



FUNCTIONAL REVIEW OF MINAFFET/FINAL REPORT

Project Name: Functional Reviews in 16 Public Institutions

PRELIMINARY NOTE

This report is the result of a team work in which the executives of the Ministry for Foreign Affairs and Co-operation and in particular the Secretary General, took part 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.

We particularly wish to thank the Minister of Foreign Affairs and Co-operation who mobilized his team and clearly showed his desire for reform and modernization in the organization he leads.

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INTRODUCTION

THE MINAFFET

The Ministry of Foreign Affairs and Cooperation is a highly important Ministry at the same level as the National Defense and the Ministry of Internal Security.

The Budget of the MINAFFET is part of Macro Economic Sector for Governance.

Like other institutions in Rwanda, the MINAFFET underwent administrative 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 4 and the Kigali City 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.

Its noble role and its specific missions explain why the implementation of its policy does not have any connection with the decentralized institutions. However, it is the only Ministry that has a strong presence in foreign countries through 19 embassies established in the four continents.

The activities of MINAFFET fall under the objectives set by the Vision 2020 namely:

“To create an environment for peace, security and stability enabling the development of good relations and a fruitful co-operation among nations in general and Rwanda with other countries in particular.”

“To make Rwanda known to the outside, particularly its policy of good governance as well as its cultural heritage, its tourism, economic and commercial potential, hence leading the international community to reinforce its co-operation and friendly relations with Rwanda, to invest there and buy its products.”

The policy that it was assigned to implement is defined in the policy and strategy paper for Foreign Affairs and Co-operation sector that was adopted in the Cabinet meeting of July 2006.

Since 2004, MINAFFET underwent 4 restructuring processes with a bid to adjust its organizational chart to its needs:

2004: MINAFFET restructuring resulted to four units:

- The bilateral and multilateral Unit;
- The Protocol unit;
- The ICT Unit;
- Internal resources Unit.

2006:

- The Bilateral and Multilateral Unit was divided into two specialized units:
 - The Africa, Asia and Oceania Unit;
 - The Europe, America and International Organizations Unit;
- Creation of Communication and Diaspora Unit.

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2007:

- Creation of the Communication Unit
- Transfer of Diaspora functions to the Africa, Asia, and Oceania Unit.

2008

- Creation of Diaspora Unit.

POLITICAL, LEGAL AND REGULATORY ENVIRONMENT

1. The general policy document of Vision 2020 drafted in November 2002 sets the orientations of the Government policy at the end of 2020. It serves as a fundamental 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. This is a strategic document was endorsed by the international donors contributing to its implementation.
3. The 7-years Government program was presented to the two chambers of the Rwandan Parliament on November 7, 2003. It defines the 4 principal orientation pillars of the Government activities 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;
 - Welfare for every Rwandan citizen.
4. The Policy and Strategy for the Foreign Affairs and Co-operation sector that was adopted in Cabinet meeting of July 2006 defines the sector political objectives, the corresponding strategy as well as Ministries' missions.
5. The Framework Policy for the Public Service Reform developed in 2002, defines the government policy as regards to the Institutional Reform.
6. The Strategy to implement the reconfiguration and transformation program of the Rwandan Public administration was elaborated in 2004 pursuant to 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 the devolved missions and the decentralization of powers.
 3. Development of the partnership between the public and private sectors and civil society.
 - Improve the adequacy of missions and improve the civil servants professionalism:
 1. Redeployment of the retained staff, secondment and/or reintegration of the non retained staff;
 2. Skills and Performance;
 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 management of the institutions and to 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 the human resources management;
 3. 3. Implementation of Information and Communication Technologies (ICT).

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7. The Public Service law elaborated in 2002 and still in force. Draft public service laws taking into account the objectives of the Reform aiming at setting up a Job based Public Service and remuneration based on the performance is currently under examination in the National Assembly.
8. The specific Statute for the Diplomatic Personnel currently in force was developed in 1976 and amended in 1980. This text obviously has become theoretically obsolete since the promulgation of the law of 2002 governing the General Statute of the Rwandan Public Service.

A new text on particular statute governing the diplomatic career in Rwanda is under development.

9. The Labor Law enacted in 2003 governs under contract employees.

AREAS OF ANALYSIS

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

The review was therefore carried out in the following fields:

1. The Mandates (Missions) and Attributions of the Ministry which must be examined under the angle of their relevance according to the Government Policy Framework and the precision of their definition for each structure under its supervision.
2. The Structure and the Organization of the Ministry which must enable it to fulfill its missions and to manage its operations and resources.
3. Mode of elaboration and compliance with the Strategic Plans and the Action Plans which reflect the capacity of the Ministry to fulfill its missions.
4. The performance monitoring system for the institution enabling the Government to supervise the implementation of its sectoral policy and to bring possible adjustments to tasks of the Ministry in charge of the concerned sector in the event of difficulties in implementation of the action plans.
5. The Information system and the documentation management (including archiving system and access to information) which constitute the basic working tools of the administrations.
6. The internal and external Communication systems (mail, telephone (mobile, fixed, IP), messaging, etc) without which administrative work cannot be carried out.
7. Resources of the Ministries:
 - Human Resources that constitute the driving force for the administrative work;
 - Materials and Financial means that are the fuel for the functioning of the Administration.
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 the Ministry organization related problems;
- The search for solutions which can be of two complementary forms:
 - Improvement objectives to be reached and the methodology for attaining them;
 - Proposals for concrete solutions whenever necessary.

