REPUBLIC OF RWANDA



MINISTRY OF LOCAL GOVERNMENT

MINALOC STRATEGIC PLAN (2020-2024)

JUNE 2020

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LIST OF ACCRONYMS

1. **AIMF:** Association Internationale des Maires Francophones
2. **BoD:** Board of Directors
3. **CD:** Community Development
4. **CLGF:** Commonwealth Local Government Forum
5. **CoK:** City of Kigali
6. **CRVS:** Civil Registration and Vital Statistics
7. **CSOs:** Civil Society Organizations
8. **DPs:** Development Partners
9. **EALGA:** East African Local Government Association
10. **EALGF:** East African Local Government Forum
11. **EDPRS2:** Economic Development and Poverty Reduction Strategies 2
12. **FARG:** Fund for Support and Assistance to Needy Genocide Survivors
13. **Frw:** Francs Rwandais
14. **G&D:** Governance and Decentralization
15. **GIZ:** Gesellschaft für Internationale Zusammenarbeit
16. **GoR:** Government of Rwanda
17. **UCLG:** United Cities and Local Governments
18. **HIV/AIDS:** Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
19. **ICT:** Information, Communication and Technology
20. **JADF:** Joint Action Development Forum
21. **LED:** Local Economic Development
22. **LG:** Local Government
23. **LODA:** Local Administrative Entities Development Agency
24. **M&E:** Monitoring and Evaluation
25. **MEIS:** Monitoring and Evaluation Information System
26. **MHC:** Media High Council
27. **MINALOC:** Ministry of Local Government
28. **NA:** Not Applicable
29. **NBAs:** Non-Budget Agencies
30. **NCPD:** National Council for People with Disabilities

31. NEC: National Electoral Commission

32. NGOs: Non-Governmental Organizations

33. NRS: National Rehabilitation Service

34. NST1: National Strategy for Transformation 1

35. PSF: Private Sector Federation

36. RBA: Rwanda Broadcasting Agency

37. RBM: Results-Based Management

38. RDRC: Rwanda Demobilization and Reintegration Commission

39. RGS: Rwanda Governance Scorecard

40. SD: Sectoral Decentralization

41. SDG: Sustainable Development Goals

42. SWG: Sector Working Group

43. SWOT: Strengths, Weaknesses, Opportunities and Threats

44. TBD: To Be Added

45. TBD: To Be Done

46. TWG: Technical Working Group

47. US: United States

48. VUP: Vision Umurenge Program

CHAPTER I. GENERAL INTRODUCTION

1.1. Background and Rationale

In global socio-economic development agenda, the need to keep the individuals and institutions capable to capture arising demands and provide appropriate responses to them is natural and inevitable. Rwanda has embarked on developing Vision 2050 which will aim to deliver high income status and high standards of living for all by 2050. The strong leadership and accountability are key ingredients achieve this version. The ultimate goal of any good governance system should be the integrated socioeconomic development of the people. Decentralization and devolution have proven to be some of the best approaches to reach this noble objective as it allows people's participation in both the identification and the implementation of their needs. Most importantly, decentralization and devolution bring leadership closer to people and ensure that the needs of communities are prioritized and citizens empowered to easily hold their leaders accountable as they are close to them. Medium-term national and sectoral strategic plans are expected to proactively and deliberately pursue this long-term development agenda.

Articulation of National Strategy for Transformation (NST1), sector and institutional strategic plans respond to the realization of the country aspirations through strategic specific interventions. The development of MINALOC strategic plan 2020-2024 is motivated by the need for adaptation of the mode of service delivery to internal and external demands that change over time. This plan provides the clear and an ambiguous roadmap to align the organization's functional activities to achieve set goals. The development of the MINALOC strategic plan required in-depth look in the past and existing standards of services of the Ministry, affiliated agencies and local decentralized entities. It assessed the current architecture of the working environment through a detailed SWOT analysis to come up with sound proposals of the changes towards achieving a transformative governance that serves as a precursor of all other sectors of the country development.

It doesn't aim to replace sectoral strategic plans, sector policies or long term sector action plans. Rather, it seeks to guide on how the Ministry and its organs will position themselves in order to deliver with high performance their respective mandates built around policy formulation, Monitoring and Evaluation, coordination, capacity building and funds mobilization at all levels in the period of 2020-2024.

Following the past institutional restructuring and capacity building of different Government institutions to deliver to their mandates; getting inspired by the GoR vision and other high level planning documents, the Ministry of Local Government is designing a 4 years' Strategic plan (2020-2024) which will serve as the guiding document in planning, M&E. This is in order to update the functioning of MINALOC institutions since there has been changes related to development in all angles such as technology, mindset change and even the vision of the Country. MINALOC leads two sectors namely Social Protection sector and Governance and Decentralization Sector with the part of Local Economic Development.

1.2. Alignment to policies, strategies and legal framework

➢ Global, continental and regional governance positioning

In a global environment where nations can no longer pretend to achieve development in an isolated way, various examples show that regional integration and globalization offer more chances for development. Hence, the localization of the national agenda through different protocols and plans has been the key role of Governments for their global and regional positioning. The Ministry of local Government plans are aligned to the global, continental and regional plans and commitments through different twinning and partnership initiatives. The ministry of local government has adopted twinning and partnership policy to ensure the implementation and coordination of the domestication of the international and regional will. As of instance, in 2020 the Ministry of local Government chairs the EALGAF and the EALGA Secretariat. In line with ensuring accountability and transparency, the Ministry of Local government plays a pertinent role. Transparency, Accountability & Participation's vision for the SDG 2030 Agenda is framed by notions of rule of law and respect for human rights (SDG Accountability Handbook, 2019).

➢ The Constitution of Rwanda

The establishment of Ministry of Local Government is merely in line with the Constitution as the mother law. Apart from its establishment, the day-to-day work responds to this alignment. The constitution of Rwanda of 2003 revised in 2015 states the duties of the state and of citizens. Under participation in the development of the country, the role of the State is to put in place development strategies for its citizens.

- **Vision 2050 and National strategy for transformation**

Vision 2050 and National Strategy for Transformation are the long term plans which serve as the high level orientation with different assignments to each Ministry and institutions. The Ministry of local Government part in both visionary orientations is very key and seems to be crosscutting. Being at the lead of local governments, the ministry work transacts from social to economic transformation through the transformational governance. Pillar III Transformational Governance of the NST1 assigns the specific role though not confined to it. The country aims at consolidating and providing building blocks for equitable transformational and sustainable national development. Two of the six priorities of this pillar state the importance of strengthening the capacity, service delivery and accountability of Public Institutions and Increase of Citizens' Participation and Engagement in Development of the nation. The roles of Ministry of local government also go to other pillars such as the social transformation and economic transformation. More specifically, most of social protection interventions are coordinated and monitored by the ministry of local government. It also coordination the local economic development projects. All these interventions are very pertinent in the NST1 and Vision 2050 in general.

- **Governance and the decentralization and Social protection policy and sector strategic plan**

The Ministry of Local Government (MINALOC) is assigned to maintain the oversight and policy leadership on social protection as a whole, working through specialized social protection agencies and in partnership with other key Ministries in the social protection and Governance and Decentralization sectors through the sectoral decentralization.

The institutional overview of the sectors assigns that MINALOC being the Lead Ministry for the Governance and Decentralization and Social Protection Sectors has working relations with other Ministries, Government Agencies, Development Partners, International and Local NGOs.

Under the institutional overview, the policies and sector strategic plans assign that MINALOC has the overall policy lead on social protection and G&D sectors and heads the Sector Working Groups (SWG), the responsibilities of which are to co-ordinate the actors and to oversee policy and strategy development and implementation. MINALOC also has oversight of a number of semi-autonomous.

The Ministry of Local government oversight of the semi-autonomous institutions falling under the sectors that it leads makes it the big institution for both social protection and Governance &Decentralization. On one hand MINALOC oversee the work of social protection agencies namely LODA, FARG, NRS, RDRC and NCPD. On the other hand, there are institutions under the Governance and decentralization such as RBA, NEC and MHC.

- **Alignment of the sector strategic plan to LED CD policy and strategy**

In order to ensure an effective implementation of the 2019-24 LED and CD strategy, there is need for all stakeholders to understand their role and responsibilities to ensure collaborative and synergistic working relationships- the role played by MINALOC. The overall responsibility of overseeing the implementation of the national LED and CD strategy remains the responsibility of MINALOC with specific assignments to LODA and decentralized Entities-Districts.

