0982. Few households (2.3%) lay above the level of consumption of 1.25\$ per day.

The benefits at community level include the promotion of livestock rearing, roads construction, trade/business, agriculture, health facilities, markets, and to a lesser extent the construction of administration offices.

Communities and households have also underlined some challenges of which insufficient projects financing to support rapid graduation, high levels of poverty which the need for diversified responses and inappropriate categorisation that has to be reviewed (the revision is underway). Limited knowledge of the beneficiaries and low capacity in project planning and management were also indicated.

## 2.4.2 Recommendations

Ubudehe programs is making a positive impact as shown by the results of the assessment. However, the speed at which beneficiaries are graduating from poverty remains low. To accelerate the impact of the program the following actions are recommended:

1. A review of Ubudehe ceilings of financing of the community and households projects shall be conducted to align with the poverty levels of the beneficiaries. Poverty graduation requirements shall be reviewed by **districts** in partnership with **RLDSF**;
2. It shall be explored how Ubudehe program could release its support in different instalments and phases to households rather than a one-time project to ensure that households are accompanied towards poverty graduation;
3. A simple but evidence-based model for Ubudehe categorisation has to be developed by **MINALOC, RLDSF, MINECOFIN** while **Districts** and **CSOs** shall be encouraged to disseminate to the citizens;
4. Application of categories should be supplemented by additional assessment to ensure relevance of the categorisation to the specific purposes of the interventions. The assessment shall be conducted by **RGB, SPU-Office of the President and GACU-Government Action Coordination Unit**.

## 2.5 Advocacy strategy

RGB might lobby with LODA and other stakeholders (MINALOC, MINECOFIN, Development Partners, the communities, etc.) for an assessment of the revised appropriate minimum amount of funds to be allocated to household and community projects and allocation mechanisms that could trigger rapid graduation from extreme poverty. A study in this regards will be necessary.

Poverty alleviation programs could be pulled together where feasible into a single package to the needy beneficiary. This package could be bundled into phases to ensure that the recipient household economic setbacks are tackled sustainably. A study in this regard is also recommended.

It is also advisable to work with all the stakeholders to develop a revised and reliable system of categorisation of poverty that eliminates subjectivity. This implies conducting enough consultations with the local and central governments, the citizens and all partners that use Ubudehe categories in their programs/work.

# 3

## The Assessment of GIRINKA

### 3.1 Introduction

The assessment of Girinka program included a review of the literature and the results of previous evaluations. This allowed tracing back the origin, objectives and the construct of the program, as well as achievement already recorded, to prepare for the socio economic impact assessment. The findings indicate that Girinka has a tremendous impact on the recipient households, triggering new business activities and increase agriculture production. The data suggests that 31.4% of recipient households might have escaped extreme poverty.

### 3.2 Review of the literature on Girinka

#### 3.2.1 Origin of Girinka Program

In the Rwandan history, cattle have always represented an economic reserve, an economic guarantee and a sign of social ease. Social status was often acknowledged through the possession of cattle. The concept of Girinka was first introduced by King Mibambwe Gisanura (+ 1660), who decreed that “no Rwandan child was ever to lack daily milk again while others had plenty”. Since then, Rwandans have given cattle to one another, or milk to those in need (IFAD, 2011: 104). Since then a whole chain of relationships was built upon cattle, and the practice of giving a cow one another is still deeply rooted in the Rwandan culture. Cows are given as a marriage dowry or sign of appreciation or friendship. This creates a special and quasi-sacred relationship between the donor and the beneficiary.

Girinka (One Cow per Poor Family) Programme, as it is known today, is inspired by this Rwandan culture. It was reintroduced by His Excellency the President of the Republic of Rwanda in 2006 and approved by the cabinet meeting of 12/04/2006 as part of the fight against rural poverty in Rwanda (Ingabire, 2013: 4). Girinka program is therefore part of the implementation measures of the Vision 2020, the Economic Development and Poverty Reduction Strategy (EDPRS) and the Integrated Development Programme (IDP) (Ruberangeyo et al, 2006: 352).

### 3.2.2 Objectives of Girinka Program

The objectives of the Girinka Programme as stated by the Rwanda Agriculture Board (RAB 2013:2) are to:

- (i) Fight malnutrition and more so from children and gravid mothers (the cow provides milk for family consumption as a fight against malnourishment);
- (ii) Increase crop productivity (the cow produces manure that is used to increase crop production);
- (iii) Increase household incomes through surplus milk sales, and
- (iv) Promote social harmony/cohesion (the family passes on the first heifer to the next and in the Rwandan culture giving and receiving a cow from someone builds a strong bond of friendship).

The programme targets the distribution of 350,000 cows to poor households by 2017. As of June 2013, over 186,641 cows had been distributed (see table 1) through government support, donations by different development partners, and the pass-on scheme.

The passing-on scheme consists in giving out the first heifer to the next beneficiary on the list. According to UNICEF (2011:3) “the system includes parameters that require recipients to pass on the offspring of their initial cow onto others, creating a multiplier effect to maximize and passes on the benefits of the initial investment and ensure a sense of communal responsibility for the success of the Programme”.

### 3.2.3 Strategy and functioning of the program

Girinka Program is managed by the Rwanda Agriculture Board (RAB) under supervision of the Ministry of Agriculture and Animal Resources. The program is funded through Government earmarked funds and donations. The beneficiaries of Girinka are poor households in the first and second categories of Ubudehe selected by the community as the neediest. The program puts a particular emphasis on vulnerable groups, especially child and female-headed households, fulfilling eligibility criteria prior to receiving the cow. According to the “Girinka Pamphlet” (RAB, 2013: 2), the recipient household should have (i) no current ownership of cattle; (ii) have at least 0.75 ha of land, or a common area where a cow can be tended (igikumba rusange); (iii) have prepared or being ready to prepare 0.25 – 0.75 ha of pasture, and (iv) have a simple structure to house a cow and capacity to feed and water it.

The new beneficiaries are trained in animal husbandry (pasture establishment,

housing, feeding, watering, disease detection and control).

The cows selected must be approved for various standards of good health (animals have to be tuberculosis and Brucella negative before being synchronized and inseminated). Once the cows are distributed, they are monitored by veterinary staff (UNICEF, 2011:3) at the sector level.

### 3.2.4 Progress and achievements

Many studies are proving that Girinka has had a significant impact since its launch in 2006 and changed lives of many poor households in Rwanda. The implementation of the program is said to have led to the increase of in-country milk production. According to MINAGRI (2012:15) 334,727 litres of milk were produced in 2009-2010 while in 2010-2011 about 401,672 litres were produced, i.e. an increase of 20% in one year only. This led to the establishment of a network of milk collection centres and milk selling points throughout the country. Income from milk production has enabled farmers to invest in increased crop production, while individual farmers have been able to take loans to engage in development.

Another important benefit that was derived from this program is the improvement of soil fertility through the application of organic fertilizers, which increased crop production (Ombudsman, p 12). In a survey conducted on Girinka beneficiaries in Ngoma Districts, 90% of the beneficiaries confirmed using cow manure in their farming system, and there is a near unanimous consensus amongst farmers that manure improves their soil fertility and improves yields (Kim et al., 2011:7).

On the other hand, the use of cow manure does not benefit the beneficiary household alone. The community is benefiting from the program as a whole because the beneficiaries give out cow dung manure to friends and neighbours either for free or at a fee. Achievements are far more with the emergence of biogas installations in the households supplementing for energy consumption (cooking and lighting), and school feeding offered by MINEDUC in around 300 schools, etc.

The program has also contributed to the improvement of the mindset towards cattle with the departure of beneficiaries from looking at cattle as a status symbol (the more cows one had the better) to a source of income and livelihood. It contributed to the improvement of nutrition and health status of the recipient households and the communities, the improvement of the rate of school enrolment, with parents getting more income to send their children to school. Girinka program is also said to have promoted community unity and social cohesion (Ingabire, 2013). This is an important social input in a country that is recovering from the aftermath of the 1994 genocide against the Tutsi.

### 3.3 Findings on the assessment of Girinka

This survey on Girinka was conducted on 385 households in the 10 districts in the sample. Respondents to the questionnaires were recipients of a cow from Girinka. Among these, 256 were males (66.5%) and 129 females (33.5%). This is comparable to the overall demographic profile of the scheme, where Female headed households among Girinka recipients make up 33.1% (Argent, Britta and Rassul, 2013: 32). The level of education is 33.1% with no education and 57.9% with only primary education.

PROVINCE	DISTRICT	GENDER		TOTAL
		MALE	FEMALE	
North Province	Gakenke	9	3	12
	Gicumbi	67	21	88
South Province	Gisagara	36	20	56
	Muhanga	15	13	28
	Nyaruguru	30	11	41
Kigali City	Gasabo	7	3	10
East Province	Kirehe	18	14	32
	Nyagatare	19	14	33
West Province	Nyamasheke	46	17	63
	Rubavu	9	13	22
<b>TOTAL</b>		<b>256</b>	<b>129</b>	<b>385</b>

*Source: primary data*

The majority of households that received a cow from Girinka program are practicing agriculture and livestock (75.8%). Cows distributed to these households were local breeds (Ankole) for 34% of the recipients, crossbreeds for 41%, while for 24.9% they were exotic cows.

#### 3.3.1 Social impact

##### 3.3.1.1 Social welfare

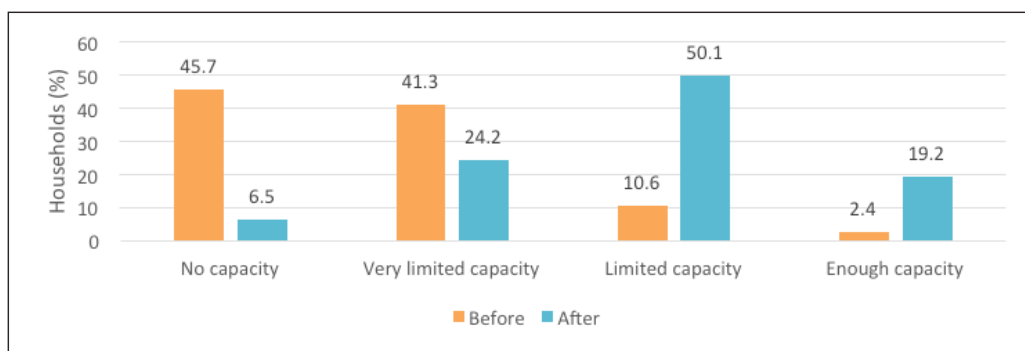
Most of the households consulted indicate that their living conditions had been poor before they joined Girinka program. Around 72.5% had very bad living conditions compared to only 1.9% today, which marks a significant change of 70.6%. After receiving a cow 63.2% stress that their living conditions are somehow improved against only 27% previously, while 35% indicate living better conditions compared to 0.5% before.

### 3.3.1.2 Access to health services

The above situation is confirmed by the capacity of households to meet the health needs of the members before and after joining Girinka Program. Around 45.7% of household indicate that they had no capacity at all to meet the health costs of one of their members falling sick, while 41.3% of the households had very limited capacity. After receiving a cow, these figures reduced significantly with only 6.5% reporting still having no capacity at all, while the number of households that report limited capacity reduced by 17.15% to reach 24.2% after joining Girinka program.

The situation has reverted to most of the households being empowered to meet the health costs of their members. The number of households reporting having at least limited capacity to meet their members health costs increased to 50.1% (from 10.6% before), i.e. a net increase of 39.5%, while those reporting having “enough capacity” to meet health costs increased to 19.2%, i.e. 16.9% more than before Girinka program (figure below).

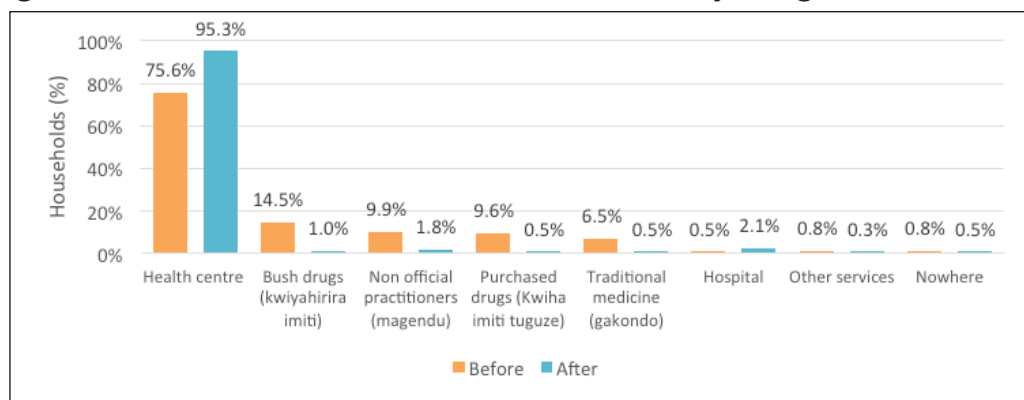
**Figure 24: Capacity to meet health needs of household members**



Source: primary data

Given this limited capacity to accede health services before receiving a cow, it is worth assessing how these household could workout sickness situations. In this regard, 75.6% of the households indicate that they could access health centres before Girinka, and only 0.5% could afford to go to the hospital. On joining Girinka program, the number of households attending health centres increases to 95.3%, which is almost the same number for those in Ubudehe Program (95.6%) in similar situation. On the other side, the number of households recurring to unofficial medicine reduces significantly as can be seen in the figure below.

**Figure 25: Health facilities visited before and after joining Girinka**

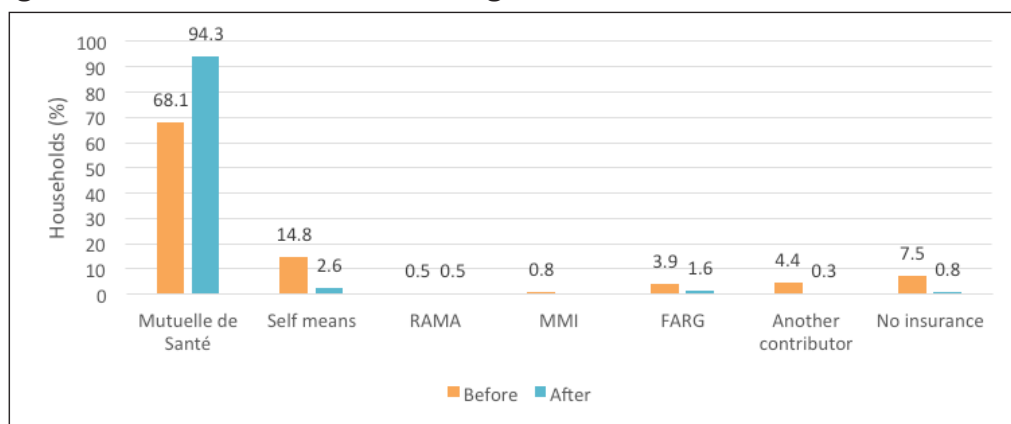


Source: primary data

The change in access to health centres is explained by the number of households having a health insurance coverage, which is around 99.2% of all households surveyed (the RPHC4 of 2012 established that 88% of the population with a medical insurance). Among these, 94.3% use the “Mutuelle de Santé” against only 68.1% before joining Girinka Program (the RPHC4 of 2012 reports 95% have the “Mutuelle de santé” at national level). It is well noted that this change might not be attributed exclusively to the Girinka scheme.

The capacity of the recipient households to cater for a disabled relative has also increased. 20.5% of the surveyed households indicate a member with a chronic disease. The capacity of these households to meet related health costs, which was 6.5% before benefiting from a Girinka cow, has increased to 27.8% after they received a cow.

**Figure 26: Health insurance coverage before and after Girinka**



Source: primary data

## a) Access to education

Among the 385 surveyed households, 321 have members attending an education program (83.4% of households). Among these households 16.6% report that their support the education costs of members outside their household. The number of members attending education ranges from 1 to 6 with most people in primary (61%) and secondary (27.7%) schools (table below).

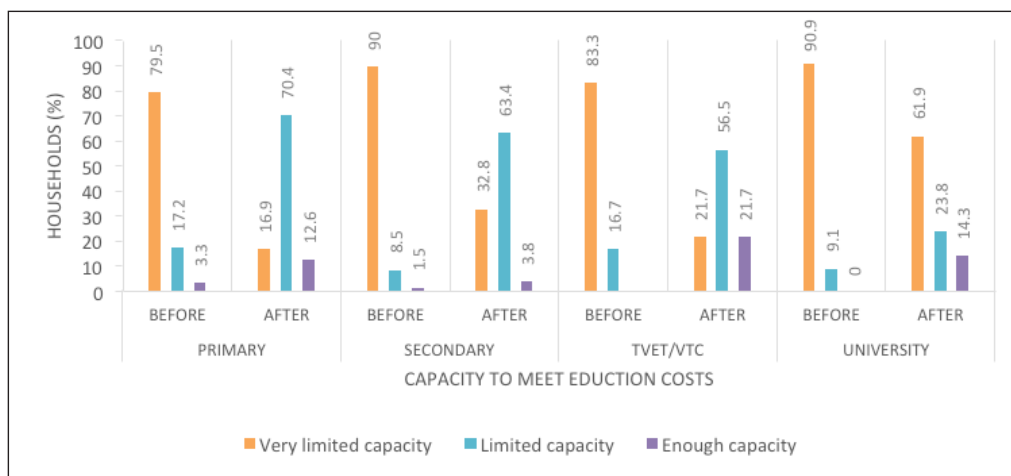
**Table 22: Households with members attending an education program**

Number of members	Primary		Secondary		TVET/VTC		University	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
1	96	24.9	79	20.5	17	4.4	15	3.9
2	101	26.2	39	10.1	12	3.1	9	2.3
3	71	18.4	13	3.4	1	0.3		
4	20	5.2	4	1				
5	7	1.8						
6	3	0.8						
Total	298	77.3	135	35	30	7.8	24	6.2

*Source: primary data*

The capacity of Girinka beneficiary households to meet the education costs of their members has improved with Girinka from “very limited” capacity reported by most of households before joining Girinka program to “limited capacity” and even “enough capacity” in few cases as depicted in figure below.

**Figure 27: Households’ capacity to meet education costs for members**



*Source: primary data*

## b) Improved nutrition

The income from Girinka cow has also allowed the beneficiary households to afford more meals per day than before. Prior to receiving a cow, 31.4% of households could not have food in their plate everyday but rather from time to time. This situation reduces to only 3.1% after joining Girinka program. On the other hand, 33.8% could afford one meal per day, 34.3% two meals per day and only 0.5% could eat three times per day.

**Figure 28: Meals by household before and after Girinka**



Source: primary data

Receiving of a Girinka cow brought enormous changes in the nutrition situation. Households surviving on one meal per day have decreased by 20% and are now only 13.8%, while those that can afford two meals doubled to 68.3% and families that are able to eat three times a day rose from 0.5% to 14.8%.

As far as the composition of these meals is concerned, while few households could afford to change the composition of their meals before receiving a cow, households consulted indicate that they can now afford to change the type of food they eat from time to time (55.6%).

**Figure 29: Meals composition before and after Girinka cow**



Source: primary data

The number of households that are able to eat as they wish rose also from 2.9% before to 38.2% after, a sharp increase of 35.3%.

Some households have members that require special diets (22.3%). Among these, while only 1.8% could afford to offer a special diet to their members in need, this figure rises to 86.2% after a Girinka cow is allocated to the family. It is worth to note at this stage that milk has contributed a lot to the nutrition of beneficiary households which indicate that they consume between 1 and 3 liters per day, as indicated in table below.

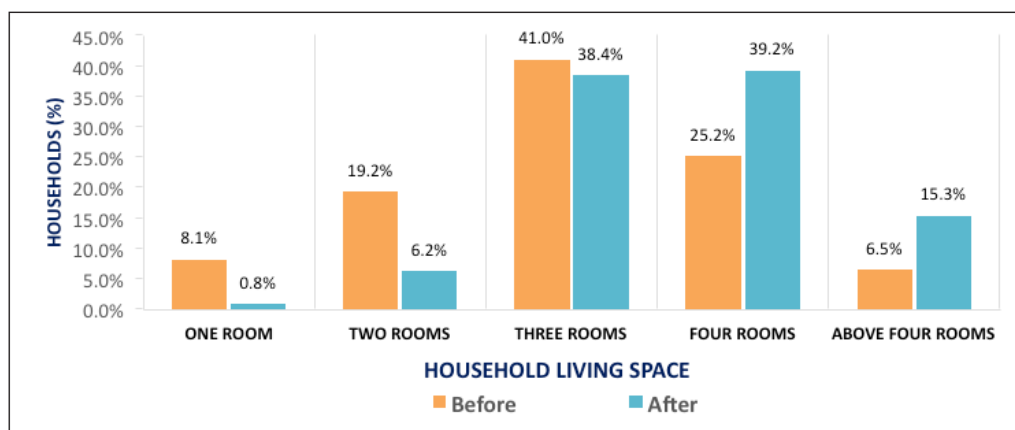
**Table 23: Household consumption of milk produced**

<b>Litres</b>	<b>Frequency</b>	<b>Percent</b>
1-3	224	88.9%
3.1-6	23	9.1%
6.1-9	4	1.6%
9.1-12	1	0.4%
Total	252	100 %
<i>Source: primary data</i>		

### c) Access to shelter

Before joining Girinka program, most of the households living in their own houses was 88.5%, those in lent houses 9.1%, while 2.3% were renting their housing. For those who indicate living in their own houses, such houses were constructed with timber (41.8%), mud bricks (37.6%), grass thatched (Nyakatsi) or plastic sheeting (19.6%) and only 1% had houses made of burned bricks. After joining Girinka program, the situation changes significantly with 96.6% of households indicating that they occupy their own house, while those renting reduced to 0.3% and those in lent houses only 3.1%. The materials in which own houses are constructed improved too, with most of the houses made of mud bricks (60.8%) or timber

**Figure 30: Households' living space before and after Girinka program**



Source: primary data

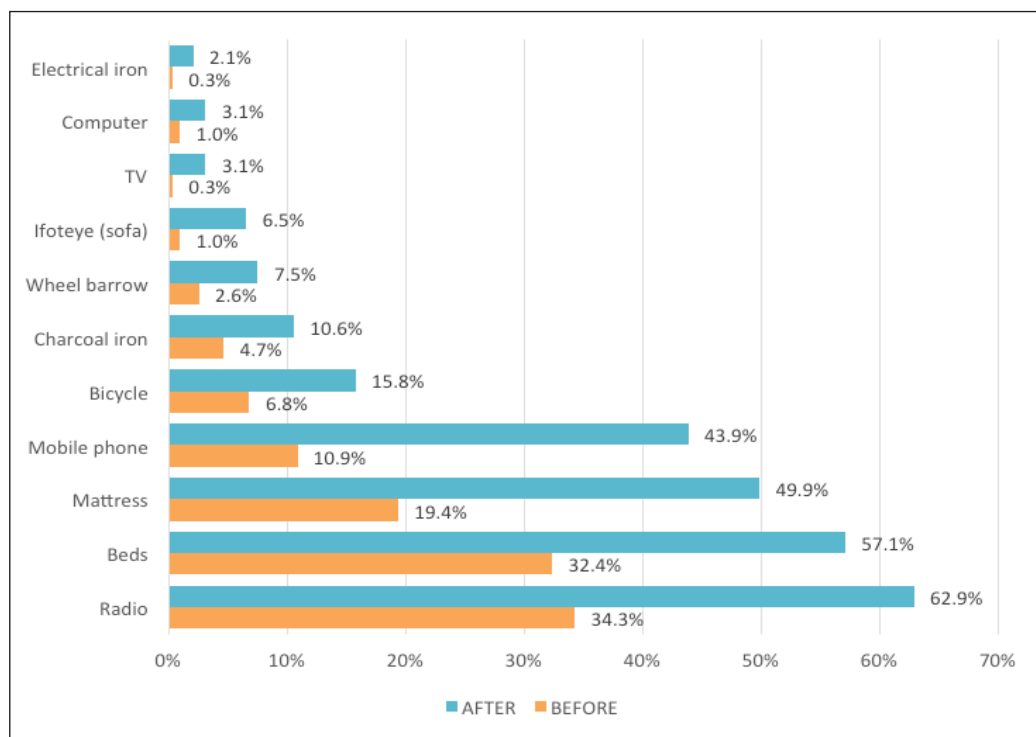
Girinka incomes allowed also the beneficiary households to proceed with the rehabilitation of their homes. In this regard, 25.8% of the households have changed the roof, 27.8% rehabilitated walls, 16.9% changed windows or doors, 4.4% rehabilitated the floor, while 11.7% replaced the furniture and equipment.

In terms of living space, it was found that most of the households were living in three rooms before joining Girinka program (41%). Only 31.2% could afford a house of four rooms and above. This situation has also changed, as the households living in three rooms reduced to 38.4%, while those living in four rooms and above increased to 54.5% as depicted in figure above.

#### **d) Increased household equipment**

Further improvements in the living conditions of the recipient households include the acquisition or renewal of household equipment. As it can be noticed in the figure below the number of radio receivers, beds, mattress and mobile phones increased significantly (between 24% and 33%). New equipment such as TVs (3.1%), computers (3.1%), etc. that are not usually easily accessible to poor households could be bought, which is an indication of better living conditions, especially in the rural areas. The rates are however not significant.

**Figure 31: Change in house equipment for the recipient households**



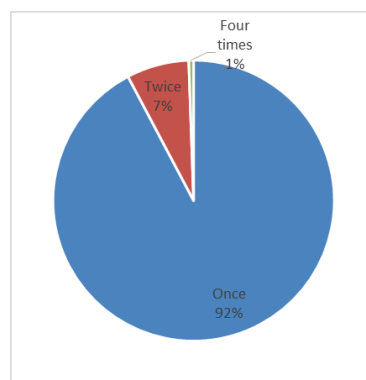
Source: primary data

### 3.3.1.3 Social cohesion

When beneficiaries are enquired on the benefits their neighbours got from the cow they received, 43.6% stress that they give out milk for free to their neighbours, while 34.3% sell it. Similarly 73.5% of the recipient households give out manure to their neighbours for free and 42.9% have passed on a cow to them through the “pass-on” scheme.

For those who gave out a cow to neighbours through ‘Koroza’, such a practice can be repeated several times. The figure hereby indicates that 92% of the households gave out a cow once and 7% two times. In the Rwandan culture, the practice of giving a cow one another “creates a special, quasi-sacred relationship between donor and beneficiary” (IFAD, 2011: 104) as already stressed.

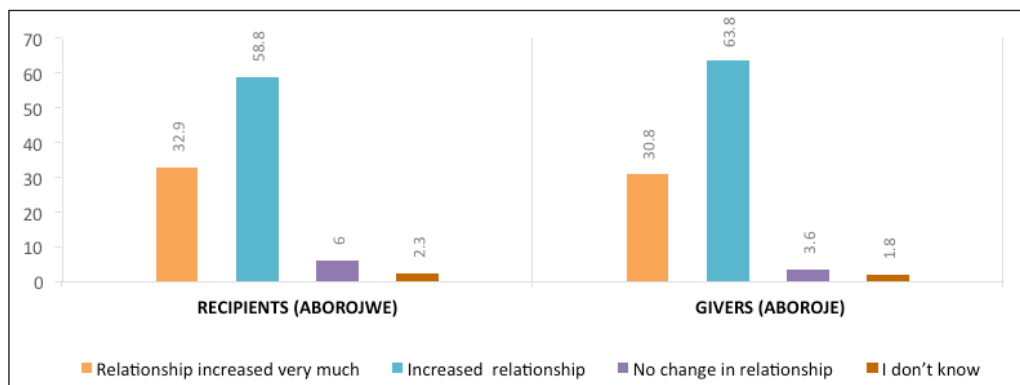
**Figure 1: Frequency of pass-on**



Source: primary data

As depicted in figure below, the relationship between the giver (uworoje) and the recipient (uworojwe) increased significantly. In the group of the recipients (aborojwe) 91.7% indicate that the relationship with the giving household has increased.

**Figure 33: Status of the relationship between the passing-on household**



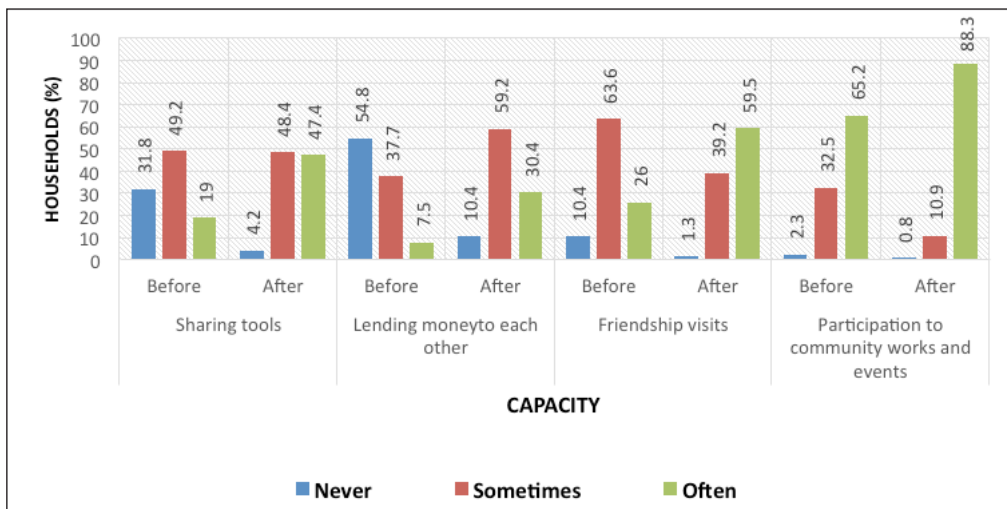
Source: primary data

On the other side the appreciation of the improvement in the relationship created by giving out a cow to a neighbour through “koroza” is also high. In this group 94.6% of the giving household indicated that the relationship has increased, with 30.8% saying that it increased very much, and 63.8% who estimate that it only increased.

