

MINISTRY OF PUBLIC SERVICE AND LABOUR

Functional Review MIGEPROF

Final Report



PRELIMINARY NOTE

This report is the result of a team work in which the executives of the MIGEPROF took active part.

We wish to thank them for their availability, their real interest for carried out work and their willingness showed to very quickly implement the improvements of operation which will be proposed.

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INTRODUCTION

MIGEPROF

The MIGEPROF is a structure that is integrated in the PMO whose resources are managed by the latter and is not managed by a Secretary General.

Like all other institutions in Rwanda, the MIGEPROF underwent the reforms of 2004 and 2006 that led to the reduction of its workforce.

In 2004, the total number of personnel in central government institutions was reduced from 2000 to 1000 employees and then in 2006 the total workforce was reduced from 1000 to 500.

Likewise, this period was marked by reduction of provinces from 12 to 5, the City of Kigali inclusive, with decrease in workforce from 105 to 13 for each of them.

The number of Districts was reduced from 105 to 30 with personnel limited to 35 for each of them.

The MIGEPROF Gender department had 17 employees in 2003.

In 2004, the number of MIGEPROF civil servants was reduced to 8 and then to 2 in 2006.

The Budget of the MIGEPROF is part of Micro economic sector, Social Affairs and Good Governance.

The MIGEPROF action falls under the Vision 2020 priorities and complementary objectives set by the Economic Development and Poverty Reduction Strategy Paper.

The Policy it is assigned to implement is defined in the following documents:

- National Policy for Orphans and other vulnerable children of 2003 ;
- National Policy on Gender of 2004 ;
- National Policy for Family Promotion of 2005.

POLITICAL, LEGAL AND REGULATORY ENVIRONMENT

1. The general policy document of Vision 2020 drafted in November 2002 sets orientations of the Government policy at the end of 2020. It serves as a basic document to the development of the sectoral policies.
2. The Economic Development for Poverty Reduction Strategy aims at implementing Vision 2020. Developed in July 2007, it shows the strategy to implement the government policy proposed by Vision 2020 for five years (2008 – 2012). It was endorsed by international donors contributing to its implementation.

3. The 7-year Government program was presented to the two chambers of the Rwandan Parliament on November 7, 2003. It defines 4 main orientation pillars of the Government work for the parliament term of office period (2003 - 2010):
 - Good Governance
 - Justice
 - Economy depending on nature and the country's own resources and on the population itself;
 - Welfare for every Rwandan citizen.
4. The National Policy for orphans and other Vulnerable Children of 2003 states the vision and defines the mission and objectives of the Government in matters of vulnerable children protection.
5. The National Policy on Gender of January 2004 defines objectives, the implementation framework of the policy and indicators to evaluate its implementation.
6. The National Policy for Family Promotion of December 2005 is in line with the vision 2020 and defines the mission, objectives and partners involved in its implementation.
7. The Framework Policy for the Public Service Reform developed in 2002, defines the government policy as regards to the Institutional Reform.
8. The Strategy to implement the reconfiguration and transformation program of the Rwandan Public administration was elaborated in 2004 in accordance with the Reform Framework Policy. It defines orientations of the reform as follows:
 - To review the role of the State in the context of decentralization powers and partnership development:
 1. Review of the missions assigned to various government institutions
 2. Reorganization of the institutional structures in accordance with the devolved missions and powers decentralization.
 3. Partnership construction between the public and private sectors as well as the civil society.
 - Improve the adequacy of missions and improve the civil servants professionalism:
 1. Redeployment of retained staff, redeployment and/or reintegration of the staff that were not retained;
 2. Skills and Performance development;
 3. Remuneration of jobs and motivation measures encouraging public servants to reach performance;
 4. Promotion of the culture of ethics and common welfare
 - To modernize the institutions management and develop systems/strategic management tools of the sector:
 1. Development and standardization of manuals, guides and legal texts related to administrative management;
 2. Improvement of human resources management;
 3. Information and Communication Technologies (ICT) implementation.

9. The Public Service statute developed in 2002 is still in force. Draft public service statute taking into account objectives of the Reform aiming at setting up a Job based Public Service and remuneration based on performance is currently up for discussions at the Parliament.
10. The Labor Law enacted in 2003 governs contract employees.

AREAS OF ANALYSIS

The functional review of the Ministry must examine all the Ministry function aspects, mainly the plan upon which are built its policy, strategies, action plans, its mandate and structure, and that of the operation of its units.

The review was therefore carried out in the following fields:

1. Mandates (Missions) and Attributions of the Ministry need to be examined on basis of their relevance according to the Government Policy Framework and the precision of their definition for each of the structures fulfilling the missions;
2. The Ministry Structure and the Organization must enable it to fulfill its missions and manage its operations and resources;
3. Mode of elaboration and compliance with the Strategic Plans and Action Plans reflect the capacity of the Ministry to fulfill its missions;
4. Performance monitoring system for the institution enabling the Government to supervise the implementation of its sectoral policy and bring possible adjustments to functions of the Ministry in charge of the concerned sector in the event of difficulties observed in the implementation of the action plans;
5. Information system and documentation management (including archiving system and access to information) constitute basic working tools of administrations;
6. Internal and external Communication systems (mail, telephone (mobile, fixed, IP), messaging, etc) without which administrative work cannot be carried out.
7. Ministry resources:
 1. Human Resources constitute the driving force for the administrative work;
 2. Material and Financial means that include the fuel for Administration functions;
8. Time management (agendas management, planning sharing, meetings management, etc.) which is the first source of productivity results in administrative work.

The analysis was carried out in two stages:

- The diagnostic analysis which allows to identify malfunctions and problems related to the Ministry organization;
- Search for solutions may be of two complementary forms:
 - Improvement objectives to be reached and the methodology to attain them;
 - Proposals for concrete solutions whenever necessary.

DIAGNOSTIC ANALYSIS

STRUCTURE AND ORGANISATION

MANDATES AND ATTRIBUTIONS

The missions of the MIGEPROF were determined as direct implementation of the Government General Policy Paper “Vision 2020”.

In this framework, the Sectoral Policy Paper of 2004 defines the role of the Government as follows:

- Implementing laws, policies and programmes that ensure that children in difficult situations are integrated in a community that is socially and economically stable;
- Promoting the family as a pillar and a basis for the family culture;
- Integrating issues related to gender in all development sectors with a bid to promote gender equality and equity in Rwanda.

Critical Analysis¹ :

It is noteworthy that attributions of the Ministry structures are not defined in any document or any legal text. Only the organizational structure of the Office of the Prime Minister, though it is not its role has an embryonic definition of functions for management working posts that might be considered as a brief description of attributions of the corresponding structure

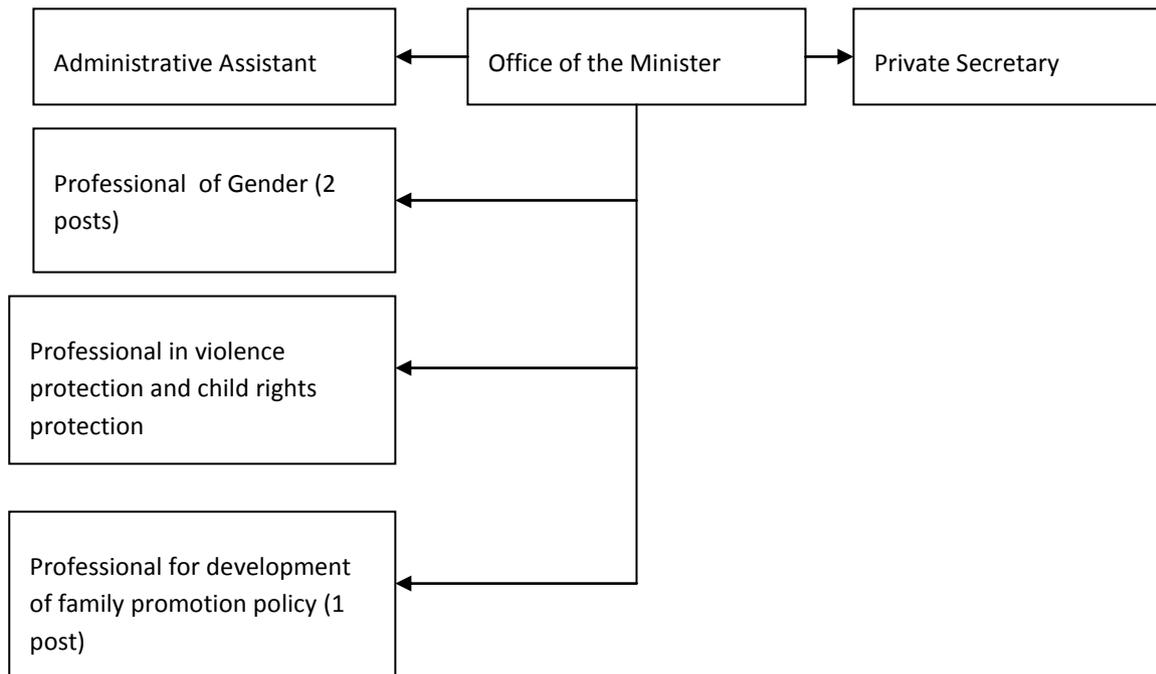
STRUCTURE AND ORGANIZATION OF THE MINISTRY

The MIGEPROF is reduced to the Office of the Minister that is made up of the Minister himself, the Private Secretary as well as the Administrative Assistant and five professionals:

- 2 posts for Professionals in charge of Gender ;
- 2 posts for Professionals in charge of violence prevention and child rights protection;
- 1 post for a Professional in charge of family policy promotion development.