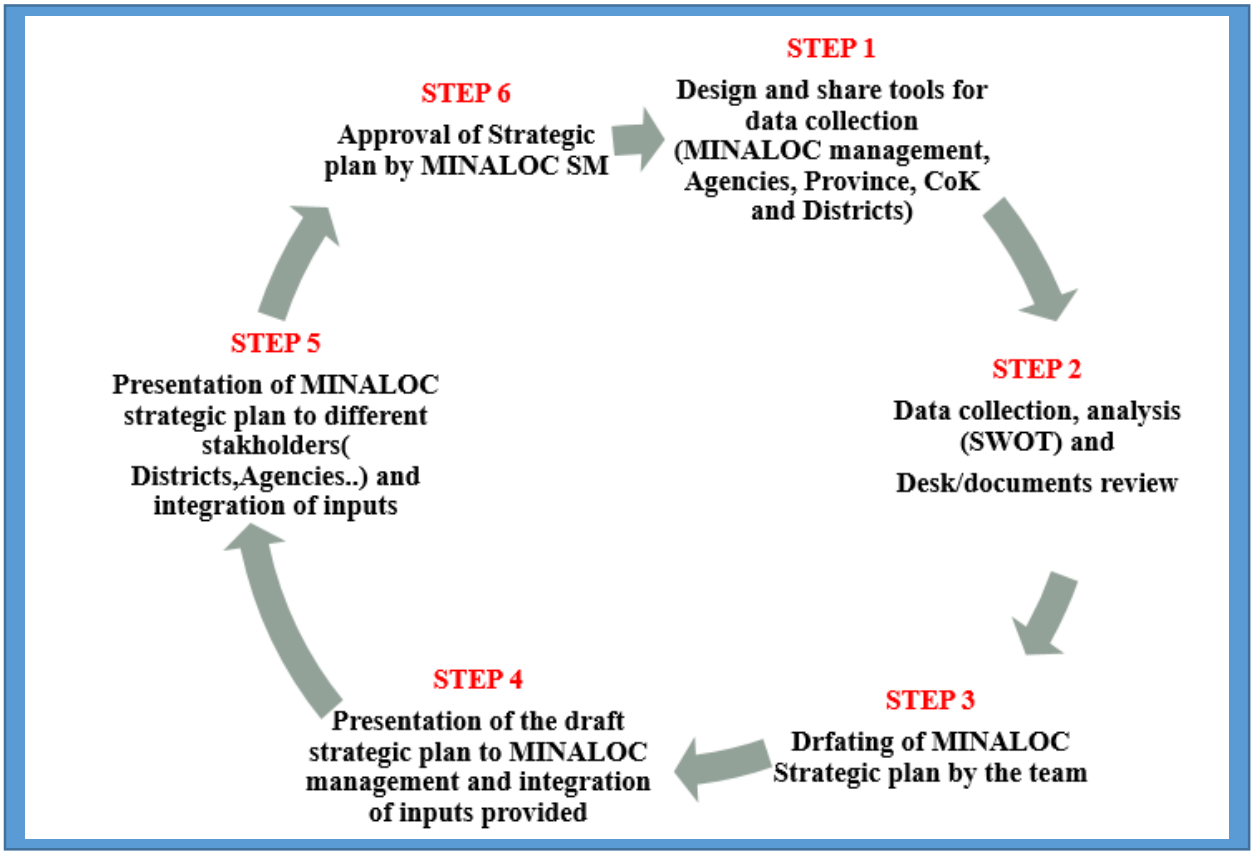
1.3. Methodology to the Strategic plan

The elaboration of the Ministry of Local Government Strategic Plan 2020-2024 was achieved with the use of the methodology that copes in better. Below are some tools for the elaboration of the strategic plan 202002024:

- **Document Review**: Documents were reviewed among which Vision 2020/Vision 2050 aspirations, EDPRS2, NST1, Governance and decentralization sector strategic plan, Social Protection sector strategic plan, Local Economic Development strategy, Local Government Capacity Building Strategy and many more.
- **Technical consultation** with MINALOC Senior officials and technical staff from MINALOC affiliated agencies, Directors of Planning from all districts and CoK were held, their different ideas were submitted through designed template and were taken to consideration.
- **SWOT Analysis**: The scan of the Ministry functioning at both internal and external aspects was conducted by data collected from key informants from MINALOC, Affiliated Agencies, CoK, Provinces and Districts were analysed and interpreted to reflect the real picture of the Ministry.
- **Group parallel and plenary sessions**: the team organized into groups which were facilitated by the group leader conducted for deep discussions on the matter.

- **Presentations to different forums**: the strategic plan was presented to MINALOC technical teams and Senior Management Meeting. Inputs from all fora were incorporated.
- **Drafting and proofreading**: The drafting part and proofreading was emphasized to ensure the coherence and quality of the work.

Steps to MINALOC Strategic plan 2020-2024



CHAPTER II. SITUATIONAL ANALYSIS

The Ministry environment was scanned to position its current situation towards the strategic orientation. The analysis was conducted using SWOT technique to identify the external factors and internal factors that positively or negatively affect the functioning of the Ministry, the analysis explored the Ministry in relations with agencies, local government and other partners by identifying strengths, weaknesses, opportunities and threats.

2.1. SWOT Analysis

Negative aspects	Positive aspects
2.1.1. **Weaknesses** ➢ Ineffective feedback mechanisms which affect the quality and timely service delivery at all levels (internally and externally); ➢ No well elaborated, systematic, coordinated, operational and long term staff capacity building (Shortage of skilled personnel in formulation of policies) ➢ Issue of consistence and continuity in institutional mode of operations (maintenance of initiatives); ➢ Limited staff retention mechanisms strategy at all levels (Ministry, affiliated agencies and LGs); ➢ Ineffective management/harmonization of activities (assessments, inspections, etc) conduced in LG which impede on LG existing plans; ➢ Inconsistence, lack of ownership at all levels of Ministry plans;	2.1.2. **Strengths** ➢ The ministry advocates for, affiliated, LGs as well as the citizens (regularly follows up mechanisms to solve citizen complaints and issues, for districts projects financing…etc.); ➢ Policies and strategies in place; ➢ Institutional structures in place (Ministry, Affiliated agencies and LGs); ➢ Qualified personnel, set of assets, infrastructures and facilities to perform its mandate; ➢ Existence of monitoring and evaluation framework and accountability mechanisms; ➢ Peer learning and peer reviews institutionalized; ➢ Improved service delivery through promotion use of ICT (Irembo, e-citizen, CRVS, MEIS, Video conference, etc.);

➢ Low level of citizens' participation in initiating, making, implementing, monitoring and evaluating decisions and plans that affect them; ➢ Unfilled positions at all levels and long-term interims; ➢ Ministries 'interventions in the districts must be redefined, well oriented by focusing on the existing gaps and needs identified in each district; ➢ Inadequate LGs organizational structures and institutional capacities to respond to LGs service demands; ➢ Lack of a comprehensive data management system at Ministry level (Lack of online/digitalized reporting system for proper monitoring and evaluation in local governments); ➢ Inappropriate framework of knowledge and information sharing at all levels (internally and externally); ➢ Unconducive physical working environment (hygiene and sanitation); ➢ Ineffectiveness of existing channels of communication and information sharing at all levels (internally and externally); ➢ Inadequacy of support service and facilities (logistics, office equipment and ICT); ➢ Lack of incentive framework for voluntary local leaders;	➢ Engagement mechanisms of stakeholders and citizen participation in decision-making

➢ Low level of media engagement in the Ministry programs and community mobilization ➢ Gap in the institutional set-up for delivery to the mandate of the Ministry (M&E/inspection of Affiliated Agency& LG, twinning and partnerships, sectoral decentralization,) ➢ Low rate of digitalized and automated MINALOC services ➢ Insufficient capacity for effective sectoral decentralization coordination ➢ Low level of stakeholder/Development partners' engagement ➢ Low level of follow up on Council/BoD activities/functioning ➢ Inappropriate coordination of programs implementation at village level	
2.1.3. **Threats** ➢ Overlapping of the roles and responsibilities of other ministries which overload the work of the Ministry and LG (Tendency to be driven by other sectors external priorities ➢ Lack of common understanding on sectoral Decentralization implementation (Decentralization assessment, sectoral decentralization assessment 2020) ➢ Low level of understanding and mindset issues in some citizens which creates 'dependency syndrome';	2.1.4. **Opportunities** ➢ Political will and security ➢ Capacity development framework in place (policy, institutions, strategies) ➢ Existing coordination forums at different levels (SWG, Clusters, youth, women councils, PSF, JADF, etc) ➢ Regional integration platforms in place (AIMF, EALGF, CLGF, EALGA, UCLG**)** ➢ City Twinning/cooperation and partnership framework in place ➢ Existence of advanced ICT facilities

➢ Unpredictable emerging events and issues (disasters, emergencies, natural& artificial hazards, shocks) ➢ Poverty rate (Low level of citizen's literacy, Rapid population growth) ➢ Limited alignment between partners' plan/priorities with the local needs	➢ Media and other channels of communication in place (for mobilization, information sharing, citizen engagement, ..) ➢ Availability of Results -based performance management system in the public service ➢ Watchdog institutions in place for accountability and transparency enforcement (Auditor General, Ombudsman, CSOs, etc) ➢ Availability of Development partners and other stakeholders ➢ Citizen will to participate in the development initiatives ➢ Existence of home-grown solutions that contribute to socio-economic development (namely Umuganda, Umugoroba w'ababyeyi, Kuremera and Imihigo for self-reliance) ➢ Existence of LG association for advocacy and representation

2.2. Study Findings

The Ministry of Local Government Strategic Plan 2020-2024 was also informed by a series of study findings and recommendations, joint sector reviews, as well as other various high-level meetings resolutions to come up with strong evidence-based policy actions as much as MINALOC role is concerned to fully implement or contribute in collaboration with stakeholders. Basing on the nature of the Ministry of Local Government when it comes to implementation of different sector institutions policies, programs and projects; it is worth that the strategy takes into consideration multi sectoral recommendations to strategically set a favorable ground for cross-institutional policy implementation. The identified studies, high-level meetings and reviews below are presented along with key recommendations and actions to illustrate issues and gaps the strategic plan should also respond to.

