

**REPUBLIC OF RWANDA**



**OFFICE OF THE OMBUDSMAN**

**OPERATIONAL AUDIT REPORT OF  
RWANDA ANIMAL RESOURCES  
DEVELOPMENT AUTHORITY (RARDA)**

**Kigali, January 2010**

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**GLOSSARY OF ABBREVIATIONS**

CNIA	: Centre for Artificial Insemination;
EICV	: Enquête Intégrale des Conditions de Vie des Ménages ;
EPR	: Eglise Protestante du Rwanda ;
DCDP	: Decentralization and Community Development Project ;
FRw	: Francs Rwandais ;
ISAE	: Institut Supérieure d’Agronomie et de l’Elevage;
IRST	: Institute of Scientific and Technological Research ;
LWF	: Lutheran World Federation;
MINAGRI	: Ministère de l’Agriculture et des Ressources Animales ;
NGO	: Non Governmental Organization;
OIE	: Organisation Internationale de l’Elevage ;
PADEBL	: Projet d’Appui au Développement de l’Elevage Bovin Laitier ;
PAIGELAC	: Projet d’Appui à l’Aménagement Intégré et à la Gestion des Lacs Intérieurs ;
PRSP	: Poverty Reduction Strategy Program;
RARDA	: Rwanda Animal Resources Development Authority ;
RBS	: Rwanda Bureau of Standards
RSSP	: Rural Sector Support Project;
SWOT	: Strengths, Weaknesses, Opportunities, Threats;
WAHIS	: World Animal Health Information System.



## **EXECUTIVE SUMMARY**

To implement its responsibilities of advising public and private institutions as to improving the quality of services delivered to the population and of preventing and fighting injustice, corruption and other related offences in public and private administration, the Office of the Ombudsman conducted an operational audit on the functioning of Rwanda Animal Resources Development Authority.

This report contains findings and inefficiencies in the management and operations of RARDA, a SWOT analysis and recommendations provided to improve the functioning.

The purpose of the audit was to evaluate how RARDA achieves the objectives in relation with its mission and vision.

RARDA has good working relations with partners. Due to the strategy of decentralisation; with the presence of veterinary staff at sector level, establishment of satellites laboratories the delivery services has improved by offering extension services to the population.

RARDA is carrying out activities related to the genetic improvement by training inseminators, their number came from 19 in 2005 to 501 in 2008. In collaboration with the local government, RARDA plans vaccinations campaigns against epidemics, it has set up quarantines posts at borders, it is carrying regular epidemic surveillance for major animal diseases. From 2008 RARDA laboratory of semen production started to produce semen and this has reduced on the reliance on imported semen that is expensive.

However, constraints remain as a barrier to animal resources development, some are relating to the illiteracy of the majority of farmers, absence of strategies on animal nutrition, high costs of imported feeds and old machine in the hatchery.

It was noticed that RARDA faces some constraints and barrier which are considered as obstacle in its functioning. Some of them consist on a limited number in human resources, number of veterinaries on sector level that are getting paid once in 6 months, poor planning procurement, delays in recovery credits of vaccines and the absence of ear tags and identification system for purposes of preventing epidemics.

In order to improve its functioning, some recommendations are given to reinforce the internal system of control, and then strengthen the sector to be self sufficient in food of animal origin and have a surplus for sale.

## **I. CONTEXT OF OPERATIONAL AUDIT**

This part will deal with the mission of the Office of the Ombudsman, presentation of the visited institution and the methodology used in the operational audit.

### **I. 1. Mission of the Office of the Ombudsman**

Article 7 of the law n°25/2003 of 17/2005 establishing the Office of Ombudsman provides various attributions and some of them include the following:

- acting as a link between citizen , public and private institutions;
- preventing and fighting injustice, corruption and other related offences in public and private administration;
- advising cabinet and other concerned institutions as regards strengthening and improving their policy of preventing, fighting and punishing corruption and other related offences;
- advising public and private institutions as to improving the quality of services delivered to the population.

In order to carry out the above assigned attributions, the Office of the Ombudsman, based on its action plan, evaluated the functioning of the RARDA from 28<sup>th</sup> August to 18<sup>th</sup> September 2009. The main objectives of that evaluation exercise was:

- to examine the current structure of RARDA;
- to examine leadership, functioning of the company;
- to examine company's policies, Procedures, manuals in relation to the above are appropriate and complied with;
- to examine the quality of service delivered;
- to examine whether functioning and daily routine of RARDA respects principles of good governance and if it does not give loopholes of corruption and injustice.

## **I. 2. General presentation of RARDA**

RARDA has been established by the law n°41/2006 of 30/09/2006 determining the responsibilities, the functioning of Rwanda Animal Resources Development Authority. RARDA has legal personality, administrative and financial autonomy.

