

Q

REPUBLIC OF RWANDA  
MINISTRY OF FINANCE AND ECONOMIC PLANNING  
NATIONAL POVERTY REDUCTION PROGRAMME

POVERTY REDUCTION POLICIES  
RELEVANCE TEST

CONDENSED  
REPORT OF THE STUDY

OSSREA RWANDA CHAPTER  
AUGUST 2001



ACKNOWLEDGEMENT

A Policy Relevance Test is not a stop/go or yes /no activity. It is a process which is on going and which will also be a component of a broader PRSP process. If a policy element was not relevant one option would be knowing why it is not and subsequently correcting or assisting in making it relevant. Unfortunately this would require a program with a bigger mandate and scope than the present status of this project permits. Even then this kind of work cannot be accomplished single handedly. Those who have contributed and are still contributing to this project are so many that it would be impossible to mention all of them here. On behalf of all let us thank the following people and groups.

Mr.Vincent Karega played a big role in assisting OSSREA to form a multidisciplinary group of researchers and later commissioning it to carry out this project. We thank him sincerely for the support, cooperation and advice we have lavishly enjoyed from him personally and his staff at the National Poverty Reduction Program. Particularly we are indebted to Ms Karin Christiansen whose scientific support and technical advice is still keeping this project alive.

This project has been accommodated by the National University of Rwanda. We appreciate the continuing patronage OSSREA is enjoying from the Rector Dr.Emile Rwamasirabo and Vice Rector Dr. Jean Bosco Butera of the University.

OSSREA headquarters in Addis Ababa has always been around for encouragement and inspiration. We hope this support, morally and materially, will continue till the end of this project. We commend the existing relation we have with the office and in particular Prof Abdel Ghafar Ahmed.

Ministers, Directors, Managers, Executive Secretaries patiently received OSSREA researchers in Kigali and elsewhere. We are grateful for their collaboration and look forward to continuing the relationships.

There were in all 21 senior researchers, 10 assistants and 10 enumerators. Without their tireless work there would be no PRT report and a continued *esprit de corps* was indispensable to finishing this task. Their exemplary work is indelible.

The last group is not the least important. These are men and women, old and young, some in leadership positions and others from vulnerable groups. It is their voices and their opinion we are presenting in this report. We hope by this report we shall have made their voices heard by a few more other people than ourselves.

Finally we are grateful to Maggy for her diligence and meticulous word processing of this report and other project documents.

We thank them all.



## TABLE OF CONTENTS

Acknowledgement.....	i
Table of Contents.....	ii
List of Abbreviations.....	iii
List of Table.....	iv
List of chart.....	v
List of Boxes.....	v
Executive Summary.....	vi
<b>CHAPTER 1 PRELIMINAIRES.....</b>	<b>1</b>
1.INTRODUCTION.....	1
2.ORGANISATION OF STUDY.....	2
<b>CHAPTER 2 BACKGROUND FRAMEWORK (Summary of Part ONE).....</b>	<b>4</b>
2.1. NATIONAL CONTEXT.....	4
2.2. CHARACTERISTICS AND EXTENT.....	5
2.3. POVERTY REDUCTION STRATEGY.....	6
2.4. OBJECTIVES OF PRT.....	7
2.5. PROJECT RATIONALE.....	8
2.6. CONCEPTUAL FRAMEWORK.....	8
<b>CHAPTER 3 METHODOLOGY (Summary of Part TWO) .....</b>	<b>11</b>
1. STAGES.....	11
2. TEAM OF RESEARCHERS.....	14
3. CATEGORIES OF CONSULTED PEOPLE.....	14
4. SURVEY ORGANISATION.....	15
<b>CHAPTER 4 POLICY REVIEW AND PILOT STUDY (Summary of Party THREE) .....</b>	<b>16</b>
1. FINDINGS FROM POLICY REVIEW.....	16
2. FINDINGS FROM PILOT SURVEY.....	21
<b>CHAPTER 5 FINDING FROMS NATIONAL SURVEY ( Summary of Part FOUR) .....</b>	<b>30</b>
1. QUANTITATIVE ANALYSIS.....	30
2. QUALITATIVE ANALYSIS.....	54
<b>CHAPTER 6 SECTOR POLICY PROPOSITIONS (Summary of part FIVE).....</b>	<b>66</b>
1. INTRODUCTION.....	66
2. SECTOR POLICIES.....	66
<b>CHAPTER 7 CONCLUSION AND RECOMMENDATIONS.....</b>	<b>75</b>
1. ASSESSMENT OF OBJECTIVES.....	75
2. GENERAL RECOMMENDATIONS.....	78
3. SPECIFIC CASES.....	79
4. AREAS OF FURTHER STUDIES.....	83



**LIST OF ABBREVIATIONS**

<b>AIDS</b>	<b>Acquired Immune Deficiency Syndrome</b>
<b>CC</b>	<b>Constitutional Commission</b>
<b>CDC</b>	<b>Communal Development Committee</b>
<b>CFJ</b>	<b>Centres de Formation des Jeunes</b>
<b>GOR</b>	<b>Government of Rwanda</b>
<b>HIPC</b>	<b>Highly Indebted Poor countries</b>
<b>HRD</b>	<b>Human Rights Commission</b>
<b>HRC</b>	<b>Human Resource Development</b>
<b>ICT</b>	<b>Information and Communication Technology</b>
<b>IDTs</b>	<b>International Development Targets</b>
<b>I-PRSP</b>	<b>Interim Poverty Reduction Strategy Paper</b>
<b>MINALOC</b>	<b>Ministry of Local Government</b>
<b>MINECOFIN</b>	<b>Ministry of Finance</b>
<b>NINICOM</b>	<b>Ministry of Commerce</b>
<b>MTEF</b>	<b>Mid Term Expenditure Framework</b>
<b>NGO</b>	<b>Non Governmental Organization</b>
<b>OSSREA</b>	<b>Organization for Social Sciences Research in Eastern and Southern Africa</b>
<b>PPA</b>	<b>Participatory Poverty Assessment</b>
<b>PRIMATURE</b>	<b>Prime minister's office</b>
<b>PRSP</b>	<b>Poverty Reduction Strategy Paper</b>
<b>PRT</b>	<b>Policies Relevance Test</b>
<b>SSA</b>	<b>Sub Saharan Africa</b>
<b>URC</b>	<b>Unity and Reconciliation Commission</b>



# LIST OF TABLES

Table 1.	Rwanda Social and poverty indicators	5
Table 2.	Comparison between Rwanda and SSA	6
Table 3.	Groups of researchers to cover national survey	15
Table 4.	PRT National Survey (First Round)	15
Table 5.	PRT National Survey ( Second Round)	15
Table 6.	Age Distribution	31
Table 7.	Distribution by sex	32
Table 8.	Level of Education .	33
Table 9.	Occupation	34
Table 10.	Knowledge of PRSP	35
Table 11.	Medium of knowledge	35
Table 12.	People's views on what poverty reduction is all about	36
Table 13.	People prioritization of sectoral policies	37
Table 14.	Ranking sectoral policies by the people	38
Table 15.	People's view on possible constraints to PRSP process	39
Table 16.	People's view on non-deliverance of PRSP	40
Table 17.	Prioritization of poverty reducing approaches	40
Table 18.	Ranking of poverty reduction sectoral policies of I-PRSP	41
Table 19.	Cited possible constraints by the people	42
Table 20.	Six most frequently cited constraints	42
Table 21.	Cited possible ill effects of non performance of PRSP	43
Table 22.	Prioritization of poverty reducing approaches	44
Table 23.	Urban women ranking of I-PRSP policies	45
Table 24.	Cited possible constraints for non-performance of PRSP	45
Table 25.	Possible constraints to effective deliverance of poverty reduction	47
Table 26.	Vulnerable group preference of approach to poverty reduction	48
Table 27.	Ranking poverty reducing policies	48
Table 28.	Possible constraints that can lead to non-performance of PRSP	49
Table 29.	Most frequently cited constraints	50
Table 30.	Cited ill effects of non-performance of PRSP	51
Table 31.	The youth preference of poverty reduction approach	52
Table 32.	Ranking sectoral policies	52
Table 33.	Possible constraints to poverty reduction	53
Table 34.	Some Policy Priorities/ actions and Responsibilities	81



## EXECUTIVE SUMMARY

### LIST OF CHARTS

- Chart 1: Age Distribution
- Chart 2: Distribution by sex
- Chart 3: Level of Education
- Chart 4: Type of Occupation
- Chart 5: Knowledge of PRSP
- Chart 6: Medium of knowledge of PRSP
- Chart 7: Prioritization of sectoral policies
- Chart 8: Ranking sectoral policies women
- Chart 9: Six most cited constraints
- Chart 10: Possible reason for non performance of PRSP
- Chart 11: Preference of urban women on approaches to poverty reduction
- Chart 12: Possible constraints to effective deliverance of poverty reduction
- Chart 13: Bad effects of non-performance of PRSP
- Chart 14: Preference of poverty reduction approach by the vulnerable
- Chart 15: Most frequently cited constraints
- Chart 16: cited ill effect of non performance of PRSP
- Chart 17: The youth preference

### LIST OF BOXES

- Box 1: Strengthening NPRP
- Box 2: Participation
- Box 3: On ownership
- Box 4: Cited socio-economic problems
- Box 5: A pauper so resigned
- Box 6: I would like a policy that can enable me also see the inside of a Classroom
- Box 7: Views of a widow
- Box 8: Old widow
- Box 9: Ndinda Mwana is gone with the times
- Box 10: Salariats weird view?
- Box 11: Blues of a child head of family
- Box 12: An old woman who lost her teeth because of hunger
- Box 13: Bukonya.A district to rehabilitate
- Box 14: Two genocide widows of Nyamata
- Box 15: I have to visit my husband in prison 4 to 5 times a month



## EXECUTIVE SUMMARY

This document is a condensed report of five documents that have been produced by the OSSREA team of researchers on Poverty Reduction Policies Relevance Test which is popularly referred to as Policy Relevance Test or PRT. The PRT exercise took 6 months, that is from early March till the end of August 2001.

PRT is one of the four studies (others are participatory poverty assessment PPA, core welfare indicators questionnaire CWIQ and *enquete integrale sur les conditions de vie des menages* or EICV) sponsored by the National Poverty Reduction Programme, NPRP, working under the Ministry of Finance and Economic Planning. PRT undertook to assess government policies at the grass-roots level throughout Rwanda, in 38 newly administrative districts.

The objectives of the PRT as a whole were: a) to assess local systems and skills for policy analysis process; b) to provide information related to smooth implementation of policies within communities; c) to provide information to policy-makers on responses of all stakeholders on policy articulation and perception; d) to evaluate the relevance of key policies on the real and actual needs of the people; e) to strengthen people's ownership of the country policies; f) to suggest ways of strengthening the working links between NPRP, line ministries, president's office and donors including NGOs; and g) to provide information for supporting NPRP in using PRSP for sustainable poverty reduction activities in Rwanda.

Part 1 of the study is on the background framework. PRT has been carried out at a crucial time in recent developments in Rwanda. It comes at a time when peace has been restored and economy stabilised. But it comes at a time when poverty is still as high as 65% (of the population) below the poverty line. Today, social indicators show a high level of poverty in Rwanda compared to SSA. This part of the study clarifies also the concepts of policy and that of relevance. Relevance is in relation to policies conforming to community priorities and needs, the national objective of reducing poverty by half in 20 years and changing people's lives in their respective communities.

The methodological approach of the entire study is detailed and explained in Part 2. The systematic steps that were undertaken to carry out and implement the PRT exercise were scheduled in 4 different but complementary stages respectively related to policy review and documentation; pilot study in two districts, one poor and the other rather well-off; national survey in 36 districts throughout the country; validation of findings, policy analysis and report writing. Surveying focused on mainly on women, youth, vulnerable groups, marginalised people, peasants, local leaders and district cadres by focus groups discussions and filling in written questionnaires.



The main reason of carrying out a study on policy relevance was to provide inputs to national policy-making, and particularly to the PRSP process.

Part 3 is a volume on the policy review carried out in Kigali and Butare and a pilot study conducted in the districts of Maraba and Nyanza. Policy review has suggested the following:

- PRSP should be publicised and explained to all Rwandans ;
- NPRP, a custodian of PRSP should be strengthened ;
- Participation should be deepened by sustaining continuous involvement of the people ;
- Costing or resource assessment for PRSP should be carried out ;
- A comprehensive planning system should be set up to link PRSP, Budget, MTEF, Vision 2020 and IDTs.
- Correct partnerships between government, private sector and civil society should be forged out to reduce over dependency on government for everything ;
- Ownership should be consolidated by involving more grass-root levels, CDCs and decentralised leadership structures ;
- Laws enacted should deliberately focus on poverty reduction.

Test by test evaluation of poverty reduction policy revealed the following :

- Activities should strive to reduce inequity by gender and income levels ;
- Relevance can be constrained mainly by lack of resources ;
- Cultural and religious frictions may make some policies inefficient ;
- All poverty reduction policies were found to be politically relevant ;
- Policies were in some cases suspected of not reaching the remotest sectors and regions ;
- Social capital component was seen to be overlooked in some policies.

Policies are concerned with a wide range of issues, such as governance, education, social welfare, economic development, labour, housing, taxation, food security, employment/unemployment, poverty reduction, sanitation, health, human resource development, agriculture and livestock, etc. Policy, to be relevant, must have impact on the community and attempt to influence people's lives. Major priorities that emerged from PRT include food security, HRD, health, restoration of local infrastructure and income generating activities.

Part 4 is a report of the National Survey carried out in 36 new districts of Rwanda. It contains both quantitative and qualitative analyses. Focus group discussions and questionnaires involved 845 Rwandans, majority of whom being between 30 and 45 years old. About 20% of these consists of the youth while about 45% were women. Only 76 had no education and 329 completed secondary education. Occupations were evenly distributed ; district leadership was 27% ,civil servants 30% and peasants 29%. Responses indicated that many had heard of I-PRSP but just only sometimes 294(35%) and on the radio 488(58%). Two most frequently cited approaches to poverty reduction were agriculture and human resource development. Ranking of I-PRSP policies put human resources development including education as number 1 followed by economic growth and stability.



When rural women, urban women, the youth and vulnerable groups were each isolated no significant change was noticed in terms of preferred approach to poverty reduction, except on food security, health and shelter. Agriculture and human resource development became number 1 and 2 respectively and ranking I-PRSP policies HRD remains number 1 and agriculture number 2. However, urban women slightly changed the preferred approach putting HRD and education as number 1 and birth control slightly surging in frequency.

In qualitative analysis it was noted that ;

- Problems and possible solutions differ by areas as anticipated, urban versus rural and remote and very poor districts ;
- Problems and solutions differed also by four geographical zones ;

Centre-south : demographic pressure and unemployment,

Centre-north : some districts generally well off e.g. Rwamiko but requiring removal of some bottlenecks,

North-west : a lot of potential activities in tourism, but still share same problems of agricultural productivity with the rest of the country.

East : long dry seasons, famine and water resource management problems.

On validation of the relevance, the general view is that abundance of problems does not compromise relevance of PRSP. It strengthens it. To be more relevant issues of improving policy effectiveness especially women and abatwa and deepening participation are recommended.

Part 5 summarises 22 papers which were individual contributions of the researchers on sectoral policies that feed PRSP. These were namely : enabling environment, the financial sector, financing of the rural areas, microfinance innovation, human and political security, the unity and reconciliation, agriculture and livestock, food and nutrition security, land and environment, water resources planning, the place of the private sector, the role of the civil society, HRD, education, professional training, ICT and energy, gender dimension, population and good governance and decentralisation.

Part 6 is conclusions and recommendations following the condensed analysis of the 5 previous parts of the study. The related volume is self-contained as far as the entire study is concerned and can be read alone "Condensed Report of the Study".

It was generally found that the objectives of PRT were attained with some reservations, e.g. time spent and sampling could not ensure involvement of more people from the rest of the country.



General recommendations include :

- PRSP is being regulated as a national policy and plan. An overarching National Poverty Reduction Policy could be drawn preferable under a National Poverty Commission.
- Intensive radio, TV programmes, brochures, billboards should broaden Rwandan's knowledge and awareness of Poverty reduction.

Specific recommendations are cited as :

- PRSP should distinguish national, local and household priorities.
- Sectors that were more frequent in PRT should be given more emphasis and mainstreamed in final PRSP : education and HRD, agriculture, food security, health, roads and transport, land, settlement and environment.
- A new strategy to address district and zonal problems should be devised.
- A poverty reduction education should be a vital component in the implementation of PRSP.
- Presently, any poverty reduction process should address first food security and settle the issue once and for all and focus on income generation.
- Education, HRD, health, roads (through HIMO), transport, markets, regional specialisation and livestock are policies that are to be implemented now, in the medium and long run.

OSSREA's suggestions on priorities indicate food security as number 1, followed by income generation, HRD (education and training), infrastructure, population control, health, microcredit for the poor, implementation of sound decentralisation mechanisms and unity and reconciliation.

Areas requiring further research were identified as : HRD (excluding formal education) ; private sector and poverty reduction ; social capital and its potential ; informal sector and its place in the socio-economic set up and impact on poverty reduction ; rethinking education as long term instrument and its actual efficiency as a system integrated in poverty reduction policy, follow up of the PRT and its impact on the implementation of the PRSP.



## CHAPTER 1 PRELIMINARIES

### 1. INTRODUCTION.

In rural as in semi-urban and urban areas poverty is characterized by the inability of individuals, households, or entire communities, to command resources to satisfy their basic needs. Despite the obvious large number of people living in such circumstances in rural Rwanda, the best method of measuring the extent of poverty is still the subject of debate among researchers and policy-makers.

It is recognized that defining 'the poor' is complex and contains both absolute and relative dimensions. In itself, such definition is a research concern for this study. Three basic concepts emerged as useful tools to deepen any analysis of the extent, the nature and the persistence of poverty.

- *Security*: having or not having secure and sustainable access to essential commodities, services and other conditions for acceptable life (physical security for the person). This introduces the notion of vulnerability whereby poverty is not only about being poor, it is also the risk of becoming poor and poorer.
- *Sufficiency*: having or not having enough food, income and essential services as well as non-material needs such as safety and opportunities. This requires some understanding of what constitutes resources.
- *Access*: being able or unable to actually acquire sufficient food, income, services and so on. This introduces the notion that poverty is related to access to assets and rights, and processes which allow these to be converted into the commodities and services that people require for subsistence.



OSSREA's PRT exercise has met this situation all over the country. Extreme examples of poor people unable to possess even a hoe and being obliged to borrow one (without the guarantee of obtaining it) in order to cultivate were observed. People selling their labor to 'well-off' neighbors, just to obtain some sorghum beer residue to eat is yet another example of the devastating effect of poverty in this country.

However, it was not the task of OSSREA research to measure and/or to assess poverty in Rwanda. Another team of consultants has been busy carrying out poverty profile assessment (PPA) at the same time as this Policy Relevance Test (PRT) was being conducted on the field.

The National Poverty Reduction Program (NPRP) working under the Ministry of Finance and Economic Planning (MINECOFIN), Government of Rwanda, had introduced the Interim Poverty Reduction Strategy Paper (I-PRSP) by September 2000. I-PRSP laid down a policy framework for poverty reduction to be achieved in the 21<sup>st</sup> century.

The I-PRSP policies needed a relevance test at grass-root level before they are incorporated into the final PRSP. The task of Poverty Reduction Policies Relevance Test (PRT) was entrusted to the Organisation for Social Sciences Research in Eastern and Southern Africa (OSSREA) Rwanda Chapter.

This report is a condensed account of the whole study, carried out from March to August 2001.

## 2. ORGANISATION OF THE STUDY

PRT report is presented in six separate but complementary parts.

Part one deals with the background framework to the study. It discusses general, and theoretical issues on poverty and poverty reduction, policy relevance and the critical analysis of the I-PRSP.



Part two presents the methodology used to carry out the exercise.

Part three is about the analysis and interpretation of the findings that were collected from both the pilot study and the national field survey. The volume concludes as to the relevance of the GOR poverty reduction policies. It presents recommendations for final PRSP elaboration and perspectives for future research.

Part four describes policy priorities for the poor as they emerge from the research and are supported by the people's perceptions as to what are the relevant policies.

Part five discusses sectoral policy propositions reflecting researchers' views on the basis of the evidence they gathered from focus groups and the whole exercise.

This part (six) is a condensed version of the research particularly of all reports and as such it allows the reader to go through the whole research process from the beginning till the end of the exercise including principal conclusions and recommendations for the remaining of the PRSP process. For more specific details it is advisable to consult the respective volumes, described as parts of the report above.



## CHAPTER 2 BACKGROUND FRAMEWORK

### (SUMMARY OF PART ONE)

#### 1. NATIONAL CONTEXT BEHIND THE PRT

After the genocide of 1994, Rwanda faced a period of emergency up to 2000. Since then Rwanda has been put in considerable effort in laying down a basis for sustainable development. Over the past 5 to 6 years, the country has made steady and commendable progress in several critical areas, including the following:

- restoration of peace in all parts of the country,
- rehabilitation of key institutions including administrative, judicial and social sectors;
- prudent and sound macro-economic policies;
- stabilization of the national economy, which has rebounded strongly from the sharp decline in 1994;
- liberalization of economic activities, via among other things, privatization of state enterprises;
- decentralization of administrative and political institutions;
- setting up grass-root elections of local governments to empower local communities;
- launching and sustaining unity and national reconciliation, constitutional process and monitoring human rights conditions.

The transition from emergency to sustainable development, however, is constrained by socio-economic problems that are intertwined into major structural problems and the consequences of genocide.



## 2. CHARACTERISTICS AND EXTENT OF POVERTY IN RWANDA

Poverty in Rwanda is both structural and genocide-related. The proportion of households below the poverty line (a dollar a day), was 40% in the 1985 household budget expenditure survey, then rose to 53% in 1993 and to an estimated 70% since 1996. Poverty in Rwanda is illustrated in the Table 1.

Table 1: Rwanda social and poverty indicators

<i>Basic data</i>	<i>Indicators</i>
Area	26,388 square kilometers
Total estimated population in 1999/2000	8.1 million
Population growth rate in 1999	2.9%
GDP per capita in 1999	237\$
<i>Social and poverty indicators</i>	
Life expectancy at birth in years	49
Literacy of population aged 15 and plus	48%
Gross primary enrollment	88%
Gross secondary enrollment	10%
Gross tertiary enrollment	1%
Access to safe water	44%
Access to health care	81%
Infant mortality per 1000 live births	131

Source: I-PRSP p. 4.

Comparatively Rwanda is far behind the Sub-Saharan African averages in the case of many indicators as shown in table 2.



Table 2: Comparison between Rwanda and SSA

<i>Social sectors comparison</i>	<i>Rwanda</i>	<i>SSA Average</i>
Life expectancy in years	49	51
Literacy in % of population aged 15 and plus	48	43
Combined first-second-third GE ratio in %	43	44
Gross primary enrollment in % of 1996/1997	80	75
Access to safe water % of population	66	45
Access to sanitation % of population	86	37
Infant mortality per 1000 lives births	131	91
<i>Economic sectors comparison</i>	<i>Rwanda</i>	<i>SSA Average</i>
GNP per capita in \$US	240	510
Foreign direct investment in % of GNP	0.1	1.3
Financial credit to private sector in % of GNP	8.1	65.1
Unemployment % of total labour force	31.1	11.1

*Source:* 1999 Rwanda Development Indicators and the World Bank "1999 World Development Indicators"

Vulnerability of some groups has increased since the genocide resulting in the emergence of the "new very poor". Poor households are now more likely to be female-headed and/or child-headed and are characterized by a lack of able-bodied labour. The proportion of the households considered "complete"-with able-bodied adults has fallen from 86% before the war of 1990-1994 to 16% after the war, with the remainder made up of female-headed households, widowers, child-headed households and the elderly, disabled and marginalized people such as street children and other and vulnerable groups.

In addition, poverty in Rwanda is concentrated more in rural areas due to low agricultural productivity, scarcity of arable land and absence of non farm employment.

### 3. POVERTY REDUCTION STRATEGY

The IPRSP was prepared by the National Poverty Reduction Program (NPRP) in the context of Rwanda's long term perspective as articulated in the document Vision 2020 with five (5) main goals namely, (1) building



state capacity; (2) modernizing agriculture; (3) promoting the private sector; (4) entering the regional and international markets; and (5) developing human resources.

Within one year of its operations, the NPRP has drawn the IPRSP, which has been approved by the Bretton Woods Institutions. Rwanda is on a good course of 'completing' as a HIPC candidate for debt relief and related funding. NPRP also co-ordinates a Poverty Observatory and has commissioned several projects that will enable it to gather data and initiate actions that will enhance its immediate and future operations. One of them is the present Policies Relevance Test (PRT), which was carried out by the Rwanda Chapter of the Organization for Social Science Research in Eastern and Southern Africa (OSSREA).

#### 4. OBJECTIVES OF THE POLICY RELEVANCE TEST EXERCISE

The objectives of the project as a whole are:

- (a) to assess local systems and skills for policy analysis process;
- (b) to provide information related to smooth implementation of policies within communities;
- (c) to provide information to policy makers on responses of all stakeholders on policy articulation and perception;
- (d) to evaluate the relevance of key policies on the real and actual needs of the people;
- (e) to strengthen ownership of people on the country policies



(f) to suggest ways of strengthening the working links between NPRP, line ministries, president's office, private sector, civil society and donors including international NGOs.

(g) to provide information for supporting NPRP in using PRSP for sustainable poverty reduction activities in Rwanda.

## 6. PROJECT RATIONALE

It is evident that Policies Relevance Test is expected to be important in relation to the following:

(a) providing data and information for the final PRSP in the HIPC context;

(b) informing and augmenting Vision 2020 aspirations;

(c) contributing to and deepening participatory methods in the consultations, monitoring and implementation of poverty reduction activities;

(d) strengthening ownership by the people of poverty reduction dialogues and policies;

(e) elaborating the links between stakeholders in poverty reduction in Rwanda, especially the grass root levels, NGOs, local leadership, civil society and central government;

## 7. CONCEPTUAL FRAMEWORK

Part 1 gives detailed description of the concept of poverty, approaches to attack poverty, and the notion of policy relevance. The present section summarizes the notion of policy relevance as the task of our research is policy relevance test.



### *Notion of policy*

Policy is a general expression that defines relationships between authority and environment. Specifically, a policy is an orientation line of finalized action, an end-in-view, followed by an actor or a group of actors confronting a set of problems or sets of objects of interest.

The first object of a policy is to behave as a finalized line of action rather than tending to be random events or behaviors. The second object relates to a line of finalized action which is different from a simple and particular action translated into concrete programs. The third object is to relate to what governments actually do and not only to what they intend to do.

