



**REPUBLIQUE DEMOCRATIQUE DU CONGO**  
Province du Sud-Kivu

# **ACTION PROGRAM OF THE PROVINCIAL GOVERNMENT OF SOUTH KIVU**

**2024-2028**



## **A word from the Governor and an executive summary**

On December 20, 2023, the Democratic Republic of Congo held its fourth (4th) electoral cycle since the enactment of the February 18, 2006, Constitution. This process led to the election of the Governor and Vice-Governor of South Kivu province on May 02, 2024.

Prior to its nomination, the Provincial Government must, in accordance with the provisions of Article 198 of our Constitution, present and defend before the Provincial Assembly its program of government in order to receive approval of said program.

The provincial government is therefore presenting the action program summarized below. This action program reflects South Kivu's determination to ensure its emergence, as a guarantee of its population's well-being.

It also sets out the ambition of the people and government of South Kivu to keep the flame of change burning in order to lay the foundations for our economic and social development. Importantly, the reforms, projects, and programs contained in this plan are both indispensable and realistic.

This program is inspired by and framed by the imperatives of the sustainable development goals, the Republic's national strategic development plan, and above all the vision of the President of the Republic, His Excellency Félix-Antoine Tshisekedi Tshilombo, Head of State, as set out in his presidential program articulated around the following six pillars: (i) creating more jobs, by stepping up the promotion of youth entrepreneurship, (ii) protecting household purchasing power by stabilizing the exchange rate, (iii) ensuring the safety of the population and their property by restructuring the security mecha-

guaranteeing greater access to basic social services, and (vi) strengthening the efficiency of public services.

For the province of South Kivu, we must translate this vision into concrete actions, measures, and strategies designed to achieve the economic and social development objectives of our beloved province.

To achieve this, the action program for the five-year period 2024-2029 courageously proposes numerous reforms and structuring projects at a total cost of fourteen thousand billion Congolese francs, designed to accelerate the economic and social development of the province of South Kivu in the immediate, short, medium, and long term.

The program has the following objectives:

- Establishing transparent governance and leadership for development;
- Boosting the productive sector and growth;
- Improving access to basic social services and strengthening human capital ;
- Revitalizing the provincial infrastructure network;
- Improving living conditions for the people of South Kivu

It is worth noting the difficult socio-economic situation in which this program is being developed. Indeed, while the province of South Kivu has enormous human, agricultural, forestry, mining, fishing, and cultural potential for its development, this potential remains burdened by bottlenecks including bad governance, corruption, the weakness of the state and provincial apparatus, lack of leadership, etc., with their correlatives of poverty, political instability, unemployment, illegal exploitation of natural resources (forestry and mining), sexual violence, environmental destruction, etc.

Our program is a response to this crisis. Indeed, this urgent emergency requires an equally urgent response. So, from the outset of the current mandate, the provincial government plans to define the priority and strategic interventions to be implemented in its first one hundred (100) days (short term), followed by the development of global and catalytic actions over the five-year period, distinguishing between those that fall under the provincial initiative and those that depend on national intervention, for which intensive advocacy and lobbying are required. Finally, to be able to finance this ambitious plan, the province will need to strengthen its capacity to mobilize financial resources, both internally and externally, in order to provide the requisite ways and means.

This government will spare no effort to achieve its objectives.

For example, the government will undertake reforms to digitize and bank all tax and fee payment processes, set up a one-stop shop to enable taxpayers to make a single payment covering all taxes due to the province in order to reduce red tape, carry out reforms for more transparent governance as a basis for peace and security for all South Kivutians, and revive the productive sector to guarantee strong growth and employment.