Such improvements in the social relationship are visible in everyday life through the sharing of tools, lending money to each other, frequency of friendship visits, etc. In this regard figure 10 shows that before joining Girinka program 31.8% of the households report never sharing tools with their neighbours due to limited capacity, 49.2% do it sometimes, while only 19% could do it often. After receiving a cow from Girinka program, the situation changes significantly with over 95.8% of households sharing with their neighbours sometimes (48.4%) or often 47.4%. This is simply an indication of increased household’s belongings and thus improved economic welfare as confirmed by the number of households that were able to lend money to each other before and after joining Girinka program, which changed from 54.8% that could simply not do it to 89.6% that could do it sometimes (59.2%) or often (30.4%) as a result of rearing a cow.

The relationships with neighbours are also translated into the frequency of visits to and by friends. In this regard, 63.6% of households indicate that they could do it only some times, while only 26% did it on a regular basis. The situation changes with over 59.5 % receiving or paying friendship visits to neighbours frequently (from 26%).

**Figure 34: Households social exchanges between pass-on household (Uworoje) and the recipient (Uworojwe)**



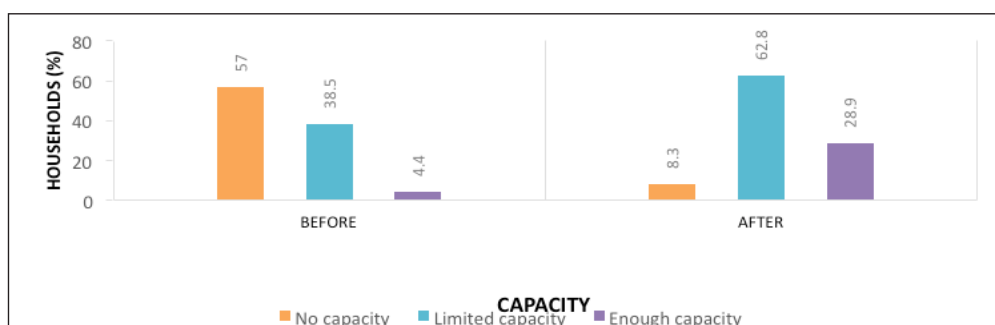
Source: primary data

On the other hand, participation to community works and other community events such as Umuganda, Gacaca, Elections, meetings, etc. also increased from 97.7% to 99.2%.

Girinka program has also, as it has been observed for Ubudehe allowed the recipient poor families to participate more actively in the social life in their neighbourhood.

While most of the recipients report having no capacity (57%) or limited capacity (38.5%) to support their neighbours social events, this percentages changed with the participation to Girinka program, with over 91.7% reporting to have been incapacitated to support their neighbours' social events with either limited capacity (62.8%) or enough capacity (28.9%) (Figure below).

**Figure 35: Capacity to support social events before and after receiving a cow**



Source: primary data

This is also indicated by the rate at which the recipients of Girinka cow are invited to participate in their neighbours social events. While 78.7% of households assessed had “never” or “sometime” been invited by their neighbours before receiving a Girinka cow, the rate improves to 63.1% of households being invited “often” and 34.8% sometimes, which is 97.9% of households getting increased social consideration and social inclusion.

### 3.3.1.4 Participation in decision making

Most of Girinka beneficiaries indicate that they have been selected either by the local leaders (22.1%) or by the population (23.6%), but the majority were selected by local leaders in consultation with the population (52.2%). Girinka recipients affirm playing a significant role in the choice of the beneficiaries by the program. As shown in the following table, among the beneficiaries 13% indicate playing a very important role, 38.4% an important role, 25.7% a moderately important role while 19.3% indicated playing a limited or very limited role.

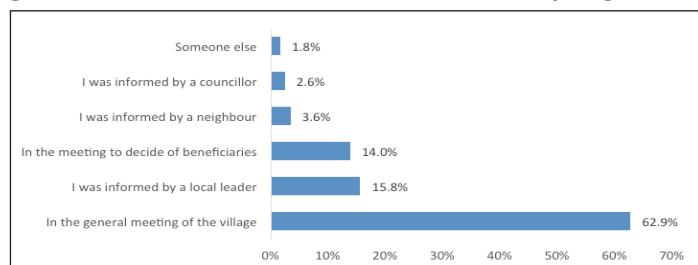
**Table 24: Role in the selection recipients (%)**

Role played	Frequency	Percent
Very important	50	13
Important	148	38.4
Moderately important	99	25.7
Limited	26	6.8
Very limited	48	12.5
No role	14	3.6
<b>Total</b>	<b>385</b>	<b>100</b>

*Source: primary data*

Girinka recipients are informed of the program’s activities mainly through the village general meeting (62.9%), by local leaders (15.8%) or in the meeting to decide on the beneficiaries (14%) as underlined in the figure below.

**Figure 36: Information roots on Girinka program (%)**



*Source: primary data*

## 3.3.2 Economic impact

### 3.3.2.1 Income generation

While assessing the benefits neighbours get from the cow given to beneficiaries of Girinka program in the previous section we found that 43.6% of beneficiaries indicate that they give out milk for free to their neighbours, 34.3% sell them milk, while 73.5% were giving out manure to their neighbours in addition to passing on a cow to someone else (42.9%) through the pass-on scheme (Koroza). For recipients themselves, it was found that most of them get manure (97.1%) which is sold or used in their own land, 61.3% indicate getting milk. Out of this production, 40.3% can make money while 1.6% have succeeded to mount a biogas installation at home thanks to the cow from Girinka (table below)

**Table 25: Households benefits from the cow (%)**

<b>Products from the Cow</b>	<b>Yes</b>	<b>No</b>
Manure	97.1	2.9
Milk	61.3	38.7
Money	40.3	59.7
Biogaz	1.6	98.4
Other	4.2	95.8

*Source: primary data*

The rearing of a Girinka cow has also triggered new income generating activities. These include milk selling (33.5% of households), manure selling (38.7% of households), while 26% have started rearing improved cattle, and 8.3% opened small businesses (table below).

**Table 26: New income generating activities**

<b>Activity</b>	<b>Yes</b>	<b>No</b>
Manure selling	38.7	61.3
Milk selling	33.5	66.2
Cross breed cattle rearing	26	74
Trade	8.3	91.7

*Source: primary data*

Milk selling varies from a household to another. Most of the recipients sell between 1-3 litters per day.

**Table 27: Litters of milk sold per day**

Litters per day	Frequency	Percent
1-3	97	52.2%
3.1-6	47	25.3%
6.1-9	28	15.1%
9.1-12	12	6.5%
12.1-16	1	0.5%
Above 16	1	0.5%
<b>Total</b>	<b>186</b>	<b>100%</b>

*Source: primary data*

As a result, 87.5% of the consulted households indicate that their monthly monetary income has increased, and only 0.5% report that their monetary income has decreased due to the rearing of the cow. For 9.9% beneficiaries, there has been no change.

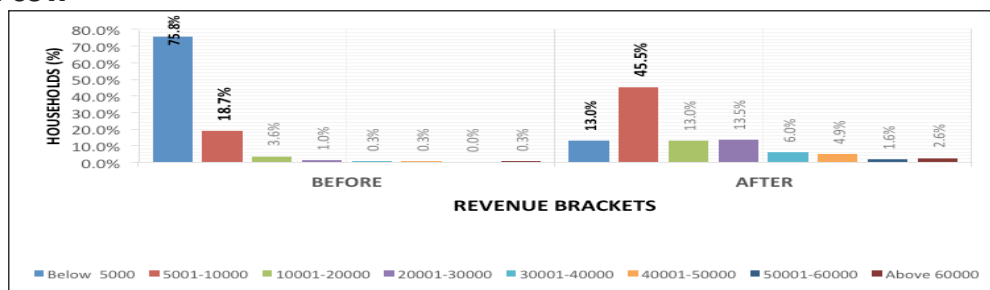
**Table 28: Girinka impact on household income**

Household income	Frequency	Percent
Increased	337	87.5
No change	38	9.9
Decreased	2	0.5
Do not know	8	2.1
<b>Total</b>	<b>385</b>	<b>100</b>

*Source: primary data*

After receiving a cow, the income brackets diversified significantly. Though a big number of households (45.5%) still report a monthly income in the bracket of Rwf 5,000 to 10,000, it is established that 41.6% earn beyond this figure, with some households making more than Rwf 60,000 a month (2.6%) (Figure below).

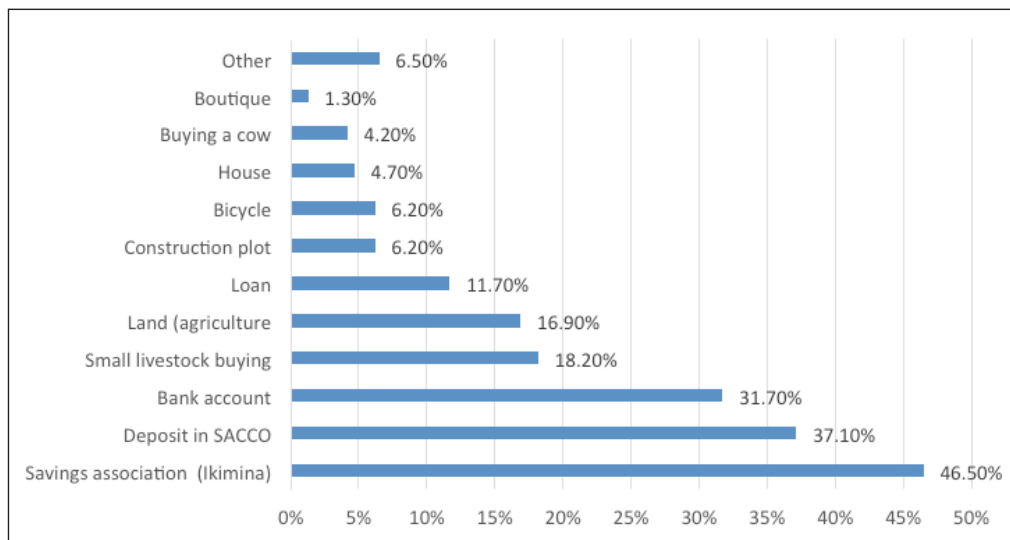
**Figure 37: Household monthly revenue brackets before and after receiving a cow**



*Source: primary data*

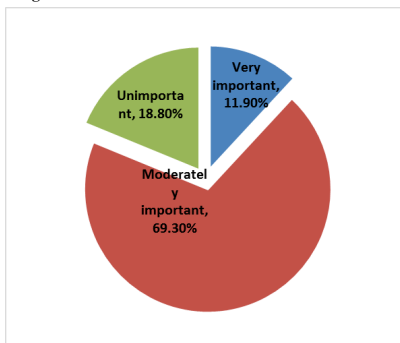
This is indicated by the types of investment these families are making. Most of the families have opened a savings account in SACCOs (37.1%) or other financial institutions (31.7%), others have joined savings associations (46.5%). This is an indication that they could meet the most immediate needs of their households and were able to keep aside some income for savings. On the other hand, beneficiary households could buy land for agriculture (16.9%), small stock (18.2%) such as pigs and goats, could get collateral to secure a loan (11.7%). They also acquired additional cows (4.2%), houses (4.7%), construction plots (6.2%), etc. as shown in the figure below.

**Figure 38: Main use of Girinka income**



Source: primary data

**Figure 1: Share of Girinka in the household's income**



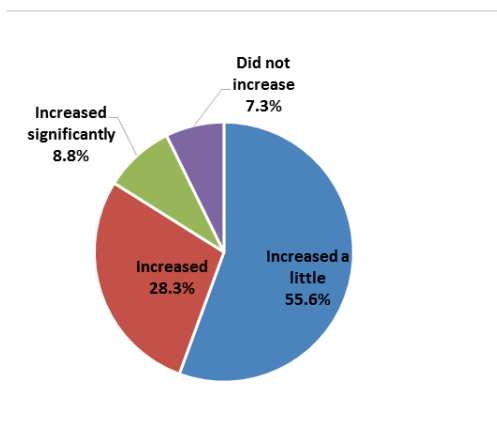
Source: primary data

It is worth to indicate that though the cow beneficiaries are not totally dependent on the cow's income only, however this represents an important part of their source of earning. Beneficiary households indicate that incomes from the cow constitute a very important share in their household's sources of living (11.9%), while 69.3% indicate that the share of Girinka income in their household's earning is moderately important and 18.8% assess it as unimportant.

### 3.3.2.2 Agriculture development

The rearing of a cow has had a positive impact on the agriculture production of the recipient households as shown in figure below. Over 92.7% indicate that the rearing of a cow had an impact on their agriculture productivity. Among these 55.6% indicate that their production has increased a little, 28.3% confirm that their production has definitely increased, while 8.8% stress that their agricultural production has increased significantly. Only 7.3% indicate that there has been no change in their crop production.

**Figure 1: Increase in agriculture production**



Source: primary data

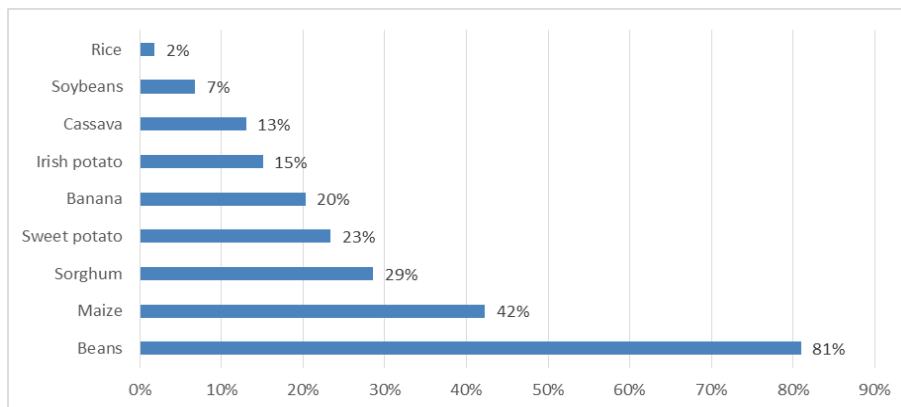
Only 7.3% indicate that there has been no change in their crop production.

For those who indicate an increase in their agricultural production, 76.3% affirm that their production increased twice what they used to produce, 16.4% indicate an increase between 2 and 3 times, while 7.2% report an increase above 3 times what they used to produce.

Beans rank first among the crops for which yield has increased followed by maize, sorghum, sweet potato, banana, Irish potatoes, cassava, soybeans and rice as ranked in figure here against.

It is worth to indicate that all these crops are listed among the major crops in the crop intensification program (CIP).

**Figure 41: Most productive crops as a result of Girinka cow**



Source: primary data

### 3.3.2.3 Environment protection

The rearing of a cow has also had an impact on the environment, mostly through the planting of fodder species. Most households indicate that they have planted fodder species on plot contours for erosion control (80.8%), on plot contour only (51.9%), on the plot itself (35.3%) or on radical terraces 19.7%, while 7.8% could not plant any fodder for their cow.

**Table 29: Fodder production, erosion control and land stabilisation**

Location of fodder plants	Yes	No
On erosion control contours	80.8	19.2
On plot contour	51.9	48.1
On a plot	35.3	64.7
On radical terraces	19.7	80.2
We did not plant any	7.8	92.2

*Source: primary data*

### 3.3.2.4 Linear regression model for Girinka program

The linear regression model (annex 7) was also applied to the data on Girinka Program. The survey captured the number of members in the household and income generated before and after Girinka program per household. This information provided expenditure per household which was useful in the construction of the model for Girinka.

**Table 30: Income ranges per household before and after Girinka**

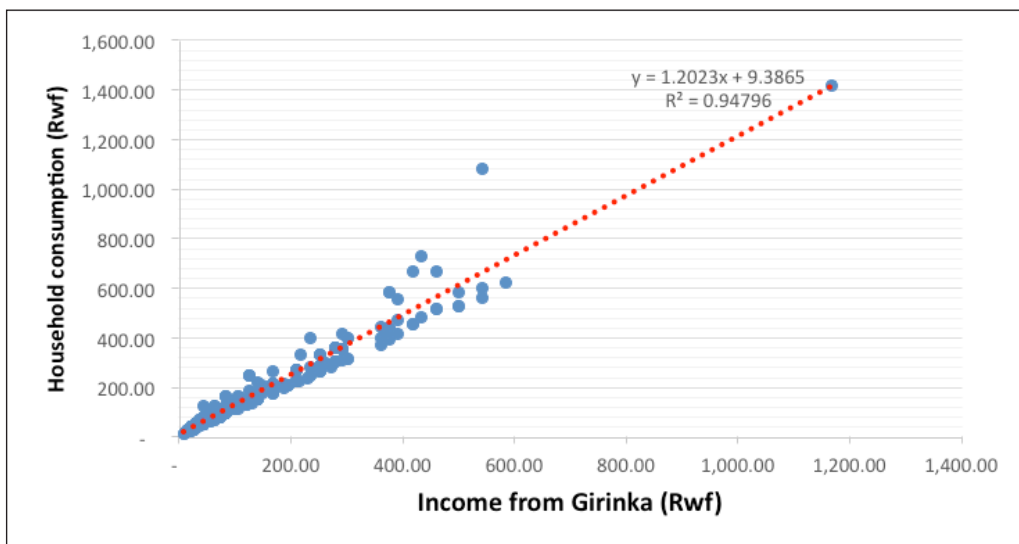
Income range (Rwf)	Before		After		Change	
	Household	Percent	Household	Percent	Household	Percent
Below 5000	292	75.8%	50	13.0%	-242	-62.9%
5001-10000	7	18.7%	175	45.5%	103	26.8%
10001-20000	1	3.6%	5	13.0%	3	9.4%
20001-30000	4	1.0%	52	13.5%	4	12.5%
30001-40000	1	0.3%	23	6.0%	22	5.7%
40001-50000	1	0.3%	19	4.9%	18	4.7%
50001-60000	0	0.0%	6	1.6%	6	1.6%
Above 60000	1	0.3%	10	2.6%	9	2.3%
Total	385	100 %	385	100 %		

*Source: primary data*

The resulting chart shows that the slope is 1.2023, indicating that Girinka program accelerates poverty eradication faster than Ubudehe which slope's was only 1.0982. This is confirmed by the number of households earning income per day above the extreme poverty line of 1.25\$ per member per day that amounts to 31.4%. This is visible from the graphical representation, which shows that though an important number of household's income per individual per day is concentrated in the area below Rwf 400, quite a good number lay above this point.

The coefficient of determination is 0.95, while the coefficient of correlation obtained is 0.97, indicating a positive relationship between the household consumption and the household's income per individual per day.

**Figure 42: Linear regression for Girinka Program**



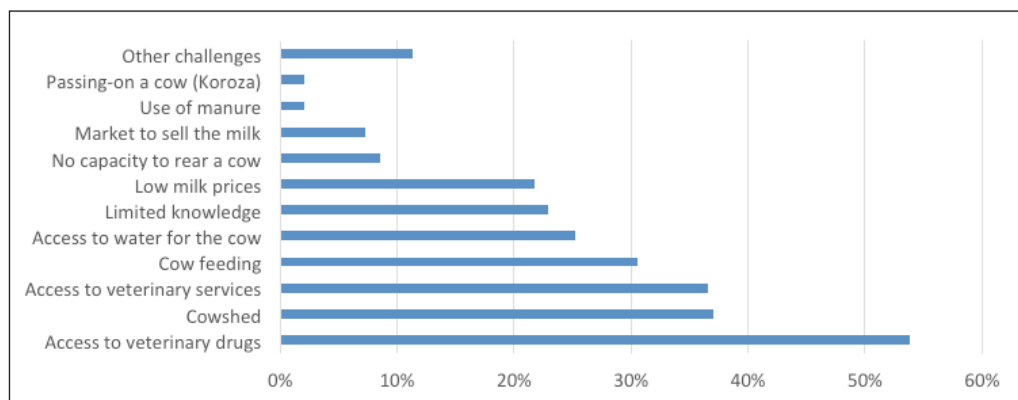
Source: primary data

A comparison of households' income before and after joining Girinka program shows that out of the 385 households in the sample, the program led to an increase in income for 317 households (82.3%), with an average increase of at least Rwf 84.1 per member per day.

### 3.3.2.5 Challenges facing Girinka recipients

Girinka recipients are facing a number of challenges among which the limited access to veterinary drugs (53.8% of consulted recipients), having a proper cowshed, access to veterinary services (36.6%), cow feeding (30.6%), access to water for the cows (25.2%), limited knowledge in livestock management (22.9%) and low milk prices (21.8%).

**Figure 43: Challenges to households in Girinka program (%)**



Source: primary data

The focus group discussions pointed out few additional challenges which are listed below:

- Many needy poor households compared to the capacity of the program (high demand)
- Some households do not handle the cows to be passed on to others properly;
- Some households prefer other livestock (goats, pigs, rabbits, etc.), than cows which they find hard to rear;

## 3.4 Conclusion and recommendations

### 3.4.1 Conclusion

Girinka Programme targets the distribution of 350,000 cows to poor households by 2017. As of June 2013, over 186,641 cows had been distributed. Previous evaluations have highlighted some of the achievements of Girinka. These include increased milk production that led to the establishment of a network of milk collection centres and milk selling points throughout the country. Income from milk production has enabled farmers to invest in increased crop production, while individual farmers have been able to take loans to engage in development. Farmers also unanimously agree that manure improves their soil fertility and improves yields.

According to previous studies, Girinka program is also reported to have contributed to the improvement of nutrition and health status of the recipient households and the communities. It has improved the rate of school enrolment, with parents getting more income to send their children to school. Girinka program promoted also community unity and social cohesion.

The results of this assessment confirm these findings and stress further that Girinka Program is among the HGI that are rapidly making changes in the livelihoods of the poor households and communities in almost all aspects of their living.

In terms of social impact, important strides were made in access to health services, access to education, access to food, shelter, social cohesion and participation in decision making at community level. The economic impact was assessed in terms of the capacity for income generation, the use of income from Girinka cow, impact on agriculture and environment. The linear regression allows establishing that Girinka program could have contributed to enabling 31.4% of the beneficiary households to escape extreme poverty.

Girinka recipients are facing a number of challenges among which the limited access to veterinary services and drugs, having a proper cowshed, cow feeding, access to water for the cows, limited knowledge in livestock management and low milk prices.

### **3.4.2 Recommendations**

Girinka is one of the HGI that is having significant and quick impact on the beneficiary households and the community. Strategies to extend the program and increase of the number and sources of additional cows should be investigated.

Recipients have also pointed out having difficulties to accede to veterinary drugs and veterinary services. Strategies should be taken to investigate the situation further, and increase access and quality of such services.

Limited knowledge in livestock management and cases of inappropriate handling of cows for pass-on implies the need for more and focused trainings, as well as increased technical proximity and counselling for recipient households.

As it was noticed that the impact of Girinka program could be increased if the support was combined with other poverty reduction solutions and proposed as a package to accelerate graduation from poverty. Investigation should therefore be conducted on possibilities of packaging poverty reduction solutions proposed to the poor households.

In general data on the impact of HGI, of which Girinka, are not collected and consolidated regularly. It is therefore recommended to set up M&E tracking systems for all the HGIs under study to constantly follow up not only their implementation, but also their impact on the recipients' poverty reduction.

### **Specific recommendations include:**

1. Strategies to extend Girinka program to reach all needy households shall be pursued; **MINAGRI** should spearhead this campaign;
2. Access to veterinary drugs should be facilitated and distances to the technical services should be shortened for the citizens. **MINAGRI** shall elaborate the proposals;
3. More and focused trainings for the beneficiaries on livestock management for Girinka recipients are needed. **MINAGRI** and **MINALOC** explore the training possibilities;

### **3.5 Advocacy strategy**

tGirinka program is officially planned to close by 2017. However, it not sure that all the needy households will have been reached. An assessment should be carried out to determine the aftermath of the program, especially on how its achievements will be sustained. It might also be necessary to extend the program for an extra period as the level of poverty is still high and households in need continue to have expectations in the program.



# 4

## The Assessment of UMUGANDA

### 4.1 Introduction

The literature review on Umuganda reveals that Umuganda is one of the precious tools in the Rwandan culture of mutual help. This instrument was however misused in the past as a political tool for mass mobilisation both for colonial means and later on in the discrimination of a portion of the Rwandan population. This distorted the otherwise noble image of this homegrown initiative. Today Umuganda is being revived a tool for the socio economic development of the country, driven by the communities themselves. The assessment indicated that Umuganda is enabling local communities to build basic infrastructure such as roads, schools, health facilities and administrative offices. It is also a forum for conviviality and social cohesion, and enables communication between the population in their neighbourhood as well as with the leaders.

### 4.2 Review of the literature on Umuganda

Umuganda (Community works) refers to doing things together and pooling together the energy to supplement the effort of a person. It is part of the Rwandan culture of community volunteerism. As stated in the Volunteerism policy, traditionally “Rwandans relied heavily on volunteerism through mutual help activities such as “ubudehe” and “umuganda” or “umusanzu” which involved several families getting together to work on projects like communal farming, crop harvesting, and construction of shelter and thatching as well as maintenance of public infrastructure and management of the environment.” (GoR, 2012: 1). Shimamungu (1998) explains that when neighbours were building, each person, in the neighbourhood would bring a piece of timber to assist in building and in that mutual self-help context, the term ‘gutanga/gutiza umuganda’ arose ‘meant to offer or lend/provide communal strength towards house-building for the needy’ (Uwimbabazi, 2012: 29).

#### 4.2.1 Origin and evolution of Umuganda

The use of umuganda has changed over time. In pre-colonial Rwanda, umuganda was a traditional practice and cultural value of working together to solve social and economic problems for mutual benefit. The activities of the then

umuganda included, for instance, farming for those who were unable to do so due to either physical handicap or old age, building houses for the poor and providing transportation to medical facilities to those who were in need (Mukarubuga 2006: 20). A group of households used to come together to share the burden of the work, making sure that everyone in the community had shelter and had their farms ready on time for the planting season. This played a significant role in protecting human security and increasing household income.

During the colonial era starting from the early 1900s, the function of umuganda changed from that of realizing social and economic benefits for the household to that of performing labour for the colonial administration (Midgley et al, 1986: 17). In the 1970s, the post-colonial government tried to re-emphasise and revitalise umuganda, but in a way that took a different path.

Learning from the previous colonial administration, umuganda became a compulsory policy in 1974. While the initial idea was to maintain Rwandan cohesion and security and to increase household income, such public benefits were dominated by political interests (Pottier, 2006: 513). “Umuganda gave the local party and state officials’ knowledge and experience in the mobilization and control of the labour of the peasant population” (Verwimp, 2003).

Umuganda was then turned into a means of promoting oppression and exclusion among Rwandans. Those in power argued then that only one particular group of people had the right to exist, and other groups were targeted for extermination in the name of umuganda (Verwimp 2004: 328-329). National and local officials used the word umuganda in describing the genocidal killings to be performed both in organizational meetings within the government and in public forums, including on the radio (Verwimp 2006).

Consequently, Umuganda served as a means of mass mobilisation during the 1994 genocide. Umuganda was used to destroy what had been achieved such as decimating forests, destroying water catchments and some infrastructures were laid to waste while hunting the Tutsi in their hiding place. The good image of community service (Umuganda) became hazy and finally got lost.

This experience of umuganda during genocide resulted in poor participation in the present monthly community work of umuganda. Despite these changes and distasteful experiences, umuganda remained a type of collective action which is at the centre of government policy and practice (Ministry of Local Governance 2001: 9-10). After the 1994 Genocide, Umuganda was reinvented from the former tradition in order to successfully create a new Rwandan identity with

a collective past, present, and future, therefore not abandoning the old but rewriting its underlying purpose and redressing public perception (The Journal of Undergraduate Research at the university of Tennessee, 2011, p 2, Umuganda: The Ultimate Nation-Building Project?)

## 4.2.2 Objectives of Umuganda

Umuganda has been revived to support the development of socio economic infrastructure such as road maintenance, construction or rehabilitation of roads, schools and other facilities. It also contributes to the social cohesion of the Rwandan community through mutual help, working together and solving community problems. Umuganda aims at promoting development activities supporting the national budget and to provide an opportunity for conviviality among people. The specific objectives assigned to community works (CORRY, 2012: 25) are stated as follows:

- (i) Supplement national resources by executing specific activities;
- (ii) Instil a culture of collective effort in the population;
- (iii) Resolve problems faced by the population by the use of locally available resources;
- (iv) Restore the dignity of manual labour.

## 4.2.3 Current structure and functioning of Umuganda

Umuganda is coordinated by the General Directorate in charge of Social welfare and Community Development in MINALOC. It is regulated by the Law n°53/2007 of 17/11/2007 establishing community works, and the Prime Minister Order No 58/03 of 24/08/2009 determining the attributions, organization and functioning of “Community Works Supervising Committees” and their relations with other organs. These committees are established at each level of the administration and are responsible for planning and supervising Umuganda activities.

Umuganda is held on the last Saturday of the month. The population in consultation with relevant authorities may however, where necessary, decide to carry out community works more than once a month (Law No 53/2007, Art 1). Umuganda takes place from 8:00am to 11:00 am. In the same way, upon agreement by the participants in the community works and the supervising committee, the starting hour for the community works may be subject to change (Law No 53/2007, Art 4). Umuganda is done by all able persons aged 18 and 65 years. However, a person above sixty five (65) years of age who is willing may participate in the community works. Expatriates residing in Rwanda are also encouraged to participate in community works.

Upon consultations with the population, the Community Works Supervising Committee specifies the activities to be carried out, the place where they are to be carried out and the tools to be used. This information is communicated to the population through different media including notices posted at the Village office, if any, and at public places, at least seven (7) days before Umuganda takes place. Residents are requested to bring the appropriate tools to Umuganda. However, when the activities to be carried out require specific tools that the population may not find, the committee at that level provides the population with such tools. Acquisition fees for such tools are covered by the budget of the concerned level (Law No 53/2007, Art 6). Apart from these legal provisions, the work done is organized by the community members and is done without remuneration.

After community works, participants hold a meeting and are informed of the results, discuss different issues on the agenda and decide where the next community works shall take place and the activities to be performed (Law No 53/2007, art.11). Community works provide also a forum to the local administration and the population to interact.