Policies are concerned with a wide range of issues: governance, education, social welfare, economic development, culture, labor, foreign affairs, urban management, housing, taxation, inflation, employment/unemployment, poverty reduction, etc. All these issues are dealt with through regulation, law and decision-making and the allocation process of society's scarce resources.

All these elements allow us to track three simple propositions in defining policy:

- policy is a decision and a decision is a choice between possible alternatives or options;
- identifying a range of options involves collecting and controlling information;
- information analysis necessitates holding of analytical instruments that permit to identify the range of options and thus make appropriate decisions.

It is within this framework that the test on the relevance of the Interim Poverty Reduction Strategy was conducted.



### *Policy Relevance*

Relevance can be defined in many ways. Relevance is related to the significance, the value and the importance of how policy interacts with the quality of human life and places policies and strategies in a cultural context.

In this regard, relevance is also linked to efficiency that ensures maximum output, effectiveness that refers to the attainment of goals by way of full participation and ownership of the population and to responsiveness that refers to attainment of social ideals of equity and socioeconomic development.

Three dimensions are crucial as far as the poverty reduction policy is concerned:

- relevance to community priorities and needs;
- relevance to the objective of poverty reduction;
- relevance to peoples' lives of actual poverty reduction policies in the community.

The main reason for studying the question of policy relevance is to provide inputs to national policy, and particularly to the PRSP process. Consequently, we must meet the criteria of providing information which, in principle, should be inputs into national policy. Policies must have significant impact on the community and attempt to influence peoples' lives.



## CHAPTER 3 METHODOLOGY

### (SUMMARY OF PART TWO)

#### 1. STAGES

The methodological approach of the entire study is explained in detail in this part. The systematic steps that were undertaken to carry out and implement the PRT exercise were scheduled in 4 different but complementary stages:

- policy review and documentation;
- pilot study in one relatively poor district and in another which was regarded as relatively well-off;
- national survey in 36 districts throughout the country;
- validation of findings, policy analysis and report writing.

#### STAGE 1

- Critical analysis of existing documents on poverty reduction in Rwanda and beyond,
- Sectoral policy analysis ( policy review and interviews with ministries and government institutions directly involved in poverty reduction programs, international organizations based in Kigali, NGOs, and selected private industries.)
- Critical analysis of the I-PRSP in selecting key policies and areas of concern from it,
- Elaboration of individual and collective interview schedules,
- Training field research assistants and enumerators.

#### STAGE 2

- Selection and conducting of a pilot study in 2 districts in Butare (Maraba and Nyanza),
- Data collection on this field survey,
- Review of pilot results,
- Finalization of the methodology.



### STAGE 3

- Preparation of teams for national survey in chosen 36 districts,
- Conducting the field study,
- Monitoring of the national survey,
- Compiling of the survey data,
- Analysis and interpretation of data.

### STAGE 4

- Compiling and writing up of the draft report,
- Organization of national seminar,
- Modifying draft for last report,
- Validating data with key ministries,
- Presenting the draft report in an appropriate workshop,
- Elaborating the PRT report.

Surveying focused mainly on women, youth, vulnerable groups, marginalized people, peasants, local leaders and district cadres by focus groups discussions and filling out questionnaire.

Site selection was based on a number of relevant characteristics which were deemed likely to be important sources of variations in study results. These characteristics (see sampling process below) form the basis of a typology of situations where research results are likely to differ.

The second relevant issue in methodology was to stratify respondents by socio-economic characteristics whereby they were also deemed to be another source of information variation. Separate semi-structured interviews (profiling), focus groups discussions and fixed response questionnaire, were designed to be administered with these groups.

Focus group discussions were the principal method of data collection that was used in PRT exercise, thus giving the study a more qualitative profile than a statistical/quantitative outlook. The main methodological issues that arose when designing the use of focus groups discussions was



also the view to inform about national policy, such as PRSP and get back perceptions from grass-root levels in focusing upon:

- *the conceptual clarity* which was critical, the research was to make sure that participants understand the question posed at the outset.
- *the comparability* which was imperative if results were to be compared from the point of view of different communities contained in the sample and therefore could be generalized.

In practice, however, this showed to be very difficult to meet particularly after the pilot study. That is why in order to increase the likelihood to do so, the research chose the following two ways:

- Questions were made simple and short and prefaced by an explanation to make them relevant and comprehensible. This means that "*throw away questions*" were posed with the intention of spurring the dialogue and setting up further questions. There was also the alternative of leading with one question while having an additional prompting question ready if the first one failed to generate dialogue.
- Second, it was imperative that the same lead question be used in all focus groups. This condition is absolute to comparability because interpretative problems become more severe and the criterion of scientific comparability gets the chances to be less clear.

So the main concern was to insist that the same questions and way of collecting information be used and maintained throughout and everywhere.

The last dimension about conceptual issues on methodology is the distinction between the socio-economic groups. This is the second of the two major questions which informed the study, that is the relevance to people's lives of actual poverty reduction policies in community. This was broken into the following components: a) effectiveness/problems of specific policies; b) inclusiveness; c) participation/ownership and, d) solutions to perceived problems.



2. THE TEAM OF RESEARCHERS

Research team was multidisciplinary, belonging to Economics, Political Science, Management, Education, Environment, Agriculture, Law, History, etc. The team consisted of at least 5 full professors, 7 Ph. D holders (including 3 deans of faculty ) and 8 holders of Master degree in various disciplines.

3. THE CATEGORIES OF CONSULTED PEOPLE

- mayors and opinion leaders,
- peasants
- public servants (teachers, agricultural extension officers, veterinarians)
- craftsmen and other rural areas industries
- vulnerable groups: widows, genocide survivors, child headed households
- informal sector in Kigali City: Kinamba, taxi drivers, bikeriders
- marginal people: mayibobo, abatwa,disabled, elderly people,
- youth
- women mostly for all concerned gender issues
- religious leadership
- responsible of water management.

Prefets of provinces were informed and given appropriate documentation as to the objective of the exercise, where it had to take place, why it was needed and what were the expectations from the government and the people of Rwanda.

4. THE SURVEY ORGANISATION

Researchers were organized into six groups comprising of team leaders, researchers and assistant researchers as shown in the table below:

Table 3: Groups of researchers to cover national survey



Group	A	B	C	D	E	F
Team leader	NDAGIJIMANA	KALIBANA	KAMPIRE	MUTAMBUKA	BUGINGO	MUSAHARA
Researchers	RUTIKANGA	KARAMBIZI GASHAGAZA	RUTAZIBWA	MUSARE KAMBANDA	KAMATALI	MUNYANSHONGO RE GATERA
Assistants	Umurerwa Mugabi Mbabazi	M. Gacondo Rutabana	Mutagoma Ntete Mutoni	Rwakazina Basabose	M. Murenzi Sentama Kibuka	Hahirwa Murungi

Table 4: PRT National Survey (First round)

Teams	Mon 14-5-2001	Wed 16-5-2001	Fri 18-5-2001
A	Nshili-Gokongoro	Karaba-Gikongoro	Nyaruguru-Gikongoro
B	Bukunzi-Cyangugu	Impara-Cyangugu	Budaha-Kibuye
C	Nyakizu-Butare	Save-Butare	Ngoma-Butare
D	Rusumo-Kibungo	Mirenge-Kibungo	Rwamagana-Kibungo
E	Kigombe-Ruhengeri	Bukonya-Ruhengeri	Bugarura-Ruhengeri
F	Ngenda-Kigali Rural	Gashora-Kigali Rural	Nyamata-Kigali Rural

Table 5: PRT National Survey (Second round)

Teams	Mon 28-5-2001	Wed 30-5-2001	Fri 1-6-2001
A	Kaduha-Gikongoro	Rutsiro-Kibuye	Gisunzu-Kibuye
B	Itabire-Kibuye	Kayove-Gisenyi	Kageyo-Gisenyi
C	Gikonko-Butare	Ntongwe-Butare	Muhanga-Gitarama
D	Kanombe-Kigali urban	Nyarugenge-Kigali urban	Ruhango-Gitarama
E	Bungwe-Byumba	Rebero-Byumba	Rushaki-Byumba
F	Kahi-Umutara	Rukara-Umutara	Rwamiko-Byumba



## CHAPTER 4 POLICY REVIEW AND PILOT STUDY

### (SUMMARY OF PART THREE)

The objective of this Part is to analyze key policies for poverty reduction on the basis of the findings collected from documentation, discussions with policy-makers and the pilot study.

#### 1. FINDINGS FROM POLICY REVIEW

##### *Knowledge of I-PRSP*

Ministries that work closely with MINECOFIN, such as MINICOM and MINALOC have knowledge of I-PRSP. Others do not have full knowledge of the document. There is no private sector respondent who indicated full knowledge of I-PRSP.

The document and its content need to be shared and known by all Ministries, the private sector, civil society and all other stakeholders. The briefing extracts that NPRP pull out from the document and the Executive Summary of I-PRSP are handy to use and should be widely distributed and possibly translated into Kinyarwanda. This observation should also hold for the final PRSP document.

##### *Position of NPRP and PRSP Position*

The NPRP is under MINECOFIN and answerable to Prime Minister's Office. It is therefore for the moment convenient and efficient in relation to flows and control of financial resources. *'For policy to have perpetual relevance there needs to be a strong institutional custodian'.*



#### Box 1: Strengthening of NPRP

- *Strengthen its capacity to operate, communicate and articulate poverty reduction policy*
- *Define its mission clearly, so as make clear the distinction between poverty reduction and the overall economic management of Rwanda*

#### Issue of participation

There is consensus, in all ministries and respondents that participation is a good approach. However, it was suggested that it can be improved by strengthening and deepening bottom-up approaches in relation to either direct poverty reduction actions ( e.g. food security, income growth etc) or indirect policies (e.g. decentralization, good governance, education etc).

Further still participation is a far-reaching process that has to be given content at grass root level; the Poverty Observatory should develop indicators to monitor poverty, together with MINALOC participation.

#### Box 2 Participation

- Do we have the right need for participation? Or*
- Participation is no longer a concept that is regarded as a threat?*
- Participation has become politically attractive?*
- Participation has become economically an appealing proposition?*
- Participation is becoming a good fund raising device?*

*For policies to be relevant participation should not be allowed to become a slogan.*

#### From I-PRSP to PRSP.

Clearly I-PRSP is general. PRSP will need to have a focus on priorities. The approach, is in the view of implications of human and financial



resources which would be required to finance the entire poverty reduction program.

Even after prioritizing and ranking for the final PRSP, there is a need to attempt a costing study to poverty reduction (eg. resources required to reduce poverty by half by the year 2020)

### *The need for planning.*

Some institutions are characterized by lack of sectoral policies, while others do not see the relevance of having even PRSP. There is a view that an overall planning at national level could handle poverty reduction in a more holistic manner. Moreover planning can ensure consistency between PRSP, the Budget, MTEF, and Vision 2020, and major 1DTs.

While in one ministry an official confused PRSP and structural adjustment, Vision 2020 is virtually unknown except to a few elites. PRSP could suggest if there is a need for an overarching National Poverty Reduction policy. Shall we be satisfied that PRSP will be a comprehensive planning document?

### *Poverty reduction in general.*

Every respondent in Ministries conceded that poverty is a problem which needs a radical change. The question is not 'what' but 'how'. There is also political will and every category of interviewees felt a big 'push' should come from somewhere. *But should it always be from the government?*

Poverty reduction education in PRSP should be an important strategy. All private sector respondents saw poverty reduction rationale in opportunities of expanding their business and new investments e.g. employment generation by private sector per se should be a part of a national program for job-creation, that can reduce poverty.

*It should be said over and over again that poverty reduction in Rwanda is the responsibility of all stakeholders.*



### Ownership

It is a good concept to all. Except in the PRIMATURE, all respondents in line ministries had divided opinion that is it is partially Rwandan and partially donor driven. Private sector respondents seemed ignorant or diffident to the issue of ownership.

Ownership should be broadened by consolidating participation of the people, civil society and the private sector especially in the policy formulation and implementation process.

*Poverty Reduction processes should use effectively new decentralized structures such as CDCs and grass-roots associations and new local leadership. PRSP should address ways of reducing excessive dependency on foreign funds.*

#### Box 3:

#### On ownership ?

*Is ownership all about being in the driver's seat?*

*Or*

*Does it involve the driver having to have a cap on?*

*Are the passengers also partners?*

*(a consultant's quizz)*

### About Law

The existing law has no direct link to poverty. In statutes governing commissions ( HRC, CC and URC) it is assumed their activities provide a conducive and enabling environment to poverty reduction.

The proposed land bill need to have direct bearing on poverty reduction especially with regard to land property rights. Laws on education ,



environment and gender need to be enacted in relation to poverty reduction in a deliberate way. Final PRSP should insist on this.

### *Capacity constraints*

In relation to the above point on capacity of NPRP, in fact what were cited as skepticisms are direct problems that work against the effective implementation of poverty reduction programs.

#### Box 4: Cited socio-economic problems

- Lack of result oriented policies and programs
- Weak local governance
- Lack of an adequate monitoring system
- Lack of private entrepreneurship in agriculture sector
- A civil society emerging from an emergency period
- lack of saving mobilization
- over dependency on external financing

These are findings from stage one. In the next section it will possible to assess them in relation to findings from the field. In any case, some policy priorities were seen to be emerging, that will enhance the final PRSP.

#### (a) Direct poverty reduction policies.

- Land
- Food security
- Income growth
- Rural Capital
- Demography

#### (b) Indirect policies and conducive environment.

- Good governance
- Education and health and Human resource development
- Environment
- Gender empowerment
- Infrastructure (water, energy, communication and roads)



## 2. FINDINGS FROM PILOT SURVEY

### Introduction

Nyanza and Maraba districts are both in Butare Province. They were chosen, to represent a diversity in area and economic characteristics.

Nyanza, is dominantly urban with a few sectors regarded as rural. It is well connected to major arteries of Rwanda. Nyanza is 45 Km from Butare, on the main route to Gitarama and Kigali. It is the town, that used to be the royal capital and has a considerable number of 'Abatwa' who are probably second generation descendants of former pages to the king. It is regarded as a relatively well off district in Butare.

Maraba, is a typical rural district. It is about 20 km from Butare town and its head quarters 4 km off the main road to Gikongoro. It is a district sandwiched between the traditional regions of Nyaruguru to the North, Bwanamkali to the East and Bashumba to its south.

Its sprawls almost parallel to the Huye Mountain chains. It is regarded as the poorest district in the province, and one which has severely felt the impact of genocide, where an estimated 40,000 were killed at one spot in 1994.

### Test by Test evaluation.

Twelve relevance tests were essentially qualitative.

- *Test of Robustness and equity*

There are ample evidence that there may be some inequity in representation of some groups in both districts. A deeper analysis is necessary to reveal whether, it is not the ordinary tendency to advocate for one's own peer group.



Several participants, asserted that a lot of attention was being given to women relative to other groups exemplified by availability of projects. At the same time one woman was complaining that credit and livestock assistance of cows and goats was in favor of the relatively richer women. Engendering has to be deepened to reach lower levels of poor women.

- *Consistency*

In all cases, peasants in talking about poverty reduction seem to be referring to projects financed by donors. There is consensus of lack of skilled human resource that can identify, design and implement projects.

Local time preference is related to curbing food insecurity now. What is challenging is whether the communes, will also feel they are no longer poor by say 2020. Depending on opinion only 7 sectors would seem to be consistent with say availability of resources.

- *Economic and social efficiency*

I-PRSP is not known at grass root level. Nevertheless almost everyone knows there is some campaign to fight poverty which they regard as socially desirable, but always feel it is the government which is responsible to the efficiency of any policy. PRSP could also address changing of attitudes as prerequisite to successful poverty reduction policies. e.g. attitude towards private entrepreneurship.

Practices like birth control are difficult to take root because of some religious resistance and cultural appreciation of children as a form wealth. A matrix based on opinion would give this a score of 6 out of 18 sector policies people think are economically efficient and socially desirable.

*A frequent kinyarwanda idiom. 'Ngo Habyarimana' meaning that 'child's birth is not a human problem. It's God's providence' An elusive but dogmatic response to family planning.*



### • *Ownership*

Participation is regarded as desirable and good but several peasants think leaders at local level do not involve them. On decision making in one of the districts, they heralded their mayor as "a man of the people" who listens and explains everything to them. But they blamed leadership under him, as being alienated from the people and failing to relay information downwards. The score in this regard is 8 out of 18 sectors.

### • *Political Relevance*

On decentralization and good governance, almost all participants had positive expectations on the decentralization policy and these new leaders that has been put in place. Poverty reduction will be relevant if this new leadership structures play a role in that regard. This point was greatly emphasized by respondents in Nyanza, who felt 'njyanama' committees should be charged with poverty reduction very directly.

### • *Penetration and effectiveness*

There are fairly remote sectors that are far from roads. A respondent in Maraba, was however suspecting that, one of the administrative sectors was poor because of acidic soils instead of being neglected. Nyanza participants, noted that major and good schools are in townships.

Maraba, has relations with Butaro in Ruhengeri an example which can be emulated in terms of pooling efforts and ideas together with other districts and provinces. People's opinion by the matrix on this is that all poverty reduction initiatives are politically relevant.

### • *Continuity*

Participants in Maraba had explanation that a lot of activities depend on personal efforts of the District Mayor. If leadership was to change, probably this would affect some poverty reduction activities.



• *Comprehensive to poverty typologies*

An old widow in Maraba, expressed her difficulties accessing credit. A man belonging to the 'Abatwa' group in Nyanza, thinks he is sometimes discriminated because he is poor, not because he is a mutwa (see Box 5)

Box 5 A pauper so resigned and does not care less on any policy

Segatwa is 45 years old and is married with five children. He lives in Nyanza. His problem is not belonging to 'abatwa' group. His problem is the size of his small plot (isambu). He believes that is the major cause of his poverty. He believes no poverty reduction policy will ever work. Optimistically he believe 'one day yes' May be when we are all already dead Rwandans will no longer be poor. What baffles him is why a pupil from a poor family is expelled from school because he/she has no school uniform: "I have requested to be enlisted as a pauper, but they have denied me the permit" To him there is no means-test in Rwanda. He asserted that he does not have any expectations resigned and condemned himself to poverty. He is diffident to any policy

An unemployed youth in Maraba thought major policies by pass the youth in relation to training (Box 6) A woman, belonging to 'abatwa' group felt her main problem is related more to low price offered for her pots than her status today as such.

Box 6: I would like a policy that can enable me also see the inside of a class room

Habimana Yohani is 20 years old and lives in Itare, Maraba District, Butare Province. His occupation is a cultivator and though a ten cell leader, he receives no payment and is not yet married. His main worry is that he did not go to school. The major problem was that his family shifted from Gikonko in early 1980s and were too poor to send him to school, because they were struggling to resettle in Maraba. He also believes the war in Rwanda eliminated his chances to go to school. His priority is an education program for adults and intensification of vocational education like carpentry and masonry. He believes the district is not supposed to be called poor. If peasants had access to selected seeds, poverty would not be a problem. People have no cash to purchase for example cabbage pesticide which cost RWF 2,400 now.



A case of a widow and an old widow in Nyanza are presented as Boxes 7 and 8 respectively. Although it is too early to generalize on most of the issues raised by the people it is true that we still need to deepen our knowledge of vulnerable groups in order to sharpen policy interventions.

**Box 7: Views of a widow**

Nyirantuza is a widow who is 39 and has 7 children, she is almost homeless. The shack she lives in, has been largely destroyed by the recent rains. She has a small plot on which she cultivates a few crops and to her the only way out is if she can get some sort of assistance. On poverty she believes it is trial and error. She believes unless she gets a plot of land, nothing will work. She says when she falls ill, she just prays because she knows, without medicine, she can simply die. She does not believe in associations. She believes that people are too corrupt to make associations succeed. She thinks something should be done to rescue orphans who are turning to begging. She remarked that there are so many meetings organized by the district and religious organization, but there is virtually no change.

**Box 8: Old Widow**

Nyiramuhete, is a widow, old and lonely. She is 72 and lives in Nyanza township. She has no child, but has several orphans she is looking after. Her understanding of a relevant policy, is that which can solve serious social problems such as assisting orphans. She says she lives by the grace of God and a few donors who assist her. She says she has presented her problems to different government organs several times but has never managed to solve her problems.

• **conformity to socio-economic context**

In Nyanza, it was clearly said that 'umuganda' can be useful in maintaining rural roads. It is no longer as effective as it used to be. It should not be imposed on the people because then it loses its traditional 'social capital' content.

Erosion of social capital is exemplified by an old pensioner, who thinks traditional values have greatly depreciated.



**BOX 9: Ndinda Mwana's gone with the times**

Rwanda used to benefit from its own social capital. What Cyprian calls 'ndinda mwana' is whereby the young supported the old. He is 82 years old, frail and lonely. He lost his other half during the genocide, has sores and is wobbly from beatings he received in 1994, and has been living in Itare, Maraba, all these years. "I was a policeman of Busanza chefferie till 1953. I then was a teacher for 7 years and a counsellor for 1 year. And a judge up to 1972 when my job was stopped abruptly by the new Habyarimana Regime". He has 4 children and receives a small pension which does not get to RWF 500 because his salary, though substantial then would now be 'peanut' RWF 1,200. There is no social policy to support the old pensioners, there is also no longer 'ndinda mwana'. Present education policy should teach the young to value social capital- the traditional mutual support. Pensions do not have any meaning, they are almost valueless. He narrated with obvious pain and need.

• **Implementability**

People stress more on their problems. Apparently if the majority of the problems become assumptions that cannot be solved then implementing some policies may be difficult. In many cases people still believe poverty reduction projects are those run by NGOs and donors. It should be perhaps necessary to rank problems at national level and identify, which policies can effectively address them.

• **Partnership**

It was common to hear participants putting all the responsibility on the government. However, it has become clear that there is new expectation in the new and decentralized leadership structures

One participant in Nyanza, an old lady, saw big role that can be played by religions bodies. Associations are abundant, but discussants in Maraba, recorded that training of these associations will strengthen them and avail them with skills that can make them more effective.

• **Coherence**

Participants in Maraba felt some NGO activities are like islands. They operate where they choose and support whoever meets their own criterion. While, a poor person may want a pig that reproduces more quickly, in large numbers and creates fast cash, goats and cows are often what are offered in form of project assistance to poor families.



### Overview on priorities

In discussing with districts' leadership and participants, several priorities were cited reflecting that needs differ from one place to another.

#### *Maraba District.*

The IPRSP document is not known at all. The Team Leader had to explain it to the participants. The answers in the questionnaire could be related to poverty reduction related programs on the radio. Three priorities emerged: LAND, SETTLEMENT, HUMAN RESOURCE DEVELOPMENT

- i. Participants aired the view that poverty cannot be addressed without a coherent land policy. On the other hand they noted with concern that Maraba's soil is old and acidic and the district has no livestock
- ii. Another problem, reflecting another priority is a high level of unemployed youth. No figure could be given, but it was asserted that formal education is not enough. Training in vocational skills was repeatedly mentioned by participants, especially the youth. CFJs (or Centre for Youth training) need to be increased.

Maraba has more than 5 development projects. What was noted is that there was lack of planning to make these projects have impact.

#### *Nyanza District*

Nyanza is predominantly semi-urban and as such priorities also differed. Three dominant priorities, which appeared frequently were LAND, FOOD, FERTILIZERS, HEALTH.

This land was ours even before the state was born in Rwanda. Then we ourselves created the government apparatus. Why should the government now regard it as its own. One old man queried and does not care whether it was usufruct right or customary attachment to land



One old lady used the discussion to present her case of land which was allegedly grabbed from her after genocide. She believed the discussions were an opportunity to be heard.

As expected from a semi-urban area the question of meager salaries and salary differences emerged in the discussions. One participant summed it up in vernacular: (Leta irakubeshya ngo iguhaye akazi ukayibeshya kuyikorera kandi wikolera shughuli)

**Box 10 Salariats weird view?**

The government tells lies by saying it is employing you and you tell lies back by saying that you are working for it, while you do shughuli: -own side activities

In Nyanza, there emerged a question of poverty and justice. One example cited was that these days some problems are solved over cell phones, which the poor do not possess.

CDCs are in place but are apparently not working. They should do what they are supposed to do. Policies have not reached the people. There is also need to explain policies to people.

Nyanza has a problem of street kids and on why people prefer to work on their own, participants expressed mistrust in co-operatives, which seem to be marred by failures. One participant explained that if people above had involved them in decision-making, people of Nyanza would have not accepted wires passing over their heads when they also needed electricity.



### Diversity of priorities

At ministries level, good governance was the dominant priority expressed. It perhaps reflects, what is considered important at national level and by the government.

At district level, we see number one as LAND. This reflects again, the dominant occupation of the people in districts and perhaps reflects the most acute problem in Butare province.

Despite a host of problems being cited at individual level, a priority that repeatedly emerged was that of food security which also reflects, what affects their lives most.

Time preferences seem to differ from one level to another. A peasant, would like to see the immediate problems solved as soon as possible. At a national level time preference, can be longer-e.g. political stability takes a while to consolidate.



## CHAPTER 5 FINDINGS FROM THE NATIONAL SURVEY

### (SUMMARY OF PART FOUR)

#### 1. QUANTITATIVE ANALYSIS

Quantitative analysis in PRT was facilitated by a questionnaire. It is not a rigorous exercise like regression or econometric analysis. It was a simple exercise of giving a figure to the responses of participants on crucial issues like priorities and ranking of policies.

The most obvious question is that while figures may speak a lot for the people there are no guarantees of their rationality. People are not irrational but time preferences differ. So for example that ICT does not fetch more or same frequency as food security may be because at individual and household level food is required in a frame of a shorter time preference than ICT. But at national level ICT is also a policy priority.

There seems no apparent bias in the age distribution, which could influence the nature of results. The most frequent members have age between 30 and 45, which indeed is supposed to be the most active part of life.