DIAGNOSTIC ANALYSIS

STRUCTURE AND ORGANIZATION

MANDATES AND ATTRIBUTIONS

The missions of the Ministry are defined in the Policy and Strategy Paper of the Foreign Affairs and Co-operation Sector of July 2006 that was adopted by the Cabinet.

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The missions were determined in accordance with the General Government Policy Document of “vision 2020”.

In this framework the Sectoral Policy Paper defines the mission of the MINAFFET as follows:

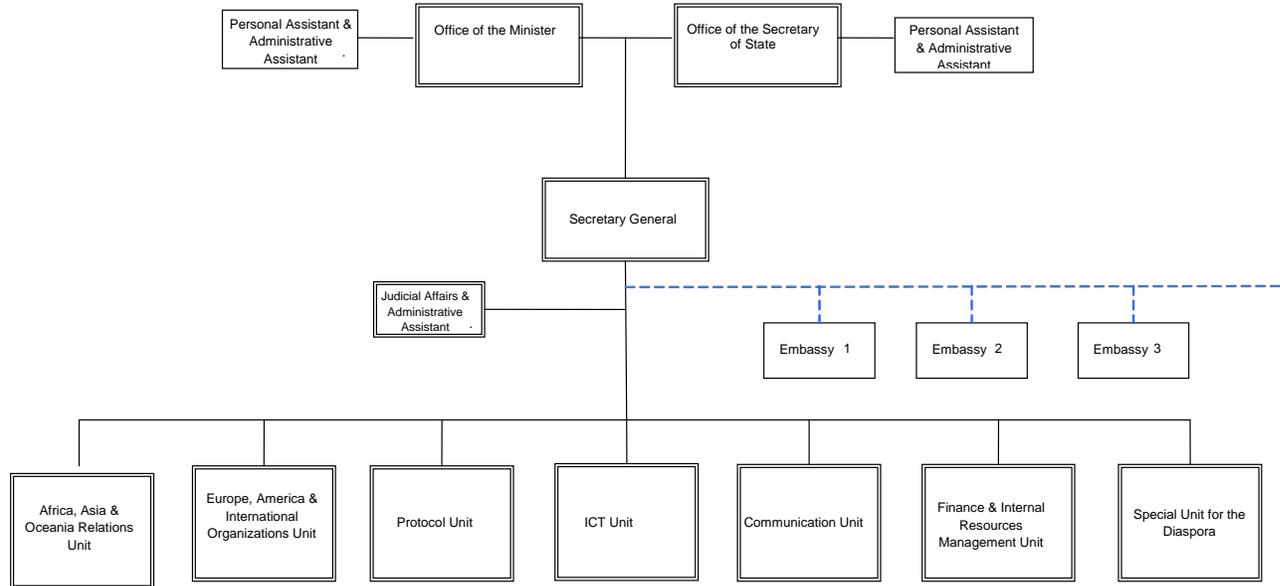
Critical analysis¹

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

¹ APPENDIX 2 : Missions and Functions of the Ministry, Description of the missions and the functions of the Ministry according to officials documents and description of the missions and functions according to the executives of the Ministry

STRUCTURE AND ORGANISATION OF THE MINISTRY

The structure of the Ministry Of Foreign Affairs is as follows²:



The structure of the MINAFFET is made up of 3 Operational Units (contributing to the execution of the mission of the Ministry), a specific unit for diplomatic service (Protocol) and three Support units working for the Operational Units. Such a structure is an exception among the Rwandan Government ministries³.

The distribution of the tasks in the structure of the MINAFFET shows that contrary to the standard structure of the majority of the ministries in Rwanda, the MINAFFET has set up Operational Units with the level of Directorate, while planning is ensured by a professional within the Finance and Resources Management Unit.

The ICT Unit is normally assigned to promote computer skills and communication skills within the Ministry. The ICT is headed by a Director assisted by a professional qualified in Information Technology.

The particular nature of the MINAFFET led it to set up a Unit for specific communication to ensure the good relations between the Embassies and the Central Government. It is responsible for providing political or economic information. However, the level of this function seems to be disproportionate considering its objective.

Critical analysis:

The structure of the MINAFFET has never been defined in a legal text and its detailed tasks do not appear in the Organizational Structure through the definitions of positions.

The lack of codified procedures and reflection on the delegation of responsibility entails a very important concentration of responsibilities at the levels of Directorates and General Secretariat.

² APPENDIX 3.1 : Distribution of the Ministry personnel

³ APPENDIX 3 .2 : The Organizational structure of the Ministry

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The ICT does not fully play its role of modernizing information and communication and training of the users. In addition, the reason why it was elevated to the Directorate level is in fact justified by the need to highly pay computer specialists whose salary in the labor market is higher than that paid to a Civil Servant holding a degree of the same level.

