

Republic of Rwanda



MINISTRY OF LOCAL GOVERNMENT, GOOD GOVERNANCE,  
COMMUNITY DEVELOPMENT AND SOCIAL AFFAIRS  
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# Rwanda Decentralization Strategic Framework

Towards a sector-wide approach for  
Decentralization implementation

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## Executive Summary

The Rwanda Decentralization Strategic Framework (RDSF) has been developed to guide the implementation of the Government of Rwanda's policy of decentralization as set out in the 2000 Policy Paper. The RDSF serves as the overall framework of reference for current and future interventions towards decentralization in Rwanda. It goes beyond sectoral policy in that decentralization is a transversal process that imposes itself as the principal focus of governance reform, the designated motor for the coherency of governance and, finally, as an important vehicle for collaboration between the Government and its national and international development partners. This strategy is additionally meant to secure Vision 2020, the Millennium Development Goals and the Economic Development and Poverty Reduction Strategy in Rwanda as it is reinforcing the link between good governance and the attainment of broad reaching development objectives.

Committed to successful implementation of the Decentralization Policy, the Government has already taken a number of important steps in moving the process agenda forward. Vision, policies, laws, and medium term plans have been formulated and functions have been progressively devolved to lower levels of administration along with financial resources.

A number of mechanisms are now established and operate to increase the transfer of resources to Local Government and to harmonise planning and budgeting processes between central and local level. In collaboration with their partners, both Local and Central Government are carrying out interventions supporting important aspects of decentralization. Innovative approaches integrating traditional approaches for social cohesion and local development action as well as mechanisms for community participation are being reinforced.

Five key improvements have nevertheless been identified to overcome implementation challenges and consolidate these accomplishments:

- Strengthen efficiency and efficacy in coordination and management of the decentralization process;
- Strengthen the participation of non-government actors in the decentralization process and reinforce mechanisms for an accountable and transparent public sector;
- Develop Local Governments' and other stakeholders' capacities to effectively assume their defined rights, roles, and responsibilities;
- Simultaneously and comprehensively implement national policy defining fiscal and financial decentralization processes;
- Reinforce mechanisms for monitoring and evaluation of the decentralization process and strengthen systems for coordinated management of information.

Following several rounds of stakeholder consultations in 2006, the Ministry of Local Government, Good Governance, Community Development and Social Affairs (MINALOC) and its major development partners started work on the RDSF long term strategy, as a way for MINALOC and other key stakeholders to address these challenges and build future strategy on positive experiences. Through five highly interdependent strategic areas, the RDSF creates the critical conditions for consolidation of Rwanda's Decentralization Policy:

1. Effective management and implementation of Decentralization Policy
2. Citizen participation, transparency and accountability

3. Efficiency and effectiveness of Local Governments in local economic development, poverty reduction and service delivery
4. Fiscal and financial decentralization
5. Monitoring, evaluation and management information system.

To ensure that the RDSF comprehensively supports its objectives, the document drafting process was fully participative. A high range of consultations with national and local, public, private sector, civil society, and development partner stakeholders were undertaken.

The elaboration process was conducted during a preparatory phase with transitional management arrangements put in place to involve all decentralization stakeholders. The structures that were set up included a Reform Management Team (RMT) charged with preparation of the strategic instruments and operational manuals, and progressively reporting to a temporary Program Steering Committee (PSC) and to the Decentralization Cluster. The PSC was put in place to oversee implementation of a jointly agreed Short Term Plan.

In addition to the institutional arrangements, the RDSF outlines reform management responsibilities and the various financial mechanisms for reinforcement of the capacities of national and local stakeholders in accordance with the national capacity building strategy and in light of the Rwanda Aid Policy.

The RDSF will be implemented through a five year national Decentralization Implementation Program (DIP). In a separate document, the DIP will provide the programming framework which more specifically articulates the set of outputs, priority programs and activities for the decentralization process over the next 5 years. Steering, oversight and supervision of its implementation will be ensured by a Program Steering Committee (PSC).

To better consolidate overall sector wide implementation, this ambitious program will be managed and coordinated by a permanent Secretariat set up as an agency under MINALOC, called the National Decentralization Implementation Secretariat (NDIS). It will be charged with the organization and management of long term policy implementation primarily in collaboration with:

- specialised units in the Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Public Service and Labour (MIFOTRA);
- Decentralization Focal Points in Ministries and Provinces;
- Local Governments;
- national level federations and local level private sector and civil society organizations;
- national and international Development Partners.

The National Decentralization Stakeholders Forum (NDSF) will provide a platform for regular dialogue and inputs from a wide range of stakeholders on Decentralization Policy implementation. The strategy and its implementation will be monitored and evaluated in a participatory way on the basis of objective quantitative and qualitative indicators.

In conclusion, this strategic framework is the unique national instrument for consolidating the decentralization vision. To this extent, all interventions and support for this priority development domain should align with the RDSF to ensure greater efficiency and effectiveness of decentralization in Rwanda.

## Acronyms

<b>CBO</b>	Community Based Organization
<b>CDC</b>	Community Development Committee
<b>CDF</b>	Common Development Fund
<b>CG</b>	Central Government
<b>CRC</b>	Citizen Report Cards
<b>CSC</b>	Community Score Cards
<b>CSO</b>	Civil Society Organization
<b>DCBP</b>	District Capacity Building Plan
<b>DDP</b>	District Development Plan
<b>DIP</b>	Decentralization Implementation Program
<b>DP</b>	Development Partner
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>EICV</b>	Enquête Intégrale des Conditions de Vie des Ménages
<b>GIS</b>	Geographical Information System
<b>GoR</b>	Government of Rwanda
<b>HIMO</b>	Haute Intensité de Main-d'œuvre (Labour Intensive Public Work)
<b>HR</b>	Human Resource
<b>ICT</b>	Information and Communication Technology
<b>JADF</b>	Joint Action Development Forum
<b>LABSF</b>	Local Authorities Budget Support Fund
<b>LG</b>	Local Government
<b>LGA</b>	Local Government Authorities
<b>LGCF</b>	Local Governments Consultative Forum
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>MIFOTRA</b>	Ministry of Public Service and Labour
<b>MINALOC</b>	Ministry of Local Government, Good Governance, Community Development and Social Affairs
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MIS</b>	Management Information System
<b>NDIS</b>	National Decentralization Implementation Secretariat
<b>NDSF</b>	National Decentralization Stakeholders Forum
<b>NEC</b>	National Electoral Commission
<b>NGO</b>	Non Governmental Organization
<b>NIS</b>	National Institute of Statistics
<b>OAG</b>	Office of the Auditor General
<b>PSC</b>	Program Steering Committee
<b>RALGA</b>	Rwandese Association of Local Government Authorities
<b>RESC</b>	Rwanda Economic and Social Development Council
<b>RDSF</b>	Rwanda Decentralization Strategic Framework
<b>RIAM</b>	Rwanda Institute of administration and Management
<b>RMT</b>	Reform Management Team
<b>RRA</b>	Rwanda Revenue Authority
<b>SA</b>	Strategic Area
<b>SDP</b>	Sector ( <i>Umurenge</i> ) Development Plan
<b>SWAP</b>	Sector-Wide Approach
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>TIG</b>	Travaux d'Intérêt Général

## 1. Overview and Objectives

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The Government of Rwanda (GoR) adopted the National Decentralization Policy in May 2000, as a mechanism to achieve three main goals: promotion of good governance; poverty reduction; efficient, effective and accountable delivery of services.

The policy was formulated to ensure political, economic, social, managerial/administrative and technical empowerment of local populations to fight poverty by participating in planning and management of their development process. It draws lessons from the before the 1994 genocide, a period of bad governance which was characterised by highly centralized authority and lack of citizen participation in leadership and development.

A number of challenges, however, have constrained smooth implementation of the Decentralization Policy. This document, the Rwanda Decentralization Strategic Framework (RDSF), was conceived as an attempt to address them and emphasizes GoR's commitment to strengthen and deepen the decentralization process in the country.

The RDSF covers four main areas. First, it outlines the objectives, the vision and the priorities of the GoR for implementation of the Decentralization Policy in Rwanda. Secondly, it delineates the major achievements of decentralization since the process was launched, as well as the current challenges and outstanding issues. Third, it provides the strategic areas in which the GoR will subsequently concentrate efforts for successful implementation of the Decentralization Policy. Fourth, it indicates the specific management arrangements that have been developed for implementation of the policy.

As envisaged, the RDSF represents a first step towards the adoption of a sector-wide approach (SWAP) for implementation of the Decentralization Policy with three distinct objectives:

- To ensure GoR's ownership over decision making on policy, strategy and spending;
- To increase coherence between policy, spending and actual results;
- To reinforce GoR's management systems and harmonize donor support.

This document seeks to contribute to GoR's global development vision and to facilitate harmonized implementation of other relevant national policies and strategies. Thus, it has been simultaneously elaborated with Rwanda's new Economic Development and Poverty Reduction Strategy (EDPRS) and involved wide-ranging consultations through workshops and meetings with representatives of the CG, LGAs, the Private Sector and the Civil Society as well as with the EDPRS Sector Working Group on Decentralization. It aims to set up sound conditions for implementing the medium-term targets outlined in the EDPRS.

## 2. Context

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### 2.1. Policy Framework

The Government of Rwanda is using decentralization as an instrument for people's political empowerment, a platform for sustainable democratization, a structural arrangement for mobilization of economic development energies, initiatives and resources and as a means for reconciliation, social integration and well being.

The National Decentralization Policy of 2000 seeks to establish and empower decentralized administration in the areas of devolution, delegation and deconcentration. The specific strategic objectives of the policy are:

- (i) To enable and encourage local people to participate in initiating, devising, implementing and monitoring decisions and plans that consider their local needs, priorities, capacities and resources by transferring power, authority and resources from central to local government and lower levels.
- (ii) To strengthen accountability and transparency in Rwanda by making local leaders directly accountable to the communities they serve and by establishing a clear linkage between the taxes people pay and the services financed through these taxes.
- (iii) To enhance the sensitivity and responsiveness of public administration to the local environment by placing the planning, financing, management and control of service provision at the point where services are provided and by enabling local leadership to develop organization structures and capacities that take into consideration the local environment and needs.
- (iv) To develop sustainable economic planning and management capacity at local levels that will serve as the driving motor for planning, mobilization and implementation of social, political and economic development to alleviate poverty.
- (v) To enhance effectiveness and efficiency in the planning, monitoring and delivery of services by reducing the burden from central government officials who are distanced from the point where needs are felt and services delivered.

### 2.2. Phases of Decentralization Implementation and Operational Structure

The decentralization process is being implemented in three successive phases. The first phase (2000-2005) established democratic and community development structures. To facilitate the functioning of these structures, a number of legal, institutional and policy reforms were undertaken, especially in promoting democratic election.

The current phase (2006-2010) aims to consolidate progress on national priorities, such as Vision 2020, and deepen the decentralization process by enhancing effectiveness in service delivery to communities. This will be achieved by increasing capacities at levels of administration (Villages, Cells and Sectors) close to communities, promotion of integrated local economic development and fostering community participation at Village level, in the planning and management of local affairs.

The third phase of implementation (2011-2015) will improve and sustain the achievements of the first two phases. The number of administrative entities will be further reduced to diminish the distance between upper and lower levels of administration and make the Government more effective, efficient and responsive to people's needs and preferences. In this phase, multi-sectoral decentralization at local level will be reinforced and mechanisms for partnerships between public sector and non-state organizations will be operational.

On 31 December 2005, *Law No 29/2005* determining the administrative entities of the Republic of Rwanda was gazetted. It represents the legal basis of the Local Administration Reform Policy, adopted in 2005 with the following specific objectives:

- To promote and enhance effectiveness in service delivery by making the Sector a truly service delivery focal point with adequate human, material and financial capacity, and to improve collection of data and information at this level;
- To streamline and strengthen the coordination of public services and local economic development at District Level by availing more technically competent personnel as well as financial resources to the District to ensure sustainable decentralized fiscal regimes;
- To strengthen the coordination of development activities;
- To establish and strengthen coherent monitoring and evaluation systems as well as institutionalize accountability tools and systems.

The country is currently composed of two layers of government (central and local) and of six administrative entities: the Central Government, the Province (*Intara*), the District (*Akarere*), the Sector (*Umurenge*), the Cell (*Akagari*) and the Village (*Umudugudu*). These structures, which were reorganised under the 2005 reform, are complementary. Their new roles and responsibilities have been clarified and distributed based on estimated capacities at each level and their comparative advantages. The Figure below shows the administrative boundaries of the Republic of Rwanda.

The administrative organisation is guided by the principle of subsidiarity. The Central Government agencies' roles and responsibilities are mainly in policy formulation, regulation and support to Local Governments through capacity building, financing and monitoring and evaluation. Local Governments with the administrative entities are mainly in charge of implementation of government policies and service delivery, and provide an avenue for citizen voice and accountability.

The Province is responsible for coordinating district development planning with national policies and programs, supervising implementation of the national policy in the Districts within the Province, coordinating governance issues in the Province, as well as monitoring and evaluation. Kigali City is responsible for coordinating the district development plans within its boundaries, strategic planning for urban development in Kigali, and monitoring and evaluation.





The consequence of the above achievements is the increased effectiveness in program and policy implementation by LGs as born out by the increased absorption capacity of the CDF fund. As a result, the GoR is currently considering increasing the CDF share to 10 percent of the national revenue. In addition to better human and financial capacities in LGs, the performance-based approach (*Imibigo*<sup>1</sup>), introduced after the 2006 local elections, contributed to the increase in LGs absorption capacities.

Moreover, the GoR has been focusing on reinforcing linkages and synergies between CG and LG planning and budgeting processes which promise to improve on efficiency and effectiveness of local and central government implementation. Recent development and adoption of decentralized service delivery policy provide important basis for improvement of accountability and effectiveness in the use of available resources and for quality service provision to citizens.

Following efforts to mainstream gender and reconciliation, there has also been a visible improvement in the participation of women and civil society in local governance and socioeconomic activities through the decentralization process. It is of interest to note that women representation in Local Councils is overall at 42 percent. Gender and environment are currently mainstreamed in LGs development programs which will ensure the inclusiveness and sustainability of local level development. The decentralization program benefits from reinforced social capital that is brought about by innovative programs based on traditional practices that promote social cohesion (e.g. *Umuganda*<sup>2</sup>, *Ubudebe*<sup>3</sup>, *Gacaca*<sup>4</sup>, *Abunzji*<sup>5</sup>, *Umusanzu*<sup>6</sup> for the Community Education Fund).

The decentralization implementation process has been successful in reinforcing institutional capacity building in participatory (bottom-up) planning, budgeting and monitoring and evaluation. The first phase of the decentralization process widely promoted the creation of effective partnerships between communities, local governments, central government, private sector, non-governmental organizations and international development partners, to engage in projects and programs for improving local development and delivery of services. This was evidenced by recent studies and surveys, which showed high rates of satisfaction among citizens with the level of participation in decentralized governance and development programs.

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<sup>1</sup> *Imibigo* is a Rwandan traditional concept meaning results based management compact.

<sup>2</sup> *Umuganda* : the tradition of voluntary work in common interest.

<sup>3</sup> *Ubudebe* : the tradition of collective action for community development.

<sup>4</sup> *Gacaca* : court system of community justice inspired by customary practice, originally settling village or familial disputes, and re-established in Rwanda in 2001, in the wake of the 1994 genocide

<sup>5</sup> *Abunzji* : the tradition of communal resolution of disputes.

<sup>6</sup> *Umusanzu* : the tradition of contribution in support of the needy.

#### 2.4.2. Weaknesses

The Rwandan Decentralization process is still in its infancy stage and evolving amidst other important GoR reforms. Given these circumstances, a number of weaknesses have been encountered since the launch of the process. The rapidly changing environment has contributed to an imbalance between stakeholders' expectations created by decentralization policies and real capacities at local level to deliver. LG human resources, although academically qualified, lack management tools, such as procedure manuals, and necessary experience for handling increasing demands from various stakeholders and communities.

Despite the increased volume of funding given to LGs, the financial management system could further be reinforced in order to promote transparency and make local leaders more accountable to their electorates. Additionally, the flow of financial resources is not predictable hence planning is often based on unreliable information. A necessary improvement is to define the formulae for allocation of sectoral transfers.

Moreover, the decentralization process is still implemented in an asymmetric manner. Coordination and harmonization of interventions are poor at all levels of government and between line ministries. It is therefore important to reinforce and streamline the legal and policy framework for the purpose of improving cross-sector coordination and implementation. Efforts are currently being made in this regard through the Vision 2020-Umurenge program. An important additional concern is the weak monitoring and evaluation system. Data collection and information management at both central and local levels must be improved to enable evidence-based decision making.

#### 2.4.3. Opportunities

The second phase of Decentralization Policy implementation has been strongly supported at the political level, as well as by communities and other stakeholders including development partners. The GoR has steadily shown strong commitment in the implementation of the Decentralization Policy by reinforcing people's participation and involvement in decision-making processes and development interventions. LG's role in sectoral policy formulation has been strengthened and delivery of services reinforced through LG capacity development programs, increased intergovernmental fiscal transfers and enhanced support to CDF.

GoR has developed and reinforced mechanisms for coordination and harmonization of interventions in decentralization implementation. They include the cluster mechanism at central level and the Joint Action Development Forum (JADF) at local level. The relationship between JADF and the Community Development Committees (CDCs) also reinforces LG capacities to assess, plan, implement, monitor and evaluate development vision and plans.

In addition, mechanisms for joint support to development initiatives are increasingly being implemented. The Vision 2020-Umurenge program as well as other pilot initiatives in the development of the concept of local Millennium Development Goals (MDGs) are reinforcing integrated local development efforts towards country-wide attainment of MDGs and Vision 2020 targets. The Vision 2020-Umurenge program provides a significant opportunity to link decentralization with social protection programs and effective poverty reduction at local level. Successful implementation of decentralization has benefited from integration of Rwandan cultural values, which increased ownership and active participation of the communities.

Finally, the support given by the donor community to decentralization, since its inception, has been instrumental in boosting its implementation in a number of ways both at local and central level. Development partners' willingness and readiness to pursue support in a harmonized manner is an important step towards national and international agreements on aid alignment – the Rwanda Aid Policy and the Paris Declaration on Aid Effectiveness – and concentration of efforts to reach greater impact in the decentralization process.

#### 2.4.4. Threats

The consolidation strategy of the second phase of RDSF can be built on the above-mentioned opportunities. However, there are a number of threats which are nevertheless to be considered in order to minimize their impact. Resistance to change of some stakeholders at central and local level still persists and creates important distortions in the dynamics of decentralization implementation. It is important to acknowledge the uncertainties generated by the decentralization reform and therefore follow a transparent and participatory process to attract and retain broad-based support for the decentralization program. The more informed stakeholders are, the more likely they will contribute to the success of policy implementation.

In addition, the limited availability of adequate human, material, technical and financial resources represents an important challenge to the GoR in implementation of the decentralization program. Linked to this, the institutional, organizational and operational environment needs to be reinforced for successful attainment of policy objectives. Especially in the context of the second phase of decentralization, re-distribution of responsibilities between CG and LG requires reinforcement of the institutional capacities.

As functions and responsibilities have been transferred to lower levels of administration, a supportive system must be provided at each level. Management of information between different levels of government and between sector ministries and programs is a major concern. Appropriate mechanisms have to be put in place to contribute to evidence-based decision-making, improved productivity and streamlining of government administration, to facilitate coordination and to increase transparency and accountability. In this view it is important that the necessary data are regularly collected, also making better use of data collected by DPs surveys, updated and made easily accessible.

Building strong partnerships between LGs, civil society and private sector for the delivery of services and promotion of local development remains an issue of concern. Stakeholders' lack of experience in this area and their reluctance to fully exploit the benefits of strong partnerships represent major obstacles. A range of Civil Society Organizations (CSOs) are operating in various areas of decentralization, but they have not yet developed the capacities to provide the necessary degree of advocacy, oversight and check-and-balance at all levels.