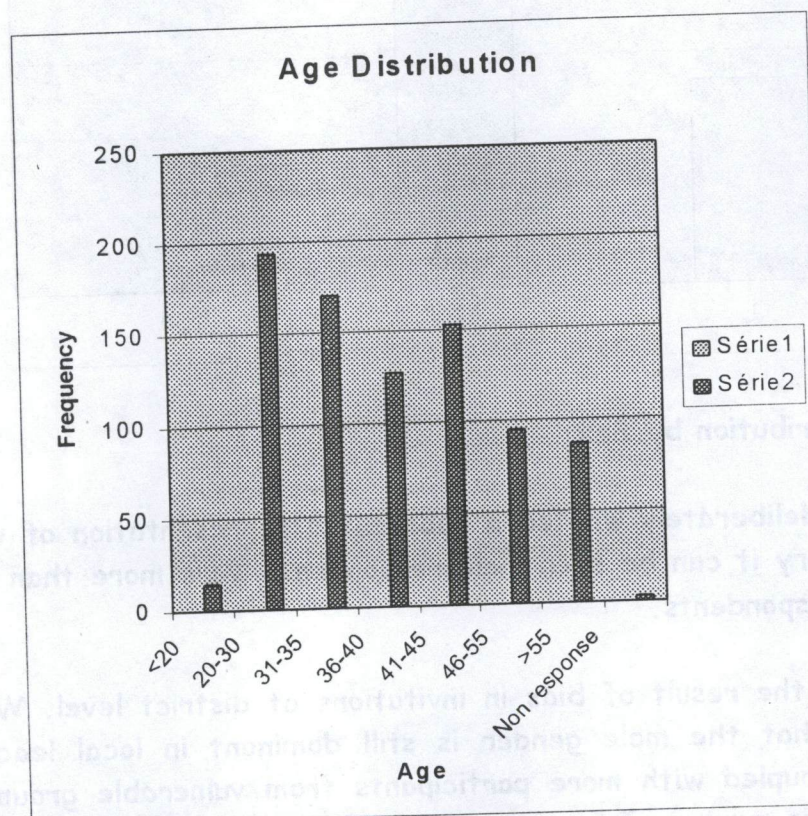
In any case, the youth including teenage is represented by a frequency of above 20% the old regarded as more than 55 years of age have a considerable number of respondents which is slightly higher than 10%. Here below we present an analysis of people's perception about government policies for the poverty reduction process.



### Identification

**Table 6: Age distribution**

Age	Frequency
<20	15
20-30	194
31-35	171
36-40	127
41-45	153
46-55	95
>55	87
Non response	3
TOTAL	845



**Chart 1: Age distribution**



Table 7: Distribution by sex

Female	Male	Non response	TOTAL
262	580	3	845

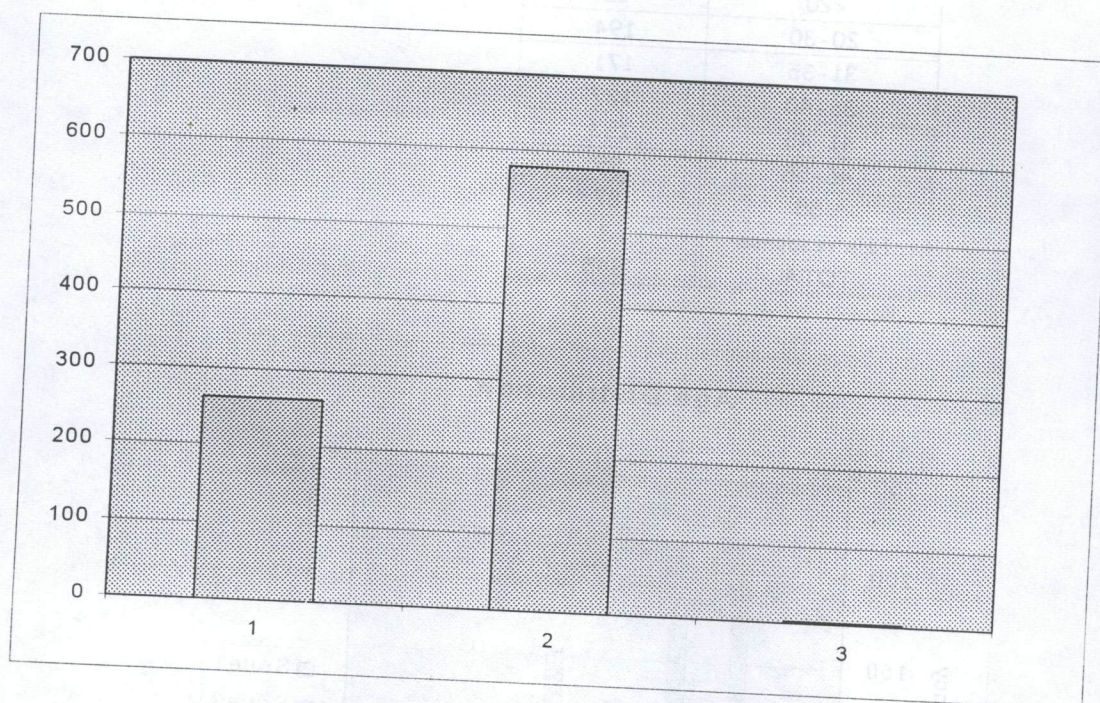


Chart 2: Distribution by Sex

The project deliberately wanted a substantial representation of women. In the summary it can be seen male respondents were more than double the female respondents.

It cannot be the result of bias in invitations at district level. What is apparent is that the male gender is still dominant in local leadership structures. Coupled with more participants from vulnerable groups men became more in number. In any case, what is for sure from the list of participants, the voices of poor women in rural and urban were also heard.

The level of education represented by chart 3 is quite informing. The survey relied on a questionnaire for the individual responses. Basic literacy was an advantage to the enumerators. Indeed the majority of



respondents completed secondary education, followed by those who completed primary education. Nonetheless some 76 respondents almost 10% had no education at all. These had the right to be heard also.

Table 8: level of education

Level	Frequency
None	76
Not completed primary	39
Completed primary	191
Vocational education	86
Not completed secondary	20
Completed secondary	329
1 <sup>st</sup> cycle university	55
2 <sup>nd</sup> cycle university	31
No response	18
TOTAL	845

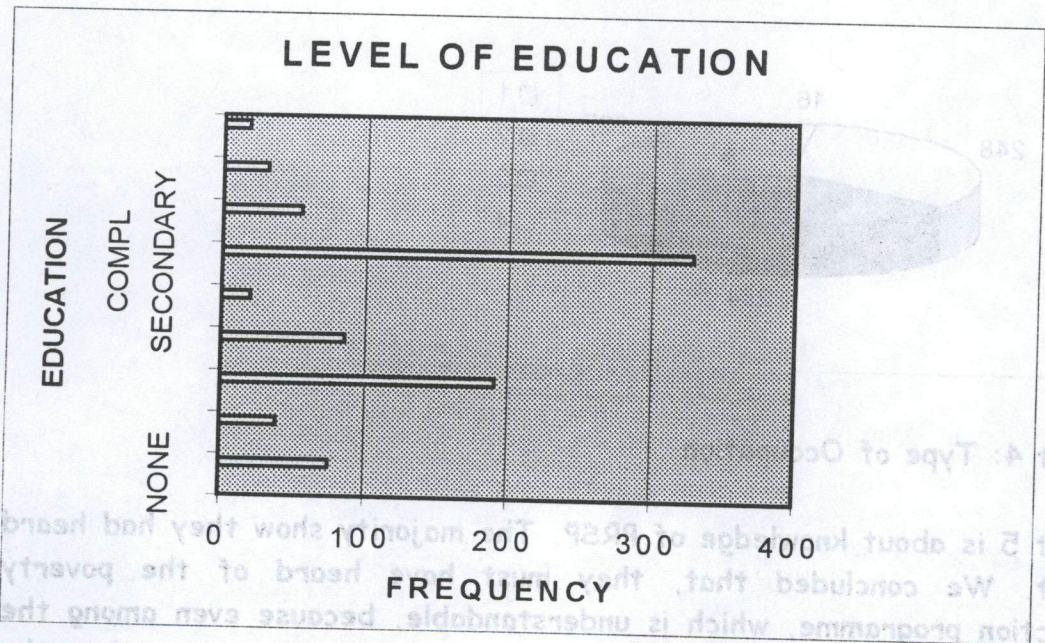


Chart 3: Level of Education

In Chart 4 we have categories of respondents. The idea was to have Rwandans of all walks of life including the poor. Consultations clearly involved not only the civil servants who were the most numerous, and leaders but also the ordinary peasants. At a disaggregate level, these



included herders, cultivators, artisanal workers, marginalized groups, vulnerable groups, widows, child heads of households etc.

Table 9: Occupation

Occupation	Frequency
Leaders	227
Civil servants	254
Ordinary peasants	248
Non response	16
TOTAL	845

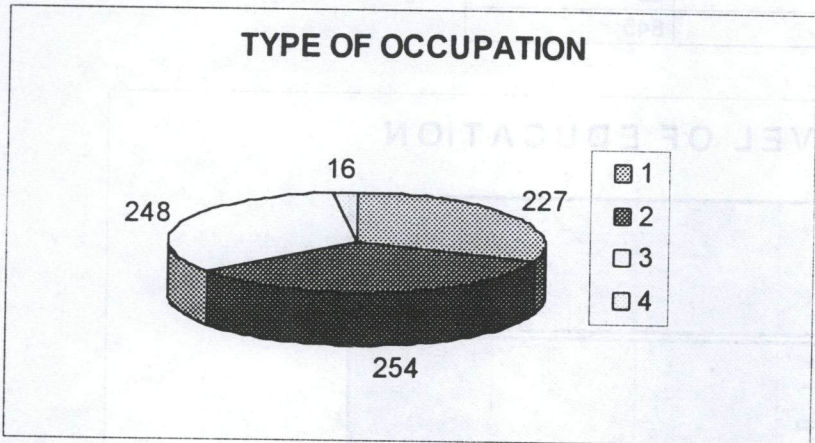


Chart 4: Type of Occupation

Chart 5 is about knowledge of PRSP. The majority show they had heard of it. We concluded that, they must have heard of the poverty reduction programme, which is understandable, because even among the elite PRSP is still a new concept to many. Radio again, emerged as the most popular medium. Indeed, it is the method ordinary people can readily afford.



Table 10: Knowledge of PRSP

Heard of it	Frequency
Many times	191
Sometimes	294
Rarely	227
Other	109
No response	24
TOTAL	845

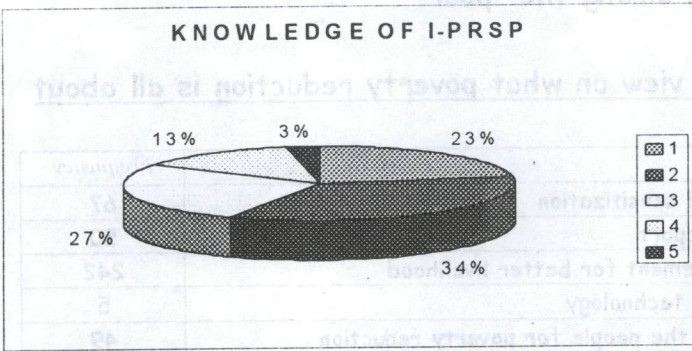


Chart 5: Knowledge of PRSP

Table 11: Medium of knowledge

Medium	Frequency
Radio	488
Leaders	358
Newspapers	220
Other	156
Non response	6
TOTAL	1228

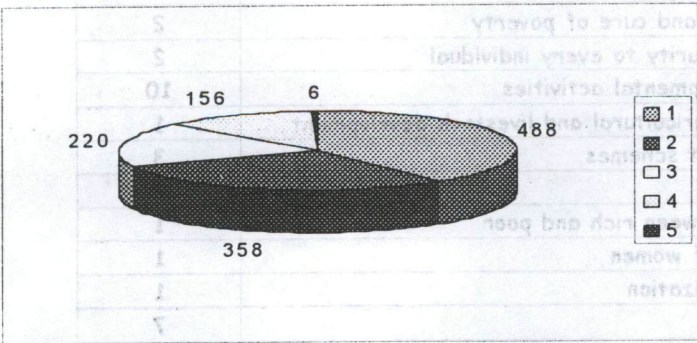


Chart 6: Medium of knowledge of PRSP



At a general level, in Table 12 the entire list is a revelation of what people think about poverty reduction. It is tempting to think of the most frequent as the most accurate representation of people's views. This is not necessarily so, because like self-advancement for better livelihood can be driven by two forces.

- Forces of individual gain in policy
- Forces brought by short time preference (between individual livelihood) among the poor.

**Table 12: People's view on what poverty reduction is all about**

Policy	Frequency
1. Training and sensitization	67
2. Material support	50
3. Self advancement for better livelihood	242
4. Information technology	5
5. Empowering the people for poverty reduction	49
6. Attitude towards work stressed-umulimo	32
7. Sensitisation of people to role of education	13
8. Good leadership that for and near the people	8
9. Advancing agriculture and livestock	38
10. Working in association and co-operatives	10
11. Credit and relaxing collateral conditions	5
12. Social welfare of people to be given priority	29
13. To create employment opportunities to people	1
14. Raising rural incomes	13
15. Self gainful employment	5
16. Food security	34
17. Remove people from isolation	2
18. Good land utilization	3
19. Basic subsistence goods	9
20. Identify cause and cure of poverty	2
21. Consolidate security to every individual	2
22. Advance developmental activities	10
23. Education for agricultural and livestock development	1
24. Good settlement schemes	3
25. Birth control	4
26. Reduce gap between rich and poor	1
27. Advancement of women	1
28. Rural industrialization	1
29. Good health	7
30. Reduce discrimination of "abatwa"	2
31. Develop communication	1



In Table 13 is a list of prioritization. The people's prioritization of agriculture is expected because the majority of Rwandans depend on agriculture. HRD ranks the second surely because even an ordinary Rwandan knows, one big problem of Rwanda to poverty is ignorance and lack of skills. Even ICT which was thought to be unknown scored relatively higher than say tourism and land policy. Apparently this greatly supports policy priorities in I-PRSP.

Table 13: People's prioritization of sectoral policies

Policy	Frequency
Agricultural policy	590
HRD	487
ICT	88
Tourism	34
Land policy	86
Birth control	165
Food security	155

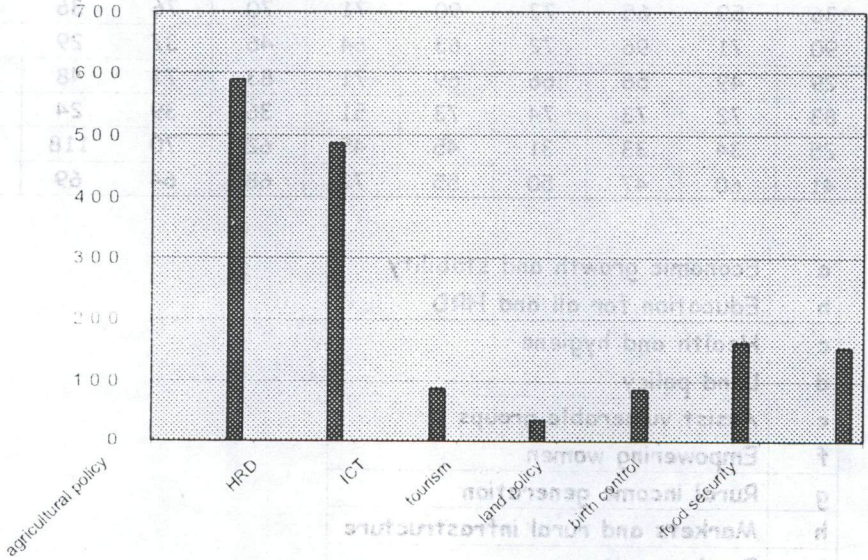


Chart 7 : Prioritization of sectoral policies

From ranking sectoral policies by the people, one can see the consistency with the earlier broad priorities of the people of human resources development in terms of education and training. Economic growth and



stability which is usually regarded as purely economic, ranks second. It is apparent that people can interpret it in a simple way- priority to economic stability. Views on possible constraints to PRSP implementation has a variety of responses as reflected below.

It is clear that all are true expressions of possible pitfalls in the minds of the people. That the majority of the responses point to ignorance augurs well with the prioritization of education, training and sensitization. It also supports the idea of intensifying radio programmes on poverty reduction n Rwanda.

Table 14: Ranking sectoral policies by the people

Policy	Rank										
	1	2	3	4	5	6	7	8	9	10	11
a	188	75	57	42	48	35	40	23	36	27	48
b	212	141	109	63	42	10	21	20	7	8	15
c	34	94	87	61	48	75	58	51	48	32	36
d	24	30	31	35	30	35	41	51	72	89	138
e	21	48	50	65	71	55	67	65	59	71	47
f	8	36	59	65	72	90	71	70	76	36	17
g	55	90	71	96	72	63	64	46	37	29	21
h	17	29	49	56	66	69	71	83	71	48	36
i	108	83	72	73	74	73	51	36	39	24	25
j	9	25	34	33	31	45	45	62	70	118	109
k	20	41	60	47	50	55	72	68	64	69	64

a	Economic growth and stability
b	Education for all and HRD
c	Health and hygiene
d	Land policy
e	Assist vulnerable groups
f	Empowering women
g	Rural income generation
h	Markets and rural infrastructure
i	Food security
j	Shelter and human settlement
k	Family planning and birth control

Table 15: People's view on possible constraints to PRSP process

View on possible constraints	Frequency
------------------------------	-----------



1. Not implementing the spelled policies	76
2. Ignorance and non compliance by the people	181
3. Leadership and changes in leadership	2
4. Bad governance	119
5. Non performance of decentralized structures	74
6. Dishonesty	1
7. Lack of will-laziness of the people and leaders	28
8. Lac of security	52
9. Lack of sensitization - amchugurwa	50
10. Lack of means of leaders	52
11. Large number of unemployed	9
12. High tax rates	1
13. Individualism	36
14. Ignoring the role of associations	1
15. Lak of capacity of the people	58
16. Extravagance, misuse of government resources .....	28
17. Population growth compared to economic growth	1
18. Not supporting the vulnerable and ignoring the rural sector	20
19. Lack of means, credit and micro-projects	7
20. Remoteness of some rural areas (lack of roads etc)	5
21. Misunderstanding in the leadership	1
22. Ignorance on the part of leadership	3
23. Not sensitizing people on work - umulima	4
24. Lack of work equipment etc by basic leadership	2
25. Extravagance by the people	1
26. Gender inequality and family misunderstanding	3
27. Seasonal variations	6
28. Pandemic diseases	1
29. Ignoring agriculture and livestock development	3
30. Leaving agricultural work to women	1
31. Lack of motivation by people	1

**Table 16: People's on non-deliverance PRSP**



Non-deliverance	Frequency
1. Hunger and poverty will increase	259
2. Break down of security (war, ethnicism, robbery, etc.)	21
3. Isolation to some	10
4. Vagrancy, unemployment and banditry	5
5. Breakdown of association	4
6. Loss of confidence to leadership	24
7. Collapse of development activities	7
8. Breakdown of development policy	4
9. Non-achievement of unity and reconciliation	1
10. Pandemic diseases like HIV/Aids	3

Bad governance can also encompass non- performance of decentralized structures and non-implementation of policies and plans. This is a fair expression also given the political background of Rwanda where bad governance has not only disrupted the economy, but also brought political turmoil with it.

These two most frequent responses have one important lesson i.e. while people confess ignorance as a major problem and fear that there may be non compliance, they also feel a problem may arise from government, if good governance is not ensured. The general suggestion is that PRSP implementation process should involve a well tailored partnership between the people and the state. When female responses are considered alone, there is still consistency in preferred approach to poverty reduction.

Table 16: People's on non-deliverance PRSP



GENDER PREFERENCES AND PRIORITIES.

Table 17: Prioritisation of poverty reducing approaches

Prioritisation	Frequency
Agriculture	178
Education and human resources	133
ICT	22
Tourism	13
Land	20
Birth control	56
Food security	51

Table 18: Ranking of poverty reduction sectoral of I-PRSP

	1	2	3	4	5	6	7	8	9	10	11
A	50	20	21	13	24	11	7	7	15	9	14
B	69	44	34	19	11	3	5	11	2	3	1
C	18	28	32	24	15	21	16	17	18	13	9
D	4	8	4	10	15	11	15	15	28	34	44
E	11	21	16	18	23	17	15	25	21	17	11
F	5	13	22	25	28	31	30	14	19	6	2
G	12	25	19	27	21	21	27	17	12	15	8
H	9	8	11	18	18	21	29	28	25	15	12
I	28	26	22	15	20	24	16	19	10	10	3
J	2	6	9	10	8	19	11	19	23	29	43
K	7	13	21	18	15	5	20	21	21	24	21

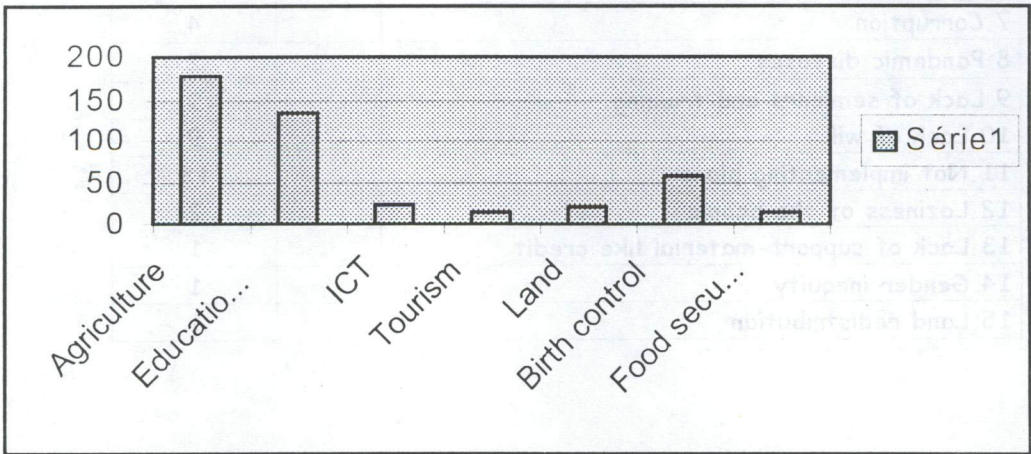


Chart 8: Preferences of women on approaches to poverty reduction



Again agriculture ranks as number one and human resources as second. These are again consistent with I-PRSP proposals and time preferences of the people. Indeed what is required is to give content to these in the final PRSP.

The same consistency holds on possible constraints to the PRSP implementation. The most frequent is again ignorance followed by bad governance. What is curious is why gender inequality is the least frequent (only one response). Indirect reasoning, may suggest lack of awareness of gender issues which was noted in many focus group discussions, with rural based women.

The lesson is again broadening of gender education. The same pattern is repeated again on five most frequently cited constraints namely ignorance and bad governance.

Table 19: Cited possible constraints by the people

Possible constraints	Frequency
1. Bad governance	35
2. Failure of senior leaders failing to get down to the people	7
3. Poverty itself	27
4. Insecurity	5
5. Egoism	5
6. Ignorance at all fronts-people and leaders	46
7. Corruption	4
8. Pandemic diseases	2
9. Lack of seminars and training	9
10. Lack of will	9
11. Not implementing plans	13
12. Laziness of the people	2
13. Lack of support-material like credit	1
14. Gender inequity	1
15. Land redistribution	1



Table 20: Six most frequently cited constraints

Constraints	Frequency
1. Bad Governance	35
2. Poverty itself	27
3. Ignorance	46
4. Not implementing plans	13
5. Lack of training	9
6. Lack of will	9

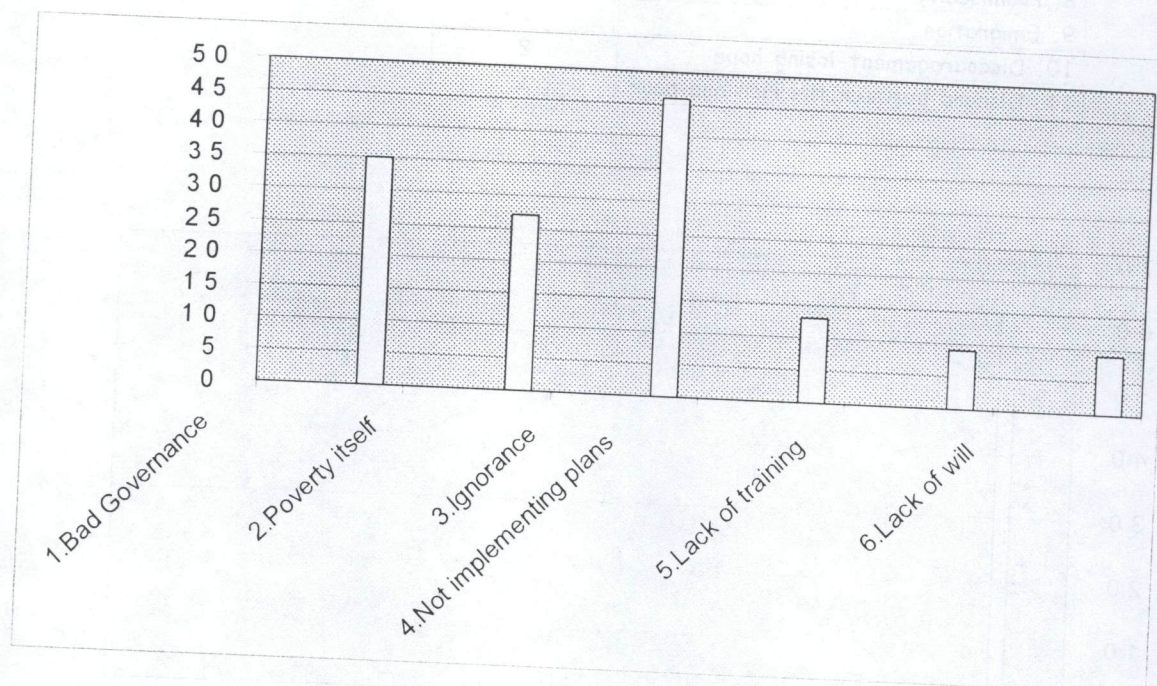


Chart 9: Six most cited constraints

Women almost unanimously respond that possible non-deliverance of poverty policies will result in deepening of poverty. Perhaps, there is not any better qualified person to foresee the deepening of poverty than a women, who is always face to face with it.