The MIGEPROF has more contract staff than statutory permanent staff. The two professionals in charge of gender are assisted by three contract employees and the two professionals in charge of violence prevention and child rights protection are assisted by two contract employees.

¹ Annex 2 : Missions and Functions of the Ministry, Description of missions and functions of the Ministry according to official documents and Description of missions and functions according to the Ministry Structure
13/11/2008



Main partners of the Ministry:

- The National Women Council;
- Rwandan Association for Family welfare
- Inteko Izirikana association;
- Non Governmental organization for orphans and other vulnerable children protection.

Critical Analysis:

The structure of MIGEPROF has never been defined in any legal text but detailed attributions appear only in the Organizational structure of the Office of the Prime Minister through post descriptions.

POLICY, STRATEGIC PLAN AND ACTION PLANS

GOVERNMENT POLICY AND SECTORAL POLICY

The Government policy as regards to the gender equality, promotion and protection of vulnerable children was clearly defined in the Government General Policy document Vision 2020 of 2002 and in MIGEPROF policy documents.

In addition, the Government strategy is well defined regarding the three sectors of the Economic Development for Poverty Reduction Strategy of 2006.

The MIGEPROF developed a document policy for orphans and other vulnerable children, a policy document on gender equality and a document policy for family promotion approved in 2003, in 2004 and in 2005 respectively. The documents are real policy documents for each sector that define objectives to attain, major priorities and the role of different partners involved in the implementation of the policy.

On one hand MIGEPROF has no strategy; on the other hand, it has two strategic plans for the sub-sector on orphans and other vulnerable children. It is the Strategic Plan for street children of 2005 and the strategic plan for orphans and other vulnerable children. The strategic plan for family and gender promotion is currently being developed.

The three-year strategic plan for MIGEPROF that is under finalization served as reference in the preparation of the action plan for 2008.

Critical analysis:

The policy documents have been well developed in accordance with vision 2020 and takes into account objectives set by EDPRS.

They define policy principles for protection of vulnerable children, Gender and family promotion. They then define political orientations, objectives and set major axes of the Government action as well as the role of sector partners.

It should be noted that one of the Minister's missions should be to develop and propose sector policies to the government whose department is responsible. This mission has not been formally defined in Rwanda.

STRATEGIC PLANS AND ACTION PLANS

Currently, the MIGEPROF has a three year strategy document.

The Action plan for the year 2008 was designed basing on objectives and major axes of action determined by the strategic document plan under preparation.

Critical analysis:

The action plan has been defined as activities to be carried out but each of them has not a specific budget. The implementation time schedule for the year has not been specified.

It is important to note that the action plan does not show any support or monitoring and evaluation vis-à-vis the districts in charge of implementation, on the field, of the developed policy at the national level. In addition, MIGEPROF planned several activities related to the implementation of the policy such as: « Training at least 10 women in family planning» and these should belong to the Operational Action Plans of Districts.

DEVELOPMENT METHODOLOGY AND COMPLIANCE WITH THE STRATEGIC PLANS AND ACTION PLANS

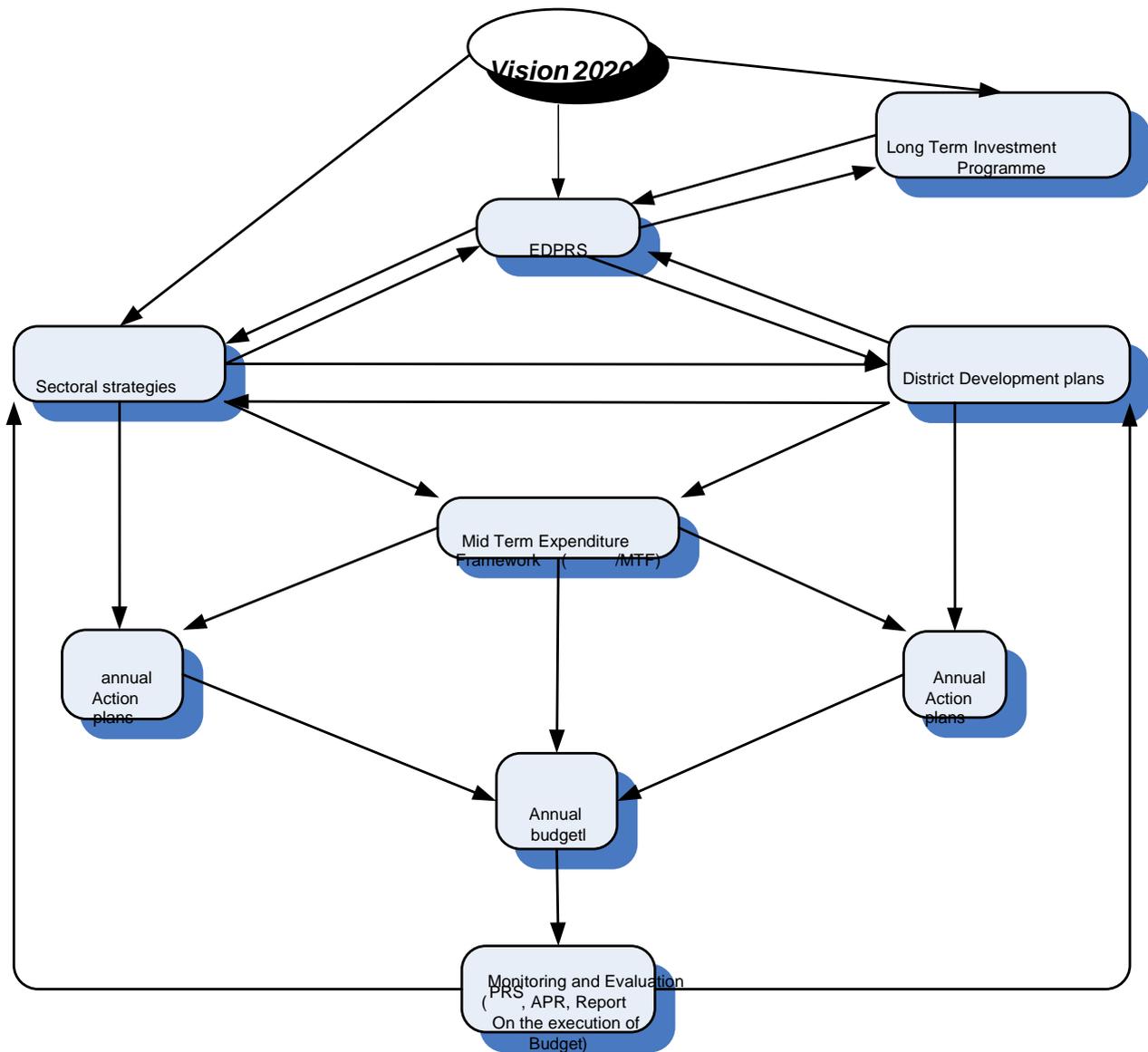
In MIGEPROF, the Action Plan includes for each programme, a request for corresponding annual appropriation.

However, the cost for the Action Plan achievement is general and corresponds to the total amount of the budget allocated to MIGEPROF.

However, in theory the Action Plan should be prepared as follows:

- The action plan for each activity sector of the Ministry is developed in April of the year n - 1.
- In April-May, the organization of the national forum of planners regrouping Ministries and Districts to improve and coordinate the Budget preparation.
- In June-July, consultation of the Minister with her colleague of MINECOFIN to finalize the budget project.
- August, adjustment of the Budget by MINECOFIN
- September, the budget is approved by the Cabinet
- Before October 5, the Budget project is sent to the Parliament for discussions
- Vote on the Budget before December, 31.

