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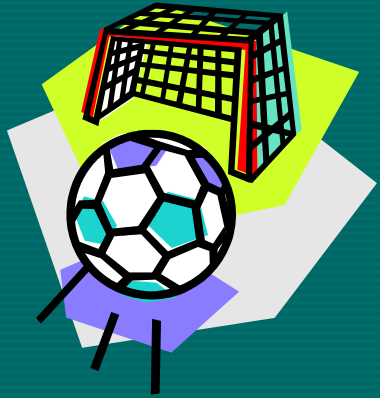


Public Sector Reform in Rwanda : Critical Process to realize an effective state to drive pro-poor change

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Main Goal

Modernize the public sector
and make it more responsive
to Rwandan citizens and
other users' needs

Challenges

- Abject poverty (60% below poverty line),
- Unity and reconciliation, gender
- Reconstruction and confidence rebuilding,
- Shift from highly bureaucratic and centralised state to decentralisation, ICT and modernisation,
- Limited skills, high turnover : motivation and retention,
- Sustainable capacity building system & Approaches.
- Some resistance to change and fear of the unknown



Vision



- Both our ambitious vision 2020 and PRSP are aiming at transforming Rwanda in less than a generation from a subsistence economy, a weak state into a knowledge based economy and a greater nation
- A developmental State with sound policy, competent staff and technology,
- State at the heart of socioeconomic transformation of the country, striving for the population's welfare,
- Strong public administration,
- State with ethics, values, transparency, equity and results.

Achievements



1. An overall restructuring of all the government institutions based on the following principles has been achieved:
 - Less bureaucratic layers in decision – making.
 - Power delegation.
 - Increased competencies and team work
 - Clear missions, job description and classification
 - Central administration in charge of policy, regulation, monitoring and evaluation,
 - Local Govt. in charge of programmes implementation and service delivery,
 - Partnership with private sector/Civil society/Development partners.

Achievements (cont'd)



2. A new salary guidelines has been designed and it is implemented from January 2006. It is based on the following principles:

- Consolidation of the salary (basic pay and allowances)
- Equity and fairness
- Salary encrement based on performance
- Introduction of performance system and result oriented management.
- Difficulty of financing and ensuring equity

3. New zero fleet transport policy

4. Fixed ceillings and prepaid telephone bills

Achievements(cont'd)

5. Retrenchment management with the following support measures:

- Back to school scheme
- Training in developing business plans
- Guarantee fund and credit scheme opened in the National Bank of Rwanda for self employment
- Advisory role to the retrenched people.

