

DECENTRALIZATION AND COMMUNITY DEVELOPMENT
PROJECT (DCDP) AND POVERTY REDUCTION
IN NYAGATARE DISTRICT/RWANDA

A thesis presented to the School of
Postgraduate Studies and Research
Kampala International University
Kampala, Uganda

In Partial Fulfillment of the Requirements for the Award of the Degree
Master of Arts in Project Planning and Management

By:

Christine Mukunde

MPP/40956/91/DF


HC870
M8969
2011



OCTOBER, 2011

DECLARATION A

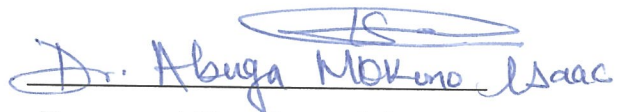
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MUKUNDE Christine 
Name and Signature of Candidate

15/10/2011
Date

DECLARATION B


"I confirm that the work reported in this proposal was carried out by the candidate under my supervision".


Name and Signature of Supervisor


15.10.2011
Date

APPROVAL SHEET

This thesis entitled "Decentralization and Community Development Project (DCDP) and poverty reduction in Nyagatare District/Rwanda ", prepared and submitted by **Mukunde christine** in partial fulfillment of the requirements for the award of a Master of Project Planning and Management; has been examined and approved by the panel on oral examination.



Dr. Abuya Mwakono Isaac
Name and Sig of Supervisor

Panelist


Dr. Abuya Mwakono Isaac
Name and Sig. of Panelist

Panelist

Name and Sig. of Chairman


Dr. KB. Sekabwira
Name and Sig. of

Dr. Akinyi Twala
Name and Sig. of 

Date of Comprehensive Examination: _____

Grade: _____

Name and Sig of Director, SPGSR

Name and Sig of DVC, SPGS

DEDICATION

To my parents;

To my lovely husband SEBUTIMBIRI Javan;

To my children USANASE Gisèle, NDAHIRIWE Placide, UMURERWA Kélvine, MUTSINZI Yvan and HIRWA Blaise.

ACKNOWLEDGEMENT

First and foremost, I extend my thanks to Almighty Father who continuously cares in everything.

I am indebted to many people and to Kampala International University that helped me during my studies and when carrying out this research.

I am very grateful to all lecturers in Master of Project Planning and Management of Kampala International University for their contribution to my academic and scientific training. I fully address my heartfelt thanks to Dr Abuga Mokono Isaac, who spent his time supervising this work along his day-to-day responsibilities.

I wish to express my appreciation to my husband, who supported me during my academic studies.

I am also grateful to my friends and colleagues from whom I have benefited so much experience during my academic duties.

Last but not least, I would like to express my gratitude to Nyagatare District and its local authorities, the DCDP project staff who welcomed me and helped me a lot for the findings during this research.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	: Acquired Immunodeficiency Syndrome
CDD	: Community-Driven Development
CRDP	: Community Reintegration and Development Project
DAC	: Development Assistance Committee
DCDP	: Decentralization and Community Development Project
DOT	: Directly Observed Treatment
EDPRS	: Economic Development Poverty Reduction Strategy
FAO	: Food and Agricultural organization of United Nations
GDP	: Gross Domestic Product
GIN	: Group Interactive Network
GoR	: Government of Rwanda
HIPC	: Heavily Indebted Poor Country
HIV	: Human Immunodeficiency Virus
ICT	: Information Communication and Technology
IDA	: International Development Association
IEC	: Information, Education and Communication
IFAD	: International Fund for Agricultural Development
Kg	: Kilogramme (weight unit)
LDC	: Least Developed Country
MDG	: Millennium Development Goals
MINALOC	: Ministry of Local Government, Good Governance, Community Development and Social Affairs
MINECOFIN	: Ministry of Finance and Economic planning
MPP	: Master of Project Planning and Management
NGO	: Non Government Organization
NUR	: National University of Rwanda
ODA	: Overseas Development Assistance

OECD	: Organization for Economic Co-operation and Development
Op. Cit	: Opus Citatum
PADBEL	: Dairy Livestock Development Support Project
PCMU	: Project Coordination and Monitoring Unit
PCO	: Provincial Coordination Officer
PDD	: Districts Development Plans
PDF	: Portable Document File
PRSP	: Poverty Reduction Strategy Paper
PSTA	: Strategic Plan for Agricultural Transformation
RADA	: Rwanda Agricultural Development Authority
RARDA	: Rwanda Animal Resources Development Authority
SPSS	: Statistical Package for Social Sciences
TVET	: Technical Vocational Education and Technology
UN	: United Nations
UNDP	: United Nations Development Programme

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ABSTRACT

This report is a result of an academic research entitled "The Contribution of Decentralization and Community Development Project (DCDP) on poverty reduction in Nyagatare District/ Rwanda (2005-2010)". The main purpose of this study was to analyze how DCDP project led to poverty reduction in Nyagatare District/Rwanda. The study was guided by three specific objectives: (i) to establish the activities done by DCDP in poverty reduction; ii) to assess the obstacles of DCDP for achieving its objectives; (iii) to analyze the role of DCDP and poverty reduction. The population was comprised of 515 people selected in Nyagatare District; a sample size was 225 respondents, using simple random sampling method. Questionnaires and interviews were used in collecting both primary and secondary data. The collected data was analyzed using both qualitative and quantitative methods. The study was in form of a descriptive design, to describe quantitatively how the project has contributed in poverty reduction in Nyagatare District.

The findings revealed that DCDP project has greatly contributed in capacity building; DCDP has contributed in construction of office sectors, school and income generating. Somewhere else, respondents confirmed DCDP project has contributed in hygiene and sanitation while DCDP project has participated in construction of health centers. The study also noticed people walked more than 20 km to reach source water while nowadays the surveyed said they walk less than 5 km to reach water. Therefore, these precisions confirm that DCDP project has contributed on poverty reduction in Nyagatare district in the Eastern Province of Rwanda. The study concluded that DCDP project has greatly role in poverty reduction, spreading quick development, good governance, education and health.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the study

Poverty, as a worldwide phenomenon, continues to draw a growing attention today than ever before and most of the poverty in the world is located in rural areas of developing countries (World Bank, 2000).

Among international assistance agencies and developing nations, the need to be developed has become a recurring theme in recent years. This goes with the emphasis in development strategies towards promotion growth and development, providing basic needs of the poorest groups and creating widespread participation in decision making, which are all considered essential to the process of economic development (D. Charlotte, 2003).

In Africa, and especially in the Sub- Saharan Africa, development has been taking place at a slow rate. This is because African nations are faced with the problem of poverty.

Fundamentally, poverty is a denial of choices and opportunities, a violation of human dignity. It means lack of basic capacity to participate effectively in society. It means not having enough to feed and cloth a family, not having a school or clinic to go to; not having the land on which to grow one's food or a job to earn one's living, not having access to credit. It means insecurity, powerlessness and exclusion of individuals, households and communities. It means susceptibility to violence, and it often implies living in marginal or

fragile environments, without access to clean water or sanitation (G.FERREOL, 2009)

In 2000, the Government of Rwanda launched a program of decentralization in parallel with economic reforms and poverty reduction strategies. The Government of Rwanda is committed to securing for its citizens as a full range of social, economic and political rights and to work with its people to reduce poverty and develop local areas.

The experience of the war and genocide in 1994 made it clear that bad governance is the root of Rwanda's tragic history. The Government of Unity and Reconciliation, acting within the framework of Arusha accords, resolved that decentralization and democratization were necessary to reconcile the Rwandese people and to fight poverty. Building governance after the genocide began with a massive deficit in terms of institutions, human, financial and material resources (MINALOC, 2005)

After the 1994 genocide, the Government of Rwanda initiated different strategies and socio-economic policies (National Strategy to Fight Poverty, Decentralisation, Democratization and Community Development) in order to restore peace, promote national reconciliation and reduce poverty (MINALOC, 2005).

The National Decentralisation Policy clearly showed the necessity to allow the local communities to fully participate in decision making (from conception, implementation and monitoring of decisions which concern them). (MINALOC, 2005)

Through such participation, the decentralization process particularly aims at promoting good governance, stability, peace, national reconciliation and guarantee rights of communities. It is within this context that the project "DCDP" started its initial phase of activities. The DCDP Project has intervened in the domain of health, education, community and administrative infrastructure, energy and water. This widespread intervention enabled decentralized entities to attain more efficient communication and sustainable development.

The policy of decentralization adopted by the Government of Rwanda gives to the grassroots administrative entities the power of autonomy with regard to the planning of development activities based on the expectations of the population. It is this line that DCDP Project under the auspices of MINALOC has supported Nyagatare District in the designing of their Five-years Development Plan (2006 -2010). This Plan was designed with the participation of the community members starting from Umudugudu, Cell, Sector, different sectorial units of the District in the Eastern Province. That participation during the designing process of the DCDP project inspires hope towards the success in its implementation.

Statement of the problem

During colonization and post independence, Rwanda was characterized by high poverty because the government didn't have the strategies for fighting poverty. For that Rwanda was one of the poorest countries not only in Africa but also in the world. After the 1994 genocide, the Government of Rwanda initiated different strategies and program for fighting poverty and promoted socio-economic development of Rwandan population. Among those was DCDP project which the

researcher wants to investigate their contribution of poverty reduction in Rwanda.