Thus, the theoretical diagram of the budget preparation procedure is presented as follows (National framework for Planning and Budgeting):



Normally each Ministry whose activities are decentralized prepares the corresponding budget through its action plan in coordination with Districts. When decentralized activities do not appear in the Ministry Action Plan, the MINICOFIN does not allocate the budget to corresponding activities even if they have been provided in the Action plan.

Of course Districts fund, on their own budget, action plans they have initiated.

In practice, the calendar of the budget preparation is as follows:

1. Preparation of the Budget within the limits of the ceiling of Macro Economic sector ceiling and the MTF document during the second quarter of the year n - 1
2. Vote on Budget in December n - 1
3. The Action Plan is developed in September-October year n - 1 on basis of the allocated budget
4. The Action Plan is submitted for approval by the Prime Minister Office in December n - 1

It should be noted, however, that in current practice, districts are informed of the existence and amount of targeted transfers (the budget allocated to district activities included in the Ministry action plan), only in the month of January of the current year. They are therefore obliged to readjust their action plan at that time.

Critical analysis:

MIGEPROF does not sufficiently take into account decentralized activities in Districts in its action plans. In these circumstances, a few decentralized activities are budgeted.

The above described procedures show clearly that the sequence of the Action Plan development does not require the ministry to describe in detail all the activities to attain objectives identified in the strategy. The Ministry Action Plan is not a project document.

In fact the action plan is designed following budget negotiations.

From this point of view, the current sequence followed to develop annual action plans in relation to that budget constitutes an obstacle to a certain extent. (See the above §).

Since the action plan is not used to set the budget that will be used to implement it, expressed needs are not taken into account when the Parliament discusses the budget. There is a gap between needs expressed in the action plan and the budget obtained; consequently, planned programmes can not be achieved.

If the Action Plan served as a basis in the budget negotiations, it should on one hand, be prepared in the first quarter of the year n-1, and on the other hand, show the list of all activities contributing to the attainment of the sector objectives set for the next year with precise funds needed to implement each activity. This would then allow the government to issue a real engagement letter to the Minister at the beginning of the implementation year.

It is important to note the procedure that would allow proper use of action plans both in planning the Ministry activities and preparing the Budget exists and corresponds to the needs for the Budget preparation and decentralization.

However, vote on the budget in December is a bit late for the Government to draft engagement letters to different Ministries before the end of the year n-1.

Therefore, it is particularly regrettable that this procedure is no longer followed at MIGEPROF as regards to the preparation and negotiation of the Budget and for the implementation of the Central Government policy in Districts.

INSTITUTIONAL PERFORMANCE MONITORING SYSTEM

Every year the Ministry drafts two semester activity reports to be submitted to the Prime Minister's Office.

At the beginning of the year following the action plan, the Akagera retreat is an opportune moment for the government to assess achievements and the work plan for the next year.

This method does not obviously permit to carry out an evaluation based on real performance indicators and does not allow the Ministry to carry out necessary adjustments of its programme in case of errors or change of objectives related to external events.

In the framework of the new public sector strategy for Public Administration, it is envisaged to establish a new institutional performance assessment system.

The project was submitted to institutions of the country to collect views before its approval by the Cabinet. This new system should be implemented in 2008.

STRUCTURE AND FUNCTIONING OF THE INFORMATION SYSTEM

Information is an indispensable tool for administration work. It is only useful when it is codified on an information support that can be communicated.

The information codification may entail multiple forms:

- A word in a given language;
- The writing in a given language;
- The picture;
- Signs;
- Telegraphic codifications;
- Digital codifications by bytes;
- Etc.

The codified information supports are also very numerous:

- The sound moving through the air;
- Paper for handwriting;
- The network cables;
- Radio wave;
- Etc.

The administration information system corresponds to all its procedures enabling the information to circulate among its various users, to be controlled, to be archived, etc.

It is therefore essential to thoroughly analyze the information system and its possible malfunction.

COMPUTER AND INFORMATION MANAGEMENT SYSTEM

In a modern administrative structure, the information processing system underlies the information system.

The MIGEPROF has a new and complete computer management system. All the executives of the ministry are connected through a network which links them to the outside by a high speed internet connection. The MIGEPROF does not have an intranet for its own.

However, this tool is currently underused or misused:

1. Computers are too often used like typing machines. Indeed, the ignorance of functions of the text processing tools, combined with lack of standardization of the formatting of the processed data leads to a low use of the text processing tools and spreadsheets which does not allow to benefit from productivity results that would allow a more rational and comprehensive use.
2. The MIGEPROF Computer Network, though very complete with an optical cable; it does not have sufficient security.

Thus, there is no documentation server which would allow the implementation of a documentation centralized management and the installation of a systematic security tool;

In addition, there is no policy on security and safety of the information system in use

- Physical security (fire protection, protection against theft or accidental destruction, etc)
- Safety against the external intrusions due to access on Internet (firewall management, filtering against abusive or excessive use, antivirus warfare, etc.)
- Data security and safety (data access protection, saving procedures etc....)

1. Messaging tools or file transfer via the network are underused:

- The fast messaging are only used on a personal initiative;
- Transfers of computer files are generally carried out through e-mail and not through the network.

2. The principal information support is paper:

- In spite of high standard Information Technology equipment, the practice and the lack of reflection on the policy of information sharing still leads to the high use of paper medium which however constitutes the most fragile support and most expensive to produce.
- Paper medium is very often used in Administration to facilitate manual signatures. It should be stressed that the manual signature is not assured and on the other hand, is more used on documents where there is little probability of risk to fraudulent use (fixing appointments, meeting schedules, varied information, etc.)
- Modern electronic signature tools (scanning of manual signature, fingerprint, encrypted signature, etc) are in fact much more practical and much surer.

Such rational use allows, in the framework of establishing a policy of sharing ad hoc documents, to economize much paper and work on an electronic documentation which is easier to manage.

Critical Analysis:

At the MIGEPROF, the computer system in place is complete and modern. As it is now, without additional investment, it allows the establishment of the great majority of the tools for modernization of the information and communication management system which the Ministry needs.

However, there is a need to think how to establish a proper policy on safety and security of the computer system (equipment, network, software) and data.

In addition, the efficient use of office tools at the disposal of users through the computer system requires that an adequate and well targeted training be given to the user personnel.

MANAGEMENT PROCEDURES

Except for some specific procedures:

- Budget preparation
- Tender laws
- Financial and Accounting management procedures for 2007.

There is no codified management procedure in the Rwandan administration.

At MIGEPROF, resources and mail management are ensured by the PMO².

However, management procedures on information processed by the Ministry are not codified.

Critical analysis:

The procedures currently applied in the Ministry are only transmitted orally.

This situation is particularly dangerous since each transmission to a new user may lead to the deterioration of the procedure and the loss of the *raison d'être* of certain tasks or transmission.

In addition, it becomes very difficult to redesign the procedures in the event of system modernization or change of structure or administrative functions (for example: decentralization). Indeed, the establishment of the new procedures which cannot be based on a codified practice may not take into account certain essential tasks.

DOCUMENTATION MANAGEMENT

The documentation management is not really organized within the Ministry. The archives are not organized and computerized documentation is not in fact managed.

The major part of the documentation produced by the Ministry is directly created on a digital support by the Administration executives on their own computers.

However, there is no standard rule for classification and labeling of these documents intended specifically for later research. When classified, it is done according to the system set up by the designer of the document on his/her

² Annex 7.1 : Analysis of mail management
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computer and according to his/her own logic. The same applies to documents received from outside through email or through the network.

In these circumstances, the shared documents are printed on paper and annexed to corresponding filed documents.

The safety and security of documents is not properly assured.

Access to documents is not protected and there is no specific policy thereof.

The search for documents is poorly organized and it is particularly difficult to find an electronic document on the network since no filing system was set up.

Critical analysis:

Information is a golden tool for the MIGEPROF. Its documentation is its "business". This documentation has actual value only if it is protected, managed and accessed. Currently, the Ministry documentation is not actually managed.

INTERNAL AND EXTERNAL COMMUNICATION SYSTEM

The internal communication system of the Ministry depends primarily on the use of the following tools:

- The weekly Management Meetings which are held on a regular basis.
- The personal mobile telephones which constitute the principal tool of remote communication.
- E-mails from personal addresses are used for the work purposes.

The external communication system depends on the other hand on the following tools:

- The traditional mail
- E-mail from the personal addresses.
- The personal mobile phones.

In general the instant Skype Messaging or Yahoo Messenger is not much used at the level of the work. Computer IP calls to other telephones by Skype system is not used because of the difficulties in recharging the account due to the problem of lack of a credit card.

Critical analysis:

The mobile phone is the most expensive communication system, the least secure and the least mastered by all. Although it constitutes the simplest communication means, it led to the disappearance of the secretarial functions which facilitated management by sorting out urgent issues and giving priority to communications. The mobile phone is the tool of communication whose use is the most expensive.