**Professor Jean-Jacques Purusi Saidi**  
**Province Governorent**

## 1. Introduction

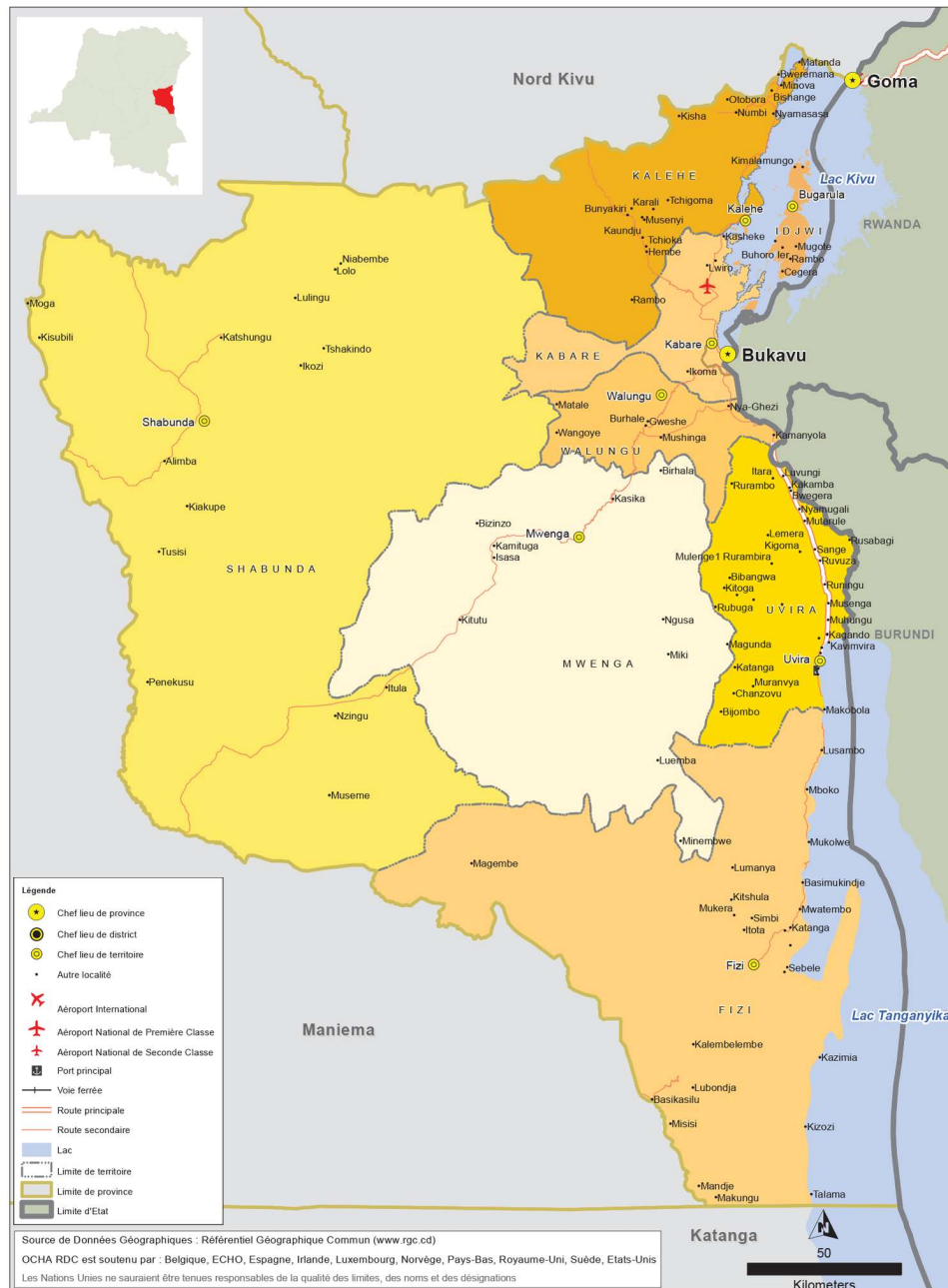
For more than two decades, since the end of the armed conflicts, the Government of the Democratic Republic of Congo has opted for management based on development results (MfDR), strategic and operational planning tools, and a participatory approach, all to raise the standard of living of the Congolese people and begin the reconstruction of a democratic and prosperous country. To this end, in the first phase, Growth and Poverty Reduction Strategy Papers (DSCRPs) were drawn up. This was followed in 2015 by the elaboration of a National Strategic Development Plan (PNSD), which was the programmatic framework intended to guide the State's action from 2019 to 2023.

While this exercise has been consolidated at the national level, at the provincial and local level very few strategic programming initiatives have been put in place. And yet, the 2006 Constitution, as amended and expanded to date, in establishing the principle of decentralization, devolved responsibility for provincial (development) planning to the Provincial Government. Moreover, by granting the provincial government its own powers, alongside those it shares with the central government, the Constitution establishes the provincial government as the main player in the province's political, economic, and social life.

This five-year plan has been drawn up to provide the province with a programmatic framework that will enable it to achieve the objectives it has set itself within a clearly defined timeframe.

## 2. Provincial profile

### Administrative map of South Kivu province



### 2.1. Geographical profile

The province of South Kivu is an eastern province of the Democratic Republic of Congo, covering an area of 69,130 km<sup>2</sup>. It is bordered to the east by Rwanda, Burundi and Tanzania, to the north by North Kivu, to the west by Maniema and to the south by Maniema and Katanga. South Kivu has two types of climates: an equatorial climate with year-round rainfall in one part of the province, and a tropical climate with a rainy season and a dry season in another part. Average annual temperatures range from 11°C to 25°C.

The province is administratively divided into eight territories: Shabunda, Walungu, Uvira, Kalehe, Mwenga, Fizi, Kabare and Idjwi. The city of Bukavu, located south of Lake Kivu, is the province's capital. Apart from its politico-administrative function, Bukavu is also the province's most important commercial, industrial, tourist, religious, and intellectual city. Since 2019, three new towns have officially been created: Uvira, Kamituga and Baraka. The population of South Kivu is estimated at over 5.5 million.

## **2.2. Security and political profile**

The profile of South Kivu province can be interpreted essentially through the prism of security and politics. On the one hand, there is a high level of political instability, and on the other, there is the persistence of insecurity which, for 30 years, has been the essential component of the South Kivu dynamic.

Institutional instability in South Kivu is destabilizing the province's development plan in every respect. It has undoubtedly led to the stagnation of any development momentum in the province of South Kivu, and undermined provincial cohesion and community life.

## **2.3. Socio-economic profile**

South Kivu is unanimously regarded as a rich region, endowed with countless agricultural resources and minerals, which should ensure its development. However, like the rest of the country, South Kivu is in practice a desperately poor region.

In this section, we take stock of the development of each key sector, presenting the current situation and outlook (through major assets) as well as the main constraints that need to be addressed.

### **2.3.1. Economic production**

South Kivu's economy is essentially based on agriculture, farming, trade, and services.

Farming is mainly carried out by farming households with inadequate supervision over small areas, using rudimentary tools, unimproved seeds, and obsolete cultivation techniques. Modern farms are rare. They are mainly focused on industrial crops, notably coffee, tea, sugarcane, and cinchona. But most of them have disappeared, mainly due to looting by belligerents, insecurity, falling prices for agricultural products, aging plantations due to lack of maintenance, the poor conditions of farm access roads, insufficient fertilizer, etc. However, farming (large and small livestock and poultry) and fishing, although practiced in the traditional way, are very prosperous in the province.