Competency increase in public service-December2005

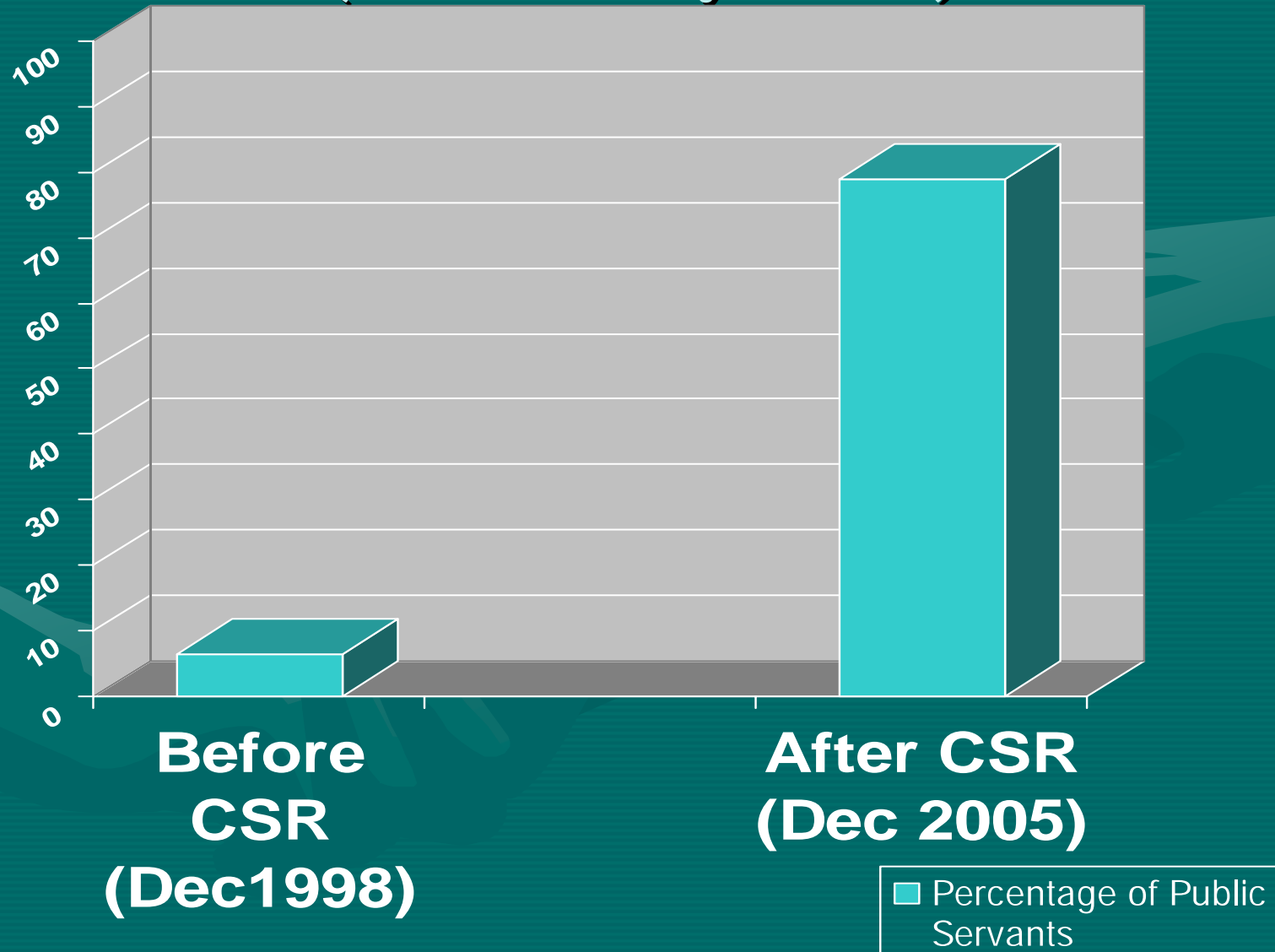
(The reform process is still going on)

University Degree	MALE	FEMALE	TOTAL
PhD	0.19	0	0.19
Master's	3.34	0.57	3.19
Bachelor's(Ao)	38.94	12.41	51.35
Diploma (A1)	12.41	11.03	23.44
TOTAL	54.88	24.01	78.89

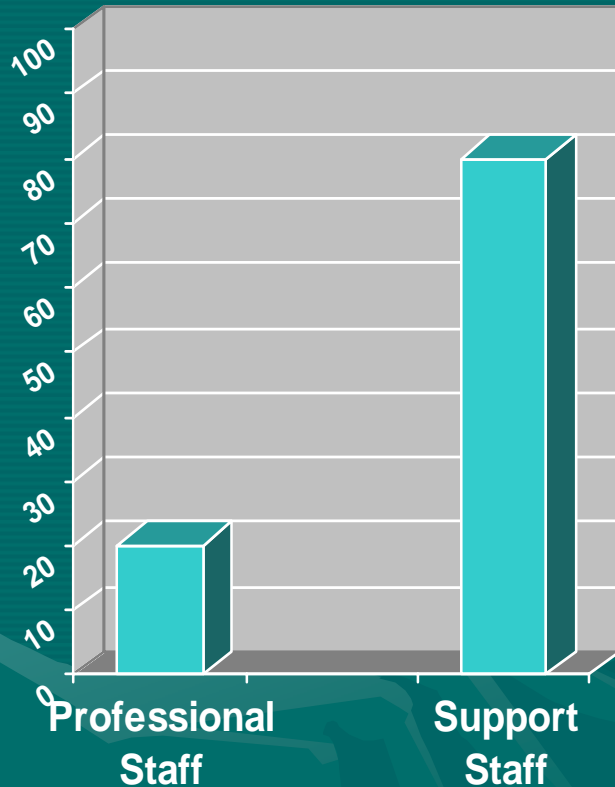
Achievements(cont'd)