Study/High Level Meetings/Reviews	**Key Recommendations/actions for consideration**	
Assessment of the Current Status of Sector Decentralization in Rwanda, June 2020	1.	Put in place an institutional framework to coordinate SD issues that has authority over sectors.
		Develop detailed Sector decentralisation guidelines for each particular sector
	2	Revamp and update the 2006 and 2007 frameworks on decentralised service delivery and sector-wide decentralisation implementation frameworks to accommodate new developments and emerging issues
	3	Conduct a rigorous and continual awareness on sector decentralisation mostly in central government, with special focus on new recruits & appointees in all sectors
	4	Define the role of decentralised entities in sector decentralisation and ensure that all sectors develop a clear roadmap for further decentralisation
	5	Ensure that the definition and allocation of responsibilities for service delivery in different layers is matched with requisite resources and powers
	6	Accelerate and upscale the development of different e-governance and e-service delivery platforms and full online service delivery where applicable

Parliamentary Resolution (Chamber of Deputies) on 28/02/2019)	7	Assess the decentralization implementation phase III in order to respond to capacity issues observed at decentralized entities level.
Post Cabinet Action, 12 November 2014	8	Develop communication strategies and engage media to provide updates on the implementation of Government programs as well as how different challenges and emerging issues are being handled
Post Cabinet Action, 14 April 2015	9	To train local government officials in order to improve collaboration between local governments and development partners in the framework of Joint Action Development Forum (JADF).
Local Government delivery Forum October 2020	10	Review the functioning of local government structures especially the Sector and Cell in order to empower them to fulfil their responsibilities in the framework decentralization principles
	11	Enhance the level of accountability to improving LG functioning and image
2017/2018 Backward-Looking Joint Sector Review Report for Governance and Decentralization	12	On sectoral decentralization a high-level steering Committee needed for political backing in order to achieve higher efficiency gains for improved service delivery
2018/2019 Backward Looking Joint Sector Review Report for Governance and Decentralization	13	Empower local government councils to deliver on their mandate of representing the citizens, which will be done through LG Councilors' week organized by Districts
	14	Engage the citizen at village level in participatory planning/prioritization as well as budgeting through community outreach program
	15	Develop a legal framework on sectoral Decentralization/Prime Minister order
RGS 2017	16	Strengthen efforts to effectively engage Civil Society Organizations and Private Sector to play their rightful role in the national transformation agenda
	17	Increase efforts to continue raising the level of citizens' participation in planning, budgeting and district IMIHIGO and accountability processes
	18	Strengthen the synergy and collaboration among institutions responsible for the control of corruption and enhancing accountability to sustain the

		achievements already reached and continue improving in controlling corruption
	19	Enhance the culture of effective services and zero tolerance for corruption
	20	Increase online services to minimize corruption enabling environment
	21	Increase citizens' awareness in the fight against corruption and establish a corruption monitoring mechanism at the local level and report it or denounce it wherever it is identified.
RGS 2019	22	Increase citizen participation in development process, community transformation and accountability
	23	Fast track the use of technology in service delivery for efficiency and effectiveness
	24	Improve public finance management in order to achieve transparency and accountability in the use of resources
Stock Take Meeting on MINALOC Programs- 16th February 2018	25	Strengthen and support the Inspectorate department at MINALOC to monitor and provide timely information on the implementation of programs.
	26	Explore possibilities to restructure the cell level to make it a center for service delivery
13th National Umushyikirano Council	27	Timely address citizens' requests and enhance citizenry participation in planning, monitoring, and implementation of their own development programs
17th National Umushyikirano Council	28	Sign Imihigo contracts for graduation from poverty with people who receive Government support and have the capacity to work and put in place concrete measures to fast track progress towards self-reliance.
	29	Ensure timely payment of beneficiaries that participated in VUP public works, effect pending payments of arrears from previous VUP public works. Establish appropriate measures for timely payment of suppliers who deliver services to both government and private entities.
13th National Leadership Retreat	30	Improve service delivery to the citizens in all public and private institutions through online services, namely Rwanda online and increase awareness on the availability and use of online services to citizens

14th National Leadership Retreat	31	Improve coordination, collaboration and communication between all Institutions of Central Government and Local Government to ensure effective delivery of all national programs;
	32	Improve service delivery in Public institutions and increase the number of Rwanda Online Services to achieve the target of an e-government

2.3. Roles and responsibilities at all levels

The Ministry of Local Government has a number of organs under its supervision which help to achieve the mandate. The institutions under Ministry include the Directorates, Affiliated Agencies and Districts. Agencies and Districts are autonomous in the exercise of their responsibilities as legalized by the law and acts establishing and regulating them.

2.3.1. Roles of the Ministry of Local Government

The role of the Ministry of Local Government confines to the policy formulation, Planning, M&E, Coordination and Capacity development and has an oversight role on Local Government, Affiliated Agencies as well as the welfare of the Citizens.

Prime Minister's Order No 160/03 of 12/09/2019 Determining Mission, Responsibilities Organizational Structure, Salaries and Fringe Benefits for Employees of the Ministry of Local Government assigned the Ministry of Local Government with the following responsibilities:

1. to develop, disseminate and coordinate the implementation of policies, strategies and sector programs through the formulation of national policies, strategies and programs of good governance, territorial administration, social affairs and group settlement sites to ensure sustainable community development;
2. to prepare a legal framework for good governance, territorial administration, settlement and socio-economic development with the purpose of:
   a. decentralization to implement good governance and territorial administration for socio-economic and political development;
   b. developing policies and strategies to develop local administration and ensuring their harmony with needs of the local population;
   c. developing and promoting a sector policy for social affairs and implementation mechanisms;
   d. collaborating with other government institutions to guarantee smooth implementation of their specific programs at local level;
   e. developing monitoring indicators for the activities of the Ministry at both the central and local levels;
3. to develop institutional and human resources capacities through:
   a. constant assessment of the decentralized entities' capacities in relation to the implementation of their responsibilities
   b. supporting human resources capacity building programs of local entities relating to good governance, territorial administration and socio-economic development;
4. to monitor and evaluate the implementation of policies, strategies and programs through:
   a. monitoring and evaluating national policies and programs that contribute to promoting good governance, efficient territorial administration and socio-economic development;
   b. consolidating, analyzing and disseminating data submitted by Districts;
   c. monitoring the indicators to ensure the implementation of activities of the Ministry at both the central and local levels;
   d. submitting periodical and annual reports to the Government on the impact of sector policies, strategies, programs and projects on the development of the country;
5. to oversee the functioning of State organs under supervision of the Ministry through:
   a. supervising and monitoring the functioning of organs supervised by the Ministry to guarantee their effective service delivery, aiming at good governance and socio-economic development;
   b. providing policy guidance and developing a legal framework for programs supervised by the Ministry;
6. to promote effective collaboration between State Organs through:
   a. organizing collaboration framework between organs to promote efficiency of local government entities;
   b. organizing national and international events that bring local government organs together;
7. mobilizing resources for the Ministry activities through:
   a. mobilizing resources for promotion of good governance, and social development and providing a proper framework for their rational utilization;
   b. promoting partnerships among local government organs both nationally and internationally;
   c. promoting partnerships that favor joint development of efforts by different stakeholders at the local level.
8. to develop policies, laws and general regulations on civil status, civil registration issuance of national identity cards and to ensure their implementation.

2.3.2. Roles and responsibilities of Directorates

Directorate of Territorial Administration and Governance	Directorate of Planning, Monitoring and Evaluation
The overall aim of this Directorate is to promote the well-being of the population through good governance. ➢ Supervise and provide technical guidance/assistance on the Policies, programs and projects aiming at building decentralized administration entities and Good Governance; ➢ Give the orientation for updating national policies and programs aimed at addressing anomalies identified in Local Governments; ➢ Put in place programs and lay strategies for promotion of good governance and decentralization at the local government level: ➢ Support and strengthen decentralization and participation of the population in decision-making; ➢ Monitor and Evaluate positive and negative reform impact at local levels: ➢ Propose sanctions against the offenders of law and procedures of territorial administration.	➢ Coordinates and provides technical guidance on the elaboration of national policies, programs, legal texts and standards related to good governance & decentralization, resettlement, community & socio-economic development, ➢ Orient and follow up the development of the performance indicators to measure good governance & decentralization, resettlement, community & socio-economic development; ➢ Work closely, coordinate and mentor policy analysts, provincial and finance inspectors to ensure effective performance of ministry in areas of good governance & decentralization, resettlement, community & socio-economic development; ➢ Ensures ministry performance in good governance & decentralization, resettlement, community & socio-economic development meets national, regional and international standards; ➢ Evaluate the implementation of the national policies, programs, laws and regulations related to good governance & decentralization, resettlement, community & socio-economic development and provide to the experts in his/her pool with the required capacities and guidance to carry on their duties effectively; ➢ Mobilize necessary partners and resources to support the local political, social and economic development;