The crucial problem of the study is to know exactly the socio-economical impact of DCDP project in fighting poverty in Nyagatare District, Eastern Province.

Purpose of the study

The purpose of this study is to analyze how DCDP project led to poverty reduction in Nyagatare District.

Research objectives

General objectives

The general objective is to assess the socio-economic impact of DCDP project to poverty reduction of rural areas.

Specific objectives include:

- To identify the activities done by DCDP in poverty reduction
- To analyze the role of DCDP in poverty reduction
- To assess the obstacles of DCDP for achieving its objectives

Research questions

- What are the activities done by DCDP in poverty reduction?
- What are the obstacles of DCDP for achieving its objectives?
- What is the role of DCDP in poverty reduction?

Scope of the study

Geographical scope

The study has been carried out in Nyagatare District located in eastern province of Rwanda.

Content Scope

The study intended to examine the contribution of DCDP and how it reduces the poverty.

Theoretical Scope

The theory of decentralization by Litvack and Rondinelli were guided this study.

Time scope

The study took a period scope of 2005 to 2010 and was conducted within a period of six months.

Signification of the study

The following disciplines benefited from the findings of the study:

The study was of great importance to the **researcher** due to the broad knowledge and understanding that have been achieved from the research especially in the field of decentralization's contribution in poverty reduction.

This study would enrich knowledge to the **staff** of these administrative entities on poverty reduction of the DCDP project in local communities and the challenges faced by the project in rural areas. The study would raise the level of information sharing between the local authorities at district level and other DCDP project representatives.

This study would then provide to the **government** information on the expediency of poverty reduction strategy, and thus contribute to socio-economic development and government policy motivation.

Furthermore, it would provide a lot of information and will serve as reference and inspiration to other **future academicians** who will conduct similar researches. The study would be the secondary source of information to the future researchers on projects and the development of communities.

The result of this study would be useful to the community as it will be published and act as source of information helping people for poverty reduction strategy, namely in Rwanda rural areas or in other similar parts of the world.

Operational Definitions of Key Terms

Key terms are the following: Decentralization, community, development, Project, Poverty and poverty reduction.

Decentralization

Decentralization is the transfer of the central government's powers to regional or local authorities. Decentralization is in response to the need for national unity, whereas decentralization is in response to demands for diversity.

Community

Community is a body of people living in the same locality; a body of people having a region; profession in common; a body of nations unified by common interests in title of an organization.

Development

Development is a physical reality and state of mind in which society has, through some combination of social, economic and political

process secured the way of obtaining better life.

Project

Project is a temporary endeavor undertaken to create a unique product or service. Is a specific, finite task to be accomplished.

Poverty

Poverty is a multidimensional phenomenon consisting of a number of different characteristics. He goes ahead and asserts that, income, demographic health and education variables, culture and social conditions found at community and household levels need to be inclusive among these characteristics.

Poverty reduction

Poverty reduction is that process whereby an action or actions are taken to reduce the agony that is inflicted on group of people by poverty. In other words, poverty reduction provides the society with the means of attaining the previously lacking essential needs such as food, shelter, clothing and medical care.

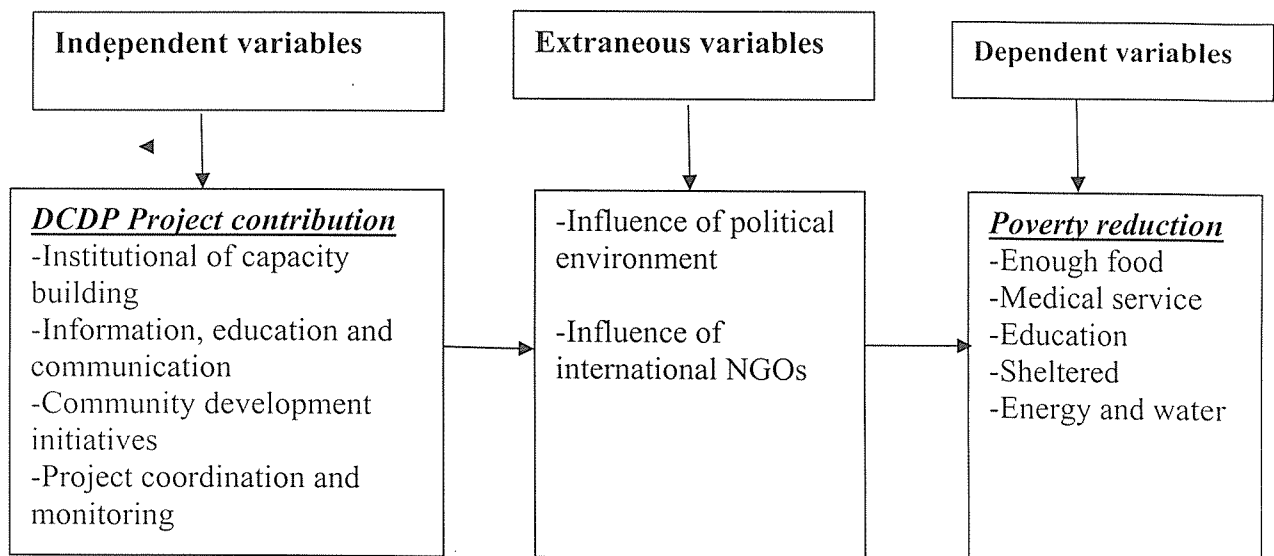
CHAPTER TWO

REVIEW OF RELATED LITERATURE

Conceptual framework of the study

This framework consists of three parts. The independent variables are the input of community development such as: DCDP project. The dependent variables are the output of community development factors poverty reduction and the extraneous variables.

Figure 1: Framework of DCDP project



This chapter is concerned with various definition literature reviews, and the main concepts that constitute the cornerstone of the present work.

Concepts, Opinions, Ideas from Authors/ Experts

Decentralization

The term of decentralization embraces a variety of concepts which must be carefully analyzed in any particular country before determining

if projects or programs should support reorganization of financial, administrative, or service delivery systems. Decentralization, transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organization and/or the private sector is a complex multifaceted concept. Different types of decentralization should be distinguished because they have different characteristics, policy implications and conditions for success (Litvack, 2006).

Decentralization is the transfer of legal, administration and political authority to make decision and manage public functions from the central government to field organizations of those agencies like subordinate units of the government semi-autonomous public corporation, area wide development authorities, autonomous local government or non- government (Mutahaba,1998, cited in Atwine, 2006).

The World Bank (1999) defines decentralization as of authority and responsibility for public functions from the central government to subordinate or quasi independent government and/or private sector.

Decentralization is a process of transferring of powers, authority, functions, responsibilities and requisite resources from central government to local government or administrative division's sources (MINALOC, 2000).

According to Rondinneli,(1992) explains decentralization as a transfer of responsibility for planning, management and resource rising from central government to subordinate units/ levels of government, same autonomous public co-operations, area wide regional authorities and Non-Government Private illegal organization.

Community

According to Jindal (1989), defines community as a group of people living close together in a given territory and acting together to achieve a common goal. Since the essence of community is people acting together toward a shared goal, the assumption is that individuals are integrated into groups, that they recognize their common needs and that they are willing to pool their efforts together in a collective action. Thus, as Burky (1993) asserts, by getting people together to analyze their problems or needs, they are assisted to recognize the common causes of their poverty (social awakening), and are therefore motivated to act together in response to such problems.

Community –based organizations are voluntary associations where people organize together in order to mobilize the potential of their collective power (Mulwa, 2006).

Poverty

Poverty is a multidimensional phenomenon consisting of a number of different characteristics. He goes ahead and asserts that, income, demographic health and education variables, culture and social conditions found at community and household levels need to be inclusive among these characteristics.

There is no general and common consensus on one meaningful definition of poverty.

According to (MINALOC, 2007) argues that there is no precise and agreed definition of poverty. He states that one can only rely on proxy variables to present a reasonable picture of poverty. Poverty is

basically the inability to provide oneself with the basic requirements for living a decent life

According to the same author, poverty exists when one or more persons fail to attain a level of well being (usually materials) that is deemed to constitute a reasonable minimum by the standards of the society.

Poor are severely deprived financially, materially and socially. Furthermore, they face extreme vulnerability to ill health, economic, dislocation and natural diseases,

Poverty in Rwanda can only be understood in light of the profound disruption and trauma caused by 1994 genocide, which killed one in seven Rwandans and led to the displacement of a third of the population.

After the genocide, more than a million people who had gone into exile in previous decades started returning to Rwanda, followed by the people displaced by 1994 conflicts.

All these groups were faced with resettlement problems, including reconstructing infrastructure and the economy.

Furthermore, the damage caused by 1994 conflicts was the culmination of a long period of mismanagement and conflicts, which had hampered Rwanda's development since its independence. Then Rwanda's economy has experienced an admirable recovery. Most economic indicators are approaching pre-1994 levels. So agricultural production passed the 90% compared with pre-war levels. The education sector has performed better than in the periods before the genocide.

Poverty Reduction

Poverty reduction is that process whereby an action or actions are taken to reduce the agony that is inflicted on group of people by poverty. In other words, poverty reduction provides the society with the means of attaining the previously lacking essential needs such as food, shelter, clothing and medical care.