Tin, wolframite, monazite, diamonds, gold, columbite tantalite (coltan), limestone, methane gas, thermal waters, and cassiterite are currently mined mainly on an artisanal basis, but also by a few modern companies. This sector is subject to massive fraud by operators of diverse origins.

Local industry is very underdeveloped, and many of the companies that were once the pride of the province have shut down. These include a cement plant, a sugar mill, oil and soap factories, coffee processing and tea, cinchona, tobacco, and beverage production.

Services are dominated by the significant presence of (micro)financial institutions, which are widespread in the province and grant credit to economic operators and the population, enabling them to improve their economic activities and incomes. Other sectors include telecoms and commerce.

South Kivu also boasts a rich tourist potential, with the Kahuzi-Biega National Park and thirteen protected areas brimming with gorgeous mountains and rare flora and fauna, including mountain gorillas, attracting many tourists. Insecurity due to war and poor governance mean that most of these sites are practically inoperable.

### **2.3.2. Employment and poverty profile**

With a poverty rate of 84.7%, South Kivu is one of the provinces with a higher incidence of poverty than the national average (71.3%). Unemployment in urban areas is very high (22.2%). The informal agricultural sector provides almost 7 out of ten jobs. The overall employment rate is 52.3%.

Despite sustained economic growth, the employment situation remains worrying. Growth is not creating enough jobs. The high unemployment rate affects young people in the 16-34 age bracket, due to strong demographic dynamics. Child labor is a reality in the province, as the activity rate for the 10-14 age group stands at 7.9%. This is still slightly below the national average (9.1% in the DRC). Unemployment is higher in this province (9.9%) than at national level (3.7%). South Kivu province has the second highest unemployment rate in the DRC.

Among the working population, almost 34% earn less than the minimum wage (USD 1 per day) and almost 60% unwittingly work less than 35 hours a week. The phenomenon of underemployment is therefore widespread in the province, affecting 80.2% of the working population.

The high unemployment rate has had an amplifying effect on poverty, which has continued to spread to all social strata of the population and to all regions.

This difficult situation can be attributed to a few factors. First and foremost, the security situation: the province is politically unstable, and for several decades has been the scene of violent conflicts between a multitude of armed groups. These conflicts disrupt agricultural production by physically limiting access to fields and inputs in the face of persistent insecurity. These conflicts also limit access to food and lead to major population displacements, exacerbating demographic pressure in urban centers.

Beyond the security context, the province faces another major land-related challenge. The demography of South Kivu is marked by a very high population concentration along the coastal region, which is relatively more secure and less isolated (certain territories such as Idjwi can reach densities of over 600 inhabitants/ km<sup>2</sup>) than the rest of the province. As a result, most farms have very small farmable areas (0.3ha/household on average) and sometimes do not even allow for sufficient food production, often driving households to turn to monoculture to the detriment of their resilience, or to seek alternatives in town, in the mining sector, or even by joining armed gangs.

Added to this problem of arable land is a complex customary system which means that land is most often owned by customary chiefs and a few wealthy concessionaires who lease it out. This customary system tends to exclude women in particular from land ownership. These conditions contribute to the over-exploitation of arable land, soil degradation, and reduced agricultural production, with a direct impact on food security. In 2021, it is estimated that 52.6% of households will face food insecurity problems (including 17% with severe food insecurity) and 48% of children will be stunted.

### **2.3.3. Human capital**

As for the health sector, it should be noted that the infant mortality rate is falling but remains high (92‰); the rate of use of improved sanitary facilities is 23% and the rate of electricity supply is 7.9%. Health services are very inadequate: 16 beds per 100,000 inhabitants and there is 1 doctor per 14,000 inhabitants, below the WHO standard of 1 doctor per 10,000 inhabitants. As for sanitation, 99.5% of households do not benefit from road services for waste disposal, and the sanitation coverage rate stands at 32%.

The Province faces two major problems: the prevalence rate of chronic malnutrition (53.3%) and the infant and child mortality rate of 139‰, among the highest rates in DR Congo. These statistics demonstrate the poor living conditions of South Kivutians.



### 2.3.4. Infrastructures

South Kivu has a dense infrastructure network. In 2013, road infrastructures represented:

- 1,041 km of national roads, including 222 paved;
- 813 km of provincial roads and
- 2,301 km of farm feeder roads.

As for other communication routes, the province has a national airport at Kavumu, as well as several airstrips. The province's main waterways are Lake Kivu and Lake Tanganyika, which offer enormous potential for the evacuation of agricultural produce in all seasons but require beaconing to avoid collisions.

In short, due to the very advanced state of disrepair of the province's infrastructure, the mobility of people and the movement of goods are hampered.

However, with a developed infrastructure network, South Kivu can look forward to taking off, as this would facilitate the transport of agricultural produce from production centers to consumption centers, opening up the province's territories and connecting it to the rest of the country.