Finally, the environment in which decentralization is being implemented is also characterized by the culture of dependence of local communities. Although citizens mainly expect assistance from the public sector, they must become more active participants in socio-economic development and governance. Their participation is, as a matter of fact, a key factor to ensure sustainability of interventions.

#### 2.4.5. Current Challenges

Five important challenges were identified from this assessment of the decentralization situation. They must be adequately addressed for successful implementation of the policy.

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- (i) Challenges in coordination and harmonisation of the institutional framework: improving legal and policy framework; strengthening institutional, organisational, and operational capacities at all levels; creating clear linkages between programs and outcomes; strengthening sound management of the decentralization process across sectors and administrative levels;

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  - (ii) Challenges in promoting participation and ensuring accountability and transparency: improving communities' understanding of policies and strategies; promoting collaborative mechanisms between public institutions and communities; enhancing transparent public financial management and open-access to information on public affairs and decisions;

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  - (iii) Service delivery and capacity development challenges: decentralizing real authority instead of delegation of responsibilities; reinforcing public servants' understanding of their roles and responsibilities; scaling up and efficiently using performance-based contractual arrangements; reinforcing linkages between decentralization and poverty reduction initiatives (Vision 2020-Umurenge);

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  - (iv) Challenges in fiscal decentralization and financial management: increasing revenue mobilization by LGs; consolidating inter-governmental fiscal-transfers systems; strengthening financial management and accounting systems; coordinating and integrating planning and budgeting framework;

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  - (v) Challenges in managing information: reinforcing M&E systems and management information systems for better decision making.
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## 3. RDSF: A Strategic Response to Current Challenges

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### 3.1. RDSF Key Strategic Areas

Building on the strengths of the current decentralization phase and on the favourable environment around its implementation, the GoR along with its main partners have identified five highly interdependent Strategic Areas (S.A.) to address concerns and issues in a comprehensive and systematic manner.

- S.A.1:** Effective management and implementation of Decentralization Policy
- S.A.2:** Citizen participation, transparency and accountability
- S.A.3:** Efficiency and effectiveness of Local Governments in local economic development, poverty reduction and service delivery
- S.A.4:** Fiscal and financial decentralization
- S.A.5:** Monitoring, evaluation and management information system

RDSF Strategic Areas all evolve from the need to consolidate institutional, organizational, and operational mechanisms at both national and local levels. The RDSF creates the critical conditions for reinforcing Rwanda's Decentralization Policy. It consolidates and builds around existing visions, policies and institutional frameworks with a view to attaining EDPRS objectives (2008-2012). The RDSF contributes to achieving the EDPRS objectives, ensuring “equitable, efficient and effective pro-poor services and local development in an environment of Good Governance”.

Each strategic area is characterized by a number of key activities to be implemented in order to achieve the intended outcomes. More detailed outputs, linked to the EDPRS sector strategy, will be defined in the Decentralization Implementation Program (DIP) (see Section 4.1).

#### 3.1.1. Effective management and implementation of Decentralization Policy

*Expected outcome 1: Decentralization process is efficiently managed and fully embedded in development programs and plans.*

Decentralization Policy implementation calls for the reinforcement of an informed and coordinated management process embracing all levels under the leadership of the Government. Policies as well as legal, institutional and financial frameworks at all levels of governance need to be strengthened to ensure good governance and decentralization across all sectors. This requires every sectoral ministry to mainstream decentralization in its policies, strategies and plans. It requires a clear and harmonised framework of operations and working relationships between and across central government, regional administrations, local governments and the levels within each local government jurisdiction, that is sectors, cells and villages.

For decentralization to fully take root in the country, all stakeholders must embrace and effectively engage in the process. Adequate systemic conditions are to be developed and strengthened, so that all actors can make a visible and meaningful contribution to decentralization implementation process within their defined rights, roles and responsibilities.

In order to achieve this outcome, the RDSF firstly aims to reinforce a broad range of institutional, organizational and operational mechanisms and to develop capacities to integrate decentralization and good governance practices at all levels of governance. Second, it concentrates on creation of successful partnerships between public and private sector, civil society and citizen stakeholders. Thirdly, it aims to strengthen conditions favouring the ownership of Decentralization Policy and thus its implementation.

The following activities will contribute to better management and implementation:

- review and reinforce sectoral, intersectoral and multisectoral policies, legal, institutional and financial frameworks to meet the requirements of the evolving Decentralization Policy framework;
- improve inter-ministerial appropriation of decentralization and the level of awareness and understanding of the decentralization process by all stakeholders at all levels of government;
- develop and implement a national Decentralization Implementation Program for joint support to Rwanda's decentralization process;
- strengthen systems for regular coordination, harmonization, monitoring and evaluation of decentralization implementation and local development;
- monitor and disseminate levels of compliance with the policies, laws, rules and regulations of decentralization and progress made by all actors in implementing the decentralization process;
- reinforce mechanisms to systematically, sustainably and comprehensively address issues of capacities (institutional, organizational and operational) in LGs;
- carry out capacity needs assessments at all levels of government and develop their capacity for effective decentralized governance and local service delivery, making meaningful use of existing successful experiences and best practices;
- reinforce harmonization of planning and budgeting mechanisms between national and local level;
- strengthen mechanisms for effective partnerships and efficient collaboration between all stakeholders.

### 3.1.2. Citizen participation, transparency and accountability

*Expected outcome 2: Citizens effectively participate in local governance; LG resources are managed in a transparent and accountable manner.*

In its National Decentralization Policy, the Government of Rwanda acknowledges that local communities have better experience and knowledge about their environment. They can therefore better identify their development needs and potentials. The Decentralization Policy has been specifically designed to empower local governance structures with appropriate autonomy to bring public administration closer to the people, and to make local governance accountable to the electorate.

The capacity of citizens to participate in planning, implementing, monitoring and evaluating sustainable poverty reduction and socio-economic development with their collective and individual potentials must therefore be reinforced.

The Decentralization Policy is implemented within the overall framework of the National Good Governance Program<sup>7</sup>. As transparency is the foundation of good governance, better access to information will reduce the incidence of corruption, and transparent institutions earn the public's trust.

Decentralization allows efficient integration of democratic principles into public affairs and strengthens the linkages between leaders and their electorate. This sets the basis for holding public officials accountable to communities over the use of public resources in service delivery and local development, and the extent to which development interventions are causing real transformation in people's livelihoods and material wellbeing. Here, accountability embraces political, administrative and fiscal dimensions that need to be reinforced along with mechanisms to improve transparency in public affairs of LGs.

The following key activities have been identified to support participation, transparency and accountability:

- establish adequate regulatory mechanisms to ensure public voice, citizen empowerment and transparency in public affairs;
- strengthen capacities of LGs, CSOs, Community-Based Organisation (CBOs) and citizens to ensure their representation in decision-making bodies, build partnerships, and mobilize and empower community management structures;
- promote innovative community based and local development initiatives;
- reinforce communication systems to facilitate open access to information on public affairs, decisions and opportunities;
- institutionalize a coordinated and integrated local and central planning and budgeting framework which ensures adequate standards of accountability and transparency;
- strengthen mechanisms for transparent and accountable public financial management at all levels of LG;
- strengthen accountability systems and performance contracting mechanisms for LGs.

<sup>7</sup> National Good Governance Program for strengthening Good Governance for Poverty Reduction in Rwanda (MINALOC, March 2002)



### 3.1.3. Efficiency and effectiveness of Local Governments in local economic development, poverty reduction and service delivery

*Expected outcome 3: Local Governments efficiently sustain socio-economic development and deliver accessible and affordable quality services that respond to people's needs*

Rwanda has adopted decentralization as a vehicle for enhancing good governance and eradicating poverty in a sustainable way. Within this framework, a number of policies and programs, including the Community Development policy, “Vision 2020-Umurenge” program and the development of the concept of local MDGs, have been progressively implemented to improve coordination of development initiatives, consolidate management of available resources and strengthen social capital as important attributes of good governance.

In addition, decentralization contributes to local economic development and poverty reduction by providing services which act as production and distribution inputs for citizens and the private sector, and by reinforcing a conducive legal and institutional environment. Decentralization increases effectiveness in service delivery, and promotes innovation, human resource development, entrepreneurship and dynamism at local level, among others. These are indeed key elements of an efficient approach to poverty reduction.

The GoR’s vision for decentralized service delivery seeks to ensure effective and sustainable use of public resources to enhance equitable delivery of basic services. A policy framework for provision of services has been recently adopted<sup>8</sup>, which clarifies the category and scope of services to be delivered at the various levels of administration and the important role of monitoring, supervision and capacity development devolved to line ministries. The policy recognizes the need to clearly define new responsibilities and to match them with available resources in terms of financing and staffing. Addressing those issues constitutes the cornerstone, and is a priority goal, of the RDSF for the coming years.

In this context, the following priority activities have been identified to foster local development, poverty reduction and better service delivery:

- develop and implement the Vision 2020-Umurenge program and *Imirenge* action plans, with adequate financing mechanisms;
- ensure that District and Sector Development Plans address the issues of sustainable poverty reduction by making use of integrated approaches and scaling up of positive experiences of collective development actions (e.g. HIMO, *Ubudehe*);
- provide a coherent framework for coordinating decentralized service delivery and development interventions across all sectors at national and local government levels;
- build institutional and financial capacities for better coordination, availability, accessibility and utilization of public services;
- strengthen incentives for service providers to reach the poor

<sup>8</sup> Making Decentralized Service Delivery work in Rwanda-Putting the People at the Center of Service Provision, A Policy Note, Republic of Rwanda-MINALOC, October 2006

- improve accountability in service delivery through clear division of roles (provision, financing, regulation, monitoring);
- strengthen contractual arrangements between LGs and public or private service providers explicitly benchmarking performance.

#### 3.1.4. Fiscal and financial decentralization

*Expected outcome 4: Local governments fiscally and financially empowered to fulfil their roles and responsibilities*

Fiscal and financial decentralization consists of the devolution of the financial resources and finance-related decision-making powers to sub-national governments that will allow them to implement the functions and responsibilities that have been delegated to them. The recently adopted Fiscal and Financial Decentralization Policy provides two main ways of attaining these objectives. First, the Districts are empowered to locally collect their own revenues from taxation (property tax, rental income and trade licenses), user charges and other forms of locally raised revenues. Secondly, LGs receive increasing amounts of financial resources, which are transferred as grants from the center.

However, enhancing revenue mobilization (tax and non-tax) at the level of local governments is a serious challenge to the attainment of local autonomy and for the successful implementation of GoR's Decentralization Policy. Efforts to improve the situation in a comprehensive manner are underway, including steps taken to ensure use of transparency and accountability principles in public financial management.

Fiscal and financial decentralization will be achieved by the simultaneous implementation of the following activities and measures:

- strengthen the planning and budgeting cycle for local authorities;
- harmonize financial management mechanisms and tools to support service delivery and implementation of District Development Plans (DDPs) and District Capacity Building Plans (DCBPs);
- reinforce LG capacity for revenue mobilization and estimation, tax collection, absorption, compliance, financial management, and financial control;
- diversify local administrations' sources of revenue (e.g. taxes, fees, licenses, gifts, bequests, investments, endowments, borrowing) and reduce LGs dependence on donor financing in order for them to move towards financial independence;
- reinforce the intergovernmental fiscal transfer system;
- provide a more equitable and balanced distribution of the resources allocated to local administrations.

#### 3.1.5. Monitoring, evaluation and management information system

*Expected outcome 5: A robust M&E system and Management Information System established for effective evaluation of decentralization implementation and informed decision making*

The decentralization program in Rwanda lacks a strong and reliable monitoring and evaluation system. Mechanisms for informed decision-making processes will be therefore reinforced at local and national levels. Interaction between information providers and users shall be strengthened by the development of a Management Information System (MIS) enabling extensive two-way information sharing between local governments and stakeholders at national level, including sectoral information.

MIS, Geographical Information System (GIS) and Information and Communication Technology (ICT) will therefore be developed as tools for facilitating intra-governmental and intersectoral coordination, communication, data exchange, and collaborative mechanisms for improved Decentralization Policy implementation. Regular assessments are also required to measure the impact on citizens' well-being of interventions aimed at implementing the Decentralization Policy.

A number of activities will be carried out to improve monitoring, evaluation and management of information:

- establish an adequate and efficient impact-oriented M&E framework to measure intersectoral and multisectoral implementation of decentralization;
- develop a baseline database as a reference against which progress in implementing the Decentralization Policy can be measured;
- identify and develop capacities of stakeholders responsible for implementation, operationalisation and updating of the M&E system;
- reinforce MINALOC and local government capacities to produce, collect, treat, analyse and disseminate information to the public on local governance and development;
- develop a documentation unit within MINALOC with effective reporting mechanisms to enable interaction between information providers and users;
- develop, put in place and maintain a Management Information System (MIS) that central and local government authorities and other stakeholders can contribute to, easily access and use for informed decision making;
- consolidate use of the Citizen Report Card (CRC) and Community Score Cards (CSC);
- reinforce the use of information technologies to improve quality of services provided by public administrations and to enhance citizen's empowerment.

### 3.2. Linking RDSF with Rwanda's long-term development objectives

Ultimately, the goal of decentralization is to play a major role in achieving Rwanda's national development objectives and long-term goals. Therefore, the decentralization implementation strategy needs to foster convergence between decentralization processes and national strategies for economic development and poverty eradication, and ensure that all strategies for overall development objectives integrate decentralization principles. This section analyses the linkages and interrelations between the decentralization strategy, highlighted in the previous section, and the country's long-term development objectives.

#### *The Millennium Development Goals (MDGs)*

According to most recent reports on MDG progress (e.g. Enquête Intégrale des Conditions de Vie des Ménages (EICV), the Demographic and Health Survey and MDG Status Report of 2003), Rwanda has

achieved impressive results despite the destruction associated with the genocide. The current decentralization phase provides a golden opportunity for creation of strong synergies and coordination among key socio-economic sectors, with the aim of efficiently contributing to accelerating the rate of poverty reduction.

#### *Vision 2020 and sustainable growth*

Rwanda's Vision 2020 is based on six pillars (governance, human resource development, private sector-led economy, infrastructure, productive and market-oriented agriculture and regional economic integration) and three cross-cutting issues (gender equality, environmental protection and science and technology, including ICT). The vision places decentralization at the centre of its first pillar – *“People’s participation at the grassroots level will be promoted through the decentralization process, whereby local communities will be empowered in the decision making process, enabling them to address the issues which affect them the most.”*

The RDSF takes most of Vision 2020's pillars and cross-cutting areas into account. Consolidating the Decentralization Policy requires better integration of Vision 2020 principles concerning growth. The Vision 2020-Umurenge initiative, launched in February 2007, aims to promote an integrated approach to local development through a combination of those locally-initiated programs focusing on poverty reduction (*Ubudehe*, HIMO, Millennium Village Project, etc).

#### *Economic Development and Poverty Reduction Strategy (EDPRS)*

The second-generation poverty reduction strategy – the Economic Development and Poverty reduction Strategy (EDPRS) – has defined for “Decentralization, Citizen Participation and Accountability” an overall purpose of *“Equitable, efficient and effective pro-poor services and local development in an environment of Good Governance”*.

The EDPRS logframe is defined around nine key outputs in the following areas: ownership and engagement of all stakeholders; harmonisation of legal, institutional and policy frameworks; development of capacities at all levels; fiscal and financial decentralization; citizen participation in governance and decision-making; transparency and accountability; involvement of civil society in governance and development action; professionalisation of media; and establishment of an M&E framework and MIS for the decentralization process.

These outputs constituted important elements in determining the key strategic areas of the Rwanda Decentralization Strategic Framework, and will be integrated in the subsequent implementation program for the strategy (the DIP).

## 4. Implementation of RDSF

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### 4.1. Decentralization Implementation Program and Plans

The Rwanda Decentralization Strategic Framework will be implemented through a five-year Decentralization Implementation Program (DIP) covering the period 2007/08-2011/12. Annual action plans will be designed to specify activities to attain the expected outputs and outcomes of the program.

Implementation of action and activity plans will be overseen by central government institutions in association with local governments, private sector, civil society organisations and development partners at national and local level. The DIP will be executed under the overall purview of MINALOC through the NDIS.

The DIP will be developed around the five Strategic Areas of RDSF. Capacity development, primarily at local level, represents one of its key components. Capacity building activities will contribute to the successful attainment of expected impact, outcomes and outputs of the RDSF and EDPRS. Their effective implementation depends on informed, accountable and capable public servants, CSOs and the private sector.

A general program support component of the DIP will sustain overall management activities, logistics, operations and overarching systems development, including decentralization information management, coordination of development partners' interventions and RDSF/DIP monitoring and evaluation.

### 4.2. Management Arrangements

The RDSF and DIP will be managed through six main structures as outlined below. The structures will be complemented and reinforced by the wider operations of all central government entities (ministries and agencies) and local governments in line with the mandate, roles and responsibilities defined for each level of government. These are indicated at Annex 1 and 2.

#### 4.2.1 National Decentralization Stakeholders Forum (NDSF)

The National Decentralization Stakeholders Forum, chaired by the Minister of Local Government, will be a bi-annual platform for a wide range of stakeholders to review and dialogue on Decentralization Policy implementation. Membership of the NDSF will include members and representatives of the legislative power, the Executive and the Judiciary, and of all Central Ministries and Local Governments, private sector (Rwanda Private Sector Federation), civil society and professional bodies (Civic Organizations, Legal Associations, Universities, Think Tanks and Research Institutions). Development partners contributing to RDSF implementation will be associate members of the NDSF.

The NDSF will meet once every six months (prior to the Program Steering Committee meeting) and its aims and activities will include, to:

- Cultivate and assure sustained political commitment for the implementation of Decentralization Policy;
- Review the Decentralization Policy and strategy and provide direction on how these could be strengthened;
- Evaluate and where necessary agree on strategies to ensure integration of decentralization principles in all national reform programs;
- Monitor RDSF implementation progress and challenges, including the strategic co-ordination of various initiatives, and deciding on the way forward especially on fiscal and financial decentralization issues
- Liaise with the platform of Rwanda Economic and Social Development Council (RESC) dealing with Nation Building and Good Governance issues.

To ensure effective functioning of this important multi-sectoral body, the NDSF will be supported by the **National Decentralization Implementation Secretariat (NDIS)** which will serve as its secretariat.

#### 4.2.2 Program Steering Committee (PSC)

The Program Steering Committee chaired by the Minister of MINALOC will steer, oversee and supervise implementation of the DIP. It will oversee the work of NDIS. The PSC will include the Ministers of MINECOFIN, MIFOTRA, MINAGRI, MININFRA, MINEDUC, MINISANTE, and MINETERE (and other ministries as associated members<sup>9</sup>); the Rwandese Association of Local Government Authorities (RALGA); and Development Partners involved in RDSF implementation.

PSC's main mission will be to provide strategic advice and support for coordination and harmonization of all stakeholders' support to the DIP and serve as its decision-making body. The PSC will meet at least once every six months<sup>10</sup> and have responsibility for the following tasks:

- Mobilize adequate resources for DIP implementation;
- Review DIP work plans and approve detailed six month plans;
- Review and advise on strategic inputs to the DIP such as new policies, co-ordination mechanisms and financing arrangements;
- Review DIP biannual progress reports and financial statements;
- Participate in annual joint reviews of DIP implementation;
- Manage DIP risks;
- Approve the agenda of the NDSF.

#### 4.2.3 National Decentralization Implementation Secretariat (NDIS)

The National Decentralization Implementation Secretariat is a newly established agency under MINALOC<sup>11</sup>. The NDIS will report to the PSC and provide secretariat services to both the PSC and the NDSF. It will be responsible for day to day management and coordination of DIP implementation.

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<sup>9</sup> Associated members will be copied on all PSC proceedings and can attend PSC meetings.