In fact the mobile phone imposes management of the “urgency of the interlocutor” to the detriment of his own urgencies. The same phenomenon occurs when the visits at the office are not filtered.

It is thus necessary and advantageous to give more importance to communication tools that allow to better manage relations as well as those whose use is less expensive.

These tools exist at the MIGEPROF or are easy to install. Their rational and effective use however supposes an adequate training of users and adherence to discipline.

TIME MANAGEMENT

In a context of Human Resources whose number is imposed by the need of strict control of the wage bill, the benefits of productivity are an absolute necessity.

Currently, the executives of the MIGEPROF mismanage their time. This situation is partly due to the lack of tools for time control, and on the other hand to the lack of discipline in response to “urgencies”.

Thus, the executives do not have enough time to devote themselves to the conception work and on the whole, the personnel work as if they were in a crisis, without any planning.

At the Ministry, the use of agendas is not generalized. When they exist, they are used; they are manual agendas sometimes shared with assistants.

Critical analysis:

The time management is a factor of comfort and effectiveness of the work done by the executives in administration. It is an important source of productivity improvement.

The time management depends on the establishment and the use of tools and specific procedures and the adherence to discipline.

At the MIGEPROF, in a context of the workforce management where Rwanda is particularly concerned, it is an important means to improve work quality and staff welfare.

MINISTRY RESOURCES

HUMAN RESOURCES OF THE MINISTRY

ADEQUACY OF HR TO THE NEEDS (ORGANISATIONAL STRUCTURE)

Currently, the Ministry does not have a post of a planner in its organizational structure and is in need of this post.

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In addition, a large number of contract employees not appearing on the organizational structure show that the Ministry does not have sufficient human resources.

However, it should be noted that such a practice is contrary to the objectives of staff reduction measures that were taken in 2004 and 2006 and they generate a number of hidden personnel since they have not been put on the corresponding budget lines.

However, the budget constraint which the Government of Rwanda is facing obliges institutions to focus on productivity gains to the detriment of the increase in number of personnel.

REGULATIONS APPLICABLE TO CIVIL SERVANTS:

Currently, texts governing the civil servants are obsolete or are not adapted to the present situation in the context of decentralization and decision of the Government to shift to the job based Public Service.

- Thus, the law governing the civil servants currently in force is not adapted to the new Public Service.
- Remuneration system for the civil servants is not applied any more and they are remunerated today on basis of a non-official transitional system which is not in any way a motivating and management tool.

The pay system that is currently implemented works as follows:

1. The central administration civil servants

The current remuneration system in the Rwandan Public Service, which is equally applied for personnel of the Central administration at the MIGEPROF was developed in 2004 and implemented at the beginning of the year 2006. It is the pay system based on jobs and which ended the Public service career system whose remuneration is based on a degree or a diploma at the time of taking up one's post job and on experience. It includes 14 levels and 7 grades. The MIGEPROF personnel are primarily classified between levels 10 and 4.

To vertically shift from one level to another, it is necessary that a vacant post be availed whereas to horizontally shift, from one grade to another, a civil servant must have 3 years experience at the same grade with satisfactory performance evaluation results.

This new remuneration system is de-motivating since it does not take into consideration personnel seniority. Although the large majority of the civil servants recognize that wages substantially increased in 2006, they also admit that the system is unfair since the experience generally required for great productivity is not remunerated. As a matter of fact a beginner earns the same salary as an employee having 20 years of experience, for the simple reason that their job positions are classified at the same level.

Critical analysis:

Presently, there is no career management system through posts and jobs in place and this situation is particularly demotivating.

In addition, lack of regulatory framework of the Human resources management prevents managers from management tools that are essential to them.

MATERIAL AND FINANCIAL RESOURCES OF THE MINISTRY

MIGEPROF has sufficient and good office equipment

In addition, the Budget of the Ministry does not correspond to the requested Budget.

Critical analysis:

Problems related to MININFOR functioning are not due to lack of means.

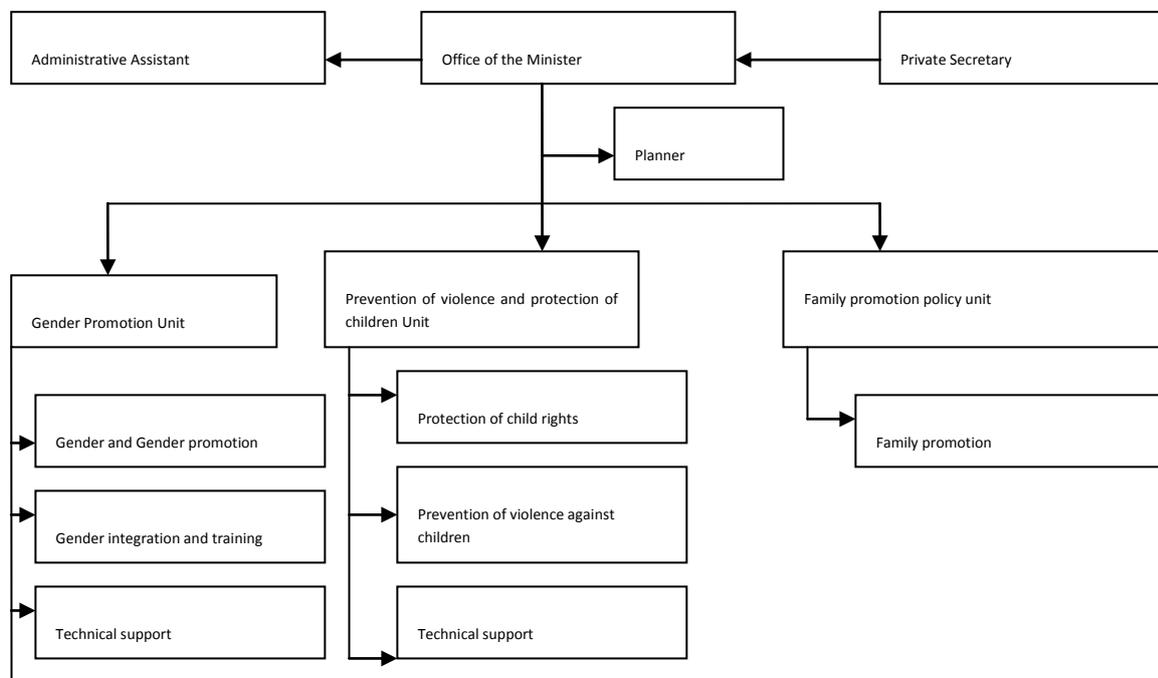
PROPOSED SOLUTIONS

RESTRUCTURING THE STRUCTURE AND THE ORGANIZATION OF THE MINISTRY

THE MINISTRY STRUCTURE NEED TO BE RESTRUCTURED AND ITS MISSIONS OFFICIALLY DEFINED

As we have noticed it during the diagnostic analysis, it was apparently pertinent to strengthen MIGEPROF by distributing three basic missions of the Ministry among three corresponding Units and by creating a post of a professional in planning.

The organizational structure is described as follows:



The tasks of the Ministry evidently remain the same but each major task corresponding to the execution of a budget line should be assigned to an administrative unit headed by a Director in order to make its implementation more effective.

A job planner in charge of consolidating planning for implementation of different action plans has been created under the direct supervision of the Ministry.

It will equally ensure monitoring and evaluation of MIGEPROF activities in Districts.

In addition, attributions for managers and professionals must be defined in details with a bid to avoid duplication, conflict or losses when carrying out activities.

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The Ministry structure and missions must be defined by a text of the level of a decree or order and the attributions by a ministerial decree.

MECHANISM TO DEVELOP AND PROPOSE STRATEGIES OF THE MINISTRY NEED TO BE IMPROVED

The Ministry needs rapidly to put in place a three year strategy which will serve as a basis to develop its action plans.