### 3. For an emerging South Kivu – Programming

#### 3.1. Development vision

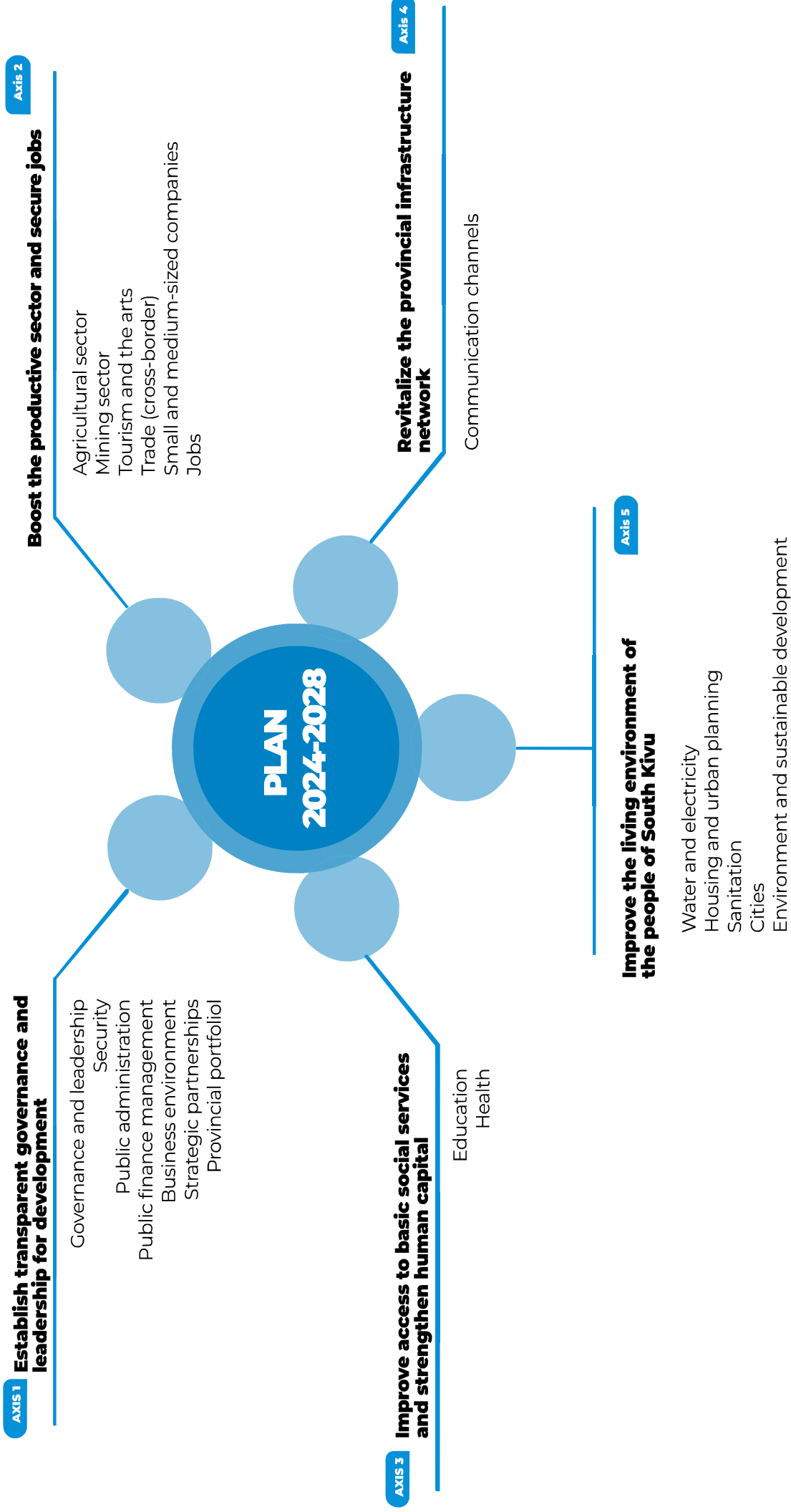
The five-year plan proposed below is intended as a medium and long-term framework for provincial development policy. It is aligned with the national development vision set out in the National Strategic Development Plan and is anchored in the objectives of sustainable development. It does, however, introduce innovations made imperative by the province's particular situation

#### 3.2. Objectives

The purpose of this plan is to enable the province to define its medium-term intervention framework to achieve the goal of eradicating poverty and improving the living conditions of South Kivutians. To this end, it has the following objectives:

- Establishing transparent governance and leadership for development ;
- Boosting the productive sector;
- Improving access to basic social services and strengthening human capital ;
- Revitalizing the provincial infrastructure network;
- Improving living conditions for the people of South Kivu

To achieve the above objectives, the government intends to implement a coherent, integrated strategy focusing on five (5) main areas.



## Priorities/Targets

## Governance and leadership

### Specific objectives

### Build effective leadership

### Priority actions

- Effectively delegate certain prerogatives to the Vice-Governor to streamline decision-making processes;
- Make provincial edicts public and accessible on an annual basis, in particular the edict on accountability;
- Restore the Province's solvency and credibility with its partners;
- Introduce results-based management by drawing up mission letters (performance contracts) for ministers;
- Establish harmonious management of decentralized and deconcentrated territorial entities;
- Reorganize and reform anti-corruption departments;





## Priorities/Targets

## Security

### Specific objectives

### Restore and ensure the safety of people and their property

### Priority actions

Strengthen the capacity of provincial and local security and intelligence services to carry out their missions effectively;

Construct, rehabilitate and equip buildings for provincial and local security and intelligence services;

Coordinate community police activities and bring them closer to the public;

Concentrate police presence in the province's red spots;

Publicize the work of demobilization, disarmament,2 and reintegration programs;

Ensure proper use of the public lighting tax;

Reinforce the action of the traffic police ;

Provide support for the Disarmament, Demobilization, Community Reintegration and Stability program (DDCRSP);

Capitalize on the STAREST project for veterans;

Promote dialogue between communities to strengthen social cohesion and peaceful cohabitation through community Barzas.