	➢ Carryout research for relevant attributions of the Directorate to ensure standardized and effective performance. ➢ Promoting Twinning and partnerships among local government, Cities and other organs, both nationally and internationally
Directorate of Local Government Inspection	**Directorate of Community Development and Social Affairs**
❖ The Directorate aims at ensuring the compliance with established laws, strategies and guidelines in the implementation of social protection programs, Local economic development projects and service delivery in Local Governments. Key roles are the following: ➢ Conduct inspection and on-spot inspection on social protection programs, service delivery and local economic development projects. ➢ Analyze the implementation of polices, strategies and guidelines related to the social protection programs, service delivery and local economic Development projects and provide recommendations to the Ministry. ➢ Provide early warning information to the Ministry of deviation from prescribed procedures, standards, norms and regulations in service delivery, social protection programs and Local Economic Development Projects. ➢ Analyze and follow up the implementation of recommendations from inspection, assessment and Audit conducted by different institutions in Local Government	This directorate aims at responding to challenges the community confronts and empower the Rwandan community to exercise its powers in decision making in order to promote development in an Inclusive manner in Local Socio-economic development leading to Poverty reduction in Rwanda. The key roles are: ➢ Coordinate and provide technical guidance on the elaboration of National policies, strategies, programs, legal texts and standards related to resettlement, Community Development and Social welfare ➢ Orient and follow up the development of the performance indicators to measure Resettlement, Community Development & Social welfare programs; ➢ Work closely, coordinate and mentor policy analysts to ensure effective performance of the Ministry in areas of resettlement, Community Development and Social Welfare. ➢ Ensures Ministry performance in Resettlement, Community Development and Social Welfare meets national, regional and international standards;

➢ Coordinate the platform of the central government of Institutions that conduct regularly inspection, assessment and audit in Local Government.	➢ Evaluate the implementation of the national policies, strategies, programs, laws and regulations related to Resettlement, Community Development and Social Welfare and build required capacities of analysts and experts of the Directorate to carry on their duties effectively and efficiently; ➢ Mobilize necessary partners and resources to support the local political, social and economic development programs; ➢ Carrying out research relevant to the Directorates attributions to ensure standardized and effective performance.
Permanent Secretary Office	**Department of Administration and Finance**
The Permanent Secretary is a senior staff of the Ministry. He/she provides expertise to the Ministry officials and staff and is charged with coordination of all the technical and administrative activities of the Ministry. He/she is responsible for: ➢ Establishing and implementing policies, strategies and programs relating to territorial administration, good governance, resettlement and community development as well as welfare of the population; ➢ Monitoring and executing the Ministry budget; ➢ Supervising the functioning of Institutions under Ministry's supervision. ➢ Collaborating with development partners and other senior government officials to ensure Good relations and partnership between their respective Institutions and the Ministry and	The Department of Administration and Finance is responsible for: (i) Coordination of budget preparation and its execution. • Coordinate the preparation of the draft budget involving all units in the organization • Monitoring the annual operating budgets, and control its execution in compliance with the public finance rules and procedures • Prepare annual periodic cash flow plans • Prepare periodic fund requests • Ensure proper receipt and custody of funds, supported by appropriate documentation. (ii) Coordinating procurement of goods and services • Provide guidelines in the public procurement process, and establish a sound tendering system • Supervise the preparation of procurement plans • Coordinate Payments for goods and services.

mobilizes the necessary resources to implement Ministry's policies, strategies and programs. ➢ Carryout research relevant to his/her attributions to ensure standardized and effective performance; ➢ Reporting to the Minister and do any other duties assigned.	• To check conformity and accuracy of payments requests • Ensure proper disbursement of funds is supported by appropriate documentation; • Ensure safe custody of payments documentation. (iii) Coordinating financial management and reporting • Ensure the existence of strong Internal Controls in fund allocation, budgetary commitments, authorizations and payments • Establish and maintain an appropriate Cash Book and General Ledger to Record Revenue and Expenditure operations. • Prepare bank reconciliation statements at the end of each month. • Liaise with the Internal and External Audit and assist them in their respective functions. (iv) Overseeing the management of human, material and financial resources of the Ministry. • Assess performance of the staff of the unit and coordinate assessment of performance of the Ministry; • Coordinate the annual training plan of the Ministry.

2.3.3. Ministry, Affiliated Agencies

2.3.3.1. Affiliated Agencies their legal apparatus

Ministry of Local government has 7 agencies namely Media High Council, Nation Rehabilitation Service, Fund for Support and Assistance to Needy Genocide Survivors, National Council of Persons with Disabilities, Local Administrative Entities Development Agency, Rwanda

Demobilization and Reintegration Commission, and Rwanda Broadcasting Agency. Above that, the Ministry of Local Government oversee 27 districts and City of Kigali.

No	AGENCIES	RELATED LAW	OFFICIAL GAZETTE
1	**LODA**	Law n° 62/2013 of 27/08/2013 establishing the Local Administrative Entities Development Agency (LODA) and determining its mission, organization and functioning	Official Gazette nº 41 of 14/10/2013
2	**MHC**	Law n° 03/2013 of 08/02/2013 determining the responsibilities, organization, and functioning of the Media High Council (MHC)	Official Gazette nº 10 of 11/03/ 2013
3	**FARG**	Law n° 81/2013 of 11/9/2013 establishing the fund for support and assistance to the neediest survivors of the genocide against the Tutsi committed between 01 October 1990 and 31 December 1994 and determining its mission, powers, organization and functioning	Official Gazette nº 45 of 11/11/2013
4	**NCPD**	Law n° 03/2011 of 10/02/2011 determining the Responsibilities, organization and functioning of the National Council of persons with disabilities	Official Gazette n° Special of 11/02/2011
5	**RDRC**	Law n° 50/2015 of 14/12/2015 establishing Rwanda Demobilization and Reintegration Commission (RDRC) and determining its responsibilities, organization and functioning	Official Gazette n° 04 of 25/01/2016
6	**RBA**	Law n°42/2013 of 16/06/2013 establishing Rwanda Broadcasting Agency and determining its mission, organization and functioning	Official Gazette nº special of 02/07/2013
7	**NRS**	Law n°17/2017 of 28/04/2017 establishing the National Rehabilitation Service and determining its mission, organization and functioning	Official Gazette nº 20 bis of 15/05/2017

2.3.3.2. Roles of Affiliated Agencies

1. Local Administrative Entities Development Agency (LODA)	2. Fund for Support and Assistance to the Neediest survivors of the Genocide against the Tutsi (FARG)
Established by Law n° 62/2013 of 27/08/2013, it has, among others, the following responsibilities: o To coordinate Government's development activities in local administrative entities with legal personality; o To finance development activities in local administrative entities with legal personality; o To serve as an intermediary between local administrative entities with legal personality and donors especially those involved in financing development activities in those entities; o To put in place mechanisms of distributing financial support in local administrative entities with legal personality; o To monitor the use of funds allocated by LODA to development activities in the local administrative entities with legal personality; o To establish strategies for creation of high intensive labour and assistance to those unable to perform such jobs and who are approved by decentralized entities; o To contribute to sensitizing population and building their capacities in analyzing and solving their problems;	*As per Law n° 81/2013 of 11/9/2013 establishing the fund for support and assistance to the neediest survivors of the genocide against the Tutsi committed between 01 October 1990 and 31 December 1994 and determining its mission, powers, organization and functioning; FARG has the following powers:* o To monitor and coordinate all the activities relating to the collection of the assistance provided for by this Law for the benefit of the neediest survivors of Genocide against the Tutsi; o To assist the neediest survivors of Genocide against the Tutsi in sustaining themselves by providing them with various support to improve their living conditions; o To find housing for homeless elderly left childless or who are known to be destitute, orphans, widows, widowers and those who have become disabled as a result of the Genocide against the Tutsi; o To pay tuition fees for the helpless student's survivors of the Genocide against the Tutsi at least up to the undergraduate level; o To pay for medical care for the neediest survivors of the Genocide against the Tutsi, those who have become disabled as a result of Genocide against the Tutsi, those infected with incurable diseases caused by gender-based violence including HIV/AIDS;