In addition, the multiplicity of the work related to information technology which should normally supplement organization and method tasks in specific areas such as the documentation management, analysis of procedures, the analysis of jobs and positions, etc... makes it inconceivable that a unit comprised of only two people can meet the needs for administration modernization.

The Communication Unit is in fact a Support Unit to the service of the Operational Units and Embassies. Its level of Directorate is theoretically justified by its role of direct interlocutor with the Embassies.

POLICY, STRATEGIC PLAN AND ACTION PLANS

GOVERNMENT POLICY AND SECTORAL POLICY

The Government Policy as regards Foreign Affairs and Co-operation was clearly stated in the document of Vision 2020 in 2002 and was defined in detail in the document of Policy and Strategy of the Sector of Foreign Affairs and Co-operation of 2006.

The corresponding Strategy was outlined in the speech/program of the Prime Minister before the National Assembly in 2003 in the 1 line of the Paragraph 3 on Relationships with the International Community in the framework of strengthening good governance.

The Implementation Policy and Strategy of the sector were defined in accordance with orientations in the document of Policy and Strategy for the Sector of Foreign Affairs and Co-operation.

Critical analysis⁴ :

The Sectoral Policy Paper is well developed in accordance with the Vision 2020 and takes into account the objectives set by the EDPRS and the speech/program of 2003. However, this Document looked more like a list of strategic objectives than the description of a true short, medium, and long term policy describing major Government corresponding priorities for the sector.

STRATEGIC PLAN AND ACTION PLANS

The MINAFFET has a three year strategy document covering the period from 2008 to 2010. This document is based on the Sectoral Policy Document in defining short and medium term objectives of the Ministry. It takes up the same objectives from one year to another, pointing out the continuity of the Ministry's role in accomplishing its mission.

In addition, the strategy document is used to define the corresponding budgetary needs.

The Action plan for the year 2008 repeats the objectives of the Strategic Plan.

Critical analysis:

⁴ APPENDIX 4 : Comparative analyse of fundamental texts

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There is confusion in the Strategy and the Action plan between the concepts of mission, activity, project and the objective to be attained. Moreover, the action plan is not sufficiently precise and does not seek to justify a budgetary need.

From this point of view, the sequence of development of the annual action plans compared to that of the budget constitutes an unquestionable handicap. (See. § below).

The action plan not being used to prepare the budget enabling to implement it, is in fact a catalogue of items to justify use of allocated funds.

One can say however that the Annual Action Plan is coherent compared to the Strategic Plan insofar as it repeats almost all the objectives of the latter.

At the MINAFFET, the comprehensive strategy was defined in the sectoral policy document. However, a specific strategic plan which is used to design the structural framework of the expenditure in a three- year period for the Ministry was elaborated. It also serves as the basis for the new format of the Annual Action Plans.

However, since the MINAFFET tasks are continuous and therefore do not have a foreseeable end, the objectives and the programs are in fact mixed up and reproduced in extenso year on year over a three- year period of the Strategic Plan.

In these circumstances, it is quite obvious that the expenses are determined basing on only estimations that are not based on any project logic.

The Annual Action Plan reproduces in detail the objectives set for the year by the Strategic Plan, and does not show a list of activities or precise projects intended to achieve the objectives with a very vague schedule. The Action Plan is reproduced without major modifications from one year to the other.

Besides, the Action Plan shows the total cost for its implementation that corresponds to the total amount of the budget allocated to the MINAFFET.

Currently, the Annual Action Plan and the budget preparation processes are as follows:

1. The budget preparation within the limits of the ceiling of Macro Economic sector and the Structural Framework Document on framework for the second quarter of the year $n - 1$
2. Vote on the Budget in December $n - 1$
3. Action Plan elaboration in September-October year $n - 1$ on the basis of allotted Budget
4. Submission of the Action Plan for approval by the Office of the Prime Minister in December $n - 1$

Critical analysis

The Strategy of the MINAFFET, as it is now, does not specify programs and projects to implement with a bid to achieve the set objectives. It does not show priority actions that must be undertaken according to the resources provided in the economic structural framework⁵.

The procedure described above shows clearly that the Action Plan elaboration process does not require the Ministry to describe in a precise way a set of activities to be undertaken to achieve the objectives defined in the Strategy. The Action Plan of the Ministry is not a Project Document.

If the Action Plan were the basis for the Budget negotiation, it should on the one hand be developed at the first quarter of year n- 1, and on the other hand, present the list of all activities necessary for the achievement of the objectives of the sector for the following year, with a precise cost needed for the implementation of each of them. This would then allow the Government to issue a real engagement letter to the Minister at the beginning of the year of implementation.

INSTITUTIONAL PERFORMANCE MONITORING SYSTEM

The only institutional monitoring system of the Ministry's activities is the Akagera retreat where the results and the Working Plan for the following year are evaluated by the Government.