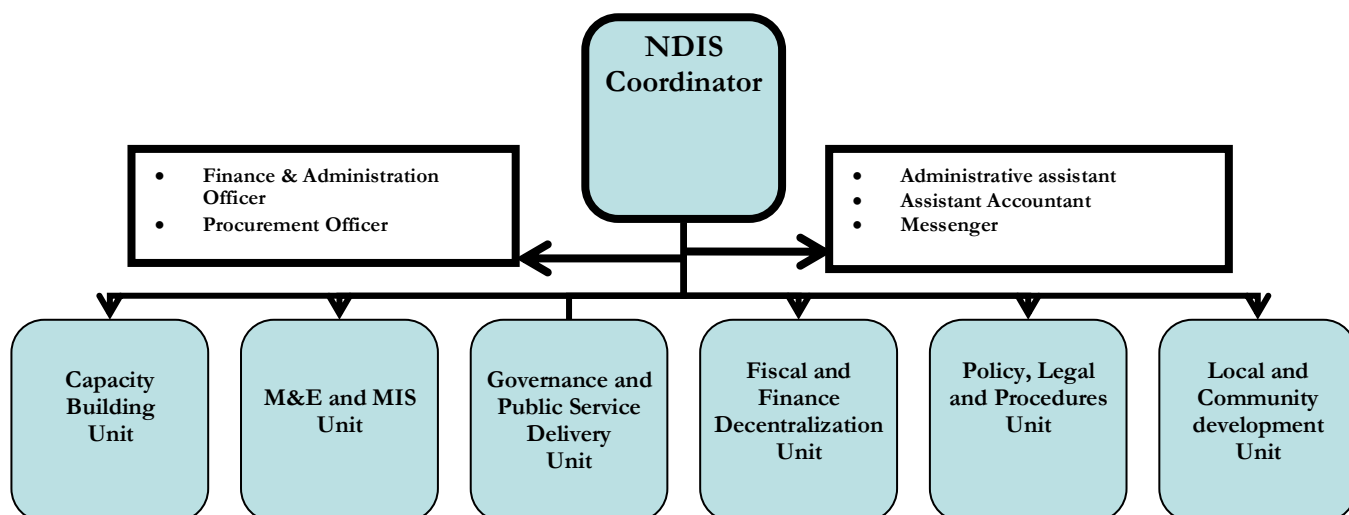
<sup>10</sup> The PSC may meet more frequently as agreed between the members.

<sup>11</sup> The former NDIS was a project unit funded by UNDP within MINALOC. The name has been retained but the legal and organisational framework of the new NDIS is different. It is now set up as an agency under MINALOC.

The mission of NDIS in relation to the DIP will be to:

- Identify, coordinate and harmonize the actions and activities of all stakeholders contributing to DIP implementation, including specialized units for implementation of decentralization in MINECOFIN, MIFOTRA, decentralization focal points in ministries and provinces, private sector, civil society and development partners;
- Ensure that the management and funding arrangements defined in the DIP are established, operational, efficient and effective.
- Establish and manage the DIP basket fund in line with the MoUs signed with contributing partners and in liaison with MINECOFIN;
- Liaise with and support GoR institutions in integrating the decentralization process in their areas of responsibility, and in national reform programs and policies
- Monitor and evaluate DIP implementation ensuring that mandated missions, objectives, actions, and activities are adhered to; and adequately inform MINALOC and the PSC for effective decision-making;
- Manage the annual joint review process and report preparation;
- Share information related to the implementation of decentralization with all stakeholders at central and local level;
- Mobilize resources for the DIP.

The structure of NDIS incorporates capacity to coordinate, manage and monitor all key aspects of Decentralization Policy implementation, as shown in the organizational structure below. Detailed job descriptions will be provided in the DIP document



#### 4.2.4 Decentralization Cluster (DC)<sup>12</sup>

The Decentralization Cluster comprises technical representatives of all organisations (Government; including decentralization focal points and CDF, RALGA, development partners and civil society) supporting DIP implementation through the DIP basket fund or other related technical and financial

<sup>12</sup> The Decentralization Cluster replaces the Reform Management Team.



contributions. The DC will be chaired by the Secretary General of MINALOC and co-chaired by the lead donor on decentralization. It will be the forum for co-ordination of technical and management inputs for the DIP. The DC will meet at least every two months and its tasks will include, to:

- Review DIP work plans, progress reports and financial statements prior to presentation to the PSC, and advise PSC members as necessary;
- Provide information on own initiatives to facilitate co-ordination with DIP implementation where necessary;
- Advise NDIS on the management of the DIP, including procurement plans as appropriate;
- Review technical inputs to the DIP;
- Participate in field visits to review DIP implementation and issues arising at local government level; and;
- Participate in joint annual reviews of DIP implementation.

#### 4.2.5 Decentralization Focal Points in Ministries and Provinces<sup>13</sup> (FPs)

Planning Directors in Ministries and Provinces are designated to be Decentralization Focal Points. These officers will be associate members of the DC and provide support for harmonising and co-ordinating decentralized sectoral initiatives with the DIP<sup>14</sup>. In relation to the DIP, the Focal Points will:

- Provide NDIS with information on DIP related initiatives and funding to facilitate co-ordination and avoid duplication;
- Facilitate implementation of the DIP in their respective areas of responsibility – including direct support to local governments;
- Ensure that their respective ministries fulfil their designated roles and responsibilities as outlined at Annex 2 and as envisaged within the DIP;
- Provide timely and relevant information to their representatives in the NDSF to support high level decision-making with implications for the DIP;
- Participate in Cluster meetings/forums as necessary.

#### 4.2.6 Local Governments Consultative Forum (LGCF)

The Local Government Consultative Forum will be responsible for assuring alignment of DIP interventions with core local government and community needs for decentralization management support. It will also serve to exchange information and best practices between different level of government. This forum will be convened twice a year in preparation to the National Decentralization Stakeholders Forum (NDSF). Decentralization focal points (FPs) in Ministries and Provinces and District representatives are members of the LGCF. Resolutions from these national meetings will be disseminated to Local Governments and other lower levels of administration.

Local Government staff at all levels will facilitate DIP activities in collaboration with implementing partners including civil society and private contractors. They will contribute to the monitoring and evaluation framework for the DIP through their engagement in the Joint Action Development

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<sup>13</sup> Note that provinces are planned to be phased out.

<sup>14</sup> Where necessary, the DIP will provide capacity building support to focal points for the first year of the programme, to facilitate mainstreaming of Decentralization Policy and support the development of capacity to operate in the decentralized framework for each sector.



Forums<sup>15</sup>, by reporting progress of inputs and outputs in agreed formats to NDIS, facilitating and participating in periodic field reviews and the annual joint reviews by all DIP stakeholders.

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<sup>15</sup> Joint Action Development Forums are platforms at local government level which bring together all stakeholders and partners engaged in development activities within each territory. They are co-chaired by the Deputy Mayor and an elected development partner.

### 4.3. Funding Mechanisms

Implementation of the RDSF through its program (DIP) and action plans will be financed by internal and external resources.

#### 4.3.1. Internal national resources

National financial resources supporting Decentralization Policy implementation are channelled through a number of systems and include:

- Government of Rwanda funds allocated to the DIP basket fund;
- National budget allocations to government institutions contributing to decentralization process implementation;
- Local Governments' own revenues (tax and non-tax);
- Intergovernmental fiscal transfers for service delivery (block grants, earmarked grants and capacity development funds).

RDSF is meant to reinforce coordination and harmonization in use of these resources with the overall purpose of more efficiently achieving Decentralization Policy objectives. Here, efficient implementation of the Fiscal and Financial Decentralization Policy represents a key priority as intergovernmental fiscal relations play a central role in the success of the decentralization process by shaping the relations between central government and districts.

In this context, the Common Development Fund (CDF) will continue to stimulate sustainable local development and local economies by distributing development grants. In accordance with the Government's vision, the CDF is gradually moving from project to budget support for development financing at district level and is to merge different funding and aid modalities under its umbrella. This change follows improved levels of absorption and management capacities in LGs.

Revitalisation of CDF mechanisms will include strengthening of the demand side, for example with reinforcement of local government capacities to elaborate and implement fully participative and technically sound DDPs and Vision 2020-Umurenge Plans. Local government will be made aware of the opportunities that CDF offers, the modalities for access to financing, as well as tendering procedures and public financial management standards to be met.

The structure and functioning of CDF will be reinforced for two main purposes: first, encouraging local economic growth and investment opportunities, and secondly, eventually introducing LG performance criteria in the selection and funds allocation system.

#### 4.3.2. Development partners support

The Rwanda Aid Policy incorporates many elements of the Paris Declaration and clearly sets out GoR's preferences in terms of the type of aid it wishes to attract from Development Partners. By setting its own development objectives, policies and strategies, the Government of Rwanda is reinforcing its ownership of development activities and provides a stronger basis for increased alignment of external assistance.

The RDSF provides a framework for DPs support to decentralization. This support should be coordinated and delivered through national systems. Development partners will be required to ensure that their programming and contributions are aligned with defined RDSF strategy and the Rwanda Aid Policy. This includes appropriate mechanisms for knowledge transfer.

After extensive consultations between GoR and DPs, it has been agreed that a decentralization basket fund, with joined-up financing agreements, will be created for RDSF implementation and reduction of transaction costs.

In the interest of mutual accountability, contracts clarifying rights and obligations will be developed by the Government of Rwanda and contributing development partners. These contracts will take the form of memoranda of understanding signed by both parties. Management of the basket fund will follow the existing procedures for accounting, funding and procurement of the Government of Rwanda.

A number of DPs are currently providing successful and effective assistance to the decentralization process in the form of project support at both central and local levels. If unable to participate in joint financing opportunities, they will endeavour to align their interventions with the RDSF. They will continue to ensure that adequate information is provided and that their activities are integrated in existing planning and M&E instruments, notably in the DIP, DDPs, MTEF and DCBP. For this purpose, the existing coordination mechanisms will be reinforced by MINALOC and MINECOFIN/CEPEX and adequate measures adopted in order to optimize the synergy between all kinds of DPs interventions.

#### 4.4. Monitoring and Evaluation

As stated in the Rwanda Aid Policy and M&E framework, the Government encourages its development partners to use the national monitoring and evaluation system, thus simplifying monitoring, evaluation and reporting, and ultimately reducing the burden on both government and donors.

To ensure attainment of the EDPRS and RDSF results as well as the sustainability of national Decentralization Policy implementation, stakeholders at all levels need to be able to appreciate the coverage, impact and effects of interventions in support of the process. For this purpose a national Decentralization Monitoring and Evaluation System will be put in place as emphasised in Strategic Objective 5 of the RDSF. It will include a mechanism for regular monitoring of decentralization change and reform process (e.g. peer review, external independent evaluation)

The M&E system will guide information collection and analysis of data required to qualify and quantify results of the RDSF. It will allow informed decision-making and support the development of future strategies and interventions in the spirit of continuous improvement.

The data required for the decentralization M&E system will include public records, surveys and reports from, among others, MINALOC, MINECOFIN, NIS, MIFOTRA, line ministries, RRA, Parliamentary Commission for Budget, NEC, OAG and the Ombudsman. The data collected will provide information on performances of stakeholders at central and local level and adopted mechanisms for decentralization.

Local government records also constitute important sources of data. Some examples are DDPs and SDPs, District Capacity Building Plan monitoring reports, district tax office reports, district internal audit reports, JADF reports, and reports of the District Commissions. Other information will be additionally provided by CSOs, NGOs and donor reports.

Important data will finally also be collected with a certain number of surveys, especially the Citizen Report Cards and Community Score Cards. These represent innovative tools to measure citizen and community satisfaction of the public sector performances quantitatively and qualitatively.

The overall design and organisation of the RDSF Implementation Monitoring and Evaluation System will be developed and administered by the NDIS in close partnership with Local Governments and the National Institute for Statistics.

The direct impact and the outcomes of RDSF implementation on local governance and sustainable local development will be determined by the indicators incorporated in the EDPRS. To this intention, two indicators, at the purpose level, have been identified for the RDSF monitoring system:

1. Increased percentage of the population expressing satisfaction and confidence in decentralized governance.
2. Percent of people who believe the government is accountable and responsive to people's needs.

At the output level, eight key indicators have been selected to measure progress of the decentralization implementation strategy:

1. Increased percentage of population expressing satisfaction with service delivery and local development (S.A.1)
2. Percent of National laws, by-laws and regulations which fully conform to the Decentralization Policy and to the principles of good governance (S.A.1)
3. Percent of population and CSOs satisfied with their participation in decision-making (S.A.2)
4. Percent of the population and CSOs aware of mechanisms and modalities available to express themselves (S.A.2)
5. Increased Percentage of Districts which achieve a minimum of 80 percent of their service delivery and sustainable local development targets for which they are responsible (S.A.3)
6. Percent of LGs that meet set benchmarks of mainstreaming cross-cutting issues (e.g. HIV/AIDS, gender, environment and social inclusion) in planning and budgeting (S.A.3)
7. Number of District spending at least 30 percent of the Budget for local investment purposes (S.A.4)
8. M&E data systems are effective in identifying fiscal mismanagement, corruption, managerial incompetence and non-compliance with Decentralization Policy and principles of good governance at all levels (S.A.5)

A number of more specific indicators and M&E mechanisms will be presented in the DIP.

## ANNEX 1: Roles and responsibilities of various layers of administration

Level of administration	Vision	Objective	Responsibility/Role
<b>National</b>	Promote governance aimed at durable socio-economic development;	Promote governance aimed at durable socio-economic development;	<ul style="list-style-type: none"> <li>- Develop policies, programmes and principles which govern the country;</li> <li>- Mobilise resources to enable implementation of the programmes;</li> <li>- Build capacity of the population and entities which implement programmes prepared at national level;</li> <li>- Evaluate and monitor the implementation of set policies and programmes.</li> </ul>
<b>Province</b>	Co-ordinate national programmes and District planning.	<ul style="list-style-type: none"> <li>- Co-ordinate District planning with national policies;</li> <li>- Develop the economy by relying on locally available materials.</li> </ul>	<ul style="list-style-type: none"> <li>- Co-ordinate District planning with sufficient budget to implement it;</li> <li>- Ensure Districts implement policies whose objective is governance that supports culture of peace, transparency and participation of citizens in decision making;</li> <li>- Ensure District governance and administration are in line with national policies, laws and regulations;</li> <li>- Ensure District development is based on scientific research.</li> </ul>
<b>City of Kigali</b>	Durable economic and socio-political development, urban development in the country and the region, Kigali ought to be an exemplary city in Rwanda, region (and Africa).	<ul style="list-style-type: none"> <li>- Determine, coordinate and create development programmes based on national, regional competitiveness (or even in Africa);</li> <li>- Design master plan to improve the city without damaging the environment;</li> <li>- Co-ordinate development activities of Districts which comprise it.</li> </ul>	<ul style="list-style-type: none"> <li>- Draw up city master plan and housing designs;</li> <li>- Strengthen City, Districts and Sectors capacity;</li> <li>- Determine and implement city development programmes;</li> <li>- Co-ordinate and analyse vital statistics on socio-economic development;</li> </ul>

			- Mobilise local and foreign funds to invest in the City of Kigali.
<b>District</b>	Durable socio-economic development.	<ul style="list-style-type: none"> <li>- Co-ordinate and assist Sectors to deliver better services to the population;</li> <li>- Determine, co-ordinate and implement development plans;</li> <li>- Promote good relationships and co-operation with other Districts.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure urban, economic and demographic development and enhance “poles of development”;</li> <li>- Build the capacity of Sectors to enable them give better services to the population;</li> <li>- Develop and implement District development plans;</li> <li>- Co-ordinate and analyse vital statistics which indicate socio-economic development of the population;</li> <li>- Coordinate District development programmes and give better services to the population, delivered at Sector level;</li> <li>- Emphasize transparent management of public resources;</li> <li>- Mobilise funds to invest in the District;</li> <li>- Put emphasis on scientific research in the District development;</li> <li>- Promote ICT;</li> <li>- Promote the social welfare of the population;</li> <li>- Mobilise funds and other resources</li> </ul>
<b>Sector</b>	Make the Sector a base of administration, socio-economic development and service delivery in which the population participate.	<ul style="list-style-type: none"> <li>- Monitor and co-ordinate Cell activities;</li> <li>- Solve population problems and deliver basic services;</li> <li>- Ensure security of people and their property;</li> <li>- Sensitise the population about Government policies and programmes;</li> <li>- Mobilise resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Give basic services;</li> <li>- Analyse population problems and design development plans in which the population participate;</li> <li>- Solve population problems;</li> <li>- Collect basic statistics on which development activities shall be based;</li> <li>- Sensitise the population to implement Government policies and programmes and</li> </ul>

			<p>to be patriotic;</p> <ul style="list-style-type: none"> <li>- Ensure proper management of public resources;</li> <li>- Coordinate specific Government programmes such as Gacaca, TIG, reconciliation committees etc.</li> <li>- Promote ICT.</li> </ul>
<b>Cell</b>	<p>Make the Cell a level of administration which co-ordinates peoples aspirations and sensitises them to participate in Government development programmes.</p>	<ul style="list-style-type: none"> <li>- Assist “Umudugudu” levels of administration to co-operate better with Sector technical staff;</li> <li>- Assist the population to participate in different Government programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- Assist the “Umudugudu” realise its objectives;</li> <li>- Link the “Umudugudu” level of administration with that of the Sector;</li> <li>- Collect basic statistics and deliver them to the Sector;</li> <li>- Analyse population problems, co-ordinate their aspirations, priotise them and take to the Sectors problems which are beyond the means of Cell;</li> <li>- Resolve conflicts, and fight injustice;</li> <li>- Promote education and good social behaviour;</li> <li>- Promote peace and security.</li> </ul>
<b>Umudugudu</b>	<p>Make the “Umudugudu” base of people mobilisation.</p>	<ul style="list-style-type: none"> <li>- Promote better co-operation and good co-existence among the population;</li> <li>- Assist the population to keep peace and security, hygiene, maintain infrastructure, protect the environment, and participate in communal work (umuganda) and other Government programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- Collect basic statistics and deliver them to institutions which analyse, utilise and keep them;</li> <li>- Promote ICT;</li> <li>- Promote peace and security.</li> </ul>





## ANNEX 2: Roles and responsibilities of administrative layers (per sector - different ministries)

### 2.1. Roles and responsibilities of the Ministry of Local Government, Good Governance, Community Development and Social Affairs.