Table 21: Cited possible ill effects of non-performance of PRSP

Possible ill effects	Frequency
1. Deepening of poverty	62
2. War and misunderstanding	4
3. Isolation	1
4. Oppression of one group by another	2
5. Famine	3
6. Lack of trust in leadership	4
7. Insecurity	6
8. Promiscuity	2
9. Emigration	1
10. Discouragement-losing hope	2
11. Discord between the rich and poor	1

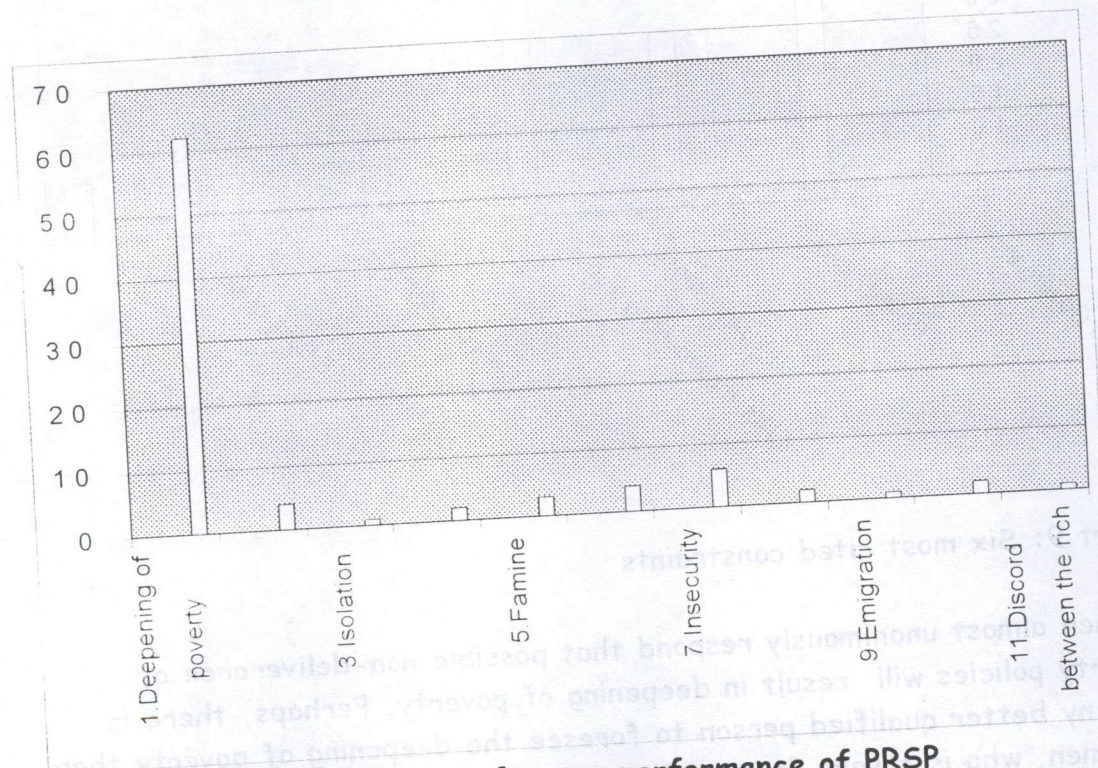


Chart 10 : Possible Reasons for non-performance of PRSP

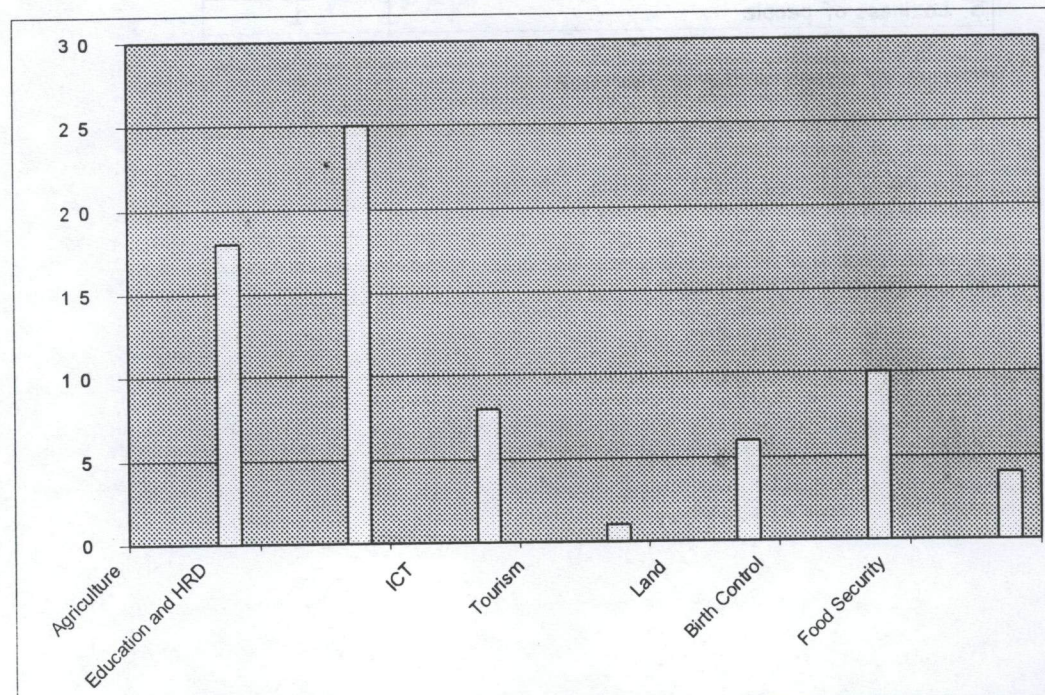
The consistency slightly changes when urban women are isolated. Urban women view the best poverty reduction approach as human resource development and education, followed closely by agriculture and birth control. In specific terms, urban women showed keen interest in business education and training. The same consistency is repeated in ranking sectoral policies.



## URBAN WOMEN

**Table 22: Prioritisation of poverty reducing approaches**

	Policies	Frequency
A	Agriculture	18
B	Education and HRD	25
C	ICT	8
D	Tourism	1
E	Land	6
F	Birth control	10
G	Food security	4



**Chart 11 : Preference of urban women on approaches to poverty reduction**

**Table 23: Urban women ranking of I-PRSP policies**

	1	2	3	4	5	6	7	8	9	10	11
A	8	5	0	1	1	1	0	2	5	0	4
B	15	4	6	3	1	0	0	0	0	1	0
C	3	1	7	5	2	3	1	3	2	1	0
D	1	2	0	1	2	2	0	2	6	6	5
E	1	2	1	3	5	2	1	3	0	4	6
F	0	3	3	2	4	3	4	1	2	1	0



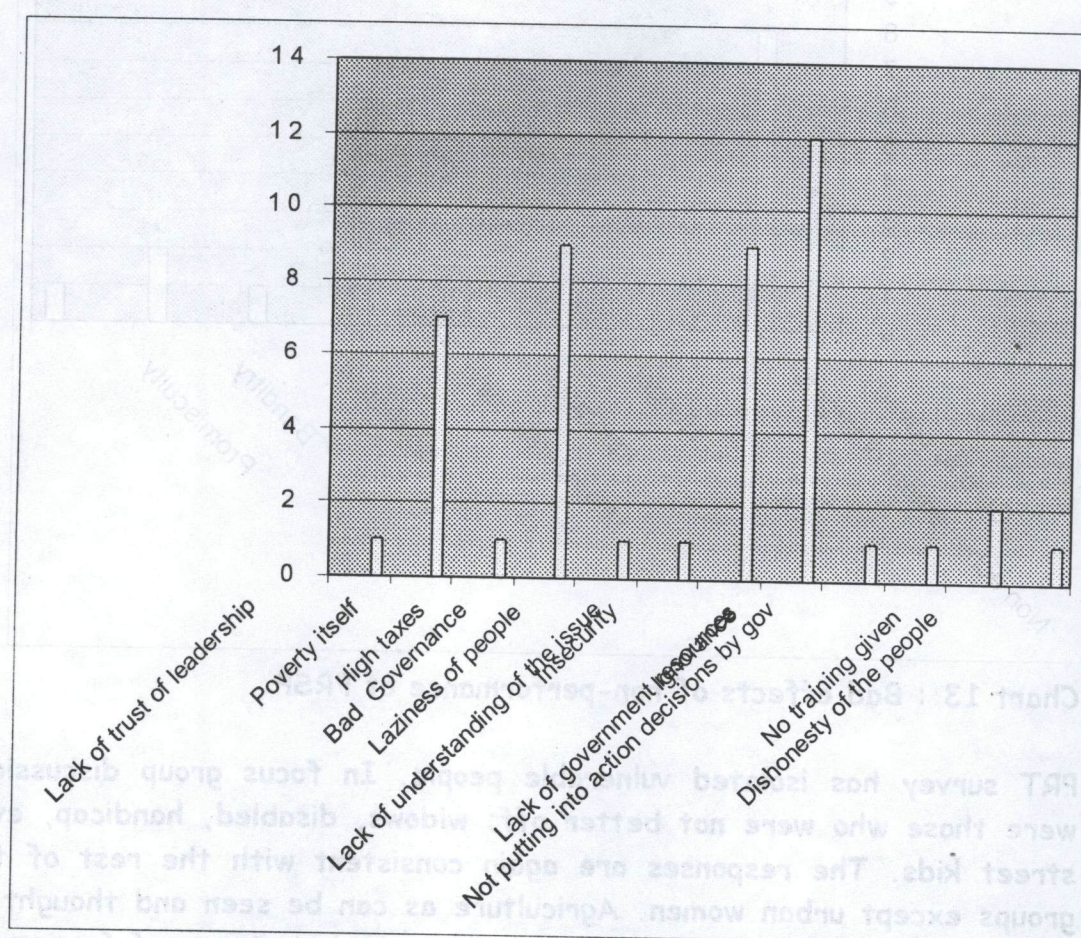
G	0	2	3	4	2	4	6	1	1	3	0
H	0	1	2	2	3	0	5	6	2	2	2
I	2	3	5	3	6	2	2	3	0	1	0
J	0	3	1	1	2	5	2	3	3	2	3
K	0	1	6	1	1	2	8	1	3	1	3

Table 24: Cited possible constraints for non-performance of PRSP

Constraints	Frequency
1. Lack of trust of leadership	1
2. Poverty itself	7
3. High taxes	1
4. Bad Governance	9
5. Laziness of people	1
6. Insecurity	1
7. Lack of understanding of the issue	9
8. Ignorance	12
9. Lack of government resources	1
10. Not putting into action decisions by government	1
11. No training given	2
12. Dishonesty of the people	1



Chart 12: Possible constraints to effective deliverance of poverty reduction policies



Urban women like the rest of the respondents, view ignorance and bad governance again as the most possible constraints that can lead to non-performance of Poverty Reduction. Urban women also fear chronic poverty if PRSP does not perform.

Table 25: Cited bad effects of non-performance of PRSP

Bad Effects	Frequency
1. Chronic poverty	8
2. Non achievement of targets	1
3. Hunger	2
4. Ignorance	1
5. Misunderstanding	1
6. Corruption	1
7. Banditry	2
8. Promiscuity	1



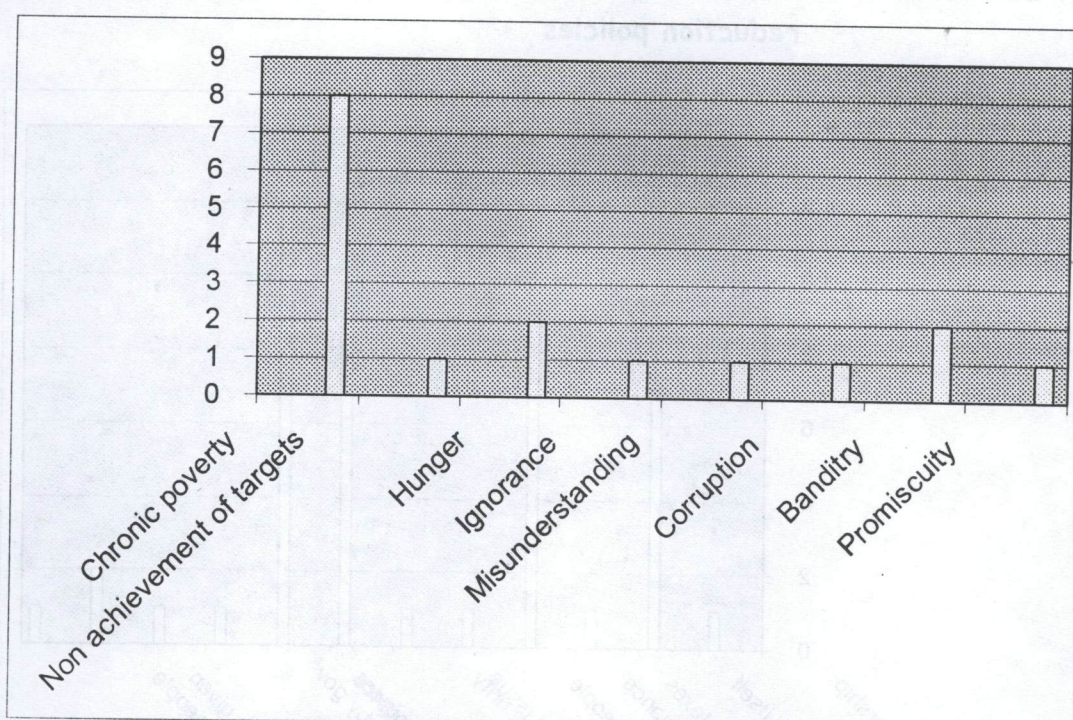


Chart 13 : Bad effects of non-performance of PRSP

PRT survey has isolated vulnerable people. In focus group discussions were those who were not better off; widows, disabled, handicap, even street kids. The responses are again consistent with the rest of the groups except urban women. Agriculture as can be seen and thought to be the best approach to poverty reduction. Again in terms of frequency, it is followed by education, training and human resource development. It is important to note that HRD comes as an envelope, but specific reference is acquiring troubleshooting skills. Ranking poverty reduction policies again points to agriculture and human resources.

Table 25: Cited bad effects of non-performance of PRSP

Bad effects	Frequency
1. Chronic poverty	8
2. Non achievement of targets	1
3. Hunger	2
4. Ignorance	1
5. Misunderstanding	1
6. Corruption	1
7. Banditry	1
8. Promiscuity	1



VULNERABLE GROUPS

Table 26: Vulnerable groups preference of approach to poverty reduction

Vulnerable groups preference	Frequency
1. Agriculture	153
2. Education and HRD	77
3. ICT	11
4. Tourism	9
5. Land	25
6. Birth control	37
7. Food security	48

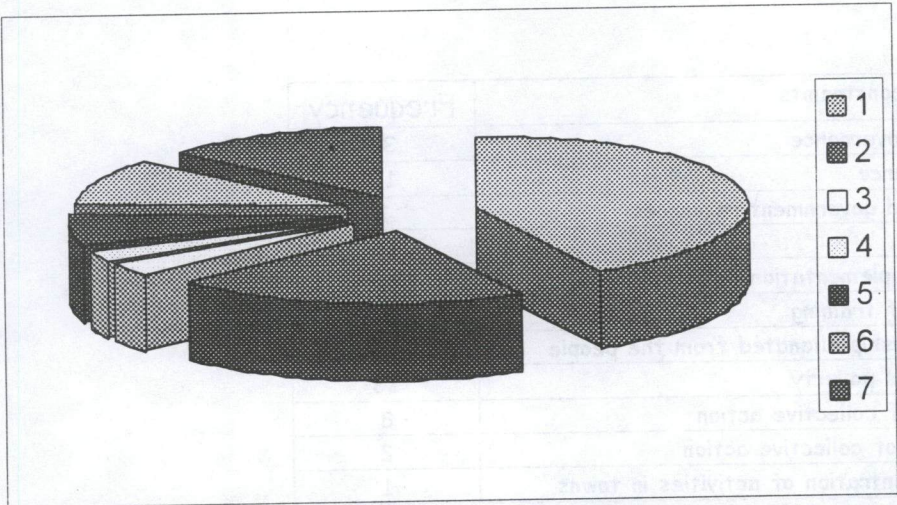


Chart 14: Preference of poverty reduction approach by the vulnerable

Table 27: Ranking poverty reducing policies

	1	2	3	4	5	6	7	8	9	10	11
A	46	13	4	3	15	2	7	5	6	9	15
B	27	35	18	12	12	5	9	5	1	5	5
C	7	21	25	9	10	13	9	11	5	6	3
D	9	8	8	9	4	7	5	13	13	12	20
E	13	16	13	13	15	14	10	9	9	12	8
F	7	7	122	16	12	11	8	13	19	3	3
G	4	13	14	12	21	13	14	13	11	5	6
H	10	5	7	13	6	14	14	17	17	10	10
I	23	13	12	12	13	12	9	6	8	13	3
J	3	3	15	13	1	11	9	12	9	22	20
K	8	8	11	8	11	15	111	10	10	13	10



Vulnerable groups cite possible constraints to the non-performance of PRSP to bad governance as number one. What is dramatic is that insecurity is number 2 while ignorance which in other groups used to be number 1 is number 3. One possibility is that most people who are vulnerable consist of the 'new poor' who are scared by the recent war and genocide. They cannot but express bad governance as the first villain and insecurity as the second.

**Table 28: Possible constraints that can lead to non performance of PRSP**

Possible constraints	Frequency
1. Bad Governance	32
2. Ignorance	16
3. Limited government resources	7
4. War	18
5. Non implementation of plans	13
6. Lack of training	13
7. Leadership alienated from the people	16
8. People's poverty	13
9. Lack of collective action	8
10. Lack of collective action	2
11. Concentration of activities in towns	1
12. Inequitable land distribution	2
13. Land scarcity	1
14. Poor understanding of strategies by people	1
15. Insecurity	24
16. Appropriation of government money	2
17. Remoteness of district	3
18. Gender inequity	4
19. Corruption	8
20. Justice delayed or denied	4
21. Laziness of the people	5
22. Demotivated leaders - non paid yet	1
23. Extravagance	4
24. Vagaries of climate	1
25. Lack of credit	1
26. Large number of invalids... dependants	1
27. Neglecting co-operatives... associations	4
28. Diseases	1



Table 29: Most frequently cited constraints

Constraints	Frequency
1. Bad Governance	32
2. Ignorance	16
3. War	18
4. Non implementation of plans	13
5. Lack of training	13
6. Leadership alienated from the people	16
7. People's poverty	13
8. Insecurity	24

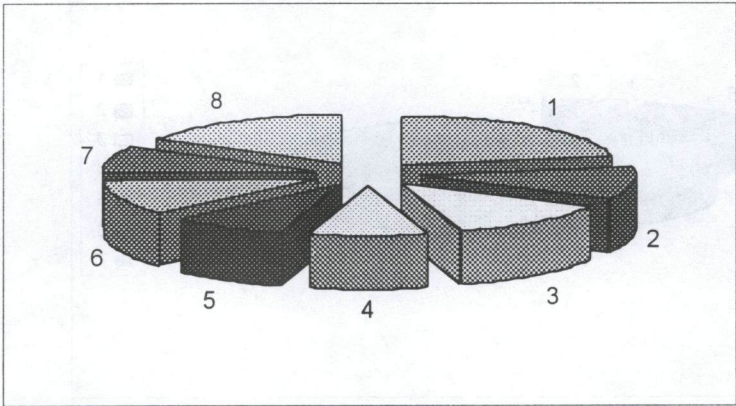


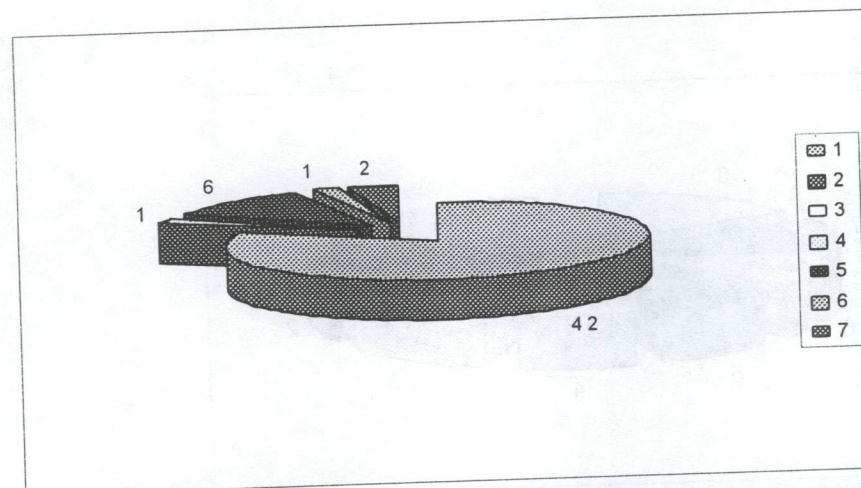
Chart 15 : Most frequently cited constraints

Chronic poverty is cited as the first ill effect of non-performance of PRSP followed by insecurity. To vulnerable people fear of perpetual poverty and insecurity is understandable.



**Table 30: Cited ill effects of non-performance of PRSP**

Ill effects	Frequency
1. Chronic poverty	42
2. Illness related to poverty and hunger	1
3. Ignorance	1
4. Lack of trust in leadership	1
5. Insecurity	6
6. Demotivated peasantry	1
7. Famine and hunger will increase	2



**Chart 16 : Cited ill effects of non-performance of PRSP**

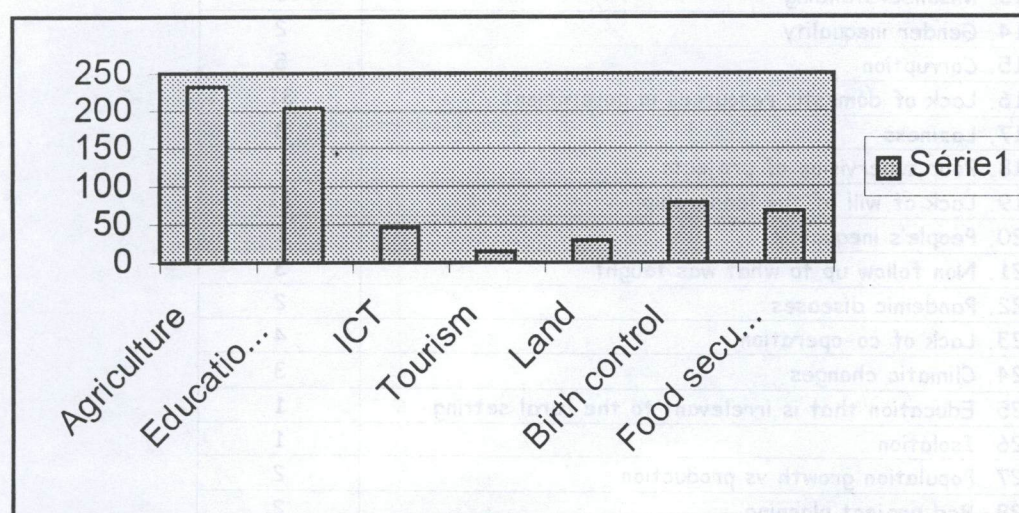
The following section is exclusively on the youth. The same consistency of a preferred approach to poverty reduction is agriculture followed by human resource and education development. The same pattern is repeated in ranking sectoral policies. The most frequent i.e. no 1 rank is HRD followed by Agriculture. The most frequent possible constraint is again ignorance followed by bad governance.

## THE YOUTH



**Table 31: the youth preference of poverty reduction approach**

	Policy	Frequency
A	Agriculture	233
B	Education and HRD	202
C	ICT	46
D	Tourism	15
E	Land	30
F	Birth control	79
G	Food security	67

**Chart 17: The youth's preference****Table 32: Ranking sectoral policies**

	1	2	3	4	5	6	7	8	9	10	11
A	72	27	26	20	29	19	15	13	14	12	27
B	93	52	42	27	22	7	10	8	4	5	12
C	14	35	35	23	23	29	30	18	15	21	16
D	10	12	11	13	17	16	17	22	41	40	64
E	12	23	17	25	30	29	26	36	26	30	13
F	1	14	30	26	30	38	36	35	38	15	5
G	24	42	23	44	30	33	25	27	20	8	9
H	7	13	20	25	25	32	37	37	26	29	15
I	47	41	30	35	29	27	21	15	11	10	7
J	6	8	16	13	17	22	18	31	30	39	52
K	8	23	29	25	25	23	26	24	31	30	21

**Table 33: Possible constraints to poverty reduction**



Possible Constraints	Frequency
1. Traditional attitudes and culture	1
2. Lack of proper understanding of policy	32
3. Egoism	13
4. War and insecurity	18
5. Lack of capacity of peasants	49
6. Exclusion of peasants in decision making	40
7. Ignorance	64
8. Non implementation of targets	28
9. Bad governance	50
10. Not telling the truth	2
11. Land not well distributed	1
12. Continued bias of concentrating projects to towns	1
13. Misunderstanding	1
14. Gender inequality	2
15. Corruption	5
16. Lack of domestic resources in government	31
17. Laziness	8
18. Poor supervision of projects	6
19. Lack of will of the leadership	11
20. People's inequality	1
21. Non follow up to what was taught	3
22. Pandemic diseases	2
23. Lack of co-operation	4
24. Climatic changes	3
25. Education that is irrelevant to the rural setting	1
26. Isolation	1
27. Population growth vs production	2
28. Bad project planning	2

All in all except for cases of urban women and vulnerable groups, preferences, priorities and ranking do not differ substantially with statements in I-PRSP. What ought to be done more deeply is a detailed analysis of each policy. Which specific aspects of HRD for example are the people thinking about? And how? Is it formal or informal education? Is it adult literacy or skills formation? How do they link to their poverty?

When answers to such questions are given, our knowledge of relevance will also be enhanced. Some crude ideas of the answers are expressed elsewhere where specific solutions such CFJ, micro credit training, CERAI, are cited but rather generally.



## 2. QUALITATIVE ANALYSIS

### INTRODUCTION

Qualitative analysis is a report of people's responses during focus group discussions. The aims are of course to collect people's ideas on I-PRSP and implicitly PRSP. It is not easy to deny subjectivity but it is also important to remember the objectives of the study. To test the relevance was the over-arching goal but above all consultations were also geared to stimulating ownership and participation in the ongoing PRSP process.

### VALIDATION OF CRITERIA

The sampling criteria aimed at providing a basis for adequate coverage of the country as well as capturing the diverse features of the country which may have a bearing on understanding and responding to poverty. In part 4 detailed information in terms of a swot Analysis for each district resited reported.

#### *Criterion 1: Urban and semi urban districts*

The districts that fell under this criterion were six; namely Butare Ville, Rwamagana, Ruhango, Kigombe, Kanombe and Nyarugenge. A number of remarks can be reiterated.

- It is not completely right to regard towns in Rwanda as being better off than districts except perhaps if the indicator is availability of infrastructure and utilities
- Towns have a set of poverty related problems most strikingly youth unemployment, business inefficiency which is often confused with the problem of the tax structure or lack of training, street kids, promiscuity and HIV Aids, unexploited ICT application potential, low salaries and lack of viable social security schemes
- Some urban areas like Rwamagana and Ruhango have demonstrated problems that are similar to districts in rural settings such as lack of credit for buying livestock.



### *Criterion 2: Structural poverty and genocide*

This criterion included nine districts in the sample namely Nyaruguru, Karaba, Nshili, Kaduha, Save, Nyakizu, Kayove, Kageyo and Nyamata. This criterion was found valid in terms of the expected features of poverty.

- One of the most densely populated district in the country, Save is in this group. The first is usually cited as one district in Ruhengeri.
- A district which shows very clear links between genocide and poverty is Nyamata
- Nshili was perhaps wrongly classified because the main feature was remoteness
- Old and acidic soils are features of districts in Gikongoro
- Tiny plots of land with very low levels of productivity are registered in a district like Nyakizu
- Kaduha was recorded as being perhaps one of the poorest districts in the country

Generally this criterion could have been put together with criterion no 3.

### *Criterion 3: Rural and remote*

The majority of the districts as expected fell under this category. In particular the following districts were classified under these districts: Gisunzu, Rutsiro, Itabire, Budaha, Bukonya, Bugarura, Bungwe, Rebero, Rusumo, Mirenge, Rukara, Kahi, Impara, Bukunzi, Ntongwe, and Muhanga.