Criteria	Before PSR (December 1998)	After PSR (December 2005)
University degree holders	6.4 %	79%
Professional staff	20%	80%
Support Staff	80 %	20%

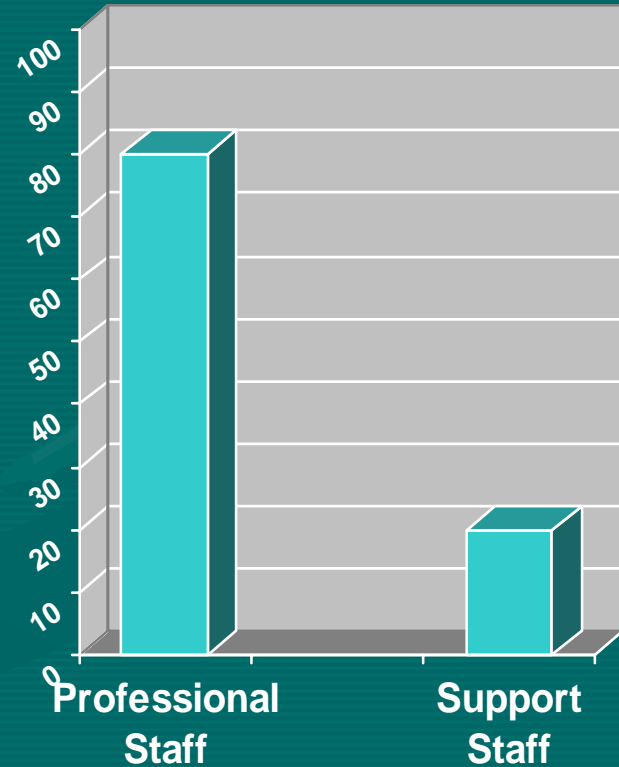
PSR impact on the human capacity (University level)



CSR impact on the organizational structure



December 1998



December 2005

Expected outcomes:

- ▶ Better strategic planning
- ▶ Increased implementation levels and absorption capacity
- ▶ Better resource allocation and accountability
- ▶ Better service delivery and facilitation to private sector
- ▶ Result oriented management

Current Challenges and a Way Forward

1. Restructuring of public institutions according to the territorial reform in process :

- Redefinition of role of each government level (central government, province, district, sector and state agencies)
- Restructuring of province, district and sectors
- Promotion of public and private sector partnership

2. Review of the legal framework:

- General Statute for Rwandan Public Service
- Performance appraisal system
- Code of conduct
- Disciplinary system
- Transparent recruitment act



Current Challenges and a Way Forward (Contn)

3. Elaboration of management procedures manual and users manual (citizen charter)
4. Set up Civil Service Commission
5. Integrated Human Resources Management and Payroll system
6. Implementation of a sustainable multi-sector capacity building programme
7. A long term salary policy for government institutions
8. A Human Resource Development policy.
9. Organizational culture change
10. Impact assessment
11. Retention and Motivation

Success Factors

- High level political will and support
- Broad communication and public awareness
- A comprehensive and attractive plan to make retrenchement a smooth process
- Budgeting through the MTEF process to secure resources, donor support
- Making the process transparent and very participatory (technical levels, cabinet, parliament, civil society and media)
- Flexibility to accommodate new ideas and requests



Institutional Mechanisms

I. Political Level

CABINET



POLICY GROUP

MIFOTRA
MINECOFIN
MINALOC

II. Implementation Level



MIFOTRA

HIDA
RIAM
REFORM Unit

Conclusion

- Public sector reform is a continuous and learning process,
- It is the most strategic but courageous decision to take for real change,
- It is politically not a popular move at least at the early stage,
- It requires sound financial and technical resources
- It requires determination, consistency and strong mobilisation of stakeholders.
- **No effective state = No strong private sector = No development.**

THANK YOU