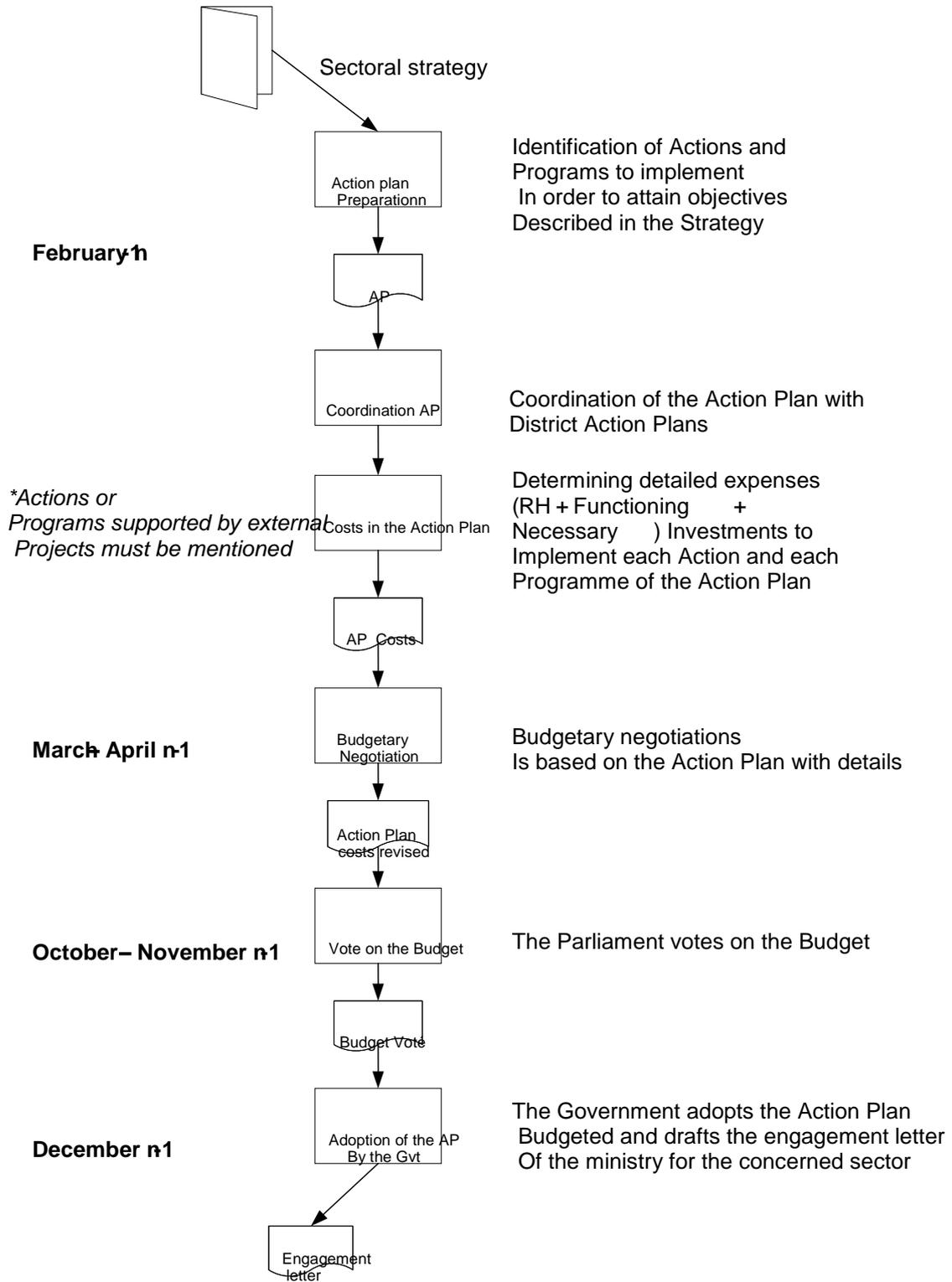
Administration Partners need to be involved in the elaboration of the strategy.

The sequence for Action plans formulation needs to be coherent with the budget preparation.

PROCEDURES TO DEVELOP ANNUAL ACTION PLANS NEEDS TO BE IMPROVED

The diagnostic analysis has demonstrated the need for consistency in the chronology of action plans and Budget preparation:

The action plans should include a sectoral budget proposal with details per programme. In addition, besides compliance with the budget preparation logic that assumes that the budget preparation must follow the expressed needs. It is obvious that the action plan will be much more concrete and operational if it is quantified and justified in detail.



Establishment of a real budgeted action plan adopted by the government requires also establishment of real performance evaluation procedure of institutions that will allow a readjustment of action plans during the course of their implementation. However, a number of unplanned events may occur and disturb the execution of the plan during the implementation of the action

To allow readjustment of programs according to the environment, it is essential that a concerted evaluation based on indicators established with the Government be organized on a mid-term basis at the end of the year.

Performance indicators must be based on results obtained taking into consideration the set objectives and their real impact.

The evaluation must be constructive and lead to the possible questioning of programs and priorities as well as the revision of the Strategy if necessary.

IMPROVING PRODUCTIVITY OF THE PERSONNEL BY REORGANIZING AND MODERNIZING INFORMATION COMMUNICATION AND DOCUMENTATION MANAGEMENT SYSTEM OF THE MINISTRY AND ESTABLISHING CODIFIED MANAGEMENT PROCEDURES

STRENGTHENING HUMAN RESOURCES COMPETENCES TO IMPROVE THEIR PRODUCTIVITY

In a context of shortage of human resources both in quantity and quality, and taking into account the intangible constraints of stabilization of the total wage bill, the improvement of the personnel productivity is the most suitable solution to increase the effectiveness of the Ministry.

A rational use of data processing and communication computer tools must contribute to the improvement of the productivity and efficiency of the Ministry.

Computer users must be trained in all aspects of the use of their tools:

- Advanced Word processing;
- Use of OLE functions;
- Saving;
- Documents protection;
- Transfers to other users through the network;
- Revisions;
- Rapid messaging among users;
- Use of the Outlook agendas and techniques of sharing agendas;
- Group email;
- Etc....

Moreover senior managers need to be trained on management techniques notably:

- Time management;
- Meeting organization;
- Evaluation Methods;
- Etc.

DOCUMENTATION MANAGEMENT REORGANIZATION

Several documents produced were designed on the Ministry staff computers and are created electronically.

Therefore, the most obvious management solution consists in installing a central documentation server accessible through the network, on which all documents will be systematically and automatically posted.

The storage organization should meet documentation requirements.

Thus, each document should include the following:

- The name of the author;
- The object of the document;
- Key words characterising its content(documentary research);
- The date of its creation;
- A report summary.

Software packages of information retrieval exist on the market and will make it possible to use the documentation base.

Of course, classification rules and access to the documentation base must be specified in a book of specification details whose development will take into account the specific needs of the Ministry.

The documentation management needs development of a specific procedures manual.

COMPUTER SYSTEM PROTECTION

An information system operating through a network computer system becomes particularly vulnerable if it is not protected by a security system that will constitute a separate specific policy.

Security and the safety of computer systems include two complementary components:

- Equipment and network security and safety;
- Data security and safety;

The concept of security entails all means implemented for physical protection of the object (fire protection, destruction, etc.)

The concept of security entails all means implemented for the physical protection of the tool (fire protection, destruction, etc.)

The safety concept on the other hand, entails all means of access protection (filter, passwords, encryption, etc)

- Safety of power supply;
- Material safety;
 - Security of the buildings, air-conditioning...
 - Fire protection....
 - Preventive saving in case of sabotage.... (External hard disk, trunk...)
 - Accessing the network .

Given the sensitivity of information which circulates on the network, a specific security strategy must be implemented:

The following security system can be anticipated:

- Control of access to the network;
- Control of access to the servers and the working stations;
- Control of access to the documentation base;
- Control of access to the various application functions;
- Definition of responsibilities of network administration and users;
- Internet access filter;
- Installation of an automatic system to save data;

The installation of an Intranet network for the MININFOR would largely facilitate the safety and security management of the information system that would use it.

IMPROVING AND MODERNIZING THE COMMUNICATION SYSTEM OF THE MINISTRY

The control for use of mobile phones and the setting up of a safe and well mastered communication system implies thinking on the overall system which will be materialized in a particular specification details book.

Indeed, communication for the Ministry needs to be conceived as a whole so that each type of relation corresponds the best tool (in terms of effectiveness and efficiency) and the best procedure.

In general, it is crucial to give more importance to the communication based on the following tools according to the analysis of various types of relation:

- The professional mobile phone for urgent communications requiring a direct answer.
- IP Telephony using a tool designed for exclusive professional telephone use from a fixed extension. This tool will have to be filtered by an assistant as much as possible.
- Professional instant messaging of the Microsoft Exchange type allowing the management of its communications on a message network for the Ministry (or for the Administration...)
- The most possible systematic use of e-mail for all transmissions of written messages. The rules for the use of e-mail will have to be codified:
 - Style of the content of the messages according to the interlocutors (use of Word models);
 - Way of signing;
 - Mode of transmission of attachments (reduction of volumes, type of file (PDF, Word Version, etc.) ;
 - Mode of e-mails classification;
- Traditional mails whose transmission will be carried out as often as possible as attachments of electronic mail.

CODIFYING AND SETTING UP INSTITUTIONAL FUNCTIONING RULES AND MANAGEMENT PROCEDURES

Functioning rules and procedures of an institution are guarantors of security, safety and quality of various tasks which contribute to the fulfillment of the administration missions.