#### **4.2.4 Community works competitions**

Since the fiscal year 2009-2010, a competition on Umuganda is organised annually at district, province and national levels and the best performers are rewarded. The Objective of the competition is “to inform the Rwandans on the achievement of Umuganda and to encourage them to increase their participation and perception.” The competition aims at (i) publicising the achievement of Umuganda; (ii) evaluating achievements; (iii) promoting the culture of competition and innovation. Each district selects one best activity that is submitted for competition at provincial level and the City of Kigali. The Province/City of Kigali makes a selection of the best activity at Provincial/City of Kigali level. The ranking is based on the following criteria:

- The functioning of Umuganda Committee (the report of the meeting planning for the activity, and Umuganda reports related to this activity);
- How the Umuganda activity was planned (citizen participation);
- The impact of the activity (on social welfare, economic development and the environment);
- How the Umuganda activity supports the national budget? (the point is assessed at national level only);
- The sustainability of the activity; and
- Existence of an annual action plan for Umuganda

## 4.2.5 Valuation of Umuganda achievements

### 4.2.5.1 Umuganda valuation indicators

Indicators used to value community works activities (from Umuganda Strategy 2010, MINALOC p.11-13) are given in annex 8. These indicators are normally used to value works carried out by many people, and have been set up by HIMO. They include indicators for agricultural activities, reforestations, water resources activities and roads maintenance. However, the list of indicators does cover all the types of activities and their application is not strictly monitored.

The Ministry of Local Government in charge of the coordination of Umuganda has developed an update of this list, in consultation with institutions different stakeholders and specialists. This list is however not yet validated and thus not used. It covers indicators on radial terracing, reforestation, mashland works, road maintenance, social protection (kuremera abatishoboye), shelter (house) construction, land cultivation for the needy, Akarima k'Igikoni (vegetable gardening), livestock shed construction, etc.

### 4.2.5.2 Value of Umuganda achievements 2007-2013

At the end of community works, the monetary value of the realisations is assessed by the supervising committee using these indicators. The results are submitted to the higher organ. The table below shows the level of participation of the population and the value of the community works for the period between 2007 and 2013.

**Table 31: Consolidated value and participation to Community Works 2007-2011**

Year	Participation (People accumulated)	Value of activities (Rwf)
2007	8,638,958	4,112,943,849
2008	10,772,719	4,852,758,196
2009	18,342,740	9,451,364,195
2010	16,165,082	7,980,872,879
2010-2011	7,219,508	7,347,720,172
2011-2012	18,853,592	12,524,063,160
2012-2013	20,931,383	12,768,320,156
2013-2014 (July – Dec. 2013)	11,947,924	7,684,418,092
TOTAL	112,871,906	66,722,460,699

Source: MINALOC, *Rapport z'ibikorwa by'Umuganda 2010-2014*

## 4.2.6 Major achievements and challenges

Umuganda has contributed to infrastructure development. Achievements of the population through Umuganda are numerous (see annex 9, Umuganda competition winning activities), and include the construction of houses for vulnerable people, support to the implementation of water supply projects, construction of new classrooms for 9 YBE and 12 YBE, health centres, public offices, sectors, cells and Umurenge SACCO offices, road maintenance, tree planting, radical terracing and other soil erosion control infrastructures, etc.

Some innovations were recorded in the practice of Community works. These include the initiation of Umuganda competition at district level since the fiscal year 2009-2010. In this exercise, one best activity at district level is awarded a certificate and money that is used for pending activities. At provincial level, three best activities are also awarded prizes, and finally 3 best activities at National level have received the prizes.

Umuganda promotes dialogue between national leaders and the population. The President of the Republic of Rwanda, members of the Parliament, Ministers all participate in the monthly community works together with the population which promotes dialogue with the population at the grass roots.

Umuganda has also contributed to the good relationship between the army and the population. One of the innovations introduced in the practice of Umuganda is the participation of the Ministry of Defence in Community Work during the “Army Week”. This allowed achieving outstanding activities such as eyes treatment for 2,266 people, teeth treatment for 13,193 people, and construction of 1,089 houses for vulnerable. The community works were also introduced in Darfur (Sudan) by the Rwandan troops (MINALOC, Rapport y’ibikorwa by’Umuganda 2010-2011, p 12-25).

Umuganda faces some challenges however, among which the ability to plan for Umuganda at local level which is still low; the level of participation which is not yet sufficient (84.8% in 2013), challenges in the cities to attract enough people into the community works (town dwellers don’t like to use their hands); Umuganda committees which are not yet operational and delays in reporting achievements of Umuganda (Umuganda Concept Note on Current Status 2011, p 4).

Different evaluations of Umuganda have formulated recommendations for the improvement of community works which include the following:

- (i) Districts should have a clear annual action plan for Umuganda;

- (ii) More efforts should be put in requesting district to devise clear strategies for the safeguarding of Umuganda achievements for their sustainability;
- (iii) Supporting Umuganda competitions to help districts to follow plans and finish what has been started;
- (iv) Technical Ministries should follow up Umuganda activities continuously to reduce the culture of fake figures on participation and inflating the value of the realisation.
- (v) The culture of setting over ambitious plans which become dead writings and have no link with the reality should be discouraged.

### 4.3 Findings on the assessment of Umuganda

Community works have both an economic impact through economic development activities, but also serve for creating an environment in which community members discuss problems they face and propose possible solutions. It is a tool for the national unity and reconciliation and one of the channels for the communication and explanation of public policies and decisions to the population.

Umuganda enhances also social cohesion among people. This is done after Umuganda where people get time to auto evaluate on what they have achieved, to plan what will be done next time and to discuss on other different issues (MINALOC: 2012). The survey carried out on 385 households confirms these functions and impact of Umuganda on the community, both in terms of social and economic impact.

#### 4.3.1 Characteristics of the respondents

The survey on Umuganda was conducted on 385 households in the 10 districts in the sample. Among these, 209 were males and 176 females. Most of the respondents were agriculturalists and livestock keepers (34.2%), agriculturalists only (34.6%) or livestock keepers only (3.2%) and traders (13.3%) and artisans and technicians (14.7%) as shown in the following table.

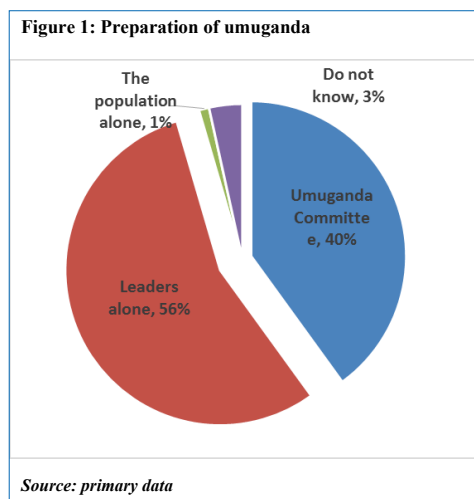
**Table 32: Occupation of Umuganda respondents**

<b>Occupation</b>	<b>%</b>
Agriculture and livestock	34.2
Agriculture only	34.6
Livestock only	3.2
Trader	13.3
Artisan and technicians	14.7
<b>Total</b>	<b>100</b>

*Source: primary data*

## 4.3.2 The organisation and conduct of Umuganda

### 4.3.2.1 Preparation of Umuganda



The preparation of Umuganda, as indicated by the consulted households, is done by the “leaders alone” (56% of the respondents), Umuganda committee (40% of the respondents) or rarely by the population themselves (1%).

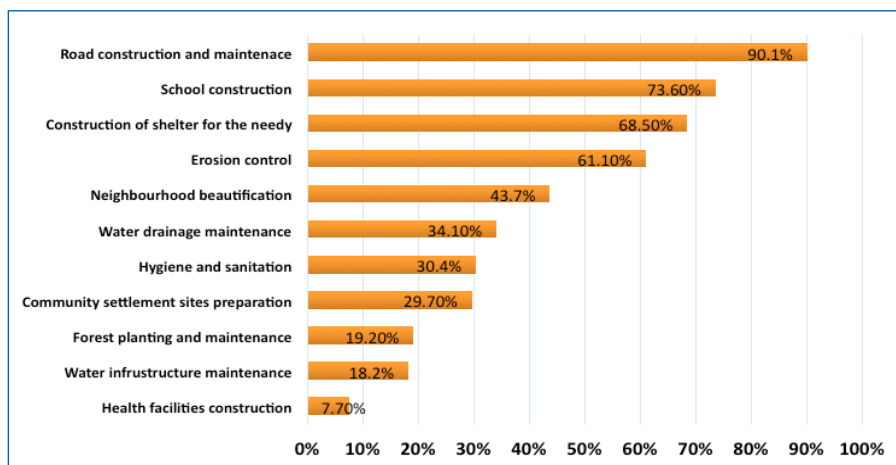
### 4.3.2.2 Activities carried out during Umuganda

According to MINALOC (Umuganda presentation), “activities carried out in Umuganda are mainly on infrastructure development (the construction of houses

for vulnerable people, roads, class rooms, health centres, public offices (Sectors and cells), as well as environmental protection (tree planting, radical terracing and anti-erosive ditches).

The survey findings confirm this situation and indicate that the activities that are most carried out during community works include the creation or maintenance of rural roads, school construction, construction of houses for the needy, erosion control, neighbourhood beautification, etc. as depicted in figure below.

**Figure 45: Activities carried out frequently in community works**



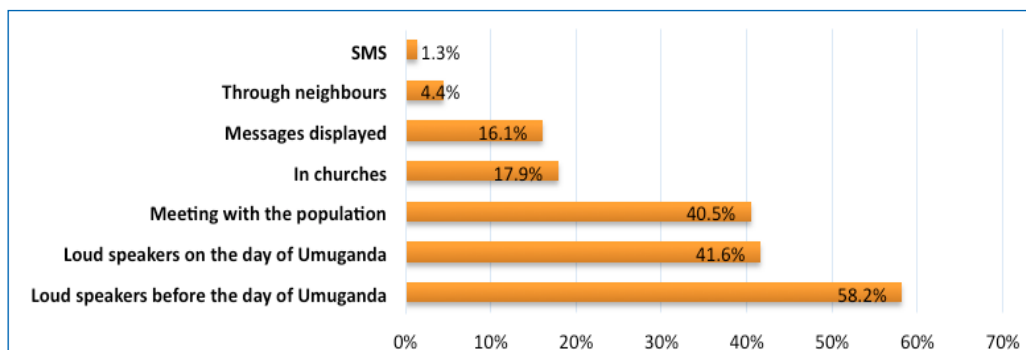
*Source: primary data*

### 4.3.2.3 Communication channel

The communication channels that are most used to convene the population to community works are mainly loud speakers (megaphones) either before the day of Umuganda (58.2% of households) or at the day of Umuganda (41.6% of households) and through meetings with the population (40.5% of households) (figure below). It is worth to note that modern means of communication such as SMS are not yet widely used (only 1.3% of households are reached through SMS).

As stressed by the consulted households, such messages indicate to the population the place where the Umuganda will take place, the tools that will be used at the occasion, the activity that will be carried out and the exact time when the community works would begin.

**Figure 46: Channels of communication in the preparation of Community works**



Source: primary data

### 4.3.2.4 Items frequently discussed after Umuganda

Among the topics tackled after community works the communication of local government decisions comes first with 56.4% of households indicating that this topic is discussed often while an addition 29.1% find it dealt with very often. On the other hand the communication of central government decisions is also done through Umuganda at the rate of 43.4% often, while 36.1% of the population indicate that it is even done “very often” (table below).

Apart from being communicated government decisions, the population is also consulted on public policy programs implementation mechanisms. This is indicated by 41.8% of the households as being done “often” while some 29.3% find it to be done “very often”. This is an indicator of the participation of the population in decision making at local level.

**Table 33: Themes frequently discussed in Umuganda (%)**

Frequency	Security issues	Consultation on public programs	Communication of LG decisions	Communication of CG decisions	Conflict resolution
Never	0.0	2.1	0.8	1.0	0.0
Rarely	1.6	2.9	2.6	2.1	1.6
Sometime	14.8	23.9	11.2	17.4	16.9
Often	39.0	41.8	56.4	43.4	36.6
Very often	44.7	29.3	29.1	36.1	44.9
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<i>Source: primary data</i>					

Conflict resolution (44.9%) and tackling security issues (44.7%) are however among the matter that are dealt with “very often”, indicating that Umuganda is one of the means for peace building and unity and reconciliation at local level. A complete and detailed list of issues discussed during Umuganda for the last four yours is given in annex 7.

Taking into account that the rate of participation of the population to Umuganda for the four consecutive years between 2007 and 2010 was 53,919,499 people (cumulative figures compounded by MINALOC), this indicates that Umuganda is one of the best forum through which to consult and/or communicate public programs directly to the population. This high turn up indicates also the value the population attaches to community works as were as an indicator for civic participation.

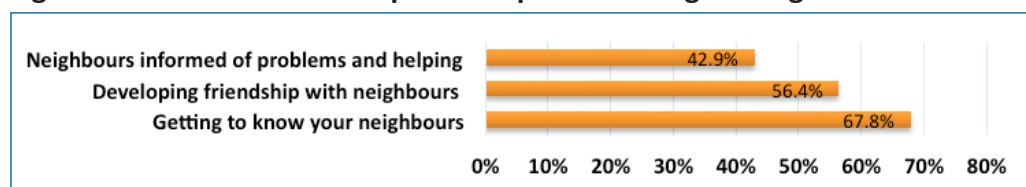
### 4.3.3 Social impact

#### 4.3.3.1 Social Cohesion

##### a) Relations development (Kumenya umuturanyi) and Mutual help (entraide)

It was found that Umuganda enables the population in the neighbourhood to know each other. This was stressed by 67.8% of the households under study. Beyond this, it was also established that community works have allowed the population to engage in a friendship relationship as reported by 56.4% of the consulted households. Umuganda enables mutual assistance in the community as confirmed by 42.9% of the households under study, who point out that through Umuganda, their neighbours were informed of their problems and lent a helping

**Figure 47: Rate of relationships development through Umuganda**

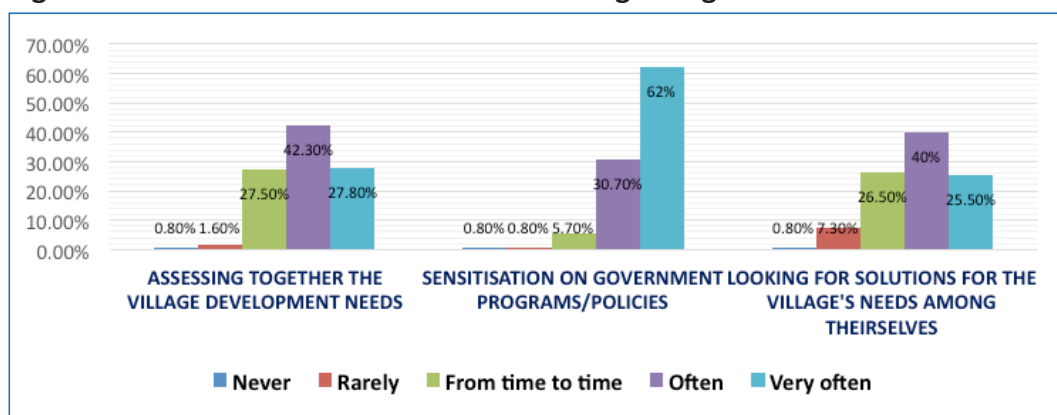


Source: primary data

## b) Community mobilisation & sensitisation

As stressed by MINALOC, Umuganda is a forum for the sensitisation of the population on policies and programs. Among the households consulted, 62% stressed that this is done very often. They also indicate that community works allow them to analyse together the development needs of their villages as indicated by 42.3% of the households, and to develop home based solutions from among themselves as confirmed by more than 40% of the households (Figure below).

**Figure 48: Sensitisation issues discussed during Umuganda**

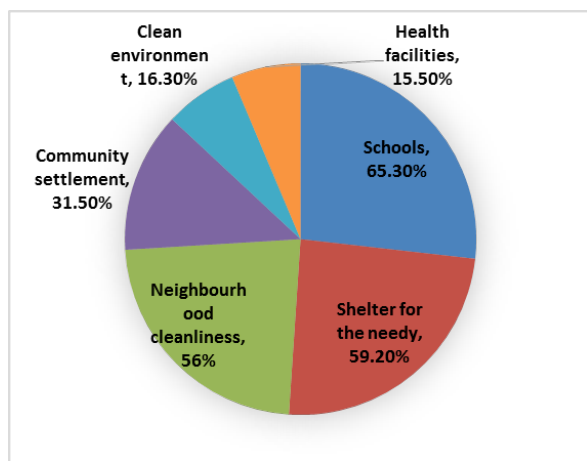


Source: primary data

### 4.3.3.2 Social protection

The households consulted indicated that during the previous two years some of the activities carried out during Umuganda include the construction of houses for the needy (69.1%), schools construction (73.6%) and health facilities (7.7%), preparation of sites for community settlement (29.7%), etc.

**Figure 1: Social welfare improvements brought about by Umuganda**



Source: primary data

When enquired on the changes brought about by Umuganda in their neighbourhood the population point out that through Umuganda they could get good schools (65.3%), shelter for the needy (59.2%), health facilities close to the community (15.5%), prepared sites for community settlement (31.5%), clean neighbourhood (56%) and fresh air and clean environment (16.3%).

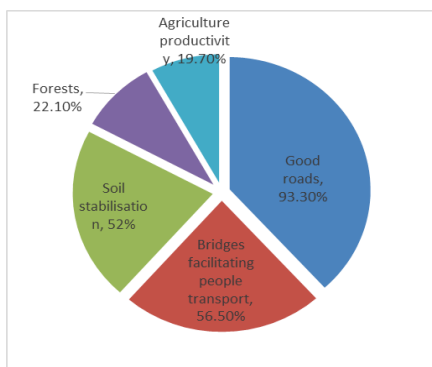
Umuganda brings also improvements in the access to cleanwater, hygiene and sanitation, cleanliness, environment and

neighbourhood beautification, as indicated by the list of activities that are most carried out.

### 4.3.4 Economic impact

The most critical input of Umuganda is however in terms of economic development. As already stressed, the value of Umuganda activities as consolidated by MINALOC is Rwf 66,722,460,699 for the period 2007 to 2013. This is a support to the national budget, or put otherwise the resources that would have been disbursed to have the activities carried out. This contribution is represented by the value of the labour used for infrastructure building, of which schools, health facilities, road maintenance, bridge construction etc.

**Figure 1: Economic benefits brought about by Umuganda**



Source: primary data

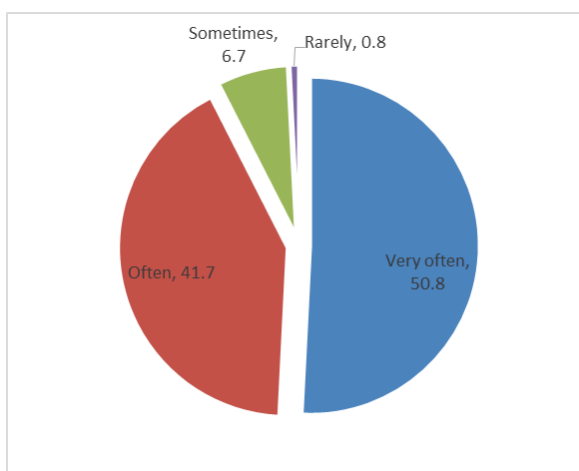
Citizens confirm this when enquired on the main economic benefits they got from Umuganda. The surveyed households point out good roads (93.3%), bridges facilitating the transport of people (56.5%), soil stabilisation that would otherwise have destroyed agriculture production (52%), improvement in agriculture productivity itself (19.7%), forests planting (22.1%) etc.

Umuganda is often used as the contribution of the community to the construction

of public infrastructure, most especially schools and health facilities. Consulted households indicated that during the last two years, they participated to the construction of schools at the level of 74.5% of all the activities carried out. This percentage is however low for the construction of health facilities, where the community indicate that for 92.5% they never participated in such activity for the last two years. The high rate for school facilities is perhaps due to the fact that the last two years coincide with the extension of school facilities to host the 12 years basic education in districts, while for the health facilities, most of the works are carried out by the central government rather than the local government through public tendering.

The use of Umuganda in the construction and maintenance of roads (guharura imihanda) is also reported by the households as one of their major activity (90.1% of households) during community works. However this refers mostly to feeder roads in rural sectors. When it comes to the maintenance of roads, the percentage decreases to only 51.2% of households. The same situation is noted with the participation of the community in the works related to the water and sanitation, where the community reports having participated in such activities at the level of only 17.7%.

**Figure 1: Household participation to Umuganda (%)**

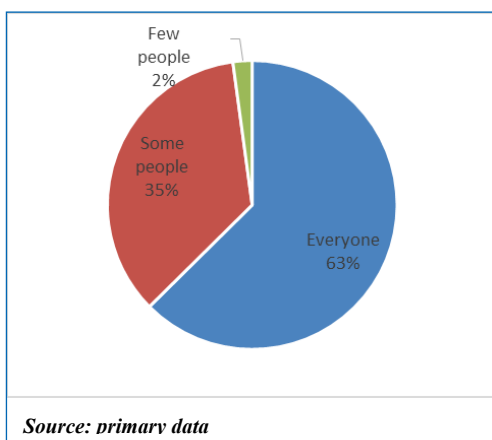


*Source: primary data*

### 4.3.5 Challenges faced by Umuganda

Challenges that Umuganda is facing include capacity constraints. Local residents sometimes plan big projects which are difficult to accomplish without government budget support (e.g. infrastructure), the level of participation which is not yet sufficient (84.8% in July-December 2013). In Kigali and other cities there are no special activities to attract people (town dwellers don't like to use their hands and opt to contribute funds to hire experts) (MINALOC, Umuganda presentation). These challenges are confirmed by the surveyed households, who indicate that their rate of participation to community works is "very often" for only 50.8%, while 41.7% participate often to Umuganda, 6.7% do it sometimes and 0.8% participate

**Figure 52: People bringing appropriate tools to Umuganda**



The situation is worsened by the little number of people bringing appropriate tools in Umuganda, which the surveyed households estimate at only 62.6%, which indicate that some people attend Umuganda barehanded, while as already seen in the means of communication, the tools are one of the key elements communicated to the population in the preparation of Umuganda.

## 4.4 Conclusions and recommendations

### 4.4.1 Conclusion

Umuganda, on the same title as Ubudehe, Girinka and Imihigo, is a long time outstanding Rwanda tradition based HGI. After the 1994 Genocide, Umuganda was reinvented in order to create a new Rwandan identity with a collective past, present, and future, therefore not abandoning the old but rewriting its underlying purpose and redressing public perception. Umuganda has been revived to support the development of socio economic infrastructure such as road maintenance, construction or rehabilitation of roads, schools and other facilities. It also contributes to the social cohesion of the Rwandan community through mutual help, working together and solving community problems.

Achievements of the population through Umuganda are numerous and include the construction of houses for vulnerable people, support to the implementation of water supply projects, construction of new classrooms for 9 YBE and latter 12 YBE, health centres, Public offices, sectors, cells and Umurenge SACCO offices, road maintenance, tree planting, radical terracing and other soil erosion control infrastructures, etc.

Umuganda serves also as a forum in which community members discuss the problems they face and propose possible solutions. It is a tool for the national unity and reconciliation and a channel that all public policies pass through to be disseminated, communicated and explained to the population. Umuganda enhances also social cohesion among people. Findings of this study confirm again

the above and establish tangible results in terms social and economic impact. It was established that Umuganda triggers neighbourhood socialisation and is one route for the communication of public policies and community mobilisation. It contributes to social protection and economic development through the construction of community infrastructure and shelter for the needy.

Umuganda is however facing challenges that include poor planning and low turnover, especially in urban areas. Indicators for the evaluation of Umuganda achievements need also to be reviewed and applied consistently.

## 4.4.2 Recommendations

Umuganda committees should be strengthened in their capacity to properly plan for Umuganda and the communities sensitised continuously on the benefits and usefulness of Umuganda. This could be done through the continued institutionalisation of Umuganda competition, building on the lessons learnt from Imihigo competitions. Umuganda should also focus on activities that can bring visible and sustained changes in the community livelihoods. For this to be attained, the targets of Umuganda could be added to Imihigo in the “Economic Development” pillar, to make them binding for the local administration.

Friendly mechanisms have to be also developed to improve the level of participations of city dwellers in Umuganda. This goes with the need for realistic methods and indicators to base on the evaluation of the realisations of Umuganda, and consistency in their application.

### Specific recommendations include:

1. Investigation on possibilities of packaging poverty reduction solutions and greater synergies between different programs for poor households should be conducted, RGB in partnership with SPU-Office of the President spearheads the survey/ analysis;
  2. Umuganda committees’ capacity to properly plan for Umuganda activities needs to be increased by **MINALOC**;
  3. Umuganda activities that bring visible and sustained changes in the community livelihoods must be pursued. **MINALOC** to increase the M&E capacity to document;
  4. Umuganda targets should be included in Imihigo to make them binding.
- MINALOC Inspectors** in partnership with the provinces shall review the Imihigos of the districts in this respect;

## 4.5 Advocacy strategy

It is necessary to work with the department in charge of Umuganda in the Ministry of Local Government, to have the strategy of Umuganda revised to include challenging targets towards local development, and more responsibilities for the Umuganda Committees at local level. Achievements through Umuganda would be consigned in a mid-term strategic plan, and their implementation closely monitored.

Umuganda is currently a tool used in achieving Imihigo, but its realisations need to be evaluated professionally and results used as the basis for the inter district competitions. The indicators of evaluation of Umuganda should therefore be updated to cover all the activities carried out and mechanisms to ensure consistency and reality in the evaluations developed.

# 5

## The Assessment of IMIHIGO

### 5.1. Introduction

Imihigo is one of the homegrown tools that is changing the face of Rwanda as an invaluable tool for the planning and implementation of the development policies. The modernisation and use of this ancestral approach to objectives and targets setting is one of the innovative approaches to development planning. The assessment of Imihigo was carried out at district, community and household level. Districts' Imihigo plans were gathered and scanned to assess the trends during the last four years. Results were complemented by focus group discussions with the citizens at grass roots level.

### 5.2. Review of the literature on Imihigo

In ancient Rwanda, Imihigo consisted in publically setting challenging targets and committing oneself to their achievement. Generally Rwandans resorted to this cultural practice when they sought to overcome a huge societal problem requiring voluntarism and commitment from an individual, an organized group or all the citizens. The community regarded such a commitment as an act of bravery and would expect committed individuals or groups to successfully achieve set objectives efficiently, whatever the object.

Imihigo included an element of evaluation done through a public ceremony where the actor or actors were given a chance to inform the community about their exploits. This ceremony called "Guhigura Imihigo" or 'Kwivuga ibigwi' is a praise ceremony, where successful contenders were publically eulogized for their bravery, or allowed to chant their bravery before the community leader, and the King at the highest degree, describing in lyrics all the stages and obstacles triumphed over.

In this regard, MINALOC (2006: 49) indicates that "a failure is an immense dishonour that brings shame not only on the individual but also on his or her community. If the challenger succeeded, all his or her community would gain respect and admiration from other communities. In a sense, individuals who are committed to Imihigo are bound to their own social group and their engagement can be seen as a pact between themselves and their community. Imihigo also encourages a competitive

spirit among the challengers. One of the key characteristics of Imihigo is the fact that it is not based on coercive sanctions in case of failure. It is a system based on bravery, courage, and admiration. If a person fails, he or she is going to be given another chance to succeed.”

For several centuries, the system of Imihigo and Ibigwi was the backbone of performance management in Rwanda. It was understood and used by the people for defining strategic goals and objectives, committing themselves to their fulfilment at the highest degree and reporting through “Ibigwi” to the supervisor and the community. Performance rewarding included the nomination to senior positions, receiving cows and land grants, public praising, bravery recognition, respect, etc. The system guided the building of the nation through centuries to the colonial era, during which the practice remained intact as a cultural heritage.

### **5.2.1. Imihigo as a Public Sector Performance Management Tool**

Imihigo is one of the key tools introduced by the GoR in 2006. It was re-initiated by H.E the President of the Republic of Rwanda during the local government reform, to reinforce the performance-based management, as a result of the concern about the rate and quality of execution of government programs and priorities. MINALOC (2006: xiii) - in “Making Decentralized Service Delivery Work in Rwanda” - describes the system as follows: “IMIHIGO is used in Rwanda to design a series of performance management contracts signed between the President of the Republic and the district mayors on behalf of their constituencies. The public engagement is recorded publicly in a written contract that presents a set of development targets backed by specific performance indicators over a period of one year.” The commitment is mutual. While districts mayor engage communities to realize development objectives, the President commits the central government to provide necessary support in terms of human, financial and technical resources.

Imihigo were publicly signed for the first time on the 4th of April 2006 and has since then become an approach used by Local Governments for both planning and implementation. Through this approach, Local Governments articulate their own objectives which reflect priorities of the local population and develop realistic strategies to achieve these objectives.

## 5.2.2. Structure and functioning of Imihigo

According to MINALOC guidelines for the preparation of Imihigo (MINALOC, 2011:1) the objective of Imihigo is to:

- Speed up the development through the implementation of the Country's policies;
- Promote the culture of showing, publicizing, and venting our achievements;
- Promote the culture of working on targets;
- Promote the culture of competition and innovation;
- Promote cooperation with partners in development programs;
- Use all possible energy with the objective to meet targets rapidly;
- Promote the culture of continuous self-assessment in our activities

The same document indicates that Imihigo should be guided by the following principles:

- Aligning with government policies and targets that speed up the development;
- Achieving good results/indicators giving pride to the implementer and other stakeholders;
- Aspiring to get what you do not have or increase on what your already have;

At Local Government level, Imihigo are prepared at all levels from the household to the village, cell, sector, district, and province. Each level supervises the implementation of the performance contract of the level directly below it.