According to World Bank (2003:14), Poverty reduction or poverty alleviation is one of concept developed recently by the Britton wood institutions. The World Bank adopted several new policies and programs geared to promoting a more holistic, participatory, and results based approach to development and poverty reduction. The verb to reduction means to make something less painful, severe or serious. The term poverty reduction is generally used to refer to the substantive of any of the negative aspects of poverty. It is a process or mechanisms by which institution or community is engaged in improving its welfare.

Thus; poverty reduction and community participation, community contribution, community involvement, social inclusion, community empowerment and democratization go hand in hand. Genuine poverty alleviation must be generated by and within the community itself.

Forms of poverty

Poverty reduction should be perceived as a multi-dimensional process involving the reorganizing and reorientation of entire economic and social systems. But before analyzing the complexities of poverty reduction we start by describing three major conceptual approaches to the study of poverty reduction. Thus, poverty reduction is the process

of improving the quality of the human lives. The three major conceptual approaches to the study of poverty reduction are:

- To raise people's living levels, that is their incomes and conception levels of food, medical services, education, sheltered, through relevant economic growth process
- Creating conditions conducive to growth of people's self-esteem through the establishment of social, political and economic systems and institutions, which promote human dignity and respect;
- To increase people's freedom to choose by enlarging the range of their choice variable, example increasing consumer goods and services.

It is important to remember that the experience and effects of poverty are unique for each individual, household and community and that no two people experience poverty in the same way. The experience and effects of poverty depends on the formal type of poverty. Below are the forms of poverty:

According to DERYKE, 2007), we have to distinguish the different types of poverty:

Relative poverty: which refer to having fewer resources or less income than most other? Within a society or country;

Food poverty: food consumption below a normative minimum level nutrition that human body needs for healthy growth and maintenance;

Income poverty: lack of adequate income or expenditure to meet minimum basic needs. It is always measured in terms of income or expenditure;

Absolute poverty: defined in monetary terms by fixed standards such as international one-dollar a day poverty line, which compares poverty levels across different countries. Someone in absolute poverty lacks basic human facilities such as adequate and nutrition food, clothing, housing, shelter and health services;

Vulnerability: a condition of risk, people not currently considered poor can become poor, while those at some level of poverty can into extreme and absolute poverty. People who are poor may become poor due to a number of factors.

According to Remy CASTARION, (1992), poverty exists when one or more person fails to attain a level of well-being (usually material) that is seemed to constitute a reasonable minimum by the standards of that society.

Theoretical perspectives

Decentralization and Community Development Project

After the 1994 genocide, the Government of Rwanda initiated different strategies and socio-economic policies (National Strategy to Fight Poverty, Decentralization, Democratization and Community Development) in order to restore peace, promote national reconciliation and reduce poverty.

The Decentralization and Community Development Project (DCDP), an initiative largely financed by the World Bank. The project has begun in 2004 and was financed by the World Bank to the tune of US \$17 million while the government of Rwanda contributed US\$ 3 million.

Table 1: Financial allocation of DCDP project fund

No	Partner	Participation (US \$)	Percentage
1	World Bank	14 million	82%
2	Government of Rwanda	3 million	18%
	TOTAL	17	100%

Source: MINALOC, Annual report, Kigali, Rwanda, 2006

According to (DCDP Project 2009), the project closed after constructing 420 classrooms, 660 latrines in schools, 131 water tanks that provided water to schools, as well as constructing six bridges in the districts of Ngororero, Rutsiro and Nyagatare. The project also distributed 2,980 cows and 3,000 rabbits to vulnerable citizens in all districts as well as building two school laboratories in the whole country. "DCDP" Project has intervened in the domain of health, education, agro-livestock, community and administrative infrastructure, energy and water. This widespread intervention enabled decentralized entities to attain more efficient communication and sustainable development. The project "DCDP" funded the construction schools, Health centres and Health Posts serving a population. Regarding income generating projects, "DCDP" project has intervened in the domain of agro-livestock by distributing cows and small animals such as rabbits.

In the capacity building component, and IEC, (Information, Education and Communication) the project "DCDP" organized and funded a series of training for staff of local administration and members of the civil society in all the 30 Districts.

However, needs remain enormous and that is why to sustain the process of decentralization, the project has earmarked certain priorities to counteract future challenges and continue to support existing programmes such as capacity building for Local Governments and other actors in the decentralization process, improve in socio-economic infrastructures which are often insufficient or non-existent, supply equipment; spread the micro-finance pilot programmes, and income generating projects to all levels to enhance social protection especially among most vulnerable groups in the Rwandan society.

Decentralization Community Development Project (DCDP) designed as an opportunity for local people to resolve their problems through community collective action approach.

Objective of DCDP project

The overall objective of the project "Decentralization and Community Development Project by the World Bank is to contribute to the consolidation of a framework which shall facilitate the emergence of a dynamic local economy built by the population who are empowered to steer their own development processes under efficient Local Governments.

The Decentralization and Community Development Project components

Decentralization and Community Development Project whose acronym is DCDP project comprises four components notably:

1. Institutional capacity building;
2. Information, Education and Communication;

3. Community Development Initiatives;
4. Management, monitoring program evaluation.

Component 1: Institutional Capacity Building

The project has drawn on consideration inspiration from the National Decentralization Policy in Strengthening of institutions capacity especially in the domain of planning, budget implementation, management, funding and maintenance of development activities. Through this component, the project has put in place improved management control mechanisms in order to strengthen the sense of responsibility and transparency in Local Governments vis-à-vis communities they are called upon to serve.

The project has also supported and strengthened participatory planning systems in order to enable communities play an active role in planning of their own development and provide mechanisms which facilitate identification and targeting most vulnerable groups. Activities funded by the project include a wide range of workshops and on- job training at all levels of implementation whether at National, Provincial, District, Sector, Cells or Village levels following identified needs.

Component 2: Information, Education and Communication

Information, Education and Communication (IEC) strategy was put in place by this component. In this component, the "DCDP" project, generally, supported the decentralization process and more specifically gave practical information to the population and mobilized them to implement decentralization and community development program. On the basis of this component, the project preceded on two tracks: top-down track from the central level to Provinces, Districts, Sectors, Cells

and Villages (Umudugudu) and lastly the community and the bottom-up track from the community to Districts and Provinces.

Regarding information flow, the two tracks have the same importance of facilitation and participation at all levels. It is through this component that the different intervening partners at all levels were informed and trained in objectives and modalities of decentralization and related legislation in order for the population to become more conscious of their rights and obligations and better participate in different processes.

Component 3: Community Development Initiatives

In this component, DCDP project funded sub-projects spearheaded by communities participating in the project in seventeen (30) Districts including in the whole country. The sub-project to be funded had to be identified in a participatory planning process from the five-year District strategic plan and annual action plans approved by the population. The funded sub-projects covered the following domains: education, health, social protection, income generating activities, community road infrastructures, provision of water and electricity. This component complemented training activities funded under the first institutional capacity building component by offering decentralized entities and communities the opportunity to « learn on the job » during the planning process, preparation and implementation of their sub-project.

The DCDP project assisted the Government to strengthen development management mechanisms in decentralized organs. On the other hand, it also funded the conception and pilotage of micro-finance activities.

Contrary to infrastructure sub-projects, micro-finance activities which were executed were of experimental nature.

Component 4: Coordination and Monitoring Project

The project adopted a decentralized approach for coordination and management.

It supported a small Project Coordination and Monitoring Unit (PCMU) at national level which was based in MINALOC, and four Provincial Coordination Office (PCO) which were based in four Provinces.

The Project Coordination and Monitoring Unit, in collaboration with its Provincial Coordination Bureau and other partners were responsible for the general monitoring and evaluation of the project evolution. The Provincial Coordination Bureau was responsible for technical assistance to Districts.

The "DCDP" Project also gave assistance to the Coordination and Monitoring Division and Provincial Coordination Bureau related to the coordination and monitoring of local activities and gave appropriate training. It funded a national coordinator, auditor, accounts clerk, procurement officer, in-charge of monitoring and evaluation, in-charge of capacity building, in charge of (ICT), Information, Communication and Technology, in-charge of management system, in-charge of information and support staff.

To complement the counterpart funding and supervision missions by a project national team from National or Provincial level especially in newly integrated Provinces and Districts, the Project has funded purchase of vehicles, equipment, essential materials and ensured their

maintenance costs. The spread of project activities into decentralized entities including roles and responsibilities of the project coordination and Monitoring Division at Central level vis-à-vis the Province has featured in the terms of reference agreed on with the Government team and shall also feature in the Project Procedures Manual.

In this component, the project funded training workshops organized at National, Provincial and Districts level in the framework of project preparation intended to complement District plans and prepare sub-project dossiers(budget, procurement plan etc.), which IDA can spend funds on rapidly to kick-start the project.

Poverty in Rwanda: A situational Analysis

According to Rwanda's PRSP (2002:2), 60% of the Rwandan population lives below the poverty line. Rwanda is predominantly an agricultural country, and over 90% of the population depends on agriculture, which has frequently been affected by the vagaries of nature as drought and other disasters and the poverty has been a structural problem in Rwanda for decades and worsened drastically by the genocide of 1994.

Poverty Reduction Strategy Paper (2002) also indicates that majority of the population in Rwanda is poor as per the standard international definition. Most people are small-scale producers of crops and livestock, who consume most of what they produce. The small-scale and low productivity of their firms make it hard for them to make an adequate living. Many people are suffering frequent or chronic illness. Many people are frustrated by the shortage of new economic opportunities; others are heavily over burdened such as the widows, who are caring for several children. Basic domestic goods are limited,

for instance, most households do not own a bed. Rwandans who live below the poverty line are still many 60% of the total population.