Level of administration		Local Administration	Good Governance	Resource mobilisation	Community Development	Social Affairs
National	Objective	Promote capable, decentralized governance	Promote culture of good governance which aims at fighting poverty.	Build capacity in taxation, management, audit and statistics of various sectors of administration	Promote community development activities, beneficial to the citizens and in which they participate.	Assist citizens to protect and improve their social welfare
	Responsibility	<ul style="list-style-type: none"> <li>- Enact policies, laws, and decrees concerning national administration;</li> <li>- Establish mechanism to coordinate and monitor activities of the Province, District, Town and City of Kigali;</li> <li>- Build capacity of local and national administration.</li> </ul>	<ul style="list-style-type: none"> <li>- Enact policies, laws, decrees and strategies on good governance;</li> <li>- Mobilise resources;</li> <li>- Build capacity in good governance;</li> <li>- Monitor and evaluate the implementation of good governance programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Enact policies, laws, decrees with objective of building District capacity in taxation, management and statistics;</li> <li>- Improve capacity of personnel in charge of taxation, management, audit and statistics;</li> <li>- Collect, summarise and analyse vital statistics in income and expenditure of fiscal resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Enact policies, laws, decrees, regulations, and strategies concerning community development;</li> <li>- Mobilise resources;</li> <li>- Build community development capacity in relevant entities.</li> </ul>	<ul style="list-style-type: none"> <li>- Enact and update policies, laws, and major programmes concerning social affairs and assistance to the vulnerable part of society;</li> <li>- Mobilise funds for social development;</li> <li>- Improve social development capacity in relevant structures;</li> </ul>
City of Kigali	Objective	<ul style="list-style-type: none"> <li>- Coordinate and assist Districts to give better services;</li> <li>- Promote good relationship and cooperation with other cities;</li> <li>- Co-ordinate security activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Determine, co-ordinate and implement good governance programmes;</li> <li>- Co-ordinate activities which fight injustice.</li> </ul>	<ul style="list-style-type: none"> <li>- Determine, coordinate and design programmes for taxation, audit, management and statistics of financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Determine, coordinate and create city development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- Determine, coordinate and create programmes to assist the vulnerable in society.</li> </ul>
	Responsibility	<ul style="list-style-type: none"> <li>- Co-ordinate District activities,</li> <li>- Build Districts capacity;</li> <li>- Co-ordinate and analyse essential statistics on population increase;</li> <li>- Receive and resolve citizens problems which could not be solved at District level;</li> <li>- Design and co-ordinate programmes and activities which ensure peace and security among the population;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate District good governance activities;</li> <li>- Build District capacity in good governance;</li> <li>- Coordinate and analyse essential statistics on population increase;</li> <li>- Co-ordinate specific activities</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate taxation and management activities of Districts which comprise the City;</li> <li>- Design and decentralise audit and fiscal capacity;</li> <li>- Co-ordinate and analyse vital statistics showing financial revenue of the City;</li> </ul>	<ul style="list-style-type: none"> <li>- Co-ordinate City development activities;</li> <li>- Design local area development plan and housing plans;</li> <li>- Design and implement City development programme;</li> </ul>	<ul style="list-style-type: none"> <li>- Co-ordinate and analyse vital statistics showing level of social development in City;</li> <li>- Promote social development of residents of the City;</li> <li>- Co-ordinate and analyse statistics of the vulnerable in general and</li> </ul>

			(Gacaca, TIG, reconciliation committees, fight against corruption etc.); - Promote good governance in all institutions and structures which constitute the City; - Monitor and promote activities of political parties and Non-Governmental Organisations;	- Co-ordinate and monitor the District/Town budget preparation; - Mobilise financial and other resources; - Proper management of City resources;	- Harmonise and analyse vital statistics on city development; - Coordinate and monitor development planning of the City and District;	specifically those assisted by FARG and mobilise assistance for them; - Co-ordinate and monitor social activities in Sectors in Districts; - Co-ordinate and analyse statistics on population social development;
<b>Province</b>	<b>Objective</b>	- Co-ordinate social and administrative activities	- Coordinate good governance activities	- Coordinate taxation and financial management activities	- Coordinate community development activities	- Coordinate District programmes aimed at social development.
	<b>Responsibility</b>	- Monitor and coordinate District activities;	- Monitor and coordinate District good governance activities;	- Coordinate District budget preparation; - Ascertain if Districts implement policies and strategies aimed at better taxation and financial management;	- Coordinate District planning; - Ascertain if Districts implement policies and strategies aimed at socio-economic development; - Put emphasis on District development research;	- Ascertain national policies on social development are being implemented at District level;

<b>District</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Coordinate and assist Sectors give better services;</li> <li>- Promote good relations and cooperation with other Districts;</li> <li>- Coordinate security programmes and activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Design, co-ordinate and implement social programmes;</li> <li>- Coordinate activities which fight corruption and injustice;</li> </ul>	<ul style="list-style-type: none"> <li>- Design, coordinate and implement taxation and financial management programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Design, co-ordinate and implement economic programmes in general;</li> </ul>	<ul style="list-style-type: none"> <li>- Design programmes to co-ordinate activities which promote the social welfare of vulnerable members of society;</li> <li>- Coordinate programmes and activities which promote the socio-economic status of the vulnerable members of society;</li> </ul>
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Build Sectors capacity to give the population better services;</li> <li>- Coordinate and analyse vital statistics on population increase;</li> <li>- Coordinate activities which deliver better services;</li> <li>- Coordinate Sector activities;</li> <li>- Improve and promote the “twinning” process;</li> <li>- Receive and resolve the population complaints which could not be solved at Sector level;</li> <li>- Establish and co-ordinate programmes and activities which promote law and order;</li> <li>- Promote the culture of democracy.</li> </ul>	<ul style="list-style-type: none"> <li>- Build District capacity;</li> <li>- Monitor and analyse the operations of Non-Governmental Organisations and political parties;</li> <li>- Improve the working method of civil society and NGOs;</li> <li>- Coordinate activities of specific programmes such as Gacaca, TIG, communal work (umuganda), reconciliation committees etc.;</li> <li>- Promote good governance;</li> <li>- Promote the culture of patriotism;</li> <li>- Promote the culture of democracy;</li> <li>- Monitor activities of political parties.</li> </ul>	<ul style="list-style-type: none"> <li>- Design better taxation procedures;</li> <li>- Design better District financial management procedures;</li> <li>- Co-ordinate and analyse statistics of income and expenditure of revenue;</li> <li>- Design and implement District and Sector personnel capacity building programmes in revenue collection and expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>- Pay special attention to urban development, building and settlement trends, and promote “poles of development”;</li> <li>- Design and implement District development programmes;</li> <li>- Co-ordinate and analyse essential development statistics;</li> <li>- Co-ordinate District development programmes (PDC) and prepare projects to be presented to donors;</li> <li>- Monitor projects operating in the District;</li> <li>- Establish working mechanisms with the donor community;</li> </ul>	<ul style="list-style-type: none"> <li>- Co-ordinate and analyse the statistics of the vulnerable members of society and provide them assistance in general but specifically those assisted by FARG;</li> <li>- Establish programmes and coordinate activities which mobilise the population and specifically the vulnerable segment of society, to engage in self-help activities;</li> <li>- Establish programmes and coordinate activities which mobilise the population to join the health insurance schemes and write down those who wish to join;</li> </ul>

						<ul style="list-style-type: none"> <li>- Receive and resolve citizens social complaints which could not be solved at Sector level;</li> <li>- Coordinate and monitor social activities in the Sector;</li> <li>- Coordinate and analyse vital statistics on social activities of the population.</li> </ul>
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<b>Sector</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell activities;</li> <li>- Provide basic services and resolve citizens problems;</li> <li>- Provide security for people and their property;</li> <li>- Mobilise the population to implement Government policies and programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise the population on Government good governance policies;</li> <li>- Promote the culture of democracy;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and coordinate taxation programmes;</li> <li>- Sensitise the population on policies and decrees which govern taxation and good management of financial resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and co-ordinate development programmes;</li> <li>- Sensitise the population on policies and general development programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Identify and resolve problems which hinder social development;</li> <li>- Sensitise the population on policies and programmes which promote social development.</li> </ul>
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	<p><b>Responsibility</b></p>	<ul style="list-style-type: none"> <li>- Deliver basic services (certificates of marriage, birth, death);</li> <li>- Receive, analyse, and resolve citizens problems;</li> <li>- Collect statistics on population</li> </ul>	<ul style="list-style-type: none"> <li>- Submit reports on Non-Governmental Organisations;</li> <li>- Mobilise the population to participate in Government policies and programmes and be patriotic;</li> <li>- Ensure good management of Sector resources;</li> <li>- Organise elections;</li> <li>- Educate and instil into the population the culture of fighting corruption.</li> </ul>	<ul style="list-style-type: none"> <li>- Support the District in the taxation exercise;</li> <li>- Ensure good management of the Sector resources;</li> <li>- Identify goods and services in the Sector which should be taxed;</li> <li>- Identify and list all citizens who should pay taxes in each Sector;</li> <li>- Collect basic statistics on Sector revenue;</li> <li>- Ensure good management of resources allocated to the Sector;</li> </ul>	<ul style="list-style-type: none"> <li>- Analyse population problems and prepare a Sector development plan;</li> <li>- Collect essential statistics on which development projects shall be based;</li> <li>- Sensitise the population to implement Government development policies and programmes (imidugudu, fight against soil erosion; environment conservation and protection, cooking stoves which conserve wood fuel etc);</li> </ul>	<ul style="list-style-type: none"> <li>- Harmonise the figures of the vulnerable members of society and allocate them assistance, particularly those helped by FARG;</li> <li>- Prepare programmes to mobilise the population and those vulnerable in particular to start self-help projects;</li> <li>- Prepare programmes to mobilise the population to join medical insurance schemes and enlist those who want to join;</li> <li>- Receive and resolve citizen's social programs which could not be solved at Cell level;</li> </ul>
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<b>Cell</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Assist administration structures in “imidugudu” to deliver services;</li> <li>- Create enabling environment for the population to participate in government programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise the population to be patriotic;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise the population to pay their taxes and monitor the use of Cell resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise the population to participate in development programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Give necessary information on population and social development and act as a funnel through which to channel external funding;</li> <li>- Enable the population to participate in programmes which resolve problems that hinder their socio-economic development.</li> </ul>
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Monitor and assist “Imidugudu” to deliver good services;</li> <li>- Collect statistics on Cell population.</li> </ul>	<ul style="list-style-type: none"> <li>- Resolve conflicts and fight injustice;</li> <li>- Mobilise the population to participate in government programmes, (Election, Gacaca, Unity and Reconciliation, fight against corruption etc.);</li> </ul>	<ul style="list-style-type: none"> <li>- Collect basic, data statistics necessary on revenue collection;</li> <li>- Mobilise the population to pay their taxes;</li> </ul>	<ul style="list-style-type: none"> <li>- Collect the necessary data vital in planning and deliver it to the Sector;</li> <li>- Analyse population problems;</li> <li>- Mobilise the population to participate in development programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Identify the vulnerable members of society and give them basic help particularly those assisted by FARG;</li> <li>- Mobilise the population particularly the vulnerable members of society to start self-help projects;</li> <li>- Mobilise the population to join medical insurance schemes, enlist those who have joined and keep that data safely;</li> <li>- Receive and resolve problems which are beyond their means.</li> </ul>

<b>Umudugudu</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Promote the culture of cooperation and good neighbourliness among the population;</li> <li>- Create an enabling environment for the population to implement Government programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote the culture of good governance;</li> </ul>	<ul style="list-style-type: none"> <li>- Create an enabling environment for the population to pay their taxes;</li> <li>- Monitor the use of existing resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote the culture of co-operation and development;</li> <li>- Create an enabling environment for the population to participate in communal work (umuganda).</li> </ul>	<ul style="list-style-type: none"> <li>- Furnish information on the vulnerable members of society who need basic assistance;</li> <li>- Mobilise the population to join cooperatives which can enable them solve their social problems and assist each other.</li> </ul>
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## 2.2. Roles and responsibilities of local administration in the sector of sports and culture after the reform (MIJESPOC)

Level of administration		Youth	Culture	Sports and Leisure
National	<b>Objective</b>			
	<b>Responsibility</b>	-	-	-
Province/City of Kigali	<b>Objective/City of Kigali</b>	Monitor the implementation of policies and programmes on youth, culture, genocide, sports and leisure by Districts;	<ul style="list-style-type: none"> <li>- Monitor the implementation of culture policies and programmes by Districts;</li> <li>- Co-ordinate District activities on genocide with maintenance of genocide sites;</li> <li>- Fight sectarian tendencies and genocide ideology;</li> <li>- Carry out research on genocide;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the implementation of culture and leisure policies and programmes by Districts;</li> </ul>
District	<b>Objective</b>	Identify youth problems and resolve them;	Promote national culture and fight genocide;	Promote athletics, sports and leisure activities;
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Prepare youth planning and budget;</li> <li>- Harmonise planning with national programmes;</li> <li>- Monitor and coordinate youth activities at District level;</li> <li>- Promote youth cooperative activities;</li> <li>- Inculcate into the youth civic education, love for work and self employment;</li> <li>- Create District youth funds and</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare culture planning and budget;</li> <li>- Harmonise culture planning with national policies and programmes;</li> <li>- Monitor and coordinate culture activities at District level;</li> <li>- Promote cultural activities, libraries, arts and crafts;</li> <li>- Collect data/statistics on cultural activities in the District;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and budget for sports, athletics and leisure activities;</li> <li>- Coordinate sports calendar with national planning;</li> <li>- Monitor and coordinate sports and leisure activities at District level;</li> <li>- Promote games and sports activities at District level;</li> <li>- Collect data and statistics on sports and competitions carried out in the District;</li> </ul>

		<p>tontines;</p> <ul style="list-style-type: none"> <li>- Collect data/statistics on youth associations operating in the District;</li> <li>- Promote the creation of youth centres and youth associations at District level;</li> <li>- Organise youth competitions to improve productivity at District level;</li> <li>- Mobilise funds to start youth cooperatives with objective of creating employment and increasing productivity;</li> <li>- Encourage youth to form cooperatives and associations in order to fight poverty and create wealth;</li> <li>- Build infrastructure to educate and promote the youth;</li> <li>- Create enabling environment for the youth to create their own employment;</li> <li>- Select and put together children gifted in athletics, sports, culture and creativity so that they are given special attention and training;</li> </ul> <p>- Monitor the operations of CFJ and “twinning” activities;</p> <ul style="list-style-type: none"> <li>- Co-operate with CNJR and youth associations;</li> <li>- Organise International Youth Day and regional youth meetings;</li> <li>- Mobilise the youth to fight AIDS and other pandemics and promote a healthy body.</li> </ul>	<ul style="list-style-type: none"> <li>- Create an enabling environment for the creation of youth centres and associations at District level;</li> <li>- Organise cultural competitions at different levels;</li> <li>- Mobilise funds to support cultural associations;</li> <li>- Mobilise the population to start cultural associations;</li> <li>- Build infrastructure which promote national culture, culture of reading and writing, arts and crafts;</li> <li>- Mobilise the population and the youth in particular to participate in cultural activities;</li> <li>- Select and bring together gifted artists so that they are given special attention and training;</li> <li>- Sensitise the population particularly the youth about the culture of reading and writing;</li> <li>- Include cultural activities in school calendar and sports activities;</li> </ul> <p>- Celebrate the International culture Day;</p> <ul style="list-style-type: none"> <li>- Create an enabling environment for the youth and the elderly to meet often and exchange views on culture;</li> <li>- Organise and conduct the programme to remember genocide;</li> <li>- Maintain the genocide sites and monitor building of new ones;</li> <li>- Collect data/statistics and carry out research on genocide;</li> <li>- Include the history of genocide in school curriculum;</li> </ul>	<ul style="list-style-type: none"> <li>- Assist in the establishment of youth centres and youth associations at District level;</li> <li>- Organise District sports and athletics competitions;</li> <li>- Mobilise funds to support leisure, games and sports associations;</li> <li>- Mobilise the population, particularly women to start sports and games associations;</li> <li>- Establish a fund to promote sports;</li> <li>- Build sports and games infrastructures at District level;</li> <li>- Select and bring together gifted youth so that they are given special attention and training;</li> </ul>
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			<ul style="list-style-type: none"> <li>- Mobilise the population to live in harmony;</li> <li>- Exhume victims of genocide and give them decent burials;</li> <li>- Coordinate genocide remembrance programmes and activities;</li> <li>- Maintain genocide memorial sites, fight sectarian tendencies and genocide ideology, carry out research on genocide.</li> </ul>	
<b>Sector</b>	<b>Objective</b>	Identify and resolve youth problems	Promote culture and fight against genocide	Promote athletics, games, sports and leisure activities.
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Prepare youth planning and budget;</li> <li>- Harmonise youth planning with national policies and programmes;</li> <li>- Monitor and co-ordinate youth activities at Sector level;</li> <li>- Promote youth activities and associations;</li> <li>- Collect data and statistics on youth associations operating at Sector level;</li> <li>- Support youth funds;</li> <li>- Inculcate in the youth, the national culture, patriotism and culture of self-employment;</li> <li>- Support the creation of youth associations at Sector level;</li> <li>- Organise youth competitions in educational activities;</li> <li>- Mobilise funds to support youth associations;</li> <li>- Mobilise the population to start youth associations;</li> <li>- Fight poverty among the youth and sensitise them to organise themselves in profit making associations;</li> <li>- Select and bring together youth gifted in games, sports, arts, crafts and culture so that they are given special attention and training;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare culture budget and planning;</li> <li>- Harmonise planning and programmes at national level;</li> <li>- Monitor and coordinate cultural activities at Sector level;</li> <li>- Promote cultural activities, libraries, arts and crafts;</li> <li>- Collect data and statistics on cultural activities performed at Sector level;</li> <li>- Support culture funds;</li> <li>- Assist in establishing centres of youth associations at Sector level;</li> <li>- Organise cultural competitions in different domains;</li> <li>- Mobilise funds to support cultural associations;</li> <li>- Mobilise the population to establish cultural associations;</li> <li>- Mobilise the population and the youth to participate in cultural activities;</li> <li>- Select and assemble artists who are specially gifted so that they are given special attention and</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare sports, athletics and leisure planning and budget;</li> <li>- Coordinate planning and programmes at national level;</li> <li>- Monitor and coordinate sports, athletics and leisure activities at Sector level;</li> <li>- Promote sports, athletics and leisure activities in the Sector;</li> <li>- Collect data and statistics on sports, athletics and leisure activities in the Cell;</li> <li>- Support fund to promote sports, athletics and leisure activities;</li> <li>- Assist in the creation of youth centres at Sector level;</li> <li>- Prepare and conduct sports and athletics competitions at Sector level;</li> <li>- Mobilise funds to support sports and athletics associations;</li> <li>- Construct sports and athletics infrastructure at Sector level;</li> <li>- Select and bring together gifted sportsmen and women so that they are given special attention and training;</li> <li>- Mobilise the population especially</li> </ul>

		<ul style="list-style-type: none"> <li>-Assist the youth to create employment and be self-employed;</li> <li>- Monitor the activities of CFJ and “twinning” activities;</li> <li>- Co-operate with CNJR and youth associations;</li> <li>- Celebrate International Youth Day;</li> <li>- Mobilise the youth to fight AIDS and other pandemics and promote healthy lively hoods;</li> </ul>	<p>training;</p> <ul style="list-style-type: none"> <li>- Assist the population to establish cultural associations;</li> <li>- Encourage the population particularly the youth to imbibe the culture of reading and writing;</li> <li>- Celebrate Culture Day;</li> <li>- Organise and conduct genocide remembrance day;</li> </ul> <ul style="list-style-type: none"> <li>- Mobilise the construction and maintenance of genocide memorial sites;</li> <li>- Collect data and do research on genocide;</li> <li>- Include history of genocide in school curriculum;</li> <li>- Mobilise the population to live in harmony; unity and reconciliation; good neighbourliness;</li> <li>- Exhume victims of genocide and give them decent burial;</li> <li>- Remember genocide and maintain genocide sites;</li> </ul>	<p>the youth to participate in sports and athletics activities;</p>
<b>Cell</b>	<b>Objective</b>	- Healthy Youth	- Citizens who maintain their culture, read, write and engage in arts and crafts activities;	- Citizens participate in sports and games activities; - Availability of sports, games and athletics infrastructure;
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Promote youth activities and associations at Cell level;</li> <li>- Collect data and statistics on youth in the Cell;</li> <li>- Fight poverty among the youth and start profit-making associations;</li> <li>- Select from the youth in the Cell young artists who are exceptionally gifted in cultural, sports, games, arts and crafts activities so that they are given special treatment and training</li> </ul>	<ul style="list-style-type: none"> <li>- Promote cultural activities, reading, writing, arts and crafts in the Cell;</li> <li>- Collect data and statistics on cultural activities in the Cell;</li> <li>- Mobilise the population to start cultural associations;</li> <li>- Select among the youth in the Cell, young sportsmen and women who are exceptionally gifted in culture, arts and crafts</li> </ul>	<ul style="list-style-type: none"> <li>- Promote sports, games and athletics in the Cell;</li> <li>- Collect data and statistics on sports, games and athletics in the Cell;</li> <li>- Mobilise the population, women in particular to do sports;</li> <li>- Identify and select from among the youth in the Cell sportsmen and women who are gifted in sports and games so that they are given special training in order to promote sports;</li> </ul>