## 5.2.3. Imihigo planning process

When elaborating its Imihigo or performance contracts, each administrative unit determines its own objectives (with measurable indicators) taking into account national priorities. The Imihigo, at both planning and reporting phases, are presented to the public for purposes of accountability and transparency. The Mayors also sign the imihigo or performance contracts with H.E the President, committing themselves to achieve set objectives. The table below summarises the process of Imihigo planning, supervision and evaluation at each level of the local administration as defined by MINALOC in 2012.

**Table 34: Summary of the process of the preparation of Imihigo**

LEVEL	PREPARATION	APPROVAL	SUPERVISION	EVALUATION
Household	Member(s) of the household	Member(s) of the household	Village executive committee	A team composed of the Executive Committee of the Village
Village	Village Executive Committee;	The Village Council (inhabitants of the Village) and the Cell Executive Committee (for quality assurance);	<ul style="list-style-type: none"> <li>▪ The Bureau of the Cell's Council</li> <li>▪ The Cell Executive Committee;</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Cell's Council</li> <li>▪ The Cell Executive Committee</li> </ul>
Cell	The Cell Executive Committee	<ul style="list-style-type: none"> <li>▪ The Cell's Council;</li> <li>▪ The Sector Executive Committee (for quality assurance);</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Cell's Council</li> <li>▪ The Sector Executive Committee;</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Sector Executive Committee;</li> <li>▪ The Council of the Sector ;</li> </ul>
Sector	<ul style="list-style-type: none"> <li>▪ The Sector Executive Committee;</li> <li>▪ Sector Joint Action Development Forum (JADF)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Sector Executive Committee</li> <li>▪ The District Quality Assurance Team, for Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Council of the Sector;</li> <li>▪ The District Executive Committee</li> <li>▪ A Councillor representing the Sector in which he/she was elected;</li> </ul>	<ul style="list-style-type: none"> <li>▪ A team composed of the District Council and JADF</li> </ul>
District	<ul style="list-style-type: none"> <li>▪ The District Executive Committee</li> <li>▪ District Joint Action Development Forum (JADF)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The District Council,</li> <li>▪ The Governor of the Province/Mayor of the City of Kigali</li> <li>▪ National Quality Assurance Technical Team for technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ The District Council</li> <li>▪ The Province and Kigali City;</li> <li>▪ MINALOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Province and the City of Kigali</li> <li>▪ A National Team</li> </ul>
Province and City of Kigali	The Governor of the Province/Mayor of the City of Kigali assisted by the Executive Secretary	<ul style="list-style-type: none"> <li>▪ The Provincial Coordination Committee;</li> <li>▪ The Kigali City Council;</li> <li>▪ National Quality Assurance Technical Team for technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ MINALOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ A National Team</li> </ul>

Source: MINALOC, *Guidelines for the preparation and evaluation (Amabwiriza yo gutegura no gusuzuma imihigo) 2012, p.3*

Imihigo are prepared around three (3) pillars: (i) Governance and Justice, (ii) Social Development and (iii) Economic Development. The planning process is done in different steps as described below (MINALOC directives):

### **Step 1: Identification of national priorities by the Central Government**

- Each sector ministry identifies national priorities (MDGs, Vision 2020, EDPRS, GoR Programmes and policies, Leadership retreat resolutions, National Dialogue, Cabinet resolutions) to be implemented at local level for which they earmark resources that will be transferred to local governments;

- Where they do not have earmarked resources, line ministries should identify how the resources, whether financial or non-financial, can be mobilized (national and local);
- Central government consolidates the priorities paying special attention to areas of quick wins, synergy and avoiding duplication

### **Step 2: Communication of national priorities to local government**

- The list of central government priorities is communicated and discussed with local government leaders in the forum of Central and Local Government.

### **Step 3: Identification of local priorities**

- Districts consult their respective DDPs,
- Consultative meetings with different stakeholders are held at Province/ Kigali City, district, sector, cell and village levels to discuss and consolidate the emerging priorities.

### **Step 4: Preparation and approval**

- Districts consult their respective DDPs and National priorities as communicated in the forum/meeting between Central and Local Governments;
- Consolidation of local and national priorities at district level;
- Discussion of draft (for District and Province/CoK) with Quality Assurance Technical Team (MINALOC and MINECOFIN)
- Presentation of priorities to stakeholders
- Approval of priorities

To ensure the relevance of elaborated Performance Contracts, a **Quality Assurance Technical Team** is set up to assist the districts and provinces/Kigali City in preparing tangible Imihigo that respond to national targets.

An evaluation is carried out annually by a multi-institutions and multidisciplinary team to confirm that Imihigo were implemented as planned, assess the achievements and any changes they brought to the development of the population and to formulate recommendations and reward the best performers (MINALOC, 2012: 2). Such evaluations were carried out since the fiscal year 2009-2010.

## 5.2.4. Citizens' participation in Imihigo

A rapid assessment carried by IRDP (2010: 44-49) against some of the central indicators of Imihigo gave key though very limited figures on issues such as the (i) participation to include all partners in action; (ii) the role of citizens in the development process; (iii) the role of stakeholders in Imihigo implementation; (iv) the inclusion of the population in the evaluation process and the challenges which the population meet in the implementation of Imihigo. According to this assessment, it was established that “citizens’ participation in Imihigo planning and evaluation is very high in implementation, but very low in development and evaluation processes.”

The assessment indicates further that local leaders are the first actors in the planning of Imihigo. Around 52.5% of the citizens consulted declared that they play a role in Imihigo planning, which shows an important participation of the population. Most important, all the consulted people declare that the population is a stakeholder in Imihigo planning and indicate that their role pertains to deciding what their households will have to achieve over a specific term of Imihigo (generally three months). Some 67% of them also declared that they participate in giving ideas on the problems that should be addressed by Imihigo, while 35.7% revealed that they just attend meetings in which Imihigo priorities are decided. This again confirms their participation in the prioritisation of targets.

## 5.2.5. Imihigo achievements

The African Development Bank country’s office (RWFO/ADB, 2012:9) states that “significant improvement in the districts’ capacity to implement government programs because the performance contracts have enabled them to focus on outputs/results rather than routine activities.” MINALOC (Scher, 2010:6) adds further that “the significant achievements of the system was the fostering of competition between districts. Now districts—both citizens and mayors—want to compete and want to be best. This competition drives development.” EDPRS: Lessons Learned 2008 – 2011 (MINECOFIN, 2012:7) confirms the above by indicating that “performance contracts (Imihigo) are a very useful planning tool in improving performances and allowing Districts to ensure that their activities are addressing the key priorities.”

Evaluations carried out annually by MINALOC shade more light on this situation. Annex 3 gives a compilation of the key achievements as captured by Imihigo evaluations for the period of 2009-2013. The fiscal year 2009-2010 is characterised by good performances in operating SACCOs, the construction of school rooms for

the 9YBE program and other infrastructure such as rural and urban roads, land consolidation and the implementation of the VUP. For the period of 2010-2011, the realisations concentrated in the same areas, but new issues were added on the list, such as land registration, greening and beautification of public building premises, tackling the problem of teachers' salary arrears, community settlements and community assemblies, etc. As it can be noticed, there is a wide diversification of Imihigo activities for this year.

This diversity is also found in the Imihigo of the fiscal year 2011-2012. Issues such as "good cooperation and collaboration between the districts officials, security organs and the province, improvements in Imihigo planning and reporting, readiness and confidence of the staff while presenting their achievements as well as the number of completed projects were among the issues commended by evaluators for this period.

For 2012-2013, emphasis was put on enhancing mobilisation and wide participation of stakeholders, putting forward multi-year and high impact projects, public private partnerships, in addition to activities in the traditional areas of infrastructure, governance and social development.

This dynamics of Imihigo, enhanced creativity and strong focus on results introduced by performance contracts at the district and sector level has translated into significant national development outcomes. Records of the EDPRS: Lessons Learned 2008 – 2011 (MINECOFIN, 2012) indicate that tremendous achievements were recorded in all the three pillars of Imihigo as shown by indicators in the table below.

The EDPRS Lessons learned over 2008-2011 indicate that the share of the population living in poverty reduced from 57% in 2006 to 44.9% in 2013, while the share of the population living in extreme poverty shrank from 37% to 24.1%. Health insurance schemes coverage increased from 70% to 89% for the same period, access to drinking water from 64% to 74%, classified road network in good condition from 11% to 59.9%.

**Table 35: Performance evaluation on a selected set of national EDPRS indicators**

<b>Imihigo area by pillar</b>	<b>Baseline (2006)</b>	<b>Target (2013/13)</b>	<b>Actual (2011)</b>
<b><i>Economic development</i></b>			
Share of population living in poverty (%)	57	46	44.9
Share of population living in extreme poverty (%)	37	24	24.1
Agricultural land protected against soil erosion (%)	40	100	87.3
Classified road network in good condition (%)	11	31	59.9
Electricity generation (off/on grid, MW)	45	130	97.4
<b><i>Social development</i></b>			
Population covered by health insurance schemes (%)	70	95	89
Access to safe drinking water (% of population)	64	86	74
Pupil/teacher ratio in primary schools	70	47	58
<b><i>Governance and justice</i></b>			
Share of population expressing satisfaction in decentralised governance (%)	65	70	74.2
<i>Source: EDPRS Lessons Learned (2008 -2011)</i>			

## 5.2.6. Challenges in the implementation of Imihigo

Despite the unquestionable and significant achievements of Imihigo, the system is also facing a number of challenges. One of these challenges is the limited specific statistics to back up these achievements. Scher (2010:6) stresses that “although government officials insist that the Imihigo process has resulted in better service delivery in the districts, no comprehensive data were available.” This is confirmed by many Districts, which according to MINECOFIN (2012:7) in EDPRS: Lessons Learned 2008-2012 “expressed lack of appropriate baselines against which to measure progress”.

On the other hand, each year’s Imihigo evaluation reports lists challenges encountered in that particular period which have to be addressed. Some of these were addressed but others are recurrent over several fiscal years. These were compiled in annex 4, but four challenges deserve a particular attention given their recurrence:

- 1. Difficulties in setting proper targets and lack of baselines**
  - Unrealistic and overambitious targets (2009-2010, 2010-2011) ;
  - Setting targets without consideration of available and potential resources to achieve them (2009-2010,
  - Setting too low targets requiring less effort to implement (2010-2011, ;
  - Unclear and often confusing baselines and targets making it difficult

- to measure progress made (2009-2010, ;
  - Setting targets not based on uniqueness of rural and urban settings (2010-2011, ;
  - Setting targets that are beyond districts full control (fully managed by the central government) (2010-2011,
  - Vague and ambiguous targets leading to subjectivity in reports and difficulties in ascertaining the exact situation on ground (2010-2011,
  - Too small targets were compared to the districts potential and financial needs on own revenue collection (2011-2012)
- 2. Poor Filing and reporting**
- Poor filing and reporting systems hampering tracking of progress made (2009-2010)
  - General weak practice of consistent tracking implementation progress, reporting and filing (2010-2011)
  - General lack of progress reports on activities implemented (2009-2010)
  - General lack of communication and reporting challenges hindering implementation of targets (2010-2011)
- 3. Poor prioritization and focus on key aspects**
- Routine activities that should not have been part of performance contracts (2009-2010)
  - District officials were not Imihigo-focused (2009-2010)
- 4. Limited involvement of stakeholders**
- Difficult to measure the role played by development partners vis-à-vis the contributions by Districts (2009-2010)
  - Disappointments by districts partners not fulfilling their commitments in funds disbursement, especially Central Government institutions and development partners (2010-2011);
- 5.** Despite increasing awareness of the citizens on Imihigo all districts, need to invest extra effort in having written family level Imihigo to ensure their implementation.

### **5.2.7. Evolution of Imihigo Planning**

The compilation of the performance contracts yielded 2,866 Imihigo (table below) in all the three pillars. A close analysis of the figures indicates that the number of Imihigo for the fiscal year 2009-2010 is the highest (1,218 Imihigo) when compared to the following fiscal years which saw the number of activities planned

for diminished by about a half. There are also noticeable differences in the number of Imihigo between districts during this fiscal year as can be visually noticed in the table below. These differences tend to persist in the following fiscal year (2010-2011), indicating improvements in planning by the district with increased focus on the most critical areas.

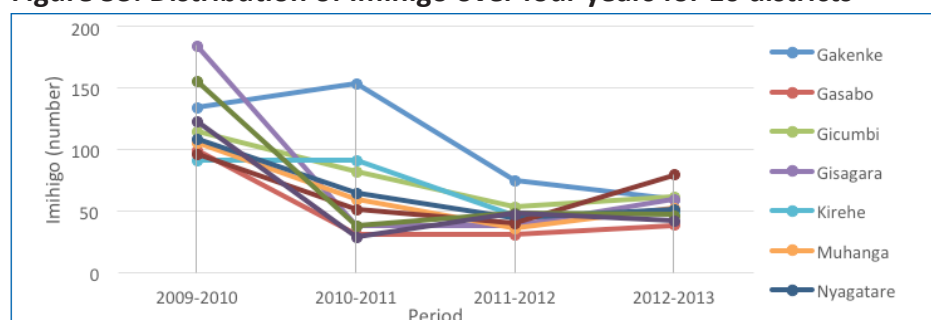
DISTRICT	2009-2010	2010-2011	2011-2012	2012-2013	TOTAL
Gakenke	135	154	75	60	<b>424</b>
Gasabo	100	31	31	39	<b>201</b>
Gicumbi	115	82	54	62	<b>313</b>
Gisagara	185	38	38	60	<b>321</b>
Kirehe	92	92	47	50	<b>281</b>
Muhanga	106	60	36	53	<b>255</b>
Nyagatare	109	65	44	52	<b>270</b>
Nyamasheke	97	52	40	80	<b>269</b>
Nyaruguru	156	38	49	47	<b>290</b>
Rubavu	123	29	48	42	<b>242</b>
<b>TOTAL</b>	<b>1218</b>	<b>641</b>	<b>462</b>	<b>545</b>	<b>2866</b>

*Source: primary data*

For the last two last fiscal years under study (2011-2012 to 2012-2013), a better harmony in the number of Imihigo in all districts can be noticed. Districts plan between 40 to 60 Imihigo, a trend that is completely away from the 73-185 Imihigo that were recorded in the early periods.

Remaining focused while planning and pledging what can be achieved given the resources foreseen is one of the key indicators of better Imihigo plans, as well as the acquired capacity by the districts in the prioritization of activities, one of the key inputs Imihigo bring in the planning process.

**Figure 53: Distribution of Imihigo over four years for 10 districts**



*Source: primary data*

This was confirmed by the results of the evaluations of Imihigo, which reported weaknesses in targets setting and over ambitious targets in 2009-2010 and 2010-2011 among the challenges faced by districts planning for Imihigo. This situation that seems to have been addressed by the compression of the number of activities in the subsequent performance contracts.

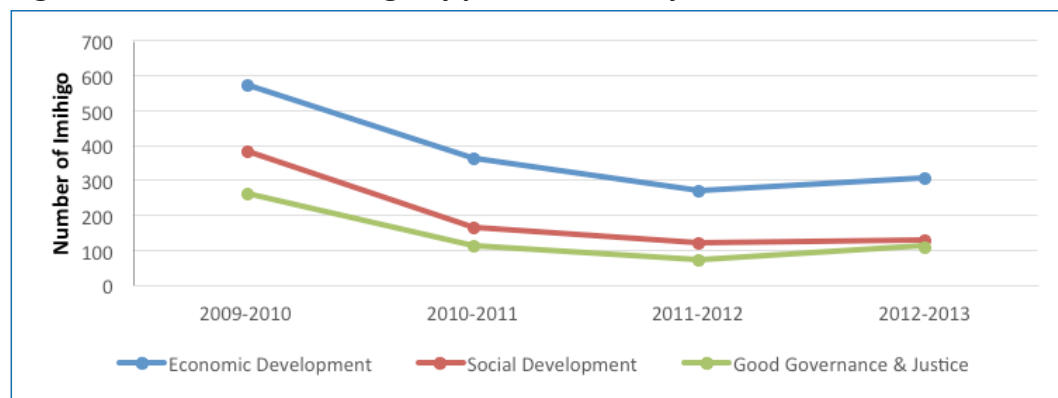
**Table 37: Evolution of Imihigo by pillar for the period of 2009-2013**

PILLAR	2009-2010	2010-2011	2011-2012	2012-2013	TOTAL
Economic Development	575	365	271	308	<b>1519</b>
Social Development	382	163	119	127	<b>791</b>
Good Governance & Justice	261	113	72	110	<b>556</b>
<b>TOTAL</b>	<b>1218</b>	<b>641</b>	<b>462</b>	<b>545</b>	<b>2866</b>

*Source: primary data*

The analysis of the Imihigo in each of the three pillars indicates that “Economic Development” has the highest number of Imihigo across the four years (around 1,519 Imihigo), though the total number in this cluster has also reduced following the trended described in the previous paragraphs.

**Figure 54: Evolution of Imihigo by pillar over four years**



*Source: primary data*

The second major pillar is the “Social Development” (791 Imihigo over the four years). This pillar shows also the same reducing trend as for the remaining pillars. It is followed by the “Good Governance & Justice” with 556 Imihigo.

**Table 38: Distribution of Imihigo by district across the three pillars**

<b>DISTRICT</b>	<b>Economic Development</b>	<b>Good Governance &amp; Justice</b>	<b>Social Development</b>	<b>TOTAL</b>
Gakenke	241	76	107	<b>424</b>
Gasabo	106	39	56	<b>201</b>
Gicumbi	175	48	90	<b>313</b>
Gisagara	150	91	80	<b>321</b>
Kirehe	140	46	95	<b>281</b>
Muhanga	148	46	61	<b>255</b>
Nyagatare	157	47	66	<b>270</b>
Nyamasheke	144	45	80	<b>269</b>
Nyaruguru	140	66	84	<b>290</b>
Rubavu	118	52	72	<b>242</b>
<b>TOTAL</b>	<b>1519</b>	<b>556</b>	<b>791</b>	<b>2866</b>

*Source: primary data*

### 5.3. Findings on the assessment of Imihigo

The assessment on Imihigo process was conducted at households, community and the District level. First the district performance contracts for the last four years were scanned to highlight the major trends. The performance contracts of the sampled districts for the last four years (2009-2010 to 2012-2013) were gathered from the Ministry of Local Government and analysed. The results were complemented with focus group discussions with the citizens and the local administration at district, sector, cell and village level (annex 6).

#### 5.3.1. Analysis of Imihigo plans by pillar

##### 5.3.1.1. Economic development

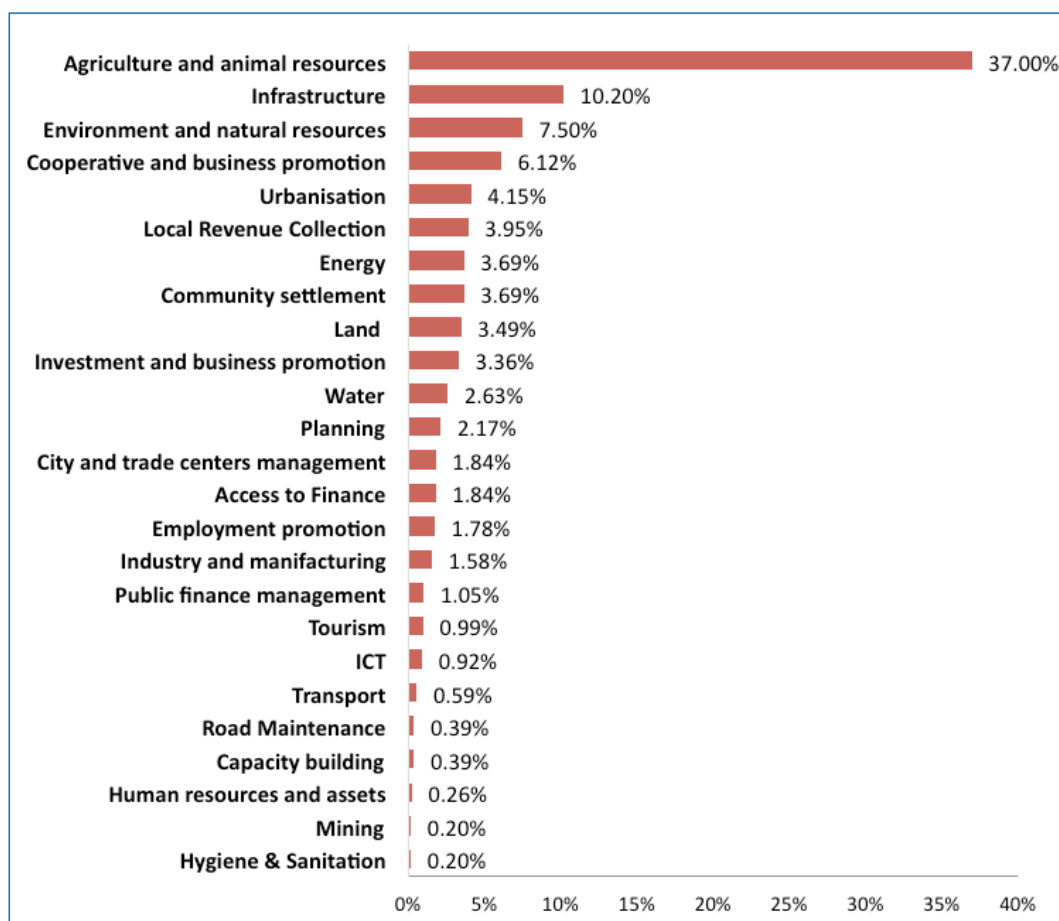
The impact of Imihigo cannot be fully assessed unless disaggregated into areas under which activities are planned and implemented. This allows to assess the most critical need in development at local level, as well as aspects that are of interest but which may not be given due attention either by lack of means or weak planning.

Looking at the pillar of “Economic Development” which, as already stated, is the most planned for, it was found that Agriculture and animal resources take a big share (37% of all Imihigo for the last years). This is obvious if we take into account that the country relies on agriculture as the kick start for economic transformation

and food production. This activity is also practiced by over 80% of the active population (EICV3).

The remaining areas are taken into account at a lesser extent. The most immediate batch includes “infrastructure” which takes 10.2% of Imihigo. This includes roads and bridges construction and maintenance, schools and health facilities construction, office building, water supply installations, ICT networks (physical and soft), industries and energy infrastructure, etc. Environment and natural resources (7.5%), Cooperative and business promotion (6.12%), Urbanisation (4.15%), Local revenue collection (3.95%), Energy (3.69%), Community settlement (3.69%), Land management (3.49%), are but a few example of numerous but critical areas in the planning of Imihigo that are listed in the “economic development” pillar.

**Figure 55: Imihigo areas most planned for under the “Economic Development” Pillar**

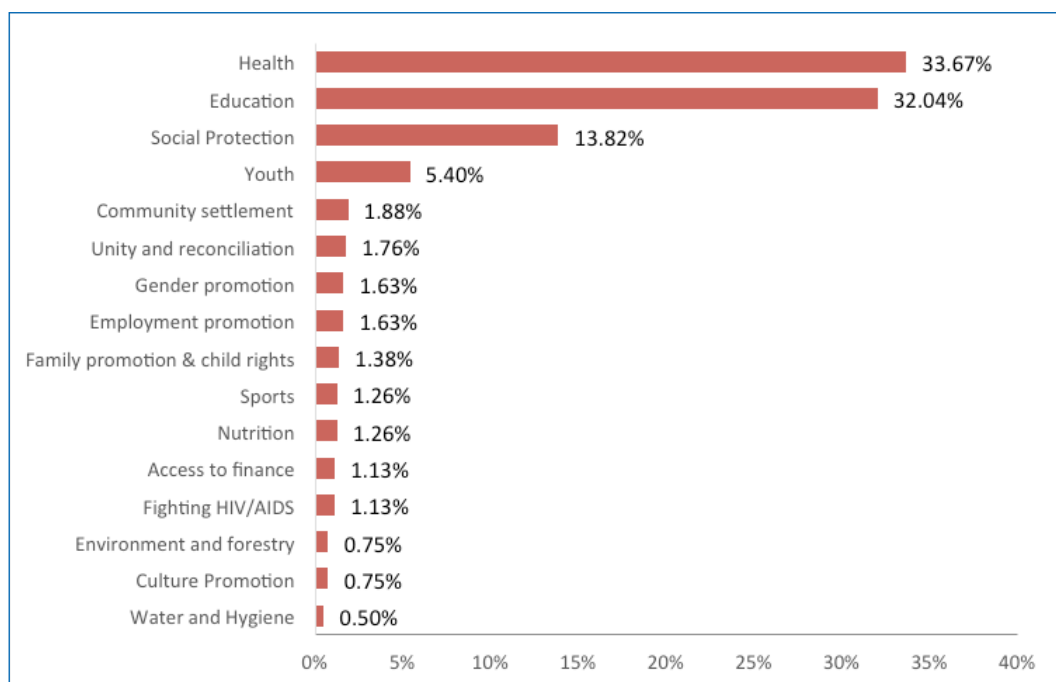


Source: primary data

The first thing noticed is that apart from agriculture and other few areas, the other topics are given almost the same weight. As an example, issues like ICT rank the same way as “public finance management” and “capacity building”. This may be due to the high costs such activities require, and on the fact that the central government usually takes over the setting up of big infrastructures. However the multiplicity of several key but underweighted areas in this pillar should be investigated further to pave the way for a prioritisation strategy focusing on the need to speed up local development at a faster pace. This could also be an input in the implementation of the local economic development strategy that was recently adopted.

### 5.3.1.2. Social development

Under the pillar of “social development”, four groups of Imihigo stand out. The first ranking are health (33.67%) and education (32.04%), which together compose 66.71% of Imihigo under this pillar. This high concentration is explained by the importance the two areas have in the local development and social welfare.



Source: primary data

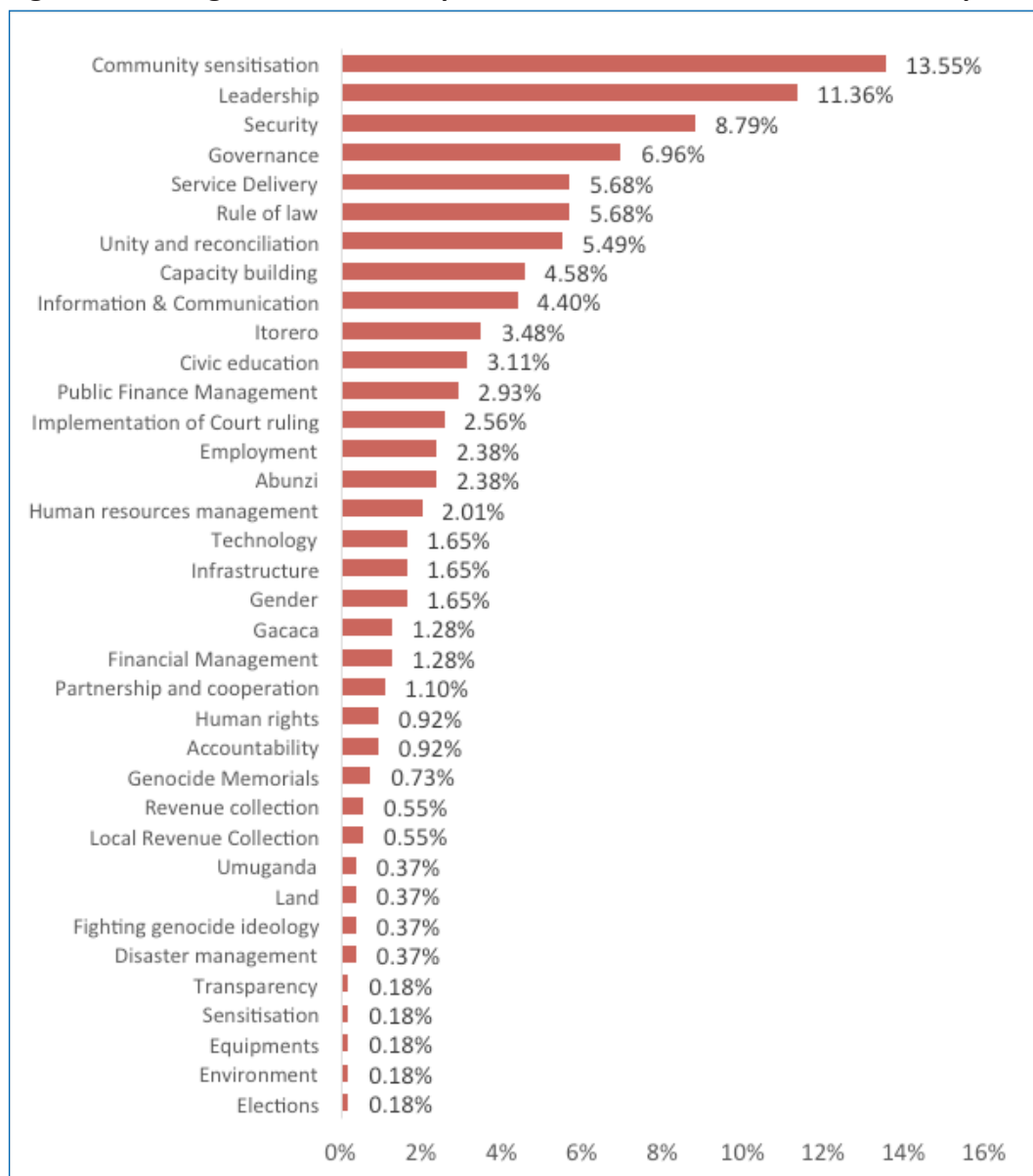
Activities under social protection compose 13.82% of all activities planned under this pillar. Youth related activities compose 5.4%, far below the social protection. Apart from these four themes, the other aspects are given low and almost similar weight.

This is the same behaviour already noticed under the economic development pillar, where few things are taken into account and given enough weight, while a big bulk of topics are listed but show no consistency in the overall picture in the pillar. This could indicate the need for refocusing the area of planning. The homogeneity observed when Imihigo are compared across the four years and between pillars is somehow lost when a closer analysis within the pillar is carried out. It could also confirm the decentralisation principle that the needs for development are different for each locality, thus the multiplicity of few but localised activities giving the impression of scatterness.