- They are a group characterizing the most dominant form of poverty in Rwanda namely rural poverty
- Expectedly agricultural production became the dominant getaway from poverty
- Training and human resources recurrently feature as a shortage
- Rural infrastructure is clearly a common problem



- Specific but diverse features are recorded in the district by district analysis

#### *Criterion 4: Better-off districts*

These were Rwamiko, Kiyombe and Butare Ville but the last two are semi-urban and urban respectively. As noted above they have their own forms of poverty such as unemployment and low salaries.

The most interesting case is Rwamiko District which is a result of a merger between Rutare and Giti. It has problems like any other rural district such as small plots, lack of secondary schools, low salaries but above all it has some unique features.

- Its part, former Giti commune did not experience any shocks of genocide
- In the most recent times that they can recall they have never had any famine or food insecurity
- They have a wide variety of crops including vegetables, potatoes, coffee and wheat

A remarkable bottleneck cited was failure to get markets for example, for wheat (see District Analysis). Being better off should in fact be broader than mere food and human security. Trade and infrastructure bottlenecks still threaten sustainable development of the district.

#### *Criterion 5: geographical zones*

These aspects have already been referred to in Chapter 3 general findings. What is stressed here, is that our hypothesis has been that there are geographical variations in poverty problems, solutions and relevance of policies.

##### Zone 1. Centre South

The zone covered Nyabisindu, Nyakizu, Save, Muhanga and Ntongwe. We also find that the zone is characterised by tiny plots, low yield per area which of course is accentuated by demographic pressure and youth unemployment.



Possible solutions include use of chemical fertilizers, proper use and conservation of land as well as prudent use of wetlands. Off farm activities can be stimulated by vocational training to the youth and training in small and micro projects formulation.

#### Zone 2: Centre North

The zone included Rwamiko, Rebero, Bungwe, Kiyombe, Bugarura and Bukonya. As a Zone it is better off compared to others. Indeed Rwamiko and Kiyombe have been also classified as better off, although Bukonya is profiled as a district that needs rehabilitation.

Yet plots are tiny and agriculture is still old fashioned. The problem of rural roads and infrastructure also emerge clearly and in some areas like Bukonya political insecurity is cited as one of major problems to resolve.

#### Zone 3. South West

The zone includes Nshili, Karaba, Nyaruguru, Kaduha, Bukunzi, Impara. The zone is characterized by both structural poverty and genocide effects.

- Nshili, Kaduha, Nyuruguru are remote isolated from the rest of the country because there are no roads and means of transport
- A large area is known to have acidic soils and prone to frequent famines
- Illiteracy, backward agricultural production techniques also contribute to making the zone, the poorest in the country
- Above all the area is known to have witnessed the largest genocide massacres at for example Murambi, Kibeho and Kaduha.

#### Zone 4 North West

The area includes Rutsiro, Kageyo, Kayove and Itabire. The area has a lot of potential with regard to fishing in Kivu and tourism around the lake. It seems it shares the same problems with the rest of the country with regard to agriculture, fertilizers and general food production.



A unique feature among the districts especially Kayove and Kageyo is dissent on policies of villagisation and land reform. This is not inconsistent with the fact that a part of the zone has been known to have experienced political instability and opposition to the government and its policies. The latter observation has a lesson in terms of what should be done to create a conducive environment for fighting poverty e.g. political education as a component of poverty reduction policies

#### Zone 5: East

Roughly it includes Bugesera, Kibungo and Umutara. Districts visited were Nyamata, Ngenda, Gashora, Kahi, Rukara, Mirenge and Rusumo.

Features of the zone are easily discernible. These include savannah vegetation and long dry seasons, frequent famine, water and water management problems, lack of strategies to use wetlands and lakes for the benefit of the people, livestock rearing which is more for prestige in quantity and quality.

The zone is almost flat, and can use mechanized techniques of agriculture it also has some really poor districts like Kahi, but also quite better off ones like Rukara.

Rusumo and Mirenge were hit by recent famine as well but seem to have a wide variety of agricultural produce in times of better weather.

Nyamata has a market advantage because of proximity to the market of Kigali. It has basic infrastructure but it is a district where the aftermath of genocide is parametric to poverty.

#### RELEVANCE VALIDATION

The relevance of PRSP to community priorities and needs can be construed from empirical reports. The prioritization, the ranking and fears of the non-performance of PRSP pointed to how communities regard PRSP as relevant.

Thus for example, in many cases it was noted that people view agriculture and human resource development as policies which if given



priority could make PRSP relevant. But we also pointed out that these were general statements which need to be informed.

For instance to an urban woman, to youth and to a rural poor HRD may mean slightly different issues in substance. A young man in rural areas, thinks of vocational training in skills while a woman in Kigali prefers business education.

### 1. Effectiveness/Problems

Problems related to poverty are abundant (see district by district report). A quick conclusion would be weakness and past failures of government policies on poverty reduction. For PRSP to be an effective tool, most of these problems have to be addressed. The question is not what but who and how.

This is the reason PRSP, as signaled in I-PRSP, should build up a synergic link between stakeholders in poverty reduction. Government is not the only stake holder in poverty reduction. A partnership between the grass root organizations, civil society, decentralized structures cannot only bring efficiency and cost effectiveness in PRSP implementation, but will also remove the dependency syndrome, which is in terms of looking to government for every solution.

It is also important to target the most crucial problems across the board. eg.

- Nature of agriculture production and productivity
- Low skills and low capacities to implement PRSP including education
- Land related problems
- Rural infrastructure especially roads
- Bad governance issues including legacies of former regimes
- Health problems especially AIDS and Malaria

### 2. Inclusiveness

Inclusiveness is an element that reflects a broadened perception of poverty. Poverty reduction should not be a matter of per capita incomes



only. If there is inequality and inequity in the Rwandan society, it will be difficult to appreciate the relevance of PRSP.

Two observations are worth making. Firstly, there are forces that work against inclusiveness, e.g. cultural friction against gender equity and gender insensitivity. This is corroborated by the fact that one woman expressed in questionnaires the problem of gender as a constraint in poverty reduction. Secondly, there are cases of open exclusion of some marginal groups of the population.

For instance 'abatwa' of Rwamiko presented papers alleging that they are excluded in major allocation of resources such as use of marshland. A similar allegation of discrimination were recorded in Rukara and Gikonko districts.

Perhaps extreme poverty is also a cause of exclusion. In profiles, widows, orphans seem to have despaired and regard poverty as predestination. There are several children who are not attending school, simply because their parents cannot afford the fees or the food to feed them. In a word, reduction in poverty reinforces inclusiveness and inclusiveness reinforces poverty reduction (see also profiles). There are similar opinions in relation to access to health services.

### **3. Participation and ownership**

Several districts recorded remarks that seem to be non participative. Ngenda, Nyamata, Rutsiro, Karaba, Nshili, Muhanga, Ntongwe, Ngoma among others have on record cases of gaps between the leadership and led. For PRSP to be relevant, participatory processes should be strengthened. This could stem on the current PPA process.

Ironically this study (PRT) is supposed also to strengthen ownership. Getting people's ideas and distilling them into PRSP enhances ownership. Ownership should be broadened to include reduction of dependency on foreign aid. It should reflect responsibility to poverty reduction as not being government only, but also the people themselves and their organisation unfortunately no simple respondent indicated this a solution.

### **4. Solutions**



Solutions are abundant. Yet on close analysis, they are at times contradictory.

- raising agricultural produce for the market is pitted against low purchasing power
- raising savings and investment is contradicted by weakness in the financial sector
- raising agricultural yield has to be viewed against demographic pressures
- increasing the number of schools is difficult if there are not enough qualified teachers and the quality of education
- building of and maintaining rural roads is constrained by meager resources.

In all, solutions will involve high prioritization but above all it will need effective planning in allocation and mobilization of resources of all kinds for implementing PRSP.

In any case recurrent people's prioritization of Agriculture and HRD seem to strongly support the I-PRSP and Vision 2020. Agriculture may be marred with problems but it is the majority of the people depend on. Ignorance is certainly the principal cause of poverty.

A comprehensive Agricultural policy and strategy, a high impact HRD strategy seem to be the duo keys to short and long term solutions.

The following ( shaded boxes) are a few profile that accentuate our argument about how people or even districts view relevance.

**Box 11: Blues of a child head of a family**

( Real name: Claudine UMUPFASONI).

The story of Claudine does not have to be under pseudonyms because it would be generalizing and sentimentalising an actual problem.

Claudine of Nyamata is 18 and heads a household of 4 children of 3 boys and a girl or young brothers and a sister. His father was killed in 1994 in genocide in Secteur Kayumbi and Karambi. Her mother died in 1995 in Kigali where she had gone for treatment of complications following the genocide atrocities in Nyamata.



She had sustained serious head and chest injuries.

She narrates that she and her young ones had followed their mother in Kigali, but on her demise she decides to come back to Nyamata. On why she decided to come back, Claudine explained that, they had no relatives in Kigali and wanted to be near their plot of land ( *isambu* )

Claudine has stopped going to school. In 1997 she was in std 6 she says she has chronic headaches and her young ones are almost perpetually ill. At any time there is one who is not well mainly because these days living conditions are hard after assistance has started diminishing. Moreover, if one falls ill the child has to go to a health centre to get a *facture* if assistance has to be provided by the commune.

On why they did not go to an orphanage, Claudine says when world vision was supporting them, she would hire people to cultivate and plant crops in their plots. If they go to orphanages people can grab their plot.

She believes the best approach is to continue struggling only that support is not as generous as it used to be she says, she has started facing problems of getting school uniforms for younger ones.

A versatile safety net for victims of genocide would be to her a good component of a poverty reduction policy.

Otherwise she concludes that the principal problem is her health; chronic headaches, breathlessness, itching eyes and a " swelling heart".

**Box 12. My husband used to sell our children and I lost my teeth because I fell down because of hunger**

Nyiramagorwa is 71 years old ( apparently older). She said she came to participate in the discussion as a vulnerable person. She lives alone she lacks someone to draw her water.

Before independence they migrated from Ruhengeri with her husband. Her husband started a habit of "selling" children for children labour e.g the case was Frw 500 for offering her young son to be a herder of cattle for someone in a distance village. Because of lack of acceptance in the society, who did not like his practice run away and she does not know where he lives.

It was long time ago. She left me with a baby girl. This baby girl grew up and got married at 20 and now she has five children. But I never remarried. The young son who had been sold for child labour grew up and helped me. He got me '*isambu*' and when he set up his family, he continued to support me



and I would get a house from 'umuganda' of my village mates of Kaduha"

A few seasons ago, when his son had gone to Nyagatare to look for food during the period of famine, for three days she had not come back and she had no foods. When she tried to walk outside she fell in the latrine and lost all her teeth. The pentecoste used to give me rice and blankets.

These efforts should get me a blanket." To her a poverty reduction policy should involve assisting materially the most vulnerable people.

#### Box 13. Bukonya –a district to rehabilitate

The new district of Bukonya is now the summation of former communes of Gatonde and Ndusu. Since 1997 till today, it has served as the headquarters of the infiltrators (abacengezi). As consequences, the district has been destroyed : more than 5000 deads, wiping out of livestock, destruction of administration and social infrastructures, no ONATRACOM transport, no vehicle, no income, in brief this is a landlocked region with no hope at the end of the tunnel.

*Kuki Leta ishaka kuducutsa itararangiza kutubyara ?*

Structurally, land properties are progressively getting smaller and smaller. People have developed a cope up strategy based on land lease or agriculture workers system ( not necessarily leading to be paid in money). Animal husbandry coupled with agriculture has been a traditional lucrative activity. Today, no more such activities even if people are trying to reshuffle their livestock (2000 cows now against 600 in 1999). Small income is used to get health services (average of 1000 FRW), household small shopping items, such as soup, salt, about 100 per family a month, CPM is not included in this expenses, because people are rather imprisoned and then let free once it becomes clear they have nothing else.

Development project like CYGAND was highly usefull for people. It has vanished. Whereas Gatond has still Rhenanie-Palatinat cooperation as potential assistance scheme, Ndusu has zero. One of the results is that the district employees are not being paid. *Bukonya is really a region to rehabilitate* first and this takes government and partners involvement at large scale before embarkin onto development process.

The way out is to start from scratch. Local government has acute awareness of that :

- diagnosis of local resources
- identification of priority needs
- inventory of local possibilities
- focus on right need for aid and assistance
- free debate and participation of the people
- reaching out to mobilise resources
- First priority is start coupling agriculture and animal husbandry both for income generation and soil revigoration using radical terraces and organic fertilisers. Small credits schemes are essential to trigger the population dynamism ;



Second priority is communication to cut off landlockness : safe roads to be rebuilt by MINITRAP and local population (HIMO scheme) taking into account that this would redynamise local markets, product transportation, specialisation of food (peas and potatoes) and other products to be exchanged with other country regions specialised in beans and sorghum production.

Third priority is training and sensitisation, using ancient experience such as IGA, Foyer social, primary and secondary schools facilities. Technical training in agriculture for instance should focuss on sites (where people are and work instead of usual gatherings that give down instructions) ; People are ignorant and once this is not solved then anything will not be achieved now and then. And this takes punctuality and sustainability in training programs once people have been consulted.

Land is an issue that the state should think through carefully. It has potential to conflict. Some of the people's lands are being occupied by outsiders and already conflicts have been emerging since the problem of infiltrators got momentarily settled.



**Box 14: Poverty Reduction is pitted against traumatized groups of people in some communities**

**Two genocide widows of Nyamata**

The first widow is 55 years old and used to live at Ntarama one of the worst sites of genocide atrocities in the country, she lost 3 children in 1994 she is stays in Mandela Village, there are no bullet shots and she thinks its secure, but talks with anguish when she says she is helpless because of scars of genocide. Indeed, her head adorns terrible scars of clubs that she says are not anything, because she cannot go to the field because of body injuries.

Material assistance to her is the best suggestion, but asserts a gap will remain there because no heart can be brought back from the dead and labour is very scarce.

The second widow was living in Ntarama and is 41 years old now. She lost her husband and four out of five children during the genocide. Visibly attractive but with vicious scars on her body, she carries with her a stigma and shame of 1994. For example she talked with a lot of shame being stripped naked in front of her children and being maltreated three times one day, meaning even to the most naive mind that she was actually assaulted and violated three times.

Her immediate problem is that she lives in what used to be their kiosk since their main house was vandalized.

She has not been given a 'mudugudu' because authorities regard that she has shelter. Credit available, but she can no longer do petty business since she cannot stay in the sun for long. I'll health and scarcity of labour are two principal problems.

But above all, she believes a policy should not forget children's (orphans) schools, food and medicine



## CHAPTER 6 SECTORAL POLICY PROPOSITIONS

### 1. INTRODUCTION

The Policy Relevance Test has used focus groups to discuss people's impressions of government policies. A six part report has been produced by a team of 21 researchers from OSSREA RWANDA CHAPTER mainly at National University of Rwanda. Results of the study are being used in the PRSP. The study was conducted in 38 districts and opinions both quantitative and qualitative were sought at all levels. Findings have been used to examine existing policies in key sectors.

Major proposals by sector are summarized and discussed below. They reflect the views of each researcher on the basis of the evidence from focus groups both in the pilot study and the national survey : they are therefore policy propositions rather than agreed policy. Many will need further discussions.

### 2. SECTORAL POLICIES

#### *Enabling environment*

Problems and solutions are identified for 38 districts. They include a limited agricultural market in several areas, degradation of environment, soil fertility, land-related problems, limited use of inputs, drop-out rates in education, AIDS and other problems that limit access to health facilities. In order to sustain economic growth of at least 8% per annum for the next 15 years and to accelerate poverty reduction these bottlenecks have to be removed. A macroeconomic stability, low inflation, high rates of saving and investment as well as financial discipline are prerequisite to growth and poverty reduction.

#### *Financial sector*



PRSP needs to say more on savings and credit mobilization and promoting rural credit institutions. A service area approach is proposed as is the formation of new bank for the rural poor.

### ***Financing the rural area for poverty reduction***

Low productivity, low output, use of archaic technology, small size and low quality of land, low skills of farmers are some of the characteristics that cause low monetary income and poverty in rural areas. Potential sources of financing the rural economy exist in Rwanda : commercial banks, *banques populaires*, BRD, savings and credit cooperatives, NGOs, different kinds of informal credits « tontines », income generating activities (construction of infrastructure such as HIMO works).

Rural people suggest as strategies : the training to enable to develop income generating activities, the building of infrastructure and create jobs and thus allow saving process, the facilitating of access to credit for the poor who do not have asset of collateral value, the transforming of parts of the banking system to poverty reduction orientation, the encouragement to invest in rural areas, the implementation of the BNR micro-finance project, the targeting of the training in agro-business, small project management, basic marketing and elementary accounting.

### ***Micro-finance and poverty reduction***

More data are needed on the ADB project. A policy document is needed with detailed evaluation of the Banques Populaires and Duterimbere. A specific proposal for micro-finance is discussed with small amount of loans without collateral, based on the Grameen bank principles. Rwanda Micro-finance Forum is a good network for micro-financing.

### ***Political and human security***

There is a shortage of defense forces. Local defense forces are on voluntary nature. There is no national scheme in which LDF could fit.



There are reports of LDF extorting money from civilian citizens. Local decentralized governments should review and restructure entirely the whole concept of local defense ; people cannot fight poverty if they do not feel secure enough to engage in productive activities.

### *Unity and reconciliation*

Significant progress in reconciliation is reported ; one woman with relatives in prison accused of genocide has reported that she now has good relations with the genocide survivors who denounced her relatives, and that they even help look after her children. The NURC has conducted solidarity camps for more than 11 000 people between June 1999 and June 2000.

Recently, while this survey was being conducted, more than 300 infiltrators "abacengezi" were taken into solidarity camps. NURC is publishing articles in the media, promoting community initiatives and helping with the resolution of conflicts. Unity and reconciliation are accelerators to poverty reduction process if we take into account the specific history of this country.

### *Law and poverty*

Existing laws in Rwanda have nothing to do with poverty reduction. Laws in Rwanda do not create positive, encouraging climate to handle business, rather laws forbid : « don't spirit rather than "please do this" to... ». The field research has discovered abuses in law enforcement and a link between the prison population and impoverishment. The human right approach needs to be included in the PRSP ; law on land, taxation, credit, investment and labour relations will have important effects on poverty reduction process.



### *Agriculture/livestock/animal husbandry*

PRSP needs to bring out the interdependence between agricultural and environmental policy. Complementarities with agriculture-related activities need to be developed as do human resource development and a concrete plan for rural recapitalisation. The population has reported soil fertility decline, shortage of extension and markets, animal and plant disease, poor coffee prices. Solutions include cooperatives, off-farm employment, affordable inputs, extension, *in situ* demonstration plots.

MINAGRI needs to facilitate extension workers and harmonize its policies with environment and natural resources. Land owners need title deeds for collateral and land needs new technology. Land needs to be taken as an economic asset rather than traditional social property. Better management of the marshes is important. Rationalization of crops should be promoted, based on the commercial returns to crops. Livestock should be promoted emphasizing stalling (zero-grazing) and high returns.

Forest management is needed. It does not exist so far as a clear policy. Centres of agricultural training are needed for drop-outs from primary and secondary schools and civil society must be involved. Agricultural micro-project financing is highly needed.

Better market information with cooperation between MINAGRI and the private sector is needed including better preservation infrastructure. The state needs to promote the capacity of MINAGRI to identify profitable technological packages for farmers, and promote the middle class of agricultural entrepreneurs.

### *Food and nutrition security*

Policy needs to base agricultural pricing on marginal cost, adjust prices output and inputs prices to global prices, provide public goods for agriculture, supply commodities to some selected target groups. A decision-making process is proposed and indicators are suggested. In any case, food and nutrition security are a must. They are *sine qua non* conditions to reducing poverty progressively. Food security policy must be handled as an immediate priority, from now on to 15 years to say the least.



### ***Land and environment***

Environmental problems include soil erosion (increased by ploughing, paths and bush fires), deforestation and soil dehydration due to fast-growing trees, diminished water quantity in lakes and rivers, threats to protected sites including the Akagera park and particular problems in Mutara and Bugesera.

The policy of agglomeration has not always been adequately prepared with infrastructure and training, and can reduce the fertility of land because people are further from their farms. Land management needs to take into account existing culture and technology and introduce new technologies.

### ***Water resources planning***

Irrigation is seen as a priority and various problems are identified. Local water planning is needed and the irrigation potential needs to be estimated. Planning is needed at district and watershed level, watersheds with acute conservation needs should be prioritised: irrigation is needed in conditions of acute scarcity, awareness of watershed issues needs to be promoted, private sector involvement in irrigation should be promoted.

### ***Private sector involvement in PRSP***

Better private participation can be helped by national savings policy, more favourable regulations, coordination of inter-sectoral projects, legal measures creating awareness of property rights, export promotion, pro-poor privatization, focusing upon HRD by targeting entrepreneurship, private participation in energy and communication, prevention of smuggling, promotion of tourism.

### ***Civil society and poverty reduction***

Civil society and NGOs in particular need to represent the poor. Civil society needs to be critically analyzed. Recognition of countervailing power and the need for permanent dialogue between civil society and



political leadership is important. Awareness of poverty as the most important critical issue to be handled is civil society contribution to PRSP and its implementation in rural areas.

### *Human resource development*

Human resource development is mainly constrained by the absence of a policy, poor coordination, poor links of training institutions with labour market, absence of labour market data.

A HRD agency is being created to guide policy, to link market and training, to supervise the whole human resource development process (education, technical training, professional training, on-site formation, ICT). Research findings on the field have made it very clear that HRD constitute the most important issue to handle for the poverty reduction process to ever succeed.

### *Education for poverty reduction*

Present Rwandan educational system has no orientation with poverty reduction whatsoever. There is a lack of an overall long term policy vision. Educational structures have no clear links. The definition of educational outputs need to be clarified in the context of the policy to fight poverty. Informal education by centres of youth would be highly appreciated. Today, the existing centres depend on NGOs or on other benefactor or adventurer.

They require more support from government. Youth constitutes close to 60% of the entire Rwandan population. Youth is and must be the actual poverty reduction policy target, if this country is to survive at all. Support to orphans and poor children should be decentralised with monitoring of the children's progress at the district level. Adult literacy should use existing school infrastructure and others where available.

MINEDUC plans to establish a school of science and a technical school in each province. Training trainers should go parallel to this to ensure the success of applied scientific teaching. For the promotion of ICT by internet kiosks, better education and better teaching aids will be



strongly needed. A lack of coordination and realism in this sector is the major problem.

### *Professional training*

Many professionals come from outside Rwanda because of a shortage of skills. Professional training structures need reinforcement. Functional literacy can support agriculture and livestock. Professional training can target the poor through scholarships. National coordination is needed.

### *Health and public sanitation and reproductive health and HIV/AIDS*

Health problems include poor shortage and transformation of food, access to potable water, lack of preventive health and non access to curative health facilities in cases of malaria (first killer so far), pneumonia, diarrhoea, infant diseases, shortage of reproductive health services, lack of AIDS testing, the price of bednets, inadequate information about oral rehydration, poor health coverage, inadequate staff (150 qualified physicians for the whole country) and equipment. Health is yet another priority policy to deal with if poverty reduction is to be achieved in short and term as well. Coverage should be ensured and HRD reinforced.

Immediate measures are too support and encourage insurance « mutuelles » that are being tried out these last days. As for reproductive health and HIV/AIDS, it is evident that there is high maternal death rate. Better ante-natal care and better awareness is needed.

### *ICT, energy and transport*

Few people PRSP about ICT in rural areas. It needs to be better integrated into PSRP, using ICT existing plan. The NITC and RITA will have a key role. Rural electrification was raised as an essential condition for farm and off-farm production and resettlement sites (imidugudu). Energy is not only a matter of hydro-electrification, plans exist for biogaz, methane gaz, high energy coal briquettes. The overall purpose is to fight this landlocked situation of the country, to preserve the environment and fight poverty.



Transport and roads maintenance is another key issue in poverty reduction process. MNITRAP should re-plan roads network and impulse public works in rural areas through « HIMO » plans. Add to that, environmental issues, the use of the briquettes and stones to build roads, the establishment of « micro-centrales », all of this should be discussed in PRSP.

### *Gender issues*

PRSP is not sufficiently known and poverty reduction is not emphasized enough in policy documents. Gender is almost absent from I-PRSP. Gender inequalities reflect differential access to income source, property and decision-making institutions. But women are responsible for the family economy. The gender policy needs promotion. The new law on succession and inheritance needs to be more widely disseminated and debated. Women need better access to credit, land, employment and higher wages.

Education about equality is badly needed. Women's representation is needed in associations. Positive discrimination and affirmative action ought to be initiated. The restriction of marital age should be strictly enforced, and women need labour-saving technologies including improved stoves, food conservation and use of animals in agriculture. Women's access to information should be promoted by libraries at the administrative « cellule » and sector levels.

One approach is adopting and examining I-PRSP and final PRSP paragraph by paragraph to ascertain that it is fully and consistently placed in the final document. Moreover, statistical data base that are disaggregated by gender should be developed.



### *Population*

Demographic pressure is one of the problems in Rwanda and on poverty. It is among the key critical areas of concern. It is now growing at 3% per year and does not seem to decrease substantially. The fertility rate once 8.3 is supposed to have gone to 8.2 in 1966 and to a low figure of 5.5 in 2001 according to ONAPO.

The latter organisation's role in the reduction of the rate needs to be appreciated, but against views that are increasing costs of education and health care more responsible to the decline in demographic pressures.

For the demographic problem, ONAPO should clearly spell out its strategy in the next 3 to 5 years. Officials of ONAPO feel population is now so much a planning than a health issue, that it would be better to place it however, more important than what it should be doing under the Ministry of Planning. It is curious whether, where it is

### *Governance and decentralization*

Implementation of good governance and sound decentralization are necessary conditions to empower people. This was the apparent consensus in most of the institutions visited and through the national survey.

PRSP could assist the process at grass-root level, since good governance and the implementation of the decentralization policy are often regarded as the role of the state, central and local governments. This will ensure genuine ownership of poverty reduction process by the people and create facilities to accommodate genuine participation.



## CHAPTER 7 CONCLUSIONS AND RECOMMENDATIONS

### 1. ASSESSMENT OF PRT OBJECTIVES

#### *Local systems and skills for policy analysis process.*

In various parts of the country the erosion of social capital and minimum use of indigenous knowledge was noted. Revitalization of the social capital, such as the recent proposal of using 'ubudehe' and 'umuganda' for poverty reduction need to be taken up vigorously. A study on traditional coping mechanism could be undertaken countrywide.

#### *Information related to smooth implementation of practices within communities.*

There is a lot of information that has been gathered and compiled in six parts of the report. However, a substantial part of it is subjective and normative. For it to be used for implementation of policies needs a feedback mechanism, such as channeling it to decentralized structures and CDCs. This is based on the premises of a coherent methodology of using decentralization for poverty reduction. It thus foreseeable that information generated by PRT could be funneled into participatory structures that will be part of the PRSP process and being set up by NPRP.