⁵ APPENDIX 5 : Analysis of links existing between the strategy and the action plan document

Critical analysis:

This method does not obviously permit an evaluation based on real performance indicators and does not allow the Ministry to put necessary adjustments in its program in case of errors or change of objectives linked 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 all 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 if it is codified on an information support.

The codification of information 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 information system of an administration corresponds to all its procedures which make it possible for the information to circulate between its various users, to be controlled, to be archived, etc. It is therefore essential to systematically 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.

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The MINAFFET has a new and complete information processing system. All the executives of the ministry are connected through a network which links to the outside by a high speed internet connection facilitating connection with the embassies. There is no Intranet for the MINAFFET⁶.

However, this tool is currently underused or misused:

1. The computers are too often used like typing machines. Indeed, the ignorance of the functions of the tools for text processing, combined with the lack of standardization of the formatting of the processed data leads to an elementary use of the tools for text processing and spreadsheets which does not allow to benefit from productivity results that would accrue a rational and complete use.
2. The MINAFFET Computer Network, though very complete has however not sufficient security.

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

In addition, there is really no policy on security and safety of the information system in force⁷:

- Physical safety (fire protection, protection against theft, or accidental destruction, etc)
 - Security against the external intrusions due to access on Internet (firewall management, filtering against abusive or excessive use, antivirus warfare, etc.)
 - Security and safety of the data (data access protection, saving procedures etc....)
3. The tools of messaging or file transfer via the network are underused:
 - The fast messaging are only used on a private initiative,
 - The transfers of computer files are generally carried out through e-mail and not through the network;
 4. The principal information support is paper⁸:
 - In spite of high standard Information Technology equipment, the practice and the lack of total reflection on the policy of information sharing still leads to the very important use of paper medium which however constitutes the most fragile support and most expensive to produce.
 - Paper medium is very often used by the Administration to facilitate manual signatures. It should be stressed that the manual signature is not assured and on the other hand, it is more used on documents where there is little probability of the risk of fraudulent use (fixing appointments, meeting schedules, varied information, etc.)

The modern electronic signature tools (scanning of manual signature, fingerprint, encrypted signature, etc) are in fact much more practical and much surer.

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

⁶ APPENDIX 6.1 : Description of Computer system in the Ministry

⁷ APPENDIX 6.2 : Network Security

⁸ APPENDIX 6.3 : Description of the printing system

Critical analysis:

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

However, a specific reflection is needed to establish a proper policy on safety and security of the information system (equipment, network, software) and data.

In addition, correct use of the office tools at the disposal of the 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

There is no codified management procedure in the Rwandan administration.

At the MINAFFET, the practice is as follows:

1. Human Resources Procedures:

There are no formal procedures. There were practices for common administrative processes which are not codified in any special guide.

In the absence of a handbook of human resources management procedures, the MINAFFET uses:

- Leave Request Form;
- Absence Request Form;
- Record for salary changes;
- Record for attachment of earnings;
- Record for salary withdrawal

2. The Financial Management Procedures:

The single reference document used in financial management is the Financial and Accounting Procedures Manual of the Central Administration, published by the Ministry of Finance and Economic Planning (MINECOFIN) in 2001.

3. The Mail Management⁹ :

There is no formal mail management system. At the MINAFFET the mail management is carried out in the following way:

The incoming mail is registered at the Central Secretariat, sent to the Secretary General and forwarded to the technical units. The confidential mails are directly delivered in enclosed envelopes to the Private Secretary or the Administrative Assistant of the Minister, or the Minister of State. The urgent mails are also immediately forwarded to the concerned department; this is the case for the majority of the mails for the Protocol Unit.

The outgoing mail is dispatched in 4 different ways:

⁹ APPENDIX 7.1 : Analysis of mail management

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- Electronic mail (email);
- Faxes;
- The paper mails sent abroad through the diplomatic bag;
- The national surface mail which is transported by a private courier company

Every sent mail is registered with a reference n° given by the sender office (Office of the Minister, Protocol Unit or the Central secretariat).

This traditional procedure is not described in any specific guide.

4. Operation of the embassies

There are instructions on the operations of the Embassies of the Republic of Rwanda abroad, N°/09.O1/CAB/MIN/05

These instructions specify rights and duties of the diplomats. However, this document is not a true procedure manual designed for the diplomats but is a summarized list of working guidelines.

A Guide for general rules and practices on State Protocol is under development. Lastly, there are no guidelines intended for use by the Administration.

Critical analysis:

The procedures currently applied in the Ministry are only oral practices.

This situation is particularly dangerous since each transmission to a new user can involve a 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 modernization of the systems or change of structure or administrative operation (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 management of documentation is not really organized within the Ministry. The archives are being reorganized 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 executives of the Administration on their own equipment.

However, there is no standard rule of 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 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 attached to corresponding filed documents. The security and the safety of the documents can not be assured. Access to the documents is not protected and in any case there is no ad hoc specific policy.

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 MINAFFET. Its documentation is its “business”. This documentation has actual value only if it is protected, managed and accessible. Currently, the documentation of the Ministry 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 Meeting which is regularly held. The professionals/staff in each unit are briefed by the Directors about the resolutions from the Management Meetings.
- Internal group-emails for each category of civil servants of the MINAFFET.
- The personal mobile telephones which constitute the principal tool of remote communication.
- E-mails from the personal addresses, which are used for the professional communication.