### **5.3.1.3. Good Governance and Justice**

The “Good Governance & Justice” pillar shows more diversification and evenly distributed activities than the other clusters, indicating that planners/districts tend to understand issues better at this level. Community sensitisation (13.55% of Imihigo), Leadership (11.36% of Imihigo), Security (8.79%) Governance (6.96%) are the top ranking (figure below). However the other activities under this pillar are given similar and due attention. They are numerous however, which tend to affect the effectiveness of the Imihigo principle of retaining few but focused activities that are likely to make a real change. The cluster lack of focus in the list of activities is also shown by the number of areas listed under other pillars.

**Figure 57: Imihigo areas most frequent under the “Governance & Justice” pillar**



Source: primary data

## 5.3.2. Social impact of Imihigo

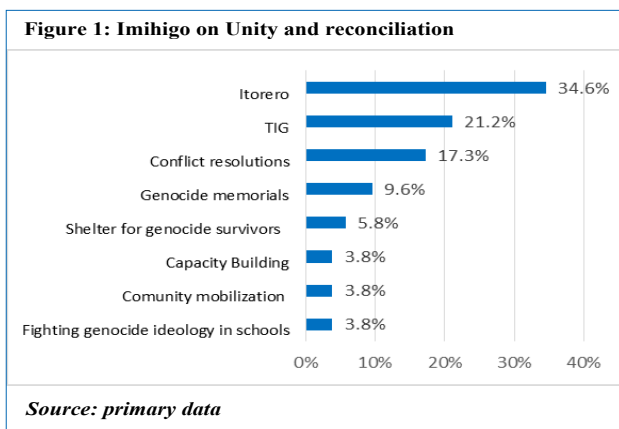
### 5.3.2.1. Good Governance and justice

Imihigo focus much on Good governance and justice which is one of the three pillars on which performance contracts are prepared. In this regard, the ‘Good Governance and Justice’ pillar was found to be the most diversified and evenly

distributed than other clusters. The pillar recorded 556 Imihigo for the last four years. Areas such as community sensitisation (13.55% of Imihigo), leadership (11.36% of Imihigo), Security (8.79%), good governance (6.96%), rule of law (5.68%) and unity and reconciliation (5.49%) are the top ranking and among those that capture most of the attention of the local leaders.

## a) Unity and reconciliation

Imihigo in the area of “unity and reconciliation” compose 5.49% of all Imihigo in the pillar of “Governance and Justice”. Of these, the majority were on “Itorero” (34.6%), TIG (21.2%), conflict resolutions in the community (17.3%) and construction and maintenance of Genocide memorials (9.6%).

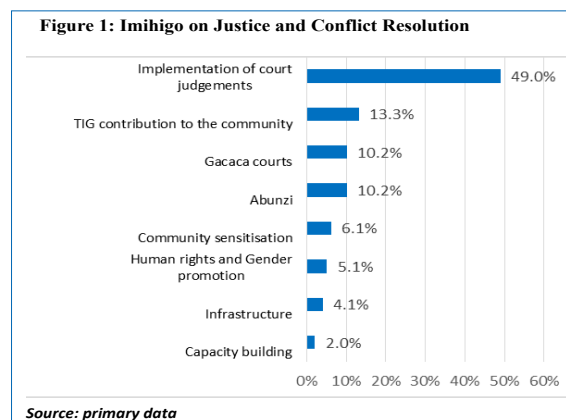


## b) Peace building

The theme of “peace building” is basically concerned with maintaining local security, on top of conflict resolutions, and unity and reconciliation that are discussed in (a) and (c). The theme of “security” accounts for 8.79% of all imihigo under the pillar of “Governance and Justice”.

## c) Justice and conflict resolution

Imihigo on “Justice and Conflict Resolution” compose 17.6% of all themes under the



Governance and Justice pillar. They are mainly dominated by plans to implement court judgements (49%), one of the responsibilities on the cells and sectors as non professional bailiffs. The promotion and follow up of the use and contribution of TIG to the community development (13.3%), activities of Gacaca courts (10.2 %) and Abunzi (10.2%) are also some of the themes cropping out in this group for the last four years.

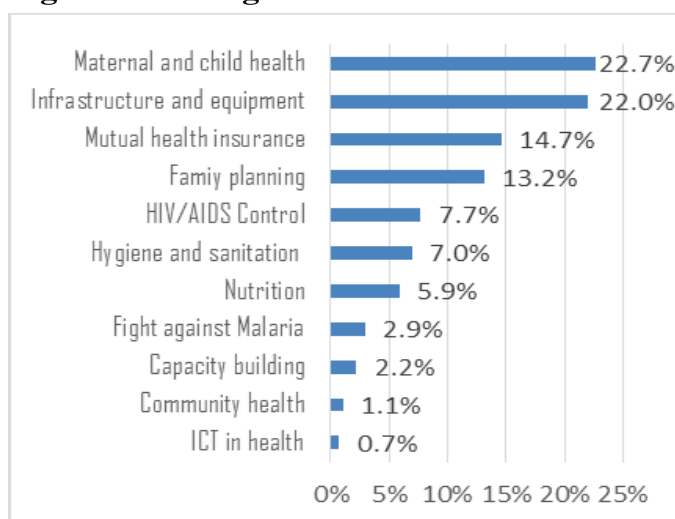
“Strengthening governance, security and the rule of law” was one of the priority areas of EDPRS 1. The implementation of imihigo under the “Governance and Justice” pillar, particularly in the area of justice and conflict resolution, peace building, and unity and reconciliation has led to largely meeting the target set for EDPRS1 for this priority area of EDPRS1. From a baseline of 65 % and a target of least 70 % satisfaction at the end of 2012, the actual realisations indicate that the level of satisfaction/confidence of the citizen in decentralised governance has increased from 65% to 74.2 %, bypassing the target set by 4.2%.

### 5.3.2.2. Social welfare

#### a) Access to health

Under the pillar of “social development”, the theme that records the big number of Imihigo is health with 33.67% of all Imihigo in the pillar. The sub themes that are most planned for under “health” are the maternal and child health (22.7% of Imihigo in the theme), health infrastructure and equipment (22% of imihigo in the theme), Mutual health insurance sensitisation (14.7% of all the imihigo in the theme), and family planning (13.2% of imihigo in the theme). Imihigo under ‘health’ are compact, indicating a greater focus than in other areas.

**Figure 1: Imihigo under “Health”**



*Source: primary data*

The impact of Imihigo under “health” is better illustrated by the achievements for EDPRS1, which show that most indicators were met and in many cases surpassed. The percentage of population covered under health insurance schemes increased from 73% in 2006 to 89% in 2010/11 exceeding the 85% target.

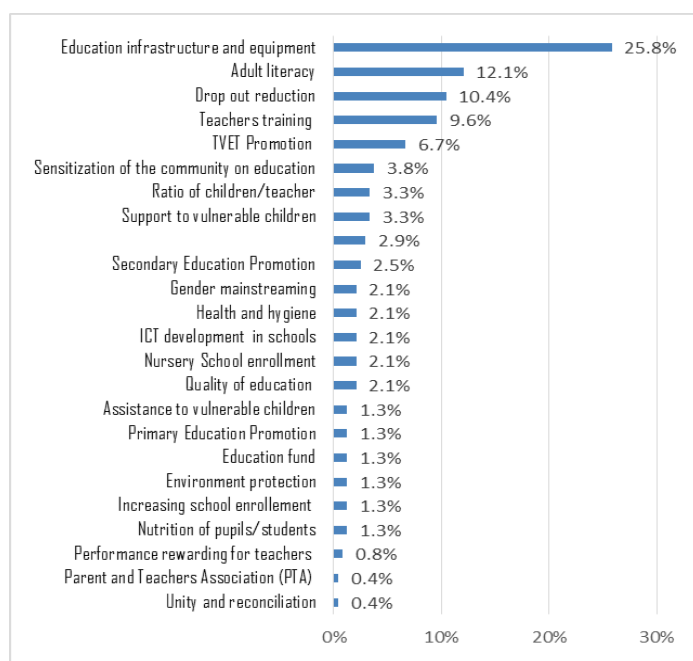
The percentage of assisted births in an accredited health facility increased from 28.2% in 2006 to 69% in 2010/11 exceeding the 45% target as well as the final 60% EDPRS target. (EDPRS 1 Learson Learnt, p.14).

Citizens consulted during focus group discussions pointed out that most of the achievements in their localities include the construction of local facilities of which health facilities. As a results of the increase in health infrastructure and equipment at local level, the EICV3 indicated that “the proportion of the population visiting a health centre increased from 49% to 66%.” One of the factors contributing to this increased use of health centres for consultation being their increased proximity to residential areas. (EICV3, p. 7-8)

## b) Access to education

Education is the second ranking (32.04%) theme under the pillar of “Social Development”. Sub themes that are most frequently included are education infrastructure and equipment (25.8%), adult literacy (12.1%), curbing school drop out (10.4%), teacher training (9.6%) and promoting TVET education (6.7%).

**Figure 1: Imihigo for Education**



Source: primary data

In the same title as for health, consulted citizens pointed out that most of the achievements in their localities include the construction of schools. The break down of the elements in this theme reveals however multiple sub themes for which frequency of inclusion in Imihigo is low, an indication of limited focus on these issues in the planning.

The impact of Imihigo under “education” theme is also illustrated by the results of the

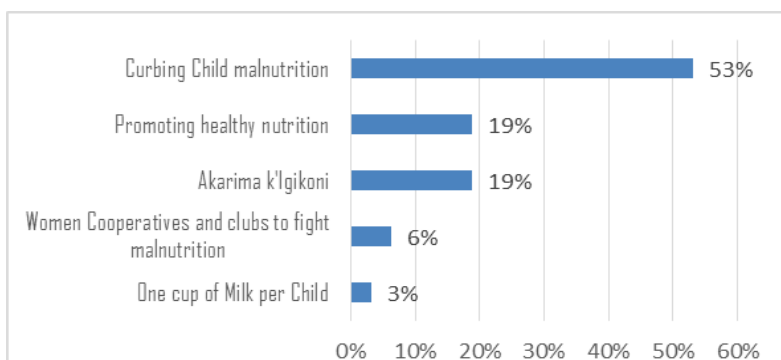
implementation of the EDPRS 1. “Primary school completion rates for 2010/11 reached 79% for boys and 82% for girls compared to the overall targets of 59% and 58% in 2011 respectively. The end target for both boys and girls was 80%. Pupil per qualified teacher ratio reached 58:1 compared to the target of 64:1. Transition from basic to upper secondary education also recorded an improvement from 82% in 2006 to 90% in 2010/11 compared to the 83% target in 2010/11 and exceeding the final 70% EDPRS target.” (EDPRS 1 Learson Learnt, p.15).

## C) Nutrition improvement

Imihigo under the nutrition theme are mostly in terms of “curbing child malnutrition” (53% of imihigo under this theme), promoting healthy nutrition (19%) and Akarima k’Igikoni (19%), the

household vegetable garden. Again EICV3 (P.139) stresses that there was evidence for quite good reduction in malnutrition, on of the factor being putting nutrition promotion in the performance contracts of the districts.

**Figure 1: Imihigo for Nutrition Improvement**



*Source: primary data*

### 5.3.2.3. Social cohesion

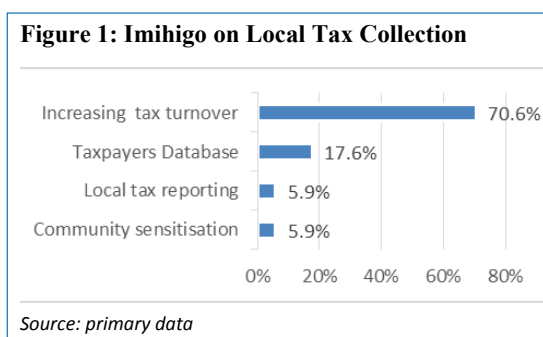
The assessment established also that Imihigo has an impact on social cohesion both at household and community level. The preparation and implementation of household performance contract calls for all household members to agree on the different targets they set and the manner in which they will commit the household resources to the achievement of these targets. This triggers constant dialogue among the household members, and equity in household resources sharing.

On the other hand, Imihigo are publicly shared with other members of the community in the planning meetings at village level. Different exchanges in this meeting yield lessons on which community members can learn how to plan for their own households, and allows community members to work towards a common cause in their local development, striving all together to achieve targets they set themselves or with the help of their leaders. As in illustration once one achievement is made, such as access to clean water, it is frequent to find community members dreaming of the next milestone in their local development, such as the connection to electricity, water supply, savings cooperatives, etc.

### 5.3.3. Economic impact of Imihigo

Out of the 2,866 Imihigo implemented over the last four years, 1,566 are under “economic development” (54.6%) of which Agriculture and animal resources take a big share (37% of all Imihigo of the last four years), while “Infrastructure” represented 10.2% of Imihigo. This includes roads and bridges construction and maintenance, water supply installations, ICT networks (physical and soft), industries and energy infrastructure, etc.

In terms of Local Economic Development, focus was put on local tax collection by increasing the local tax turnover, business promotion, especially through the rehabilitation and construction of local trade centers, the electrification of rural areas, promoting the local employment through job creation, youth and women employment, and the promotion of doing business among women and youth. A number of Imihigo covered also the sub theme of gender and women empowerment.



#### 5.3.3.1. Local tax collection

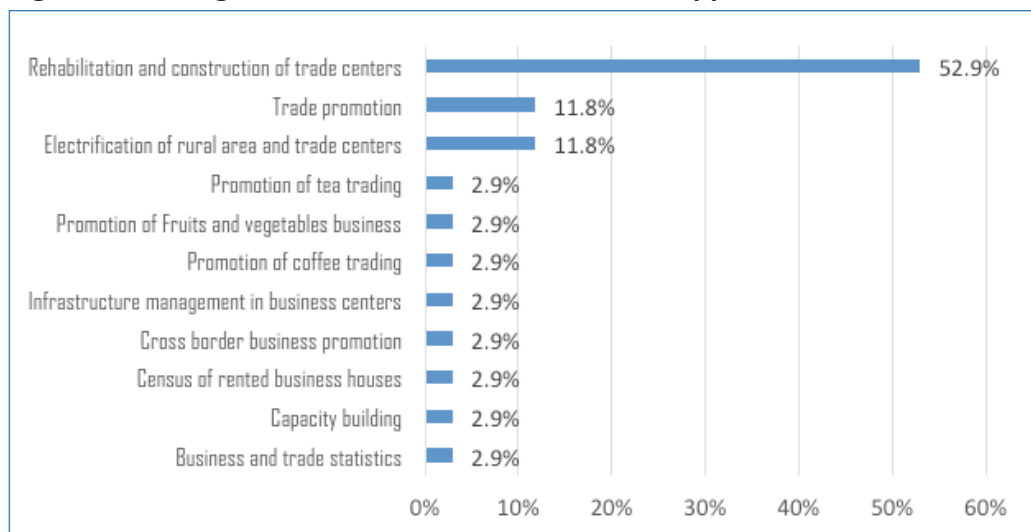
Imihigo under the sub theme of local tax collection consisted mainly in increasing the turnover of local tax collection (over 70.6 % of imihigo in this theme). However the resulting impact is not significant as the share of own revenues in the districts’ budgets

stagnated at the same level in the budgets, i.e. Rwf 53,190,348,519 in 2010, Rwf 48,722,817,757 in 2011 and Rwf 52,116,334,716 the fiscal year 2012 (GoR annual budgets 2010-2012).

#### 5.3.3.2. Business and investment opportunities

The same lack of innovation is noticed in the diversification of plans for the raising of business opportunities at local level. Most Imihigo under this theme revolve around the rehabilitation and construction of trade centers (52.9% of all Imihigo under this theme), which may partially explain lack of significant changes in the turnover of local taxes collection. However putting in place such basic infrastructure

**Figure 64: Imihigo under Business and investment opportunities**

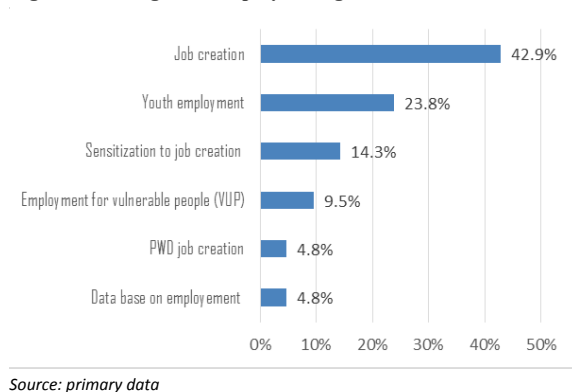


Source: primary data

### 5.3.3.3. Employment generation

Imihigo in terms of employment and job creations are formulated around the sub theme of job creation and employment. However the number of Imihigo in this theme are also few (only 21 over the four years), indicating that more focus should be paid to this sub area of the local economic development.

**Figure 1: Imihigo for Employment generation**

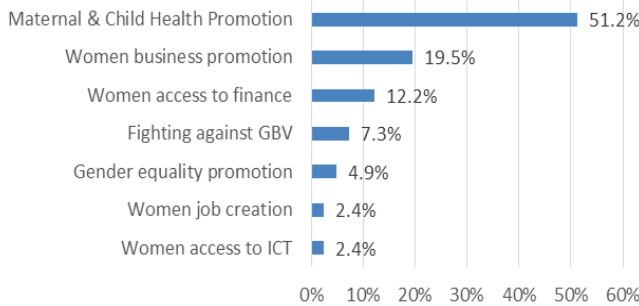


Source: primary data

### 5.3.3.4. Gender and women empowerment

Imihigo for the period under study revolving around the theme of gender and women empowerment include promoting maternal and child health (51.2% of Imihigo in the theme), promoting women businesses (19.5% of Imihigo in the theme) and access to finance (12.2% of Imihigo in the theme), Fighting gender based violence (7.3%), promotion of gender equity (4.9%) and women job creation and access to ICT (2.4% of all Imihigo in the theme).

**Figure 1: Imihigo for Gender and Women Empowerment**



Source: primary data

Again gender mainstreaming and women empowerment need more focus based on the above distribution and weight for the last periods.

It was notice that the above discussed themes are limited in diversity, which leads to the conclusion that remaining focused while planning

and pledging what can be achieved given the resources foreseen is one of the key indicators of good Imihigo plans. This was confirmed by the results of the evaluations of Imihigo, which reported among the challenges faced by districts planning for Imihigo weaknesses in setting targets and being over ambitious, a situation that was partially addressed by the compression of the number of activities in the subsequent performance contracts, but remains untackled in the case of specific themes.

### 5.3.4. Imihigo in other public institutions

The success of the Imihigo system in refocusing the planning at local level has brought institutions at central government level to adopt it. Today all the public agencies sign performance contracts with their line ministries, committing them for a number of key goals to be attained during the fiscal year, in addition to their planning. Such performance contracts are also widely signed between these institutions and their staff and form the basis for annual evaluations.

### 5.3.5. Imihigo at community and household's level

Imihigo are planned right from the household and community level (village) which inform the cell, sector and district plans in an upward flow. This study investigated the citizens understanding of Imihigo at community level, their role in Imihigo planning, implementation and evaluation, achievements and changes brought about by Imihigo at household and community level. Challenges encountered and their impact on Imihigo processes at grass root level were also discussed. The results revealed high expectations by the communities and eagerness to apply this approach to the household planning. A number of challenges were also reported of which poverty is among the most recurrent.

### **5.3.5.1. Understanding of Imihigo by the communities at grass root**

Consultations with the population at grass root in all the districts revealed a good understanding of the Imihigo process. The communities indicated that to them Imihigo refer to “issues related to the development of the country, such as mutual health insurance, self-sufficiency in food, Girinka, cleanliness, etc. Citizens also link Imihigo to their household’s economic capacity. In Runyami village (Nyaruguru District), community members indicated for example that Imihigo refers to “self-development based on one’s means and the support that might be received”.

The community understanding of the performance contracts process was even found to be in line with the modern theories of strategic management. In many villages, they describe Imihigo in its scientific context. A lady in Kigarama village (Muhanga district) indicated that during the Imihigo process “You assess your household’s capacity, decide on what you will do for your household development, you set the target and give it a time span”.

The citizens are of the view that Imihigo can trigger household cohesion as the decision on what to include in the household’s Imihigo requires to discuss it with all the household members, to ensure commitment of everyone in achieving set targets. This common understanding on how the household’s means are to be used facilitates Imihigo process at household level.

The households prepare their Imihigo using books/forms/sheets supplied by the cell through village leaders. In some villages, such books/forms are bought for Rwf 100. The selling of the books/forms was found to limit adherence to the process of Imihigo in some villages, as the population take it as pretext not to prepare their Imihigo, claiming they have no resources. The households Imihigo plans are discussed in the weekly village meeting.

### **5.3.5.2. Role of the communities in Imihigo processes**

While the community understands clearly the contribution of Imihigo to their community and household development, and support their leaders in the implementation of Imihigo, their participation in the planning process is still limited. “Our role stops at submitting our plans to the village leaders”. In some districts such as in Gicumbi the community indicated “to have a say on determining what to do”, but in general most communities indicated that the Imihigo process is still much of a top down process. “The ideas are brought by the leaders and

we implement”, “It is the leaders that know what we should do and when they decide we implement!” these are some of the statements from the focus group discussions on citizens participation in the planning process.

Communities are however informed on what the leaders have included in their Imihigo. This is done through regular meetings, which also serve as a forum for evaluation and sharing on the achievements. “The leaders inform us on what they have included in Imihigo” (Nyaruguru), “the sector invites the head of villages to inform them on the content of Imihigo” (Muhanga), “the leaders of the village sensitise us” (Nyagatare).

The preparation of Imihigo at household level is on the other side not properly coordinated. The citizen indicated that “it is a surprise and most of the time we are not prepared for the planning”.

### **5.3.5.3. Achievements and changes in livelihoods at community and house hold level**

The local population reports many achievements thanks to Imihigo. Most of these include the construction of local infrastructure such as schools, health facilities, water supplies, connection to electricity, mutual health insurance coverage, increase in agricultural production, biogas installation in the households, road construction or maintenance, construction of houses for the vulnerable people or relocation along roads from scattered houses, etc.

Imihigo have also triggered joint efforts in savings and credit to solve issues such as mutual health insurance financing, opening small businesses, etc. In Nyaruguru District, the population of Akagano village, Kiyonza cell of Ngoma Sector have for example joined savings associations where they contribute Rwf 1,000 weekly as their Umuhigo. The money is deposited in SACCO and is used to issue loans to the members for different needs of which contribution to mutual health insurance. The same situation is reported in Gicumbi, Gakenke and Nyagatare.

Imihigo has also been a motivation factor for land consolidation that resulted in increased production. Imihigo enabled access to clean water, developing the culture of time management and quick service delivery and accountability. In Gasabo district, it was stressed that Imihigo brought the district staff to plan according to their attributions/responsibilities. “Gokorera ku ntego” or working on targets is one of the lessons that the community learnt in Nyagatare and other districts.

Social cohesion is another aspect that is being strengthened by Imihigo, in the community and the household. At household level, the population indicated that *“Poor cohesion in the household can lead to problems in the implementation of their imihigo. Let’s say if the members of the family do not understand each other it would be difficult to come up with household’s common targets or to achieve them”* (Kigarama village, in Muhanga District). Through household Imihigo, the household members work closely which facilitates family cohesion. This is the same case for the planning meeting at village level, where the households present their targets, and each can draw lessons from the neighbours’ example.

While discussing with the communities, it was visible that they were very happy of achievements such as access to clean water, electricity, biogas, etc. and eager to reach the remaining set goals, and this, all together.

The community indicated also that one of the good practice in Imihigo is the cross evaluations at each level, where the community can assess what they have achieved themselves and rotating evaluations held between sectors. The evaluations are found to be objectively carried out.

#### **5.3.5.4. Challenges in Imihigo at community and household level**

One of the issues reported to hamper the Imihigo at local level is “poverty”. “We do not have means otherwise we could set more ambitious targets” indicated most people. The limited financial resources in the households is analysed by the population in its immediate sources such as lack of income generating work at local level, low crop prices, etc. “Poverty leads us to sell back what we have obtained through Imihigo and we are set back!”

The local communities indicated also that the process of household Imihigo is new to them. Imihigo books/forms were distributed only since 2013, previously they only used to get sensitised but with to hands-on the matter. Selling books/forms has however led some households not to buy them which could affect their commitment to the process or the ability to keep records of their Imihigo. The forms for household imihigo is also blamed to be uniform for rural and urban households, which in Gasabo was reported not to fit urban needs.

Imihigo continue to be mainly a top down process where the leaders communicate to the population the content of Imihigo they have signed with higher authorities, with limited prior consultation during the planning. The targets of Imihigo are also sometimes over ambitious and beyond available means.

## 5.4. Conclusion and recommendations

### 5.4.1. Conclusion

Imihigo is one of the Rwandan traditions reintroduced as a HGI by the Government of Rwanda in 2006 during the local government reform to reinforce the performance-based management. Previous evaluations carried out on Imihigo indicated that it induced significant improvements in the districts' capacity to implement government programs and local development. The performance contracts enabled the districts to focus on outputs/results rather than routine activities. Imihigo instilled the spirit of competition between districts, leading both citizens and mayors to always strive to be the best. This competition drives development. The findings of this assessment showed that Imihigo had a significant impact on the social and economic development of the country in general and the local community in particular, as well as on the improvement in governance and quality of service to the citizen.

### 5.4.2. Recommendations

Though the system of performance contracts has improved since its introduction, weaknesses in setting targets and filing are constantly reported by the evaluators. There is therefore need to develop a modern filing system that could be used by districts and other public institutions. Sustained trainings of planners on setting and monitoring targets should also be continued. Planning and strategic performance management are dynamic systems that need to constantly be improved. The big weakness is however the lack of focus inside the pillars that need to get particular attention while reducing the overall Imihigo. Consistency and focus are needed to ensure that the institutions and districts deliver on few but high impact targets rather than listing numerous activities and in different areas that are changed year in year out, jeopardising their impact on the development of the citizens.

Imihigo continues to be top down. It is necessary to improve the consultation and participation of citizens at grass roots, as well as put enough emphasis on household and community Imihigo as this can make even more economic and social advancement. This will however be enabled by increased empowerment of households economic capacity, the foundation of setting up any targets. This simply means that more emphasis is to be put in improving poverty reduction strategies towards increased household income.

### **Specific recommendations include:**

1. Appropriate and citizen-friendly mechanisms to improve citizens' participation in Imihigo planning is acute. **MINALOC and RGB** to prepare technical advice and guidelines;
2. Performance-based indicators for Umuganda are needed measuring achievements to cover all types of activities that are carried out. A mechanism to ensure consistency and reality in their application needs to be designed;
3. Consistency and focus in the planning areas and themes in each pillar of Imihigo need to be pursued while reducing their overall number to increase focus on local development and rational resources use;
4. The planning process for household and community Imihigo needs to be put in place; **Districts** champion this initiative.

### **5.5. Advocacy strategy**

The implementation of the above recommendations calls for a close collaboration with the department in charge of Imihigo in MINALOC, the districts through RALGA and the citizens. To this end the ministry would lay down a strategy for the documentation and monitoring of Imihigo on regular basis. An online system would be most indicated and should be developed rapidly. A peer learning system between districts could also be set up where a group of districts would follow up the progress made by another set of districts and vice versa. It is also most indicated to continue learning on countries that are most advanced in local governance such as Sweden, Netherlands, etc. to draw the best from their experience.

# 6

# CONCLUSIONS AND RECOMMENDATIONS

## 6.1 Conclusion

Our history and culture is the bedrock on which our social development should be built. It embeds unique experiences and practices that answer best the challenges that we encounter as we advance as a nation in the modern and ever changing competitive global environment. Ubudehe, Girinka, Umuganda and Imihigo are just a few examples of such unique solutions that make a difference as our input in the development sciences, allowing the country to accelerate its pace in the reduction of poverty towards vision 2020.

Each of these Home Grown Initiatives is unique in itself, whether by its origin, techniques and underlying practices. Add on this that each is clearly understood by the citizens even when complemented and enriched with borrowed “best practices” from other nations. The implementation of these home grown initiatives have had significant, though varying, social and economic impacts on the households, communities, and the development of the country as a whole. This is testified by changes to better in the social and economic indicators as measured by different evaluations and specialised institutions.

This assessment established that Ubudehe has had significant social impact at household and community level in terms of access to health, education, shelter, food and social cohesion. The program has significantly promoted the participation of the local population in in decision making is also significant. The program had also a positive economic impact, with improvements in the capacity of households’ income generation that allowed them to join savings associations or start a saving account with the local SACCO. Households reported increased and diversified home belongings after joining Ubudehe program. However, the share of Ubudehe support in the income of the recipient household’s was found to be moderate or even too little for most of the households to enable rapid graduation from poverty, a trend that was confirmed by the results of the linear regression model.

In terms of challenges, communities and households have underlined insufficient financing, high levels of poverty which need diversified responses, limited knowledge and capacity of the beneficiaries in project planning. The categorisation model, the backbone of Ubudehe, which is used by several other local development programs

need to be readjusted to the current realities, an exercise that is fortunately underway. More innovations need therefore to be introduced in the program for an increased and accelerated impact.

As far as Girinka program is concerned, the assessment established that the program has achieved tremendous results and had a significant impact on the socio economic development of the poor communities and the economy in general. The program led particularly to the increase in milk production which led to the emergence of flourishing milk based businesses across the country. Income from milk production has enabled farmers to invest in increased crop production, while individual farmers have been able to take loans to engage in development. Farmers also unanimously agree that manure improves their soil fertility and improves crop yields. The results of this assessment confirmed these findings and stressed further that Girinka Program is among the HGI that are rapidly making changes in the livelihoods of the poor households and communities in almost all aspects of their lives.

In the same line as Ubudehe, Girinka has also contributed to beneficiary households increased access to health and education services, shelter, improved nutrition, social cohesion and sustained participation in decision making at community level. The linear regression model allowed to establish however that Girinka has contributed to the reduction of poverty by 31.4% for the beneficiary households. Challenges on Girinka Program include, limited access to veterinary drugs, proper cowshed, access to veterinary services, cow feeding, access to water for the cows, limited knowledge in livestock management and low milk prices as highlighted by the beneficiaries.