○ To contribute to sensitizing population to participate in development activities meant for them; ○ To contribute to sensitizing population on the culture of making savings and using the services of banks and micro-finance institutions; ○ To build capacities of local administrative entities with legal personality within the scope of LODA mission;	○ To determine permanent financial assistance to elderly survivors who have become destitute due to the Genocide against the Tutsi, and those suffering from a disability preventing them from sustaining themselves as may be determined by the Board of Directors of FARG.
3. National Rehabilitation Service (NRS)	**4. Rwanda Demobilization and Reintegration Commission (RDRC)**
Established by Law n°17/2017 of 28/04/2017, NRS objectives include the following: ○ To establish appropriate measures for the prevention of acts giving rise to deviant attitudes and behaviors; ○ To advise the Government on measures for the prevention of deviant behaviors; ○ To establish and make follow-up on the program designed to provide counseling services to those placed in rehabilitation centers and transit centers to help them change their behaviors and provide individualized treatment for those who need it; ○ To develop sustainable measures for rehabilitation and social reintegration of people exhibiting deviant attitudes and behaviors and make follow-up on their implementation; ○ To ensure that those placed in rehabilitation centers are provided with knowledge and	*As determined by the LAW N°50/2015 OF 14/12/2015 establishing Rwanda Demobilization and reintegration Commission (RDRC) and determining its responsibilities, organization and functioning, RDRC has the following responsibilities:* ○ To receive and carry out social reinsertion and reintegration of former members of Rwanda Defense Forces placed at its disposal by the relevant organ; ○ To receive, demobilize and carry out social reinsertion and reintegration of the following personnel: former military member, former member of the Rwanda Defense Forces; former member of the national army before 19 July 1994; former member of any other armed group who is repatriated.; ○ To advocate for the initiatives meant for former military members with disability and follow up the implementation of such initiatives;

vocational education preparing them to reintegrate into society in compliance with the program of public institutions in charge of such education; ○ To establish mechanisms for preventing recidivism in deviant behaviors among those graduating from rehabilitation centers and transit centers; ○ To conduct research aiming at pointing out the causes of deviant behaviors and carry out awareness campaigns to prevent and combat such behaviors	○ To advise the Government on the policy of demobilization, social reinsertion and reintegration of former military members; ○ To coordinate the actions of all Government organs and all stakeholders working with RDRC on matters related to the demobilization and the reinsertion and reintegration of former military members; ○ To carry out such other activities as may be required for the achievement of its mission.
5. National Council of Persons with Disabilities (NCPD)	**6. Rwanda Broadcasting Agency (RBA)**
With high recognition by the Constitution of the Rwanda of 2003 revised in 2015 in its Article 51; NCPD was also established by Law n° 03/2011 of 10/02/2011 with the mission of being a "forum for advocacy and social mobilization on issues affecting persons with disabilities in order to build their capacity and ensure their participation in the national development". NCPD assists the Government to implement programs and policies that benefit persons with disabilities. NCPD responsibilities include the following: ○ To coordinate activities aimed at the advancement of disabled persons with disabilities; ○ To gather and examine views of all person with disabilities;	*Established by Law n°42/2013 of 16/06/2013 with among others, the following responsibilities:* ○ To provide the Rwandan population and other members of its audience with (a) national and international news that is not biased and accurate (b) educational, recreational and entertaining programs ○ To promote the Rwandan culture and to act as a catalyst for national development ○ To deliver to residents of Rwanda the benefit of new information and communication technologies; ○ To establish relations and collaboration with other regional and international partners as appropriate; ○ To ensure equitable distribution of infrastructure for audio and video broadcasting by interested licensed operators; ○ To bring Rwanda to the global information arena

○ To advocate on issues affecting the development and rights of persons with disabilities; ○ To build the capacity of persons with disabilities; ○ To sensitize Rwandan society in general, parents and different -institutions, in particular to respect the rights of persons with disabilities; ○ To sensitize persons with disabilities to take part in national development programmes; ○ To participate in the prevention of the causes of disability; ○ To especially monitor the respect of laws which protect persons with disabilities	

7. Media High Council (MHC)

Established by Law n° 03/2013 of 08/02/2013 as an institution responsible for media capacity building. Below are some of its responsibilities:

- To advocate for media capacity building;
- To build partnership with other institutions in a bid to mobilize resources for media capacity building;
- To conduct regular research enabling to build media capacities;
- To participate in initiating and implementing policies and strategies to develop the media sector;
- To build innovative capacities and to produce media content that disseminates and promotes the Rwandan values, culture and products;
- To liaise, collaborate and cooperate with other national, regional, and international institutions with similar or related responsibilities;
- To assist in setting up an enabling environment that facilitates investments in the media sector

2.3.4. Roles of Districts

- The District responsibilities are the following as determined by law N°87/2013 of 11/09/2013 determining the organization and functioning of decentralized administrative entities;
  1. To implement Government policies adopted;
  2. To provide services that are not delivered by other administrative entities;
  3. To monitor the administration of Sectors;
  4. To plan, coordinate and implement development programs;
  5. To maintain infrastructure, handle technical and financial matters;
  6. To promote partnership and cooperation with other Districts, cities and other organs;
  7. To maintain the safety of people and property in the District;
  8. To coordinate planning activities of Sectors;
  9. To monitor the implementation of grouped settlement program in the
  10. Sites indicated and collaborate with Sectors in installing the population in grouped settlements;
  11. To put in place programs designed to promote the social welfare.

CHAPTER III. STRATEGIC FRAMEWORK

3.1. Vision and mission

Vision

"A citizen-centered and capable local government dedicated to sustainable socio-economic transformation and accountable governance"

Mission

"To build an effective and efficient Local Government driven by excellence and professionalism in delivering quality services, local governance and socio-economic development"

3.2. Core values

The guiding values for this strategic plan of the Ministry of Local Government are the following:

Patriotism	• All in love of the nation and the people
Integrity	• Work with high accountability, impartiality and transparency
Precision	• Evidence-based delivery, exactness and time value
Efficiency	• Achieve results with equitable use of resources
Results-driven	• With excellence and ultimate end in mind

3.3. Strategic Objectives

Priority areas	Strategic Objectives
Planning, Monitoring and Evaluation	To reinforce planning and integrated M&E systems driven by the evidence-based and timely data
Coordination	To Strengthen accountability and coordination for effective and efficient delivery
Resource mobilization	To enhance resource mobilization framework for reinforced institutional capacities at all levels
Community mobilization and citizen participation	To enhance community mobilization and citizen participation

3.4. Result Chain

Goal → **Outcomes** → **Outputs** → **Activities**

Goal: ***To build an effective and efficient Local Government driven by excellence and professionalism in delivering quality services, local governance and socio-economic development***
Outcome 1: Reinforced planning and integrated M&E systems driven by evidence-based and timely data
Output 1: Data collection tools and reporting system at Ministry, Agencies and LG redesigned
1.1.To carry out assessment to establish data requirements at LG level per sector.
1.2.Develop and operationalize the LG Big data web-based system.
Output 2: Formal and structured mechanisms established to increase the level of involvement and ownership in planning, monitoring and evaluation of programs
2.1.Elaborate the planning, M&E guiding manual
2.2.Reinforce the internal mechanisms for efficient and effective involvement in planning, M&E
Outcome 2: Strengthened accountability and coordination for effective and efficient delivery
Output 1: Ministry, affiliated agencies and LG coordination platforms established and reinforced
1.1.Reinforce and monitor the functioning of Ministry affiliated Agencies Board of Directors/commissioners
1.2.Strengthen (review LG Act) the local government councils to deliver on their mandate of representing the citizens (Guidelines, Councilor's week, online induction courses).
Output 2: Sectoral decentralization implementation coordination platforms established
2.1.Conduct regular national dialogue on sectoral decentralization implementation issues
2.2.Put in place and operationalize the Event Calendar for the management/harmonization of activities involving LG
2.3.Reinforce LG inspections coordination platform
2.4.Develop a legal framework on sectoral Decentralization/Prime Minister order
Output 3: Strengthened capacity of the Ministry and LG to analyze, formulate, review and translate the policies into local plans
3.1.To review the structure of the Ministry to accommodate the sector-related aspects
3.2.To establish and operationalize platform for policy engagement and feedback with both central and local government institutions
Output 4: Enhanced transparency and accountability mechanisms for effective and efficient policies implementation
4.1.Reinforce peer learning peer review in NBAs.
4.2.Reinforce systematic and internal audits at all levels
4.3. Conduct regularly inspections on policies and programs implementation

Output 5: Local Government Digitalization promoted for better services
5.1.Conduct LG ICT needs assessment
5.2.Build a digitized gallery at Ministry level
5.3.Automate MINALOC, Agencies and LG services
Output 6: Ministry visibility and capacity development strengthened
6.1.Elaborate and implement a systematic long-term Capacity Development plan
6.2.Put in place and operationalize the procedure manual to guide the consistence and continuity in institutional mode of operations
6.3.Conduct the proactive and systematic needs assessments on logistics and their timely integration in the institutional plans
6.4.Conduct regular monitoring of staffing to identify challenges that might affect the performance
6.5. Establish and reinforce the framework of knowledge exchange and information sharing
6.6.Review the institutional set-up for delivery to the mandate of the Ministry (conduct institutional gap analysis)
6.7.Establish staff retention mechanisms
Output 7: LG capacity strengthened
7.1.Establish staff retention mechanisms at District level
7.2.Conduct regular monitoring of staffing to identify challenges that might affect the performance
7.4.Review the LG structure to enhance the institutional capacities to respond to LGs service demands
7.5.Establish and reinforce the framework of knowledge and information sharing
Outcome 3: Enhanced resource mobilization framework for reinforced institutional capacities at all levels
Output 1: Stakeholders /development partners engaged for resource mobilization
1.1.Reinforce the functioning of the Sector Working Groups (technical/thematic)
1.2.Organize strategic high level dialogues on the engagement of stakeholders for resource mobilization (in mapped key areas)
1.3.Develop regular project proposals for stakeholders' engagement in resource mobilization to respond to the Ministry mandate
1.4.Establish and operationalize platform for exploitation of Districts potentialities
1.5. Reinforce the functioning of Twinning and partnership framework
Outcome 4: Community mobilization and citizen participation enhanced
Output 1:Community mobilization and local volunteers coordinated
1.1.Elaborate a community mobilization strategy to guide all interventions
1.2.Put in place the motivational scheme for the local volunteers

Output 2: Media engagement on the Ministry programs ensured
2.1.Elaborate and operationalize the Ministry communication strategy
2.2.Coordinate trainings of media practitioners to deliver on national programs
Output 3: Innovative solutions promoted through recognition of best practices in local governments
3.1.Coordinate and support innovative solutions in local governments
3.2.Reward the best practices in local governments to promote competition spirit for delivery
Output 4: Citizen participation in planning, Imihigo and Budgeting enhanced
4.1.Conduct citizen participation month for citizens' priorities identification and feedback provision
4.2.Reinforce and monitor the functioning of LG councils

CHAPTER IV. IMPLEMENTATION FRAMEWORK

The Ministry of Local Government strategic plan covers the period from 2020 to 2024. It is implemented through synergic efforts of all stakeholders ranging from the staff and officials at the Ministry, in affiliated agencies and local governments in close objective collaboration with a variety of potential stakeholders at all levels. This entails taking proactive measures to mitigate identified challenges and put in action the strategic interventions by mainstreaming them into institutional plans. It is in this respective that the implementing parties shall set the implementing interventions into plans on annual basis and results-oriented quarterly and periodic milestones formulated.