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

- The traditional mail
- The “Group-email” of communication between the SG and his/her colleagues of the other Administrations which is not really used.
- E-mail originating from the personal addresses.
- The personal mobile phones.
- The IP communication system between the Ministry and the embassies. Generally, the instant Skype Messaging or Yahoo Messenger are not much used at the professional level. Computer IP calls to other telephones by Skype system is not used because of the impossibility of recharging the account due to the difficulty of having a credit card.

Critical analysis¹⁰:

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

The mobile phone imposes in fact the 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 use tools of communication which allow the control of the relations, which at the same time are less expensive.

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

TIME MANAGEMENT

In a context of Human Resources of which the number is imposed by the need of strict control of the wage bill, the benefits of productivity are an absolute requirement. Currently, the executives of the MINAFFET mismanage their time. This situation is partly due to the lack of tools for time control, and on the other hand to a lack of discipline in response to “emergencies”¹¹.

Thus, the executives do not have enough time to devote themselves to the tasks of conception and on the whole, the personnel generally work as in a crisis, without planning.

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

The top executives must participate in a great number of meetings whose schedule is difficult to respect. It is the same with individual appointments which are very often disturbed by external events (telephone calls, intrusion in the office, etc).

Critical analysis:

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

The management of time depends on the installation and the use of tools and specific procedures and the compliance with a rigorous discipline.

At the MINAFFET, in the obligatory context of control of the workforce where Rwanda is concerned, it is an important means of improvement of the quality of work and welfare of the staff.

RESOURCES OF THE MINISTRY

HUMAN RESOURCES OF THE MINISTRY

ADEQUACY OF HR TO THE NEEDS (ORGANISATIONAL STRUCTURE)

¹⁰ APPENDIX 7.2 : Description of communication tools

¹¹ APPENDIX 8.2 : Management of meetings and individual contacts

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Currently, the Central administration of the Ministry should have the personnel corresponding to its needs provided that they are brought up to the required standard according to the level of their qualifications, especially in the fields of the use of IT tools and management techniques¹².

This improvement of qualifications and skills should of course depend on an individual performance evaluation system that is currently under examination at the cabinet level.

However, it should be clear that the service offered by the Ministry depends mainly on embassies and consulates which fall outside the scope of this study.

In any case, the budgetary constraint to which the Government of Rwanda is subjected obliges the institutions to give more importance to productivity results than to the increase in the number of the personnel.

However, it should be specified that these budgetary constraints oblige Rwanda to limit the number of its diplomatic representations abroad.

REGULATIONS APPLICABLE TO THE CIVIL SERVANTS

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

- Thus, the law governing the civil servants currently in force is not adapted to the new Public Service.
- The Diplomatic Staff statute of 1976 is no longer in conformity with the new statutory system.
- The remuneration system for the civil servants is not applied any more and they are remunerated today on a non-official transitional system which is not in any way a motivating and management tool.

The applied pay system works in the following way:

The personnel of the Ministry of Foreign Affairs and Co-operation are composed of two groups of personnel remunerated differently; there are civil servants working in the Central administration services and those in the external services (embassies):

¹² APPENDIX 9.3: Analysis of adequacy of Positions/People

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1. The Central Administration personnel

The system of remuneration in place in the Rwandan Public Service, which is equally applied for the personnel of the Central administration at the MINAFFET was developed in 2004 and applied at the beginning of the year 2006. It is the pay system based on jobs and which put an end to the Public service career system of which the remuneration is based on a degree or the diploma at the time of taking up one's post job experience. It includes 14 levels and 7 grades. The MINAFFET personnel are primarily classified between levels 10 and 1.

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

This new system of remuneration is de-motivating in that it does not take into account the seniority of the personnel. Although the large majority of the civil servants recognize that the wages substantially increased in 2006, they also admit that the system is unfair since the experience generally required for a great productivity is not remunerated. One finds as a fact a beginner earning 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.

2. The external services personnel

The remuneration of the external services personnel is determined by the particular statute of the diplomats. It relates to the personnel of the services of the MINAFFET abroad, the Diplomatic missions and the consulates. For the remuneration of the abroad services personnel, the MINAFFET refers to the document of the "Retail prices to living room expenditures of United Nations officials" of the United Nations which is regularly updated. In addition to the gross salary, the remuneration of the personnel of the external services includes:

- a. Entertainment expenses;
- b. School fees;
- c. Accommodation costs
- d. Travel expenses

Critical analysis:

It should be noted that the system of remuneration of the diplomats refers to a statute which is no longer adapted. In addition, when a diplomat is removed from his post he can not be paid any more the salary of a diplomat but he/she rejoins the position to which he/she is appointed.

This situation leads to the end of the concept of a diplomatic career.

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

Likewise, lack of individual performance evaluation system whose establishment would allow the personnel to know their professional objectives, measure and possibly explain encountered difficulties.