Imihigo have led to significant achievements in local development and the system instilled a competition spirit between districts, which energises the development pace. The assessment found that around 2,866 Imihigo were implemented over the last four years. Remaining focused while planning and pledging what can be achieved given the resources available or foreseen is one of the key lessons learnt through Imihigo for local planning. It was also established that Imihigo had a positive impact on social cohesion both at household and community level. The preparation and implementation of household performance contracts calls for household members to agree on the different targets they set and the manner in which they will commit the household resources to the achievement of these targets. This triggers constant dialogue among the household members, and equitable household resources sharing. On the other hand, Imihigo are publicly shared with other members of the community in the planning meetings at village level. Different exchanges in these meetings yield lessons on which community

members can learn on running their own households. It also allows the community members to have a common cause in their local development, striving all together to achieve targets they set themselves. Imihigo remain however a top down process with limited participation of the citizens at grass roots in the planning process.

Achievements of the population through Umuganda include the construction of houses for vulnerable people, support to the implementation of water supply projects, construction of new classrooms for primary and secondary education, health centres, offices for sectors and cells, road maintenance, tree planting, radical terracing and other soil erosion control infrastructures, etc. Umuganda serves also as a forum in which public policies are communicated and explained to the population, and in which community members discuss the problems they are facing and propose possible solutions. Challenges recorded on Umuganda include capacity constraints and poor planning, the level of participation which is not yet sufficient, and insufficient strategies for the maintenance of the realisation of community works.

In general data on the HGI are also not collected and consolidated regularly. Database and Monitoring and Evaluation (M&E) systems in the institutions running the programs are either not in place or still under construction.

## 6.2 Recommendations

In light of these conclusions and building on the recommendations for each program, the following are consolidated recommendations:

1. A review of Ubudehe ceilings of financing of the community and households projects shall be conducted to align with the poverty levels of the beneficiaries. Poverty graduation requirements shall be reviewed by **districts** in partnership with **RLDSF**;
2. It shall be explored how Ubudehe program could release its support in different instalments and phases to households rather than a one-time project to ensure that households are accompanied towards poverty graduation;
3. A simple but evidence-based model for Ubudehe categorisation has to be developed by **MINALOC, RLDSF, MINECOFIN while Districts and CSOs** shall be encouraged to disseminate to the citizens;
4. Application of categories should be supplemented by additional assessment to ensure relevance of the categorisation to the specific purposes of the interventions.

The assessment shall be conducted by **RGB, SPU-Office of the President and GACU-Government Action Coordination Unit;**

5. Strategies to extend Girinka program to reach all needy households shall be pursued; **MINAGRI** should spearhead this campaign;

6. Access to veterinary drugs should be facilitated and distances to the technical services should be shortened for the citizens. **MINAGRI** shall elaborate the proposals;

7. More and focused trainings for the beneficiaries on livestock management for Girinka recipients are needed. **MINAGRI and MINALOC** explore the training possibilities;

8. Investigation on possibilities of packaging poverty reduction solutions and greater synergies between different programs for poor households should be conducted, RGB in partnership with SPU-Office of the President spearheads the survey/ analysis;

9. Umuganda committees' capacity to properly plan for Umuganda activities needs to be increased by **MINALOC;**

10. Umuganda activities that bring visible and sustained changes in the community livelihoods must be pursued. **MINALOC** to increase the M&E capacity to document;

11. Umuganda targets should be included in Imihigo to make them binding. **MINALOC Inspectors** in partnership with the provinces shall review the Imihigos of the districts in this respect;

12. Appropriate and citizen-friendly mechanisms to improve citizens' participation in Imihigo planning is acute. **MINALOC and RGB** to prepare technical advice and guidelines;

13. Performance-based indicators for Umuganda are needed measuring achievements to cover all types of activities that are carried out. A mechanism to ensure consistency and reality in their application needs to be designed;

14. Consistency and focus in the planning areas and themes in each pillar of Imihigo need to be pursued while reducing their overall number to increase focus on local development and rational resources use;

15. The planning process for household and community Imihigo needs to be put in place; Districts champion this initiative;
16. Proper M&E and tracking systems for all Home Grown Initiatives is urgently needed; **MINACOFIN and MINALOC** shall be responsible;
17. Regular updating of indicators for each Home Grown Initiatives has to be periodically verified, **RGB in partnership with MINECOFIN** to handle;
18. VUP financing should be aligned to support regions of export agriculture so as to facilitate the transition of poor families to self-reliance. **RGB, SPU-Office of the President and GACU-Government Action Coordination Unit** spearhead the agenda.
- 19) The Government of Rwanda and Development Partners to support Rwanda Governance Board both in human and financial capacities in order to set up a modern documentation center for Home Grown Initiatives-HGI



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## Annexes

Annex 1: Indicator framework

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method		
UMUGANDA	Social	Social Cohesion	Relations development (Kumenya umuturanyi)	Household	Household	Qualitative	Questionnaire	Statistical, content analysis		
			Mutual help (entraide)	Household	Household	Qualitative	Focus Group Discussion		Statistical, content analysis	
			Ownership of public assets	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis		
			Cultural maintenance	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews		content analysis	
			Consultations OF leaders and population	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis		
			Communication channel (top down, bottom up)	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews		content analysis	
		National unity and reconciliation	Social protection	Security and community policing	Local leaders (Village) Population	Community	Local leaders (Village) Population	Qualitative		Focus Group Discussion Interviews
					Conflict resolution	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis
				Civic education	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis	
		Social protection	Shelter	Shelter	Local leaders (Village) Population	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis
					Local leaders (Village) Population	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method		
		Civic Education	Disaster prevention and intervention	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis		
			Policy, laws and regulation dissemination	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis		
			Community mobilisation & sensitisation	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis		
		Infrastructures	Economic		Schools construction	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
					Road maintenance	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
		Water and sanitation			Hygiene	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
					Sanitation	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
						Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
						Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis
					Water supply connections	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method		
<b>UBUDEHE</b>		Environment protection	Afforestation /Reforestation	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis		
			Erosion control	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis		
			Greening and beautification	Community	Local leaders (Village) Population	Quantitative	Focus Group Discussion Interviews Direct Observation	content analysis		
	Social	Social cohesion			Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis	
				Self-governance	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis	
				Participatory planning	Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis	
		Decision making and problem solving	Solidarity			Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis
						Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis
						Community	Local leaders (Village) Population	Qualitative	Focus Group Discussion Interviews	content analysis
		Social contribution	Social welfare			Household	Household	Qualitative	Questionnaire Focus group discussion	Statistical, content analysis
						Household	Household	Qualitative	Questionnaire	Statistical, content analysis
						Household	Household	Qualitative	Questionnaire	Statistical, content analysis

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method		
<b>GIRINKA</b>	Economic	Income generation		Household	Household	Qualitative	Focus group discussion	content analysis		
			Poverty reduction	Household	Household	Qualitative	Questionnaire	Statistical, content analysis		
	Social welfare	Innovation and creativity (gukoresha neza duke wahawe)		Household	Household	Qualitative	Questionnaire	Statistical, content analysis		
			Community livelihood improvement (development)	Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis		
	Social Economic	Social protection	Social cohesion		Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis	
				Culture maintenance	Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis	
			Solidarity	Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis		
			Mutual health	Household	Household	Qualitative	Questionnaire	Statistical, content analysis		
		Improved	Children education		Household	Household	Qualitative	Questionnaire	Statistical, content analysis	
				Health	Household	Household	Qualitative	Focus group discussion	Statistical, content analysis	
			Improved			Household	Household	Qualitative	Questionnaire	Statistical, content analysis
						Household	Household	Qualitative	Focus group discussion	Statistical, content analysis

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method	
<b>IMIHIGO</b>	Social	Economic growth	nutrition	Household	Household	Qualitative	Focus group discussion	content analysis	
			Income generation	Household	Household	Qualitative	Questionnaire	Statistical, content analysis	
			Agriculture development	Household	Household	Qualitative	Questionnaire	Focus group discussion	Statistical, content analysis
			Local tax base widening	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Focus group discussion	content analysis
			Soil conservation	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Erosion control	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			School feeding	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Livestock production management	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Unity and reconciliation	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Peace building	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Justice and conflict resolution	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis
			Education	Community	Local leaders (Village) Population	Qualitative	Focus group discussion	Interviews	content analysis

HGI	Impact level	Indicator	Sub-indicator	Measurement Level	Data Source	Method	Data Collection Tool	Data Analysis Method
			Health	Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis
			Nutrition	Community	Local leaders (Village) Population	Qualitative	Focus group discussion Interviews	content analysis
	Economic	Local Economy Development	Local tax base widening	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis
			Business opportunities	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis
			Employment generation (off/on farm)	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis
			Income generation	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis
			Investment opportunities	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis
			Gender and women empowerment	Community	Local leaders (Village) Population	Quantitative	Focus group discussion Interviews	content analysis

## Annex 2: Questionnaire Girinka

### A. UBAZA, NA NOMERO Y'URUPAPURO RW'IBIBAZO

Izina ry'ubaza (MU NYUGUTI NINI).....						
Nomero y'ubazwa: .....				Isaha ikiganiro gitangiriye		
Itariki y'ikiganiro				Isaha ikiganiro kirangiriye		

### B. AHO UBUZWA ATUYE

Intara	
Akarere	
Umurenge	
Akagari	
Umudugudu	

### C. IBIRANGA UBAZWA

C.1 Igitsina	Gabo	1	Gore	2
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C.2. Ufite imyaka ingahe? .....

C.3. Umubare w'abantu mubana mu rugo : .....

C.4. Ese watubwira umurimo w'ingenzi ukora winjiza amafaranga mu rugo rwanyu?

Umuhinzi mworozu	1
Umuhinzi gusa	2
Umworozi gusa	3
Umucuruzi	4
Ubukorikori (buvuge) : .....	5
Imyuga (vivuge) : .....	7
Ubindi (bivuge) : .....	8

### I. IBIJYANYE NO GUHABWA INKA

a) Inka mwahawe mu rwego rwa gahunda ya Girinka mwayihawe mu wuhe mwaka?

2006	1
2007	2
2008	3
2009	4
2010	5
2011	6
2012	7
2013	8
Simbizi	9

b) Ni nde wabahaye inka

Ubuyobozi bw'ibanze	1
Umushinga (wuvuge) .....	2
Umaturanyi	3
Gahunda yo kwitura	4
Undi (muvuge) .....	5

c) Ni nde wemeje ko ukwiye guhabwa inka?

	Yego	Oya
Abaturage	1	2
Ubuyobozi bw'ibanze	1	2
Umuryango utari uwa Leta (wuvuge) .....	1	2
Undi (muvuge) .....	1	2

d) Ni ubuhe bwoko bw'inika wahawe?

Inyarwanda	1
Imvange	2
Inzungu	3

e) Igihe wahabwaga inka wari ufite isambu ingana ite?

Munsi ya hegitari	1
Hegitari 1	2
Hejuru ya hegitari	3

### II. IBIBAZO BIJYANYE N'IBYAHINDUTSE MU MIBEREHO BITURUTSE KURI GAHUNDA YA GIRINKA

1. MU RWEGO RW'IBIKOMOKA KU NKA

a) Kuva wabona inka umaze kuyikuraho iki muri ibi bikurikira:

	Yego	Oya
Ifumbire	1	2
Amata	1	2
Biogaz	1	2
Amafaranga	1	2
Ikindi (kivuge) .....	1	2

2. MU RWEGO RW'IMIRIRE

a) Garagaza incuro murya ku muni, mu rugo rwanyu, ubu na mbere y'uko urugo rwanyu ruhabwa inka?

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Kubwirirwa rimwe na rimwe	1	Kubwirirwa rimwe na rimwe	1
Rimwe	2	Rimwe	2
Kabiri	3	Kabiri	3
Gatatu	4	Gatatu	4
Hejuru ya gatatu	5	Hejuru ya gatatu	5

b) Erekanamiterere y'ibyo mwaryaga mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Indyo nkene idahinduka buri gihe	1	Indyo nkene idahinduka buri gihe	1
Indyo nkene ihinduka rimwe na rimwe	2	Indyo nkene ihinduka rimwe na rimwe	2
Indyo ihinduka uko tubishatse	3	Indyo ihinduka uko tubishatse	3

c) Mu rugo rwanyu hari abantu bakeneye indyo yihariye bitewe n'ibibazo by'ubuzima:

1. Yego 2. Oya

d) Niba ari yego ni bangaha?.....

o (Niba ari oya jya ku kibazo cya 1.a.)

e) Umutungo w'urugo rwanyu ushoboye kubonera ababikeneye iyo ndyo yihariye?

Mbere yo kujya muri Girinka		Nyuma yo kujya muri Girinka	
1.Yego		1.Yego	
2.Oya		2.Oya	

3. MU RWEGO RW'UBUZIMA

a) Erekanamiterere aho mwakundaga kwivuriza mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ubuvuzi gakondo	1	Ubuvuzi gakondo	1
Kwiyahirira imiti	2	Kwiyahirira imiti	2
Kwiha imiti tuguze	3	Kwiha imiti tuguze	3
Kwivuzi kwa magendu	4	Kwivuzi kwa magendu	4
Ikigo nderabuzima	5	Ikigo nderabuzima	5
Ibitaro	6	Ibitaro	6
Ahandi	7	ahandi	7
Ntaho	8	ntaho	8

b) Erekanamiterere uburyo mwakoreshaga mu kwivuzi mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Mituweri	1	Mituweri	1
Kwiyishyurira	2	Kwiyishyurira	2
RAMA	3	RAMA	3
MMI	4	MMI	4
FARG	5	FARG	5
Undi muterankunga	6	Undi muterankunga	6
Ntabwo	7	Ntabwo	7

c) Wambwira incuro mwajyaga kwivuzi kwa muganga mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Kenshi	1	Kenshi	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Gake	3	Gake	3
Nta na rimwe	4	Nta na rimwe	4

d) Wambwira uko ubushobozi mwari mufite bwo kuvuzi uwanyu urwaye bwanganaga mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko bwaganaga nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Nta bushobozi	1	Nta bushobozi	1
Buke cyane	2	Buke cyane	2
Buke	3	Buke	3
Buhagije	4	Buhagije	4

e) Hari abo mubana baba bafite uburwayi karande?

1. Yego 2. Oya

Niba ari yego ni bangaha?..... Niba ari oya jya ku kibazo cya (g.)

f) Niba ari yego, ese umutungo w'urugo rwanyu ushobora kubavuzi ku buryo bukwiye?

Mbere yo kujya muri Girinka	Nyuma yo kujya muri Girinka
1.Yego 2.Oya	1.Yego 2.Oya

- g. Wambwira uko wumvaga ubuzima bwawe bwifashe mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Nabi cyane	1	Nabi cyane	1
Buhoro	2	buhoro	2
Neza	3	neza	3

Tanga ibisobanuro: .....

#### 4. MU RWEGO RW'UBUREZI

- a. Murugo rwanyu mufite abana bagejeje ku myaka yo kwiga  
Yego Oya

➤ (Niba ari oya jya ku kibazo cya **B.e.**)

- b. Ni bangahe biga amashuri?

Ikicyiro cy'amashuri	Umubare w'abayigamo
Abanza	
Ayisumbuye	
Imyuga	
Kaminuza	

- c. Wambwira uko ubushobozi bwo kubishyurira amafaranga y'ishuri bwanganaga mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka:

C1.: Mu mashuri abanza:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C2.: Mu mashuri yisumbuye:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C3.: Mu mashuri y'imyuga:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C4.: Mu mashuri ya Kaminuza:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

- d. Wambwira uko ubushobozi bwo kubabonera ibikoresho by'ishuri bwanganaga mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

- e. Hari abana batari ab'urugo rwanyu mfashije mu byerekeranye n'uburezi mubikesha umusaruro uva mu nka mwahawe muri gahunda ya GIRINKA?

1. Yego 2. Oya Niba ari yego bivuge .....

#### 5. MU BIJYANYE N'ICUMBI

- a. Inzu mwari mutuyemo mbere y'uko urugo rwanyu rujya muri gahunda ya GIRINKA na nyuma yo kubujyamo yari mu kihe cyiciro mu bikurikira:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ubukode	1	ubukode	1
Inzu yanyu	2	Inzu yanyu	2
Inzu y'intizanyo	3	Inzu y'intizanyo	3

- b. Inzu mwabagamo yari yubakishije iki mbere y'uko urugo rwanyu rujya muri gahunda ya GIRINKA, n'uko iteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ibyatsi cyangwa shitingi	1	Ibyatsi cyangwa shitingi	1
Ibiti	2	Ibiti	2
Rukarakara	3	Rukarakara	3
Amatafari ahiye	4	Amatafari ahiye	4
Bloc ciment	5	Bloc ciment	5

- c. Mwaba mwaravuguruye inzu mutuyemo biturutse k'umugaruro uva ku nka wahawe muri gahunda ya GIRINKA?

1. Yego 2. Oya

Niba ari yego mwakoze iki?

Kuvugurura isakaro	1
Kuvugurura inkuta	2
Kuvugurura inzugi n'amadirishya	3
Kuvugurura pavement	4
Ibintu biri mu nzu	5

- d. Wambwira umubare w'ibyumba by'inzu mwabagamo mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko iteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Icyumba kimwe	1	Icyumba kimwe	1
Ibyumba bibiri	2	Ibyumba bibiri	2
Ibyumba bitatu	3	Ibyumba bitatu	3
Ibyumba bine	4	Ibyumba bine	4
Hejuru ya bine	5	Hejuru y'ibyumba bine	5

6. MU RWEGO RW'UBUKUNGU

- a. Ese umugaruro w'ubuhinzi mu rugo rwanyu waba wariyongereye kubera gukoresha ifumbire itangwa n'inka wahawe na gahunda ya Girinka?

Ntabwo wiyongereye	1
Wiyongereye buhoro	2
Wiyongereye biringaniye	3
Wariyongereye bishimishije	4

- b. Niba wariyongereye, wikubye kangaha : .....

- c. Niba wariyongereye, ni ibihe bihingwa bitatu by'ingenzi byatanze umusuroro wiyongereye kubera ifumbire y'iyi nka

Igihingwa	Ibiri mbere yo guhabwa inka	Ibiri nyuma yo guhabwa inka
1.		
2.		
3.		

- d. Ni iyihe mirimo ibyara inyungu yaba yariyongereye mu rugo rwanyu biturutse ku nka wahawe.

Imirimo mishya ibyara inyungu watangiye kubera inka wahawe	1
1. Kugurisha amata	2
2. Kugurisha ifumbire	3
3. Ubucuruzi	4
4. Ubuhinzi n'ubworozi bwa kijyambere	5
5. Ibindi (bivuge); .....	6

- e. Ese urebye iyi mirimo mishya watangiye, hari amisoro waba utanga ituraka kuri iyo mirimo mishya ibyara inyungu?

1. Yego 2. Oya

- f. Niba ari yego angana iki ku kwezi? .....

- g. Ubwatsi bw'inka waba warabuteye aha hakurikira

Mbere yo guhabwa inka	
Ntabwo nateye	1
Nabuteye ku mirwanyasuri	2
Nabuteye ku materasi y'indinganire	3
Nabuteye mu murima hagati	4
Nabuteye k'urubibi rw'isambu	5

- h. Niba inka ibaha ifumburire iyo fumbire muyikoresha iki

	Yego	Oya
Turayifumbiza	1	2
Turayigurisha	1	2
Tuyikoresha biyogazi	1	2
Tuyiha abaturanyi	1	2
Ikindi (kivuge) .....	1	2

- i. Niba inka ibaha amata muyakoresha iki

	Yego	Oya
Turayanywa	1	2
Turayagurisha	1	2
Tuyatanga ku buntu	1	2
Kuyabyaza amavuta	1	2
Ikindi (kivuge).....	1	2

- j. Niba mugurisha amata y'iyi nka n'iziyikomokaho, mugurisha litilo zingaha ku muni? .....

- k. Niba amata y'iyi nka n'iziyikomokaho muyanywa, mugereranije munywa nka litilo zingaha ku muni? .....

- l. Wambwira icyo mwamurikishaga mu nzu mubamo mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko biteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Kuvumbika	1	Kuvumbika	1
Agatadowa	2	Agatadowa	2
Buji	3	Buji	3
Itara ry'ikirahuri	4	Itara ry'ikirahuri	4
Amashanyarazi	5	Amashanyarazi	5
Isitimu/itoroshi	6	Isitimu/Isitimu	6
Ikindi	7	Ikindi	7
Ntacyo	8	Ntacyo	8

- m. Wambwira mubikoresho bikurikira ibyo mwari mufite mu nzu mwabagamo mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'ibyo mufite nyuma yo kubona iyo nka:

Mbere yo kujya muri Girinka		Nyuma yo kujya muri Girinka	
Agatabure /akabaho bicarira	1	Agatabure /akabaho bicarira	1
Intebe y'imvunwa	2	Intebe y'imvunwa	2
Intebe y'ifoteyi	3	Intebe y'ifoteyi	3
Ameza yo kuriraho	4	Ameza yo kuriraho	4
Ibitanda	5	Ibitanda	5
Matelas /Igodora	6	Matelas /Igodora	6
Ipasi y'amashanyarazi	7	Ipasi y'amashanyarazi	7
Ipasi y'amakara	8	Ipasi y'amakara	8
Radio	9	radio	9
Televiziyo	10	televiziyo	10
Ingorofani	11	Ingorofani	11
Ibesani	12	Ibesani	12
Telephone igendanwa	13	Telephone igendanwa	13
Amasahani	14	Amasahani	14
Amakanya	15	Amakanya	15
Ibiviko	16	Ibiviko	16
Mudasobwa	17	Mudasobwa	17
Igare	18	Igare	18
Ibindi (bivuge) : .....	19	Ibindi (bivuge) : .....	19

- n. Wambwira ibintu muri ibi bikurikira mwashoboye kugura/kugeraho mu rugo rwanyu bikomotse ku musaruro uva mu nka mwahawe muri gahunda ya GIRINKA:

Isambu	1
Ikibanza cyo kubakamo	2
Butiki	3
Inzu	4
Akabare	5
Kugura izindi nka	6
Amatungo magufi	7
Igare	8
Moto	9
Gufungura konti	10
Kubitsa amafranga muri SACCO/banki	11
Gusaba inguzanyo	12
Kujya mu kimina	13
Ikindi (kivuge)	14

- o. Umusaruro mu mafaranga w'urugo rwanyu ku kwezi mbere y'uko ruhabwa inka muri gahunda ya GIRINKA, n'uko uteye nyuma yo kubona iyo nka.

Wariyongereye cyane	1
wariyongereye	2
Ntacyahindutse	3
Waragabanyutse	4
Waragabanyutse cyane	5
Simbizi	6

- p. Umusaruro mu mafaranga w'urugo rwanyu ku kwezi mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko uteye nyuma yo kubona iyo nka:

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Munsi ya 5.000	1	Munsi ya 5.000	1
5.001-10.000	2	5.001-10.000	2
10.001-20.000	3	10.001-20.000	3
20.001-30.000	4	20.001-30.000	4
30.001-40.000	5	30.001-40.000	5
40.001-50.000	6	40.001-50.000	6
50.001-60.000	7	50.001-60.000	7
Hejuru ya 60.000	8	Hejuru ya 60.000	8

- q. Kuva urugo rwanyu ruhabwa inka hari ahandi urugo rwanyu rukura amafranga atari ku nka mwahawe cyangwa ibindi bikorwa mwarangaye biturutse ku musaruro w'iyi nka?

1. Yego 2. Oya 3. Simbizi

r. Niba hahari ni hehe?

Ishyirahamwe	1
Ubucuruzi	2
Akazi gatanga umushahara	3
Umuvandimwe cyangwa inshuti	4
Isambu cyangwa ubworozi	5
Amatungo magufi	6
Gusaba inguzanyo	7
Ahandi (Havuge).....	8

s. Ugereranije n'amafranga ava muri ibyo uvuze haruguru, amafranga ava ku nka wahawe muri gahunda ya GIRINKA afite uruhare rungana iki mu mutungo rusange w'urugo rwanyu?

Runini cyane	1
Ruciriritse	2
Ruto	3

t. Wambwira ubushobozi bwo kuzigama urugo rwanyu rwari rufite mbere y'uko ruhahwa inka muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntabwo	1	ntabwo	1
Buke	2	buke	2
buhagije	3	buhagije	3

7. IBIJYANYE N'IMIBANIRE N'ABANDI

a. Usanga kuba warahawe iyo nka byarafashije iki abaturanyi bawe?

Mbaha amata ku buntu	1
Mbagurisha amata	2
Mbaha ifumbire	3
Naraboroje	4
Ikindi (kivuge) .....	5

b. Niba waraboroje, ni bangaha? .....

c. Niba warorowe, ese imibanire y'urugo rwanyu n'urwaroroje iteye ite?

Yariyongereye cyane	1
Yariyongereye	2
Ntacyahindutse	3
Yaragabanyutse	4
Yaragabanyutse cyane	5
Simbizi	99

d. Ese Niba urugo rwanyu rwaroroje abandi, usanga imibanire y'urugo rwanyu n'abo mwaroroje iteye ite?

Yariyongereye cyane	1
Yariyongereye	2
Ntacyahindutse	3
Yaragabanyutse	4
Yaragabanyutse cyane	5
Simbizi	99

e. Wambwira ubushobozi urugo rwanyu rwari rufite mu gutera inkunga mu bikorwa, ibirori cyangwa ibyago by'abandi mbere y'uko urugo rujya muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntabwo	1	ntabwo	1
Buke	2	buke	2
buhagije	3	buhagije	3

f. Wambwira uko wowe ubwawe witabiraga ibikorwa, ibirori n'ibyago by'abandi mbere y'uko urugo rwanyu rujya muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntabwo	1	ntabwo	1
Buke	2	buke	2
buhagije	3	buhagije	3

g. Wambwira uko wowe ubwawe witabiraga gutabara abagize ibyago, cyangwa wabafashaga imirimo mbere y'uko urugo rwanyu rujya muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntakubytabira	1	Ntakubytabira	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	kenshi	3

h. Wambwira uko wowe ubwawe witabiraga gutabara abagize ibyago mbere y'uko urugo rwanyu ruhahwa inka muri gahunda ya GIRINKA, n'uko bungana nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntakubytabira	1	Ntakubytabira	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	kenshi	3

i. Wambwira uko abaturanyi n'incuti bagutumiraga mu birori byabo mbere y'uko urugo rwanyu ruhahwa inka muri gahunda ya GIRINKA, n'uko byifashe nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Nta na rimwe	1	Nta na rimwe	1

Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	Kenshi	3

- j. Wambwira uko abaturanyi n'incuti bitabiraga gutirana ibikoresho namwe mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko byifashe nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Nta na rimwe	1	Nta na rimwe	1
Rimwe na rimwe	2	Rimwe na rimwe	2
kenshi	3	Kenshi	3

- k. Wambwira uko abaturanyi n'incuti bitabiraga kuguzanya amafranga namwe mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko byifashe nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Nta na rimwe	1	Nta na rimwe	1
Rimwe na rimwe	2	Rimwe na rimwe	2
kenshi	3	Kenshi	3

- l. Wambwira uko wowe ubwawe witabiraga gusurana n'abavandimwe, abaturanyi cyangwa incuti (mu bihe bisanzwe) mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko byifashe nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
ntabwo	1	Ntabwo	1
rimwe na rimwe	2	rimwe na rimwe	2
kenshi	3	Kenshi	3

- m. Wambwira uko wowe ubwawe witabiraga ibikorwa rusange by'agace utuyemo (umuganda, gacaca, amatora, inama) mbere y'uko urugo rwanyu ruhabwa inka muri gahunda ya GIRINKA, n'uko byifashe nyuma yo kubona iyo nka.

Mbere yo guhabwa inka		Nyuma yo guhabwa inka	
Ntabwo	1	Ntabwo	1
Rimwe na rimwe	2	Rimwe na rimwe	2
kenshi	3	Kenshi	3

8. IBIJYANYE N'URUHARE MU GUHITAMO ABAGENERWABIKORWA

- a) Ni nde wahisemo abazahabwa inka aho utuye?

Abayobozi	1
Abaturage	2
Abayobozi bafatanyije n'abaturage	3
Abandi.....	4

- b) Wowe nk'umuturage uruhare rwawe mu guhitamo abagomba guhambwa inka rungana iki? Ese ni runini cyane, runini, ruringaniye, ruto, ruto cyane cyangwa nta rwo?

Runini cyane	1
Runini	2
Ruringaniye	3
Ruto	4
Ruto cyane	5
Ntarwo na mba	6

- c) Ni hehe wamenyeye gahunda yo gutanga inka aho mutuye?

Mu nama yo kubyemeza	1
Mu nama rusanze y'umudugudu/ku muganda	2
Nabibwiwe n'umuturage	3
Nabibwiwe n'umujyanama/umuyobozi	4
Nabibwiwe n'umuyobozi	5
Abandi.....	6

9. INZITIZI KURI GAHUNDA YA GIRINKA

- a. Ni izihe nzitizi ubona muri gahunda ya GIRINKA

Kugaburira inka	1
Gukoresha ifumbire	2
Kubona isoko ry'amata	3
Kubona amazi y'inka	4
Kubona muganga w'amatungo	5
Kubona imiti y'inka	6
Ikiraro cy'inka	7
Nta bushobozi bwo kwita ku nka (eg: gusaza cyane, kurwara cyane...)	8
Ubumenyi buke	9
Koroza	10
Ibiciro by'amata biri hasi	11
Izindi (bivuge) .....	12

MURAKOZE !