### **1.2.1. Responsibilities**

RARDA has the following responsibilities:

- to implement the national policy for animal resources development;
- to provide stockbreeders and consumers of animal products with information, techniques and services meant for improving their profession and supplying the market with increased produce and raising incomes;
- to provide stockbreeders and individuals dealing with animal production with knowledge and technologies meant for value added animal products, to play a role in storage activities and market for animal products;
- to control animal diseases and implement appropriate strategies meant for ensuring prevention, protection, diagnosis and treatment of animal diseases and particularly zoonosis;
- to coordinate activities of stockbreeders and individuals dealing with animal production;
- to build stockbreeders' capacity so as to allow them play their role in their profession improvement and country's development;
- to coordinate all animal production related activities so as to ensure their complementarity;
- to collect and publicize statistics and information linked with animal diseases and production at the national level;
- to assist Rwanda Government in implementing laws and regulations governing animal resources and animal products;
- to establish relation and collaborate with other regional and international authorities with the same mission.

### **1.2.2. Mission**

The mission of the Rwanda Animal Resources Development Authority (RARDA) is to contribute towards the growth of animal production through the development of appropriate technologies, providing advisory, outreach and extension services to stakeholders in the animal resources sector including provinces, districts, NGOs, farmers and farmer's organizations, to allow them to modernize the sector in the framework provided by the national policy, PRSP, the vision 2020.

### **1.2.3. Strategies**

RARDA approaches its tasks through different means. The first one is following the strategy of decentralization. The government of Rwanda has adopted a decentralization policy aiming at bringing services close to the population. According to this policy the Umurenge is going to be the focal unit for development. The services rendered will target an improved delivery at Umurenge level. This is done with the local staff of the respective districts. The control of animal disease in the country will address the control of epidemic diseases and pests.

RARDA's current strategic plan will focus on programmed vaccinations against major epidemics, establishment of stock routes, check points along highways and established quarantine posts at the borders of this country. The control will also involve carrying out regular epidemio-surveillance for the major diseases in the country.

Working with decentralized local governments and operating in the major milk basins and strengthening the capacity of the national and regional laboratories, educating farmers will form a basic ingredient of the strategy.

With the presence of veterinary staff at Umurenge level, the delivery of services will improve as the staff will be able to offer extension services to the population more effectively. The services offered will be decentralized. There are satellite laboratories in the Southern Province, the Western Province and two in the Eastern Province capable of doing diagnostic and curative work.

### **I. 3. Methodology**

In the accordance with the objective above, we carried out an operational audit, considered necessary to ensure that good governance was done in conformity with rules and procedures in place, and to ensure that there is transparency in the daily activities of RARDA.

In carrying out the operational audit, different documents were sufficiently and appropriately examined on test basis, and also obtained explanations and information from the appropriate person we deemed necessary to give reliable and relevant explanation and information to be able to express our evaluation view.

Examined documents are the following:

- law governing RARDA;
- action and strategic plans ;
- activities reports from various units;
- organic structure.

During this evaluation exercise, we met the following:

- board of directors;
- director general;
- directors of different units;
- several employees of RARDA.

Satellite laboratories in the Southern Province (Huye), the Western Province (Gishwati) and in the Eastern Province (Nyagatare) have been visited in order to be sure of how they are operating.

After gathering all information, an analysis has been made, and some recommendations are given to RARDA in order to perform better.

Besides the context and the executive summary seen above, this report is composed of findings, Swot analysis, recommendations and conclusion.

## **II. FINDINGS**

This part of report analyses if RARDA in carrying out its attributions respects the major elements of good governance.

### **II.1 Transparency**

The decisions taken and their enforcement are done in manner that follows rules and regulations.

RARDA has established many instructions and regulations which guide it in its functioning. Some of them are the following:

### **II. 2. Accountability**

RARDA has a website on which it publishes its activities and services. RARDA contributes towards the growth of animal production through the development of appropriate technologies, providing advisory, outreach and extension services to stakeholders in the animal resources sector.

RARDA has improved the delivery of services with the presence of veterinary staff at all sector level in order to offer extension services to the population more effectively.

### **II.3. Proper administration**

As by the principle of legality, RARDA has so many instructions and regulations as said above, in which it shows rights and obligations of employees and employer and the conditions to fulfil in order to take a decision.