On the other hand, the regulatory vacuum in human resources management deprives the managers from the management tools which are essential for them.

MATERIAL AND FINANCIAL RESOURCES OF THE MINISTRY

MINAFFET is well equipped with office equipment¹³.

In addition, the Budget of the Ministry corresponds to the requested Budget (except for the requests made for the extension of the diplomatic representations).

Critical analysis:

The problems of operation of the MINAFFET are not in reality related to the lack of means.

¹³ APPENDIX 10 : Analysis of the Ministry Office equipment

PROPOSED SOLUTIONS

THE MINISTRY MUST BE OFFICIALLY RESTRUCTURED AND ITS MISSIONS DEFINED

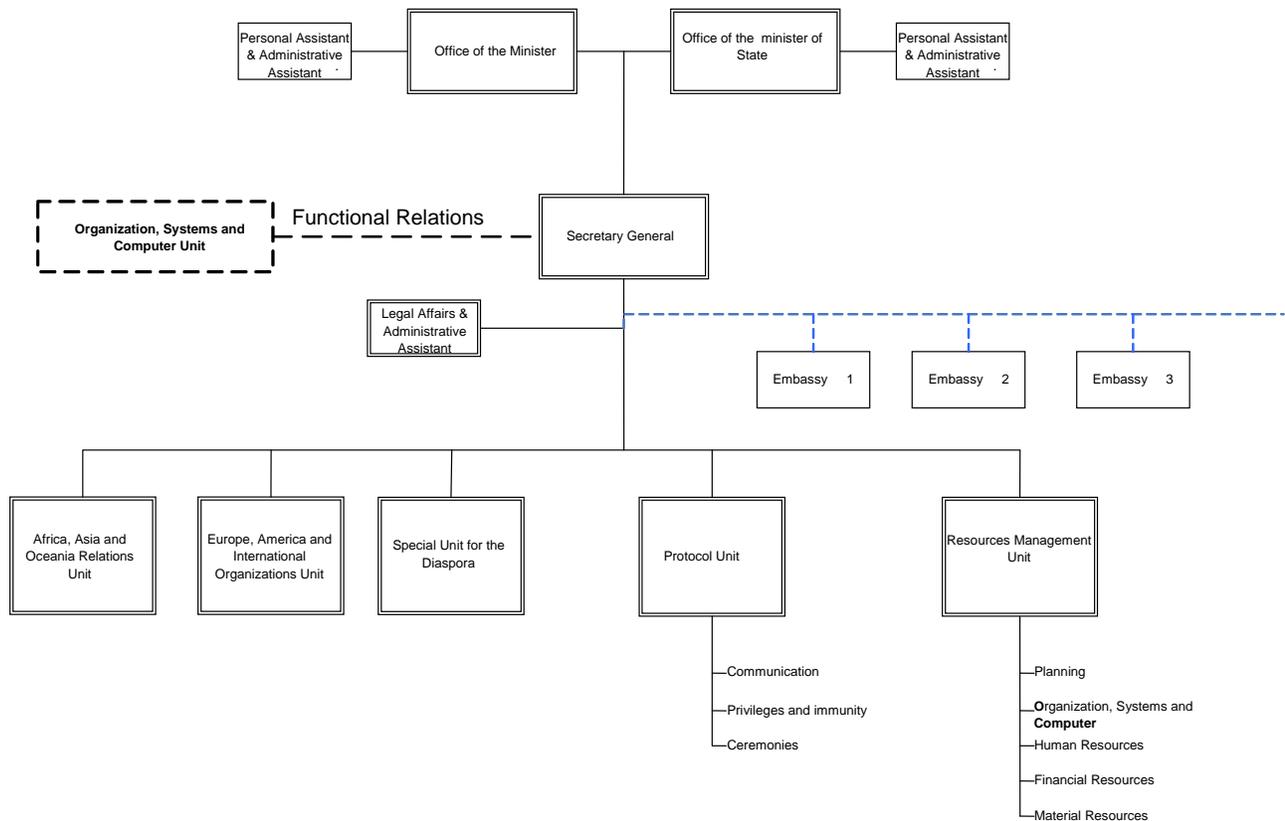
As we saw it during the diagnostic analysis, it was pertinent to reorganize the computer support function and extend it to the functions of methods and organization which are inseparable from the use of the computer tools.

Similarly, the communication function is not a strategic function which justifies its erection at the Unit level (Directorate).

Therefore, it is proposed that the computer design for the organization of work and computer methods be outsourced within a “service company” shared by all the administrations and whose members would be high level specialists able to conceive and set up complete integrated systems.

On the other hand, the computer maintenance tasks would be assigned to a professional attached to the unit of resources management. Moreover, the communication function would be carried out by a professional attached to the Protocol Unit.