The commendable success in the implementation of this strategic plan will also be built on effective coordination of implementation of the predetermined policy actions at all levels, on effective operationalization of the existing monitoring and evaluation mechanisms and by mitigating foreseen challenges to shape a conducive path to objectives attainment.

4.1. Role of affiliated agencies, Districts, partners and stakeholders

The affiliated agencies and Districts are expected to take a reference on the Ministry strategic plan for an ideal understanding of the Ministry vision and have the outlined priorities mainstreaming in daily plans and activities towards a collective attainment of the expected outcomes.

On the other hand, the partners and stakeholders at all levels remain the key players in the implementation of the strategy. Their potentials and expertise are expected to complement the institutional efforts as they always have their mandates aligned to particular programs under implementation or under oversight by the Ministry of Local Government, its affiliated agencies or Districts. In this perspective, setting a good path for development partners, NGOs, PSF, JADF and citizens contribution to the implementation of this strategy in line of their areas of interventions is of a capital consideration.

Key player	Roles and Responsibilities
MINALOC	- Coordinate the implementation of MINALOC Strategic Plan - Monitor and evaluate the strategic plan implementation - Provide technical support to Affiliated Agencies and LGs in the implementation of the strategic plan
Affiliated agencies	- Mainstream the strategic plan priority actions into institutional plans for alignment - Mobilise resource for implementation of priority actions requiring their direct role - Report on the strategic plan priorities implementation to the Ministry
LGs	- Mainstream the strategic plan priority actions into institutional plans - Mobilise resource for implementation of priority actions requiring their direct role - Report on the strategic plan priorities implementation to the Ministry
Development Partners (DPs)	- Provide financial and technical support for the implementation of Local Government Strategic Plan
JADF	- Support and collaborate with LGs in implementation of priority actions proposed from the Districts Strategic Plan

4.2. Coordination mechanisms

Building on its mandate to coordinate policies strategies and programs elaboration and implementation, the Ministry of Local Government shall reinforce the existing mechanisms and platforms geared to regularly coordinate the affiliated agencies, local government administrative entities for mutual collaboration and assistance to have the strategic plan adequately implemented.

The Ministry of Local Government will also establish regular platforms namely for the coordination and engagement of the stakeholders at all levels to have this strategic plan implementation inclusive.

CHAPTER V. MONITORING AND EVALUATION

The implementation of the Ministry of Local Government Strategic plan 2020-2024 will be regularly monitored via the internally established monitoring systems. The Ministry through/and its departments, affiliated agencies and Districts implementation progress review mechanisms will be utilized as the priority actions herein should have been integrated in internal plans subject to both internal and external monitoring for accountability reinforcement. This entails that the department's meetings, general staff management meetings, senior management meetings at different levels serve a great deal to track the progress on a regular basis and immediate corrective actions taken to bring back on track any possible deviating trends.

The Ministry of Local Government will particularly reinforce the monitoring and evaluations systems to ensure accurate and quality data on the strategic plan implementation are generated and availed for timely decision making where need be. The internal joint monitoring and evaluation mechanisms with relevant partners will be reemphasized and revamped to ensure the ministry and partners institutions act in mutual support towards a desired performance. In addition, migrating from analog to technological use, it is planned that the integrated monitoring and evaluation system shall be automated to ease reporting from local government level to central government and allow fast and consistent communication between local government and central government entities in terms of reporting.

Finally, on the course of implementation a mid- term review of the strategic plan shall conducted after two years (in mid- 2022) to assess the overall progress and effectiveness of the implementation including the cost benefit analysis of the results as well as possible shortfalls that may hinder the attainment of the planned results. At the end of this strategic plan implementation period, a final evaluation of the implementation of the Strategic plan shall be conducted to assess the achievements during the life of this strategic plan to set an evidenced benchmark upon which the next strategic planning should base.

In particular, as the monitoring of this strategic plan remains part of the overall monitoring and evaluation system of the Ministry, there will be:

1) Individual staff plans integrating the proposed interventions as per their attributions, data collection, reporting and quality audit for constructive feedback provision on the strategic plan interventions implementation at all levels;

2) Annual departmental plans based on the result chain and M&E Matrix, results-based targets and smart indicators to facilitate the implementation, Monitoring and Evaluation of this strategic plan;
3) Monthly and quarterly review meetings as established and to be reinforced at all levels as internal check mechanisms;
4) Continuous communication between staff and line supervisors on the implementation, reporting and feedback on the set plans through RBM system;
5) Periodic reports on the strategic plan implementation for the senior management/management action and enforcement to accelerate its effective implementation at all levels.

ANNEXES

ANNEX 1: Monitoring and Evaluation Matrix

Outcomes/ Outputs/Activities	Indicators	Baseline	Target/Timeframe				Total	Data source
			2020/21	2021/22	2022/23	2023/24		
Outcome 1: Reinforced planning and integrated M&E systems driven by the evidence-based and timely data								
	Level of (%) stakeholders satisfied that planning and integrated M&E systems are reinforced and driven by the evidence-based and timely data	TBD	TBD	TBD	TBD	TBD	**TBD**	Survey report
Output 1: Data collection tools and reporting system at Ministry, Agencies and LG redesigned	**Redesigned data collection tools and reporting system at Ministry, Agencies and LG**	**Data collection tools in place**	**x**	**x**	**x**	**x**	**x**	**Planning, M&E guiding Manual and tools**
1.1. To carry out assessment to establish data requirements at LG level per sector.	% of institutions in which the assessment is carried out.	100%	100%	100%	100%	100%	**100%**	Assessment report
1.2. Develop and operationalize the LG Big data web-based system.	% of data entry in the LG Big data web-based system	TBD	-	Big data system developed	100%	100%	**100%**	Big data web-based system

Output 2: Formal and structured mechanisms established to increase the level of involvement and ownership in planning, monitoring and evaluation of programs	**Level of stakeholders satisfaction with involvement and ownership in planning, monitoring and evaluation of programs**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Survey report**
2.1. Elaborate the planning, M&E guiding manual	Planning, M&E guiding manual elaborated	N/A	x					Planning, M&E guiding manual
2.2. Reinforce the internal mechanisms for efficient and effective involvement in planning, M&E	% of institutions covered by joint self-evaluation mechanisms in MINALOC and affiliated agencies	100%	100%	100%	100%	100%	**100%**	Joint self-evaluation reports
	Number of planning, monitoring and evaluation peer review-peer learning events organized	0	1	1	1	1	**4**	Peer review-peer learning reports
Outcome 2: Strengthened accountability and coordination for effective and efficient delivery								
Output 1: Ministry, affiliated agencies and LG coordination platforms established and reinforced	**Level (%) of coordination platforms operationalization**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Analytical reports and occurrences**
1.1. Reinforce and monitor the functioning of Ministry affiliated	% of statutory BoD, Commissioners meetings conducted	TBD	100%	100%	100%	100%	**100%**	BoD Meetings Minutes

Agencies Board of Directors/commissioners	% of active Board members and commissioners in MINALOC Affiliated agencies	TBD	100%	100%	100%	100%	**100%**	BoD Meetings Minutes
1.2. Strengthen (review LG Act) the local government councils to deliver on their mandate of representing the citizens (Guidelines, Councilor's week, online induction courses).	Level (%) of citizens satisfied with the functioning of their councils	80% (CRC 2017)	85	87	89	90	**90%**	CRC
Output 2: Sectoral decentralization implementation coordination platforms established	% of services identified to be decentralized that are effectively decentralized	24%	35%	40%	45%	50%	**50%**	Sectoral Decentralization Coordination reports
2.1. Conduct regular national dialogue on sectoral decentralization implementation issues	Number of national dialogues conducted on sectoral decentralization implementation issues	1	1	1	1	1	**4**	Sectoral Decentralization Coordination -Minutes
2.2. Put in place and operationalize the Event Calendar for the management/harmonization of activities involving LG	The LG event calendar put in place and operationalized	Web based Event Calendar Prototype		x	x	x		Web based LG Event Calendar