Causes of poverty in Rwanda

According to "The Challenges of Reconstruction, Economic Recovery and Sustainable Development for Rwanda (1999)", the root causes of poverty in Rwanda are four fold:

- i. The stagnation of the economy from 1986-1994 worsened by the stop-go policy reforms;
- ii. The declining agricultural productivity in context of rising population and diminishing land resources;
- iii. The low level of human resource development skills;
- iv. The impact of the genocide in 1994 that dismantled the human resource base, confidence, the economic and social infrastructure.

MINECOFIN outlines the following major causes of poverty in Rwanda:

- Structural problems (e.g. predominantly traditional agrarian /subsistence based
- Bad governance (e.g. non-participatory, non-transparent,
- Non-accountability decentralized governance system plus lack of long term vision and appropriate
- Sectarian /un just legal system,
- Poor service delivery and limited freedom
- Genocidal effects (e.g. loss of capacity, increase in vulnerable groups, traumatized society, insecurity and loss of property)
- Lack of access to information and weak civil society.

The experience of poverty in Rwanda therefore shows that the poor do not constitute a homogenous group. This means that the situation calls for non-homogenous packages of interaction.

According to (MINECOFINE, 2002) As poverty in Rwanda is essentially but not exclusively a rural phenomenon, it is primordial to revitalize the rural economy by increasing agricultural productivity, a market base agriculture, and generally non-agricultural employment. Today the government of Rwanda fully adheres to this agenda.

According to Vision 2020, Rwanda's central overriding goal is to exit from the category of the least developed countries by the year 2020. Achieving this goal will be synonymous with the eradication of widespread poverty through the assurance of equitable economic growth.

Current situation

Rwanda is a landlocked, resource-poor country. The population is about 9.7 million, and 87 per cent of Rwandans live in rural areas. Population density in the country is the highest in Africa, with about

370 persons / km². The annual demographic growth rate is 2.8 per cent, and the population is expected to increase to about 12 million by 2015. Furthermore, the country is one of the poorest in Africa. The gross domestic product (GDP) per capita was US \$ 464 in 2008, and Rwanda was ranked at 167th out of 182 countries in the 2009 United Nations Development Programme's Human Development Index.

Who are poor in Rwanda?

Poverty is widespread throughout the country. In 2006, 56.9 % of the total populations were living below the poverty line and 37.9 % were extremely poor. In rural areas about 64.7 per cent of the populations were living in poverty.

The genocide of 1994, which led to the loss of about 1 million lives and the creation of some 800,000 refugees and displaced persons, had a devastating social and economic effect on the country. It led to a change in the country's demographic structure: women today account for about 54 per cent of the Rwandan population, and many households are headed by women and orphans. Households headed by women (29 % of the total rural population), households headed by children, and households affected by HIV/AIDS are also affected by poverty or are at risk of falling into poverty. Close to 14 per cent of rural dwellers have become landless peasants who live in conditions of extreme poverty, and a large number of demobilized young soldiers have swollen the ranks of the unemployed.

Why are they poor in Rwanda?

In Rwanda, the poor men or poor women are mostly ranged in different categories. Some of them are especially orphans, widows or widowers and affected or infected HIV/AIDS poor family, the landless, the disabled people, etc. MINALOC has set up 6 household categories as follow:

Table 2: Household categories in Rwanda

Household category	Characteristics
Poorest	Those who have to beg to survive. They have no land or livestock and lack shelter, clothing and food. They often fall sick and have no access to medical care. Their children are malnourished and cannot go to school
Very poor	The main difference between the poor and the very poor is that this group is physically capable of working the land owned by others, even if they do not themselves land or very small holdings and no cattle.
Poor	These households have land and a suitable habitat, they live upon their labor and production, they have no savings, but they can eat their fill, even though often it is not very nutritious and they do not have excess production to market. Children do not always go to school and they often have no means of access to health car
Poor who are able to	This group shares many characteristics of the poor, but they also have a small cattle and their children attend primary school
Rich in term of food	This group of farms with larger fertile soil and enough food. They have cattle, they often have paid jobs and access to health car
Rich in term of money	This group has land and livestock, and often paid jobs. They have quality housing; often have a car and enough money to lend or to obtain a bank loan. Many migrate to urban centers.

Source: MINALOC, Annual report, 2005

Secondly, agriculture is the backbone of the economy. It has contributed an average of about 36 per cent of total GDP between 2001 and 2008, and it employs more than 80 per cent of the population. But the sector is very fragile. Rough terrain, erosion and

climatic hazards combine with geography and the lack of modern technology to create serious constraints to agricultural development

According to (UNDP,2007) rural livelihoods are based on an agricultural production system that is characterized by small family farms of less than 1 hectare (ha), practicing mixed farming that combines rainfed grain crops, traditional livestock-rearing and some vegetable production. Food crops account for 92 per cent of the cultivated area, and two thirds of food crops are earmarked for family consumption. A small number of farmers grow higher-value cash crops such as coffee and tea, which occupy 3 per cent and 1 per cent, respectively, of total cultivable land. The most vulnerable rural people are landless people and small-scale farmers who cultivate less than 0.2 ha. The rural enterprise sector offers alternative employment for a growing rural population living on increasingly scarce land. Microenterprises and small businesses have a role in construction, transport, trade and services, production of manufactured goods and processing of agricultural products, but this source of income remains largely untapped. UNDP, Rural poverty in Rwanda, from Source: MINALOC, Annual report, 005, retrieved on 05/09/2011.

POVERTY REDUCTION AND ASPECTS

Poverty reduction should be perceived as a Multi-dimensional process involving the reorganizing and reorientation of entire economic and social systems. But before analyzing the complexities of poverty reduction we start by describing three major conceptual approaches to the study of poverty reduction.

Thus, poverty reduction is the process of improving the quality of the human lives.

The three major conceptual approaches to the study of poverty reduction are:

- To raise people's living levels, that is their incomes and conception levels of food, medical services, education, sheltered, through relevant economic growth process:
- Creating conditions conducive to growth of people's self-esteem through the establishment of social, political and economic systems and institutions, which promote human dignity and respect;
- To increase people's freedom to choose by enlarging the range of their choice variable, example increasing consumer goods and services.

Strategies for poverty reduction

To reduce the poverty, it is important to adopt different policies and strategies.

Poverty is a complex and integrated phenomenon caused by a multiplicity of factors, no single instrument will suffice. To operate an interrelated or integrated set of policies is required. Second implication

is that since poverty has its main roots in the structures, process and mechanisms, which determine or govern the ownership, distribution and utilization of produce assets for factors as well as distribution of role ; sanctions and power I society and effective approach to poverty, can be found in structural change Kiros (1985).

Education

The World Bank Report (1994), contends the education is the principal way for the poor to acquire the skills necessary to escape from poverty. Furthermore, a labour force with good level of basic education is needed to attract rabour intensive industries to Rwanda. The following steps are needed;

- Improve quality and relevance of education.
- Develop primary schools, which tend to generate highest social benefits.
- Develop secondary education including support to private schools.
- Increase the participation and performance of woman at all levels of education.
- Establishment of a program to help poor families finance their education cost. For example free primary education for children and cost for higher and technical education.

Health

Health is an important aspect in life. According to Kocher (1973), good health and proper nutrition facilitate economic growth and development by contributing to the quality and productive potential people. It is now well established that nutritional deficiency produces physically smaller individuals, lowers intelligence, and reduces

resistance to diseases. But better health is also highly valued as a consumption item; it has an important aspect of human well-being and the quality of life.

Despite the contribution of the health sector towards national development, least developed countries tend to neglect the rural sector in provision of health services and concentrate them in towns and cities.

The poor particularly in rural areas are seriously discriminated against regarding access to health services. There is a need to allocate resources to primary health care and preventive medicine. The drug procurement and distribution system should be developed/reformed, priority should be given to preventive health care and effective programs be developed and executed concerning means and ways of improving the health sector.

A healthy and productive labour force is an important precondition for economic growth and poverty reduction; poor health conditions can affect productivity, reduce income and increase poverty.

Measures taken to alleviate poverty in Rwanda

To alleviate poverty in rural areas in Rwanda, the GoR has set up multiple measures or strategies to overcome this controversial situation. Among those strategies, we find the following:

The Economical Development for Poverty Reduction Strategy (EDPRS)

Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) is both a document and a process. As a document, the EDPRS sets out the country's objectives, priorities and major policies for the next five years (2008-2012). It provides a road map to government,

development partners, the private sector and civil society which indicates where Rwanda wants to go, what it needs to do to get there, how it is going to do it, what the journey is going to cost and how it will be financed. The strategy provides a medium-term framework for achieving the country's long term development aspirations as embodied in Rwanda Vision 2020, the seven year Government of Rwanda (GoR) programmes, and the Millennium Development Goal (MINECOFIN, Economic development and Poverty Reduction Strategy, 2008-2012).