		<p>in one place;</p> <ul style="list-style-type: none"> <li>- Inculcate in the youth civic education, love for work and employment creation;</li> <li>- Assist the youth to create jobs;</li> <li>- Celebrate International Youth Day;</li> <li>- Mobilise the youth to avoid AIDS and other pandemics and stay healthy;</li> </ul>	<p>so that they are given special treatment and training;</p> <ul style="list-style-type: none"> <li>- Mobilise the youth to participate in cultural activities;</li> <li>- Mobilise the population especially the youth to read and write;</li> <li>- Create an enabling environment for the elderly and the youth to meet often and exchange views on culture;</li> <li>- Prepare and conduct genocide remembrance occasions;</li> <li>- Maintain genocide sites;</li> <li>- Collect data and information and do research on genocide;</li> <li>- Include genocide lessons in the school curriculum;</li> <li>- Mobilise the population to live in harmony; unity and reconciliation;</li> <li>- Exhume victims of genocide and give them decent burials;</li> <li>- Assist survivors of genocide;</li> <li>- Remember genocide and maintain genocide sites;</li> <li>- Fight sectarianism and genocide ideology;</li> <li>- Do research on genocide;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise the population in general and particularly sports associations to participate in sports;</li> </ul>
<b>Umudugudu</b>	<b>Objective</b>	- National healthy youth	Population which puts emphasis on culture and history as a foundation for durable development.	<ul style="list-style-type: none"> <li>- Population which participates in athletics, games and sports;</li> <li>- Availability of sufficient equipment for sports and games.</li> </ul>
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Monitor and coordinate youth activities at “umudugudu” level;</li> <li>- Promote youth activities and associations in the “umudugudu”;</li> </ul> <p>- Inculcate in the youth civic</p>	<ul style="list-style-type: none"> <li>- Monitor and coordinate cultural activities at “umudugudu” level;</li> <li>- Promote cultural activities, the culture of reading and writing, arts and crafts;</li> <li>- Collect data and statistics on culture in the “umudugudu”;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and coordinate sports and games and leisure activities in “umudugudu”;</li> <li>- Promote sports, games and leisure activities in the “umudugudu”.</li> <li>- Collect data and statistics on sports,</li> </ul>

		<p>education, love for work and creation of employment;</p> <ul style="list-style-type: none"> <li>- Give support to youth funds;</li> <li>- Collect data and statistics on youth associations which operate in the “umudugudu”;</li> <li>- Support the creation of youth centres and youth associations at “umudugudu” level;</li> <li>- Organise and conduct youth competitions;</li> <li>- Mobilise funds to support the creation of youth associations which engage in income generating activities that generate employment;</li> <li>- Fight poverty among the youth and encourage it to form associations which generate income;</li> <li>- Build infrastructure for use in educating and promoting the youth;</li> <li>- Assist the youth to be self-employed;</li> <li>- Select and bring together youth gifted in games, sports, arts and crafts so that they are given special treatment and training;</li> <li>- Monitor the activities of CFJ and “twinning” operations;</li> <li>- Cooperate with CNJR and youth associations;</li> <li>- Organise and celebrate the International Youth Day;</li> </ul> <p>- Mobilise the youth to fight AIDS and other pandemics and lead a healthy life.</p>	<ul style="list-style-type: none"> <li>- Support the creation of youth centres and associations at “umudugudu” level;</li> <li>- Organise and conduct youth competitions in various domains of culture;</li> <li>- Mobilise funds to support cultural associations;</li> <li>- Mobilise the population to form cultural associations;</li> <li>- Build infrastructure to support culture in general particularly the culture of reading, arts and crafts;</li> <li>- Mobilise the population, particularly the youth to participate in cultural, arts and crafts activities in the “umudugudu”;</li> <li>- Select and put together artists who are exceptionally gifted so that they are given special treatment and training;</li> <li>- Inculcate among the Rwandans, especially the youth, the culture of reading and writing;</li> <li>- Include cultural, sports and games activities in the school calendar;</li> <li>- Organise and celebrate the International Culture Day;</li> </ul> <p>- Create enabling environment for the youth and the elderly to meet so that they exchange ideas on culture;</p> <ul style="list-style-type: none"> <li>- Organise and conduct genocide remembrance programme;</li> <li>- Mobilise the population to live in harmony;</li> <li>- Supervise the construction of</li> </ul>	<p>games and athletics in the “umudugudu”;</p> <ul style="list-style-type: none"> <li>- Assist in the creation of youth centres and associations at “umudugudu” level;</li> <li>- Organise and conduct, sports and athletics competitions in the “umudugudu”;</li> <li>- Mobilise funds to support sports and games associations;</li> <li>- Give support to fund which promotes sports, games and athletics;</li> <li>- Build sports, athletics and games infrastructure in the “umudugudu”;</li> <li>- Mobilise the population and the youth in particular to participate in sports, games and athletics activities;</li> <li>- Select and bring together young sports men and women who are particularly gifted in games and sports so that they are given special attention and training;</li> </ul>
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			<ul style="list-style-type: none"> <li>memorial sites and maintain existing ones;</li> <li>- Conduct research on genocide;</li> <li>- Collect data, information and statistics on genocide;</li> <li>- Include genocide in school curriculum;</li> <li>- Inhume victims of genocides and give them decent burial;</li> <li>- Assist survivors of genocide;</li> <li>- Remember genocide;</li> <li>- Fight against sectarianism and genocide ideology.</li> </ul>	
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### 2.3. Roles and responsibilities of local administration in the land Sector after the reform (MINITERE)

Level of administration		Land	Environment	Forests	Water and hygiene	Mines and geology
National	Objective					
	Responsibility	<ul style="list-style-type: none"> <li>- Put emphasis on activities which protect land especially prevention of soil erosion and harvest of rain water; degradation and poor exploitation of natural resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise the population to protect the environment;</li> <li>- Rapid reaction to prevent environmental degradation and irresponsible exploitation of natural resources;</li> </ul>	<ul style="list-style-type: none"> <li>- Plant, protect and maintain trees;</li> <li>- Use energy saving stoves;</li> </ul>	<ul style="list-style-type: none"> <li>- Protect and maintain water infrastructure;</li> <li>- Dig pits in which to dump waste;</li> <li>- Dig latrines with adequate hygiene conditions;</li> <li>- Mobilise the population to promote hygiene;</li> <li>- Collect and dump domestic waste into waste pits.</li> </ul>	
City of Kigali	Objective					
Province	Responsibility	<ul style="list-style-type: none"> <li>- Ensure land policy and laws are implemented;</li> <li>- Monitor mining at all times and stop unauthorised mining including replacement of soil in such mines;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure environment policy and laws are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>Ensure policy and laws on forests are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure water and hygiene policy laws are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure mining policy and laws are implemented.</li> </ul>
District	Objective		<ul style="list-style-type: none"> <li>- Protect and promote the environment;</li> </ul>			
	Responsibility	<ul style="list-style-type: none"> <li>- Protect natural resources and the environment;</li> </ul>	<ul style="list-style-type: none"> <li>- Protect natural resources and the environment;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare and implement forest</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor water, lake springs, under ground water</li> </ul>	<ul style="list-style-type: none"> <li>- Submit monthly reports to higher</li> </ul>

		<ul style="list-style-type: none"> <li>- Ensure proper use and maintenance of land;</li> <li>- Ensure land is surveyed registered;</li> <li>- Take stock of and compensate private property appropriated in public interest at District level;</li> <li>- Participate in land conflict resolution;</li> <li>- Prepare and implement the land use programme;</li> <li>- Submit monthly reports on land to higher authorities;</li> <li>- Inform the Ministry about projects involving land use before implementing them;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure swamps are used in accordance with existing laws;</li> <li>- Ensure ecological zones, tourist sites, animals, fauna and flora are protected;</li> <li>- Analyse statistics on natural resources and environment;</li> <li>- Ensure CDF projects take environmental protection into consideration;</li> <li>- Submit monthly report to higher authorities;</li> <li>- Inform the Ministry about projects that might impact on the land before implementing them;</li> <li>- Evaluate environmental impact on land by some projects;</li> <li>- Prepare environment protection projects;</li> </ul>	<ul style="list-style-type: none"> <li>management programmes;</li> <li>- Ensure CDF projects are based on re-forestation programmes;</li> <li>- Submit monthly report to higher authorities;</li> <li>- Inform line Ministry forest projects before they are implemented;</li> <li>- Authorise harvest of private forests and transportation of forest products;</li> <li>- Re-afforest deforested areas;</li> </ul>	<ul style="list-style-type: none"> <li>conservation activities;</li> <li>- Prepare Sector plan of action for water, hygiene and hygiene promotion;</li> <li>- Prepare master plan for domestic waste treatment zones;</li> <li>- Collect, gather and dispose of waste products;</li> <li>- Determine waste disposal tax;</li> <li>- Determine plan for water distribution and hygiene activities in the District;</li> <li>- Monitor the construction of water and hygiene infrastructure (Tendering, sign contracts, supervise the contractors, and receive finished projects);</li> <li>- Monitor if CDF projects take into consideration water and hygiene;</li> <li>- Submit monthly report to higher authorities;</li> <li>- Inform the line Ministry about projects on water, hygiene before they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>authorities;</li> <li>- Inform line Ministry about mining and quarry activities before they begin;</li> <li>- Give authorisation to those who wish to mine in legally accepted zones;</li> <li>- Monitor all mining activities;</li> <li>- Approve documents of those who seek permission to mine precious stones and construction materials from the Ministry;</li> <li>- Monitor all trade activities in mine products;</li> </ul>
<b>Sector</b>	<b>Objective</b>		- Protect and promote the environment	-	-	
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Monitor the land use and fight soil erosion;</li> <li>- Explain land laws and decrees and ensure they are implemented;</li> <li>- Monitor the survey and demarcation of land;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the management and protection of the environment;</li> </ul>	<ul style="list-style-type: none"> <li>- Explain laws and decrees on forest management and ensure they are implemented;</li> <li>- Prepare tree</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor water management and use;</li> <li>- Explain laws and decrees governing water and hygiene and ensure they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Explain laws and decrees that govern mines and quarries and ensure they are implemented;</li> </ul>

		<ul style="list-style-type: none"> <li>- Assist the District in land taxation.</li> </ul>	<ul style="list-style-type: none"> <li>- Explain laws and decrees that protect the environment and ensure they are implemented;</li> <li>- Ensure environment protection committees function properly;</li> <li>- Collect data and statistics on natural resources and the environment protection;</li> <li>- Raise alarm in case of natural resources degradation or environmental disaster;</li> </ul>	<ul style="list-style-type: none"> <li>nurseries;</li> <li>- Ensure newly planted trees are maintained;</li> <li>- Analyse dossiers of those who apply to harvest trees, inspect them and submit report to the District;</li> <li>- Ensure those who harvest trees do so according to existing laws;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure proper management of lakes, springs and underground water;</li> <li>- Ensure proper management of pipes carrying drinking water and water taps;</li> <li>- Ensure proper management of drinking piped water, springs;</li> <li>- Construct toilets and ensure hygienic conditions exist in and around public places and near roads;</li> <li>- Collect and dispose of waste products;</li> </ul>	<ul style="list-style-type: none"> <li>- Receive and approve requisite documents for those who wish to mine;</li> <li>- Give authorisation to mine in legally accepted zones;</li> <li>- Impose legally accepted taxes;</li> <li>- Monitor the mining activities.</li> </ul>
<b>Cell</b>	<b>Objective</b>	- Protect and promote the environment				
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Explain land laws and decrees and ensure they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure environment protection committees function;</li> <li>- Alert the concerned in case of environmental disaster or natural resources degradation;</li> <li>- Explain laws and decrees that protect the environment and ensure they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Explain laws and decrees on forest management and protection and ensure they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Determine zone in which to dump waste products;</li> <li>- Monitor the domestic waste disposal process;</li> <li>- Explain laws and decrees which govern water and hygiene and ensure they are implemented;</li> </ul>	<ul style="list-style-type: none"> <li>- Explain laws and decrees which govern mines and quarries and ensure they are implemented;</li> </ul>
<b>Umudugudu</b>	<b>Objective</b>	- Citizens who protect and put land to good use;	- Ensure protection of the environment;	- Ensure citizens plant trees and preserve the forests;	- Ensure citizens protect water and hygiene infrastructure;	

2.4. Roles and responsibilities of various levels of administration in the sector of gender promotion, family and the rights of the child.

Level of administration		Gender and Women Promotion	Protection and promotion of children's rights	Family promotion
National	Objective	-		
	Responsibility	-	<ul style="list-style-type: none"> <li>- Prepare policy, programmes and laws governing the rights of the child;</li> <li>- Mobilise funds to implement the policy and programmes;</li> <li>- Evaluate and monitor the implementation of international agreements, laws, policies and programmes enacted to protect the child;</li> <li>- Enact principles to be followed in the protection of the children's rights;</li> <li>- Act as spokesperson for the child;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare, reform and disseminate family policy;</li> <li>- Harmonise all activities which develop the family;</li> <li>- Evaluate and monitor the implementation of the family policy;</li> <li>- Prepare draft laws which guide the implementation of this policy;</li> <li>- Collect and disseminate data from various research on problems regarding family relations and upbringing;</li> <li>- Mobilise funds to implement the policies and programmes.</li> </ul>
City of Kigali	Objective			
Province	Objective	<ul style="list-style-type: none"> <li>- Coordinate the plan of action and gender policy;</li> <li>- Monitor the implementation of gender policy in the Districts.</li> </ul>		
	Responsibility	<ul style="list-style-type: none"> <li>- Prepare and reform, where necessary, policy, national programme and draft laws;</li> <li>- Evaluate and monitor the implementation of the policy, laws and international agreements;</li> <li>- Coordinate activities of different levels, which have gender and women promotion in their responsibilities;</li> <li>- Mobilise funds and donate them to Sectors which really need them.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and evaluate District activities which protect children and submit the report to the national level;</li> <li>- Assist Districts to prepare plans of action which protect children;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate planned activities on family policy;</li> <li>- Monitor the implementation of policy, programme and family laws at District level.</li> </ul>
District	Objective			
	Responsibility	<ul style="list-style-type: none"> <li>- Determine and closely monitor the implementation of the gender plan of action;</li> <li>- Analyse data which show gender balance and use it in planning;</li> <li>- Avail materials, resources, office (Women House) to the National Council of Women;</li> </ul>	<ul style="list-style-type: none"> <li>- Determine development plans which specifically have the component of children problems;</li> <li>- Give adoption certificates;</li> <li>- Establish a youth forum at District level in which children express their</li> </ul>	<ul style="list-style-type: none"> <li>- Determine and closely monitor the implementation of family development plan and integrate it in general planning;</li> <li>- Mobilise funds to build shelter for child-headed families and vulnerable</li> </ul>



		<ul style="list-style-type: none"> <li>- Monitor the functioning and maintenance of the Women House;</li> <li>- Assist women to obtain trade certificates and other relevant business documents;</li> <li>- Coordinate and monitor all gender activities;</li> </ul>	<ul style="list-style-type: none"> <li>opinions;</li> <li>- Submit report on protection of children's rights;</li> </ul>	<ul style="list-style-type: none"> <li>widows;</li> <li>- Co-ordinate and monitor all family development activities.</li> </ul>
<b>Sector</b>	<b>Objective</b>			
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Ease and hasten the process of legalising marriages for those cohabiting illegally;</li> <li>- Coordinate gender activities and promote female development;</li> <li>- Assist girls and women who have been raped to access legal and other services;</li> <li>- Analyse women problems and other disadvantages based on gender and take them into account while planning;</li> <li>- Assist National Council of Women to build capacity of women;</li> <li>- Monitor the functioning of the women fund;</li> <li>- Assist women to access basic requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Register births (children);</li> <li>- Coordinate activities which protect children's rights at Cell level;</li> <li>- Coordinate activities which protect children in general and fight violence against children in particular;</li> <li>- Monitor activities of rehabilitation centres and other centres which cater for vulnerable children and report to relevant authorities all those which do not respect children's right;</li> <li>- Assist children of all sexes from poor families who pass examinations to access education;</li> <li>- Coordinate activities which protect vulnerable children;</li> <li>- Establish a forum at Sector level in which children can give their opinions;</li> <li>- Submit report on the implementation of the rights of children.</li> </ul>	<ul style="list-style-type: none"> <li>- Analyse problems existing in families and take them into account in the planning process;</li> <li>- Monitor families which have adopted children and assist them whenever necessary;</li> <li>- Assist children headed and other poor families;</li> <li>- Coordinate and monitor all family activities.</li> </ul>
<b>Cell</b>	<b>Objective</b>	Assist administration structures in the "Umudugudu" and the population in general to promote gender;		
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Coordinate mobilisation activities which promote gender and women promotion;</li> <li>- Collect data and statistics on gender problems, particularly on women;</li> <li>- Coordinate activities which prevent and fight gender based violence;</li> <li>- Mobilise women to participate in development activities;</li> <li>- Assist the National Council of Women to achieve its objective, women in its Executive Committee and those in central administration which similar roles ought to cooperate and integrate their activities;</li> </ul>	<ul style="list-style-type: none"> <li>- Assist the "Umudugudu" administration to fulfil its role of protecting children's rights;</li> <li>- Collect data and statistics on children particularly those with specific problems and submit them to the Sector;</li> <li>- Monitor adopted children;</li> <li>- Create awareness in the population about rights of children and laws that protect them;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate mobilisation activities which concentrate on family promotion;</li> <li>- Collect data and statistics which show problems existing in families particularly in child-headed families;</li> <li>- Coordinate activities which preempt or prevent violence and conflict in families;</li> <li>- Mobilise families to participate in development activities.</li> </ul>

<b>Umudugudu</b>	<b>Objective</b>	Promote gender equality in all sectors;	- Mobilise parents to register births; Promote the right of the child beginning at family level.	Promote family and restore its values.
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Collect basic data and statistics on gender equality in education, health, economy etc.;</li> <li>- Show numbers, and identity of girls and women with specific problems;</li> <li>- Mobilise women to join cooperatives and associations;</li> <li>- Mobilise families to send children of all sexes to school;</li> <li>- Create awareness in women about their rights and laws which protect them.</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise families to respect children's rights;</li> <li>- Collect data and statistics on children particularly those with problems;</li> <li>- Promote the culture of encouraging children to participate in public discussions;</li> <li>- Prevent and fight violence against children especially gender based violence;</li> <li>- Prevent and fight street life and child- prostitution;</li> <li>- Mobilise the population to take care of vulnerable children especially orphans;</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise families to live in harmony, legally and fulfil their roles as parents especially by providing the basics like education and proper upbringing to their children;</li> <li>- Mobilise parents to fight vices like polygamy, concubinage, violence against women and children etc.;</li> <li>- Mobilise families to promote the culture of saving and joining cooperatives;</li> <li>- Take drastic measures against parents who don't take children to school, or do not provide for their families;</li> <li>- Identify family problems and vulnerable families so that they are encouraged to form cooperatives;</li> <li>- Promote the culture of peace and fight against family violence and conflict;</li> <li>- Identify and give details of child-headed families;</li> <li>- Mobilise families to family-plan.</li> </ul>

## 2.5. Roles and responsibilities of local administration in the education sector after the reform (MINEDUC)

Level of administrative		Nursery schools	Primary schools	Alphabetical education	Vocational schools	Secondary education	Higher education
<b>National</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Promote education in nursery schools;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote education in primary schools;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote reading in libraries;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote education in vocational schools;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote secondary education;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote education in general particularly in higher schools;</li> <li>- Monitor the implementation of education policy at that level;</li> </ul>
	<b>Responsibility</b>	- Prepare policy and	- Prepare policy and	- Prepare policy and	- Prepare policy and	- Prepare policy and	- Prepare policy and

