



« ASSESSING AND IMPROVING GOVERNANCE FOR RESULTS-BASED MANAGEMENT: Ensuring good governance for effective service delivery »

DPM

Kigali, Rwanda.

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Ministry of Local Government, Good Governance,
Community Development and Social Affairs

Overview

1. Ensuring Good Governance

- Elements of Good Governance Programme
- Partnerships
- Legal Reforms
- Decentralization Framework

2. Service Delivery:

- Contractual approaches in Health & Education
- Agricultural Extension Services
- Citizen Report Cards/Community Score Cards

3. Culture based Governance and Development Paradigm

- Ubudehe
- Vision 2020 Umurenge (VUP)
- Integrated Development Programme
- Itorero

1. Elements Good Governance Program

- **Peace and security:** Strengthen the country's defense against external threats
- **Unity and reconciliation** among the citizenry
- **Human rights and the rule of law upheld:** reforms to the criminal justice system (such as the gacaca courts)
- **Public administration reforms,** including public financial management (PFM), performance-based budgeting, political accountability at all levels of government
- **Soft Infrastructure:** Develop regional comparative advantage in to foster private investment: i.e. well-defined property rights, efficient public administration, transparency in fiscal and regulatory matters.

Partnerships:

Background of Joint Governance Assessment Framework

- The 2006 DPM, recommended that we have a Joint Governance Framework to replace individual efforts in Governance Assessments

→ *To bring about harmonization of governance assessments by individual institutions into **One** Joint Governance Assessment Framework*

Partnerships cont'd

The Joint Governance Framework

ADVANTAGES:

Transparency, Participatory approach to assessment, Ownership of the process and its outcomes, Avoid duplication and Safeguard integrity

What has been accomplished:

- JGF was put in place in the DP Retreat -Rubavu on 09/03/2007
- Joint Governance Assessment Steering Committee established on 21/03/2007
- Technical committee to undertake the governance Assessment process was put in place on 21/03/2007
- Procurement process for a firm to carry out the Governance assessment: TOR approved by S.C in April 2007
- The firm to carry on the assessment has been identified- Work to start early December

Partnerships cont'd

Joint Action Development Forum

- In order to promote a good Public and Private Partnership a forum of Development Actors has been established at the Sector and District.
- The JADF promotes participatory Planning & M&E

Ensuring Good Governance

Legal Reforms

- Law on Umuganda
- Organic Law on presidential and legislative elections
- Laws regulating- CSO, INGOs, Press, FBOs

The Decentralization Framework: *A Tool for Service Delivery*

- The current phase of decentralization provides a solid framework for Rwanda to improve:
 - Service delivery
 - Cross-sectoral coordination and efficiency
 - Accountability at all levels
 - people's participation and increased ownership
- The recent initiatives (performance-based action plans,) constitute important steps in moving towards achieving the MDGs and enhancing sustainable local economic development

Decentralised services in Rwanda

- Resettlement / Shelter – *Imidugudu*,..
- Administrative services (*Citizens' ID*,...)
- Administration of Justice, reconciliation
- Social – basic education, health & safe water,
- Infrastructure – rural roads, bridges, markets..
- Agricultural services (inputs, extension,..)
- Environmental management, urban waste mgt

A framework of relationships of accountability

Policymakers



Long route



Poor people



Short
route

Providers

2. Service Delivery

Contractual approach in Health

- ❖ A Community Performance-Based Financing Approach
- ❖ The contractual approach is a specialized service responsible for evaluating the performance of the health structures and financing them consequently.
- ❖ With the aim of improving some of the pressing health indicators in our communities
- ❖ Selected indicators include:
 - Maternal and Infant mortality Rate
 - Individual enrolment in Mutual Health Insurance Schemes
 - Use of mosquito nets to reduce deaths due to malaria

Service Delivery: Contractual Approach in Health cont'd

- The hospital that has achieved the pre-set indicators is paid a sum of money- a big part is used for paying the staff and also buy equipments for the hospital
- Result
 - Motivation to both the Hospital and the staff
 - Anticipated rapid achievement of MDGs
 - Increase life expectance in Rwanda

Service Delivery Cont'd

Contractual Approach in Education

- ❖ A similar system to health, but with different indicators
- ❖ Through a system of Capitation grants for all pupils in the primary schools and Subsidy to ensure free universal education, the following indicators are directly the responsibility of LGs:
 - Enrolment rate
 - Drop-out/repetition rate
 - Number of pupils/classroom
 - Ratio Teachers/Pupils
 - % of qualified teachers