The implementation of EDPRS required setting up some targets which will permit the easy applicability. Those targets are:

Firstly, this review of the MDG and Rwanda Vision 2020 targets provides a context for presenting the EDPRS targets for 2012. They were set following extensive consultation with the sectors and those working on cross-cutting issues. A public expenditure scenario has been identified for the EDPRS and a corresponding set of targets identified for each sector. In the EDPRS, total nominal government expenditure is assumed to grow at 9.0% per annum between 2008 and 2012. Furthermore, the pattern of public spending changes in 2008 to benefit those sectors and subsectors most closely linked to the EDPRS priorities of accelerating skill-driven growth and increasing employment. (EDPRS, Op.Cit).

Secondly, at the sector level, the main beneficiaries are education (20.9 percent of the total budget), health (9.5 percent), agriculture (8.1 percent), transport and ICT (8.1 percent), energy (6.2 percent) and water and sanitation (7.0 percent) (EDPRS, Op.,Cit).

Thirdly, there is also a significant reallocation of resources between different levels and types of schooling within the education sector. The major beneficiary is Technical and Vocational Education and Training (TVET), whose share of investment spending on education rises from 3% to 15%, which is equivalent to an increase in its share of total public investment spending from 0.6% to 2.3% (EDPRS, Op. Cit).

The review of Rwanda's recent socio-economic performance together with the lessons from the PRSP suggests four priorities for the EDPRS:

Increase economic growth by investing in infrastructure, promoting skills development and the service sector, and modernizing agriculture by introducing improved land administration and land use management practices and adopting techniques to reduce soil erosion and enhance soil fertility;

- Reduce population growth through family planning and education outreach programmes, while also improving the quality of health care and schooling.
- Tackle extreme poverty through improved food security and targeted schemes of job creation and social protection. It is particularly urgent to create new employment opportunities for young persons just entering the labour market;
- Ensure greater efficiency in poverty reduction through better policy implementation which includes enhanced coordination among sectors and between levels of government, sharper prioritization of

activities, better targeting, widespread mobilization of the private sector, and more effective use of monitoring and evaluation (EDPRS, Op.Cit).

Decentralization and Community Development Project and Poverty reduction

After the 1994 genocide, the Government of Rwanda initiated different strategies and socio-economic policies (National Strategy to Fight Poverty, Decentralization, democratization and community development) in order to restore peace, promote national reconciliation and reduce poverty.

“DCDP” Project has intervened in the domain of health, education, agro-livestock, community and administrative infrastructure, energy and water. This widespread intervention enabled decentralized entities to attain more efficient communication and sustainable development.

The project “DCDP” funded the construction schools, Health centres and Health Posts serving a population.

Regarding income generating projects, “DCDP” project has intervened in the domain of agro-livestock by distributing cows and small animals such as rabbits.

In the capacity building component, and IEC, (Information, Education and Communication) the project “DCDP” organized and funded a series of training for staff of local administration and members of the civil society in all the 30 Districts.

However, needs remain enormous and that is why to sustain the process of decentralization, the project has earmarked certain priorities to counteract future challenges and continue to support existing programmes such as capacity building for Local Governments and other actors in the decentralization process, improve in socio-economic infrastructures which are often insufficient or non-existent, supply equipment; spread the micro-finance pilot programmes, and income generating projects to all levels to enhance social protection especially among most vulnerable groups in the Rwandan society (DCDP, 2010)

Related studies

Several studies were related to this study and some give their opinions

Muhammad Shakil Ahmad (2010), *Decentralization initiatives, Economic and Community Development in Pakistan* said decentralized governmental system provides more room for community to participate and decides in collective manner for self improvement.

His study found that the local people identified four factors, which contribute in the sustainability of development projects.

- 1) The project should be on need basis: They suggested that need based assessment should be carried out before the start of the project. CCBs projects implemented so far, were proposed by local people themselves according to their need, are therefore more sustainable.
- 2) Capacity building of local people: If the technical and managerial capacity of CCBs or beneficiaries is build, the quality and sustainability of the projects will be more.

Even they informed that the implemented CCBs (Citizen Community Boards) projects are not sustainable to the desired level because the capacity of local people was not built.

3) Access to information: If people are provided all types of information about the project being implemented in their area, this will also increase sustainability because in this way the ownership among people is ensured.

4) People's Participation: The most important factor to involve local people in all phase of development projects. In the local government projects local resident's participation is low.

On the other hand, Edoun & Jahed (2009)" *the merits of decentralization and local economic development in south africa* " The findings show that decentralization and citizen participation effectively promote local economic development through MPCC (Multipurpose Community Centers)in Mamelodi, South Africa. Therefore, they found that decentralizing power to lower level of government; it is possible that local economic development can take place.

Through decentralization, local governments play developmental role where councils are supposed to provide leadership and define the kind of relationship municipalities need to build with communities, organizations, businesses and others who can contribute to the development of any given areas (Bennett, 1993).

CHAPTER THREE

RESEARCH METHODOLOGY

Research design

This study used descriptive research design. The research used qualitative and quantitative research methods to describe how DCDP contributes to poverty reduction in Nyagatare District.

The quantitative data was obtained using structured questionnaires from different categories of people such as local leaders, opinion staffs of District, while the qualitative data was obtained from key informants and interviews.

Research Population

The study was carried out in Nyagatare district. The target population of this study was 515 that were: Mayor, Executive Secretary and staff of Nyagatare district, members of district advisory councils, local community and the DCDP project managers.

Sample size

The sample size for this study consisted of 225 respondents chosen from all staff of Nyagatare district, District advisory councils, and local community and DCDP project staff. To determine the sample size the researcher used the sloven's formula below:

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

n= number of sample

N= The population size under investigation

a= level of significance 0.05

Table 3: Target population

Strata	Population	Sample size
Staff of Nyagatare district	15	7
Advisor council of Nyagatare district	37	16
Local community	453	198
DCDP project staff	10	4
TOTAL	515	225

Sampling procedures

To get the respondents size to participate in the study, purposive sampling simple random sampling methods were used, and a sample of 225 respondents was selected.

Research instruments

Questionnaire

Questionnaires were given to: Mayor, Executive Secretary and staff of Nyagatare district, advisory councils of Nyagatare District, local community and staff of DCDP project.

Interview

The interview consisted of face to face oral question between the interviewer and the interviewee in order to get depth response in

regard to the area of the study. Some of respondents in the sample requested immediately interview those respondent included Mayor of Nyagatare District and staff of DCDP project.

Validity and reliability of the instrument

The validity and reliability of these instruments were established by having them cross examined for approval by a research expert, to ensure that the information generated was appropriate and consistent. Before going out to carry out the study, the researcher first consulted her supervisor to make sure that these instruments generated relevant information during the study.

The Content Validity Index (CVI) was calculated from the formula below:

CVI= n/N Where, **N**: Total number of items

n: number of items declared valid in the questionnaire/interview

$22/24 = 0.9$ for the questionnaire

Since the CVI instruments was greater than 0.7, the instrument was valid.

Data gathering procedures

Before the administration of the questionnaires

1. An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective respondents.
2. When approved, the researcher secured a list of the qualified respondents from the projects' authorities in charge and select

through systematic random sampling from this list to arrive at the minimum sample size.

3. The respondents were explained about the study.
4. The researcher has reproduced more than enough questionnaires for distribution.

During the administration of the questionnaires

1. The respondents have been requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher has emphasized on the retrieval of the questionnaires within one week from the date of distribution.
3. On retrieval, all returned questionnaires have been checked if all were answered.

After the administration of the questionnaires

The data gathered have been collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data analysis

Both quantitative and qualitative methods were used for data analysis. Qualitative method was used to analyze qualitatively the views of different respondents while quantitative method was expressed in form of tables. After collecting questionnaire from the respondents, and having recorded all the information obtained through interviews, the researcher compiled, edited and coded the data in order to have the required quality, accuracy and completeness.

Finally the data were manipulated by using frequency distribution, percentages distributions and tabulation.

Ethical considerations

This involved seeking permission by the researcher from the Mayor of Nyagatare District. Permission has also been sought from the relevant Executives Secretary of the sectors with respect to the respondents' views. This was important for the protection of the respondents from harm or harassment and the confidentiality of the respondents' and their superiors' sensitive information.

Limitations of the study

Even though the data collection exercise has been successful, some problems were encountered during the research study.

In the first place, most respondents were complained of having no time to answer the questionnaire. It was solved by being patient and accommodative until such respondent were being available to answer the questions.

Major barrier to this study was language. Many of the respondents could not express themselves in English. To solve this, researcher translated the questionnaire into Kinyarwanda in order to allow them a good understanding.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

Profile of respondents

This focused on the profile of respondents in terms of gender, academic level, age, and office position of the respondents.

Table 4: Profile of respondents

Gender of respondents	Proportion	Percentage
Male	101	45
Female	124	55
TOTAL	225	100
Age of respondents	Proportion	Percentage
[20 -24[17	7.5
[25 -29[28	12.5
[30 -34[51	22.5
[35 -39[69	31
[40- 44[43	19
>44	17	7.5
TOTAL	225	100
Academic level of respondents	Proportion	Percentage
Master degree	9	4
Bachelor degree	45	20
Diploma	25	11
Certificate	58	26
Primary studies	88	39
TOTAL	225	100

Position in office of respondents	Proportion	Percentage
Staff of Nyagatare district	7	2.5
Advisory council	16	7.5
DCDP Project staff	4	2.5
Local beneficiaries	198	87.5
TOTAL	225	100

Considering the results of this table, we found that female respondents are more represented (55%) than male respondents (45%). This is due to the fact that female are nowadays more represented in all administrative institutions in Rwanda, so they are now emancipated.