RARDA has good working relations with partners; those are projects, ONG and different organizations operating in different districts; into different areas as extension, research, genetic improvement, animal health. Some of them are mentioned on the table below:

**Table n°1: Organizations partners to RARDA**

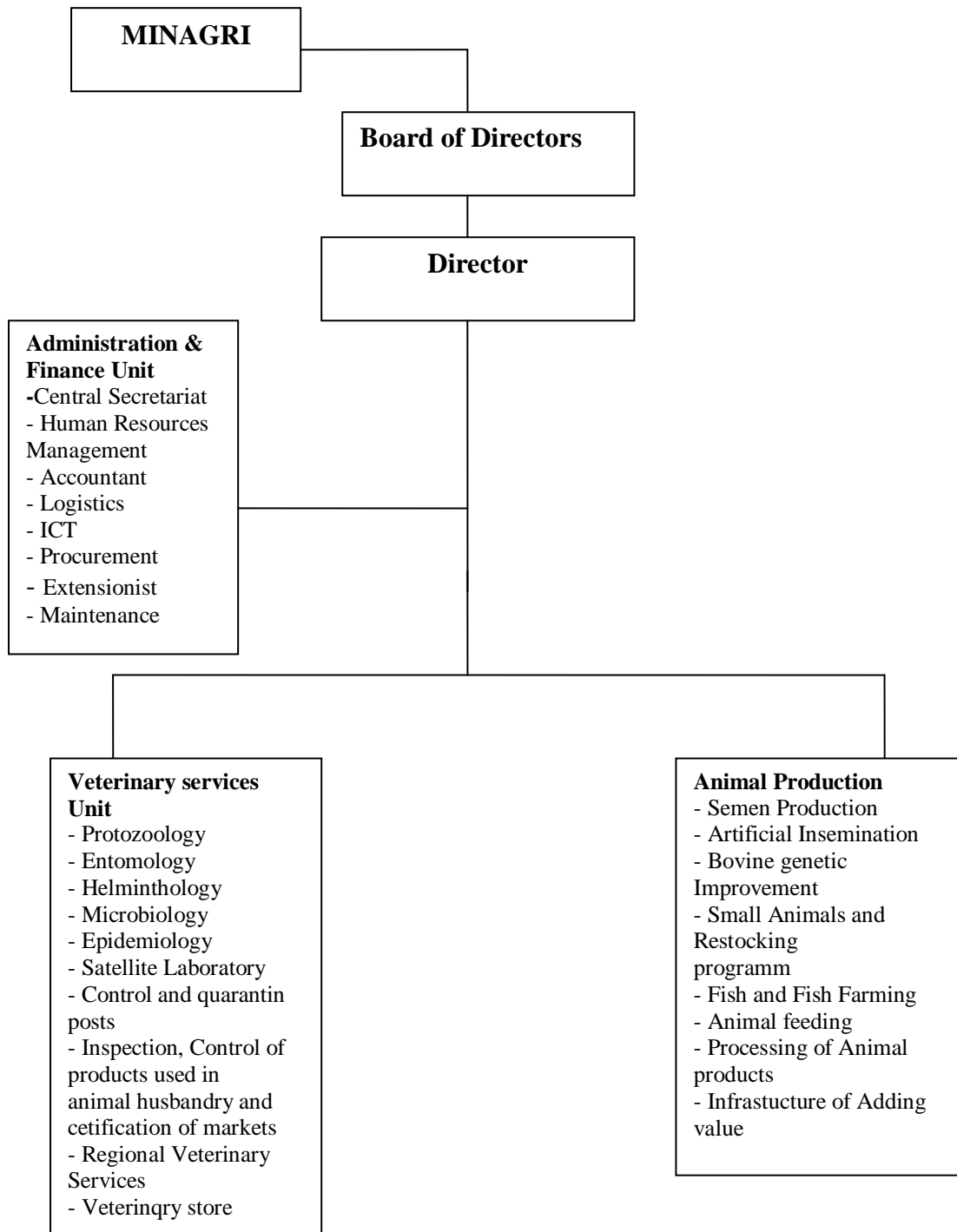
<b>Organization</b>	<b>Type of service</b>	<b>Partnership with RARDA</b>
HPI	Genetic Improvement in Byumba, Ruhengeri, Kigali Ngali	Train Inseminators working in their operation area Provision of Insemination kits Provision of liquid nitrogen
PDRCIU	Animal husbandry in Umutara	Train Inseminators working in their operation area
ARMV	Vaccination	Provision of vaccines
GAHINI DIOCESE	Animal husbandry	Train Inseminators working in their operation area Provision of Insemination kits Provision of liquid nitrogen Extension to farmers
SEND A COW	Genetic Improvement in Buliza Kabuga	Provision of Insemination kits Provision of liquid nitrogen Provision of Semen and Hormones
IAR	Extension	Building capacity
ISAR	Research	Train Inseminators Pasture improvement
ISAE	Training and Research	Joint student research supervision
LWF	Extension Gitarama	Train farmers in their operation area
EPR	Extension Kigali	Train farmers in their operation area
INGABO	Genetic Improvement in Gitarama	Provide AI kits Train inseminators
DUHAMIC ADRI	Genetic Improvement in Kigali Ngali	Provide AI kits Train inseminators
IRST	Animal health	Use of traditional medicine
BAIR	Genetic Improvement in Gisenyi	Provide AI kits Train inseminators
HPI	Genetic Improvement in Byumba, Ruhengeri, Kigali Ngali	Train Inseminators working in their operation area Provision of Insemination kits Provision of liquid nitrogen
PDRCIU	Animal husbandry in Umutara	Train Inseminators working in their operation area
ARMV	Vaccination	Provision of vaccines

## II.4 Efficiency

To be efficient, the institution must make the best use of resources at its disposal. This part will mainly focus on organisational structure, strategic and action plans, management system, assets management budget and procurement process and the internal audit.