		<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Prepare and validate guiding principles in the curriculum;</li> <li>- Monitor and evaluate educational activities in nursery schools;</li> <li>- Build capacity and academic know-how;</li> <li>- Coordinate educational activities in nursery schools;</li> </ul>	<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Prepare and validate guiding principles in the curriculum;</li> <li>- Monitor and evaluate educational activities in primary schools;</li> <li>- Mobilise resources.</li> </ul>	<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Prepare and validate the guiding in the curriculum;</li> <li>- Monitor and evaluate educational activities in libraries;</li> <li>- Mobilise resources.</li> </ul>	<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Prepare and validate guiding principles in the curriculum;</li> <li>- Monitor and evaluate educational activities in vocational schools;</li> <li>- Mobilise resources.</li> </ul>	<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Prepare and validate the guiding in the curriculum;</li> <li>- Monitor and evaluate educational activities in secondary schools;</li> <li>- Mobilise resources.</li> </ul>	<p>planning;</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate instructions;</li> <li>- Manage higher institutions;</li> <li>- Monitor and evaluate educational activities in higher institutions;</li> <li>- Mobilise resources.</li> </ul>
<b>City of Kigali</b>	<b>Objective</b>	- Coordinate District educational activities in planning with nursery schools policy;	Coordinate District educational activities planning with primary education policy;	Coordinate District educational activities planning with libraries education policy;	Coordinate District educational activities planning with vocational education policy;	Coordinate District educational activities planning with higher education policy;	
	<b>Responsibility</b>	- Mobilise the population to participate in educational activities;	- Mobilise the population to participate in educational activities;	- Mobilise the population to participate in educational activities in libraries;	- Mobilise the population to participate in educational activities in vocational training schools;	- Mobilise the population to participate in educational activities of higher education.	
<b>Province</b>	<b>Objective</b>	- Coordinate activities in District policy with planning of nursery schools;	- Coordinate educational activities in District policy with planning of primary schools;	- Coordinate library teaching activities in District educational policy with planning;	- Coordinate educational activities in District vocational training schools educational policy with planning;	- Coordinate educational activities in District secondary schools contained educational policy with planning.	
	<b>Responsibility</b>	- Monitor the implementation of educational policy on nursery schools;	- Monitor the implementation of the policy on primary schools;	- Monitor the implementation of the policy on teaching in libraries;	- Monitor the implementation of policy on teaching in District vocational teaching schools;	- Monitor the implementation of District policy on secondary schools;	
<b>District</b>	<b>Objective</b>	- Coordinate and assist	- Coordinate and	- Coordinate and	- Coordinate and	- Coordinate and	

		<p>Sectors to deliver good services in nursery schools;</p> <ul style="list-style-type: none"> <li>- Determine, coordinate and implement programmes meant to promote nursery schools;</li> <li>- Plan and evaluate the implementation of nursery school activities in the Sector.</li> </ul>	<p>assist Sectors to deliver good services in primary schools;</p> <ul style="list-style-type: none"> <li>- Determine, coordinate and implement different programmes meant to promote primary schools;</li> <li>- Plan and evaluate the implementation of primary school activities in the Sector.</li> </ul>	<p>assist Sectors to deliver good services in libraries;</p> <ul style="list-style-type: none"> <li>- Determine, coordinate and implement different programmes meant to promote libraries;</li> <li>- Plan and evaluate the activities of libraries in Sector.</li> </ul>	<p>assist Sectors to deliver good services in vocational schools;</p> <ul style="list-style-type: none"> <li>- Determine, coordinate and implement different programmes meant to promote vocational schools;</li> <li>- Plan and evaluate activities of vocational schools in the Sector;</li> </ul>	<p>assist Sectors to deliver good services in secondary schools;</p> <ul style="list-style-type: none"> <li>- Determine, coordinate and implement different programmes meant to promote development in secondary schools;</li> <li>- Plan and evaluate activities of secondary schools in Sectors.</li> </ul>	
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Coordinate activities;</li> <li>- Mobilise resources;</li> <li>- Build capacity and evaluate subject content.</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and budget;</li> <li>- Train teachers;</li> <li>- Coordinate activities;</li> <li>- Employ and prepare teachers salaries and other staff (teachers must get their salaries soon after employment;</li> <li>- Build capacity of teachers;</li> <li>- Mobilise funds;</li> <li>- Analyse basic educational data and statistics;</li> <li>- Determine school distribution;</li> </ul>	<ul style="list-style-type: none"> <li>- Determine, coordinate and evaluate library activities at Sector level;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and budget;</li> <li>- Mobilise the population to receive vocational training;</li> <li>- Coordinate vocational training activities;</li> <li>- Monitor and analyse various activities;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and budget;</li> <li>- Give employment;</li> <li>- Implement policies;</li> <li>- Collect and analyse basic educational data;</li> <li>- Transfer students;</li> <li>- Prepare schools budget and execute it.</li> </ul>	
<b>Sector</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Monitor and coordinate nursery schools activities in the Cell;</li> <li>- Resolve population problems and give them required basic services in</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell nursery schools activities;</li> <li>- Solve citizens problems and give basic services in</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell activities in libraries;</li> <li>- Resolve population problems and give them basic services;</li> </ul>			

		nursery schools; - Create awareness among the population regarding policies and programmes of nursery education;	primary schools; - Create awareness among the population regarding education policies and different programmes in primary schools;	- Sensitise the population on library educational polices;			
	<b>Responsibility</b>	- Start nursery schools and monitor the way they are run; - Monitor and evaluate the efficiency, and efficacy of these schools; - Monitor the functioning of parents board of governors and teachers in nursery schools; - Build capacity and know-how in nursery schools;	- Start primary schools and monitor the way they function; - Monitor and evaluate the efficiency and efficacy of these schools; - Monitor the functioning of parents board of governors and teachers in primary schools; - Build capacity and know-how in primary schools; - Mobilise resources; - Monitor the work of teachers and assist them to develop; - Keep security in schools;  - Sensitise the population on educational activities in the Sector; - Collect basic primary schools educational data and statistics.	- Coordinate all arithmetic, reading and writing activities in the Cell; - Mobilise the population to learn how to read, write and arithmetic; - Build capacity and know-how; - Monitor and evaluate library activities;			
<b>Cell</b>	<b>Objective</b>	- Assist “Umudugudu” structures which collaborate with Sector technical staff in charge	- Mobilise the population to send children to school and avoid truancy;	- Mobilise the population to learn how to read, write and arithmetic;			

		of education; - Assist the citizens who participate in educational programmes;					
	<b>Responsibility</b>	- Assist “Umudugudu” in educational matters; - Collect basic data and statistics on education and submit it to the Sector; - Analyse citizens educational problems and coordinate their aspirations; - Submit to the Sector problems which are beyond Cell means;	- Collect data of school going age children and those who have dropped out and submit it to the Sector;	- Collect data and statistics on illiterate citizens; - Monitor and analyse that activity in the “Umudugudu”.			
<b>Umudugudu</b>	<b>Objective</b>	Encourage cooperation and joint action by parents in problems concerning education of their children.	-	Mobilise citizens to learn how to write, read and arithmetic.			
	<b>Responsibility</b>	- Mobilise the parents to participate in educational activities and programmes; - Collect basic data and statistics on education.	-	- Collect basic data and statistics on number of illiterate people;			

## 2.6. Roles and responsibilities of local administration in the health sector after the reform (MINISANTE)

Level of administration		Basic health	Fight against AIDS and other pandemics	Promotion of basic hygiene	Promotion of health nutrition	Specialised medical care	Medical insurance scheme
<b>National</b>	<b>Objective</b>	Determine basic health care and best it can be delivered;	Determine best method of fighting AIDS;	- Determine way of promoting basic hygiene; - Promotion of general hygiene;	Determine method of promoting healthy nutrition;	Establish hospitals which give specialised treatment;	- Determine method by which medical insurance schemes can deliver better services;
	<b>Responsibility</b>	Determine policy, laws, decrees, regulations and basic medical	Determine policy, laws, decrees, regulations and	Determine policy, laws, decrees, regulations, equipment and to promote	Decide policy, laws, decrees, regulations,	Put in place, laws, decrees, regulations	- Decide policy, laws, decrees, regulations, equipment to promote

		equipment.	equipment to fight AIDS.	hygiene; - Determine where all waste materials shall be assembled and disposed of.	equipment that would promote proper nutrition.	which govern institutions that give specialised medical care; - Determine procedures to monitor specialised medicine.	health insurance schemes. - Determine, put in place and monitor a health insurance scheme emergency fund.
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<b>City of Kigali</b>	<b>Objective</b>	- Monitor the implementation of policy, laws, and decrees which promote basic health care;	Monitor the implementation of policy, laws, decrees which fight AIDS	- Monitor the implementation of hygiene policy, laws and decrees; - Monitor the improvement of hygiene; - Promote hygiene in general;	- Monitor the implementation of policy, laws, decrees which promote healthy nutrition;		- Monitor the implementation of policy, laws, decrees, which promote health insurance schemes.
	<b>Responsibility</b>	- Explain to Districts policy, laws, and decrees; - Assist Districts to integrate the official policy into District planning;	- Explain to Districts policy, laws, and decrees; - Assist Districts to integrate the official policy into the District planning;	- Explain to Districts policy, laws, and decrees; - Assist Districts to integrate promotion of hygiene policy into planning; - Monitor hygiene in higher institutions; - Determine where products should be dumped.	- Explain to Districts policy, laws, and regulations; - Assist Districts to integrate official policy into District planning.		- Explain to Districts policy, laws, and decrees; - Assist the Districts to integrate official policy into planning.
<b>Province</b>	<b>Objective</b>	- Monitor the implementation of primary health policy, laws and decrees.	- Monitor the implementation of policy, laws and decrees to fight AIDS.	- Monitor the implementation of policy, laws and decrees to promote hygiene.	- Monitor the implementation of policy, laws and decrees to promote better nutrition.		- Monitor the implementation of policy, laws and decrees to promote health insurance schemes.
	<b>Responsibility</b>	- Explain policy, Laws and decrees to Districts; - Assist Districts in the implementation of planning policies.	- Explain policy, laws and decrees to Districts; - Assist Districts in the implementation of planning policies.	- Explain policy, laws and decrees to Districts; - Assist Districts in the implementation of planning policies.	- Explain policy, laws and decrees to Districts; - Assist Districts to implement planning policies.		- Explain policy, laws and decrees to Districts; - Assist Districts in the implementation of planning policies.

<b>District</b>	<b>Objective</b>	- Enhance good functioning of hospitals;	- Assist health centres to fight AIDS; - Treat AIDS patients	- Enhance general hygiene	- Assist Sectors to promote better nutrition.		- Establish a health insurance scheme institution;
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			transferred from health centres;				
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Put in place Executive Council for hospitals;</li> <li>- Monitor the functioning of hospitals through these Executive Committees;</li> <li>- Mobilise resources for hospitals;</li> <li>- Sign contracts with hospitals and approve those of health centres;</li> <li>- Monitor the functioning of health centres at technical level.</li> </ul>	<ul style="list-style-type: none"> <li>- Train employees of health centres in AIDS related programmes and monitor their work;</li> <li>- Give support to health centres; employees/nurses to implement AIDS prevention activities;</li> <li>- Give special attention to AIDS patients transferred from health centres</li> </ul>	<ul style="list-style-type: none"> <li>- Designate special zone for waste products.</li> </ul>	<ul style="list-style-type: none"> <li>- Train employees of health centres;</li> <li>- Monitor how they work;</li> <li>- Mobilise equipment;</li> </ul>		<ul style="list-style-type: none"> <li>- Recruit and train employees;</li> <li>- Mobilise equipment;</li> <li>- Ensure there is office space and other related work places;</li> <li>- Instal Executive Committee;</li> <li>- Instal leaders;</li> <li>- Monitor the development of health centres and insurance schemes;</li> </ul>
<b>Sector</b>	<b>Objective</b>	Enhance the functioning of health centres;	Test and give treatment to AIDS patients;	Enhance general hygiene;	Assist “Imidugudu” to enhance proper nutrition;		Assist “Imidugudu” to promote health insurance schemes;
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Establish Executive Committee for health centres;</li> <li>- Monitor the functioning of health centres through these Executive Committees;</li> <li>- Mobilise resources for health centres.</li> </ul>	<ul style="list-style-type: none"> <li>- Instal in health centres AIDS testing kits;</li> <li>- Build health centres capacity to treat AIDS related diseases; (Train staff, mobilise equipment);</li> </ul>	<ul style="list-style-type: none"> <li>- Designate area where waste products should be dumped.</li> </ul>	<ul style="list-style-type: none"> <li>- Train Sector health councillors;</li> <li>- Monitor how they work;</li> <li>- Mobilise equipment;</li> </ul>		<ul style="list-style-type: none"> <li>- Train health Councillors;</li> <li>- Monitor how they work;</li> <li>- Mobilise equipment.</li> </ul>
<b>Cell</b>	<b>Objective</b>	- Integrate and harmonise Cell and “umudugudu” activities;	- Integrate and harmonise Cell and “umudugudu” activities;	<ul style="list-style-type: none"> <li>- Integrate and harmonise Cell and “umudugudu” activities;</li> <li>- Enhance general hygiene;</li> </ul>	<ul style="list-style-type: none"> <li>- Integrate and harmonise Cell and “umudugudu” activities;</li> </ul>		<ul style="list-style-type: none"> <li>- Integrate and harmonise Cell and “umudugudu” activities;</li> </ul>
	<b>Responsibility</b>	Monitor the functioning of health	Monitor the fight against AIDS activities	<ul style="list-style-type: none"> <li>- Monitor and enhance hygiene activities in the</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor good nutritional</li> </ul>		<ul style="list-style-type: none"> <li>- Monitor how health insurance schemes are</li> </ul>



		councillors and other volunteers in the “umudugudu”.	in the “umudugudu”;	“umudugudu”; - Evaluate hygiene activities; - Designate zone where waste products must be dumped;	activities in the “umudugudu”;		working and the frequency of joining by the population;
<b>Umudugudu</b>	<b>Objective</b>	- A healthy nation; - Enhance health insurance schemes; - Reduce child mortality rate; - Reduce death rate among pregnant mothers.	- Fight against AIDS, malaria, tuberculosis and other pandemics; - Home care for AIDS victims; - Fight against domestic child mortality.	- Enhance personnel and domestic hygiene; - Promote hygiene in general.	- Promote proper nutrition;		- Insurance the number of people joining health insurance schemes.
	<b>Responsibility</b>	- Avail health councillors; - Create awareness among the population about hygiene and primary health care; - Mobilise the population to join health insurance schemes; - Select those to be assisted to join health insurance schemes;  - Give children basic, emergency health care before taking them to hospitals; - Sensitise pregnant women to go for antenatal health care and deliver children in health centres or hospitals; - Register deaths and submit reports on death rate.	- Mobilise the population to fight AIDS, malaria, and other pandemics; - Distribute condoms; - Visit and assist AIDS victims; - Give children emergency drugs to fight malaria and other child diseases; - Distribute mosquito nets;  - Mobilise parents to have children vaccinated; - Mobilise people suffering from tuberculosis to access drugs;	- Promote personal and domestic hygiene; - Collect data on homes without latrines and waste pits; - Designate zone where to dump waste materials;	- Sensitise the population about healthy feeding; - Assist the population monitor the growth of their children;		- Sensitise the population to join health insurance schemes; - Collect data on people who are not in health insurance schemes and encourage them to join.

## 2.7. Roles and responsibilities of local administration in the internal security sector after the reform (MININTER)

Level of administration		Police	Prisons
National	Objective	Ensure the security of people and their property;	<ul style="list-style-type: none"> <li>- Put in custody criminals;</li> <li>- Rehabilitate prisoners;</li> <li>- Ensure good health and social well-being of prisoners;</li> <li>- Make prisons productive institutions;</li> </ul>
	Responsibility	<ul style="list-style-type: none"> <li>- Prepare short, medium and long term planning;</li> <li>- Train the Police force and other employees who work in institutions related to police work;</li> <li>- Provide equipment to the National Police;</li> <li>- Monitor and evaluate Police activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Keep security of prisoners and the population;</li> <li>- Prepare a varied training programme for prisoners;</li> <li>- Sensitise prisoners on Government policy and programmes;</li> <li>- Monitor the treatment prisoners through health insurance schemes;</li> <li>- Prepare and monitor the execution of the budget;</li> <li>- Resolve the congestion problem in prisons;</li> <li>- Instal biogas equipment in all prisons;</li> <li>- Repair all prisons</li> <li>- Kick-start large scale agriculture, livestock and other profit making projects in prisons;</li> <li>- Provide large-scale agricultural land to prisons;</li> <li>- Mobilise initial funds for prisons to start different projects;</li> </ul>
City of Kigali	Objective		
	Responsibility		
Province	Objective	Keep peace and security for the population and their property	
	Responsibility	<ul style="list-style-type: none"> <li>- Monitor the implementation of Police programmes at Provincial level;</li> <li>- Monitor the implementation of Police planning.</li> </ul>	
District	Objective	Keep the peace and security of the population and their property.	<ul style="list-style-type: none"> <li>- Ensure the welfare and health of prisoners;</li> <li>- Rehabilitate the prisoners;</li> <li>- Ensure good management of prison resources.</li> </ul>
	Responsibility	<ul style="list-style-type: none"> <li>- Implementation of Police obligations in its area of jurisdiction stipulated by laws governing it;</li> <li>- Evaluate and monitor the execution of police obligations by police posts as spelt out in the law governing the Police force.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure there is sufficient stock of food for prisoners, (Ensure tenders are given on time, stocks are replenished early etc);</li> <li>- Ensure prisoners get medical treatment in different hospitals and join medical insurance schemes;</li> <li>- Ensure there is electricity and water in District prisons;</li> <li>- Ensure essentials materials and equipment required in the prison are readily available. Fuel for vehicles to take prisoners to and from ordinary courts, Gacaca courts and hospitals;</li> <li>- Ensure the above are provided for in the ordinary prison budget;</li> <li>- Design a programme to teach and sensitise prisoners on</li> </ul>

			Government policies and programmes in collaboration with prison services; - Audit, at least once a month, the expenditure of prison resources and ascertain distribution of food to prisoners is as per stipulated quantities;
<b>Sector</b>	<b>Objective</b>	Ensure peace and security of the population and their property.	
	<b>Responsibility</b>	- Implement the obligations as stipulated in the Police laws; - Implement any other directives.	
<b>Cell</b>	<b>Objective</b>		
	<b>Responsibility</b>		
<b>Umudugudu</b>	<b>Objective</b>		
	<b>Responsibility</b>		

## 2.8. Roles and responsibilities of local administration in the of trade and cooperatives sector after the reform (MINICOM)