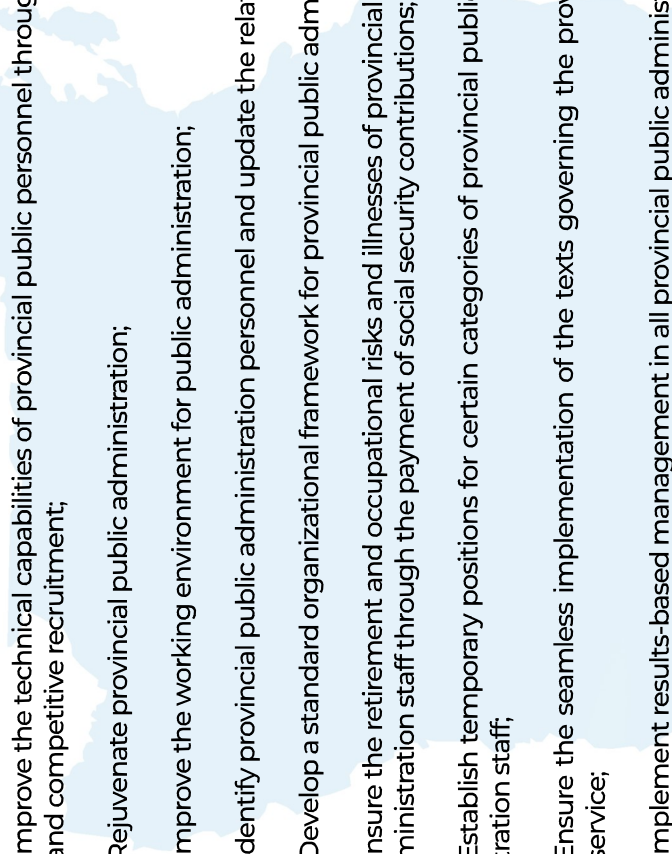
## Priorities/Targets

# Public administration

### Specific objectives

## ▶ Revitalize provincial public administration and improve provincial public service

### Priority actions

- 
- Improve the technical capabilities of provincial public personnel through training and competitive recruitment;
  - Rejuvenate provincial public administration;
  - Improve the working environment for public administration;
  - Identify provincial public administration personnel and update the related file;
  - Develop a standard organizational framework for provincial public administration;
  - Insure the retirement and occupational risks and illnesses of provincial public administration staff through the payment of social security contributions;
  - Establish temporary positions for certain categories of provincial public administration staff;
  - Ensure the seamless implementation of the texts governing the provincial civil service;
  - Implement results-based management in all provincial public administrations;



## Priorities/Targets

## Public finance management

### Specific objectives

### ► Improve the province's resource mobilization

### Priority actions

- Strengthen the provincial government's ability to leverage available partnership resources;
- Finalize the digitization of the liquidation and collection
- Set up and deploy sector-based directories for property tax, rental income tax and vehicle tax;
- Finalize the creation of a portal that will enable all taxpayers to find out their tax balance and entitlements;
- Strengthen the control and collection powers of the provincial financial board;
- Put in place appropriate mechanisms for taking over the rights of the province and local entities collected by third parties (retrocessions of 40%, as in the case of the tax on public lighting collected by SNEL, etc.) and support the relevant tax departments in their mobilization efforts;
- Build managers' capacity in public financial management and taxation;
- Organize capacity building for agents of the provincial financial authority;
- Organize awareness-raising campaigns on tax compliance;





Specific objectives

### ► Improve and rationalize provincial public spending

#### Priority actions

- Execute, in accordance with the appropriations granted by the budget edict, the provincial budget;
- Develop medium-term expenditure frameworks to control cash management;
- Implement cash-based budget execution ;
- Strengthen the capacity of provincial public procurement bodies ;

Specific objectives

### ► Improve control and transparency of the province's financial operations

#### Priority actions

- Improve the financial monitoring, supervision and auditing capabilities of the province and local authorities;
- Ensure the collection and dissemination of the province's financial data;



## Priorities/Targets

# Business environment

### Specific objectives

- ▶ **Improve the business environment and ensuring the province's competitiveness**

### Priority actions

- Design and publish a compendium of provincial opportunities;
- Ensure that all public administrations comply with the requirements of the law on public procurement;
- Set up a permanent trilateral consultation commission (government, business and civil society) on the business environment;
- Reinforce the fight against corruption and administrative and judicial harassment;
- Reform taxes and parafiscal dues to make them more incentive-based;

## Priorities/Targets

# Strategic partnerships

### Specific objectives

- ▶ **Strengthen provincial government action through partnerships**

### Priority actions

- Conduct an exhaustive, non-complacent audit of existing public-private partnerships;
- Reform public-private partnerships to facilitate monitoring ;
- Establish strategic financial, economic, humanitarian, scientific, twinning, inter-provincial, etc. partnerships for the benefit of the province or local entities;
- Set up provincial coordination of partner actions (donors, humanitarian, development and peace NGOs - triple NEXUS);