### II.4.1. Organisational structure

**Chart n° 1: Organizational structure of RARDA**



As it is shown in the organizational chart above, RARDA is supervised by the Ministry in charge of Animal resources development. It comprises two administrative organs: Board of directors and the Management.

Daily activities of the RARDA are carried out in its two technical units: Veterinary services unit and animal production unit.

The One cow per poor family program has a coordinator and the coordination unit. This program started in 2006 after the structure of RARDA had been accepted by cabinet.

RARDA representatives in province and satellite laboratories are under the veterinary services unit.

#### **II.4.2. Strategic and action plans**

RARDA has elaborated a business plan that targets to increase meat, milk, eggs, honey, fish hides and skins in the country.

It focuses to the following priority programs:

- disease control
- Genetic improvement
- Fishery and fish farming
- Animal products upgrading
- Animal nutrition
- Modern animal husbandry
- Bee keeping

With the implementation of the plan, the main objective is to increase products of animal origin, importation of these products so that the importation of those products will be no longer necessary.

For the success of these programs, RARDA works closely with its key partners namely:

- Farmers and farmers association;
- Local government authorities;
- Extension workers in animal resources;
- Reseachers and consultants in animal resources;
- Investors and innovators in animal resources

According to the 2008 activities report, the action plan 2008 was successfully implemented, however there are weaknesses in some areas as follows:

- the herd book program : (activity related to the registration after identification of cattles). Statistics of cattles registered in the appropriate software are still very low, out of 50.000 cows inseminated , only 2.051 are registered by december 2008 (4,1%). The problem is due to the obsolete software, which doesn't enable inseminators a direct registration of cattle inseminated in the software.
- the training of farmers in storage of cattle herbs 380 famers have been trained in 2008;
- the training of animal nutritive concentrate, in 2008, 10 persons have been trained out of 15.

Apart from the business plan, RARDA has established many strategies which enable to work effectively, some of them are:

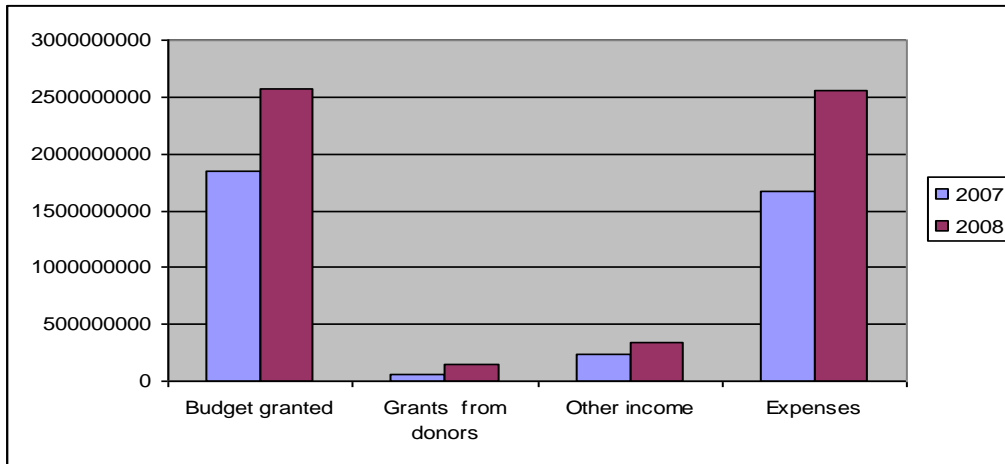
- national emergency plan for the prevention and response against avian influenza in Rwanda ;
- strategies against animals diseases in Rwanda ;
- milk inspection in Rwanda ;
- national program for rice production : period : 2006-2016 ;
- guide of distribution a cow to every poor family in Rwanda ;
- list of products and items used in agriculture and animal resources to be exonerated;
- different Ministerial instructions are put in place to regulate animal farming in Rwanda.

#### **II.4.3. Budget**

RARDA annual budget is allocated by the Government. It benefits sometimes donors' funds. The table below shows the budget granted and the one spent in 2007 and 2008.

**Table n°2: Revenue and expenditure of RARDA of 2007-2008**

<b>Title</b>	<b>2007</b>	<b>2008</b>
<b>Budget granted</b>	1.848.134.508	2.565.114.782
<b>Grants from donors</b>	55.631.383	148.620.137
<b>Other income</b>	243.522.627	346.639.890
<b>Expenses</b>	1.672.407.436	2.555.732.865

**Chart n°2: Revenue and expenditure of RARDA of 2007-2008**

According to the table above, in general, RARDA budget has increased from 2007-2009.