Level of administration		Trade	Industries	Craftsmanship	Investment	Tourism	Cooperatives
<b>National</b>	<b>Objective</b>						
	<b>Responsibility</b>	- Put in place trade policy and strategies; - Monitor trade practices and patterns; - Invest in basic activities aimed at enhancing trade; - Monitor the implementation of trade strategies; - Mobilise resources.	- Put in place policy and strategies to promote factories; - Monitor the functioning of industries; - Invest in basic activities aimed at enhancing industries; - Monitor the implementation of strategies meant to promote industries; - Mobilise resources.	- Put in place policy and strategies to promote craftsmanship; - Monitor the activities of craftsmen; - Invest in basic activities which will enhance craftsmanship; - Monitor the progress of crafts, art and trade; - Mobilise resources/funds to promote investment;	- Put in place policy and strategies to promote investment; - Monitor investment activities; - Invest in basic activities which will enhance investment; - Monitor the implementation of investment programmes; - Mobilise funds for investment;	- Put in place policy and strategies to enhance tourism; - Monitor tourism activities; - Invest in basic activities likely to enhance tourism; - Monitor the implementation of tourism programmes; - Mobilise funds;	- Put in place policy and strategies to promote cooperatives; - Monitor cooperative activities; - Invest in basic activities aimed at promoting cooperatives; - Monitor the implementation of cooperative programmes; - Mobilise funds to promote cooperatives.
<b>City of Kigali</b>	<b>Objective</b>						
	<b>Responsibility</b>						
<b>Province</b>	<b>Objective</b>						
	<b>Responsibility</b>	- Monitor the implementation of policy and strategies to enhance trade; - Mobilise funds to	- Monitor the implementation of policy and strategies to enhance industries; - Mobilise funds to	- Monitor the implementation of policy and strategies to promote craftsmanship;	- Monitor the implementation of policy and strategies to promote investment;	- Monitor the implementation of policy and strategies to promote tourism; - Mobilise funds to	- Monitor the implementation of policy and strategies to promote cooperatives;

		support District programmes; - Collect data on trade in Districts;	support District activities; - Collect data on industries in Districts;	- Mobilise funds to support District activities; - Collect data on crafts in Districts;	- Mobilise funds to support District programmes; - Collect data on investment in Districts;	support District activities; - Collect data on tourism in Districts;	- Mobilise funds to support District programmes; - Collect data on cooperatives in Districts;
<b>District</b>	<b>Objective</b>						
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Prepare plans and strategies to enhance industries in the District;</li> <li>- Coordinate Sectors activities in the domain of trade promotion;</li> <li>- Write and issue trade licences;</li> <li>- Put in place trade mechanisms with other Districts;</li> <li>- Establish trade centres;</li> <li>- Mobilise funds to promote trade;</li> <li>- Prepare plan of action in the domain of trade in order of priority;</li> <li>- Monitor the implementation of trade plan of action at Sector level;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare plans and strategies to promote industries in the District;</li> <li>- Coordinate industry promotion activities at Sector level;</li> <li>- Write and issue licences for small scale industries;</li> <li>- Put in place mechanism to obtain basic materials in industries;</li> <li>- Establish a programme to encourage investors;</li> <li>- Start rural industries;</li> <li>- Mobilise funds to promote industries;</li> <li>- Prepare plan of action in the domain of industries in order of priority;</li> <li>- Monitor the implementation of industries plan of action at Sector level.</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and strategies to promote craftsmanship in the District;</li> <li>- Coordinate Sector activities which promote craftsmanship;</li> <li>- Write and issue licences to craftsmen;</li> <li>- Put in place mechanisms to allow craftsmen access basic materials required;</li> <li>- Cooperate with other Districts to access materials;</li> <li>- Establish crafts centres and train craftsmen;</li> <li>- Mobilise funds to promote craftsmanship;</li> <li>- Prepare plan of action in order of priority in the domain of crafts;</li> <li>- Monitor the implementation of crafts plan of action at Sector level;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare plans and strategies to promote investment in the District;</li> <li>- Coordinate Cell activities which promote investment;</li> <li>- Write and issue licences for small scale investment;</li> <li>- Put in place mechanism to interest investors to start small scale industries in Districts;</li> <li>- Put in place mechanism to obtain information on investment in District;</li> <li>- Mobilise funds to promote investment;</li> <li>- Prepare investment plan of action in order of priority;</li> <li>- Monitor the implementation of investment plan of action at Sector level;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and strategies to promote tourism in the District;</li> <li>- Coordinate Sector activities in the tourism industries;</li> <li>- Identify and provide basic necessities to touristic sites;</li> <li>- Put in place mechanism to promote cooperation with tour companied;</li> <li>- Identify and maintain touristic sites in the District;</li> <li>- Mobilise funds to promote tourism;</li> <li>- Prepare tourism plan of action in order of priority;</li> <li>- Monitor the implementation of the tourism development plan of action at Sector level;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare planning and strategies to promote cooperatives at District level;</li> <li>- Coordinate Cell activities which promote cooperatives;</li> <li>- Write and issue temporary cooperative permits;</li> <li>- Put in place training mechanism in cooperative activities in each District;</li> <li>- Mobilise funds to promote cooperatives;</li> <li>- Prepare cooperatives plan of action in order of priority;</li> <li>- Monitor the implementation of the cooperatives development plan of action at Sector level.</li> </ul>

<b>Sector</b>	<b>Objective</b>						
	<b>Responsibility</b>	- Implement trade plan of action prepared by the District; - Collect Sector taxes; - Establish trade centres approved by the District;	- Implement industry promotion plan of action prepared by the District; - Collect Sector taxes; - Identify industrial zone which shall be approved by the District;	- Implement crafts plan of action prepared by the District; - Collect Sector taxes; - Establish crafts centres and train craftsmen and women;	- Implement investment plan of action prepared by the District; - Collect Sector taxes; - Establish information centres which disseminate information on investment policy and strategies on investment promotion;	- Implement tourism plan of action prepared by the District; - Inform the population about policies and strategies approved by the District to promote tourism;	- Implement cooperatives plan of action prepared by the District; - Collect data and statistics on cooperatives; - Train the population on policies and strategies to promote tourism;
<b>Cell</b>	<b>Objective</b>						
	<b>Responsibility</b>						
<b>Umudugudu</b>	<b>Objective</b>						
	<b>Responsibility</b>	- Sensitise the population on trade activities;	- Sensitise the population on activities to promote industries;	- Sensitise the population on crafts industry;	- Sensitise the population on investment activities;	- Create awareness among the population about tourism activities;	- Sensitise the population about cooperative activities;

## 2.9. Roles and responsibilities of local administration in the of finance and planning sector after the reform (MINECOFIN)

Level of administration		Tendering	Budget	Macro/planning	Audit	Public accounts	Rwanda Revenue Authority
<b>National</b>	<b>Objective</b>		- Prepare national budget and monitor its execution;	- Determine policy in planning, economy and finance based on fight against poverty; - Demonstrate tangible achievements in poverty reduction strategy and economic development;	- Build strong audit structures aimed at good management of public resources and finances;	- Audit public finances and produce audit report;	
	<b>Responsibility</b>		- Prepare Government financial budget	- Issue development and poverty reduction strategy policy; - Assist decentralized entities to	- Prepare a handbook on audit procedures; - Coordinate	- Make financial entries and other registrations of	

			<p>law;</p> <ul style="list-style-type: none"> <li>- Monitor the execution of the budget;</li> <li>- Train personnel in charge of budget preparation;</li> </ul>	<p>prepare development plans;</p> <ul style="list-style-type: none"> <li>- Build capacity of Provincial, District and Sector personnel in charge of planning, budget preparation monitoring and analysis of development achievement;</li> <li>- Harmonise and analyse basic data and statistics from all Provinces;</li> <li>- Disseminate results of the analysis of the basic data;</li> <li>- Coordinate donor activities at National level;</li> <li>- Ensure advice and comments contained in audit reports are implemented.</li> </ul>	<p>Government audit procedures;</p> <ul style="list-style-type: none"> <li>- Prepare training programmes based on the capacity of Government auditors;</li> <li>- Give long term training to auditors of Government institutions;</li> <li>- Analyse and amalgamate Government quarterly and annual audit reports with those affiliated of institutions;</li> <li>- Put in place mechanisms and strategies to rectify errors committed during the utilisation and management of Government funds and resources;</li> </ul>	<p>income and expenditures for Government and affiliated institutions;</p> <ul style="list-style-type: none"> <li>- Prepare audit report and submit it to the Auditor General of Government of Finances;</li> <li>- Keep proper custody of Government audit reports;</li> <li>- Assemble audit reports of Government structures and other affiliated institutions;</li> </ul>	
<b>City of Kigali</b>	<b>Objective</b>						
	<b>Responsibility</b>						
<b>Province</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Draw up a table of all tenders given in the entire year based on the plan of action and budget;</li> <li>- Monitor the tendering process in the Province and all Districts which comprise it.</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare and properly utilise the budget at Province level;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate and monitor the implementation of Government policy and programmes at District level.</li> </ul>	<ul style="list-style-type: none"> <li>- Build capacity of Provincial auditors;</li> </ul>	<ul style="list-style-type: none"> <li>- Auditor Provincial finances and submit such reports;</li> </ul>	

	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Prepare a table showing all tenders offered throughout the year based on plan of action and the budget;</li> <li>- Monitor the tendering process in all Districts comprising the Province;</li> <li>- Prepare Provincial tenders;</li> <li>- Sensitise all stakeholders to adhere to their legal roles in giving Government tenders;</li> <li>- Provide a secretary to the tender committee;</li> <li>- Put in safe custody all tender documents;</li> <li>- Appoint a “focal point” for the Auditor General of Government Finances;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare documents to execute the Provincial budget;</li> <li>- Execute the budget;</li> </ul>	<ul style="list-style-type: none"> <li>- Disseminate Government policies at District level and monitor their implementation;</li> <li>- Coordinate District development activities in order of priority and harmonise them with the budget;</li> <li>- Coordinate District development planning and prepare the provincial strategic plan;</li> <li>- Coordinate development activities of projects operating in the District;</li> <li>- Coordinate donor activities in all Districts comprising the Province;</li> <li>- Prepare annual provincial action plan in form of a table;</li> <li>- Make a report detailing all achievements during the implementation of the Provincial development plan;</li> <li>- Integrate natural resources of Districts comprising the Province and devise a mechanism of exploiting them;</li> <li>- Harmonise the collection and analysis of basic District statistics and data with availability of tangible programmes to fight poverty at Provincial level;</li> <li>- Monitor research activities in Districts comprising the Province;</li> <li>- Build a system/ mechanism to coordinate and manage basic data/statistics used in Provincial planning;</li> <li>- Disseminate achievements in Provincial essential statistics.</li> </ul>	<ul style="list-style-type: none"> <li>- Build the capacity of Provincial auditors by use of the audit handbook and audit instructions;</li> <li>- Provide technical assistance to Provincial auditors to draw up an audit programme, audit, and write up an audit report;</li> </ul>	<ul style="list-style-type: none"> <li>- Make financial entries into Provincial audit books;</li> <li>- Keep in safe custody audit documents;</li> <li>- Write up Provincial audit report.</li> </ul>	
<b>District</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Establish table of tenders which</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare and properly utilise the</li> </ul>	<ul style="list-style-type: none"> <li>- Elaborate a development plan the District can rely on to</li> </ul>	<ul style="list-style-type: none"> <li>- Build capacity of District auditors;</li> </ul>	<ul style="list-style-type: none"> <li>- Audit District finances and make</li> </ul>	<ul style="list-style-type: none"> <li>- Designate, collect and</li> </ul>

		shall be issued in the whole year based on District plan of action and the budget;  - Monitor the issuing of District tenders.	budget;	enhance economic development and fight poverty;		an audit report;	manage taxes; - Coordinate District with Sector taxation systems and develop them;
	<b>Responsibility</b>	- Establish a table of all tenders that shall be issued out in the whole year based on existing District plan of action and budget; - Prepare and monitor the District tendering process; - Create awareness among all stakeholders to execute their duty in the process of issuing Government tenders at District level; - Appoint a Secretary for the tender committee; - Prepare contracts to repair District offices and equipment; - Prepare and disseminate	- Prepare and execute District budget; - Monitor and evaluate the budget expenditure;	- Disseminate to the population poverty reduction strategies; eg. Vision 2020, PRSP etc.; - Collect and analyse basic District statistics and point out tangible strategies to fight poverty; - Coordinate donor projects at District level; - Identify development programmes in order of priority and harmonise them with District budget; - Establish District annual plan of action in a table form; - Identify District natural resources and how they can be exploited; - Prepare a development plan (PDC) based on problem analysis done in all Sectors; - Collect District data and statistics and identify tangible programmes to fight poverty; - Monitor research activities carried in District and Sectors; - Build a system to coordinate and manage all District data; - Disseminate all available data and statistics on District; - Ensure expenditure of money is based on plan of action approved by the District;	- Build capacity of District auditors by use of handbook on audit procedures; - Give technical assistance to District auditors to prepare audit plan of action;	- Make regular entries in District audit books; - Keep in safe custody all audit books; - Audit District finances;	- Establish good working relationship with tax payers; - Approve document used in taxation; - Harmonise taxation in Districts and Sectors; - Analyse tax declarations; - Deduct value-added tax on all tax declarations; - Write up minutes on tax scales and submit it to the head of tax department; - Receive tax recovery documents and establish tax arrears; - Prepare documents to recover taxes;



		<p>information on price fluctuations;</p> <ul style="list-style-type: none"> <li>- Keep in safe custody all tender documents;</li> <li>- Appoint a “focal point” in the Auditor General of Government Finances office;</li> </ul>		<ul style="list-style-type: none"> <li>- Build capacity of personnel in charge of finance and planning;</li> <li>- Coordinate and monitor Sector development activities;</li> </ul>			<ul style="list-style-type: none"> <li>- Keep in safe custody and monitor use of receipt books;</li> <li>- Request the Sector Executive Secretary to recover tax arrears by legal force;</li> <li>- Receive tax declarations;</li> <li>- Register tax payers;</li> <li>- Issue tax invoices;</li> <li>- Issue tax receipts;</li> <li>- Keep in safe custody taxation documents.</li> </ul>
<b>Sector</b>	<b>Objective</b>			<ul style="list-style-type: none"> <li>- Keep basic data and statistics which shall be used in planning;</li> <li>- Prepare planning based on priority problems identified by the population;</li> <li>- Participate in “Ubudehe” activities;</li> </ul>			<ul style="list-style-type: none"> <li>- Identify tax payers in the Sector and their tax payment patterns;</li> </ul>
	<b>Responsibility</b>		<ul style="list-style-type: none"> <li>- Execute District budget and keep safely documents on financial management;</li> <li>- Put in safe custody bank documents;</li> </ul>	<ul style="list-style-type: none"> <li>- Collect data and statistics on which to base District development programmes;</li> <li>- Monitor the execution of “Ubudehe” activities at Sector and Cell levels;</li> <li>- Create awareness among the population about “Ubudehe” activities;</li> <li>- Harmonise problems identified at Cell and Sector levels so that they are submitted to the District;</li> </ul>			<ul style="list-style-type: none"> <li>- Take stock of tax payers in the Sector and monitor their tax payment patterns;</li> </ul>

				- Analyse problems identified by the population and ensure they participate in planning of development programmes;			
Cell	Objective			- Resolve priority problems identified by the population; - Collect basic data and statistics in the Cell;			
	Responsibility			- Analyse population problems; - Coordinate and prioritise their aspirations; - Collect basic data and statistics and submit them to the Sector; - Monitor citizens activities by use of “Ubudehe” committees so that funds received are disbursed;			
Umudugudu	Objective			Establish data base at “Umudugudu” level;			
	Responsibility			- Collect basic data and statistics and submit them to relevant authorities for safe custody and analysis.			

## 2.10. Roles and responsibilities of local administration in the infrastructure sector after the reform (MININFRA)

Level of administration	Infrastructure	Roads	Transport	Meteology	Energy	ICT
National	Objective	- Promote governance aimed at durable socio-economic development;	Idem	Idem	Idem	Idem
	Responsibility	- Put in place policy and laws which govern infrastructure development; - Evaluate and monitor the implementation of the policy on infrastructure development in towns; - Develop a master plan of national land use;	- Put in place policy on road construction and maintenance; - Put in place laws, decrees and standards required in road construction and maintenance; - Construction and maintenance of	- Put in place transport policy and laws in air, land and water; - Develop air transport services; - Monitor the implementation of transport policy; - Sign the international	- Put in place meteorological policy; - Find out and disseminate data on national meteorological information; - Implement international agreements on meteorology;	- Put in place energy policy; - Monitor policy implementation; - Develop large national infrastructure;

		<ul style="list-style-type: none"> <li>- Develop a policy on construction and maintenance of Government buildings;</li> <li>- Put in place laws and decrees governing housing development;</li> </ul>	<ul style="list-style-type: none"> <li>international highways and roads connecting Districts;</li> <li>- Monitor the implementation of road policy in the country;</li> </ul>	<ul style="list-style-type: none"> <li>transport agreements;</li> <li>- Issue international transport licenses;</li> <li>- Monitor the functioning of CCTA (motor-vehicle technical control centre) and measure the weight of lorries carrying goods;</li> </ul>			
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<b>City of Kigali</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Determine and coordinate development plans based on competitiveness of the country, region and Africa;</li> <li>- Prepare a master plan to reform the City without damaging the environment;</li> </ul>	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Draw up the City master plan and housing maps;</li> <li>- Monitor the housing pattern in City of Kigali and Districts;</li> <li>- Build capacity of City, District and Sectors;</li> </ul>	<ul style="list-style-type: none"> <li>- Construct and maintain roads connecting District comprising City of Kigali;</li> </ul>	<ul style="list-style-type: none"> <li>- Plan transport in City;</li> <li>- Coordinate activities and monitor activities in the City;</li> <li>- Instal traffic lights;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the implementation of the meteorological policy in the country;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate District activities and implementation of energy policy;</li> <li>- Draw up a policy to enhance energy in the City;</li> <li>- Mobilise resources to</li> </ul>	<ul style="list-style-type: none"> <li>- Plan ICT use in the City;</li> <li>- Coordinate and monitor the implementation of ICT policy in City Districts;</li> </ul>

				- Construct shades at “bus stops” and monitor their use;		increase energy in the City;	
<b>Province</b>	<b>Objective</b>	- Coordinate District planning activities with national policy; - Promote economy based on locally available resources;	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	- Monitor the implementation of housing and urban development policy;  - Mobilise the population to settle in “Imidugudu” and maintain infrastructures; - Maintain Government houses in Province;	- Monitor the implementation of road construction policy;  - Monitor and coordinate District activities;	- Coordinate and monitor the implementation of District policy on transport;	- Monitor the implementation of meteorological policy in the country;	- Coordinate and monitor the implementation of District energy policy;	- Monitor the implementation of District ICT policy;
<b>District</b>	<b>Objective</b>	- Coordinate and assist Sectors to deliver good services; - Determine, coordinate and implement development plans and programmes; - Promote cooperation with other Districts;	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	- Sensitise the population on the Policy of settling in the “Imidugudu”; - Coordinate the selection of “Imidugudu” sites in all Sectors; - Draw up town master plans; - Ensure the adherence	- Construct and maintain roads connecting Sectors; - Monitor activities in the Sectors; - Monitor road activities in the Sectors; - Construct, maintain roads connecting Sectors;	- Improve transport services in the District; - Implement District transport policy and laws; - Put in place and monitor the functioning of “bus-stops” and ports of Districts	- Collect meteorological data and statistics in the country;	- Construct dams; - Interest the population to use environment friendly energy eg. solar, wind; methane gas and new energy sources like coal; - Interest the population to use energy saving stoves;	- Maintain ICT infrastructure in the District and instal tele-centres at Sector level; - Sensitise the population to use ICT;

		<p>of population to the urban and housing laws and regulations;</p> <ul style="list-style-type: none"> <li>- Select zones for housing projects;</li> <li>- Draw up special housing plans and for specially selected zones in town;</li> </ul> <p>- Construct houses for the vulnerable Section of society;</p>	<ul style="list-style-type: none"> <li>- Maintain Government houses in the District;</li> </ul>	<p>bordering lakes;</p> <ul style="list-style-type: none"> <li>- Issue licenses to transport people and goods in the District;</li> <li>- Instal traffic lights in District;</li> </ul>			
<b>Sector</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell activities;</li> <li>- Deliver basic services;</li> <li>- Create awareness among the population about Government programmes;</li> <li>- Mobilise resources;</li> </ul>	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Allocate plots;</li> <li>- Issue permission to build in “Umudugudu”;</li> <li>- Approve “Umudugudu” sites in the Cell;</li> <li>- Monitor how laws and regulations governing housing in the “Imidugudu” are respected and implemented;</li> <li>- Maintain Government houses in the Sector;</li> <li>- Collect data on the vulnerable segment of population who need housing;</li> </ul>	<ul style="list-style-type: none"> <li>- Disseminate information on road maintenance;</li> <li>- Maintain roads in the Sector;</li> <li>- Construct roads in the “Imidugudu”;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the implementation of traffic laws;</li> </ul>	<ul style="list-style-type: none"> <li>- Collect meteological data and statistics;</li> </ul>	<ul style="list-style-type: none"> <li>- Interest and train the population in the use of energy saving stoves;</li> <li>- Mobilise the population to use new energy sources eg. wind, power, solar, coal, methane gas;</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain and put to proper use tele centres;</li> <li>- Interest and mobilise the population to use ICT;</li> </ul>