The organizational chart of the ministry is presented in the following way:



The missions of the ministry which should come from the framework policy that defines the main objectives of its mission could be stated in the following way:

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- To develop strategies and programs aiming to implement and to carry out monitoring and evaluation of the Rwandan foreign policy and to explain it both at national and international levels;
- To contribute to regional, continental and global peace building and security, by promoting good relations and fruitful cooperation in general and between Rwanda and other countries in particular;
- To contribute to the creation of wealth through development co-operation, promotion of tourism, transfer of knowledge and technologies, the equitable trade and regional integration;
- To develop diplomatic relations with different countries;
- To promote the bilateral and multilateral cooperation with the countries or international organizations;
- To promote the good image of Rwanda;
- To encourage Rwandans living abroad to take part in the development of their country;
- Furthermore, the Ministry of Foreign Affairs and Co-operation including the Embassies have the role of coordinating the sector;
- Of course, these missions must be translated into precise tasks for each and every unit in order to avoid duplication, conflict or losses in the exercise of corresponding activities.

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

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

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

The strategic documents format and the annual work plans must be standardized in order to facilitate their linkage (format MINECOFIN).

The three years strategy must reflect concrete objectives of implementation of the policy as well as their progress over according to the achievements made through the work plan.

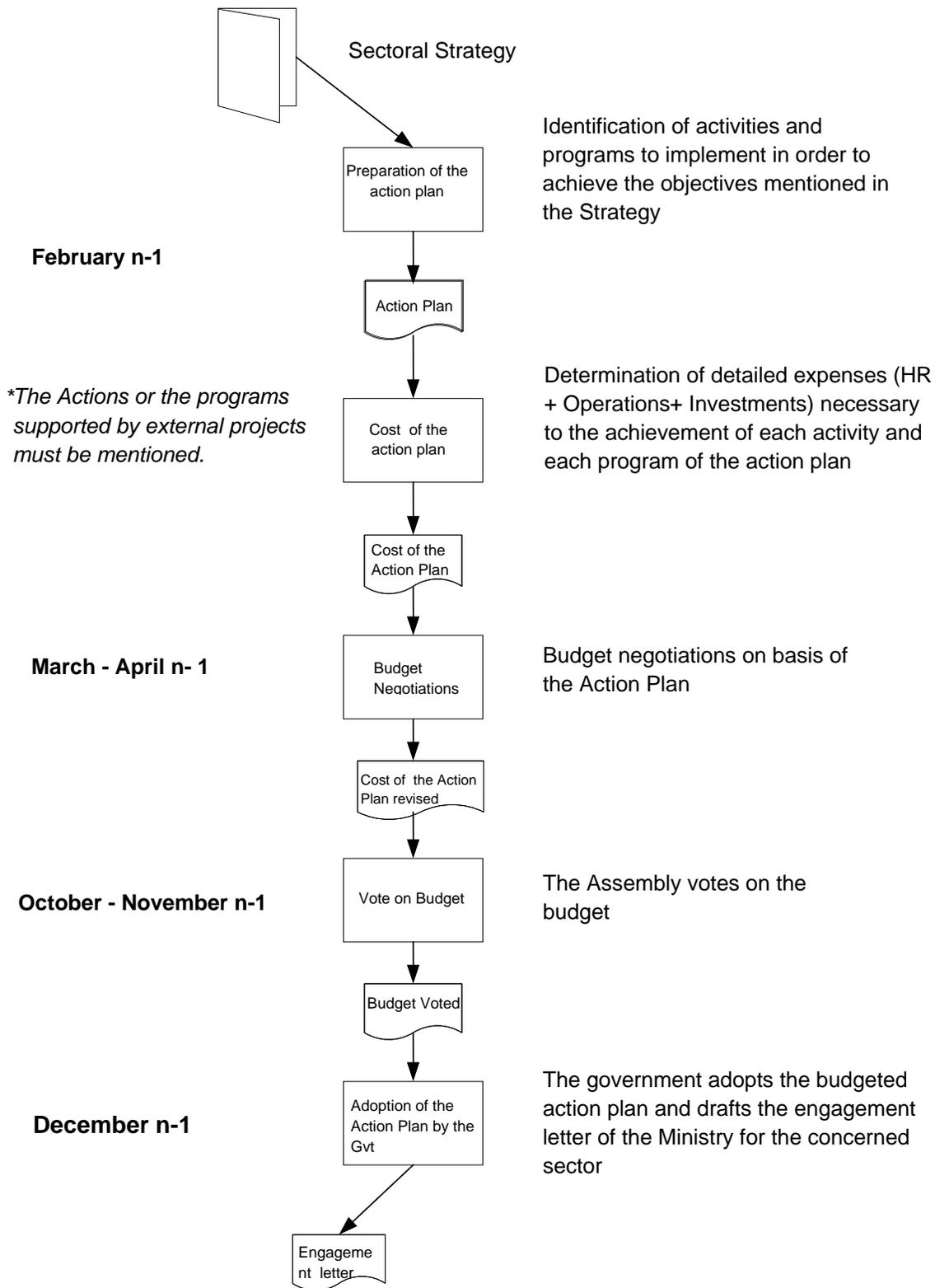
The sequence of development of the Action Plans must be consistent with the Budget preparation sequence.