### Annex 3: Questionnaire Ubudehe

#### A. UBAZA, NA NOMERO Y'URUPAPURO RW'IBIBAZO

Izina ry'ubaza (MU NYUGUTI NINI) .....						
Numero y'ubazwa: .....				Isaha ikiganiro gitangiriye		
Itariki y'ikiganiro				Isaha ikiganiro kirangiriye		

#### B. AHO UBUZWA ATUYE

Intara	
Akarere	
Umurenge	
Akagari	
Umudugudu	

#### C. IBIRANGA UBAZWA

C.1 Igitsina	Gabo	1	Gore	2
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C.2. Ese watubwira imyaka ifite? .....

C.3. Umubare w'abantu mubana mu rugo : .....

C.4. Muri iyi mirimo ikurikira ni uwuhe w'ingenzi ukora winjiza amafaranga(umusaruro) mu rugo rwanyu ni uwuhe?

Umuhinzi mworozzi	1
Umuhinzi gusa	2
Umworozzi gusa	3
Umucuruzi	4
Ubukorikori (buvuge) : .....	5
Imyuga (vivuge) : .....	7
Ubindi (bivuge) : .....	8

#### I. IBIJYANYE NO KUJYA MU BUDEHE

1. Ni mu wuhe mwaka urugo rwanyu rwagiye muri gahunda y'ubudehe?

2000	1
2001	2
2002	3
2003	4
2004	5
2005	6
2006	7
2007	8
2008	9
2009	10
2010	11
Simbizi	12

2. Urugo rwanyu rwinjije mu budehe ruri mu kihe cyiciro cy'ubudehe?

Icyiciro cya mbere	1
Icyiciro cya kabiri	2
Icyiciro cya gatatu	3
Simbizi	4

3. Ni nde wemeje ko ukwiye kuba umugenerwabikorwa wa gahunda y'ubudehe?

Abaturage mu nama y'umudugudu	1
Ubuyobozi bw'umudugudu	2
Umuryango utari uwa Leta	3
Niba hari undi (muvuge)	4

#### II. IBIJYANYE N'IBYO UBUDEHE BUKORA

1. Umushinga watanze mu budehe ni uwo mu ruhe rwego?

Ubuhinzi	1
Ubworozi	2
Ubucuruzi	3
Ubukorikori	4
Imyuga	5
Ubindi (bivuge) .....	6

2. Inkunga watewe n'Ubudehe ingana iki mu mafaranga : .....

3. Ni nde wagufashije gutegura umushinga?

Umukozi w'akagari ubishinzwe	1
Umuvandimwe/inshuti	2
Umuntu naguriye	3
Ntawe (ni jyewe)	4
Undi...	5

#### III. IBIBAZO BIJYANYE N'IBYAHINDUTSE MU MIBEREHO BITURUTSE KURI GAHUNDA Y'UBUDEHE

1. MU RWEGO RW'IMIRIRE

- a. Ese mwatubwira inshuro murya ku munsu, mu rugo rwanyu, ubu na mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE ?

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Kubwirirwa rimwe na rimwe	1	Kubwirirwa rimwe na rimwe	1
Rimwe	2	Rimwe	2
Kabiri	3	Kabiri	3
Gatatu	4	Gatatu	4
Hejuru ya gatatu	5	Hejuru ya gatatu	5

- b. Ese mwatubwira imiterere y'ibyo mwaryaga mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Indyo nkene idahinduka buri gihe	1	Indyo nkene idahinduka buri gihe	1
Indyo nkene ihinduka rimwe na rimwe	2	Indyo nkene ihinduka rimwe na rimwe	2
Indyo ihinduka uko tubishatse	3	Indyo ihinduka uko tubishatse	3

- c. Mu rugo rwanyu haba hari abantu bakeneye indyo yihariye bitewe n'ibibazo by'ubuzima bafite:

1. Yego 2. Oya

- d. Niba ari yego ni bangaha?.....

➤ (Niba ari oya jya ku kibazo cya 2.a.)

- e. Ese umutungo w'urugo rwanyu ushoye kubonera ababikeneye indyo yihariye?

Mbere yo kujya mu budehe	Nyuma yo kujya mu budehe
1.Yego	1.Yego
2.Oya	2.Oya

## 2. MU RWEGO RW'UBUZIMA

- a. Ni he mwakundaga kwivuriza mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE? Ese muri iki gihe ho biteye bite?

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ubuwuzi gakondo	1	Ubuwuzi gakondo	1
Kwiyahirira imiti	2	Kwiyahirira imiti	2
Kwiha imiti tuguze	3	Kwiha imiti tuguze	3
Kwivuzwa kwa magendu	4	Kwivuzwa kwa magendu	4
Ikigo nderabuzima	5	Ikigo nderabuzima	5
Ibitaro	6	Ibitaro	6
Ahandi	7	Ahandi	7
Ntaho	8	Ntaho	8

- b. Ese mwatubwira uburyo mwakoreshaga mu kwivuzwa mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Mituweri	1	Mituweri	1
Kwiyishyurira	2	Kwiyishyurira	2
RAMA	3	RAMA	3
MMI	4	MMI	4
FARG	5	FARG	5
Undi muterankunga	6	Undi muterankunga	6
Ntabwo	7	Ntabwo	7

- c. Ese mwatubwira incuro mwajyaga kwivuzwa kwa muganga mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Kenshi	1	Kenshi	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Gake	3	Gake	3
Nta na rimwe	4	Nta na rimwe	4

- d. Ese mwatubwira uko ubushobozi mwari mufite bwo kuvuzwa uwanyu urwaye bwanganaga mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Nta bushobozi	1	Nta bushobozi	1
Buke cyane	2	Buke cyane	2
Buke	3	Buke	3
Buhagije	4	buhagije	4

- e. Ese hari abo mubana baba bafite uburwayi karande?

1. Yego 2. Oya

Niba ari yego ni bangaha?..... Niba ari oya jya ku kibazo cya (g.)

- f. Ese umutungo w'urugo rwanyu washoboraga kubavuzwa ku buryo bukwiye?

Mbere yo kujya mu budehe	Nyuma yo kujya mu budehe
1.Yego	1.Yego
2.Oya	2.Oya

- g. Ese watubwira uko wumvaga ubuzima bwawe bwifashe mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Nabi cyane	1	Nabi cyane	1
Buhoro	2	buhoro	2
Neza	3	neza	3

Mwaduha ibisobanuro: .....

3. MU RWEGO RW'UBUREZI

- a. Ese mu rugo rwanyu mufite abana bagejeje imyaka yo kwiga  
Yego Oya

➤ (Niba ari oya jya ku kibazo cya 3.e.)

- b. Ni bangahe biga amashuri?

Ikicyiro cy'amashuri	Umubare w'abayigamo
Abanza	
Ayisumbuye	
Imyuga	
Kaminuza	

- c. Ese watubwira uko ubushobozi bwo kubishyurira amafaranga y'ishuri bwanganaga mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

C1.: Mu mashuri abanza:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C2.: Mu mashuri yisumbuye:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C3.: Mu mashuri y'inyuga:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

C4.: Mu mashuri ya Kaminuza:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

- d. Ese mwatubwira uko ubushobozi bwo kubabonera ibikoresho by'ishuri bwanganaga mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Buke cyane	1	Buke cyane	1
Buringaniye	2	Buringaniye	2
Buhagije	3	Buhagije	3

- e. Ese haba hari abana batari abo mu rugo rwanyu mwafashije mu byerekeranye n'uburezi mubikesha umusaruro uva muri gahunda ya UBUDHEHE?

1.Yego 2.Oya Niba ari yego bivuye .....

4. MU BIJYANYE N'ICUMBI

- a. Ese inzu mwari mutuyemo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE na nyuma yo kubujyamo yari mu kihe cyiciro mu bikurikira:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ubukode	1	Ubukode	1
Inzu yanyu	2	Inzu yanyu	2
Inzu y'intizanyo	3	Inzu y'intizanyo	3

- b. Inzu mwabagamo yari yubakishije iki mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ibyatsi cyangwa shitingi	1	Ibyatsi cyangwa shitingi	1
Ibiti	2	Ibiti	2
Rukarakara	3	Rukarakara	3
Amatafari ahiye	4	Amatafari ahiye	4
Bloc ciment	5	Bloc ciment	5

- c. Ese mwaba mwaravuguruye inzu mutuyemo biturutse k'umusaruro uva muri gahunda y'UBUDEHE? 1. Yego 2.Oya

Niba ari yego mwakoze iki?

Kuvugurura isakaro	1
Kuvugurura inkuta	2
Kuvugurura inzugi n'amadirishya	3
Kuvugurura pavement	4
Ibintu biri mu nzu	5

- d. Ese mwatubwira umubare w'ibyumba by'inzu mwabagamo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Icyumba kimwe	1	Icyumba kimwe	1
Ibyumba bibiri	2	Ibyumba bibiri	2
Ibyumba bitatu	3	Ibyumba bitatu	3
Ibyumba bine	4	Ibyumba bine	4
Hejuru ya bine	5	Hejuru y'ibyumba bine	5

5. MU RWEGO RW'UBUKUNGU

- a. Ese mwatubwira icyo mwamurikishaga mu nzu mubamo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Kuvumbika	1	Kuvumbika	1
Agatadowa	2	Agatadowa	2
Buji	3	Buji	3
Itara ry'ikirahuri	4	Itara ry'ikirahuri	4
Amashanyarazi	5	Amashanyarazi	5
Isitimu/itoroshi	6	Isitimu/Isitimu	6
Ikindi	7	Ikindi	7
Ntacyo	8	Ntacyo	8

- b. Ese mwatubwira mubikoresho bikurikira ibyo mwari mufite mu nzu mubamo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Agatabure /akabaho bicarira	1	Agatabure /akabaho bicarira	1
Intebe y'imvunwa	2	Intebe y'imvunwa	2
Intebe y'ifoteyi	3	Intebe y'ifoteyi	3
Ameza yo kuriraho	4	Ameza yo kuriraho	4
Ibitanda	5	Ibitanda	5
Matelas /Igodora	6	Matelas /Igodora	6
Ipasi y'amashanyarazi	7	Ipasi y'amashanyarazi	7
Ipasi y'amakara	8	Ipasi y'amakara	8
Radio	9	radio	9
Televiziyo	10	televiziyo	10
Ingorofani	11	Ingorofani	11
Ibesani	12	Ibesani	12
Telephone igendanwa	13	Telephone igendanwa	13
Amasahani	14	Amasahani	14
Amakanya	15	Amakanya	15
Ibiyiko	16	Ibiyiko	16
Mudasobwa	17	Musabwo	17
Igare	18	Igare	18

- c. Ese mwatubwira ibintu muri ibi bikurikira mwashoboye kugura/kugeraho mu rugo rwanyu bikomutse ku musaruro uva muri gahunda y'UBUDEHE:

Isambu	1
Ikibanza cyo kubakamo	2
Butiki	3
Inzu	4
Akabare	5
Kugura izindi nka	6
Amatungo magufi	7
Igare	8
Moto	9
Gufungura konti	10
Kubitsa amafranga muri SACCO/banki	11
Gusaba inguzanyo	12
Kujya mu kimina	13
Ikindi (kivuge)	14

- d. Ese mwatubwira ingano y'umusaruro mu mafaranga w'urugo rwanyu ku kwezi mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe. Ese wavuga ko wiyongereye cyane, wiyongereye, utahindutse, wagabanyutse, cyangwa se wagabanyutse cyane?

Wariyongereye cyane	1
wariyongereye	2
Ntacyahindutse	3

Waragabanyutse	4
Waragabanyutse cyane	5
Simbizi	6

- e. Ese umusaruro w'urugo rwanyu mu mafaranga ku kwezi mbere y'uko mujya muri gahunda y'UBUDEHE na nyuma yo kujyamo ungana iki:

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Munsi ya 5.000	1	Munsi ya 5.000	1
5.001-10.000	2	5.001-10.000	2
10.001-20.000	3	10.001-20.000	3
20.001-30.000	4	20.001-30.000	4
30.001-40.000	5	30.001-40.000	5
40.001-50.000	6	40.001-50.000	6
50.001-60.000	7	50.001-60.000	7
Hejuru ya 60.000	8	Hejuru ya 60.000	8

- f. Ese kuva urugo rwanyu rwajya muri gahunda y'UBUDEHE hari ahandi mukura amafranga/umusaruro atari ku byo mwahawe n'ubudehe?

1. Yego 2. Oya 3. Simbizi

- g. Niba hahari ni he?

Ishyirahamwe	1
Ubucuruzi	2
Akazi gatanga umushahara	3
Umuwandimwe cyangwa inshuti	4
Isambu cyangwa ubworozi	5
Amatungo magufi	6
Gusaba inguzanyo	7
Ahandi (Havuge).....	8

- h. Ugereranije n'amafranga ava muri ibyo uvuze haruguru, amafranga ava ku mushinga w'UBUDEHE afite uruhare rungana iki mu mutungo rusange w'urugo rwanyu?

Runini cyane	1
Ruciriritse	2
Ruto	3

- i. Ese watubwira ubushobozi bwo kuzigama urugo rwanyu rwari rufite mbere y'uko mujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ntabwo	1	Ntabwo	1
Buke	2	Buke	2
Buhagije	3	Buhagije	3

6. IBIJYANYE N'IMIBANIRE N'ABANDI

- a. Ese watubwira ubushobozi urugo rwanyu rwari rufite mu gutera inkunga mu bikorwa, ibirori cyangwa ibyago by'abandi mbere y'uko mujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ntabwo	1	Ntabwo	1
Buke	2	Buke	2
Buhagije	3	Buhagije	3

- b. Ese watubwira uko wowe ubwawe witabiraga ibikorwa, ibirori n'ibyago by'abandi mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ntakubiyitabira	1	Ntakubiyitabira	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	kenshi	3

- c. Ese watubwira uko wowe ubwawe witabiraga gutabara abagize ibyago, cyangwa wabafashaga imirimo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ntakubiyitabira	1	Ntakubiyitabira	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	kenshi	3

- d. Ese watubwira uko abaturanyi n'incuti bagutumiraga mu birori, imihango n'ibindi bikorwa byabo mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Nta na rimwe	1	Nta na rimwe	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	Kenshi	3

- e. Ese watubwira uko abaturanyi n'incuti bitabiraga gutirana ibikoresho cyangwa namwe mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Nta na rimwe	1	Nta na rimwe	1
Rimwe na rimwe	2	Rimwe na rimwe	2
kenshi	3	Kenshi	3

- f. Ese watubwira uko abaturanyi n'incuti bitabiraga kuguzanya amafaranga namwe mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Nta na rimwe	1	Nta na rimwe	1
Rimwe na rimwe	2	Rimwe na rimwe	2
kenshi	3	Kenshi	3

- g. Ese watubwira uko wowe ubwawe witabiraga gusurana n'abavandimwe, abaturanyi cyangwa incuti (mu bihe bisanzwe) mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
ntabwo	1	Ntabwo	1
rimwe na rimwe	2	rimwe na rimwe	2
kenshi	3	Kenshi	3

- h. Ese watubwira uko wowe ubwawe witabiraga ibikorwa rusange by'agace utuyemo (umuganda, gacaca, amatora, inama) mbere y'uko urugo rwanyu rujya muri gahunda y'UBUDEHE, n'uko biteye muri iki gihe.

Mbere yo kujya mu budehe		Nyuma yo kujya mu budehe	
Ntabwo	1	Ntabwo	1
Rimwe na rimwe	2	Rimwe na rimwe	2
Kenshi	3	Kenshi	3

- i. Ese inkunga y'Ubudehe wabonye waba warashoboye kuyisubiza

1. Yego 2. Oya

- j. Niba ari yego mwaba mwarakoze iki?

Wasubije ingana n'iyi wabonye	1
Wasubije nke kuyo wabonye	2
Wasubije irenze iyi wabonye	3

Niba ari oya

Umushinga warahombye	1
Ntayo banyatse	2
Nayishoye mu bindi bikorwa	3

## 7. UBUDEHE KU RWEGO RW'UMUDUGUDU/AKAGARI

- 7.1. Ese watubwira ibindi bikorwa gahunda y'ubudehe ikorerwa muri aka gace mutuyemo uretse amafaranga ahabwa abatishoye mu mudugudu?

Umuhanda	1
Amazi	2
Isoko	3
Iburo by'ubuyobozi	4
Ivuriro	5
Ubucuruzi	6
Ubworozi (korozanya)	7
Ikindi (kivuge) .....	8
Simbizi	9

- 7.2. Ese watubwira uwahisemo ibikorwa/imishinga izakorwa binyuze mu budehe?

Abayobozi	1
Abaturage	2
Abayobozi bafatanijye n'abaturage	3
Abandi (bivuge) .....	4
Simbizi	5

- 7.3. Ese wowe nk'umuturage uruhare rwawe mu guhitamo ibikorwa/imishinga izakorwa binyuze mu budehe rungana iki?

Runini cyane	1
Runini	2
Ruringaniye	3
Ruto	4
Ruto cyane	5
Ntarwo na mba	6

- 7.4. Ese ni hehe wamenyeye ibikorwa/imishinga izakorwa binyuze mu budehe?

Mu nama yo kubyemeza	1
Mu nama rusanze y'umudugudu/ku muganda	2
Nabibwije n'umuturage	3
Nabibwije n'umujyanama/umuyobozi	4

Nabibiwiwe n'umuyobozi	5
Abandi (bavuge) .....	6

7.5. Ese waba warigeze kujya mu nama yo guhitamo/kwemeza ibikorwa/imishinga izakorwa mu rwego rw'ubudehe mu myaka itatu ishize?

Yego	1	Oya	2
------	---	-----	---

7.6. Niba waragiyeyo, ese ibi bikurikira byigeze bikorwa?

Kuganira ku bushobozi bukenewe ngo ibyo bikorwa bikorwe	1
Kwemeza umusanzu/uruhare rwa buri muturage mu bikorwa by'ubudehe byemejwe	2
Gutekerezaho ubundi bushobozi buzava	3
Kwishyiriraho amabwiriza azagenga imikorere y'imishinga	4
Guteganya ibihano ku batubahiriza ayo mabwiriza bishyiriyeho	5

7.7. Ese ni iki bashingiraho bahitamo imishinga y'ubudehe ku rwego rw'umudugudu

Ibikorwa remezo	1
Ibikorwa bitanga akazi ku bantu benshi	2
Inyubako z'ubuyobozi	3
Ibikorwa byongeraho umusaruro	4
Ibikorwa byita ku mibereho y'abaturage	5
Ibindi (bivuge) .....	6

8. INZITIZI Z'UBUDEHE N'UKO ZAKURWAHO

b. Ni izihe nzitizi ubona muri gahunda y'UBUDEHE

Gucunga neza umushinga	1
Amafanga make	2
Umushinga utizwe neza	3
Isoko rimeze nabi	4
Ibiza (catastrophes)	5
Ubukene bukabije	6
Ubumenyi buke	7
Uruhare rw'abaturage	8
Ibindi (bivuge) : .....	9

MURAKOZE

## Annex 4: Questionnaire Umuganda

A. UBAZA, NA NOMERO Y'URUPAPURO RW'IBIBAZO

Izina ry'ubaza (MU NYUGUTI NINI).....						
Nomero y'ubazwa: .....				Isaha ikiganiro gitangiriye		
Itariki y'ikiganiro				saha ikiganiro kirangiriye		

B. AHO UBUZWA ATUYE

Intara	
Akarere	
Umurenge	
Akagari	
Umudugudu	

C. IBIRANGA UBAZWA

A.1 Igitsina	Gabo	1	Gore	2
--------------	------	---	------	---

C.1. Ufite imyaka ingaha? .....

C.2. Umubare w'abantu mubana mu rugo : .....

C.3. Umurimo w'ingenzi ukora winjiza amafanga/umusaruro mu rugo rwanyu ni uwuhe?

Umuhinzi mworozu	1
Umuhinzi gusa	2
Umworozu gusa	3
Umucuruzi	4
Ubukorikori	5
Imyuga	6
Ubindi...	7

Sobanura muri make uko ako kazi gateye:.....

I. IBIJYANYE NO GUTEGURA NO KUMENYEKANISHA IBIKORWA BY'UMUGANDA

I.1. Ni bande bategura ibizakorwa mu muganda mu gace mutuyemo

Komite y'umuganda	1
Abayobozi bonyine	2

Abaturage bonyine	3
Abandi	4
Simbizi	5

I.2. Nk'abaturage, ni kangahe mumenyeshwa ibikorwa bizakorwa mu muganda ?

Buri gihe	1
Rimwe na rimwe	2
Nta na rimwe	3

I.3. Ni ubuhe buryo bukoreshwa mu kumenyekanisha ibikorwa by'umuganda

Kubitungaza mu nama y'abaturage nyuma ya buri muganda	1
Inyandiko zimanitse aho abantu benshi bahurira	2
Gukoresha indangururamajwi ku muni w'umuganda	3
Gukoresha indangururamajwi mbere y'umuganda	4
Kubinyuza mu nsengeru cyangwa kiriziya	5
Kubibirwa n'abaturanyi ku muni w'umuganda	6
Ubutumwa bugufi kuri telefone cyangwa email	7
Ubundi buryo (buvuge)	8

I.4. Amatangazo y'ibikorwa by'umuganda aba akubiyemo iki?

Ibizakorwa mu muganda	1
Aho igikorwa kizakorwa	2
Ibikoresho bizakenerwa	3
Isaha umuganda uzatangiriraho	4
ikindi (kivuge) .....	5

## II. IBINYANYE N'IBIKORWA BY'UMUGANDA N'UKO BYTABIRWA

C.1. Ni bangahe baza ku muganda bitwaje ibikoresho bikenewe kandi bijyanye n'igikorwa?

Bose	3
Bamwe na bamwe	2
Bake cyane	1

C.2. Ni kangahe urugo rwanyu rwitabira ibikorwa by'umuganda?

Kenshi cyane	1
Kenshi	2
Rimwe na rimwe	3
Gake cyane	4
Nta na rimwe	5

C.3. Niba ari kenshi cyane, kenshi cyangwa rimwe na rimwe ni bihe bikorwa by'ingenzi mwakoze mu myaka ibiri ishize? (NTUMUSOMERE)

Guharura imihanda	1
Gusana imihanda	2
Kubaka amashuri	3
Kubaka amavuriro	4
Kubakira abatishoboye	5
Gutera/gukorera amashyamba	6
Kuzibura imiferege y'umuhanda	7
Kurwanya isuri	8
Kugira neza aho dutuye	9
Isuku n'isukura	10
Gukora imiyoboro y'amazi	11
Gutegura aho imidugudu izubakwa	12
Ibindi bikorwa bitari iby'amaboko (bivuge)	13

C.4. Ni kangahe ibi bikurikira bikorwa ku muni w'umuganda mu gace mutuyemo? Ese ni kenshi cyane, kenshi, rimwe na rimwe, gake cyane cyangwa nta na rimwe? **MUSOMERE KIMWE KIMWE**

Ibikorwa	Kenshi cyane (5)	Kenshi (4)	Rimwe na rimwe (3)	Gake cyane (2)	Nta na rimwe (1)
Kugisha abaturage inama kuri gahunda zitegurwa	5	4	3	2	1
Kumenyesha abaturage ibyemezo byafashwe n'inzego z'ubuyobozi bw'ibanze	5	4	3	2	1
Kumenyesha abaturage ibyemezo byafashwe n'inzego z'igihugu (zo hejuru)	5	4	3	2	1
Gukemura amakimbirane hagati y'abaturage	5	4	3	2	1
Kwigira hamwe ibibazo by'iterambere ry'umudugudu/akagari	5	4	3	2	1
Gukemura ibibazo by'umutekano w'umudugudu	5	4	3	2	1
Kwishakamo ubushobozi bwo gukemura ibibazo by'umudugudu	5	4	3	2	1
Gukangurirwa kwitabira gahunda za Leta	5	4	3	2	1

C.5. Ese iyo uje mu muganda ni ibiki ukunze kwigomwa kuri uwo mwanya uba wakoreshye?

	Yego	Oya	Agaciro ku muni w'umuganda
Ikguzi cy'urugendo ujya ku muganda	1	2	Frw
Imirimo wakagombye gukora muri icyo gihe	1	2	Frw

Niba hari ibindi, tanga bitatu by'ingenzi:

Ibindi	Agaciro
1.	
2.	
3.	

#### D. IMPINDUKA NZIZA ZITURUKA MU MUGANDA

D.1. Ni iki wowe ubwawe cyangwa urugo rwanyu rwungutse mu rwego rw'imibanire yanyu n'abaturanyi? (NTUMUSOMERE)

	Yego	Oya
Kumenyana n'abaturanyi	1	2
Ubucuti n'abaturanyi	1	2
Abaturanyi bamenye ibibazo byacu baradufasha	1	2
Ikindi (kivuge)	1	2

D.2. Ni izihe mpinduka umuganda wazanye mu mibereho myiza y'abaturage batuye aka gace mutuyemo? (NTUMUSOMERE)

Kubona amazi meza hafi	1
Kubona amavuriro hafi	2
Kubona amashuri meza hafi	3
Imihanda myiza iduhuza n'indi midugudu/utugari	4
Amateme n'imihanda myiza yoroshya gutwara abantu n'ibintu	5
Amacumbi ku batishoboye	6
Inyubako nziza z'ubuyobozi bw'ibanze	7
Imiturire myiza	8
Isuku y'aho dutuye	9
Akayaga keza kava mu biti	10
Kurwanya isuri no kubungabunga ibidukikije	11

D.3. Ni izihe mpinduka umuganda wazanye mu bukungu bw'aka gace mutuyemo? (NTUMUSOMERE)

Imihanda myiza yoroshya gutwara abantu n'ibintu	1
Amateme yoroshya gutwara abantu n'ibintu	2
Ubutaka ntibugitwarwa n'isuri	3
Amashyamba yongera umutungo w'akarere	4
Ibihingwa bizamura umutungo w'akarere	5

#### III. INZITIZI

E.1. Ni izihe nzitizi muhura nazo zididindiza imigendekere myiza y'umuganda n'umugaruro uba utegerejwemo (ntumusomere)

Gutegurwa nabi	1
Kutamenyesha abaturage	2
Kutitabira kwa bamwe mu baturage	3
Abaturage batitwaza ibikoresho bikenewe	4
Izindi (zivuge)	5

MURAKOZE!

### Annex 5: Interview guide Imihigo

1. Ni iki waba uzi ku mihigo?
2. Imihigo y'Akarere ikorwa ite?
3. Ugira uruhe ruhare mw'itegurwa ry'imihigo ?
4. Ni bande bagira uruhare mu gutegura ibikorwa n'ingengo by'Imihigo y'Akarere?
5. Ni iki ubazwa muri iryo tegurwa ry'Imihigo?
6. Ni ibiki byahindutse mu igenamigambi bituruka ku Mihigo ugereranije n'uko byakorwaga mbere? (impinduka imihigo yazanye?)
7. Ni izihe mbogamizi muhura nazo mugushyira mu bikorwa Imihigo ?
8. Ni ibihe bikorwa by'ingenzi mwagezeho biturutse ku mihigo by'umwihariko?
9. Ni ibihe bibazo bituma imihigo imwe n'imwe itagerwaho?
10. Ni izihe mpinduka imihigo yagize ku rugo rwanyu?

## Annex 6: Composition of focus group discussions in the district (illustration)



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Kigali, 3 Ukwakira 2013  
Ref. *184*./13/SNS/NL

**Umuyobozi w'Akarere ka Rubavu  
Intara y'Iburengerazuba**

**Impamvu: Ubushakashatsi bugamije gusesengura uko zimwe muri gahunda za Leta zo kwihutisha iterambere ry'abaturage zishingiye ku muco Nyarwanda (Home Grown Initiatives) zatanze ibisubizo.**

**Bwana Muyobozi,**

Bisabwe n'Ikigo cy'Igihugu Gishinzwe Imiyoborere Myiza (Rwanda Governance Board), SN Solutions Ltd irakora ubushakashatsi bugamije gusesengura zimwe muri gahunda Leta yashyize mu bikorwa mu kwihutisha iterambere ry'abaturage bishingiye ku muco nyarwanda (Home Grown Initiatives). Izo gahunda ni Girinka, Ubudehe, Umuganda n'Imihigo. Ubu bushakashatsi barasesengura uko izo gahunda zaba zaratanze ibisubizo ndetse zigateza imbere ubukungu n'imibereho myiza y'Abanyarwanda. Akarere ka Rubavu kari mu turere icumi (10) twatoranyijwe gukorerwamo ubu bushakashatsi.

Nyuma y'ikusanyamakuru ryakozwe mu mirengye ya Mudende na Rubavu hakoreshjwe «questionnaire», itsinda ry'abashakashatsi ririfuza kuganira n'abayobozi, abakozi, abafatanyabikorwa, abavuga rukumvikana na bamwe mu bagenerwabikorwa b'izo gahunda.

*Icyo kiganiro twifuza ko cyabera ku biro by'akarere ku itariki ya 11 Ukwakira 2013 kuva samunani (14h00). Abo twifuza ko mudutimirira ni aba bakurikira:*

- Umuyobozi wa VUP mu Karere (1)
- Umukozi ushinze Umuganda mu Karere (1)
- Umukozi ushinze Ubudehe mu Karere
- Umuyobozi ushinze igenamigambi mu Karere (1)
- Umukozi ushinze Girinka mu Murenge (1)
- Umukozi ushinze Umuganda mu Murenge (1)
- Uhagarariye Komite y'Ubudehe mu Murenge
- Abahagarariye abafatanyabikorwa mu Murenge (2)
- Abahagarariye abavuga rukumvikana mu Murenge (2)
- Abayobozi b'utugari (2)
- Abayobozi b'imidugudu (2)
- Umuyobozi w'Umurenge (2)

Tubashimiye inkunga mudutera muri ubu bushakashatsi

**Laurent NDIRAMIYE**  
Umuyobozi wa SN Solutions Ltd

**Bimenyeshejwe:**

- Umuyobozi Mukuru w'Ikigo Gishinzwe Imiyoborere (R&B)



## Annex 7: Regression model building and specification

The government of Rwanda has put an effort towards reducing poverty among its population by implementing poverty reduction policies such as Girinka and Ubudehe programs. The programs aimed at allocating a cow under Girinka program or giving a certain amount of money to a poor household under Ubudehe program. Notice that, the allocation of one cow for a poor household or certain amount of money will increase  $y_j$ , which is the individual consumption. Suppose that  $x_j$  is the income generated by these programs to increase the level of consumption for a poor household  $j$ .