According to the results shown, it is clear that the majority of respondents are aged from 35 to 39 years old. Most of them are beneficiaries of DCDP project, advisor council of Nyagatare district and some of staff of Nyagatare district.

According to the results shown in the table, a great number of the respondents (39%) have done primary studies. This category includes especially the beneficiaries, of DCDP Project activities in Nyagatare district. Other academic levels of respondents are master degree (4%); bachelor degree (20%) while diploma level is few represented (11%).

Considering the results of the above table, most of the respondents (87.5%) are in local beneficiaries of DCDP project' activities, while the DCDP project and the staffs of Nyagatare district are few represented (2.5%) while he category of advisory council is represented by 7.5%.

Activities done by DCDP project in poverty reduction

The second objective of this was to identify the activities done by DCDP in poverty reduction. The respondents were asked to classify the main activities done by DCDP in their district. The responses were analyzed using frequency and percentages.

Table 5: Activities done by DCDP project in poverty reduction

The DCDP help the people's well being in Nyagatare District through the following activities:	No. of responses				Percentage			
	Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	SA %	A %	D %	SD %
Income generating	131	79	5	10	58.2	35.5	2.2	4.4
Construction of schools	200	20	3	2	88.9	8.9	1.3	0.9
Construction of health center	189	30	6	0	84	13.4	2.6	0
Hygiene sanitation	160	15	29	21	71.1	6.7	12.9	9.3
Bridges	213	5	7	0	94.6	2.2	3.1	0
Administration	157	50	10	8	69.7	22.2	4.4	3.5
Capacity Building	198	14	7	6	88.1	6.2	3.1	2.6

As demonstrated in Table 5; 58.2% of respondents strongly agree and 35.5% agree that the DCDP help the people's well being in nyagatare district through income generating and 4.4% strongly disagree, 2.2% disagree.

The number of cows has been increased from 1850 to 4050 distributed to the population to improve their living conditions. Revenue of each farmer increased. They obtained organic manure which they used to fertilize their gardens or sell. Better quality cows gave good quantity of milk which they consumed and sold surplus. This enabled them to pay mutual health, insurance, school fees for their children and was even able to make savings. (DCDP, Annual report, 2010).

The results of the table above show that 88.9% of respondents strongly agree and 8.9% agree that there is an improvement in schools, 0.9% strongly disagree and 1.3% disagree that the DCDP help the people's well being in nyagatare district through construction of schools.

DCDP project has played a great role in improving education in primary school where the number of students has increased from 9837 to 12690 because of improvement in learning conditions (particularly new classrooms built). The number of students per class has decreased from 70 to 42, the number of teachers has increased from 156 to 285, and the average success rate has increased from 19% to 76% this is due to that learning conditions both for students and teachers improved due to new classrooms and equipment funded by DCDP. The teacher-students ratio has varied from 50 to 40 and Total number of students per desk has decreased from 4 to 2.

In secondary school, the number of students has increased from 1987 to 4952, Number of students per class has changed from 19 to 41, the total number of students per desk from 3 to 2 because DCDP has contributed in classrooms building in Nyagatare District, average success rate has increased from 23% to 79% due to the qualified teachers where the number of teachers has increased from 361 to 428 due to the construction of new classrooms in Nyagatare District and the rate of desertion has changed from 21% to 7%.

These results show that DCDP Project has played a major role in improving education conditions (DCDP, annual report,2010) .

It was discovered that 84% of respondents strongly agree and 13.4% agree that the DCDP help the people's in poverty alleviation in nyagatare district through construction of health centers and 2.6% disagree.

Before DCDP project the number of kilometers is less, the frequency is also less; but after DCDP project as the number of kilometers is less, the frequency is high. This is to mean that after DCDP project, has contributed to improve health care of people in the region.

Considering the results of the table above, we remark that there is an increase in all health indicators. The consultation rate per 3 month has increased from 195 to 465 with an increase of 370 patients because before DCDP project the patients used to take treatments to Karangazi Health Center so after the construction of Ndama Health center by the financial support from DCDP project the distance has been reduced (annual report, Ndama Health Center,2010).

In addition, the mortality rate in general has been reduced from 79‰ to 64‰ because the number of women delivering at home has been

reduced due to Health Centers as the nearest location. The number of pre-natal consultation per month has been increased 11 to 49 mothers because the distance travelled before the construction of Health Centers. Time used by patients to access health care in the health centre was reduced, consequently, the population were able to engage in other profitable activities. And the same increase can be remarked in all other indicators. For example the medical personnel, the number of doctors or physician at Health centers still nothingness, but every one day a week, a doctor from Kiziguro hospital makes consultation visiting to this health center for patients with hard cases (Nyagatare District , annual report, 2010).

As shown above, 71% of respondents strongly agree and 6.7% agree that the DCDP help the people's well being in nyagatare district through hygiene and sanitation and 12.9% disagree.

The results of the above table show that almost of respondents (71%) confirmed that the DCDP project has contributed a lot to hygiene and sanitation improvement in Nyagatare District.

As demonstrated in Table 5; 9.7% of respondents strongly agree and 22.2% agree that the DCDP help the people's well being in Nyagatare district through construction of sectors office and strong disagree 4.4 while 3.5% disagree.

DCDP" Project was established to support the Government in its second phase of the decentralization policy. It is in this, the respondents confirmed that DCDP constructed and equipped the Sectors Office. In addition to these administrative infrastructures, staff of Sectors have been able to work in good conditions, which in turn led

to better output and the population having more confidence in their leaders and public authority in general.

The majority of the respondents (88.1%) in table above asserted that DCDP project contributed to capacity building of sectors and district staff, while a few respondents (2.6%) have denied. In this context, we approached the Vice mayor in charge of Economical affairs at Nyagatare district, he revealed that the training covered different domains including: planning, financial management, good governance, induction course, procurement, monitoring and evaluation, study tours and development workshops (DCDP annual report 2010)

This very important tool enabled them to inform and educate the population in what concerned them in relation to development. Broad cast emissions were organized and programmed, calendars, T-shirts, summary of laws on good governance were all put at the disposal of beneficiaries especially Tome I of these books are already distributed and Tome II is in the process of being available soon.

Role of DCDP project in poverty reduction

The fourth and the last objective of this study was to determine the role played by DCDP in poverty reduction in NYAGATARE distict. The respondents were asked on how DCDP has contributed in their poverty reduction. The results on this question are summarized in the table below:

Table 6: The Role of DCDP project in poverty reduction

The DCDP project has played a significant role in increasing the welfare of people by:	No. of responses				Percentage			
	Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	SA %	A %	D %	SD %
By getting enough food	145	55	17	8	56.9	24.4	7.6	3.6
By medical service improvement	192	22	3	8	85.3	9.8	1.3	3.6
By education	116	80	26	3	51.6	35.6	11.6	1.3
Energy	210	8	2	5	95.6	3.6	0.9	2.2
Good governance	185	20	15	5	82.3	8.9	6.7	2.2
The welfare	205	12	6	2	91.1	5.3	2.7	0.9
Water tanks	188	25	10	2	83,5	11,1	4,4	0,8

As demonstrated in Table 6; 56.9% of respondents strongly agreed and 24.4% agreed that the DCDP help the people's well being in Nyagatare district by getting enough food and 4.4% strongly disagree, 2.2% disagree.

As it is shown on the table above, the results from respondents state that DCDP project had a major role increasing welfare of beneficiaries.

By medical improvement, the 85.3% of respondents and 9.8% confirmed that DCDP project has a lot contributed in health care participation. The consultation per month has increased from 36% to 99%, because before the intervention of DCDP, patients used to seek medical help from traditional healers since health posts were very far but now, they stated that DCDP has constructed two health centers such as Mimuli and Ndama which are near to their home.

In addition, the mortality rate in general has decreased from 63% to 23% which is very interesting, the monthly rate of pre-natal consultations has increased from 74% to 99%, the annual infant mortality rate has decreased from 69% to 15%, the number of women who give birth in the Health Centre per month has increased from 71% to 100%, the mortality rate during child birth from 15% to 6%, the number of children vaccinated has increased from 64% to 100% while the rate of voluntary HIV/AIDS tests has increased from 26% to 94%.

(Ndama health center annual report 2010)

As it is show in the table 6 above, the respondents 95.6% strongly agree, 3.6% agree, 0.9% disagree and 2.2% strongly disagree. The energy is very important for population who were connected to the electricity network with help of "DCDP" funds was able to transform their lives by engaging in commercial activities which need electric power (small shops, small restaurants, hair saloons, grinding mills etc and other services).

In the same table above, 82.3% of respondents strongly agreed, 8.9% agree, 6.7% disagree and strongly disagree 2.2% for a good governance by communication improvement with 26%, construction of houses with 74%, by distribution of cow to beneficiaries with 81%

while reinforcement of media has a score of 75%. Those different results show the real impact of DCDP project in increasing the welfare of beneficiaries.

As demonstrated in Table 6; 83.5% of respondents strongly agreed and 11.1% agreed that the DCDP help the people's well being in Nyagatare district by water thanks and 0.8% strongly disagree, 4.4% disagree.