That is why it is essential that these rules and procedures be conceived according to rules and principles of the organization and be codified in a particular specification details document in order to communicate and perpetuate them.

Currently, only budget preparation and execution procedures are codified or under codification and personnel procedures are in the process of validation at the PMO.

All the management procedures need to be examined and codified:

- The mail management procedures need to be modernized:
 - Setting up a computer tool to ensure internal mail follow-up;
 - To develop digital document transfers to the detriment of paper documents;
 - To set up an electronic system to be used by Ministry executives when they sign.
- Administrative management procedures;
- Document management procedures;
- Strategies and Action Plans formulation procedures;
- Users' Guide;
- Etc.

Each identified procedure must be analyzed:

- Identification of documents and basic information which will start the procedure;
- Determination of the document and the information which must be produced by the procedure and their final destination;
- Determination of the succession of all tasks which contribute to the implementation of the procedure;
- Identification of the information circuit and the persons in charge of the execution of each task;
- Establishment of control tools.

Once the analysis is completed, diagrams for handling the information circulation of each procedure will be developed and a procedure manual will be drafted.

Once validated by authorities of ministries and/or an inter-ministerial commission if the procedure concerns several administrations, the handbooks are officially published in the framework of regulations. ***Information reform system methodology***

The information reform system needs to be done through the methodology based on the development of the documentation organized in a good order which will be validated at each stage by users.

Information technology is a tool for the organization and corresponding technical documents will thus be developed in accordance with specification of the organization.

Activities will be carried out in a participatory way by a project team regrouping concerned specialists and skilled employees selected for their great knowledge of the existing system and their capacity to accept change.

The documentation will include the following:

- Specification details documents for an organization;
- Computer specification books;
- Procedure manuals;
- Users' training tools.

Development of specification details of the organization :

The specification details of the organizations are geared to describe in detail the information system and the organization underlying it.

The computerized system and the information processing system will be described according to the specification details of the organization by the computer specification details books.

It is important to develop a specification details book of the organization for each key management function:

Each of them will include the following:

- Detailed description of management procedures;
- Detailed analysis of the circuits and data processing for each management procedure;
- Description of information tools;
- Definition of archiving methods;
- Access and information transmission rules;
- Describe control rules in all their forms;
- Quantity of work and data processing.

Development of computer specification books:

Selection and installation of the software package:

Validated computer specification details will allow to select the software package and determine implementation means: environment, conditions and maintenance procedures, security requirements, safety measures...

Procedure manuals development:

Like specifications details for the organization, the corresponding procedure manuals describe information flow process in detail and specify tasks to be achieved.

Procedure manuals are destined to the users.

Each manual has the following components:

- Tables of basic tasks classification for each procedure;
- Procedure forms describing all tasks for each management procedure;
- Narrative description of screens for data entry;
- A copy of each information tool used;
- A copy of each data processing state produced;

- Link stations forms that provide for each working link station, tasks sequence, organic station links as well as the use profile to access it.

Training of users on operating mode and implementation of new procedures :

- Learning new management tools;
- Training on new working

RAPID ESTABLISHMENT OF TOOLS FOR REAL STATE HUMAN RESOURCES MANAGEMENT

The Administration has an imperative need of tools which will allow it at the same time:

- To match its needs to human resources with the personnel at its disposal or that it intends to recruit;
- To have motivation tools for its personnel that will enable it to manage it according to its needs and to ensure quality professional production.
- To envisage the demographical change of its personnel and the increase of its needs in quantity and quality in order to maintain the best matching between its needs and its personnel.
- To have tools that will enable it to ensure stability of the public administration and its independence vis-à-vis the politician,

To attain that, it is essential to quickly complete the reform of the public service in progress and in particular:

- To finalize the Public Service Statute and the possible related special statutes which specify:
 - Rights and duties of the civil servant which influences his/her independence vis-à-vis the politician.
 - Confirmation of the Public service as a Public Service based on employment, in which posts depend on their jobs and the specific conditions of the employment for these posts;
 - Rules for career management, which within the framework of a Public service based on employment must allow its promotion progress through the hierarchy of employment according to one's experience, competences, capacities and performances;
- To match its needs to human resources with personnel at its disposal or that it intends to recruit;
- To have motivation tools for its personnel that will enable it to manage it according to its needs and to ensure quality professional production.
- To anticipate the demographical change of its personnel and the increase of its needs in quantity and quality in order to maintain the best matching between its needs and its personnel.
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- Rules for career management, which within the framework of a Public service based on employment must allow its promotion progress through the hierarchy of employment according to one's experience, competences, capacities and performances;
- To set up jobs nomenclature with their descriptions in terms of competences, required experience for their execution, and classified according to their importance;
- To create a repertoire of the posts characterized by their job and specific conditions of their execution in that work position;
- To conceive a remuneration system, taking into account the employment, and the specific work conditions for the post, the experience acquired in the post and the employee performances;
- To establish individual performance evaluation system that is currently under examination by the cabinet for its approval and which would be implemented in 2008;
- To set up a real integrated management system of human resources of the Government based on a single data base, protected procedures and computer network for managers and decision makers;

TIME MANAGEMENT NEEDS TO BE ENTIRELY RECONSIDERED

The time management is an absolute necessity to reach significant productivity gains in the administration work. The diagnostic analysis revealed that, generally, executives are most of the time very busy with the management of the "urgencies of others" i.e. solving problems from instantaneous communications from the outside and which they do not control to the detriment of their own urgencies.

In the MIGEPROF where agendas are not really controlled and where the executives do not have the control over the management of urgencies, it is essential to set up a suitable time management system.

Efficient time management is possible when systematic procedures and tools designed for each situation of work have been established:

1. A planning tool for meetings;
2. Electronic agendas for both management of meetings and schedule;
3. Tools to share agendas with assistants and concerned colleagues;
4. Delegation of appointments;
5. Delegation of management responsibilities:
 - This delegation must be the subject to a general study which will make it possible to define which responsibilities can be delegated to which post and the type of the delegation (permanent or temporary).
 - The delegations are granted by a signed note by the Minister and are communicated to all the concerned parties.
6. To give more importance to electronic mails than paper mail for which the procedure is much longer and more complex;
7. To automatically filter the usage of Internet connection to limit the abusive use during working hours;
8. To give more importance to communication tools which allow maintaining the control of the action (instant messaging rather than mobile phone, e-mail, etc.)

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These tools must of course be used by respecting discipline in planning (management of priorities, rules on appointment deadlines according to priorities and urgencies, delegation of fixing appointments, etc.)

Increase in number of meetings often hampers the achievement of effective work; unfortunately, it very often takes more time than conception work.

To cope with this problem, it is necessary to formally define the choice of participants in meetings by delegating only the employees who are really concerned by the problem to be dealt with provided that he/she produces minutes and communicate them.

The improvement of time management, like other reforms of the Ministry functions, will need development of a specification details book written in a participatory manner in collaboration with all the executives of the Ministry. Indeed, such a reform can not ignore cultural and practical constraints specific to the environment. However, there is a need to organize a specific training for executives of the institution so that they have their own means of change of their habits (see Content of time management in the annex 10).

ANNEXES

ANNEX 1: REGULATIONS				
Reference text	Date of signature	Object	Description	Status in force or not
National Policy for Orphans and other vulnerable children	2003	Sectoral policy	The document shows the vision, the mission and general objectives of the Government	In force
Family promotion national policy	2005	Sectoral policy	The document describes the vision, the mission and the objectives the National policy of the family, it shows the list of institutions involved in the implementation of the National Policy strategies	In force
The National Policy on Gender	2004	Sectoral policy	The document describes the goal, objectives of the National Policy on Gender. It also provides a list of actors of the National Policy strategies and the National Gender Policy	In force
The Government programme	2003	The key note speech of the Prime Minister Bernard MUKAUZA before the Parliament	The programme of the government has 4 parts: Strengthening Good governance, reinforce the judiciary, develop the economy and improve social warfare	In force
The National Policy on Gender Equality	2004	Sectoral Policy	The document describes the goal, objectives and strategies of the National Gender Equality. It provides a list of actors in charge of implementation of strategies of the National Gender Equality Policy	In force
The vision and the walk: gender equality and women's empowerment in Rwanda	2007	A lesson from the Rwanda Gender Policy and programming mechanism	A focus on achievements in Good Governance in Rwanda and future prospect and	