A simple but important action is having versions of reports in Kinyarwanda, an idea which is greatly supported by NPRP.

#### *Information to policy makers.*

Every part of this report can inform policy makers. Nevertheless part 5 which essentially reports 22 individual sectoral analyses is more directed to policy makers. These have included enabling environment, governance, financial sector, micro finance, education, agriculture,



water, land and environment, HRD, gender, health and reproductive health, ICT, energy, transport, private sector involvement and policy coordination. Of course, the information contains individual contentions and proposals. What NPRP could assist doing, is to provide a platform for a continuous dialogue between the body of researchers and policy makers.

### *Relevance on real and actual needs of the people.*

Problems recorded were by any standards abundant. That poverty in all its faces is rampant in Rwanda is repeatedly noted in every section especially the emergence of the 'new poor' after genocide. In a word then, PRSP cannot come at a better time than now and this should be regarded as the pillar of relevance. I-PRSP stressed sectoral policies related to agriculture such as food security and rural sectoral capitalization. The HRD is stressed in relation to Vision 2020. Both emerged as first in prioritization by the people. In principal then I-PRSP approach especially with regard to the two major sectors has proved to be highly relevant. What is wanting is articulation and clarification of how these will be put in practice and made to have lasting impact. A litany of problems cited by the people in districts makes PRSP process more relevant now and in future.

Two issues need to be cautiously considered. Firstly the absolutely poor, have such dire needs in their daily lives that may not always conform with broad policy statements. Specific approaches such as safety nets, pronounced in I-PRSP should be maintained in PRSP. Type of poverty does not compromise general relevance of a policies to be placed in PRSP.

Thus food, shelter, school uniforms that frequently appear in the report do not render I PRSP approach irrelevant Secondly, relevance is also prone to vagaries of time preference as indicated in the various parts of our report. PRSP should recognize which are short term actions and long term objectives. Foods security is immediate and long term, HRD can have an impact on broad masses of Rwandans after a lagged effect of at least 15 years.

### **Strengthen ownership of people**



PRT let various categories of the people participate in discussions and the latter were explicitly told of the mission of the study. Consultations well. Abatwa and other vulnerable groups expressed their opinion on poverty in the country. In some parts of the country, some ideas opposed to government policy emerged. It is the opinion that these interactions enhanced ownership.

Ownership does not mean pro government statements only. Interpretation of these can lead to better future action such as intensification political education.. Abatwa could be incorporated deliberately in decision -making structures. Finally, participation and ownership should be an ongoing process, and NPRP is cognizant of this and is introducing permanent participatory structures.

#### *Policy co-ordination*

In the report especially in part 3 PRT proposes strengthening NPRP. Donor to donor co-ordination was seen to be weak and disjoint donors-government coordination need to be strengthened. PRSP process is expected to put in place structures for continuous consultations to strengthen NPRP. Ministries, donors, private sector and the civil society will have to forge clearly a modus of working as partners

#### *NPRP and PRSP for sustainable poverty reduction.*

PRT noted clear efforts to link PRSP to MTEF Vision 2020 and IDTs. It is hoped PRT information can assist NPRP in broadening the perspectives for sustained poverty reduction. This is not a mean challenge given the fact that PRSP policy objectives are multiple. PRT and OSSREA could be part of a working group on informing poverty reduction in Rwanda



## 2. GENERAL RECOMMENDATIONS

### *A policy versus strategy*

Vision 2020 is not a National Poverty Reduction Policy. I-PRSP and the final PRSP, is being taken as a National Poverty Reduction Policy. But is it? Or is it a paper putting only together strategies for poverty reduction? If it is about strategies, then it is about how a policy will be implemented. At higher level, policy must therefore be much clearer as a policy not as a strategy.

It is recommendable that NPRP suggest for an overall National Poverty Reduction Policy, wherein one important element will be a set of strategies contained in PRSP. If also deemed feasible a poverty Commission could be set up, as the highest organ that would wish to see poverty eradicated in Rwanda.

### *Planning.*

This report and documents such as I-PRSP may seem broad or general, i.e. they do not have quantities required, available, etc., in terms of resources (finance and human). A planning mechanism for poverty reduction can do that, e.g. assessing resource requirements and availability and identifying targets.

**Commission ► Policy → planning → strategy → targeting**

### *Communication.*

Of what significance is knowing what I-PRSP is? It is known what is the government strategy on poverty reduction. NPRP, PRSP even Vision 2020 need to be known. It is recommendable that briefing notes, brochures, bill boards, radio and TV programs be prepared for a campaign against poverty.



### *Co-ordination.*

Apparently, there is an inter-ministerial organ on poverty reduction. This could be strengthened say into a permanent commission as mentioned above. Issues of gender, environment, land, education, population etc come strongly in PR from respective ministries.

But in future a competent commission can ensure no issue is left worse-off in the entire poverty reduction. NPRP needs to be more than a liaison organ of the government. If this seems to be out of the scope of this study then it is recommendable to strengthen NPRP as suggested in one of the boxes above.

### *Participation.*

Participation is a key to genuine ownership. Present efforts, like seminars taking place now and the prospective citizen's cards should be encouraged so that they become part of Rwandan approach. Participation should become the catch phrase of poverty reduction that involves empowering local communities in Rwanda.

## 3. SPECIFIC RECOMMENDATIONS

- PRSP process should make a clear distinction between national priorities, local priorities and household/ individual priorities. This is important because, it would seem there are contradictions in priorities. It is possible to have this type of distinction if proper maps on poverty are available and requisite studies are done.
- It is recommendable that key sectors that have frequently appeared in the prioritization in the study be given more focus in the process. Specifically, Education and HRD, Agriculture, Food Security, Health, Roads and Transport, Land, Settlement and Environment; could be comprehensively mainstreamed in PRSP.
- It should also be possible to have a mini-strategy for addressing district/ geographic disparities (contrasts between major zones



have become consistent nationwide) This would suggest that NPRP create decentralized organs that can have first hand information on regional character of poverty and then give feedback to the national strategists.

- A strong poverty reduction *education* component needs to be slotted in the forthcoming activities. This education component is not vocational training mentioned above, but a tool kit for participating in poverty reduction processes, e.g., forming associations, acquiring loans, identifying projects, agri-business, targeting 'progressist' peasants (non conservative), especially the youth and women, to ensure multiplier effects and favoring on-site training and demonstration.
- In the immediate future, poverty reduction process should address:
  - i) Food security, once and for all, and
  - ii) settle the issue of income generating activities.
- Those are the conditions for the whole process to take place.
- Education, human resource development, health, roads, transport, markets, regional specialization and livestock, etc. are policies that are to be implemented from now on and be processed through short/mid-term range that is between 1 to 10 years to sustainable make impact for poverty reduction.



**Table 34 : Some Policy Priorities/Actions and Responsibilities**

1	Priorities	Actions	Central Gvt	Local Gvt	Private sector	Civil society
	<b>Food security land and agriculture</b>	<p>(a) Improvements in markets to ensure favourable prices for producers and consumers; storage and processing, transport facilities market regulation</p> <p>(b) Support to the most vulnerable groups (absolute poor) through Food stamps</p> <p>(c) More incentives to farmers, such as irrigation, fertilisers, credits, etc...</p> <p>(d) Nutrition education</p> <p>(e) Land title, crops specialisation and promotion of the use of animal draught power</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>
2.	<b>Income generating activities</b>	<p>(a) Promotion of self employment and entrepreneurship development</p> <p>(b) Promotion of wage employment (unshilled labour intensive works)“Himo works”</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>
3.	<b>HRD (Education and Training)</b>	<p><u>Formal education:</u></p> <p>Preparation of a national education policy</p> <p>Provision of primary universal education</p>	<p>X</p> <p></p> <p></p>	<p>X</p> <p></p> <p></p>	<p>X</p> <p></p> <p></p>	<p>X</p> <p></p> <p></p>



		-Improvement of quality of teaching by training the existing staff and by providing necessary teaching aids at all schools	X	X	X	X
		Promotion of Technology and Science Teaching and Vocational training	X	X	X	X
		<u>Information Education:</u>				
		Strengthening the youth Training centers CFJ and other Training Canters				
4.	Infrastructure	To build and to improve infrastructure (roads, energy, water, telecommunication	X	X	X	X
			X	X	X	X
5.	Population control	<u>Non formal education</u>	X	X	X	X
		Promotion of functional literacy				
		Intensify family planning programs				
6.	Health	Expansion of "Mutuelle de sante" (Group Health Insurancy)		X	X	X
		Campaign for preventive health care	X	X	X	X
7.	Credit for poor	To speed up and implement the Micro finance Project	X	X	X	X
		To restructure the functioning of BRD	X	X	X	X



		(Rwandan Development Bank) so as to undertake rural credit planning and resource mobilisation and refinancing rural credit organisation				
		To set up entrepreneurial promotion cells at (District Level) to helping rural people in identification elaboration and management of projects	X	X	X	X
8.	Unity and reconciliation	To continue civil education through "Ingando" (Solidarity camps and media)	X	X	X	X
		To support the effort of the unity and Reconciliation Commission	X	X	X	X

#### 4. AREAS FOR FURTHER RESEARCH

This section directly fortifies the special cases cited above. PRT as a part of the PRSP process cannot be underestimated. Nevertheless, within the mandate, scope and duration of the project it has shown limitations that would require further information and inquiry. These are manifold. However, the few that OSSREA considers, critical study areas to be pursued in the near future include the following.

##### 1. Human Resource Development

Given the nature of resource endowed to Rwanda, Human Resource remain the major source of poverty reduction and economic transformation: Indeed, it is timely that the government has endorsed the formation of a Human Resource Development Agency. Yet as a strategy, it is still broad and all pervasive. The effect of HPD is usually lagged. A study on components strategy and approaches of HRD to



poverty reduction in Rwanda would enhance our present knowledge in the country with regard to this approach

## *2. Education sector policy and strategy.*

Education is an essential part of the HRD. Nonetheless, as a sector in itself and in relation to poverty reduction PRT noted that there is much to be desired about formulation of a policy, strategies and action. Defining clearly priorities and identifying methodologies and approaches are issues that have been taken as simple and given. This with regard to formal, informal and non-formal education and their role in poverty reduction and now in the light of the PRSP process.

## *3. Private sector study*

The dynamo of the PRSP is a developing and strong private sector. This has been noted clearly in I-PRSP yet the weakness, potentials, opportunities and what could be done in relation to Rwanda, poverty reduction are not fully identified. Such an area is broad, involving both small and medium enterprises, entrepreneurship and the development of the private sector in the agricultural sector. OSSREA, PSDP, and PSF could research in this regard.

## *4. Informal Sector and poverty reduction.*

It is easy to consider, informal activities as issues related to the private sector as such. PRT has noted, albeit quite vaguely that not much is known about the sector and its role in poverty reduction especially in lower strata of the population. The area becomes even more significant in relation to urban women and youth.



## 6. Follow up to PRT

This study was nationwide, multisectoral, involving many disciplines and within a short time frame. Although nationwide only 38 districts were surveyed. It would be of interest to NPRP to get an inventory of opinions and information from the rest of the country. Another possibility would be to test relevance using a different sampling criteria such as picking units at cellule level.

Some sectors like in the proposals above can be given a more focused attention and a modality to make PRT a process that can take a long time. e.g. a study to develop relevance indicators that can enable say the Poverty Observatory to monitor relevance.



# ANNEXES



**QUESTIONNAIRE**

**1. IDENTIFICATION**

Age	Between	20-30	<input type="text"/>	
		30-35	<input type="text"/>	
		35-40	<input type="text"/>	
		40-45	<input type="text"/>	
		50-55	<input type="text"/>	
		> 55	<input type="text"/>	
Sex	Male	<input type="text"/>	Female	<input type="text"/>
Education	None	<input type="text"/>		
	Primary	<input type="text"/>		
	CERAI	<input type="text"/>		
	Secondary	<input type="text"/>		
	First Degree	<input type="text"/>		
	Post Graduale	<input type="text"/>		
	Doctorate	<input type="text"/>		
Occupation	<hr/>			
	<hr/>			
	<hr/>			

**2. Have ever come across I-PRSP ?**

Often	<input type="text"/>
Some times	<input type="text"/>
Rarely	<input type="text"/>
Other	<input type="text"/>



3. How did you come to get to le now it/or become exposed to the policy activities?

Radio   
 Leaders   
 Newspapers   
 Other

4. What do you lenow of the policy?

5. In your opinion, where should poverty reduction start in Rwanda (close 2)

- agriculture
- education and human resource development
- ICT
- Tourism
- Land policy and distribution
- Family planning
- Food security

6. For. The following sectoral policies, rank them according to those you believe have a bigger role in poverty reduction

- |                                   |                      |
|-----------------------------------|----------------------|
| a- economic stability and growth  | <input type="text"/> |
| b- education and human resources  | <input type="text"/> |
| c- health and sanitation          | <input type="text"/> |
| d- environmental conservation     | <input type="text"/> |
| e- land policy                    | <input type="text"/> |
| f- empowering women               | <input type="text"/> |
| g- support vulnerable groups      | <input type="text"/> |
| h- promoting rural infrastructure | <input type="text"/> |
| i- rural capitalisation           | <input type="text"/> |
| j- food security                  | <input type="text"/> |
| k- settlements                    | <input type="text"/> |
| I- family planning                | <input type="text"/> |

7. In your point of view, what do you think could be major constraints to the achievement of objectives by the poverty reduction policy Mention the possible effects.

\_\_\_\_\_

\_\_\_\_\_

Often

Some times

Rarely

Other



## **UBURYO BWO GUSUBIZA (QUESTIONNAIRE)**

### **1. Umwirondoro**

#### **Imyaka**

Hagati 20-30 ☐

30-35 ☐

35-40 ☐

40-45 ☐

50-55 ☐

> 55 ☐

#### **Igitsina**

Gabo ☐

Gore ☐

#### **Amashuri**

Abanza ☐

Agamije amajyambere (CERAI) ☐

Ayisumbuye yose ☐

☐ Igice cya mbere cy'Amakuru ☐

☐ Igice cya kabili cy'Amakuru ☐

Impamyi bumenyi yikirenga ☐

#### **Umulimo ukora**

---

---

---

---



**2. Waba haraho wigeze guhurira /kumenya programme yo kurwanya ubukene ?**

- Kenshi ☐
- Rimwe a rimwe ☐
- Bukeya cyane ☐
- Ibindi ☐

**3. Wabimenye ute ?**

- Radio ☐
- Abayobozi ☐
- Ibinyamakuru ☐
- Ukundi ☐

**4. Iyo politike urumva ali iyihe ?**

---



---



---

**5. Ni hehe ubona Mukarere twatangirira koko kurwanya ubukene?**

(Toranya bibili muri ibi bikurikira)

- a. Kwita kubuhinzi byimazeyo ☐
- Kwita kuburezi, guhugura no guteza imbere ubuhanga bw'abantu ☐
- (human resource development)
- b. Guteza imbere itumanaho rihanitse Information, Communication na Technology (ICT). ☐
- c. Guteza imbere ubukera rugendo ☐
- d. ikibazo cy'amasambu ☐
- e. Kuringaniza imbyaro ☐
- f. Kwihaza mubiribwa ☐



**6. Witegereje "politiki sectorielles" ziriho shyira kumurongo izo icyeka ko zagira uruhare runini kurwanya ubukene**

- |  |                          |
|--|--------------------------|
| a. Ubukungu buzamuka kandi ntibuhungabane (economic stability and growth). | <input type="checkbox"/> |
| b. Uburezi bwa bana bose no guhugura abaturage                             | <input type="checkbox"/> |
| c. Ubuzima nibindi bijyanye n'isuku  | <input type="checkbox"/> |
| d. Gupima no kugabana amasambu kwitakubidukikije                           | <input type="checkbox"/> |
| e. Kwita kumibereho y'abatishoboye (Vulnerable groups)                     | <input type="checkbox"/> |
| f. Guteza imbere imbaraga z'abatgarugori                                   | <input type="checkbox"/> |
| g. Gukora kuburyo icyaro cyakongera kubyara amafaranga                     | <input type="checkbox"/> |
| h. Guteza amasoko na Infrastructures zo mucyaro                            | <input type="checkbox"/> |
| i. Politiki yo kurwanya inzara   | <input type="checkbox"/> |
| j. Politiki yamacumbi no gutuza abantu                                     | <input type="checkbox"/> |
| k. Politiki yo kuringaniza imbyaro   | <input type="checkbox"/> |

**7. Ukubona nicyi cyatuma iriya politiki itagera kunshingano zayo?  
Uvuge ningaruka zayo.**

---

---

---



## UMUGEREKA No 3

### UTURERE NA ZA POLITIKI BIZIGWA

**TEAM A:** Nshili, Karaba, Nyaruguru, Kaduha, Rutsiro, Gisunzu.

Politiki Zizigwa :

Ubuhinzi, uburezi, ubutaka, ubuzima  
gender, ingufu, imihanda, ubuyobozi bwa abaturage,  
ibiribwa (food security)

**TEAM B:** Bunkunzi, Impara, Budaha, Itabire, Kayove, Kageyo

Politiki zizigwa ubuhinzi, uburezi, ubutaka, ubuzima,  
gender, umutekano, n'ubukera rugendo ubuyobozi  
bw,abaturage

**TEAM C:** Nyakizu, Save, Ngoma, Gikonko, Ntongwe, Muhanga

Politiki zizigwa: Ubuhinzi, uburezi, ubutaka, ubuzima,  
gender , amazi, n'ubukorikori ubuyobozi bw'abaturage.  
ibitungwa (food security).

**TEAM D:** Rusumo, Mirenge, Rwamagana, Kanombe, Nyarugenge,  
Ruhango.

Politiki zizigwa :

Ubuhinzi, ubutaka, gender, imiturire, jua kali, abikorera  
k'ugiti cyabo, ICT, n'ubuyobozi bw'abaturage



**TEAM E:** Kigombe, Ruhondo, Bugarura, Bungwe, Rebero,  
Kigombe

Politiki zizigwa:

Ubuhinzi, uburezi, ubuzima, Gender, ubutaka, imisoro,  
ibikorwa rusange( rural infrastructure) n'ubuyobozi  
bw'abaturage

**TEAM F:** Ngenda, Gashora, Nyamata, Giti, Kahi, Rukara

Politiki zizigwa:

Ubuhinzi, Uburezi, Ubuzima, Gender, Ubutaka,  
ubuyobozi, bwiza bwabaturage umutekano. ubworozi  
ibitunga abantu (food security).



## UMUGEREKA No 8

### TEAM D,E and F

## INGINGO ZIYOBORA IKIGANIRO

### Politiki zizasesangurwa (reba umugereka No 3) zisakoreshwa ingingo zikurikira

#### INGINGO

1. Izi politiki (reba hejuru imwe imwe ) haraho zihurira n'ubukene?  
Ubona se ali umwete wa Bourgoumestre, leta cyangwa abaturage?  
Ubuyobozi buhindutse ibikorwa biriho byakomeza?
2. Izi politiki ubona zishobora kworohera ibitekerezo kuva hasi?  
Gukorana n'utundi turere n'imirenge? Kugera mu byaro byakure  
hatagera umuhanda? Kugera kuli buli rwego (urugo, abana, abagore).
3. Buli politiki ubona ali ngombwa ko ishyigikiye, cyangwa ishobora  
kurwanya ubukene ahali ho hose mu karere? (reba niba hali ingorane).  
Uruhare rw'imibanire ya kinyarwanda urabona ute muli izi politiki?  
(eg gufatanya, guterana inkunga, umusanzu) ?



4. Muli izi politiki, (niba ziriho) halizo ubona ari amagambo gusa? Hali izo ubona zidashobora gukorwa nta bagira neza cyangwa ONGs zo hanze? Inzitizi ubona zatuma ntakigerwaho nizihe kuli buli politiki?
5. Suzuma buli "Secteur Economique" (reba ziriya zo gusuzumwa) Ubona uruhare runini ari urwande? Leta, societe civile, amashyirahamwe, amadini, etc?
6. Hali kutumvikana mumikorere yo kurwanya ubukene ubona hagati ya Leta, Commune, ONGs, n'abaturage? Ubona inzira nziza zakorehwa arizihe kugirango imigambi na politiki bigende neza?



## **UMUGEREKA No 7: A, B, C**

### **INGINGO ZIYOBORA IKIGANIRO**

**Politiki zizasesengurwa (reba Umugereka NO 3) ziza koresha ingingo zikurikira**

#### **INGINGO**

1. Muli politiki zihali mubona imigambi igera hose no kuli buli muntu? imirenge yose? abategarugori? Abasaza? Etc
2. Muli politiki zihari (erekana niba zimwe murizo zidahari mukarere) ubona zubahiliza ibyo abaturage bifuza? Ubushobozi mukarere ( amafaranga, resources humaines, Zirahagije. Imfashanyo ziva hanze ya karere nizihe?
3. Dusesengure za politiki zili muri aka karere muli rusange turebe niba:
  - zumvikana kuburyo abaturage bimwe babyikorera (tanga urugero).
  - Hali zimwe mulizi politiki zaba zikoresha uburyo gakondo bwa kinyarwanda...eg umusanzu, umuganda?
  - Haba hali tumwe mutugari twaba dufitemo ibibazo by'ubugande, cyangwa kutitabira politiki?
4. Muli za politiki ningamba zokurwanya ubukene, mubona abaturage bafitemo uruhare (participation)? Ninzira zihe zikoreshwa kugirango batange ibitekerezo byabo? ( consensus-building)
5. Buli politiki, ihurirahe n'ubuyobozi, n'ubutegetsu bwiza bw'abaturage? Nta bibazo bya ruswa, gukorera mu rwihisho, ubwiru cyangwa igitugu? Ntagusesagura umutungo biboneka?



6. Izi politiki (imwe imwe) ubona zihuriyehe muguhashya ubukene bwingeri zose?

- abacitse kwicumu
- abategarugori ba bapfakazi
- abafite abagabo muburoko
- abadafite akazi
- impfubyi
- abatindi nyakujya



1. LIST OF CONTACTS Stage 1

1. Mr Musafiri Prosper Formerly Director of Budget MINICOFIN
2. Mr Vilay Soulatha UNDP expert-statistic, MINICOFIN
3. Mr Rusagara Paul Minicom
4. Mr KADELI Alexis Head of Media and Public Relations UBPR
5. Mr Murekezi Fiacre Microfinance Fund
6. Mr Hakizabera Private Sector Federation
7. Mr MUNYAKAZI Private Sector Development Project
8. Mr John MUYENZI Rwanda Initiative for Sustainable Development
9. Mr James KIMONYO Director of Human settlements MINITERRE
10. Mr Eugene RURANGWA Director of Lands MINITERRE
11. Secretary general MINICOM
12. Director of Cottage Industries MINICOM
13. Director of Human Resources MINICOM
14. Mr Gatara Francis National Economist, UNDP
15. Mr Justice MAHUNDAZA Executive secretary-CEPEX
16. Managing Director- UTEXRWA
17. Managing Director - SUGARWORKS
18. Manager, Human Resources
19. Manager Plant operation
20. Program Officer-USAID
21. Food Security Officer, USAID
22. Food security Advisor, USAID
23. Ms. Klinger Coordinator - GTZ/JUSTICE
24. Ms Aloys Cyanzayire President -Gacaca courts
25. Mme Edda Mukabagwiza Secretary General-MINIJUST
26. Director of Legislation - MINIJUST
27. Mr Ndoba President of the Human Rights Commission
28. Mme MUKAKAYANGE Commissioner, Human Rights Commission
29. Director of Department, Economic, Social and Cultural Rights.  
Human Rights commission
30. Secretary General MININTER
31. Mr TITO Rutaremaru Constitutional Commission-President



32. Mr Kateregga Paul Bwenge Ministry of Local Government and Social Affairs
33. Mr Muhikira, B Co-ordinator international NGOs
34. Mr Rugemintwaza Director, Administrative
35. Mr Alex Co-ordinator, Local Administration (Finance)
36. Mr Gatera Coordinator, Community Development
37. Mr Munyaneza Charles Head of Dept. of Electoral Operations  
National Electoral Commission
38. Mr Kinziza Hildebrand Secretary General National Electoral  
Commission
39. Mr Deogratias Kayumba Commissioner, National Human Rights  
Commission
40. Dr. Maurice Buchagu Director ONAPO
41. Mr Rugemintwaza Nepo MINALOC
42. Mr Semarinyota Alexandre MINALOC
43. Mr Rutabingwa MINALOC
44. Mr Gatera MINALOC
45. Hon Angelina Muganza Minister MIGEPROFE
46. Director of Gender and Development MIGEPROFE
47. Director of Planning MINEDUC
48. Chief of Division Cooperation and Education MINEDUC
49. Director of Administration and Finance MINEDUC
50. Director of Secondary, Technical and Teacher Education
51. Director Teacher Management and Development
52. Director of Pre-Primary and Special Education



# LIST OF PRT RESEARCHERS

NAMES	QUALIFICATIONS	PRT RESPONSIBILITY
EMMANUEL BUGINGO	Ph.D. in Educational Administration	Leader, Coordinator and Report Writer. OSSREA Liaison Officer
HERMAN MUSAHARA	Master's in Economics	Scientific Coordinator of PRT, Report Writer
MARIE THERESE KAMPIRE	Master's in Political Science	Gender Dimension
UZZIEL NDAIGIMANA	Dr. in Economics	Financing Rural Areas Writer of part of the Report
DEO KAMBANDA	Dr. in Education	Education policy
RAMA RAO	Dr. in Management	Role of Private Sector Writer of part of the Report
M.A. JOSE	Dr. in Economics	Water Resource Planning and Livestock
M.A. LIZY	Dr. in Economics	The Finance Sector Writer of part of the Report
TOM TURNER	Dr. in Political Science	Good Governance and Policy coordination. Reader of the Reports
MUHAMMAD GULREZ	Dr. in Political Science	Decentralisation and Policy Coordination
MRS. HUQ	Master's in Public Administration	Micro-finance
CELESTIN KALIBANA	Master's in Biology	Land and Environment
PIERRE CLAVER MUTAMBUKA	Master's in Economics	Macroeconomics



BERNARD N. RUTIKANGA	Master's in History	Unity and Reconciliation
VENUSTE KARAMBIZI	Dr. in Political Science	Political and Human security
BOSCO GASHAGAZA	Dr. in Agricultural Science	Agriculture and animal Husbandry and Livestock
GERARD RUTAZIBWA	Dr. in Economics	Professional Training
FAUSTIN MUSARE	Master's in Economics	ICT, Energy, Infrastructure
JEAN MARIE KAMATALI	Dr. in Law	Law Dimension
CYPRIEN MUNYANSHONGORE	Dr. in Public Health	Sanitation, Health and Reproductive Health
FREDERIC GATERA	Dr. in Geography	Role of Civil Society