# Provincial portfolio

Provide the province with a portfolio to ensure greater impact in the provinces

## Priorities/Targets

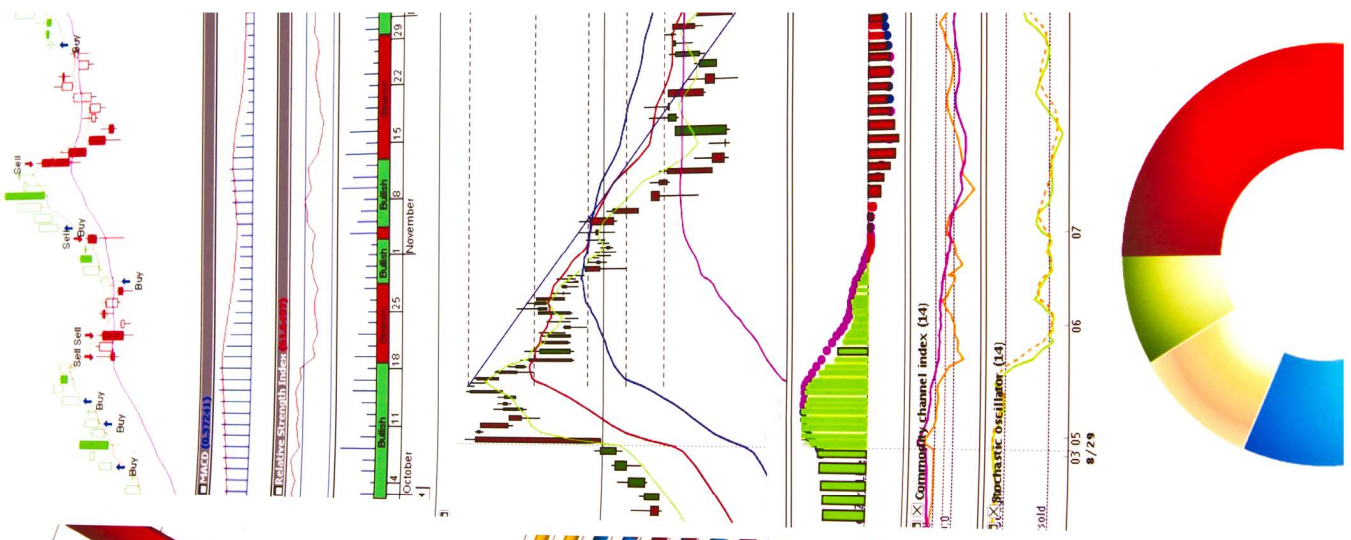
Specific objectives

## Priority actions

Negotiate provincial business recovery partnerships;

Hold stakes and be a decision-maker in mixed-economy companies vital to the province;

Creating an economic partnership for a provincial portfolio;



## Priorities/Targets

## Agricultural sector

### Specific objectives

- ▶ **Boost agricultural and livestock production in South Kivu and turn it into a local and regional agricultural granary**

### Priority actions

- Organize farming communities and support them with financial resources, machinery, kits, seeds, breeding stock, etc;
- Rejuvenate and train the corps of provincial agricultural technical agents (in 2015, there was one agricultural technical agent for 3,984 households, instead of 400, i.e. a gap of 399 to be filled);
- Revitalize the network of agricultural feeder roads to ensure the evacuation of agricultural production;
- Studies for the rehabilitation or reallocation of abandoned plantations;
- Rebuild, rehabilitate, and relaunch fish farming and fishing production units;
- Introduce tax incentives for large landowners;
- Subsidize small producers and set up agri-food processing units in each production zone;
- Advocacy for the creation of agro-industrial parks in South Kivu;
- Relaunch the Kililba sugar factory and the Bushi dairy

## Priorities/Targets

# Mining sector

### Specific objectives

### ▶ Rationalize mining activities

### Priority actions

- Enforce edicts governing and protecting artisanal miners;
- Reinforce the resources of anti-fraud brigades to prevent fraudulent outflows of minerals;
- Organize the activities of mining cooperatives operating in the provinces;
- Map, identify and collect reliable statistics on artisanal miners and traders;





## Priorities/Targets

Specific objectives

## Tourism and the arts

▶ **Enhance and promote tourism opportunities and craft skills**

### Priority actions

Develop the infrastructure of national parks, nature reserves, etc. in the province of South Kivu and ensure their security;

Set up a tourism promotion institute funded from the provincial budget;

Develop and promote craft activities;



## Priorities/Targets

Specific objectives

## Jobs

▶ **Create jobs for South Kivuans**

### Priority actions

Improve the employability of young people and vulnerable people by funding training programs;

Establish the principle of local preference in the execution of works in the provinces, particularly public contracts;



## Priorities/Targets

Specific objectives

## Priority actions

## Trade (cross-border)

### Promote exchanges through trade

- Regulate and organize cross-border trade;
- Improve border check-point infrastructures;
- Reform tax collection systems for cross-border trade;



## Priorities/Targets

Specific objectives

## Priority actions

## Small and medium-sized companies

### Boost the province's economy with the help of small and medium-sized businesses

- Introduce incentives (administrative and fiscal) to raise the formalization rate;
- Guarantee loans granted to SMEs by local financial institutions;
- Introduce local preference in the execution of public contracts for the benefit of SMEs;
- Put an end to and punish conflicts of interest on the part of provincial government officials in the awarding of public contracts;
- Implement provincial entrepreneurial education programs;

# AXIS 3



## Priorities/Targets

Specific objectives

### Priority actions

- Organize occasional and regular school inspections
- Reduce the cost of state exams;
- Set up a provincial government bursary program to support the most deserving students;
- Capacity building for teachers, principals and inspectors;