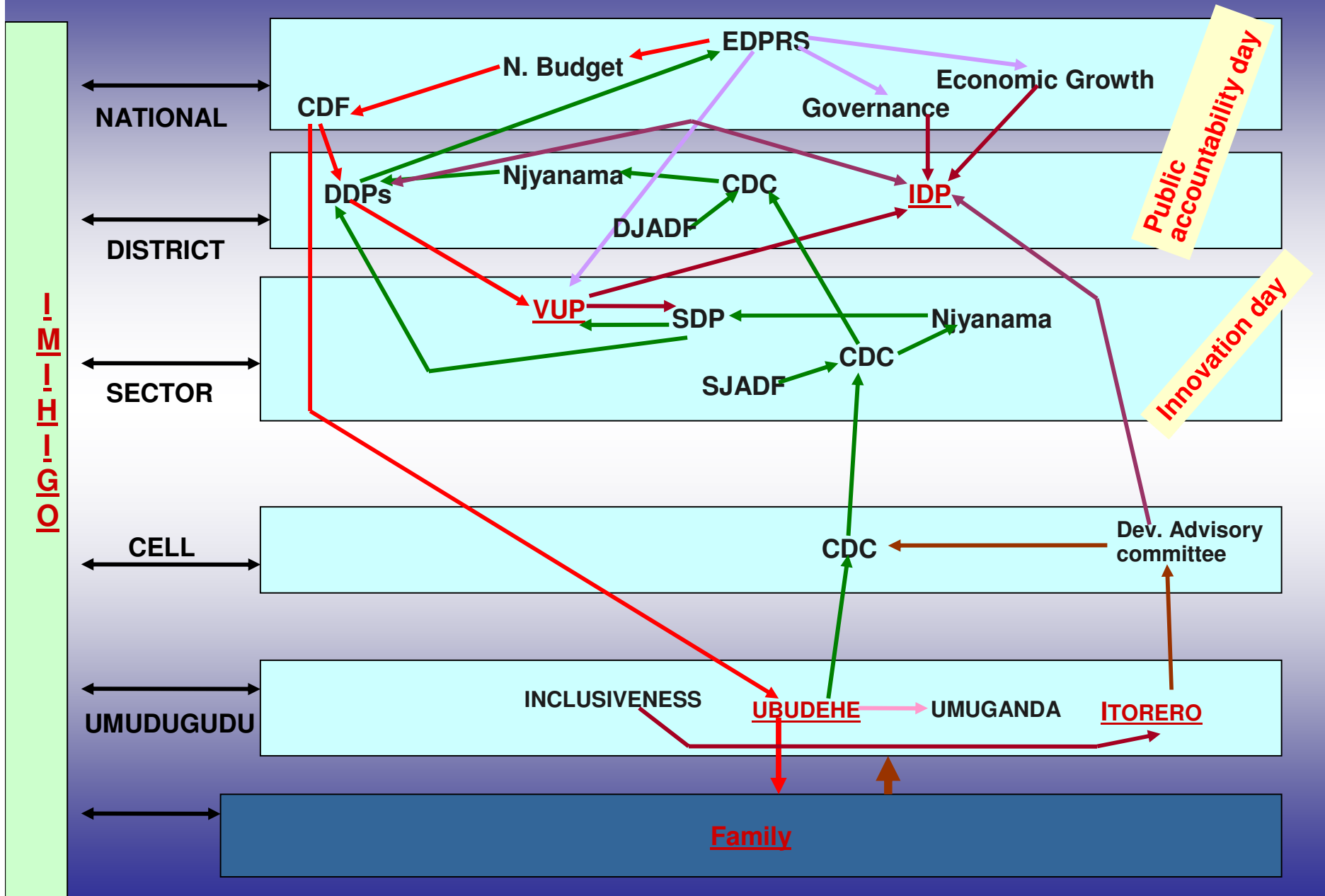
Citizen Report Cards & Community Score Cards

- Citizen Report Cards (CRCs) are participatory surveys that solicit *user* feedback on the performance of public services
- There are a lot of Governance and Development initiatives, its important we know satisfaction levels of our clients
- We are in procurement process for a firm that will develop them-ToRs are read

Extension services in Agriculture

- Extension services or agricultural education is the starting point of all agricultural transformation
- District Agronomes coordinate agricultural activities, Sector Agronomes implement together with private service providers
- Challenge is to build technical capacities and respond to the great demands of producers
- Extension services are monitored through CRC's

3. Culture Based Governance & Development Paradigm



Culture Based Governance & Development

Result based Management:

Imihigo

- Imihigo as a tool to rapidly achieve V2020, MDGs, EDPRS
- Initiative to have it in the Family
- As a tool to work on the mindset

Culture Based Governance & Development

The Impact of Ubudehe

- *SELF – GOVERNANCE*
- *PARTICIPATORY PLANNING*
- *ENTERPRENEURSHIP & INVESTMENT MULTIPLIER*
- *BASELINE DATA*



Culture Based Governance & Development Vision 2020 Umurenge

- An integrated Local Development Program focusing on one poor Sector per District,
- One of the flagships of EDPRS
 - Integration of resources
 - Focused spending
 - Graduation process;
 - Through building capacities
 - Credits & Insurance

Integrated Development Programme

For efficiency and effectiveness

Principles

- Focusing on High potential areas for increased productivity
- Integration and Coordination at Central Government
- Implementation at local Level

Coordinated Implementation of 10 programs

1. Crop intensification/regionalization
2. Value addition, and marketing
3. Cooperative development
4. Ecosystem Rehabilitation
5. Resettlement: grouped settlement Imidugudu
6. Development of off-farm activities
7. Strengthening of rural financial systems
8. Social protection and vulnerability management
9. ICT development
10. Develop revolutionary leadership for development initiatives



Culture Based Governance & Development

ITORERO ry'Igihugu

- A native Rwandan leadership training Centre/school- Where participants were trained in leadership spirit, Good morals, Rwandan culture....
- Itorero was approved with Policies of Civic education and that of Unity and reconciliation and was launched officially by H.E. the President of the Republic of Rwanda on 16/11/2007
- At Umudugudu, Sector, District and National Levels
- On 19/11/2007 the Itorero ry'Igihugu at the District level started.
- Mindset change and leadership of the economic revolution

Finally, Food for Thought:

Social transformation starts with a mindset change, that is based on accumulated wisdom and knowledge, as we modernise practices towards knowledge based economy