DEO KAMBANDA	Dr. in Education	Education Policy
RAMA RAO	Dr. in Management	Role of Private Sector
		Writer of part of the Report
M.A. JOSE	Dr. in Economics	Water Resource Planning and Livestock
M.A. LIZY	Dr. in Economics	The Finance Sector
		Writer of part of the Report
TOM TURNER	Dr. in Political Science	Good Governance and Policy coordination
		Reader of the Reports
MUHAMMAD GUREZ	Dr. in Political Science	Decentralization and Policy Coordination
MRS. HUD	Master's in Public Administration	Micro-finance
CELESTIN KALIBANA	Master's in Biology	Land and Environment
PIERRE CLAYER	Master's in Economics	Macroeconomics
MUTAMBUKA		



LIST OF ASSISTANTS AND NUMERATORS

1. Blandine UMURERWA
2. Grace MUKAGACONDO
3. Paul MUTAGOMA
4. Chantal RWAKAZINA
5. Ezéchiél SENTAMA
6. Joseph HAHIRWA
7. Penelope MBABAZI
8. Jeanne NTETE
9. Emmanuel RUTABANA
10. Beata MUKAMURENZI
11. Sharon HABA
12. MUGABI
13. MUTONI
14. BASABOSE
15. KIBUKA
16. UMURUNGI



LIST OF RESPONDENTS

DISTRICT OF NYAMATA

NAMES	OCCUPATION
1. MUPFASONI Claudine	Ntaeyo
2. MUNYENTARAMA J.M.V.	Amajyambere
3. NTAGANDA Gonzalve	Umuyobozi w'ishuri APEBU NYAMATA
4. SINDAMBIWE Jean	Taxi- vélo
5. RWAKA Hermineregilde	Secrétaire Mayange
6. MBARUSHIMANA André	CDC Mwogo
7. HABYARABATUMA Valence	CDC
8. MULIGANDE James	Enseignant APEBU NYAMATA
9. NDUMUHIRE Patrice	Directeur Maranyundo
10. RWIGEMA Gaspard	CDC Maranyundo
11. KAYIGAMBA Théobald	Uhagarariye urubyiruko
12. KANZAYIRE Innocent	Vétérinaire w'Akarere
13. BICAMWIGUGU Valens	Agronome w'AKARERE
14. MULINDAHABI Dominique	Enseignant à Nyamata
15. BIZUMUREMYI Emmanuel	Njyanama y'akarere
16. MUGABO Merchiades	Umuhuzabikorwa w'umurenge
17. BARAKAGWIRA Edisa	Umuhinzi
18. MUKASEKURU Enata	Umuhinzi
19. GAHINDIBARE Protais	Umuhinzi
20. UWENZASEKE Damien	Umuhinzi
21. KALIMUNDA Justo	Umuhinzi
22. NYIRIDANDI Ladislas	-
23. NDASHIMYE Emmanuel	Secrétaire exécutif

DISTRICT OF NGENDA

NAMES	OCCUPATION
1. RUBERWA Joseph	Umwalimu
2. SAFARI Evariste	Responsable
3. MUKANYANDEKWE Gaudence	Enseignante
4. SEDAKAVURA Fidèle	Ubukungu
5. MUNGANYINKA Simon Pierre	Urubyiruko
6. UWIMBABAZI Virginie	Umukozi w'akarere
7. BAMURANGE Francine	Abari n'abategarugori
8. SEBUHORO Vincent	Umugenzuzi w'akarere
9. SHUIE Edward	Umuhuzabikorwa
10. KAMANANGA Callixte	Affaires sociales
11. ZIKURIZA Jean	Umuhinzi
12. GATABAZI Eraste	Vélo NGENDA
13. NTAGANZWA Claude	Directeur

NAMES	OCCUPATION
1. NGABOYISONGA E.	Umudozi
2. NYIRARUDODO Clémentine	Enseignante
3. MUKAMANA J.	Umuhinzi
4. MUKANTWARI Immaculée	Umuhinzi
5. MUKAMUSINGA Denise	Umuhinzi
6. BAHIZI Elie	Umuhinzi
7. HAKIZIMANA Vianney	Umuhinzi
8. RUHUMULIZA Jérémie	Umubumbyi
9. RUTAYISIRE Tharcisse	Planton
10. BAZATAHA Fulgence	Umuhinzi



## DISTRICT OF GASHORA

NAMES	OCCUPATION
1. UGIRASHEBUJA Alphonse	Umuhinzi
2. MUSABYIMANA	Umuyobozi w'akagari
3. RUBAGUMYA Léopold	Umuyobozi w'umurenge
4. MUKANYONGA	Umuhinzi
5. NYIRAJYAMBERE	Umuhinzi
6. RWAMUKURU	Umuhinzi
7. RUGEMA	Umuhinzi
8. MUREKATETE	Abari n'abategarugori
9. MUKANYOMBAYIRE E.	Umuhinzi
10. NYAMUNSI	Umuhinzi
11. BAGWANEZA Emile	Amajyambere
12. TUYISENGE Alexis	Umuyobozi wa C.A.P.A.
13. MBONABUCYA Célestin	Umuyobozi w'akagari
14. RUHAMYANDINDA Innocent	Umunyamabanga wa Rilima
15. NKURIKIYINKA	Umuhinzi
16. NIBOGORE	Umuhinzi
17. GASARABWE	Maire

NAMES	OCCUPATION
1. KARASIRA	Umunyamabanga ushinze imibereho myiza
2. NIYIBZI MUTENDA	Dircentre
3. MUGUME Frank	Vétérinaire
4. NGAMIJE Festo	Encadreur
5. HABYARIMANA Antoine	Umagariye abatwaga
6. KABAGWIRA Angélique	Agronome
7. KAREMERA Innocent	Service de santé / Social
8. UWIRAGIYE Jacky	Secrétaire
9. MUSANINGABE Jeanne	Abari n'abategarugori
10. NYIRINDEKWE Célestin	Pasteur wa E.E.R.
11. MUTUNGIREHE Léonidas	Umunyamabanga ushinze urubiruko
12. SIKUBWABO Stanislas	Umunyamabanga wa E.S.P.G.A.
13. KAYUJAHU Aloys	Umuyobozi w'akagari
14. HABYAREMYE Désiré	Animateur pédagogique
15. BALIHENDA J.Dieu	S.C.A.E.F.D. Gashora



## DISTRICT OF KIGOMBE

NAMES	OCCUPATION
1. MUGABO John	Umuyobozi w'umujyi
2. NYIRAMAHORO Eugénie.	Agronome
3. HABYARIMANA Viateur	Umubaji
4. MUDAHINDWA Evariste	Umunyamabanga w'umujyi
5. NKURIKIYIMPFURA Ferdinand	Uhagarariye "DUHAGURUKE-KORA"
6. AYINKAMIYE Denys	Secrétaire w'umurenge GASHANGIRO
7. HAKIZIMANA J. Damascene	Inspecteur de secteur/ ville
8. RAMBURA Félicien	Secrétaire chargé des affaires sociales
9. NSENGIMANA Epaphrodite	Umunyamabanga ushinzwe imari, ubukungu
10. UWAMUNGU Charles	n'amajyambere
11. KABANDA RUSAKU	Enseignant du primaire
12. KABAYIZA J. de Dieu	Umuhuzabikorwa w'abajyanama b'ubuzima
13. MUNYANKAKA Cyprien	Directeur - Ecole Primaire
14. KABERA Roger	Umuhinzi mworozzi
15. SENDASHONGA Félicien	Umuhinzi
16. MUKANDUWAMI Séraphine	Umuhinzi
17. NYIRASAFARI	Umuhinzi
18. MUKANYANDWI	Umuhinzi
19. MUKAGASARO Rose	Umubumbyi
20. UWANTEGE Dativa	Umujyanama munzeze z'abari n'abategarugori
21. TWAHIRWA Alexis	Umukozi mu kigo cya CARITAS
22. NGERAGEZE Joseph	Umukozi mu kigo cya CARITAS
23. KARIKUMUTIMA Evariste	Umukozi mu kigo cya CARITAS
24. SEBUHUU Faustin	Amajyambere mu murenge wa MUBONA
25. RWAGATARAKA Théoneste	Umuhuzabikorwa w'akagari MUGARA
26. ALPHONSE NG.	Umujyanama w'ubuzima
27. MUKANDORERO Athanasie	Umubumbyi I MUBONA

## DISTRICT OF RUTSIRO

NAMES	OCCUPATION
1. BAHIGAMA LAURENT	Agronome
2. BARAKAGENDANA Sylvestre	Caissier Centre de Santé
3. BUTERA Gérard	Comptable w'Akarere
4. CABUGUFI Thadée	Encadreur w'urubiruko
5. DUKUZEMUNGU Théophile	Implubyi
6. HAKIZIMANA Marc	Implubyi
7. HAWIGA Donath	Promotion féminine
8. ICYTEGETSE M.Josée	Secrétaire à l'Inspection Scolaire
9. KAMUYUMBO Laurence	Uhagarariye abacitse ku icumu
10. KANYONI Mélanie	Uhagarariye impuzamashyirahamwe
11. MBAHERUBUGABO J. Damascène	Uhagarariye IBUKA/RUTSIRO
12. MUJYAMBERE Augustin	Umugabo ufunze
13. MUNYATWALI Barthazar	Umuhinzi (umugabo ufunze)
14. NARAMABUYE Télesphore	Umuhinzi (umugabo ufunze)
15. NDAHIMANA J.M.V	Umuhuzabikorwa w'umurenge MUNIHIRA
16. NDAYISHIMIYE	Umupfakazi (umuhinzi)
17. NDIZIHIWE Stanislas	Umupfakazi wa IBUKA/umurenge
18. NIZEYIMANA Antère	Umupfakazi w'itsembabwoko
19. NTIBANKURE Euphrasie	Umuyobozi w'ikingo cy'amashuri
20. NYIRABIHUTIRAKUNYAGA Josephine	Umuyobozi wa Secteur
21. NYIRANDIKUBWIMANA Jacqueline	Umuyobozi wakagari
22. NYIRASAFARI Véronique	Umwali mu Collège
23. NYIRUMURINGA Joseph	Ushinzwe uburezi n'umuco
24. NZAMWITAKUZE François	Ushinzwe urubiruko umuco na siporo
25. RWANGANO Eduard	Uwikorera ku giti cye
26. UWIHAYIMANA Adrienne	Uwikorera ku giticye
27. YANKURIJE Dancilla	Vétérinaire



DISTRICT OF KADUHA

NAMES	OCCUPATION
1. GAHUNZIRE Alphonse	Adm.Hôpital KADUHA
2. GASHIGI Aloys	Affaires sociales
3. GATARE Charles	Agronome
4. HABIMANA J.Pierre	C.D.C.
5. HABUKIZE Théophile	Chargé du service de la réduction de la pauvreté
6. KAMASHARA Brigitte	Conseiller
7. KAYITETE Immaculée	Directeur du G.S. de KADUKA
8. MAZIMPAKA Modeste	Directrice de l'E.P. KADUHA
9. MUDACUMURA J.Pierre	Implubyi
10. MUGENZI J.Damascène	Infirmière (Centre de Santé)
11. MUKAMUHIRWA V.	Plombier
12. MUKARUSAGARA V.	Responsable (Umugabo ufunze)
13. MUKESHIMANA Vénantie	Secrétaire de la Paroisse Catholique de KADUHA
14. MUREBWAYIRE Genevieve	Secrétaire Exécutif
15. MUSABYEMARIYA Epiphanie	Secrétaire Scolaire du District
16. MUTARAMBIRWA Pierre	Umubumbyi
17. NDENZAHO Silas	Umuhuzabikorwa w'Umurenge
18. NDEREYIMANA J.C.	Umunyamyuga
19. NDIKUBWIMANA Callixte	Umupfakazi wa génocide
20. NDIRIBATI Désiré	Umuyobozi w'Akarere
21. NTAGANDA Damascène	Usheshe akanguhe
22. NTIBAZIGIRWA Emmanuel	Ushinzwe Abari n'Atategarugori
23. RUZINDANA Dominique	Ushinzwe ubukungu ,imari n'amajyambere
24. UKWISANGIRA Charles	Ushinzwe urubwiruko
25. UWAMBAYIKAMBA	Ushinzwe urubwiruko
26. UWIBIGANIRO C.	Vétérinaire

DISTRICT OF GISUNZU

NAMES	OCCUPATION
1. Abbé Jean HAKORIMANA	Padiri
2. AMINADAB BANYUMVIRE	Infirmier
3. BAMURANGE Juliette	Umugabo ufunze – umuhinzi
4. BIMENYIMANA Aphrodis	Inspecteur du secteur scolaire
5. HALELUYA Virginie	Umubumbyi
6. KAYITESI Claudine	Uwikorera ku giti cye
7. M. NDAMAGE Odette	Conseiller
8. MAZIMPAKA	Umupfakazi wa génocide
9. MICO Clément	Umunyamyuga
10. MPAGAZEHE Nicodème	C.D.C.
11. MUKAKIMENYI Susan	Umuhinzi –mworozi
12. MUKARUGIRA M.	Urubwiruko – ikimuga
13. MUSABYIMANA Claire	Ushinzwe inzego z'Urubwiruko
14. NAHAYO Ildéphonse	Préfet des Etudes à MUSHUBATI
15. NDAMIRA	Secrétaire Exécutif GISUNZU
16. NDARUHUTSE Gaspard	Agronome
17. NGARAMBE Emmanuel	Umukuru wa police GISUNZU
18. NSHIZIMPUMU Célestin	Umupfakazi (platon)
19. NTIBAZIRIKANA J. Baptiste	Pasteur
20. NZABAHIMANA A.	Umucungamari w'Ikigega cy' Abari n' Abategarugori
21. NZEGIMANA Antoine	Uhagarariye abacitse Icumu
22. RADJABU	Umucamanza
23. UWIMBABAZI E.	Membre muri n' jyanama
24. YANKUJJE Espérance	Enfant de la rue Uhagarariye inzego z' Abagore



DISTRICT OF BUGARURA

1.	Ab.Vincent Burugarura	Padri mukuru wa Paruwasi Rwaza
2.	Bigirimana M.Noel	Agent Recenseur Bugarura
3.	Cyubahiro Eugène	Maire Bugarura
4.	Kalimba Ferdinand	Président de la cooperative d'épargne
5.	Mparaniye J Népomuscène	Ishyirahamye AMECYA
6.	Muderi Fidèle	Umunyabanga ushinzwe ubukungu
7.	Mukandorera Ahera	Direcentre Scolaire Muramba
8.	Munyaneza nicodème	Umurezi ku kigo cya Muramba
9.	MUNYENTWALI PERFECT	Umuyobozi w'umurenge
10.	Nkezamihigo Metero Emilie	Vetenaire Bugarura (Zone Cyabingo)
11.	Nkurunziza Valentin	Secrétaire chargé de la Jeunesse
12.	Nsengiyunga Valens	Coordinateur SOJ Bugarura
13.	Ntahomvukiye Claudien	Directeur de GS APEJI
14.	Ntamumaro J.Gabriel	Secrétaire aux Affaires Sociales
15.	Nyiramahirwe Blandine	Umwarimukazi (Ikigo cya Nyundo)
16.	Nyirantzirayo Christine	Umuyobozi w'umurenge Mukono
17.	Nzigiyumana Boniface	Umuhuzabikorwa w'Akagari Gahoma
18.	Rucamumihigo Etienne	Umubitsi ishyirahamwe Twisungane
19.	Ruzindana charles	Secrétaire Exec. Bugarura
20.	Rwahama Joseph	Ishyirahamwe rya ibuka
21.	Rwirahira Théogene	Umuhuzabikorwa wimibereho mwiza yabaturage
22.	Safari Alexis	Professeur+ uburezi muri secteur
23.	Uwimana Félicité	Coordinatrice SOF
24.	Uwimpaye Fidèle	Agronome Responsable Bugarura

DISTRICT OF BUKONYA

1.	Bankundiye Purienna	Ubuzima
2.	Batangana Euphasine	Directrice
3.	Biraguma Prudence	Umubitsi w'akarere
4.	Dukuzumuremyi J Bosco	Uhagarariye abanyabukorikori
5.	Habimana J Pierre	Directeur C.S Karama
6.	Habimana Rutete Dominique	Vétérinaire
7.	Hakuzumukiza Jean Baptiste	Pasteur
8.	Hitimana Télesphore	Ushinzwe imibereho myiza y,abaturage
9.	Hobumugisha Albert	Conseiller
10.	Iyamuremye J Damascène	Ushinzwe ubukungu
11.	Kanyamihigo Jovite	Animateur Paroissial
12.	Le Maire	
13.	Mbonyuwonshima Boniface	Uhagarariye abakene mu Kagali
14.	Mujawamariya Stéphanie	Directrice du C.S Ruhanga
15.	Mukandutiye Philomène	Directrice du centre scolaire de Janja
16.	Musabyimana Jean de Dieu	Abikorera ku giti cyabo
17.	Nduwamungu Monique	Umwarimukazi wa Karere ka Bukonya
18.	Ngendahayo Jean de Dieu	Umuhuzabikorwa w'inzego z'urubiruko Bukonya
19.	Niyitega Jean Bosco	Umubumbyi
20.	Nizeyimana Cassier	Ubuzima
21.	Nkundanyirazo Athanase	RV Pasteur
22.	Nkurunziza Jean Népo	Secrétaire de la Jeunesse
23.	Nsegiyumva celestin	Pasteri
24.	Ntamashakiro Samwel	Pasteur Advantiste
25.	Nyirabagarura Herena	Umujyanama w'ubuzima akagali Janja
26.	Nyiramana Martha	Promotion Féminine Bukonya
27.	Nzabonimana J Damascène	Amimateur de Santé
28.	Rutengura Esron	Fontainier
29.	Rwakagira Callixte	Agronome
30.	Rwamakuba Emmanuel	Umuhinzi mworozzi
31.	Twagiramungu Evode	Inspecteur de Secteur scolaire Bukonya
32.	Uwimana Wellars	Uhagarariye imirimo
34.	Wabakiga Antoinette	Umujyanama w'ubuzima



DISTRRICT OF RUSUMO

	NAMES	OCCUPATION
1.	Buhunda Louis	Ushinzwe Amajyambere CDC
2.	Bunigiro Athanase	Vétérinaire-Inseminateur
3.	Burangi Elias	FSE
4.	Byilingiro Elie	Vétérinaire Rusumo
5.	Emevesia	
6.	Gahungu Vedaste	Agronome communal
7.	Kabanyana Judith	Commerçante
8.	Kanamugire Pierre Claver	Secrétaire aux affaires sociale
9.	Mujyawanmaliya	Directrice de l'EP Kirche
10.	Mukabanyana Petronille	Infirmière
11.	Mukeshimana Gloriose	Secrétaire aux Affaires féminines
12.	Mungarurire Benjamin	Secretary in charge of youth affairs
13.	Musonera Emmanuel	Directeur d'Ecole secondaire
14.	Muteteri Geneviève	Agent de développement FDC/CDC
15.	Muyonde Augustin	Secrétaire aux affaires Economique et développement
16.	Ndagijimana Célestin	Ushinzwe amajyambere
17.	Ndekezi Julienne	Gestionnaire
18.	Ntagara E	Agent d'ORTPN
19.	Nyiranshoroza Agnès	Umuyobozi wa MINALOC
20.	Nzaramba Eliane	Agent ORTPN
21.	Wihogora Justine	Commerçante

22. KABANYANA Judith	Agent d'ORTPN
23. M.NDEKEZI Julienne	Agent O.R.T.P.N
24. MUKABANYANA Petronille	Commerçante
25. MUKAHIGIRO Emersia	Commerçante
26. NTAGANDA E.	Gestionnaire
27. NZARAMBA Eliane	Infirmière
28. WIHOGORA Justine	

DISTRICT OF MIRENGE

	NAMES	OCCUPATION
1.	Habakubaho	Elève
2.	Hakizimana Augustin	Directeur des C/S Jarama
3.	Kirimensiya Mukankusi	Umuhinzi
4.	Mukarubuga Eugénie	-
5.	Nubuhoro Philomène	-
6.	Nyiramurekezi	-
7.	Nyirandamutsa Marie Josée	umuhinzi
8.	Rutabayiro canisius	Umudozi
9.	Rwagasore	-
10.	Rwimo François	-



NAMES	OCCUPATION
11. HAGUMA Ladislas	Umwalimu c.e Sake
12. MAJYAMBERE Célestin	Umujyanama
13. MAKUZA Alphonse	Coordinateur
14. NYIRANEZA Espérance	Directeur du collège
15. GAKWAYA Emmanuel	Sécretaire
16. Hakizimana Augustin	Enseignante à L.E.P
17. MBONYUMUKURA Emmanuel	Secrét :A.E.F.D MIR
18. MBONYUMURYANGO Naser	Prof. Math-Phy ,CCS
19. MUKASEKURU Genevieve	Pasteur
20. NIYONGABO Nicolas	Veternaire
21. NKUNSI Léopoldine	R.M.A. Muganga
22. RUGERAMIBUNGO Jean Baptiste	Umuhuzabikorwa Wurubwiruko
23. SIBOMANA Emmanuel	Umuyobozi wakagari
24. UWIMPUHWE Jacqueline	Umuhinzi
25. Mukamabano Marthe	Ishyirahamwe isangano
26. Ryamukana Félicien	Umudozi winkweto
27. Kadogo Gaspard	Umuhinzi
28. NURU Rashid	Pasteur Adv
29. KARIZINGE Alexandre	Umuny. Rusumo
30. Mbazabigwi Seth	Uhagarariye abasasa
31. Mulinda Ignace	Uhagarariye abapfakazi
32. Musinga Bashosho Kalisiti	umunyamabanga
33. Rutanga Donatila	Imibereho myisa
34. Kimpaye François	Directeur EP
35. Nyiringango Damien	-
36. Karekezi Jean B	-
37. Mukantabana Virginie	-



## DISTRICTS OF KAHU/RUKARA/RWAMUKO

	NAMES	OCCUPATION
1.	Bizimana	Inyangamugayo
2.	Bizimana Boniface	Umuhinzi
3.	Byabagabo	Umuhinzi
4.	Gakumba Rutsinda	Umuhinzi
5.	Gasana	Umuhuzabikorwa
6.	Hakizimana	Responsable
7.	Ianyurwimfura	Umutekano
8.	Kabarega Gregole	Locole defence
9.	Kagaba Jacques	Pasteur
10.	Kaganda Manzi Clément	Fontarier
11.	Kakuze Marie	Umuhinzi
12.	Karangwa Fred	munyamakuru
13.	Kasande Emmanuel	Umuhinzi
14.	Kavumbi Gaspard	umuhinzi
15.	Mangirane Boniface	Umuhinzi
16.	Maniraho Emmanuel	Umuhinzi
17.	Mazimpaka Martini	Umuhinzi
18.	Mbabazi Johnson	Umurezi
19.	Mbangukira Faustin	Umuhinzi
20.	Modoka Anastase	Umuhinzi
21.	Mpaganza Innocent	Umuhinzi
22.	Mudenge Trecifol	Umuhinzi
23.	Mukamana Francine	Uhagarariye A.A
24.	Mukansanga	umuhinzi
25.	Mukayiragire Dathive	Uhagarariye A.A Karere
26.	Munyendama Sitani	Umuhinzi
27.	Musabyeyezu Gustin	Umuhinzi
28.	Ndayizeye J M	Agronome
29.	Niyibizi J.N	Umuhinzi
30.	Niyotwambaza Damascène	Umujyanama wubuzima
31.	Niyoyita Polinali	Inyangamugayo
32.	Nkundwamfite J B	Agricultuer
33.	Nkusi Mugabo E.	D.E.S
34.	Nsanziyaremye	Umuhinzi
35.	Nsengiyumva Emmanuel	Umuhinzi
36.	Nteziryayo	Umuhinzi
37.	Nyirabwora	Umuhinzi
38.	Nyiramitabo Savelina	Umuhinzi
39.	Nyiraromba Claudine	Comptable
40.	Nzeyimana JMV	Umunyeshuli
41.	Nzinahora Tacièn	Umunyamabanga wumurenge
42.	Rukikanshuro	Umuhinzi
43.	Rushigajiki Rutona	Ushinzwe amajyambere
44.	Rwantiriga Emmanuel	Umuhinzi
45.	Sapu Saratiel	Umuhinzi
46.	Sebahutu	Agriculteur
47.	Sehinda Elias	Umuhinzi
48.	Sekabuhoro Don	Umuhinzi
49.	Senzoga Jean Baptiste	Vétérinaire
50.	Twahirwa JP	Uhagarariye urubyiruko
51.	Uwamwezi Agnes	Cassier
52.	Uwihoreye Odette	Uhagarariye A.A.