Grants from donors, have also increased as well as other income, which includes internally generated income, receipt from sales of barbed wire, cans for milk, vaccines, ear tags, eggs, chicks, chickens, semen, nitrogen and tender documents.

#### **II.4.5. Procurement process**

RARDA has an internal tender committee composed of four persons. In general, tenders documents are well filed, but some weaknesses of non compliance with public procurement procedures have been found out:

- poor procurement planning : tenders awarded in 2008 exceeded tenders that were planned to 62,3% and it was repeated in tender awarded in january up to june 2009 where the planned tenders exceeded and by june it has been awarded 30%:
- in 2008, there was 52 tenderes planned, but 138 were executed
- in 2009, by June, 59 tenders were executed whereas 37 were planned on the whole year.
- many tenders using single sources, this doesn't enable RARDA to benefit of purchasing goods and services of high quality at prices that are competitive.

Some of those tenders are the following:

- the tender of supply of hormones and artificial insemination materials for RARDA-MINAGRI attributed to Veterinary Import Authority to amount of 20,727.40\$ whereas in the evaluation report of internal tender committee AGROTECH was the winner of this tender;

- the tender n°162/08 of 26<sup>th</sup> February 2008 attributed to AFRICHEM where RARDA use the solicitation of quotation method for the cost of 7,545,751 frw;
- tender of purchasing kind of food attributed to SOPROFA (Société pour la Promotion de Filières Agricoles) to an amount of 5,303,200 frws using solicitation of quotation method (see the contract n°613/RARDA/2009);
- tender for 80.000 doses of FMD Vaccines ref 032/09/RARDA attributed to KEVEVAPI of Nairobi to the amount of 82 500 \$ on 27<sup>th</sup> April 2009 using single Source method;
- Tender for FMD vaccines acquisition de vaccine “contre la fièvre aphteuse” reference 032/09/RARDA attributed to KEVEVAPI of Nairobi ref 025/f/RARDA/209 to the amount of 82 500\$ on 16<sup>th</sup> much 2009 using single source method;
- Tender awarded to KEVEVAPI of Nairobi on 28<sup>th</sup> January 2008 to the amount of 62,000 \$ CIF using also single source method;
- Tender of purchasing 5000 dose of frizone semen attributed to SEMEX Alliance to amount of 19,416\$ Canadians using credit letter to the account n°1201173 of RARDA in BNR.

#### **II.4.6. Management systems**

This parts emphasis about the functioning of the board of director and the management.

##### **a) The Board of directors**

The Board of Directors of RARDA is composed of 7 members. It has signed a performance contract with MINAGRI which indicates powers, rights and responsibilities of each party in fulfilling the responsibilities of RARDA.

The Board of directors holds meetings in accordance of article 9 of law n°41/2006. In 2008, the Board of directors held 4 sessions against 4 sessions by August in 2008. The minutes of meeting are available and filed well.

It was found out that the chairperson of the board of directors has been absent for 3 years and still now was not yet replaced.

The Board of Directors of RARDA is the highest decision taking body. In that respect, it has full powers and responsibilities on the management of the institution, but the atmosphere with the management is not fine. This is expressed in working collaboration between the RARDA Director and the Acting Chairman of the Board.

Here are some examples:

- the director leaves for foreign mission without informing the chairman of the Board;
- contradictory correspondence from the board of directors and management sent to the Ministry of agriculture about restructuring at the heads of units level;

#### **b) Management team**

The management team is composed of the Directors, heads of the units as well as the coordinator of one cow per poor family program.

Management meetings are held every Monday. Minutes are produced, approved, signed and filed; however there is no channel to communicate decisions to other employees.

The management meetings mostly examine and exchange views on the evolution of activities in various units and the planning of future activities.

From its creation, RARDA offices are not connected to internet, however the board of directors has requested the internet connection to all staff in 2007, actually the tender was given but the winner failed to deliver and this will be repeated and will be awarded.

#### **c) Human resource management**

RARDA has 58 permanent employees, 11 vacancies and 6 suspended not yet replaced. The administration unit is in charge of human resource management. This unit deals with personnel files management, salaries and other employees' allowances, as well as daily management of personnel.

RARDA has a case of 5 employees who have been suspended temporarily on 15/10/2008 due to the mismanagement and conflicts in "one cow per poor families program". After appealing in the Commission of Public labour, the Commission requests to RARDA the reintegration of the said employees, as stipulated by law n° 22/2002 of 09/07/2002 on General statues for Rwanda Public Services, in article 65, paragraph 2 that "the period for suspension for duties can not exceed six months. The RARDA didn't reintegrate them, nor did it take a relevant decision. The commission requested reintegration of 2 employers but the board requested that this matter be put on hold till the courts of law decide on the case.