2.3. Reinforce LG inspections coordination platform	Number of LG inspections coordination platform meetings held	4	4	4	4	4	**16**	LG inspections coordination platform
2.4. Develop a legal framework on sectoral Decentralization/Prime Minister order	Prime Minister order on sectoral Decentralization	Sectoral Decentralization assessment report		x				Official Gazette
Output 3: Strengthened capacity of the Ministry and LG to analyze, formulate, review and translate the policies into local plans	**level (%) of satisfaction of the Ministry and LG to analyze, formulate, review and translate the policies into local plans**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Survey report**
3.1.To review the structure of the Ministry to accommodate the sector-related aspects	Revised Ministry structure accommodating the sector-related aspects	Ministry structure in place	x	x				Ministry Structure
3.2.To establish and operationalize platform for policy engagement and feedback with both central and local government institutions	Number of engagements sessions on for policy formulation, review, implementation and feedback with both central and local government institutions	3	4	4	4	4	**16**	Engagements reports

Output 4: Enhanced transparency and accountability mechanisms for effective and efficient policies implementation	**Level of stakeholders satisfaction with transparency and accountability in policies implementation**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Survey report**
4.1. Reinforce peer learning peer review in NBAs.	% of NBAs assessed via peer learning-peer reviewed	100%	100%	100%	100%	100%	**100%**	Quarterly and annual reports
4.2. Reinforce systematic and internal audits at all levels	% of NBAs audited by internal ordinary audit mechanisms	10.40%	25%	25%	25%	25%	**100%**	Quarterly and annual reports
	% of institutions covered by MINALOC and agencies joint systematic audit	100%	100%	100%	100%	100%	**100%**	Systematic audit reports
4.3. Conduct regularly inspections on policies and programs implementation	Number of areas of policy implementation inspected	15	15	15	15	15	**60**	Inspection reports
Output 5: Local Government Digitalization promoted for better services	**% of digitization of local government eligible services**	**14% of all services (2018-2019)**	**TBD**	**100%**	**100%**	**100%**	**100%**	**Analytical reports**
5.1. Conduct LG ICT needs assessment	ICT Needs assessment report available	NA	x					Assessment report

5.2. Build a digitized gallery at Ministry level	A digitized gallery established and regularly updated		A digitized gallery established	A digitized gallery updated	A digitized gallery updated	A digitized gallery updated	A digitized gallery updated	The Ministry digitized gallery established and regularly updated
5.3. Automate MINALOC, Agencies and LG services	% of eligible services automated for improved service delivery and visibility	TBD	TBD	100%	100%	100%	**100%**	Ministry website and Irembo platform
Output 6: Ministry visibility and capacity development strengthened	**Level (%) of the stakeholders 'appreciation of the Ministry, Affiliated Agencies visibility and capacity development**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Survey report**
6.2. Elaborate and implement a systematic long-term Capacity Development plan	Level (%) of systematic long-term Capacity Development plan activities implemented	NA	10%	40%	70%	100%	**100%**	Report on long-term Capacity Development plan
6.3. Put in place and operationalize the procedure manual to guide the consistence and continuity in institutional mode of operations	Level (%) compliance with the ministry procedures manual	N/A	40%	80%	100%	100%	**100%**	Survey report
6.4. Conduct the proactive and systematic needs assessments on	Number of proactive and systematic needs assessments on logistics	N/A	2	2	2	2	**8**	Systematic needs assessments

logistics and their timely integration in the institutional plans	% of identified needs timely integrated into institutional plans	N/A	80%	90%	90%	90%	**90%**	Needs assessment Logistics and Responsive Action plan
6.5. Conduct regular monitoring of staffing to identify challenges that might affect the performance	Number of monitoring reports on staffing to identify challenges that might affect the performance at the Ministry and affiliated agencies	N/A	1	1	1	1	**4**	Monitoring report
6.6. Establish and reinforce the framework of knowledge exchange and information sharing	Number of sessions organized for staff exchange knowledge and information sharing at Ministry level	N/A	3	3	3	3	**12**	Activity reports
6.7. Review the institutional set-up for delivery to the mandate of the Ministry	The institutional set up review in place	Ministry structure	x	x	x	x		Updated Ministry structure
6.8. Establish staff retention mechanisms	Number of new initiatives for staff retention implemented	TBD	3	3	3	3	**12**	Human Resource Reports
Output 7: LG capacity strengthened	**% of LG capacity development strategy activities implemented**		**20**	**50**	**80**	**100**	**100**	**Monitoring Reports**
7.1. Establish staff retention mechanisms at District level	Rate (%) of staff turnover (the lower the better)	TBD	TBD	TBD	TBD	TBD		Districts HR reports

7.2. Conduct regular monitoring of staffing to identify challenges that might affect the performance	Number of monitoring reports on staffing to identify challenges that might affect the performance in LG	N/A	2	2	2	2	**8**	Monitoring reports
7.3. Review the LG structure to enhance the institutional capacities to respond to LGs service demands	% of implementation of the LG revised structure	Structure in place	60%	80%	100%	100%	**100%**	Structure implementation report
7.4. Establish and reinforce the framework of knowledge and information sharing	Number of sessions organized for LG staff exchange knowledge and information sharing.	TBD	60	60	60	60	**240**	Districts reports
Outcome 3: Enhanced resource mobilization framework for reinforced institutional capacities at all levels								
	% increase of resources mobilized from parastatal organs and other stakeholders		TBD	TBD	TBD	TBD	**TBD**	Annual reports
Output 1: Stakeholders /development partners engaged for resource mobilization	**% increase of stakeholders/development partners engaged for resource mobilization.**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Engagements reports and stakeholders mapping reports**
1.1.Reinforce the functioning of the Sector Working Groups (technical/thematic)	% of statutory meetings of SWGs and TWGs organized and conducted	TBD	100%	100%	100%	100%	**100%**	SWG and TWG Meetings Minutes

1.2.Organize strategic high level dialogues on the engagement of stakeholders for resource mobilization (in mapped key areas)	Number of strategic high level dialogues and engagements conducted with stakeholders for resource mobilization	0	2	2	2	2	**8**	Dialogues and engagements reports
1.3.Develop regular project proposals for stakeholders' engagement in resource mobilization to respond to the Ministry mandate	Number of new project proposals developed for strategic engagement of stakeholders	0	4	4	4	4	**16**	Administrative reports
1.4. Establish and operationalize platform for exploitation of Districts potentialities	Level (%) of Districts potentialities exploited	DDS	TBD	TBD	TBD	TBD	**TBD**	Administrative reports
1.5. Reinforce the functioning of Twinning and partnership framework	Number of twinning, regional platforms engagement organized and conducted	Twinning Assessment report (2019-2020)	3	3	3	3	**12**	Annual reports,
Outcome 4: Community mobilization and citizen participation enhanced								
	Level of citizen participation in development programs through community mobilization	72.68 % (RGS, 2019)	75	80	85	90	90	RGS, Administrative reports

Output 1:Community mobilization and local volunteers coordinated	**Level of community mobilization and local volunteers coordination**	**N/A**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**Administrative reports**
1.1. Elaborate and community implement the mobilization strategy	% of mobilization strategy activities implemented	N/A	N/A	Mobilization strategy elaborated	50	100	100	Community mobilization Strategy and report
1.2. Put in place the motivational scheme for the local volunteers	% of local volunteers benefitting an established motivation scheme	TBD	TBD	TBD	TBD	TBD	TBD	Administrative reports
Output 2: Media engagement in policy formulation and the Ministry programs ensured	**% of media engagement in policy formulation and Ministry Programs**	**74.9% (RGS)**	**75**	**80**	**90**	**95**	**95**	**RGS, Administrative reports**
2.1. Elaborate and operationalize the Ministry communication strategy	% of the Ministry communication strategy activities implemented	NA	30	50	70	100	**100%**	Communication Strategy, Administrative reports
2.2. Coordinate trainings of media practitioners/Media houses to deliver on national programs	% of media practitioners/Media houses on Ministry programs	N/A	20%	50	80	95%	95%	Administrative reports

Output 3: Local innovative solutions promoted thorough recognition of best practices in local government	**Number of innovative solutions and other best practices supported and rewarded**	**24 in 8 Districts**	**24**	**90**	**90**	**90**	**294**	**Administrative reports, field reports**
3.1. Coordinate and support innovative solutions and other best practices	Number of innovative solutions and other innovative solutions supported	24 in 8Districts	24	90	90	90	294	Administrative reports, field reports
3.2. Reward the best practices in local governments to promote competition spirit for delivery	Number of best practices in local governments rewarded to promote competition spirit for delivery	24 in 8Districts	24	90	90	90	294	Administrative reports, field reports
Output 4:Citizen participation in planning, Imihigo, Budgeting and decision making enhanced	**% of citizen satisfaction in their participation in Planning, Imihigo and Budgeting**	**72.68 % (RGS, 2019)**	**75**	**80**	**85**	**90**	**90**	**RGS**
4.1. Conduct citizen participation month for citizens' priorities identification and feedback provision		Citizen month conducted in 2020/2021	x	x	x	x	Citizen participation month conducted	Districts reports, Administrative reports
4.2. Reinforce and monitor the functioning of LG councils	% of statutory District Council meetings held	TBD	100%	100%	100%	100%	**100%**	Council Meetings Minutes

ANNEX 2: Strategic Plan Costing and Financing

The Ministry of Local Government Strategic plan 2020-2024 costing is estimated at **12,722,530,400 Frw**. These funds will be mobilized at all levels, by both direct and indirect implementing institutions, and by engaging a range of stakeholders either at central or local level along the course of implementation.