1.	Abiyingoma Epimaque	Sec. Aux Affaires Social et Culturel
2.	Barahira Elias	Umusaza utishoboye
3.	Gashongore James	A.R
4.	Gashumba Wilson	Umuhinzi
5.	Gatsinzi Minedja Aimable	Kanyamashyamba
6.	Gatsinzi Stephen	Information Akarere
7.	Habukurama Samuel	Ubukorikori
8.	Jolie Béatrice	Sec Promotion Feminine
9.	Kabagwira Innocent	Enseignante à Kabira
10.	Kabera Fidèle	Responsable
11.	Kakigeli	
12.	Kalekezi Emmanuel	Umuhuzabikorwa
13.	Kananura Mors	
14.	Karegeya Déo	Amajyambere
15.	Karoli Nkuranga	umuturage
16.	Katanganwa	Ryamanyini
17.	Matabaro	Konseye Kabira
18.	Muberuka Léonard	CDC Kabira
19.	Mudakangwa Hildephonse	Veterinaire
20.	Mudasingwa Faustin	
21.	Mugabutsinzi	Umubumbyi
22.	Mugiraneza J. de Dieu	Vétérinaire
23.	Mugirasoni Claire	Enseignante à Rwamiko
24.	Mugire Cris	Executive Secetaire
25.	Muhigi Faustin	
26.	Muhutukazi Anastasie	***
27.	Mukabaranga Janvier	Secrétaire
28.	Mukabulasa	
29.	Mukakayumba	Umukecuru
30.	Mukangarambe	***
31.	Mukankubito Speciose	Umukecuru
32.	Mukasa Joseph	Ass. Médical
33.	Munyankwaya Michel	Ryamanyoni
34.	Murekatete M. Victoire	Secrétaire
35.	Musabanganji Alexis	Umutekano
36.	Musabyimana Console	Mpagarariye Abatishoboye mukarere barimo n'abatwa
37.	Ndagijimana	Ryamanyini
38.	Ngarambe Sylvestre	Directeur du Collège EPEGIRUBUKI-RUTARE
39.	Nsekanabo	Ndumuhinzi
40.	Ntaganzwa A	Agronome
41.	Ntiyamira innocent	Enseignant Kigoma
42.	Nyampali Valene	
43.	Nyirahabimana Coucessa	Mpagarariye Abategarugori
44.	Nyiramatama Thérèse	Umukecuru utishoboye
45.	Nyirasoni Mathilde	Agronome
46.	Rubayisha Charle	Mpagarariye ishyirahamwe ry'urubyiruko bene Adamu
47.	Rugazura Nkunda	Directeur del'E.P/NYAM.
48.	Rutikanga Robert	Président des orphelins du génocide chef du menage
49.	Rwaga Juvenal	
50.	Rwahigo Gracien	Muhinzi mworozu
51.	Sakindi Edourd	Magistrat au Tribunal deCanton de Ruutare
52.	Savio Nsingizumuremyi	Sec. De la Jeunesse
53.	Semana Francine	Uburezi
54.	Sezikyeye Tharcisse	Umujyanama wubuzima
55.	Ufitukirezi Eugénie	Mpagarariye A.A
56.	Uwimana Rusie	***



DISTRICT OF GIKONKO

1.	Bagiruwigize Emmanuel	
2.	Gatoya J.Damascène	
3.	Habiyakare Vincent	
4.	Hakizimana J.Damascène	
5.	Halindintwali Tharcisse	
6.	Hategekimana Emmanuel	
7.	Karenzi Cyriaque	
8.	Kayitesi Alphonsine	
9.	Minani Felicien	
10.	Mugenzi Joseph	
11.	Mujawamaliya Mediatrice	
12.	Mukamabano Constance	
13.	Mukanzigiye Félicité	
14.	Musabyemariya Alphonsine	
15.	Niyibizi Cyprien	
16.	Nkurunziza Donat	
17.	Ntiringanya Alphonse	
18.	Ntirushwa Théophile	
19.	Singirankabo Alexis	
20.	Uwimana Patrice	

DISTRICT OF MUHANGA

1.	Bajenzeza Bazikka	
2.	Bisetsa Augustin	
3.	Gombaniro Theoneste	
4.	Habineza J.P	
5.	Habyalimana Alfred	
6.	Kanamugire Berkimas	
7.	Kangeri Charlette	
8.	Mbonansangaho Védaste	
9.	Minani Pascal	
10.	Mukankusi Madeleine	
11.	Mukarubuga Anastasie	
12.	Mukarwego Suzane	
13.	Munyengabo Théopiste	
14.	Murekatete Valentine	
15.	Niragire Priscille	
16.	Niyomwungeri Jean	
17.	Ntamuzitaho Colette	
18.	Ntiko Augustin	
19.	Ntoragungwa Daniel	
20.	Nyandwi Emmanuel	
21.	Rucyahana Ephrem	
22.	Rukambo Elise	
23.	Semanyenzi Augustin	
24.	Uwimanampaye Clémence	



DISTRICT OF NTONGWE

1	Ahishyize Prosper	
2.	Bizimana Tharcisse	
3.	Gasasira Vicent	
4.	Gatogoro Déogratias	
5.	Gatunzi Augustin	
6.	Hitimana François	
7.	Kankuyo Fortunata	
8.	Lumumba Ali	
9.	Mahuku Antoine	
10.	Mukamwezi Emmérance	
11.	Mushashi Adela	
12.	Musonera Oswald	
13.	Musore Gérédi	
14.	Ndamyiyumva Emile	
15.	Ndatimana charles	
16.	Nibammuhoze Clemantine	
17.	Niyibikora Danny	
18.	Nsanzimana Justin	
19.	Nshimiyimana Dieudonné	
20.	Nshimiyumukiza Jonat	
21.	Ntagawa Jonas	
22.	Nzitabakuze Phanuel	
23.	Ruhakana Didace	
24.	Sezerano Samuel	
25.	Sylvère Komezusenge	
26.	Twagiramaliya Albertine	

DISTRRICT OF SAVE

1.	A. Emmanuel Tubane	Padiri
2.	A. Francis Ndawula	Padiri
3.	Bizimana Magisi	Umubaji
4.	Kamana	Umububyi
5.	Kantengwa Suzane	Umwarimukazi
6.	M.muligo Thaciana	Umuhinzi
7.	M.ndanga Patrice	Umukecuru
8.	Mbonirema Jérôme	Ushinzwe urubyiruko
9.	Mpagazahayo Vicent	Umuyobozi w'akagali
10.	Mukandutiye Spéciose	Umuyobozi w'akarere
11.	Mukarubayiza Florentine	Agronome
12.	Mutabazi Claveri	Umuyobozi w'akagali
13.	Mutabazi Innocent	A.I.V
14.	Mutemberezi Paulin	Secrétaire exécutif
15.	Mutimawurugo M. Chantal	Agronome
16.	N.barera Agnès	Umukecuru
17.	N.bugufi	Umubumbyi
18.	N.kamana Donasiyana	Umububyi
19.	N.kanyana Suzana	Umukecuru
20.	N.Ndereya Domitira	Umukecuru
21.	Nsengimana Callixte	Remplaçant du Titulaire du CISI Gisagara
22.	Nyandwi Suzane	Umukecuru
23.	Nyirrudodo Antoine	Umukecuru
24.	Nzamugurinka Donatilla	Umuhuzabikorwa w'umurenge
25.	Nzamwita Vélestin	Umuyobozi w'ikigo
26.	Ruzindana Benoit	Ushinzwe imari y'akarere
27.	Uwimana Michel	Umubaji



DISTRICT OF NYAKIZU

1	Butera Gérard	
2	Bwanakweri Juvénal	
3	Hakizimana Pascal	
4	Hakuzweyesu Innocent	
5	Kanamugire vicent	
6	Karabaranga Justin	
7	Kayitare Joseph	
8	Mukafurika Assumpta	
9	Mukamisha Consolé	
10	Mukamusoni Vénatie	
11	Mukandanga	
12	Mukandekwe Spéciose	
13	Mukarurangwa Agnès	
14	Mukarutabana Théophila	
15	Mukeragabiro Alfred	
16	Musana Théodore	
17	Niyigaba J.Damascène	
18	Nkurunziza J.M.V	
19	Nyakayiru Cassien	
20	Nyirantwali Donata	
21	Rutiririza Mathias	
22	Ruzigamanzi Boniface	
23	Senyange Denis	
24	Shumbusho Pascal	
25	Uwizera Augustin	

DISTRRICT OF NGOMA

1	Gatete Ildephonse	
2	Habitegeko Reverien	
3	Habiyambere	
4	Hwayezu Thérèse	
5	Iyamuremye Sudi	
6	Kajuga Jérôme	
7	Kanakuze Fororida	
8	Kayiranga Appolinaire	
9	Kayitesi Christine	
10	Muhirwa Caroline	
11	Mukagatare Gérardine	
12	Mukamunana	
13	Mukanyandwi	
14	Mukanyangezi	
15	Mukanyarwaya Vénérande	
16	Mukarubayiza	
17	Mukashyaka	
18	Munyeshyaka	
19	Musabyimana	
20	Mushishi Elisée	
21	Mushonda Ernest	
22	Nduhura Daniel	
23	Nikuze Matilde	
24	Niyindorera	
25	Ntirampira	
26	Ntirimendinda	
27	Nyabusimba Benoit	
28	Nyirabashyitsi	
29	Nyirabeza Josiane	
30	Rudahangarwa Innocent	
31	Rurangirwa Fidèle	
32	Sebasaza	
33	Sibomana Denis	
34	Uwamahoro Aisha	



DISTRICT OF IMPALA

1	Bitamage Silas	
2	Gakunzi Alfred	umuhuzabikorwa
3	Habimana Gisian	
4	Habimana Valence	Agronome
5	Haguma Emmanuel	Umuhuza bikorwa wumurenge
6	Hitimana Védaste	Directeur de Centre Scolaire
7	Kayitarama Epimaque	Maire du District
8	MATERANYA Laurien	
9	Mubarure Vincent	
10	Mushinzimana Donatien	Sect chargé de la jeunesse
11	Mwitende M.Therese	Umunyamabanga wa District Impl
12	Ndabarinzi Straton	
13	Ndinabo Alphred	
14	Ngaboyibwami Joseph	Umunyamabannga wa Secteur
15	Ngarambe Théodomir	
16	NGARISI Emmanuel	
17	Ngirinshuti Théoneste	Chargé des Affaire et Technique
18	Ntagwabira Joseph	
19	Ntagwabira Fabien	Secrétaire Impl
20	Ntakirutimana Fr	
21	Nyiramana Julienne	
22	Nyirambuga Védaste	Vétérinaire
23	Nyiraruhanga Adèle	
24	Nyiratebuka Vestine	
25	Safari jotham	Umworozi
26	Sagahutu Joseph	Président du COSA
27	Sebahire Galcon	

DISTRICT OF BUKUNZI

1	Bukuru	Umuhinzi
2	Faida Venant	Umukarani wa paroisse
3	Gahutu Thadée	Umucuruzi
4	Kampire Lucie	Ushinzwe A.A/Bukunzi
5	Kanamugire Adolphe	Umuyobozi w'akarere
6	Kanamugire Gaeta	Umuhuzabikorwa
7	Katabarwa Daniel	Preside CDC/Bukunzi
8	Kuzumuremyi Sixte	Directeur du college Intwali
9	Matoroshi	
10	Mukankubito Germaine	Uhagarariye abatwa
11	Mukeshimana Boniface	Professeur (C.C. Nyakabanda
12	Muntunundi Enoch	Rwanda rwejo
13	Musabyimana Alphred	Uhagarariye urubwiruko
14	Ndagijimana Pasteur	Nikorera umunyamabanga
15	Ngirinshuti	Promoteur Bricamu
16	Niyonzima Emmanuel	RSAD
17	Nsabimana André	Enseignant
18	Nsengiyumva Marc	Directeur GAHATI
19	Nzanywayimana Ignace	
20	Nzarugarukira Védaste	Uhagarariye abatwa
21	Sebanana Félix	Vétérinaire Bukunzi
22	Senyenzi Gaspard	Titulaire Nkungu
23	Zahinda Ananias	

DISTRICT OF KANOMBE

Amazina	Abo bahagarariye
Kalimanaryo	Maire
Karekezi J Bosco	Directeur
Karisa Epuphanie	
Kimpaye François	Umunyamabanga wakagari
Mukamutara C.	Uhagarariye abanyeshuli
Mukantabana Virginie	D7 enseignant
Mukayiranga Euphras	Uhagarariye abari n'abatega
Nyiringango Damien	Uhagariye Imibereho y'abat.



	NAMES	OCCUPATION
1	Kangabo Moise	AERG Gutwara abantu n'ibi..
2	Kayumba Faustin	Amajyambere kumurenge
3	Mukamasabo Donatha	Vétérinaire
4	Mukandoli Feresita	umuhinzi
5	Munyaneza charles	Directeur D.S APEKA Kanombe
6	Mutarambirwa J Bosco	Umuhazabikorwa Busanza
7	Nkesabera Bon	Agro-eleveur
8	Nkubito Athanse	Ushinzwe urubyiruko
9	Nkulikiyingoma J B.	Umuhinzi
10	Nyirakamanzi M. Ch.	Enseignant kuri G.S Apeka
11	Rurangirwa Evariste	Imali Ubukungu
12	Sewinkwavu Vicent	enseignant
13	Twizeyimana Diogène	Encadreur b'urubyiruko
14	Uwimana Faustin	Ushinzwe ubuhinzi mu Karere
15	Uwimbabazi denise	Umunyeshuli

DISTRICT OF NYARUGENGE

N	Amazina	Umurimo akora
1	Aimé Munyaneza	Professeur CFPJ Kicukiro
2	Bamurere Chantal	Secrétaire
3	Byogatonda Jonathan	UNIC KUHA
4	Karemangingo J Nepo	Directeur
5	Mbungwe Pascal	Secrétaire Exécutif (A.I) District de Nyarugenge
6	Mutimukunda Juliana	W.A F.A.F.A
7	Nayituliki Hélène	L.N-D Citaux Nyagenge
8	Ngirabakunzi Syliveri	Mpagariye aboza imodoka
9	Nshumbusho Isaac	Chargé des finances écono
10	Ntaganda Syrus	Urubyiruko/rugunga
11	Rutembesa Faustin	Directeur Gitega
12	Senyimana Olivier	Urubyiruko /Nyarugenge
13	Abirabura JM V	Prass Indahemuka
14	Batamuliza idaya	umukangurambaga
15	Mukamuganga Fatuma	Umucuruzi
16	Mukarutamu Françoise	Uhagarariye abanyamyuga
17	PRIVAD Jules Maurices	Koza imodoka
18	Rinyuruwera Françoise	Uhagarariye urubyiruko
19	Uwera- Asha	

DISTRICT OF RUHANGO

1	Kalisa Assissot	Sec/Nyamagana/umu
2	M.gatanazi Venantie	umwanditse
3	Mandela innocent	MIJESPOC
4	Mukamurangwa Firmare	Resp. du service Nutritionnel au Centre de Santé Ruhango
5	Mukarusine M. Béata	Umwarimukazi
6	Mupenzi Mukamana	Agronome
7	Murebwayire clotilde	Umunnyamabaga w'imibereho yabaturage
8	Musafiri Alfred	Vetérinaire
9	Ndabarasa Easond	Tisserand
10	Ngwinondebe Francine	Responsible du Bureau Social
11	Nngarambe Dénys	Umuyobozi w'umurenge
12	Ntabanganyimana E	Abana bo mumuhanda
13	Ntnagisanimana J Claude	Umuyobozi wumurenge
14	Rurangwa Célestin	Umwalimu mu mashuri abanza
15	Rwabukumba Jean	Umujyanama wubuzima
16	Twajamahoro Cnstantin	Umuyobozi w'urubyiruko
17	Umugwaneza Rédempta	Mpagariye abakene
18	Uraye neza Emmanuel	W'umujyi wa Ruhango
19	Uwabavuka Jacques	“
20	Uwakafuro Jacques (Kivura)	Inséminateur
21	Uwizeyimana J de Dieu	Abahagarariye abana bo mumuhanda



## DISTRICT OF RWAMAGANA

1	Bahigi André	Umuhuzabikorwa
2	Biregeya Etienne	Abana b'imfumbyi
3	Cyiza Jean	Pasteur ADEP Rwamagana
4	Frère Camille Rudasingwa	Directeur du g.S Rwamagana
5	Hakunzina Jean d'Amour	Agronome
6	Kangabe Anastasie	Structure Organisationnelle des femmes
7	Kankindi thelesia	Umuhinzi
8	Karekezi Athanase	Ahagarariye abamugaye
9	Karoro Graptiste	Abasheshe akanguhe
10	Makuzza David	Conseil municipal
11	Mujawayezu Xavérina	Dircentre Rgna A
12	Mukarugambwa Annociata	Titulaire du Centre de Santé de Rwamagana
13	Mukarwego Faramina	Umuhinzi
14	Mukayuga Imacule	Jurnaliste
15	Murekatete Diane	""
16	Mutamba Gilles	Uhagarariye ubukorikoli
17	Nshimiyimana Ferdinand	Umwarimu munashuli abanza
18	Ruhumuliza Saidi	Umucuruzi
19	Scrubanza Faustin	Maire de Rwamagana
20	Uwimana Savéina	Affaires féminines villes Rwamagana

## DISTRICT OF ITABIRE

1	Bakunda evaliste	Umuhinzi
2	Bazasangwa Pascal	Umuhuzabikorwa w'akagali
3	Bigili-Jean Claude	Imibereho myiza mu Karere I Tabire
4	Bucyakabiri	Umuhuzabikorwa umurenge
5	Bunguka Stanislas	Encadreur wa District Kigoma
6	Gahuranyi Emery	Abikorera kugiti cyabo
7	Gatama Jean	Secrétaire Exécutif
8	Habamungu Jonas	Ushinzwe ubuzima
9	Mukankaka Sarayi	umusaruro
10	Munyangeyo Heslon	Umuhuzabikorwa w'umurenge
11	Munyankindi Anastase	Ubuzima
12	Murekezi Gadi	Ushinzwe ubuzima
13	Mutemberezi François	Abikorera kugiti cyabo
14	Nshimiyimana Augustin	Umuhuzabikorwa wurubiruko
15	Ntaganira Callixte	Umuhuzabikorwa
16	Nyirasengiyumva Providence	Uhagarariye urubiruko
17	Nyirihene	Umuhinzi
18	Nzaramba Têlèphore	Umuhuzabikorwa w'umurenge
19	Vugayabagabo Schadrack	Pasteur
20	Yankurije	Umuhinzi

## DISTRICT OF RUSHAKI

1	Bizimana J Baptiste	Animateur de Santé Kiyombe
2	Gatabazi Xavier	P ADEPR Kiyombe
3	Hakizimana Cassien	President de l'intergroupement de Rushaki
4	Kajyangira Kajyangira claver	Agronome
5	Kamali Theoneste	Wikorera kugiti cye
6	Kanyebile Aaron	Umuhinzi mworozzi
7	Katalikawe James	Secrétaire District Rushaki
8	Muhigira J Bosco	Inséminateur
9	Mujawimana Domina	Ushinzwe amashuri kaniga
10	Mukadepite Joséphine	Secrétaire chargée de la jeunesse, la culture et le sport district Rushaki
11	Mukagasana Marcelline	Umuhinzi mworozzi
12	Munyarugerero J.Claude	Préfet des Etudes ES MULINDA



13	Musabimana Vénartie	Secrétaire chef de la promotion
14	Mutabazi Alphonse	Umuhuzabikorwa wumurenge
15	Mutemberezi Herman Joe	Umworozi rw'ikigo cy'amashuri abanza
16	Ngobonziza Olivier	Technicien (urubyiruko)
17	Nyirantwari Cécile	Inspectrice de secteur scolaire
18	Habumuremyi Aloys	Rushaki
19	Hategukimana Sylvestre	Umubaji Nyabishambi
20	Mutabazi Jackson	Planton wa Karere
21	Ndyanabo Stany	Secrétaire des Affaires
22	Ngendahayo Gérard	Président de l'intergroupe
23	Rudasubira Emmanuel	Impuyaki
		Paroisse Rushaki/Catholique
		Directeur du Collège de Rushaki

#### DISTRICT OF REBERO (Bwisige-Kinyami)

1	Barashyenga Gaston	Umuhinzi
2	Bugingo Emmanuel	UNR/Bugingo
3	Butera Ildéphonse	Umugenzuzi w'akarere k'amashuri
4	Habimana Innocent	Umunyabukorikori
5	Habimana Jean Bosco	Umuyobozi w'akagari Jamba
6	Habyarimana Eugène	Agronome
7	Harerimana Alex	Mayibobo
8	Icyimpaye	Umukecuru w'umukene
9	Iyakaremeye Papia	Titulaire
10	Kamatali Jean Marie	UNR/OSSREA
11	Karake Thomas	Pasteur muri ADEPR
12	Karagwa Caudien	Umuyobozi wa Akarere
13	Mukagatsinzi Béatha	Umunyamabanga
14	Mukamurima	Umukecuru wumukene
15	Mukaruhimbé Vénantie	Umukecuru wumukene
16	Mukobwokize	Umukecuru w'umurenge
17	Murekatete Bernadette	Mayibobo
18	Ndagijimana Ildéphonse	Imibereho myiza y'abaturage
19	Ndegeya Jean Damascène	Umwarimu mu mashuri abanza Rebero
20	Ngirabatware Augustin	Umuhuzabikorwa w'umurenge
21	Niyitegeka Jeanne	Umuhuzabikorwa r'imibereho y'abaturage
22	Nkurunziza Léonard	Uhagarariye urubyiruko mu Karere ka Rebero
23	Ntawuhigimana Antoine	Vétérinaire Rebero
24	Nyirandegé Madarina	Umukecuru Nyarurama
25	Nyirandihano	Umurenge-kimyami
26	Nyirantabire Anasitasya	Umukecuru wumukene
27	Rugema	Mayibobo
28	Twajamahoro	Umuhinzi

#### DISTRICT OF BUNGWE

1.	Bayingana Samuel	Umuhuzabikorwa wumurenge Gatebe
2.	Bizimungu Cyprien	Secrétaire chargé des affaires Economiques du développement
3.	Bugiruwenda Sylvestre	Umuhuzabikorwa Mudugali
4.	Habingabwa Bernard	Umuhuzabikorwa umurenge Mayagiro
5.	Ibinyavanga Boniface	Umuhuzabikorwa wumurenge
6.	Kabirigi Aloys	Umuhinzi
7.	Kayumba Jean-Marie	Mecanicien umurenge Shanta-Bungwe
8.	Mbabonye François	Umuhuzabikorwa wumurenge
9.	Mukama Osuald	Umuhuzabikorwa wumurenge



10.	Mukamukwiye Regine	Uhagarariye ubuzima muri secteur
11.	Munyaneza Emilien	Sec.Aff. Jeunesse sporty et culture
12.	Munyarigabo François	Président cantonal KIVUYE
13.	Muturwajambo Eric	Juge de Tribunal catonal
14.	Mwijejimana Solange	Umuturage wa Karere ka Bungwe
15.	Ndaberetse Leanidas	Umuhuzabikorwa w'umurenge
1.	Ndarihaye Emmanuel	Inyangamugayo
2.	Nemeyabahizi François	Umuhuzabikorwa Gishambashayo
3.	Ngendabanga Joseph	Umuhuzabikorwa w'umurenge Nshanga
4.	Niyonsaba Veneranda	Umucungamutungo winzego, abari
5.	Nkurunziza Faustin	Umuhuzabikorwa
6.	Ntezirizaza Martin	Recpteur w'akarere Bungwe
7.	Nyirabagirisha Félicite	Coordinatrice Affaires Sociales
8.	Nyirangendahimana	Umutungo w'akarere ka Bungwe
9.	Nzabonantuma Dominique	"" "" w'umurenge Gakubo
10.	Rukabayihunga Félicien	Umunyamabanga Burenge
11.	Rutabayiru Charles	Maire de District
12.	Uwumuremyi Wellars	Umuhuzabikorwa wumurenge
13.	Uzabakiriho charles	Uhagarariye CDC ya Zone Kivuye

## **DISTRICT OF MARABA**

### **NAMES**

1. UWAMARIYA Cécile
2. BANKUNDIYE Marie GORETI
3. NTABANGANYIMANA François
4. NKESHIMANA Vianney
5. HAKIZIMANA Marc
6. NZARORA François
7. NTEZIRYAYO Symphorien
8. HAGUMAMAHORO J.Damascene
9. KUBWIMANA Gilbert
10. NYIRAHABIMANA Epiphanie
11. HAVUGIMANA Alexis
12. NTEZIRYAYO Vincent
13. NYANDEKWE Antoine
14. NYABYENDA Ananias
15. NZABANDORA Canisius
16. MUHUTU Venant
17. MUSABYEMARIYA Jeanne d'Arc
18. KARWERA Sylvie
19. MANYONI Oswald
20. RWAMBUGA Gérard
21. MUKABUGABO Françoise
22. MPOGAZI Clémantine
23. NYIRAMINANI Antoinette
24. MUKABERA Judith
25. NDAYISHIMIYE Claudine
26. NTIWIRAGABO Protogène
27. KANOBAYIRE Jean Baptiste
28. UZABAKIRIHO Romuard.



DISTRICT OF NYANZA

NAMES	OCCUPATION
1. NZEYIMANA	Vétérinaire
2. MUKARWEGO	Umuhinzi
3. MUKAHIRWA Débola	Uhagarariye Imfubyi
4. NYIRANEGA Emaculée	Umuhinzi
5. MUKANTWALI Thérèse	„
6. NYIRABITARI Bernadette	„
7. SINAMENYE André	„
8. BUNUNGA Sylvie	„
9. NGOBOKA Donath	C.D.C wa akarere
10. INGABIRE Alice	Uhagarariye Urubyiruko
11. GASAZA Sylvère	Uhagarariye abasheshakanguhe
12. MUTUYIMANA Théogène	Agronome
13. MUKAKABAYIZA Ancille	Enseignante
14. MUNEZERO Aimante	„
15. MUNYARUGO Antoine	Uhagarariye ubuzima
16. TWIZEYUMUKIZA Jean Baptiste	Umuyobozi w’kigo cy’amashuri abanza
17. NKUNDINEZA Ezékias	Umuhinzi
18. RWAGATARE A.	„
19. MUNYANKINDI A.	„
20. BISENGIMANA Eugène	„
21. UWIMANA Fidèle	Coordinateur du bureau social
22. BINAGANA Joseph	Professeur
23. NIRERE M. Jeanne	Umuhinzi
24. NDIBWAMI J. M.	Ushinzwe amajyambere
25. NYIRANSHUTI M. Goreth.	Ushinzwe urubyiruko

District of KAGEYO

NAMES	OCCUPATION
1. NDUNGUTSE Tomes	Umujyanama w’akarere
2. YANKurije Béata	Secrétaire
3. NDAYAMBAJE J. Damascène	Umuhinzi
4. NGARAMBE Herman	„
5. MUNYARIBANJE Fabien	Coordinateur du secteur Kiziguro
6. NDAGIJIMANA Evariste	Amajyambere Mpara
7. HATEGEKIMANA Claude	„
8. NDAGIJIMANA J. Dasmascène	„
9. SEMANYENZI F. X.	„
10. MUGABONAKE Faustin	„
11. SHYIRAMBERE Silas	Umujyanama
12. NTIBIRAMIRA Alexis	Amajyambere
13. DUSABEYEZU Herman	„
14. DUSABIYAREMYE Charles	„
15. NGENDAHIMANA Joseph	„
16. MUKAKARANGWA Donatille	„
17. HAKIZA P. Célestin	Secrétaire de l’inspection
18. NYIRAHABIMANA Josephine	Ushinzwe umuco
19. BISERUKA Denis	Ushinzwe Uburezi
20. TUBARUSHA MUNGU Alphonse	SecréDistrict
21. RULIHOSE Théophile	Enseignant
22. SIMBA Anathalie	„
23. RWEGO H. charles	O.P.J.
24. MUSIRIKARE Emmanuel	Umuhuzabikorwa w’umurenge.



DISTRICT OF KAYOVE

NAMES

- 1. N. MUCYO Phoëbe
- 2. AKOYIREMEYE P. Claver
- 3. SEBAKOSHIA Thacien
- 4. NTHINYUKA Janvier
- 5. HANYURWABAKE Bernard
- 6. UWIIHOREYE Gabriel
- 7. UWIRAGIYE Myriam
- 8. NSENGIYUMVA Frédéric
- 9. MBARUSHIMANA Désiré
- 10. CYIZA Evariste
- 11. HARINDINTWARI Silas

OCCUPATION

- Enseignant
- Pasteur
- Enseignant
- Secrétaire des Affaires soc.
- Directeur de l'Ecole rimaire
- Professeur de l'Ecole Secondaire
- Vétérinaire
- Agroforestier
- Secrétaire chargé de la Jeunesse
- Infirmier
- Affaires Economiques.