<b>Cell</b>	<b>Objective</b>	- Assist “Imidugudu” structures to collaborate with Sector technical staff on infrastructure and housing matters;	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	- Identify “Imidugudu” sites; - Ensure the adherence to housing laws and decrees;	- Mobilise the population about road maintenance; - Maintain Cell roads;	- Ensure adherence to and respect for traffic laws;	- Mobilise the population to maintain meteorological infrastructure;	- Mobilise the population to maintain energy infrastructure; - Mobilise the population to use energy saving stoves;	- Maintain and put to proper use tele centres; - Interest and mobilise the population to use ICT;
<b>Umudugudu</b>	<b>Objective</b>	- Promote cooperation and good relationship among the population; - Assist the population to maintain infrastructure and implement Government policies and programmes;	Idem	Idem	Idem	Idem	Idem
	<b>Responsibility</b>	- Mobilise the population to implement Government housing policy;	- Mobilise the population to maintain roads in general and those in the “Imidugudu” in particular;	- Mobilise the population to respect traffic laws;	- Mobilise the population to maintain meteorological infrastructure;	- Mobilise the population to maintain energy infrastructure;	- Mobilise the population to maintain ICT infrastructure;

## 2.11. Roles and responsibilities of local administration in the justice sector after the reform (MINIJUST)

Level of administration		Preparation of laws	Justice and institutional relations	State attorney	TIG	Gacaca
<b>National</b>	<b>Objective</b>	- Put in place strategies which oblige people to respect the law;	- Put in place strategies which oblige people to respect human rights and liberties;	- Promote Counselling in Government affiliated institutions;	- Put in place TIG policy which promotes reconciliation in the Rwandan Society;	- Promote Gacaca programmes;
	<b>Responsibility</b>	- Put in place and monitor strategies and programmes that require every-one to respect the constitution; - Build a state which respects laws and human rights;	- Monitor the implementation of policy on justice;	- Advise the Government to avoid mistakes which would lead to unnecessary Court cases; - Promote the policy of	- Mobilise funds/donors; - Disseminate the TIG policy; - Monitor the	- Prepare appropriate Gacaca policy; - Interest the population about

				settling disputes amicably, outside the Court;	implementation of TIG policy;	Gacaca courts;
<b>City of Kigali</b>	<b>Objective</b>	A population knowledgeable in Government programmes and laws;	Coordinate Districts justice programmes;	- Coordinate programmes aimed at settling unnecessary disputes;	- Well prepared TIG activities and aimed at unity and reconciliation;	
	<b>Responsibility</b>	Disseminate laws;	- Monitor the implementation of Government programmes on respect for human rights and liberties;	- Create awareness among the population about administrative laws; - Create awareness among the population about administrative institutions to which they can take their grievances;	- Select programmes which have impact; - Mobilise funds; - Create public awareness about TIG; - Assist “prisoners” doing the TIG punishment integrate in society;	

<b>Province</b>	<b>Objective</b>	- Population knowledgeable in Government programmes and laws;	- Coordinate District justice programmes;	- Coordinate activities aimed at settling Government court cases;	- Well prepared TIG programmes aimed at unity and reconciliation;	- Gacaca Courts functioning well;
	<b>Responsibility</b>	Disseminate Laws;	- Monitor the implementation of Government human rights programmes;	- Monitor the finishing of Court cases at District level; - Monitor the implementation of agreements Provinces have signed with other organs;	- Select projects which have impact; - Mobilise funds; - Create public awareness about TIG; - Assist “prisoners” doing TIG integrate in society;	- Issue guidelines on national Gacaca policy; - Monitor the Gacaca budget preparation;
<b>District</b>	<b>Objective</b>	Population knowledgeable in Government programmes and laws;	Coordinate Sector justice programmes;	Coordinate Sector activities aimed at defending people’s interest;	Well prepared TIG activities aimed at unity and	Mobilise funds for District Gacaca Courts;

					reconciliation among the population;	
	<b>Responsibility</b>	Disseminate laws;	<ul style="list-style-type: none"> <li>- Solve the problem of finishing court cases;</li> <li>- Assist the District notary to authenticate documents;</li> <li>- Prepare Sector budget and planning;</li> </ul>	<ul style="list-style-type: none"> <li>- Create awareness among the population about administrative laws;</li> <li>- Create awareness among the population about institutions which can solve their problems;</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare projects which can be executed using TIG;</li> <li>- Mobilise funds;</li> <li>- Create awareness among the population about TIG;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the functioning of District Gacaca Courts;</li> <li>- Mobilise equipment for Gacaca Courts;</li> <li>- Evaluate Gacaca activities at Sector level;</li> </ul>

<b>Sector</b>	<b>Objective</b>	- Population knowledgeable in Government programmes and laws;	- Decentralized services;	- Lawyers who defend the state and advice it at Sector level;	- Proper preparation of TIG activities and interest released “prisoners” to execute them well;	- Monitor and coordinate Gacaca activities at Cell level;
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell activities of demystifying laws;</li> <li>- Decentralise Government programmes especially new or updated laws;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor problems arising from finishing of Court cases;</li> <li>- Monitor the compilation of reports on criminal activities;</li> <li>- List disputes which shall be solved by “Reconciliation Committee”;</li> <li>- Ensure the security of respondents;</li> </ul>	<ul style="list-style-type: none"> <li>- Collect list of people who have disputes with Government;</li> <li>- Put in place mechanism to settle disputes among the population;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and coordinate Cell TIG activities and programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor the functioning of Gacaca Courts in the Cell;</li> <li>- Analyse problems encountered by Gacaca proceedings;</li> <li>- Submit necessary reports on Gacaca;</li> </ul>
<b>Cell</b>	<b>Objective</b>	Population knowledgeable in laws;	- Population knowledgeable in the functioning of justice system and have confidence in it;	- Population who know their rights about losses incurred or injustice inflicted by Government affiliated institutions;	- Coordinate TIG activities in the “Imidugudu”;	- Gacaca Courts functioning properly;
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Mobilise the population to learn laws;</li> <li>- Mobilise the population to read law books, newspapers and listen to the radio;</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate information from Cells on respect for human rights;</li> <li>- Mobilise the population to</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor problems between the population and the Government;</li> <li>- Advice the population in</li> </ul>	<ul style="list-style-type: none"> <li>- Put emphasis on unity and reconciliation programmes;</li> </ul>	<ul style="list-style-type: none"> <li>- Train members of Gacaca Courts;</li> <li>- Mobilise equipment for</li> </ul>



			register births, deaths and marriages on time;	the Cell on how to settle problems they have with the Government;	<ul style="list-style-type: none"> <li>- Collect information on behaviour of released prisoners doing TIG;</li> <li>- Monitor the perception of the population about the implementation of TIG;</li> </ul>	Gacaca Courts;
<b>Umudugudu</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Population who are knowledgeable in laws;</li> </ul>	<ul style="list-style-type: none"> <li>- Promote human rights;</li> <li>- Create awareness among the population about representation by attorneys;</li> </ul>	<ul style="list-style-type: none"> <li>- Population who are aware about their rights on all kinds of damages or injustice inflicted by institutions affiliated to the state;</li> </ul>	<ul style="list-style-type: none"> <li>- Create awareness among the population about TIG;</li> <li>- Assist released prisoners doing TIG to integrate in society;</li> </ul>	<ul style="list-style-type: none"> <li>- Continue creating awareness among the population about Gacaca Courts;</li> </ul>
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Prepare brief manuals explaining national laws;</li> <li>- Create awareness among the population about laws which have been abrogated, updated and their implementation;</li> <li>- Encourage the population to fight genocide ideology;</li> </ul>	<ul style="list-style-type: none"> <li>- Create awareness among the population about their rights;</li> <li>- Monitor the way human right are respected;</li> <li>- Create awareness among the population about problems submitted to the Reconciliation Committees;</li> <li>- Create awareness among the population about the functioning of the notary and bailiffs;</li> <li>- Explain to the population problems of births deaths, and marriages;</li> </ul>	<ul style="list-style-type: none"> <li>- Create awareness among the population about administrative laws;</li> <li>- Explain to the population about institutions that can resolve their problems;</li> </ul>	<ul style="list-style-type: none"> <li>- Explain to the population the policy of unity and reconciliation;</li> <li>- Mobilise the population to live harmoniously;</li> <li>- Mobilise released prisoners accused of genocide to participate in Government programmes;</li> <li>- Monitor the behaviour of released prisoners doing TIG;</li> </ul>	<ul style="list-style-type: none"> <li>- Collect information on 1994 genocide;</li> <li>- Mobilise the population to participate in Gacaca Courts;</li> <li>- Ensure the protection and security of witnesses in Gacaca Courts;</li> </ul>

## 2.12. Roles and responsibilities of local administration in the agriculture and livestock sector after the reform (MINAGRI)

Level of administration		Sector 1	Sector 2	Sector 3
National	Objective	<ul style="list-style-type: none"> <li>- Increase wealth generated by agriculture and livestock;</li> <li>- Generate enough food for domestic consumption;</li> <li>- Participate in national economy;</li> </ul>		
	Responsibility	<ul style="list-style-type: none"> <li>- Prepare agricultural development policy and programmes at national level;</li> <li>- Mobilise required inputs to facilitate the implementation of the programmes;</li> <li>- Build capacity of the population and the structures which implement the programmes prepared at national level;</li> <li>- Evaluate and monitor the implementation of the plans and programmes;</li> <li>- Collect and analyse agricultural data;</li> <li>- Put in place laws on agriculture and livestock;</li> <li>- Quickly respond to farmers request for animal or plant disease control or even where there has been a dismally poor harvest due to various reasons;</li> </ul>		
City of Kigali	Objective	<ul style="list-style-type: none"> <li>- Establish, coordinate and create development programmes based on national, regional or even African competitiveness;</li> <li>- Draw up a master plan to revamp the City and develop it;</li> </ul>		
	Responsibility	<ul style="list-style-type: none"> <li>- Promote the agriculture of green vegetables and fruits;</li> <li>- Promote livestock production based on high milk yielding breeds;</li> <li>- Issue licences to transport domestic animals;</li> <li>- Carry out artificial insemination;</li> </ul>		
Province	Objective	<ul style="list-style-type: none"> <li>- Coordinate District planning with national policies;</li> <li>- Promote economy based on locally available materials;</li> </ul>		
	Responsibility	<ul style="list-style-type: none"> <li>- Monitor the implementation of agriculture development policies and programmes by the Districts;</li> <li>- Build capacity of different levels;</li> </ul>		
District	Objective	<ul style="list-style-type: none"> <li>- Coordinate and assist Sectors to deliver good services;</li> <li>- Determine, coordinate and implement development programmes;</li> <li>- Promote cooperation and good relationship between Districts;</li> </ul>		
	Responsibility	<ul style="list-style-type: none"> <li>- Draw up and implement District action plan harmonising peoples aspirations and strategies with the national agricultural and livestock policy;</li> <li>- Coordinate farmers activities in the District with institutions affiliated to the Ministry of Agriculture, Projects or Non-Governmental Organisations;</li> <li>- Build Sectors capacity to deliver better services;</li> <li>- Coordinate and analyse basic statistics showing socio-economic development of the population;</li> <li>- Mobilise funds and resources to develop investment in the District;</li> </ul>		

		<ul style="list-style-type: none"> <li>- Proper management of natural resources and protection of the environment;</li> <li>- Coordinate District agricultural and livestock activities;</li> <li>- Sign and monitor the implementation of contracts;</li> <li>- Monitor the functioning of associations, cooperatives, farmers cooperatives etc;</li> <li>- Draw up an action plan to distribute fertilisers and monitor their use;</li> <li>- Issue permits to transport farm animals;</li> <li>- Build capacity of different levels;</li> </ul>		
<b>Sector</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Resolve problems of the population and give them basic services;</li> <li>- Monitor and coordinate Cell activities;</li> <li>- Ensure the security of people and their property;</li> <li>- Create awareness among the population about Government policies and programmes;</li> </ul>		
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Populise agriculture;</li> <li>- Give farmers all fertilisers needed;</li> <li>- Analyse and resolve farmers' agricultural and livestock problems and draw up a plan of action in which the population participate;</li> <li>- Collect basic data and statistics on which to base agricultural development programmes;</li> <li>- Make harvest predictions and seek information on market prices;</li> <li>- Monitor the maintenance of swamp infrastructure, valley dams, animal springs; grenaries, butcheries, food markets etc;</li> <li>- Deliver artificial insemination services and animal vaccination;</li> <li>- Raise alarm in case of animal pandemics, swarms of birds, insects or plant diseases;</li> <li>- Monitor the contracts to deliver agricultural or livestock services at Sector level;</li> <li>- Promote one selected sector of agriculture;</li> <li>- Implement livestock laws;</li> <li>- Monitor the functioning of farmers associations or cooperatives;</li> <li>- Monitor the functioning of quarantine centres;</li> <li>- Monitor the functioning of agricultural projects and participate in the development of such projects;</li> <li>- Monitor the use of funds donated by CDF to promote agriculture;</li> <li>- Set up demonstration infrastructure to prevent soil erosion;</li> <li>- Set aside and monitor animal grass multiplication gardens;</li> <li>- Build capacity;</li> <li>- Popularise ICT.</li> </ul>		
<b>Cell</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Assist "Umudugudu" structures which cooperate with Sector technical staff;</li> <li>- Assist citizens who participate in different national programmes;</li> </ul>		
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Assist "Umudugudu" achieve its objectives;</li> <li>- Harmonise "Umudugudu" and Sector activities;</li> <li>- Collect data and statistics and deliver them to the Sector;</li> <li>- Monitor the "chain" of cow donations loaned to some people;</li> <li>- Monitor the maintenance of infrastructures in swamps, valley dams etc;</li> <li>- Monitor the implementation of programmes to fight soil erosion, zero-grazing, animal vaccination etc;</li> </ul>		

		<ul style="list-style-type: none"> <li>- Raise alarm in case of animal pandemics, swarms of birds, insects or plant diseases;</li> <li>- Monitor all agricultural and livestock activities in the Cell;</li> <li>- Prepare for the planting season by putting together all required materials;</li> <li>- Distribute demonstration projects which assist farmers to access bank loans and money from projects which assist farmers;</li> </ul>		
<b>Umudugudu</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Promote cooperation and good relationship among the population;</li> <li>- Encourage the population to keep law and order, promote hygiene, maintain infrastructure; the environment; participate in “Umuganda” and other Government programmes;</li> </ul>		
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Collect basic data and statistics and deliver them to relevant authority charged with analysing and using them;</li> <li>- Mobilise the population to fight soil erosion, practice zero-grazing; use fertilisers; store surplus harvest; save; harvest rain water; vaccinate animals, plant grass and plants used to feed animals, fight soil erosion, improve soil fertility; dig waste pits;</li> <li>- Mobilise the population to participate in “Umuganda” activities;</li> <li>- Raise alarm in case of animal pandemics or plant diseases;</li> <li>- Interest the population to join associations and cooperatives;</li> </ul>		

### 2.13. Roles and responsibilities of local administration in the public service and labour sector after the reform (MIFOTRA)

Level of administration			
<b>National</b>	<b>Objective</b>	<ul style="list-style-type: none"> <li>- Promote labour by putting in place tangible labour policy and strategies</li> <li>- Put in place policy and strategies to build the population capacity and interest them to implement them</li> <li>- Put in place favourable laws governing the public servants and their salary scales;</li> </ul>	
	<b>Responsibility</b>		
<b>City of Kigali</b>	<b>Objective</b>	- Monitor the implementation of the labour promotion policy and human resource management at District level;	
	<b>Responsibility</b>	- Monitor the implementation of labour promotion policy and human resource management at District level;	
<b>Province</b>	<b>Objective</b>	- Monitor the implementation of the labour promotion policy and human resource management at District level;	
	<b>Responsibility</b>	- Province shall resolve problems of its staff and pay them;	
<b>District</b>	<b>Objective</b>	- Promote labour, specifically projects generating employment for women and youth;	
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Disseminate strategies and policy;</li> <li>- Train the population in the content and use of existing laws at District and Sector level;</li> <li>- Train personnel at District and Sector level;</li> <li>- Disseminate results from various analysis;</li> <li>- Receive grievances from employees and employers;</li> <li>- Disseminate labour law in the local administration and else where;</li> <li>- Disseminate laws, decrees and procedures used in human resource management, apprenticeship, termination of employment, retirement etc;</li> <li>- Publicise employment opportunities;</li> <li>- Publicise employment statistics;</li> <li>- Request and publicise qualifications employees must have in their dossiers;</li> </ul>	

		<ul style="list-style-type: none"><li>- Prepare monthly salaries;</li><li>- Display employment opportunities on various Government building notice boards;</li><li>- Receive and dispatch dossiers of job applicants to relevant authorities within the period prescribed by law;</li><li>- Prepare employees social security service dossiers and submit the money to that organisation;</li><li>- Subscribe employees medical insurance contribution to RAMA and always keep employees informed of other requirements;</li><li>- Select candidates who fulfil the required qualifications in case of employment opportunities;</li><li>- Request private firms or consultants to conduct interview;</li><li>- Approve successful candidates;</li><li>- Give employment to successful candidate;</li></ul>	
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<b>Sector</b>	<b>Objective</b>	- Promote employment especially for women and the youth;	
	<b>Responsibility</b>	- Publicise employment opportunities at Sector level based on its demography; - Publicise policies and strategies	
<b>Cell</b>	<b>Objective</b>	- Publicise advantages of working and saving;	
	<b>Responsibility</b>	- Creation of awareness of labour laws and saving schemes;	
<b>Umudugudu</b>	<b>Objective</b>		
	<b>Responsibility</b>		

#### 2.14. Roles and responsibilities of local administration in the information sector after the reform (MININFOR)

<b>Level of administration</b>		<b>Sub Sector I</b>	<b>Sub Sector 2</b>
<b>National</b>	<b>Objective</b>		
	<b>Responsibility</b>	- Prepare policy, laws and decrees information is based on; - Evaluate and monitor the implementation or respect for the policy, laws and decrees governing information; - Improve capacity and know-how of employees in information sector; - Encourage information related organisations and institutions to integrate ICT culture in their work; - Put in place action plans and programmes meant to promote freedom of the press; - Interest information institutions and organisations to function as mobilises; - Publicise Government activities in and outside the country; - Mobilise information organisations and institutions to function as investment agencies; - Promote ICT use in information; - Put in place strategies to decentralise information up to the local population;	
<b>City of Kigali</b>	<b>Objective</b>		
	<b>Responsibility</b>		
<b>Province</b>	<b>Objective</b>		
	<b>Responsibility</b>	- Monitor if information trickles down to the population; - Monitor the functioning of tele-centres (when they start);	
<b>District</b>	<b>Objective</b>	- Promote labour, specifically projects generating employment for women and youth;	
	<b>Responsibility</b>	- Put in place tele-centres to enable the population to access outside information; - Monitor the functioning of tele-centres and mobilise resources for them (radios, news papers etc.)	

<b>Sector</b>	<b>Objective</b>		
	<b>Responsibility</b>	- Monitor and collect data on the number of the population who can access information (newspapers, radio and television); - Start tele centres and mechanism to enable the population to access outside information; - Mobilise the population to develop a culture of reading and information gathering;	
<b>Cell</b>	<b>Objective</b>		
	<b>Responsibility</b>	- Strive to have educated population, who are development conscious, are virtuous and have integrity; - Encourage the population to be curious about what is happening around them especially having information about their country;	
<b>Umudugudu</b>	<b>Objective</b>		
	<b>Responsibility</b>	- Mobilise every family to have means of accessing information (newspapers, radio, televisions etc); - Mobilise every family to inculcate in the youth the culture of reading and information gathering;	

## 2.15. Roles and responsibilities of local administration in the sector of foreign affairs after the reform (MINAFFET)

**Objective:** Promote international cooperation between Rwanda and other countries;

**Responsibility:**

- Co-existence with other countries based on mutual respect, complementarily and Rwanda's interests and those of other countries. All these are done in the context of keeping peace and security which are the foundation of socio-economic development;
- Cooperate with other countries and international organisations to fight terrorism;
- Promote human rights and fight all aspects of genocide and other crimes against humanity;
- Promote and protect Rwanda's interests and of those in diaspora.