Then there is a relationship between  $y_j$  and  $x_j$  written as:

$$y_j = f(x_j) \dots \dots \dots (1)$$

Assume that  $y_j$  and  $x_j$  have a linear relationship, then

$$y_j = \alpha_0 + \alpha_1 x_j \dots \dots \dots (2)$$

Where:

- $\alpha_0$  is the intercept or the household income before joining the Program
- $\alpha_1$  is the slope or rate of change of the function induced by the the income generated by the program.

The constants  $\alpha_0$  and  $\alpha_1$  are unknown parameters to be estimated by the help of data collected on the incomes of the households beneficiaries before and after joining the program.

Taking data of  $y_j$  and  $x_j$  on a scatter diagram it will be unrealistic to expect each observed pairs  $(y_j, x_j)$  to lie on a straight line due to many other factors that can influence household income.

So, equation (2) becomes

$$y_j = \alpha_0 + \alpha_1 x_j + \varepsilon_j \dots \dots \dots (3)$$

Where:

- $y_j$  stands for the consumption of household  $j$ ,
- $x_j$  the explanatory variable consisting of the income from the program and
- $\varepsilon_j$  is the error term which takes care of the other parameters that are not captured by the model.

### a) Assumptions of the model

The estimation of the model involves the determination of numerical values of the parameters  $\alpha_0$  and  $\alpha_1$ . This requires the following assumptions:

6. **The linear relationship between  $y_j$  and  $x_j$**   
 $y_j$  is assumed to be a linear function of  $x_j$  and  $\varepsilon_j$ . Whereas  $y_j$  and  $x_j$  are observable and  $\varepsilon_j$  unobservable.
7. **The randomness of the model**  
 $\varepsilon_j$  is assumed to be a random variable which could be either positive, negative or zero.
8. **The assumption of Zero Mean of  $\varepsilon_j$**

$$E(\varepsilon_j) = 0,$$

$$\text{Hence } E(y_j) = \alpha_0 + \alpha_1 x_j \dots \dots \dots (4)$$

Where E is the expectation.

**9. The constant variance assumption of  $\epsilon_j$**

$\epsilon_j$  is assumed to be homoscedastic

$$Var(\epsilon_j) = E[(\epsilon_j - E(\epsilon_j))]^2 = E(\epsilon_j^2) = \sigma_\epsilon^2 \dots\dots\dots (5)$$

**10. Assumption of normality of  $\epsilon_j$**

The variable  $y_j$  is normally distributed with mean  $\alpha_0 + \alpha_1 x_j$  and variance  $\sigma_\epsilon^2$ .

Since  $y_j = \alpha_0 + \alpha_1 x_j + \epsilon_j$ , its distribution will be determined by  $\epsilon_j$  alone as  $\alpha_0$  and  $\alpha_1$  are constants and  $x_j$  is non-stochastic. Therefore, since  $\epsilon_j$  is normally distributed,  $y_j$  is also normally distributed.

$$y_j \sim N(\alpha_0 + \alpha_1 x_j, \sigma_\epsilon^2) \text{ and } \epsilon_j \sim N(0, \sigma_\epsilon^2) \dots\dots\dots (6)$$

**11. Zero covariance of  $x_j$  and  $\epsilon_j$  assumption**

The variable  $x_j$  and the stochastic term  $\epsilon_j$  are non-correlated and therefore they have zero covariance.

$$Cov(\epsilon_j, x_j) = 0 \dots\dots\dots (7)$$

**12. Assumption of non-autocorrelation of  $\epsilon_i$  and  $\epsilon_j$**

$$Cov(\epsilon_i, \epsilon_j) = 0 \text{ for } i \neq j \dots\dots\dots (8)$$

**b) Estimation of the parameters**

To estimate the parameters  $\alpha_0$  and  $\alpha_1$  of Equation (3), the Ordinary Least Squares Method (OLS) can be employed. To do so, let change equation (3) into:

$$\sum_{j=1}^n \epsilon_j^2 = \sum_{j=1}^n (y_j - \alpha_0 - \alpha_1 x_j)^2 \dots\dots\dots (9)$$

Then differentiate  $\sum_{j=1}^n \epsilon_j^2$  with respect to  $\alpha_0$  and  $\alpha_1$  to yield the following equations

$$\frac{\partial \sum_{j=1}^n \epsilon_j^2}{\partial \alpha_0} = 2n\alpha_0 - 2 \sum_{j=1}^n y_j + 2\alpha_1 \sum_{j=1}^n x_j \dots\dots\dots (10)$$

and

$$\frac{\partial \sum_{j=1}^n \epsilon_j^2}{\partial \alpha_1} = 2\alpha_1 \sum_{j=1}^n x_j^2 - 2 \sum_{j=1}^n x_j y_j + 2\alpha_0 \sum_{j=1}^n x_j \dots\dots\dots (11)$$

Minimizing equations (10) and (11) respectively and equate to 0, we get the following normal equations:

$$\sum_{j=1}^n x_j y_j = n\hat{\alpha}_0 + \hat{\alpha}_1 \sum_{j=1}^n x_j^2 \dots\dots\dots (12)$$

and

$$\sum_{j=1}^n y_j = n\hat{\alpha}_0 + \hat{\alpha}_1 \sum_{j=1}^n x_j \dots\dots\dots (13)$$

Solving the two normal equations for  $\hat{\alpha}_0$  and  $\hat{\alpha}_1$  thereby obtaining formula for determining the estimates/numerical values of  $\hat{\alpha}_0$  and  $\hat{\alpha}_1$ .

By Cramer's rule, we get:

$$\hat{\alpha}_0 = \frac{\sum_{j=1}^n y_j \sum_{j=1}^n x_j^2 - \sum_{j=1}^n x_j y_j \sum_{j=1}^n x_j}{n \sum_{j=1}^n x_j^2 - \left( \sum_{j=1}^n x_j \right)^2} \dots\dots\dots(14)$$

and

$$\hat{\alpha}_1 = \frac{n \sum_{j=1}^n x_j y_j - \sum_{j=1}^n x_j \sum_{j=1}^n y_j}{n \sum_{j=1}^n x_j^2 - \left( \sum_{j=1}^n x_j \right)^2} \dots\dots\dots(15)$$

respectively.

## Annex 8: Guiding indicators for the valuation of works carried out in Umuganda

### I. LAND CONSERVATION AND SWAMP DEVELOPMENT

#### I.1 Price for agricultural activities

Activities	Daily works(Hd) area-length	Price per area or length (Rwfs)	Observation
Radical Terraces	1500 H-D/ ha	750 000/ha	The figures provided are averages
Anti-erosion ditches	1 H-D/ 5m	100/m	
Planting of grasses for soil retention			
Measuring where to put anti-erosion ditches	1 H-D/20 m	25/m	
Marshlands development, non major activities carried out by the Government	1000 H-D/ha	500 000/ha	

#### I.2. Price Estimates for reforestations

N°	Description	Price
1	Labour/worker per day	500Rwf/HD
2	Preparation of seedlings	25 Rwf/all three months
3	Transport of seedlings	5-10 Rwf
4	Staking out	1500 frw/ha ( 3 hd/ha)
5	Digging holes	15Rwf/for one (holes30/hd)
6	Leveling the nursery site	4 Rwf/ 2 m leveled (1 acre/Hd)
7	Preparation of nursery	500 Rwf/ 10m bank of earth
8	Building nurseries	500 Rwf/ 10m bank of earth
9	To fill the germination sacks (put in the soil)	2 Rwf/ germination sack (200 germination sacks /Hd)
10	Transplanting the seedlings	2 Rwf/seedling (200 seedlings/Hd)
11	Watering	0.05frw/seedling(10.000seedlings/Hd)

N <sup>o</sup>	Description	Price
12	To weed seedlings	0.16 Rwf/ germination sack (2500seedlings /Hd)
13	To relocate germination sacks by separating good seedlings from the bad ones or those with problems	0.16Rwf/germination sack (2500seedlings /Hd)
14	Cut off the roots in case of a delay in planting seeds	1 Rwf/seedling(400seedlings /Hd)
15	To plant seedlings	5 Rwf/ seedling
16	Pruning the trees for the first time	1500 Rwf (3 Hd/ha)
17	Harrowing around the seedlings or the whole field	5000 Rwf/ha (10 Hd/Ha)
18	To paint the trees to be cut	1500/ha (3 Hd/ha)
19	To thin out the forest	16 Rwf/stump (stumps 30/Hd)
20	Barking of trees	30 rfw/ stump or stumps 15/Hd
21	Pruning at 2 m	16 rfw/tree (30 trees/Hd)
22	Pruning at 9 m	50 rfw/ tree (15trees/Hd)
23	Full clearing	1 Rwf/m <sup>2</sup> (20 Hd/ha)
24	Firebreak	1 Rwf/m <sup>2</sup> (20 Hd/ha)
25	Firebreak	2 Rwf/m (200m/Hd)
26	To create anti erosive ditches	1200 Rwf/ one (3HD/10m)
27	To maintain anti-erosive ditches	600 Rwf/ one or 1.5 HD/10m
28	To maintain strips of land in a forest (6m)	50/m or 10m/Hd
29	To create strip of land in a forest	1500 Rwf/m (3 Hj/m) or 1-3m/Hd
30	Rehabilitate existing roads	2900 Rwf/Km
31	Uprooting stumps	80 Rwf/stump
32	Hauling trees + stumps	15 Rwf/ stump
33	Unblocking holes	5 Rwf/ stump
34	Hoing	8 Rwf/tree

### I.3. Price for water resources activities

- Grass cutting :  $1\text{m}^2 = 65 \text{ Rwf}$
- Drainage channels:  $1\text{m}^3 = 750 \text{ Rwf}$
- To install water pipes in the ground: 1meter = 20 Rwf

### I.4. Price for roads management

#### A. Main Tarmac roads

Activity	Quantity	Total cost
Sustainable maintainance	Km/ month	99 500
Every three months	Km	60 000 000
Rehabilitation	Km	230 000 000

#### A. Pavement roads

Activity	Quantity	Total cost
Sustainable maintainance	Km/ month	63 300
Every three months	Km	16 000 000
rehabilitation	Km	50 000 000

#### B. Rural feeder roads

Activity	Quantity	Total cost
Full rehabilitation	Km/ month	10 440 000
Spot rehabilitation	Km	3 480 000

#### C. Urban roads

Activity	Quantity	Total cost
Pedestrian street and parkings (street, parking...)	$\text{m}^2$	11 600
Urban Drainage	Km	2 320 000

**N.B:** These indicators have been approved by HIMO

**Annex 9: Umuganda Competition winning activities 2009-2010, 2010-2011 and 2011-2012**

Province	2009-2010	2010-2011	2011-2012
City of Kigali	<ul style="list-style-type: none"> <li>- <b>9 YBE School in Gikondo awarded 31/50</b>, only because the activity was not planned by the community itself and there no supporting reports. It has a value of <b>Rwf 105,000,000 and the citizen contribution is evaluated at 30%</b>.</li> </ul>	<ul style="list-style-type: none"> <li>- Constructing 54 houses for the vulnerable households from grass thatched houses (nyakatsi) in Nyamugenge district, Kanyinya Sector valued at Rwf 243,000,000 of which Umuganda contribution is Rwf 163,800,000</li> </ul>	<ul style="list-style-type: none"> <li>- 5 Ayabaraya primary school rooms in MASAKA Sector in KICUKIRO District (first at City of Kigali level)</li> <li>- Kibaza Cell office, in KACYIRU sector, GASABO and 100 houses for vulnerable genocide survivors in NYAMIRAMBO, NYARUGENGE</li> </ul>
South	<ul style="list-style-type: none"> <li>- The realisation is located in <b>Mushishiro sector</b>, Munazi cell. The water supply got <b>43/50</b>, and has a value of <b>Rwf 2,780,000</b>.</li> </ul>	<ul style="list-style-type: none"> <li>- 6 ha of pineapple in Nyamagabe District, Sector of Musange, Cell of Jenda Nyakirambi village for a value of 24,000,000</li> </ul>	<ul style="list-style-type: none"> <li>- 11 cell offices in KIRURI cell, MUKINGO sector, NYANZA District (first at national level)</li> <li>- Umurenge SACCO office in NY AMIYAGA, KAMONYI district;</li> <li>- Houses for people relocated from grass thatched houses in MUCUNDA village, BUHIMBA Cell, RUSATIRA Sector in HUYE District;</li> <li>- Genocide memorial in NYARUSANGE, MUHANGA district.</li> <li>- GAKO cell office in NTONGWE Sector, RUHANGO District;</li> <li>- Tundiro village office in UMUBANGA Cell, NYANZA Sector, GISAGARA District;</li> <li>- 12 houses in RUGERERO Cell, KIVU Sector, NYARUGURU District;</li> <li>- Public library in NGIRYI Cell, GASAKA Sector, NYAMAGABE District</li> </ul>
North	<ul style="list-style-type: none"> <li>- Awarded <b>45/50</b>, and valued at <b>8 000 000 Fr</b></li> </ul>	<ul style="list-style-type: none"> <li>- Connection to electricity power supply by the citizens themselves in Rulindo district, Sector of Rukoza, Cell of Mbuye, for a value of Rwf 5,758,996.</li> </ul>	<ul style="list-style-type: none"> <li>- Cell offices in Nkomane, Mahoko, Karambo and Rusongati in KANAMA Sector, RUBAVU District (ranked third at national level)</li> <li>- Umurenge SACCO office at REBAKURE, NYANZA, COKO Sector in GAKENKE District (first at provincial level)</li> <li>- 16 houses for disaster affected households in SHANGASHA Cell, SHANGASHA Sector, GICUMBI District; Water points in the cell NDAGO, RUSARABUYE Sector, BURERA District;</li> <li>- Cleanliness and rehabilitation of Shyorongi memorial in BUGARAGARA Cell, SHYORONGI Sector, RULINDO District;</li> <li>- 28 ha of radical terraces in MUSEZERO cell, RWAZA Sector</li> </ul>

Province	2009-2010	2010-2011	2011-2012
<b>East</b>	<ul style="list-style-type: none"> <li>- Apart from the collective Krall, a road of 4 Km was also constructed. The krall has a value of Rwf <b>1,800,000</b>, and was awarded <b>43/50</b></li> </ul>	<ul style="list-style-type: none"> <li>- Construction of Rwesero Cell office in Kirehe district, Kirehe sector. Value Rwf 11,000,000.</li> </ul>	<p>MUSANZE District</p> <ul style="list-style-type: none"> <li>- Road km 5 in RUKARA, KAYONZA District (ranked second at national level)</li> <li>- Umurenge SACCO office in MUSHIKIRI, KIREHE District;</li> <li>- 55 houses for the vulnerable (25 genocide survivors and 30 houses for historically marginalised households in NYAMATA, BUGESERA District</li> <li>- Umurenge SACCO office in JARAMA, NGOMA District;</li> <li>- 22 houses for the vulnerable in AKANZU Cell, NZIGE, RWAMAGANA District</li> <li>- 12YBE rooms for G.S. Muhura/Taba and G.S. Bibare in MUHURA, GATSIBO District;</li> <li>- 12YBE rooms and 84 toilets in KATABAGEMU, NYAGATARE District</li> </ul>
<b>West</b>	<ul style="list-style-type: none"> <li>- FOSACOM Health centre awarded <b>44/50</b>, and valued at Rwf <b>5,750,000</b></li> </ul>	<ul style="list-style-type: none"> <li>- Electricity hydro power plant in Ngororero, Kavumu Sector for a value of 18,142,000.</li> <li>- The electricity power plant was constructed based on the contribution of the citizens. It allowed the population to operate TVs and to get informed and attracted traders. They are supplying electricity to a secondary school and a health centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Umurenge SACCO Abisungane office in RUREMBO Sector, NYABIHU District;</li> <li>- Health post construction in GASAYO Cell, KARENGERA Sector, NYAMASHEKE District,</li> <li>- Cell office in GASHARU Cell, GITESI Sector, KARONGI District;</li> <li>- Power plant in TORERO Cell, NGORORERO Sector, NGORORERO District;</li> <li>- Electricity connection in GAHUNGERI Cell, GITAMBI Sector, RUSIZI District,</li> <li>- Cell office in RUGEYO Cell, MURUNDA Sector, RUTSIRO District</li> </ul>

Source: Compiled from MINALOC Umuganda reports 2009-2010, 2010-2011, 2011-2012

## **Annex 10: Themes discussed after Umuganda in 2010-2011 (PM REPORT 2010-11)**

1. Preparation of the presidential elections held on 09/08/2010 evaluating whether all the people are properly registered on the electoral list;
2. Preparation of Imihigo for the fiscal year 2010-2011 integrating activities on fighting malnutrition;
3. The parents should follow up the education of their children;
4. Planning for annual Umuganda activities (from the Village level);
5. Setting up strategies for body, workplace and home cleanliness;
6. International peace day
7. Forestry management from the nursery beds to the harvesting of the forest;
8. Hygiene and cleanliness and manual activities;
9. The contribution of local governments in achieving MDGs (Localizing MDGs).
10. Preparation of 16 days dedicated to fighting GBV starting from 25/11/2010 to 10/12/2010;
11. In order to prepare for the week on fighting drug abuse starting on 05/02/2011, debates were conducted on the theme “Let’s build our nation while fighting the dissemination and use of drugs in Rwanda”.
12. Protecting oneself and protecting the other against HIV/AIDS is a responsibility of everyone, I have chosen to use condom ».
13. Discussing on the annual day on the Nile River during the Umuganda of 26/02/2011
14. Discussing on the international woman day held on **08 Werurwe 2011 and on the week dedicated to Women and Girls in the fight of grass thatched houses - nyakatsi**;
15. Correcting the information supplied for Ubudehe categories database,
16. Preparing for the International Water Day held on 22/03/2011 discussions on the theme: **Water in the Cities: “Solving Urban inhabitants problems”**
17. Debating on the annual week for the commemoration of the 1994 Genocide and remembering the victims of the 1994 Genocide; the theme for the year 2010/2011 is "Remembering the Genocide against the Tutsi : “DUSHYIGIKIRE UKURI, TWIHESHE AGACIRO"
18. Discussion of strategies to contain disasters.
19. Preparing for the Labour Day held on **01/05/2011** discussion the theme: **“Promoting employment supporting professional cooperatives and associations“**.
20. Preparing for the International Environment Day held on 5 June, an Environment week was prepared which started on **28/05/2011 and ended on 05/06/2011**. Debating on the theme: **Forests: “A useful natural resource“**.
21. Preparing the African Child Day and the International Family Day debating on the theme: **“Lets fight child delinquency and fight against household poverty and discrimination“**.
22. In the framework of continuing the program introduced by the First Lady to ensure that no should be contaminated with HIV/AIDS by parents, the following theme was discussed : **“Combining our efforts we can eradicate HIV/AIDS that children get from their parents“**
23. Preparing for the fourth general household census of the population and habitat to be conducted in 2012, the following theme was debated: **“Let’s know the boundaries, infrastructure and the number of inhabitants of our village“**.
24. In preparation for the Liberation Day held on 04 July 2011, preparation of the commemoration week starting from 28 June and ended on 04 July 2011.

### Annex 11: Key achievements of Imihigo as captured by annual evaluations

2009-2010	2010-2011	2011-2012	2012-2013
<p><input type="checkbox"/> SACCOs: Good progress has been made in mobilizing citizens to join SACCOs.</p> <p><input type="checkbox"/> 9YBE: substantive progress made in classroom construction in all Districts.</p> <p><input type="checkbox"/> VUP: implementation of the three programs of VUP substantially improved the welfare of citizens and implementation of government policies such as SACCO, Terracing, road construction, etc.</p> <p><input type="checkbox"/> Land use consolidation: extensive cultivation of selected crops (wheat, Irish potatoes, coffee, tea, beans, etc.) through public works, TIG, and one village one product program;</p> <p><input type="checkbox"/> <b>Infrastructure:</b> most rural and town roads in good shape, with some newly constructed while the others rehabilitated.</p> <p><input type="checkbox"/> <b>Good health statistics</b> on maternal and child mortality, accessibility of maternal and child care, and accessibility to health insurance (Mutuelle de Santé, etc..</p>	<p><input type="checkbox"/> <b>Land use consolidation:</b> Land use consolidation has become a common and widely acceptable practice. Use of programs such as public works, TIG to make terraces, the supply of fertilizers and the cooperative system enhanced the general response to the land use consolidation system to ensure food security.</p> <p><input type="checkbox"/> <b>Infrastructure (such as roads, health centres and food processing plants):</b></p> <ul style="list-style-type: none"> <li>- Most rural and town roads in good condition.</li> <li>- Health Centres constructed and equipped in a number of sectors.</li> <li>- Small scale food processing plants constructed in partnership with the private sector and through cooperative system.</li> <li>- Water pipes and electricity networks have been laid to reach areas of population concentration and Imidugudu sites.</li> </ul> <p><input type="checkbox"/> <b>Greening and Beautification:</b></p>	<p><input type="checkbox"/> <b>Good Cooperation and the collaboration among the district officials, security organs and the Province;</b></p> <p><input type="checkbox"/> <b>Planning, commitment to completion of Imihigo, reporting and readiness to evaluation :</b> planning and reporting improvement, readiness and confidence of the staff while presenting their achievements as well as the number of completed projects.</p> <p><input type="checkbox"/> <b>Improvement of agriculture production:</b> efforts made by districts in mobilizing and advising farmers on how to improve farming.</p> <p><input type="checkbox"/> <b>Electricity rollout and water supply projects:</b> great improvement in distribution of electricity and water in both urban and rural areas;</p> <p><input type="checkbox"/> <b>Citizen participation and ownership of government programs :</b> especially health insurance scheme, SACCOs, 12YBEs, Girinka, adult literacy etc.</p>	<p><input type="checkbox"/> Enhanced <b>mobilisation and wide stakeholder participation</b> at District and Sectors levels, with specific Imihigo targets are assigned to a stakeholder or organ in some districts;</p> <p><input type="checkbox"/> <b>Multi-year, high impact projects:</b> Some multi-year projects implemented are expected to have big impact in transforming the local economies. These initiatives include Integrated Craft Production Centres; Modern Markets; improving institutional capacity through construction of SACCOs, Administrative offices; Marshland reclamation; agro processing plants; and urban transformation of regional cities, among others;</p> <p><input type="checkbox"/> <b>Public Private Partnership</b> promoted especially in developing infrastructure of strategic importance;</p> <p><input type="checkbox"/> <b>In the Social Sector,</b> increased mobilization towards realizing the MDGs targets for maternal and child health, family planning services; construction</p>

2009-2010	2010-2011	2011-2012	2012-2013
<p><input type="checkbox"/> <b>Small scale factories:</b> evidence in most Districts of initiating small scale factories most especially those involved in agro-based products.</p>	<p>Reasonable effort made in the beautification of premises of most public buildings;</p> <p><input type="checkbox"/> <b>Land registration</b> improved drastically;</p> <p><input type="checkbox"/> <b>SACCOs:</b> Commendable progress made in mobilizing the community to join SACCOs;</p> <p><input type="checkbox"/> <b>Rural Settlement (Imidugudu):</b> general improvement in mobilizing citizens to build in areas set aside for communal villages.</p> <p><input type="checkbox"/> <b>9YBE.</b> substantial progress in classroom construction.</p> <p><input type="checkbox"/> <b>Teachers' Salaries and Arrears:</b> Great efforts made in ensuring that teachers are paid their monthly salaries in time.</p> <p><input type="checkbox"/> <b>Community Assemblies (Inteko z'Abaturage):</b> function of Community Assemblies reasonably understood, and gathering once a month to resolve various community problems.</p>	<p><input type="checkbox"/> Citizen participation in Imihigo process was visible especially in rural areas.</p> <p><input type="checkbox"/> <b>Infrastructure development</b> : impressive number and quality of infrastructures put up in one year: roads &amp; bridges, hospitals &amp; health centres, ravines especially in the City of Kigali, classrooms &amp; toilet facilities, houses constructed for vulnerable people, modern markets, selling points, drying grounds, street lighting and housing development in urban and trading centres, administrative offices etc.</p>	<p>of 12YBE classrooms and teachers' hostels; Establishment of Early Childhood Development (ECD) centres; increasing adult and functional literacy; scaling up Girimka ; rehabilitation of genocide memorial sites, etc.;</p> <p><input type="checkbox"/> <b>Under the Governance and Justice pillar:</b> construction and furnishing Cell offices. The e-document system operational in most cells; One Stop Centres established; community TVs installed at sector level; and facilities for video conferencing put in place.</p>

*Source: Compilation from Imihigo evaluation reports 2009-2010 through 2012-2013*

## Annex 12: Challenges reported by the evaluations of Imihigo

2009-2010	2010-2011	2011-2012	2012-2013
<p><input type="checkbox"/> <b>Unrealistic and overambitious targets,</b></p> <p><input type="checkbox"/> Setting targets without consideration of available and potential resources to achieve them;</p> <p><input type="checkbox"/> <b>Planning gaps still exist in Districts</b> - making it <b>difficult and often impossible to measure progress.</b></p> <p><input type="checkbox"/> <b>Unclear and often confusing baselines and targets</b> making it difficult to measure progress made;</p> <p><input type="checkbox"/> Routine activities that should not have been part of performance contracts;</p> <p><input type="checkbox"/> Poor filing and reporting systems hampering tracking of progress made.</p> <p><input type="checkbox"/> General lack of progress reports on activities implemented</p> <p><input type="checkbox"/> Difficult to measure the role played by development partners vis-à-vis the contributions by Districts;</p> <p><input type="checkbox"/> District officials were not Imihigo-focused.</p> <p><input type="checkbox"/> Exercise of designing performance contracts/Imihigo often influenced by activities/targets raised by various government institutions including ministries of which most of the activities lacked funding</p>	<p><input type="checkbox"/> <b>Unrealistic and over-ambitious targets</b> by district was common making to some targets not easy to achieve in 12 months,</p> <p><input type="checkbox"/> <b>Planning gap</b> especially on setting and maintaining logic and consistence of objectives, baseline, output/targets &amp; indicators;</p> <p><input type="checkbox"/> Districts setting <b>too low targets requiring less effort to implement.</b></p> <p><input type="checkbox"/> <b>General weak practice of consistent implementation reporting and filing;</b></p> <p><input type="checkbox"/> Disappointments by districts partners not fulfilling their commitments in funds disbursement, especially Central Government institutions and development partners;</p> <p><input type="checkbox"/> Setting targets not based on uniqueness of rural and urban settings;</p> <p><input type="checkbox"/> Setting targets that are beyond districts full control (fully managed by the central government) e.g. construction of stadiums and development of Master plans, etc.;</p> <p><input type="checkbox"/> General lack of communication and reporting challenges hindering implementation of targets;</p>	<p><input type="checkbox"/> <b>Some of the Imihigo lack on the underlying principles of excellence and ambition, especially under the economic and Social pillars</b> which are the drivers of local socio-economic transformation;</p> <p><input type="checkbox"/> <b>Too small targets were compared to the districts potential and financial needs on own revenue collection;</b></p> <p><input type="checkbox"/> Low maintenance efforts, despite the number of public infrastructures put in place such as schools, health centres, roads, water supply systems, selling points, agricultural processing plants, drying facilities, markets etc.;</p> <p><input type="checkbox"/> <b>Little attention paid to the nature and quality of education</b> despite good targets on increase of classrooms and limiting school dropouts;</p> <p><input type="checkbox"/> No access to clean water and substandard houses in some areas, despite great efforts to supply of clean</p>	<p>i. <b>Vulnerability to unpredictable weather conditions:</b> long spells of drought, that often lead to crop failure and reduced livestock productivity, intense floods in marshlands and low lands, affecting planned targets;</p> <p>ii. Urbanization and Urban Development:</p> <p>a. No specific institution for urban development at CG level to support Districts in urban planning and development;</p> <p>b. Low pace of urban development especially Gicumbi, Ngoma, and Huye;</p> <p>iii. Basic infrastructure development:</p> <p>a. Lack and poor strategic roads connecting rural and urban areas within the District;</p> <p>b. Rural electrification still low in some districts is especially Grakenke, Nyamagabe, Gisagara and Gicumbi;</p> <p>c. Low rate of accessibility to clean water especially in Nyagatare, Gatsibo, Ruhango, Nyanza and volcanic areas of Musanze and Burera Districts;</p>

2009-2010	2010-2011	2011-2012	2012-2013
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implemented big projects creating significant impact on population but missing in Imihigo documents;</li> <li><input type="checkbox"/> Vague and ambiguous targets on soil erosion control leading to subjectivity in reports and difficulties in ascertaining the exact situation on ground.</li> </ul>	<p>water and construction of houses for vulnerable people;</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> More effort still needed in scaling up the support to genocide survivors, marginalized groups and the disabled.</li> <li><input type="checkbox"/> Despite increasing awareness of the citizens on Imihigo all districts, need to invest extra effort in having written family level Imihigo to ensure their implementation.</li> </ul>	<p>v. Agriculture and livestock development:</p> <ul style="list-style-type: none"> <li>a. Low rate of Agriculture mechanization and irrigation in terms of access and cost;</li> <li>b. Shortage of water for livestock farming in Nyagatare, Gatsibo and Kayonza Districts.</li> </ul>

*Source: Compilation from Imihigo evaluation reports 2009-2010 through 2012-2013*



## About this Journal

*A leading and informative journal for emerging trends in policy and political developments, the Rwanda Governance Review (RGR) is devoted to governance analysis in Rwanda and beyond. RGR is bi-annual publishing peer-reviewed research and analysis on policy formulation and implementation in political, public and corporate governance. Edited by Prof. Anastase SHYAKA, a lead expert in the field and Chief Executive Officer of the Rwanda Governance Board (RGB), the Rwanda Governance Review particularly appeals to Rwanda policymakers, scholars, practitioners, development partners, international experts, and anyone needing the newest evidence based orientation in Rwanda governance and policies.*

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