#### II.4.7. Internal audit

Rwanda Animal Resource development Authority has an internal auditor. Internal audit regularly intervenes in examining forms of request for funds and movements of receipts in various counters, but other services as control post, satellite laboratory and other service in province are not audited. Internal auditor reports recommendations are implemented.

#### II.4.8. Recovery process

RARDA has a big amount of debts in districts worth 252.726.900 Frw and has stepped up the gear of debt recovery together with MINALOC. The table below highlights districts and amounts to be paid.

**Table n°3: Debits due to RARDA**

<b>DISTRICT</b>	<b>Amount (FRW)</b>
Gatsibo	43.750.000
Nyagatare	93.985.000
Kayonza	22.050.000
Gicumbi	11.030.000
Musanze	2.800.000
Muhanga	1.300.000
Gatsibo	4.650.000
Nyagatare	2.760.000
Ngoma	2.597.300
Rubavu	1.477.050
Nyabihu	2.188.300
Kirehe	6.654.900
Nyagatare	18.700.950
Gatsibo	17.639.750
Kayonza	2.940.150
Bugesera	3.000.000
Huye	990.000
Karongi	200.000
Kayonza (FAO)	6.400.000
Kirehe (FAO)	2.500.000
Nyamasheke	4.400.000

<b>DISTRICT</b>	<b>Amount (FRW)</b>
Ruhango	520.000
Rubavu (Rwabuzisoni Léo)	180.000
<b>TOTAL</b>	<b>252.726.900</b>

In a letter dated on 20/08/2009, RARDA requested to MINAGRI for facilitation and support in recovery process. These debts are due to vaccines and ear tags for cattle identification supplied to farmers in preventing epidemics.

## **II. 5. EFFECTIVENESS**

Effectiveness is a measure of the extent to which an institution achieves its objectives as well as the manner in which it interacts and works with others in achieving them.

### **II.5.1. Genetic improvement**

The animal production unit addresses issues related to poor genetic material in the country. The local, traditional breeds are less productive than their exotic counterparts. Therefore, help in bringing different breeds and improve the traditional ones through crosses between the indigenous animals with exotic ones.

This is done due to the use of modern technology to spread good genetic material, train inseminators and production of semen.

The table below highlights the increasing of number of inseminators trained and doses of semen produced from 2005 - 2008.

**Table n°4: Number of inseminators trained and doses of semen produced**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Number of trained inseminators</b>	<b>19</b>	<b>103</b>	<b>267</b>	<b>476</b>	<b>501<sup>1</sup></b>
<b>Dose of semen produced</b>	-	-	-	<b>38.000</b>	

In artificial insemination program, it seems that number of inseminators trained has increased, however quantity of doses of semen produced is still very low. According to RARDA

<sup>1</sup> Datas of inseminators trained by September 2009

explanations, there is a lack or insufficiency of liquid nitrogen, because of machine which produce liquid nitrogen are obsolete and in bad conditions.

The quantity produced is very low: 38.000 doses in 2008 compared to the consumer demand estimated which is between 60.000 and 100.000 doses per year.

Inseminators have been trained, at least one inseminator in the sector, but there is no survey done to measure their performance, because the failure in artificial insemination technique in combination with various factors may lead to the cattle infertility. A follow up is needed.

### **II.5.2. Poultry production**

There is a unit in RARDA in charge of poultry production. This unit deals with activities traditionally carried out by the National Hatchery which was an independent institution.

In general, weaknesses found out in the poultry production are related to the low capacity of production. The production of eggs and poultry is unable to meet the demand because of the obsolete machines, especially the incubators.

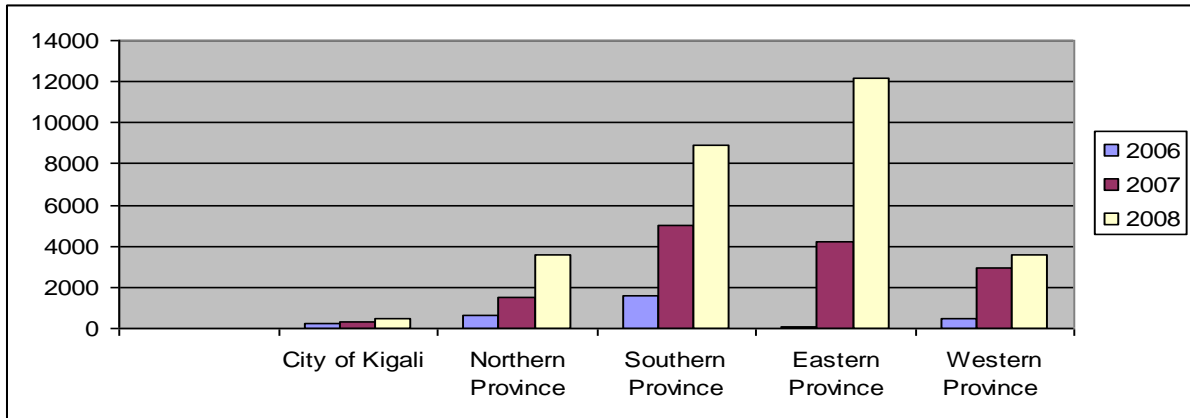
### **II.5.3. One cow per poor family project**