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			programming mechanism	
The Strategic Plan for Orphans and other vulnerable children (2007-2011)	2007	Sectoral Strategy	The document describes the logic framework on 5 years of interventions for orphans and other vulnerable children	In force
Strategic Plan for Street children	2005	Sectoral Strategies	The strategic plan has 3 specific objectives: Protection, Reintegration and Prevention	In force
Action Plan 2008	2008	Planning of activities for the year 2008	MIGEPROF activities planned for the year 2008 are regrouped in four axes: *Integrating gender equality in all domains of life *Family promotion *Women Development *Child protection	In force

ANNEX 2: MISSIONS AND FUNCTIONS OF MINISTRIES

2.1 Description of missions and functions of the Ministry according to official documents

Missions	Functions/Objectives	Structure in charge	Comments
1. Implementing laws, policies and programmes ensuring that children in difficulty situations are integrated in the Community that is socially and economically stable	1. Developing, implementing, monitoring and evaluating national policies and programmes aiming at gender integration, promotion of the family and child rights	Office of the Minister	<p>* Officially there is no Minister of Gender and Family Promotion; however, there is a Ministry in the PMO in charge of Gender and Family Promotion. Besides the Private Secretary and her Administrative Assistant. The Structure has 5 posts of professionals assigned functions related to the MIGEPROF missions. All these employees work in a team.</p> <p>* The function 1 is related to all</p> <p>* functions 2 up to 6th particularly contributing to missions 2 and 3</p> <p>* Without support of consultants and contract employees who are financed by its partners, MIGEPROF can not easily fulfil its mission</p>
2. Promoting the family as a pillar and a basis of the family culture	2. Coordinating interventions and mobilizing necessary resources as regards to gender and family promotion	"	
3. Integrating questions related to gender in all development sectors in order to promote equality and equity of gender in Rwanda	3. Establishing mechanisms aiming at increasing determination of a woman and her presence at both national and international scene	"	
	4. Establishing strategies to increase rate of girls attending schools at all levels	"	
	5. Developing and Strengthening capacities of women organizational structures	"	
	6. Initiating programmes favouring productive participation of women to development	"	

2.2 Description of missions and functions according to the Ministry Executives:

Missions	Functions	Structures in charge	Comments
Promoting equality and balance between man and woman	Developing and formulating policies related to promotion of gender equality, promotion of the family welfare, promotion and protection of the child rights	Office of the Minister	<p>*Each of the three functions is applied to the missions</p> <p>* The Ministry does not have sufficient personnel to fulfil its missions</p>
Promote the family welfare	Coordinate different interventions related to gender equality, the family welfare promotion and protection of the child rights	"	
Promotion and protection of the child rights protection	Monitoring and evaluation of policies on gender equality promotion, family welfare promotion, promotion and protection of child rights	"	

ANNEX 3: DESCRIPTION OF HUMAN RESOURCES IN THE STRUCTURE

3.1 Distribution of employees in the structure :

Structure	Civil servants			Contract employees	Consultants	Support staff
	Director	Professional	Execution			
Office of the Minister	1	4	1	There are 7 contract employees whose 3 are assistants to 2 professionals in Gender Promotion in Violence prevention and protection of the child rights. The professional in Policy Development of the Family promotion has no contract employees to assist him	0	0

3.2 Organizational structure of the Ministry :

Structure	Civil servants		
	Director	Professional	Execution
Office of the Minister	1	5	1

ANNEX 4: ANALYSIS OF LINKS BETWEEN THE STRATEGY DOCUMENT AND THE ACTION PLAN

Vision 2020	Objectives of the EDPRS as regards to the MIGEPROF mission	Objectives defined in the Strategic plans of the institution	Comments
<p>In order to achieve gender equality and equity, Rwanda will continuously update and adapt its laws on gender. It will support education for all, eradicate all forms of discrimination, fight against poverty and practice a positive discrimination policy in favour of women. Gender will be integrated as a cross-cutting issue in all development policies and strategies. Promotion of women in associations and cooperatives and training sessions in gender and the population will be extended</p>		<p>Strengthening capacities of the government, civil society and service providers structures</p>	<p>*MIGEPROF objectives are not clearly stated in the EDPRS.</p> <p>* MIGEPROF does not have a strategic plan of the institution. However, it has 3 strategic plans, the one for Orphans and the other for vulnerable children, the second is for street children and the last is for the family promotion. The Strategic plan on gender is under preparation.</p>
	<p>The aim will be the increase in percentage of children in full time education</p>	<p>Putting in place coordination, implementation, monitoring and evaluation mechanisms</p>	
		<p>Creating mechanisms in favour of OVC through sensitization of parents, caregivers, service providers, decision-makers and the general population on all problems related to OVCs</p>	
		<p>Ensure a protective environment to OVC by improving policies, laws, procedures and improved regulations</p>	
		<p>Ensure protection, support and care to OVC by establishing and strengthening structures for Family and Community support</p>	
		<p>Ensuring OVC access to essential services namely accommodation, social protection, water and sanitation as well as links and service development</p>	
		<p>Protecting street children exposed to various dangers</p>	
		<p>Reintegrating children living or working in streets in their families or communities</p>	
		<p>Preventing the presence of children working or living in streets in the framework of the Convention on protection of the child</p>	

	Sensitization efforts made by local communities in matters of regulation of marriages will yield positive results through marriage ceremonies in groups	Fighting violence against women	
		Reducing resistance to change and to the understanding of gender concept	
		Increase the economic power of women	
		Integrating gender in all policies, programmes and projects at both central and decentralized level	
		Strengthening mechanisms of coordination and interventions as regards to Gender	
		Creating the real situation of the family and identifying responsibilities of each member for the harmonious cohabitation	
		Promoting cultural values through a worthy education system and the policy to help the population to protect the Rwandan culture and its traditions	
		Supporting parents to properly accomplish their duties vis-à-vis their children and teach children how they can protect their rights	
		Make the family the basis for sustainable and equitable development	
		Strengthening capacities of households to increase their production	

ANNEX 5: ANALYSIS OF LINKS BETWEEN THE STRATEGIC DOCUMENT AND THE ACTION PLAN

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Objectives set in the institution action plan	Projects described in the annual work plan	Comments
Creating an environment favourable to OVC thought sensitization for parents, caregivers, service providers , decision makers and the general population on all problems related to OVC	*Protecting child rights *Developing a general policy on children protection	The MIGEPROF planning document shows that the child problem is more concise than that of Gender and family promotion
Ensuring OVC a protective environment by improving policies, laws, procedures and improved regulations		There is clear link between MIGEPROF action plan (a structure at the central level in charge of policy development) and action plans of districts that are implementers of sectoral policies. As a matter of fact, MIGEPROF has the project to prioritize regions of the country that have more women and families that have not undergone voluntary HIV testing and put in place HIV testing programmes in a determined period, the project does not exist in any district we visited.
Ensuring protection, support and care to OVC by establishing and strengthening structures for Family and Community support		
Ensuring OVC access to essential services namely accommodation, education, health and nutrition, social protection, water and sanitation as well as links and service development		
Strengthening capacities of the Government structures, the civil society and service providers	* Supporting transit centres that host street children in Provinces and the Kigali City	
Establishing mechanisms of coordination, implementation, monitoring and evaluation		
Preventing street children from constant dangers		
Reintegrating children living or working in streets in their families or communities		
Preventing the presence of children working or living in streets in the framework of the Convention on protection of the child		
Promoting the culture and traditional practices that do not favour oppression		
Strengthening economic power for the family	*Integrating the concept of gender in all national programmes *Empowering the Rwanda woman	
Reducing resistance to change as regards to the understanding of the Gender concept	* Family promotion	
Integrating Gender in all policies, programmes		

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and projects both at central and decentralized levels		
Strengthening mechanisms of coordination and intervention in Gender		
Fighting violence against women		
Creating the real situation of the family and identifying responsibilities of each member for harmonious cohabitation		
Promoting cultural values and protecting the culture through a worthy education system and the policy to help the population to protect the Rwandan culture and its traditions		
Helping parents to properly accomplish their duties		
Promoting and protecting family rights and those of its members		
Teaching parents their duties vis-à-vis the children and teaching children to protect their rights		
Make the family a basis of sustainable and equitable development		
Strengthening capacities of the households to improve their production		

ANNEX 6: DESCRIPTION OF THE MINISTRY COMPUTER SYSTEM

6.1: Computer equipment as regards to the number of personnel:

Service/structure	Number of the staff	Number of computers	Desktop	Laptop	Operating system	Connected to the network?	DD shared on the network?	Comments
Office of the Minister	8	15	9	6	XP	Yes	No	MIGEPROF is well equipped with computer tools

6.2 Network Security:

Type of access to the network	Access security to the network Yes/No?	Internet filtering	Documents protection	Computer access protection	Comments
CAT6	Yes	No	Yes	No	Internet connection uses the optic fibre. Unfortunately the protection is inadequate