Outcomes/ Outputs/Actions	Estimated cost in Frw				Total
	2020/21	2021/22	2022/23	2023/24	
Outcome 1: Reinforced planning and integrated M&E systems driven by the evidence-based and timely data					
Output 1: Data collection tools and reporting system at Ministry, Agencies and LG redesigned	110,352,000	290,400,000	27,104,000	29,040,000	**456,896,000**
1.1. To carry out assessment to establish data requirements at LG level per sector.	13,552,000	0	0	0	13,552,000
1.2. Develop and operationalize the LG Big data web-based system.	96,800,000	290,400,000	27,104,000	29,040,000	443,344,000
Output 2: Formal and structured mechanisms established to increase the level of involvement and ownership in planning, monitoring and evaluation of programs	10,938,400	1,452,000	1,645,600	1,742,400	**15,778,400**
2.1. Elaborate the planning, M&E guiding manual	9,680,000	0	0	0	9,680,000
2.2. Reinforce the internal mechanisms for efficient and effective involvement in planning, M&E	1,258,400	1,452,000	1,645,600	1,742,400	6,098,400
Outcome 2: Strengthened accountability and coordination for effective and efficient delivery					
Output 1: Ministry, affiliated agencies and LG coordination platforms established and reinforced	304,920,000	890,753,600	890,947,200	891,140,800	**2,977,761,600**
1.1. Reinforce and monitor the functioning of Ministry affiliated Agencies Board of Directors/commissioners	0	0	0	0	0
1.2. Strengthen (review LG Act) the local government councils to deliver on their mandate of representing the citizens (Guidelines, Councilor's week, online induction courses).	290,400,000	871,200,000	871,200,000	871,200,000	2,904,000,000

Output 2: Sectoral decentralization implementation coordination platforms established	300,854,400	44,528,000	39,204,000	43,269,600	**427,856,000**
2.1. Conduct regular national dialogue on sectoral decentralization implementation issues	9,680,000	11,616,000	13,552,000	15,488,000	50,336,000
2.2. Put in place and operationalize the Event Calendar for the management/harmonization of activities involving LG	290,400,000	22,264,000	24,200,000	26,136,000	363,000,000
2.3. Reinforce LG inspections coordination platform	774,400	968,000	1,452,000	1,645,600	4,840,000
2.4. Develop a legal framework on sectoral Decentralization/Prime Minister order	0	9,680,000	0	0	9,680,000
Output 3: Strengthened capacity of the Ministry and LG to analyze, formulate, review and translate the policies into local plans	**45,496,000**	**49,368,000**	**34,848,000**	**36,784,000**	**166,496,000**
3.1. To review the structure of the Ministry to accommodate the sector-related aspects	14,520,000	16,456,000	0	0	30,976,000
3.2. To establish and operationalize platform for policy engagement and feedback with both central and local government institutions	30,976,000	32,912,000	34,848,000	36,784,000	135,520,000
Output 4: Enhanced transparency and accountability mechanisms for effective and efficient policies implementation	**495,616,000**	**501,424,000**	**507,232,000**	**513,040,000**	**2,017,312,000**
4.1. Reinforce peer learning peer review in NBAs.	232,320,000	234,256,000	236,192,000	238,128,000	940,896,000
4.2. Reinforce systematic and internal audits at all levels	205,216,000	207,152,000	209,088,000	211,024,000	832,480,000
4.3. Conduct regularly inspections on policies and programs implementation	58,080,000	60,016,000	61,952,000	63,888,000	243,936,000
Output 5: Local Government Digitization promoted for better services	**1,452,000**	**60,685,600**	**3,775,200**	**4,936,800**	**70,849,600**
5.1. Conduct LG ICT needs assessment	0	30,000,000	0	0	30,000,000
5.2. Build a digitized gallery at Ministry level	0	29,040,000	1,936,000	2,904,000	33,880,000
5.3. Automate MINALOC services	1,452,000	1,645,600	1,839,200	2,032,800	6,969,600
Output 6: Ministry visibility and capacity development strengthened	**19,844,000**	**35,235,200**	**35,816,000**	**36,300,000**	**127,195,200**

6.2. Elaborate and implement a systematic long-term Capacity Development plan	9,680,000	29,040,000	29,233,600	29,330,400	97,284,000
6.3. Put in place and operationalize the procedure manual to guide the consistence and continuity in institutional mode of operations	4,840,000	0	0	0	4,840,000
6.4. Conduct the proactive and systematic needs assessments on logistics and their timely integration in the institutional plans	0	0	0	0	0
6.5. Conduct regular monitoring of staffing to identify challenges that might affect the performance	0	0	0	0	0
6.6. Establish and reinforce the framework of knowledge exchange and information sharing	2,904,000	3,097,600	3,291,200	3,484,800	12,777,600
6.7. Review the institutional set-up for delivery to the mandate of the Ministry (conduct institutional gap analysis)	0	0	0	0	0
6.8. Establish staff retention mechanisms	2,420,000	3,097,600	3,291,200	3,484,800	12,293,600
Output 7: LG capacity strengthened	**15,488,000**	**12,003,200**	**12,390,400**	**12,777,600**	**52,659,200**
7.1. Establish staff retention mechanisms at District level	2,904,000	3,097,600	3,291,200	3,484,800	12,777,600
7.2. Conduct regular monitoring of staffing to identify challenges that might affect the performance	4,840,000	4,936,800	5,033,600	5,130,400	19,940,800
7.3. Review the LG structure to enhance the institutional capacities to respond to LGs service demands	3,872,000	0	0	0	3,872,000
7.3. Establish and reinforce the framework of knowledge and information sharing	3,872,000	3,968,800	4,065,600	4,162,400	16,068,800
Outcome 3: Enhanced resource mobilization framework for reinforced institutional capacities at all levels					
Output 1: Stakeholders /development partners engaged for resource mobilization	19,332,000	20,212,800	21,390,400	22,171,200	83,106,400
1.1.Reinforce the functioning of the Sector Working Groups (technical/thematic)	7,744,000	7,937,600	8,131,200	8,324,800	32,137,600
1.2.Organize a strategic high level dialogue on the engagement of stakeholders for resource mobilization (in mapped key areas)	1,936,000	2,129,600	2,420,000	2,613,600	9,099,200

1.3.Develop regular project proposals for stakeholders' engagement in resource mobilization to respond to the Ministry mandate	0	0	0	0	0
1.4.Establish and operationalize platform for exploitation of Districts LED potentialities	1,452,000	1,645,600	1,839,200	2,032,800	6,969,600
1.5.Reinforce the functioning of Twinning and partnership framework	8,200,000	8,500,000	9,000,000	9,200,000	34,900,000
Outcome 4: Community mobilization and citizen participation enhanced					
Output 1:Community mobilization and local volunteers coordinated	**0**	**2,628,600,000**	**2,632,960,000**	**716,320,000**	**5,977,880,000**
1.1. Elaborate a community mobilization strategy to guide all interventions	0	15,000,000	0	0	15,000,000
1.2. Put in place the motivational scheme for the local volunteers	0	2,613,600,000	2,632,960,000	716,320,000	5,962,880,000
Output 2: Media engagement on the Ministry programs ensured	**14,680,000**	**20,020,000**	**20,520,000**	**21,020,000**	**76,240,000**
2.1. Elaborate and operationalize the Ministry communication strategy	9,680,000	14,520,000	14,520,000	14,520,000	53,240,000
2.2. Coordinate trainings of media practitioners to deliver on national programs	5,000,000	5,500,000	6,000,000	6,500,000	23,000,000
Output 3: Innovative solutions promoted thorough recognition of best practices in local government	**27,000,000**	**33,000,000**	**35,000,000**	**37,500,000**	**132,500,000**
3.1. Coordinate and support innovative solutions and other best practices	7,000,000	8,000,000	9,000,000	10,000,000	34,000,000
3.2. Reward the best practices in local governments to promote competition spirit for delivery	20,000,000	25,000,000	26,000,000	27,500,000	98,500,000
Output 4: Citizen participation in planning, Imihigo, Budgeting and decision making enhanced	**20,000,000**	**30,000,000**	**40,000,000**	**50,000,000**	**140,000,000**
4.1. Conduct citizen participation month to collect priorities and give feedback on plans	20,000,000	30,000,000	40,000,000	50,000,000	140,000,000
4.2. Reinforce and monitor the functioning of Districts councils	4,840,000	5,033,600	5,227,200	5,420,800	20,521,600
Total in Rwf	**1,385,972,800**	**4,617,682,400**	**4,302,832,800**	**2,416,042,400**	**12,722,530,400**

ANNEX 3: MINALOC Organizational structure