One Cow per poor household program was set up in August 2006 by the Government of Rwanda and became operational in November 2006. The poverty status of most rural households coupled with the high malnutrition rates among children under five was alarming (in some districts were as high as 50%, according to EICV survey, 2006). This program was set up with the aim of increasing household incomes for poor farmers and reducing child malnutrition rates through increased access to milk by providing farmers with a heifer per household.

**Table n°5: Number of cows distributed in three past years**

<b>Province</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Total</b>
<b>City of Kigali</b>				
<b>City of Kigali</b>	236	331	467	1034
<b>Northern Province</b>	648	1,475	3,567	5,690
<b>Southern Province</b>	1,561	5,028	8,924	15,228
<b>Eastern Province</b>	102	4,191	12,189	16,767
<b>Western Province</b>	458	2,914	3,552	6,924
<b>Total</b>	3005	13,939	28,699	45,643

*Source: MINAGRI report for one cow per poor family of 04/2009*

**Chart n° 3: Number of cows distributed in three past years**

According to the table above, number of cows donated to poor families has considerably increased, especially in Eastern Province, followed by the Southern Province.

Livestock is a source of food and provide milk and meat to the population; it can provide this all year round which is important in ensuring food security.

It is worth to stakeholders having supported the government in “one cow per poor family” programme, in these last three years, as follows:

- 9625 cows were distributed by NGOs;
- 9140 were distributed by the districts;
- 7244 distributed by Ubudehe programme;
- 3717 were bought from loan obtained from bank by the ministry, and
- 3117 distributed by DCDP and 102 were distributed in schools.

Challenges identified in one cow per poor family program, are mostly related to the:

- loopholes of corruption in distribution of very young cow didn't reach period of gestation on one hand, and cows which failed to be inseminated on the other hand;
- loopholes of corruption in distribution of cows particularly in family selection process where cows are given to the families that are not poor or don't have means of looking after the cow;
- low capacity of citizens to cater for the cows which leads it to die (Mukura sector in Huye District, whereas cows supplied by projects as PAPSTA (Nyanza, Nyamagabe) are in good conditions because of a regular follow up, which lead to improvement of day to day life;

- the state of animal nutrition in qualitative and quantitative terms is not adequate due to a shortage in farming land and insufficient and non controlled commercial feeds animal feeding conditions has an effect on production as well as on prevention of some animal disease.

Farmers are not trained in herbs conservation, so that they could stock up for the dry season.

- Poor services of inseminators. The table below shows how number of inseminators has increased from 2006-2008.

**Table n° 6: Number of inseminators from 2006-2008**

<b>Year</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Number of inseminators</b>	103	267	476

There is vet technician at every sector 416 and in 2009 districts have started employing vets.

- According to the table above, the number of inseminators has increased, but the service offered is still poor for helping farmers and cattle breeders to professionalize their activities, in the light of their working condition non favourable :
  - the veterinary staff on sectors level are getting paid once in six month. This may be a loophole of corruption. There is a risk to get money from farmers or to overcharge services delivered.

#### **II.5.4. Veterinary services**

The unit of veterinary services is the one dealing with various problems related to animal diseases. With one satellite laboratory in each province and in Kigali City, RARDA tries to control and prevent major animal diseases. It is also sensitizing farmers in animal health care and carries out regular epidemio-surveillance. Number of cattle has increased due to “One Cow per poor household program”.

##### **a) Epidemio-surveillance and vaccination**

Epidemio-surveillance is carried out in the whole country with an objective of finding out and documenting the disease situation. Samples are collected and brought to the RARDA laboratory for test.

As a way of controlling diseases, districts in collaboration with RARDA conduct vaccination of animals by mobilizing farmers and working more closely with RARDA. Because of this, the number of animals vaccinated countrywide has increased and the number outbreaks of diseases has decreased.

However, there is need to invest resources in the eradication of these diseases to zero prevalence because there is a danger of them being passed on.

Some of the constraints to the welfare of the cattle in the epidemio surveillance are the following:

- absence of professional veterinary pharmacies,
- the board meeting held on 01/08/2007 has taken the resolution to set up a national veterinary pharmacy, and later on establish strategies to make a central procurement on animal medicines; the project is in process.
- hatching machines which are old;

RARDA holds satellites laboratories in different provinces in Nyagatare, Huye, Ngororero and Gishwati. Satellite laboratories deal with small interventions due to poor manpower and equipments. In regards with epidemio surveillance, samples are taken and brought to the laboratories of the headquarter for examination.