6.3 Description of the printing system:

Service/structure	Number of printers	DJ or LJ type		Network or connected	Shared Yes/No	Comments
Office of the Minister	10	8HPLJ	2HPDJ	No	No	The MIGEPROF has 10 printers for 8 employees. This management is irrational since the institution has to buy consumables and repair 10 printers whereas with 1 or 2 printers on the network would allow to economize

ANNEX 7: DESCRIPTION OF COMMUNICATION TOOLS:

7.1 Analysis of Courier management:

Number of incoming mails		Period	Number of outgoing mails		Period
Internal mail	External mail		Internal mail	External mail	
	224	February-07	5	70	February -07
	318	March-07	3	96	March-07
	341	April-07	1	52	April-07

7.2 Description of Communication tools

Structures of the institutions	Fixed telephones	Mobile phones	Fax	IP phones	Radio BLU etc.
Office of the Minister	2	7	1	0	0

ANNEX 8: TIME MANAGEMENT

8.1 Use of Agendas:

Director/SG/Min	Type of the agenda (hard/soft copy)	Sharing with an assistant	Synchronization with colleagues
Minister	Paper	Yes	Does not exist

8.2 Meeting management and individual appointments:

The responsible person	Number of meetings/week	Number of visits/week
Minister	2 regular meetings	Visits are confused with meetings
Private Secretary	1 regular meeting	

ANNEX 9: ANALYSIS OF ADEQUACY POSTS / PERSONS:

Administrative Unit	Working post	Attributions in the organizational structure	Attributions of the post holder	Required qualifications	Qualifications of the post holder	Comments
Office of the Minister	Private Secretary	<ul style="list-style-type: none"> * Assist the Minister in his/her administrative and political duties; * Make an analysis and a summary of the content of files to be submitted to the Minister for approval; * Providing opinions and advice on files from the Minister; * Identifying priority files to be submitted to the Minister; * Controlling efficient organisation of the Minister Secretary office; * Correcting files that are submitted to the Minister for signature * Recording, processing and classifying confidential files of the Minister. 	<p>Besides attributions described in the organizational structure, the following tasks are accomplished by the Private Secretary:</p> <ul style="list-style-type: none"> * Organizing social visits for MIGEPROF staff; * Consolidating planning from various services; * Using periodic reports 	Bachelor's degree in Political Sciences, Law, Public Administration, Management, Psychology, Arts or their equivalent with a minimum experience of 5 years in the Public Administration or in the private sector with fluency in English and French	Bachelor's degree in Education with 1 year of experience	<ul style="list-style-type: none"> * Training area adequacy * Insufficient number of years of experience compared to the required number of years Unfortunately the area of experience has not been identified in the organizational structure * Language skills of the civil servant have not been described in the PMO document * Requirements are various so that the recruitment field is very open to various specialties
	Professional in charge of	*Organizing and training	No additional task done by	Bachelor's degree in Social	Bachelor's degree in	* Post requirements are very

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	gender	<p>sessions of trainers in law and gender equality;</p> <ul style="list-style-type: none"> * Collecting requests for recourse in matters of equality of rights; * Identifying constraints women are facing in socioeconomic development; * Planning, organizing training sessions on gender; * Evaluating the impact of programmes on target groups at all levels; * Developing documents of policies, training strategies and gender integration; * Putting in place focal points dealing with gender at national level. 	these posts	<p>Sciences, Education, Political Sciences, Rural Development</p> <p>Post 1</p>	Humanities with an experience of 6 years	<p>varied so that the recruitment field is very open to various specialties. However, there is not indispensable competences to occupy the post</p> <ul style="list-style-type: none"> * The employee has sufficient experience but has not required training * The experience is not required in the profile of the post holder but they only mention the number of years of experience without specifying the area of experience.
				<p>Bachelor's degree in Social Sciences, Education, Political Sciences, Rural Development</p> <p>Post 2</p>	Vacant	
<p>The professional in charge of violence prevention and child rights protection</p>	<ul style="list-style-type: none"> * Developing programs and projects geared to fight violence against children; * Establishing mechanisms to sensitize authorities and institutions on problems related to the child rights violence against minors and children; * Developing an integrated policy and 	<p>No additional task done by these posts</p>	<p>Bachelor's degree in social sciences, education</p> <p>Post 1</p>	<p>Bachelor's degree in Education with 2 years of experience</p>	<ul style="list-style-type: none"> * The experience is not required in the profile of the post holder but they only mention the number of years of experience without specifying the area of experience. However, they do not mention competences related to the indispensable competences * Given the post requirements, the profile of the post holder is appropriate 	

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		<p>programs aiming at protecting children;</p> <ul style="list-style-type: none"> * Evaluating the implementation of international agreements and conventions regarding the respect of the child rights ratified by Rwanda; * Identifying and analyzing problems of children in difficult situations and proposing appropriate solutions; * Examining and analyzing reports related to the respect of the child rights published by international organizations; * Establishing working relations with all partners working in the area of Child rights; * Developing mechanisms to assist and strengthen capacities of centres or “ points 		<p>Bachelor’s degree in Law, social Sciences, Education</p> <p>Post 2</p>	<p>Bachelor’s degree in education with 8 years of experience</p>	
	<p>Professional in charge of family promotion policy development</p>	<ul style="list-style-type: none"> * Developing policies and programs aiming at promoting the family and evaluating the implementation at the national level * Developing sensitization programmes for the population on respect of family rights * Coordinating the implementation of 	<p>No additional attribution is done by those posts</p>	<p>Bachelor’s degree in Sociology or Law</p>	<p>Bachelor’s degree in Sociology with 6 years of experience</p>	<ul style="list-style-type: none"> * Clear requirements as regards to the basic training but there are not indispensable competences to hold the post * Given the post requirements, the profile of the post holder is appropriate

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		<p>international agreements and conventions ratified by Rwanda in the area of family promotion</p> <ul style="list-style-type: none"> * Popularizing birth control methods * Sensitizing the population on relationship to birth; * Sensitizing the population on methods and advantages of saving; * Initiating mobilization strategies of resources and necessary actions for the family promotion 				
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ANNEX 10: ANALYSIS OF OFFICE TOOLS OF THE MINISTRY:

Structure	Photocopiers	Overhead projectors	Binding machines	Comments
Office of the Minister	1	0	1	1 overhead projector is used by the PMO, MININFOR and MIGEPROF

ANNEX 11: WORK NEEDED TO IMPLEMENT NEW HRM PROCEDURES

The new management procedures are currently validated at the technical level by a sample of users. To be applicable, they need to be validated by political authorities who should make them a rule for Human Resources management respected by all actors of HRM of the State.

Then the implementation of new procedures must be preceded by training for all users through a process controlled jointly by MIFOTRA and MINALOC.

Finally, procedures must be maintained to take into account any possible changes in working methods either to improve their efficiency and reliability or to take into account new management methods (computerization, process integration, administrative restructuring, change of management rules (statutes, etc..))

To achieve this, it is proposed to proceed as follows:

- Organization of a workshop to present and validate procedures for main ministers concerned: MIFOTRA, MINALOC, MINECOFIN, MOH, MINEDUC... and the main public institutions concerned;
- Presentation of the project to the Prime Minister Office to decide on implementation through a regulatory text.
- Selecting trainers of trainers in each of the administrations concerned and training of the trainers in these new procedures.
- Creation of a new structure in charge of maintaining procedures within MIFOTRA;
- Training of personnel managers involved in all Public Institutions and Administration;
- Decision on implementation of new procedures;
- Creation of a special inspection to verify the application of procedures in the Administration.

ANNEX 12: CONTENT OF TIME MANAGEMENT TRAINING

Paradox of time

- Time clock
- Time nature
- Time spent
- Psychological time
- Time of others

Time management rules

- Pareto rule: the rule of 20 / 80
- Parkinson rule
- Carlson rule (Professor Sune Carlson, Swedish)
- Illich rule
- Fraisse rule (Paul Fraisse, French psychologist)
- Zeigarnik effect
- Douglas rule
- Ecclesiastes
- Murphy's rule

Time management advantages

How to best control one's time

Self-evaluation

- How do you currently manage your time
- Self-evaluation : How do you waste your time?
- Self -evaluation : Do you tend to postpone your programme for the following day ?
- Self -evaluation : Are you perfectionist ?

How to improve one's organization system

Time management principles

- A. Definition of the object of your work
- B. Definition of your objectives
- C. Action plan development
- D. The logbook or a diary
- E. Planning
- F. Filing in order of priority
- G. Documentation management.
- H. Use of telephone
- I. Meetings
- J. Delegation
- K. Main obstacles to the organization
- L. Research and information management : brainstorming
- M. Self-discipline