The contribution of DCDP project has contributed to great impact. Among them is decrease of diseases linked to poor hygiene, success rate increased because children have more time at their disposal to do their home work which was not the case before, there was employment creation for the local population during the construction of the school and for teachers when completed, distance covered by students was drastically reduced, consequently road accidents ceased and children who had abandoned school due to long distance they traveled returned to school. Actually, teachers and students utilize clear water harvested into tanks supplied by DCDP project, retention of rain water into water tanks ensure environment protection since soil erosion was minimized and hygiene improved, as children and teachers are now able to access water to wash their hands. Furthermore we are examining the contribution of DCDP project in administration domain.

Main obstacles faced by DCDP project to achieving his objectives

The third objective of this study was to assess the main problems faced by DCDP project to achieve his objectives. For this case, the respondents were asked to mention the main problems which they are

facing in achieving their objectives. The responses are summarized in the table7 below:

Table 7: Assessment of the obstacles of DCDP project to achieving his objectives

obstacles	No. of responses				Percentage			
	Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	SA %	A %	D %	SD %
The districts don't have a filling system of its useful documents	131	79	10	5	58.2	35.1	4.4	2.3
The higher turnover of the employees in District	191	29	3	2	84.9	12.9	1.3	0.9
Lack of data for various donors who intervene in District	116	76	30	3	51.6	33.8	13.3	1.3
Delays by District in procurement process	214	7	2	2	94.7	3.1	0.9	0.9
Unsatisfied of DCDP staffs	176	26	15	8	78	11.5	6.6	3.5

The above results show the DCDP project has encountered so many obstacles; 58,2% of respondents strongly agreed that districts don't have a filling system of its useful documents , 84,9%strongly agreed that there is a higher turnover of the employees because of low salary, 51.6% of the respondents strongly agreed that lack of data for various

donors who intervene in poverty reduction in district is a big issue; while 78% of DCDP staffs strongly agreed that they are unsatisfied because of low salary, lack of transport, bad conditions on working place.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

In this chapter, we are summarizing and drawing conclusions and recommendations related to this study.

Summary findings

Profile of respondents

The first objective was to determine the profile of respondents in terms of age, sex, academic level, position. The result shows that female respondents are more represented (55%) than male respondents (45%). This is due to the fact that female are nowadays more represented in all administrative institutions in Rwanda, so they are now emancipated. Concerning age, it is clear that the majority of respondents are aged from 35 to 39 years old. Most of them are beneficiaries of DCDP project, advisor council of Nyagatare district and some of staff of Nyagatare district.

According to the results shown in the table, a great number of the respondents (39%) have done primary studies. This category includes especially the beneficiaries, of DCDP Project activities in Nyagatare district. Other academic levels of respondents are master degree (4%); bachelor degree (20%) while diploma level is few represented (11%). Concerning position, most of the respondents (87.5%) are in local beneficiaries of DCDP project' activities, while the DCDP project and the staffs of Nyagatare district are few represented (2.5%) while the category of advisory council is represented by 7.5%.

Activities done by DCDP project in poverty reduction

The findings of the study discovered that DCDP project help the people's well being in nyagatare district through income generating, cow distribution, construction of schools and health center, hygiene and sanitation. As the report indicates, the number of cows has been increased from 1850 to 4050 distributed to the population to improve their living conditions. Revenue of each farmer increased. DCDP project has played a great role in improving education in primary school where the number of students has increased from 9837 to 12690 because of improvement in learning conditions (particularly new classrooms built). The number of students per class has decreased from 70 to 42, the number of teachers has increased from 156 to 285, and the average success rate has increased from 19% to 76% this is due to that learning conditions both for students and teachers improved due to new classrooms and equipment funded by DCDP. The teacher-students ratio has varied from 50 to 40 and Total number of students per desk has decreased from 4 to 2.

In secondary school, the number of students has increased from 1987 to 4952, Number of students per class has changed from 19 to 41, the total number of students per desk from 3 to 2 because DCDP has contributed in classrooms building in Nyagatare District, average success rate has increased from 23% to 79% due to the qualified teachers where the number of teachers has increased from 361 to 428 due to the construction of new classrooms in Nyagatare District and the rate of desertion has changed from 21% to 7% (DCDP, annual report,2010) .

Main obstacles faced by DCDP project to achieving his objectives

The findings revealed that DCDP project has encountered so many obstacles; that districts don't have a filing system of its useful documents, higher turnover of the employees because of low salary, that lack of data for various donors who intervene in poverty reduction in district is a big issue, lack of transport, bad conditions on working place.

The role of DCDP in poverty reduction

The findings of the study discovered that DCDP help the people's well being in Nyagatare district by getting enough food. By medical improvement, DCDP project has a lot contributed in health care participation, patients used to seek medical help from traditional healers since health posts were very far but now, they stated that DCDP has constructed two health centers such as Mimuli and Ndama which are near to their home. In addition, the mortality rate in general has decreased from 63% to 23% which is very interesting.

Commercial activities have been improved due to the presence of electricity network (small shops, small restaurants, hair saloons, grinding mills etc and other services).

Those different results show the real impact of DCDP project in increasing the welfare of beneficiaries. Among them is decrease of diseases linked to poor hygiene, success rate increased because children have more time at their disposal to do their home work which was not the case before, there was employment creation for the local population during the construction of the school and for teachers when completed, distance covered by students was drastically reduced,

consequently road accidents ceased and children who had abandoned school due to long distance they traveled returned to school. Actually, teachers and students utilize clear water harvested into tanks supplied by DCDP project, retention of rain water into water tanks ensure environment protection since soil erosion was minimized and hygiene improved, as children and teachers are now able to access water to wash their hands. Furthermore we are examining the contribution of DCDP project in administration domain.

Conclusion

The purpose of this study was to determine the effectiveness of Decentralization and Community Development Project (DCDP) on poverty reduction in Rwanda in Nyagatare District, Eastern Province of Rwanda (2005-2010)".

The foregoing analysis indicates that DCDP activities has a positive impact on improving education, income generating, cow distribution, construction of schools and health center, hygiene and sanitation, Commercial activities have been improved due to the presence of electricity network.

Despite the positive impact played by DCDP, the project still facing problems such as higher turnover of the employees because of low salary, that lack of data for various donors who intervene in poverty reduction in district is a big issue, lack of transport, bad conditions on working place.

Recommendations

These results invite formulating the following recommendations:

To MINALOC and Nyagatare district:

The researcher recommends to the public authorities that on the basis of their prerogatives, they should look for means to meet these needs which are so important in the success of the decentralization policy which is in its third phase. It is important that the decentralization and Community Development Project "DCDP" be given the necessary means in the form of competent and stable personnel to ensure the sustainability of all different achievements made and also support the third phase of the decentralization policy by eradicating poverty in all its forms and bring the mission of social protection.

The researcher again recommends the District to maintain infrastructures in place (roads, bridges, etc) and to recruit watchmen to ensure security in schools;

repair of equipment broken by students and making sure parents of culprits bear the cost; Protect and plant trees and maintaining gardens, Construct and equip of an artificial insemination for cows given by DCDP Construct and equip of an animal drug pharmacy at the level of each Sector; Provide means of transport (motorcycles) to Sector Veterinary Officers, to enable them access farmers and provide better services; and finally have regular meetings with beneficiaries.

To DCDP

The project shall put strong emphasis in this domain by finalizing current activities and funding certain improvements and equipments. Income generating projects shall also continue to be supported by

especially by promoting animal credits and supply of different inputs. Analysis of different experiences, innovations and motivations in this domain has enabled those concerned to draw certain lessons for the future with view of strengthening efficiency and better social protection.

Local community

The researcher recommend to local community as direct beneficiaries to work in partnership with DCDP and local authority and use properly the resources given. Local communities must promote good Rwandan culture practices of freely giving a neighbor a cow.

Suggestions for further researches

Based on the findings of this study, the researcher suggested the following studies to other researchers:

1. A comparative-descriptive study of different Rwandan government projects in poverty reduction strategies;
2. The achievement of Millennium Development Goals in Rwanda;
3. Good governance and poverty reduction in Rwanda;
4. The socio-economic contribution of the decentralization process in Rwanda.

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APPENDICES I: QUESTIONNAIRES

Dear respondent,

Please give the appropriate answer reflection your point of view to the following questionnaire. The questionnaire has two parts

Section A is about personal identification

Section B is about DCDP and poverty reduction

For section A , please tick the appropriate response in the space provided

For section B, write the number corresponded to your answer as follow:

SA: represent strongly agree

A: represent agree

D: represent disagree

SD: represent strongly disagree

You are kindly invited to respond on all questions below.

The questionnaire is for research purpose this is why your name is not required for confidentiality.