► **Maintain South Kivu's educational competitiveness**

## Education

Specific objectives

### Priority actions

- Build, renovate and equip schools
- Support for education partners

► **Improve study conditions for schoolchildren**

## Priorities/Targets

Specific objectives

### Priority actions

- Build, rehabilitate and equip hospitals, mainly in the most isolated areas;
- Set up action, response and prevention plans for epidemic and pandemic diseases and infections, etc. (Malaria, HIV, Cholera, etc.);
- Promote partnerships with local, national and international organizations to implement joint medical care programs;

► **Make health services accessible at all levels**

## Health

## Priorities/Targets

## Communication channels

### Specific objectives

► **Improve access to the province via passable roads and navigable waterways**

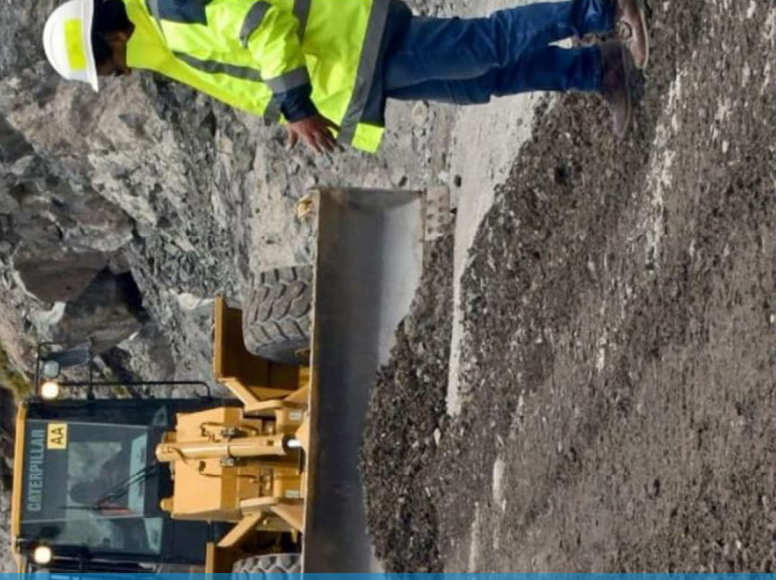
### Priority actions

Build, rehabilitate and maintain road infrastructure;

Set up public-private partnerships for road development in major urban centers;

Develop, mark out and dredge navigable reaches;

Rehabilitate airports, aerodromes and secondary runways;





## AXIS 5

### Priorities/Targets

Specific objectives

### Water and electricity

#### ► Improve water and electricity supplies

#### Priority actions

Develop the potential of provincial power plants, in particular the hydroelectric power station at Lwiro (Chute de Tshibati), Kabare and Malicha (Fizi territory, Mutambala sector, Balala-Sud grouping), in order to electrify the town of Baraka, the only one of the four towns in South Kivu province not yet electrified;

Improved drinking water and energy supply;

Increase water production capacity through high-intensity drilling;

Ensure compliance control for mineral water manufacturers (bottled);

Increase power generation capacity by using alternative sources of electricity (wind, gas, solar, etc.);

Advocacy with central government and partners for the relaunch and completion of work on the Ruzizi 3 and 4 hydroelectric power stations;

Contribute to the renewal of the network ;





### Priorities/Targets

Specific objectives

► **Clean up and tackle all forms of pollution in towns and cities**

### Priority actions

Set up a hygiene and sanitation service;

Organize hygiene and sanitation legislation;

Train and deploy technicians.



### Priorities/Targets

Specific objectives

► **Improve housing conditions in the provinces**

### Priority actions

Set up support programs for specific housing projects;

Make subdivision operations compliant with town planning regulations;

Reform urban planning in towns and cities;

Implement a housing policy and rural development plans;

Expand urban centers;

Develop inter- and intra-urban communication networks;

## Sanitation

## Housing and urban planning



## Cities

### Priorities/Targets

#### Specific objectives

#### ► Ensure harmonious urban development

#### Priority actions

- Ensure that the development is in keeping with its intended purpose;
- Identify the areas where the new hubs will be located
- Reclaim areas that are clearly subject to flooding for urban agriculture;
- Promote high-rise living;

#### Specific objectives

#### ► Provide a healthy, pollution-free living environment

#### Priority actions

- Inventory, secure and develop green areas;
- Set up a system for the management (collection, disposal and storage) and treatment of household waste and install standardized infrastructures;
- Set standards for noise pollution;

#### Specific objectives

#### ► Facilitate people's mobility

#### Priority actions

- Carry out road construction projects;
- Prioritize roads and develop an appropriate development strategy (asphalting, paving, etc.);
- Organize the management of parking lots and stations;
- More rigorous vehicle roadworthiness tests;
- Strengthen the training of transport professionals and raise public awareness of road safety;
- Improve road signage and street lighting;



## Priorities/Targets

Specific objectives

## Priority actions

# Environment and sustainable development

## ► Protect South Kivu from the adverse effects of climate change

- Support initiatives to combat natural disasters linked to global warming;
- Reclaim and protect green spaces in cities, train, raise awareness and support young entrepreneurs in the protection and maintenance of flora and fauna;
- Position the province to benefit from significant financial spin-offs, notably through the sale of carbon quotas;
- Organize reforestation campaigns and Arbor Day by planting a million trees;



## Priorities/Targets

Specific objectives

## Priority actions

# Culture, sports and art

## ► Enhance the cultural and artistic potential of South Kivu

- Rebuild and rehabilitate sports facilities;
- Support the participation of local sports teams in national and international competitions;
- Establish a framework for the protection of the cultural values, customs and traditions of the province's tribes;
- Rehabilitate monuments and other memorial sites in the province;
- Organize the necessary symbolic renaming of certain arteries, sites and spaces to immortalize certain historical events and personalities of the province;

### 3.4. Risk analysis

The proposed actions outlined above are based on several assumptions which may be altered if certain risks occur. It is therefore necessary to carry out a risk analysis and propose appropriate mitigation measures to ensure that the assigned objectives are achieved within the planned timeframe.

