



**Strengthening national capacity for the integration of SD principles:
Rwanda**

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Basic Facts

- Landlocked country
- Population: 8, 3 million (2002 census), 0-14 years: 42.3%; 15-64 years: 55%; 65 years and over: 2.7%
- Density: 345/km square
- GDP: 43 % agriculture; services 38% and manufacturing 9% and construction 10%



Key Challenges

- Decimation of Rwanda's fragile economic base
- Destruction of a large share of the country's human capital
- Erosion of the state apparatus and country's infrastructure
- Collapse of the state apparatus
- Destruction of the social fabric
- Demographic changes
- Increased poverty
- HIV-Aids



Major reconstruction directions

- Consensus
- Rule of Law
- Inclusion
- Competition
- Good governance



Vision 2020(LT)

- Good governance
- Agricultural transformation,
- Private sector development,
- Human resource Development
- Infrastructural improvements,
- Regional and international economic integration,
- Gender equality
- environmental protection
- ICT development
- Community Driven Development (CDD)

Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012(MT)

Economic growth, poverty reduction and human development.

- *maintaining peace and security (defense against external threats and peace keeping contributions),*
- *preserving and strengthening good relationships with all countries,*
- *continuous promotion unity and reconciliation*
- *Continuous reforms of Law enforcement bodies*
- *Mobilization and Empowerment of citizens to participate and own their social, political and economic development in respect of rights and civil liberties*
- *public sector reforms(deepening decentralization ; enhancing accountability at all levels of government; enhancing public sector capacity; strengthening public financial management and improving procurement; institutionalizing performance-based budgeting and increasing the transparency and predictability of policy-making.*



Key legislative initiatives

- Gacaca Laws
- 2003 Constitution
- Reform of the Judiciary
- 2007 Political Organizations Law
- 2005 Land Law Reform
- Administrative/Territorial Reform (Decentralization) -(2001-2006/ 2006-2011)



Umurenge Policy District Development Plans (DDP)

- Five-year development plans for each administrative district in Rwanda
- Developed by soliciting needs and priorities from the citizens, starting at the *Umudugudu* level
- At each successive level these needs and priorities are reviewed and prioritized
- District officials ensure that these priorities are in line with the EDPRS
- These priorities are then converted into goals that are presented as a logical framework developed using the *Planification des Interventions Par Objectifs* (Intervention Planning By Objectives) approach
- DDPs are intended to focus on poverty reduction through control of population growth, reduction of mortality rates, efficient land management, increases in productivity, and maximization of the use of material and financial resources available.



Joint Action Development Forums 2007 (JADFs)

- Enhance the coordination and cooperation of all actors involved in Rwanda's economic development at the district level
- JADFs function now at both the district and sector level and include representatives from government and stakeholders (i.e., representatives from the provincial administration, sectors, donors, international NGOs, faith-based organizations, cooperatives, the private sector, and local civil society organizations).
- Most JADFs meet on a quarterly basis
- District-level JADFs are chaired by district mayors and are mandated to coordinate the activities of development actors at the district level, promote participatory planning processes and evaluate implementation of development activities.
- Sector-level JADFs were launched in 2008 in most sectors of the country, but many are just getting under way



Imihigo

- Performance management contracts signed between the President of Rwanda and district mayors on behalf of their constituents
- The process is recorded publicly in a written contract that presents a list of development targets backed by specific performance indicators over a one-year period
- Sectors and cells are solicited to develop their own action plans and targets and they are expected to mobilize their populations to meet these local development targets
- *Imihigo* are also signed locally between districts and sectors to reinforce the importance of harmonizing local and national government development objectives
- *Imihigo* is currently being implemented at the cell level

Key Tools

- *Injyanama y' Umurenge* College of district
- *Ubudehe* participatory rural appraisal process intended to nurture citizens' collective action in partnership with government
- *Umuganda* is a monthly local public works program for projects that benefit the overall community
- *Abunzi*
- *Inama y'Ababyeyi*



Progress on the MDG targets

- Rise of higher education levels
- Primary school enrollment reached 92 % in 2006 and completion rates increased to 55 % in 2005.
- Primary health care:
- Child mortality reached more than 300/1000 after the genocide, and now decreasing to 150/1000 between 2000-2005
- Immunization rates 95 %
 - 3 % HIV prevalence and decreasing
 - Use of insecticide-treated bed nets increased from 4 to 70 % between 2004 to 2007
 - scaled-up access to health insurance, from 3 to 70% of the population (2002 and 2007) almost 60% of the population live within 5 km of a health centre, and 85% of the population within 10 km.



Progress on “Freedom from want”

- GDP growth over 7.4 per annum (Average incomes have tripled) On September 2009, the Doing Business Report of the World Bank Group ranked Rwanda as the world’s top reformer in creating a business friendly environment
- within one year, Rwanda jumped from #139 to # 67 out of 186 countries sampled – almost jumping 60 positions.



Progress on Freedom from fear

- Constitutional reform
- Legislative reform
- Civic education

As a result....

- Growth of Non-State Organizations
- Electoral Politics
- Women's inclusion



Enduring Challenges

- Much of the potential promise inherent in the decentralization reforms remains unrealized.
- Structural weaknesses
- Insufficient resources
- Insufficient experience and skills at the district and sector levels on the part of both local actors



What to learn?

- How to develop and strengthen, on a sustainable basis, the capacities of all actors and players involved to enable them (to) sustain decentralized governance and effective local service delivery in the country
- Examine whether some of the innovative responses can be transferable in other post-conflict contexts. In the case of Rwanda, it should be investigated whether comparable methodologies can be attempted in countries such as Burundi or in the DRC



What kind of guidance (toolkit, trainings, etc.) should be prepared to support improvement in these areas?

- Build the capacity of permanent district commissions to seek public input and engage in policy discussions with civil society actors on topics related to the commission's mandate;
- Build the capacity of local officials, particularly at the district and sector levels, but also below where possible, to design, organize, and facilitate inclusive and effective public participation processes around issues that are of concern to their constituents, such as service delivery, planning, budgeting, policy, and implementation;
- Increase the opportunities for public input and where possible improve the quality of existing mechanisms and opportunities for public input;
- Sensitize district commission councilors, district officials, sector officials, and other appropriate local officials and local government staff on methods of social inquiry; public communication; and other relevant topics as necessary, such as budget analysis and tracking, ethics, and leadership.



What should be the engagement strategies 1?

- Be responsive to designated government actors, and relevant government priorities, as outlined in relevant policy or planning documents, strategy and policy documents;
- Begin implementation with high-visibility, low-risk activities with high probabilities of success to build stakeholder confidence, develop relationships between stakeholders, and create momentum for the project



What should be the engagement strategies?

- Implement and manage the project in a culturally relevant manner by taking Rwandan norms, expectations, attitudes, and behaviors into account, particularly in terms of how they may offer entry points for learning and engagement or that may require adaptation of methods, approaches, and assumptions;
- Transfer of critical and relevant skills and knowledge; use of enabling strategies that encourage a learning-by-doing approach; and use of existing talent, resources, mechanisms, and forums for project interventions whenever possible in order to take advantage of and build on local knowledge and capacities



Axante