SECTION A: Personal identification

a) Gender ☐ Male ☐ Female

b) Age

<input type="checkbox"/>	20 – 24	<input type="checkbox"/>	25 – 29
	30 – 34		
<input type="checkbox"/>	35 – 39	<input type="checkbox"/>	40 – above

- c) Academic level ☐ Masters Degree ☐ Bachelors degree
 ☐ Diploma ☐ Certificate
- d) Position in office ☐ Staff of Nyagatare District ☐ Advisor council
 DCDP project staff ☐ Cell advisor council ☐

SECTION B

To establish the activities done by DCDP in poverty reduction

The DCDP help the people's well being in our District through the following activities:	SA	A	D	SD
Income generating				
Construction of schools				
Construction of health center				
Hygiene sanitation				
Bridges				
Administration				
Capacity Building				

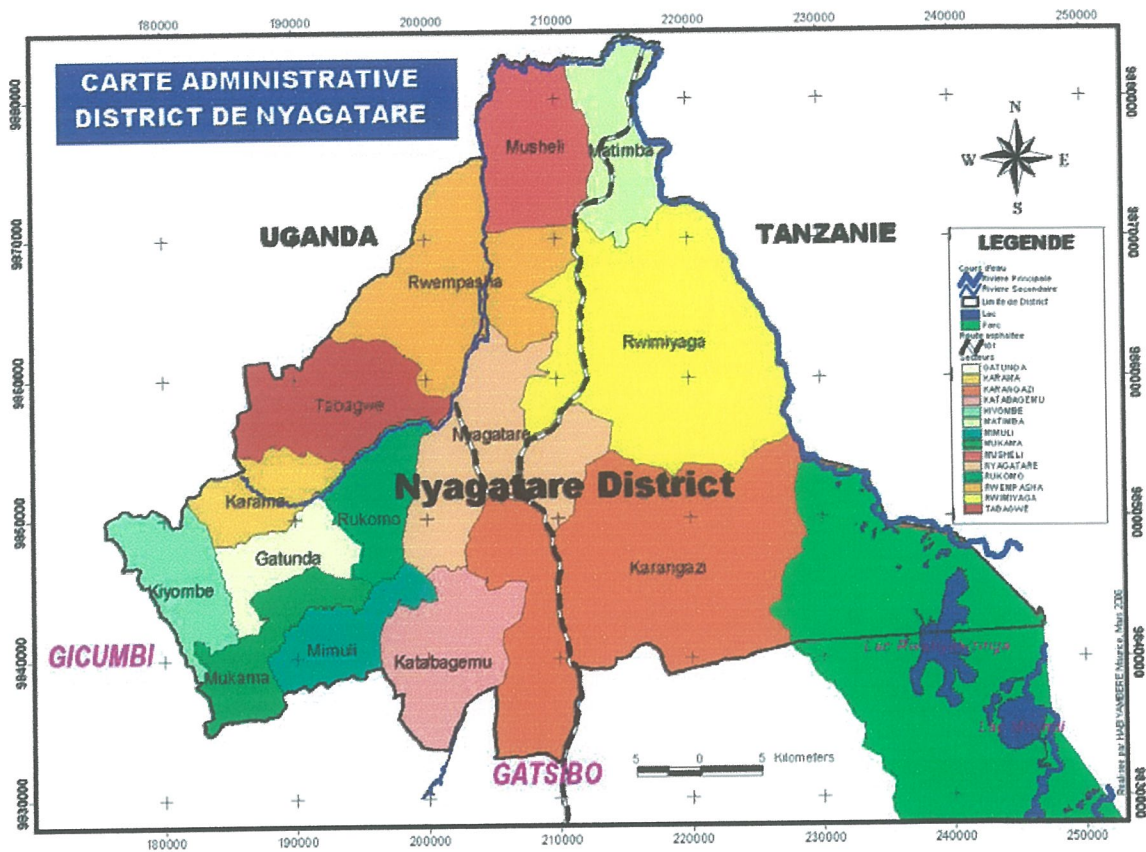
Role of DCDP project and poverty reduction

The DCDP project has played a significant role in increasing the welfare of people by:	SA	A	D	SD
By getting enough food				
By medical service improvement				
By education				
Energy				
Good governance				
The welfare				
Water tanks				

To assess the obstacles of DCDP for achieving his objectives

To achieve its objectives, DCDP project has faced the following obstacles:	SA	A	D	SD
The districts don't have a filling system of its useful documents				
The higher turnover of the employees in District				
Lack of data for various donors who intervene in District				
Delays by District in procurement process				
Unsatisfied of DCDP staffs				

APPENDIX II: NYAGATARE DISTRICT MAP



Source: Nyagatare Development Plan (DDP): 2008-2012

APPENDIX III: TRANSMITAL LETTER

KAMPALA
INTERNATIONAL
UNIVERSITY

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256-41-268813 / +256-41-267634
Fax: +256-41-501974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

OFFICE OF THE ASSOCIATE DEAN, SOCIAL SCIENCES
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

Dear Sir Madam,

June 23, 2011

**RE: REQUEST FOR MUKUNDE CHRISTINE MPP/40956/91/DF TO
CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Project Planning and Management.

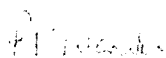
She is currently conducting a field research of which the title is” **Decentralization and Community Development project (DCDP) and Poverty Reduction in Nyagatare District/Rwanda**

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

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

Any assistance rendered to her will be highly appreciated.

Yours truly,

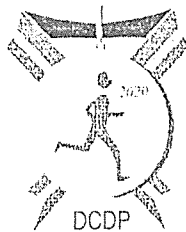


Dr. Roseann Mwaniki
Associate Dean social Sciences, SPGSR)

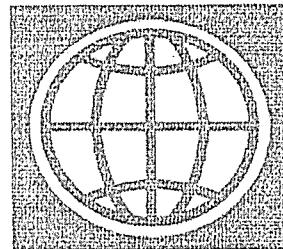
APPENDIX IV: APPOINTMENT LETTER



MINALOC



**Decentralization and Community
Development Project**



The World Bank

Date: 18th July, 2011

TO: THE SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH
KAMPALA INTERNATIONAL UNIVERSITY

RE: RESEARCH CONDUCTED BY MUKUNDE CHRISTINE

Dear Dean,

This is to confirm that Mukunde Christine has come to our office to submit and collect questionnaires for her field research titled "Decentralization and community Development project(DCDP) and Poverty Reduction in Nyagatare District/Rwanda".

Sincerely

Logan NDAHIRO

DCDP Coordinator

APPENDIX V
RESEARCHER'S CURRICULUM VITAE

PERSONAL IDENTIFICATION

Names : **MRS MUKUNDE CHRISTINE**
Father's Name : Thomas KABARENZI
Mather's Name : Léa NYIRAMUKURIRA
Sex : Female
Place of birth : RDC/CONGO
Date of birth : 20th September 19972
Marital Status : Married

CONTACTS

Email Address: c.mukunde79yahoo.fr

Mobile phone N°: 0788565566, 0788306542

EDUCATION BACKGROUND

Year	School	Award
2010-211	Kampala International University (KIU) UGANDA	Masters of Project Planning and Management(MPP) Candidate
2000- 2003	Adventist University of Central Africa (AUCA)	Bachelor Degree of Arts in Education Major: Psychology
1995-1996	Adventist College of Rwankeri	Degree of Pedagogy Humanities
1984-1994	Five years at Kanyatsi Secondary School	Secondary

WORKING EXPERIENCE

Year	Institution	Post	Responsibilities
05/2011	Ministry of Agriculture (MINAGRI)	Northern Provincial Project Officer (PPO-Nord)	<ul style="list-style-type: none"> - Monitor and Evaluate all activities (Sub-projects) in Northern province; -Prepare the quarter report to National Coordination project; -Collaborate with provincial authorities
01/10/2010-30/04/2011	Ministry of Agriculture (MINAGRI)	Interne ship in Monitoring and Evaluation	<ul style="list-style-type: none"> -To work with the M&E Officer in project; -Prepare the report to M&E of the project; - Monitor and Evaluate all activities (Sub-projects) in project; -To contribute to regional data collection and evaluation.
2006-2009	South Rwanda Association	Secretary of Administration	<ul style="list-style-type: none"> -Training workers issues; -Assist the administrator of the South Rwanda Association in: - Monitoring the report from sub-organization; -Purchasing of equipments and materials of the

			<p>Association office;</p> <ul style="list-style-type: none"> -Prepare the statistical report; -Prepare the payment of Social Security of Rwanda(CSR) for South Rwanda Association workers.
2003-2005	North Rwanda Association(NRA)	Assistant Director of Education Department	<ul style="list-style-type: none"> -Planning the activities of Education Director; - Prepare the semester and year report for service; -Coordinating and evaluating the activities that have the impact on the education; - To accomplish the tasks of Director officer; -Training the Directors of deferent schools - Monitoring and evaluate the schools and giving them advice; - Organize the pedagogy meeting after each semester.

1998-2000	North Rwanda Association(NRA)	Cashier	<ul style="list-style-type: none"> -Management of petty cash ; -Accomplish the report of petty cash; -Preparing petty cash reconciliations; -Collecting contributions from districts; -Making purchases of all Association office
1996-1997	Rwankeri College School	Teacher and Librarian	<ul style="list-style-type: none"> -Teacher 's Mathematics; -Controlling all books for the library; -Giving the books to students and teachers; -Prepare the report for library.

WORKSHOP AND SEMINARS PARTICIPATED

Date	Topic	Organizer
2 nd to 6 th February 2009	Personal Financial Management	Seventh Day Adventist Church East- Central Africa Division
4 th to 8 th February 2008	Organizational Audit	CAPMER

August 2005	Seminar of primary Teacher's performance	Director of Education Northern province (Ex. Ruhengeri)
August 1997	Information about COMPUTER SKILLS	School of Finance and Business(SFB)

LANGUAGES SPOKEN

Language	Rating
English	Good
French	Excellent
Swahili	Excellent
Kinyarwanda	Excellent

COMPUTER SKILLS

Application	Rating
Internet Explorer	Very good
Microsoft Word	Very good
Microsoft Excel	Very good
Microsoft Access	Good

I declare that, the information given above is true for the best of my knowledge.

MUKUNDE Christine



HC870
M8969
2011