**Table 1. Risk factors and mitigation measures**

Risk factors	Mitigation measures
<b>Political instability</b>	<ul style="list-style-type: none"><li>- Ensure transparency in the management of the province ;</li><li>- Organize regular meetings between the provincial government and the majority and ensure collegial follow-up of the government's action plan;</li><li>- Ensure effective participation in the Conference of Governors in order to limit interference by the central government and its players in the management of the province;</li><li>- Advocate effective decentralization;</li></ul>
<b>Economic recession</b>	<ul style="list-style-type: none"><li>- Implement measures to diversify the province's economy;</li><li>- Boost productive sectors to achieve self-sufficiency;</li></ul>
<b>Public Finance</b>	<p>Increase the provincial base to maximize revenues;</p> <p>Ensure consistent budget execution and generate surplus;</p> <p>Enhance the province's credibility with financial institutions to facilitate its lending capacity;</p>

### 3.5. Intervention strategy

The intervention strategy of this action plan is intended to be as participative as possible, notably by establishing a lasting public-private partnership and involving as many provincial and national stakeholders as possible in the monitoring and evaluation phase.

## 3.6. Monitoring and evaluation

This ambitious program, which aims to reduce poverty and improve the socio-economic conditions of the people of South Kivu, is designed to respond to a rigorous management rationale by adopting results-based management. To achieve this, monitoring must be carried out to ensure that objectives are met with the most efficient and effective use of the province's resources.

### 3.6.1. Monitoring and evaluation mechanisms

With a focus on collecting data on which to base the monitoring and evaluation of this development program, an information system is being set up, based on the following tools:

- **Data collection tools:** these data will be used to identify the main aggregates involved in evaluating the plan. These data will be collected either through surveys or through the administrative statistics of the various ministries.
- **Reporting tools:** reporting tools must enable the information system to pass on data to the relevant decision-making center, which can use its **dashboards** to monitor program execution.
- **Monitoring missions:** to provide a more accurate assessment of progress in implementing the plan. They are carried out on a regular or irregular basis by the Sector Minister or a delegate.

### 3.6.2. Management bodies

Responsibility for implementation and evaluation of this program lies with the provincial government, through the Council of Ministers. However, to streamline monitoring processes, management bodies have been set up at lower levels.

**Table 3. Management bodies**

No	Management body	Frequency
1	<p><b>Council of Ministers</b></p> <p>Composed of the Governor and the Vice-Governor, it ensures on-going monitoring of the implementation of this plan. It also has the broadest powers to take any corrective action required in relation to this plan. It draws up and validates the annual report on the implementation of the development plan.</p>	<b>Bi-weekly</b>
2	<p><b>Ministerial Steering Committee</b></p> <p>This committee, chaired by the sector Minister, monitors the main thrusts of the plan. It documents the execution of the plan, and proposes any corrective actions that may be required.</p>	<b>Bi-weekly</b>
3	<p><b>Sector Steering Committee</b></p> <p>Depending on the importance of certain projects, different committees can be set up for better project follow-up</p>	<b>weekly</b>
4	<p><b>Permanent Consultation Commission</b></p> <p>This trilateral commission meets at least twice a year under the chairmanship of the Provincial Governor to assess (i) the state of the business climate in the province and (ii) the implementation of the development project at mid-year and year-end by the Provincial Government. The aim is to involve as many stakeholders as possible to ensure transparency.</p>	<b>At least twice a year</b>

**3.7. Financing**

By aggregating the human, financial and material resources required to carry out the priority actions programmed, it emerges that the implementation of this ambitious program requires a budget of over five (05) billion dollars.

### Tableau 3. Projections financières

Period	2024	2025	2026	2027	2028
<b>Provincial budget*</b>	5M	7M	8M	10M	10M
<b>Partners</b>	-	-	-	-	-
<b>Searchable gap</b>	-	-	-	-	-
<b>Total</b>	<b>5M</b>	<b>7M</b>	<b>8M</b>	<b>10M</b>	<b>10M</b>

(\*) based on estimates and projections for the 2023 budget of the province of South Kivu and on the assumption that the proposed action plan will be carried out.

#### En conclusion

En dépit d'un contexte difficile dans tous les secteurs, mêlé à une tradition de mauvaise gestion de la chose publique, la province du Sud-Kivu a un potentiel suffisamment doté pour générer des fonds nécessaires à sa reconstruction et à son développement.

Pendant que le budget de la province est faible, nous devons apprendre à compter sur nous même. Des efforts supplémentaires doivent être déployés (bancaïisation, guichet unique, numérisation de toutes les transactions liées à l'argent, la réforme du secteur fiscal, foncier et minier, la création des nouvelles activités commerciale, la réduction ou la suppressions de certaines textes inutiles, etc...), toutes ces actions devraient permettre de générer suffisamment d'argent pour le développement de la province. Ainsi, l'émergence du Sud-Kivu est province est entre nos mains. Il suffit d'avoir le courage d'affronter des grands défis, et avec patriotisme, volonté et détermination, ensemble, nous pouvons y arriver.