Satellites laboratories are poor equipped and have no budget or petty cash allocated to satellite laboratory to cover small expenses as fees of communications, cleaning and for a night watchman.

#### **b) Inspection of animal production hygienic in trading**

Inspection of animal products is done especially in Kigali City with support of the Ministry of Health, RBS, Police and Kigali City Commission in charge of hygiene that regularly inspect hotels, butcheries, where milk and meat are sold and where standards are not maintained.

RARDA developed an animal health law that was adopted by parliament. In addition, RARDA developed Ministerial orders that are followed on abattoirs, butcheries and handling milk and the imported products of animal origin are given permits and recorded according to the OIE standards. It is further planning the installation of milk collecting centers at sector level.

Mostly, abattoirs and milk dairy are inspected for hygienic trading conditions such as:

- equipment for handling and storage;
- safe use of cleaning and sanitation;
- procedure for cleaning of milk containers;

In inspection course, irregularities found out are related to the following:

- lack of safety equipments and sanitations infrastructure;
- anarchy in meats, fishes and milk trading;
- insufficiency of milk collection dairy;
- insufficiency of inspection in countryside, there are no abattoirs built, cattle are put down wherever in unclean places opened;
- in building markets, infrastructure don't take care of meat trade conditions;
- fishes retailers are not given certificates of identification of the origin, this has the risk of contamination of many people without knowing the origin.

### **III. SWOT ANALYSIS**

SWOT is measured on internal and external environment towards Rwanda Animal Resources Development Authority. It is about strengths, weakness, opportunities and threats in regards of increase production of animal products.

#### **III. 1. Strenghts**

The following points are some forces which help RARDA in achieving its mission:

- RARDA has legal personality, administrative and financial autonomy and benefits from the Government budget;
- RARDA works closely with many partners in extension, research, genetic improvement, animal health which operate in different districts;
- RARDA structure on decentralized level has improved services rendered, because of offering extension services to the population more effectively.
- RARDA manages to make controls of animal disease, epidemics diseases and pests due to the strategies set up for programmed vaccination campaign, inspection, installation of satellite laboratories in provinces and control of quarantine posts on borders;

- Number of inseminators has increased, this enables improving the genetic composition of the animals through artificial insemination of indigenous stock with exotic blood.

### **III. 2. Weaknesses**

In its functioning, RARDA faces weaknesses appearing as follows:

- obsolete machines in laboratories as well as in poultry production;
- insufficiency of equipments in satellite laboratories;
- absence of animal nutrition strategies;
- veterinary staff on sector level are getting paid once in 6 months (this may lead to loophole of corruption)
- lack of internet connection;
- poor procurement planning;
- insufficient staff at certain posts.

### **III. 3. Opportunities**

RARDA holds so many opportunities, some of them are following:

- The political will to improve animal resources production to make population get out of poverty through by “one cow per family program”;
- RARDA staffs are able to use WAHIS (World Animal Health Information System) in disease reporting as required by the OIE and Rwanda is one of the few African countries which can inform and know the diseases situation in the world fast and accurately;
- Close collaboration of RARDA with different organizations and projects in animal resources support.

### **III. 4. Threats**

RARDA is faced to many threats; some of them are the following:

- the state of animal nutrition in qualitative and quantitative terms is not adequate due to a shortage in farming land and insufficient and non controlled commercial feeds ;
- absence of animal national pharmacy;
- the weak number of skilled people capable of disseminating knowledge and capacity building through proper extension work;

- weak extension service delivery system: this makes it difficult to improve animal production especially in rural areas where animals are kept and yet services are limited.

#### **IV. RECOMMENDATIONS**

After the analysis, some recommendations are provided for improving the efficiency and the effectiveness of RARDA in achieving its objectives:

- provide necessary means to veterinaries at decentralized level, so as they could improve the quality of services delivered;
- allocate petty cash to satellite laboratories to cover necessary small expenses;
- set up strategies for a better animal nutrition feeding;
- strengthen capacity of the national and regional laboratories;
- install internet connection within RARDA office so as to enable staff to be updated;
- improve procurement plan so as to avoid breaking procurement procedures;
- visit of satellite laboratories as well as all RARDA agencies by the internal audit;
- recruit personnel missing on the organizational structure;
- improve communication between the management and the board of directors.

#### **V. CONCLUSION**

RARDA's mission will be reached once production of animal products will increase, when the population will be self sufficient in food of animal origin, and have a surplus for sale.

To achieve this, RARDA should strengthen extension services to farmers on decentralised level by providing necessary means to veterinary staff in order to help them modernize farming activities. In partnership with MINAGRI and organization supporting animal resources, measures should be taken to eradicate animal disease.

A special attention should be paid in one cow per poor family program, make a regular follow up of distributed cows, conduct training and advices of beneficiaries so that the program could improve the standard of living in the population.