THE PROCEDURE FOR THE ANNUAL ACTION PLANS ELABORATION NEED TO BE IMPROVED

To render coherent the chronology of development of the action plans and the Budget preparation:

The action plans must include a sectoral budget proposal giving detailed figures of the budget per programs. Indeed, in addition to the compliance with the logic of the budget preparation which supposes that the preparation of the budget be based on the expressed needs, it is obvious that the action plan will be more concrete and operational if it must be quantified and justified in a detailed manner.

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The implementation of a real budgeted Action plan and adopted by the Government, requires that a true institutional performance evaluation procedure that will allow the readjustment of the Action plans during their implementation. Indeed, during the implementation of the Action plan, a great number of unplanned events may occur and disturb the implementation of planned activities.

To allow the readjustment of the 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 and 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 permit the possible questioning of the programs and the priorities as well as the revision of the Strategy if necessary.

TO IMPROVE THE PRODUCTIVITY OF THE PERSONNEL BY REORGANIZING AND MODERNIZING THE INFORMATION, COMMUNICATION AND DOCUMENT MANAGEMENT SYSTEM OF THE MINISTRY AND ESTABLISHING CODIFIED PROCEDURES

CAPACITY BUILDING FOR HUMAN RESOURCES 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 the 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
- Document 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....

Likewise, the executives need to be trained in the management techniques notably:

- Management of teams
- Time Management
- Organizing a meeting
- Evaluation Methods

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- Delegation of powers
- Etc.

REORGANIZING DOCUMENTATION MANAGEMENT

A great majority of documents produced were created on computers of the staff of the Ministry and are created electronically.

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

The organization of this storage need to meet the documentation standards.

Thus, on each document there has to be:

- The name of the author;
- The title of the document;
- Possibly the key words showing its contents (information retrieval)
- The date of its creation;
- For a report, a summary.

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

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

The documentation management needs elaboration of a specific procedures manual.

PROTECTION OF THE INFORMATION PROCESSING SYSTEMS

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

The security and the safety of computer systems comprises of two complementary components:

- The security and the safety of equipment and the network;
- The security and the safety of the data;

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

The concept of safety on the other hand, covers the 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.

TO IMPROVE AND MODERNIZE THE COMMUNICATION SYSTEM OF THE MINISTRY

The control of the 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 specific specifications book.

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

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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 classification of e-mails
- The traditional mails whose transmission will as often as possible be carried out as attachments of electronic mail.

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CODIFY AND SET UP THE RULES OF OPERATION OF THE INSTITUTION AND THE 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 specific specification book in order to communicate and perpetuate them.

Currently, only the procedures of budget preparation and execution are codified or in the process of codification and personnel procedures are in the process of validation at the PMO¹⁴.

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 documents 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
- Links with the embassies
- Procedure of elaboration of strategies and Action Plans
- The users' guide
- Etc

Each identified procedure must be analyzed:

- Identification of documents and elementary information which will start the procedure
- Determination of the document and the information which must be produced by the procedure and of their final destination
- Determination of the sequence of all the tasks which contribute to the execution of the procedure
- Identification of the information circuit and the persons in charge of the execution of each task
- Setting up control tools

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

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

¹⁴ see. APPENDIX 11 : necessary work for the implementation of the new HRM procedures

Methodology for the information system reform

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

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

Work will be undertaken in a participatory way by a project team regrouping specialists concerned selected for their great knowledge of the existing system and their capacity to accept change.

the documentation will include the following:

- Specifications book of an organization;
- Computer specifications book;
- Procedures manuals;
- Users' training supports.

✚ Elaboration of specifications books of the organization :

The specifications books 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 specifications books of the organization by the computer specifications books.

It is important to design a specifications book of the organization for each major management function:

Each of them will include the following:

Detailed description of the management procedures;

- The detailed analysis of the circuits and the data processing for each management procedure;
- The description of information supports;
- The definition of archiving methods;
- Rules for access and transmission of information;
- Specified rules of controls in all their forms;
- Quantity of work and data processing.

✚ Elaboration of computer specifications:

The computer specifications book that are developed for each application, must define, for each of the processing identified as being able to use the computer tool:

- Target goals;
- The work load to be processed;
- The data catalogue;
- Analysis files;
- Average hardware and software to be implemented;
- Inter and intra information systems links.

✚ Choice and installation of software packages:

The approved Computer specifications books will enable to select the software packages and determine means for implementations: environment, conditions and maintenance procedures, security requirements, safety measures...

Elaboration of Procedures manuals :

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

Procedures manuals are destined to the users.

Each manual has the following components:

- Table for basic tasks classification for each procedure;
- Procedures forms describing all the tasks for each management procedure;
- Narrative description of screens for data entry;
- A copy of each information support used;
- A copy of each data processing state produced;
- Link stations forms that provide for each working link station, the tasks sequence, organic links of the station as well as the use profile to access it.

Training of users on operating mode and implementation of the news procedures :

- Learning new management tools;
- Training on new working methods.

TO QUICKLY PUT IN PLACE ALL THE TOOLS FOR PROPER HUMAN RESOURCES MANAGEMENT OF THE STATE

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

- To ensure the adequacy of its human resources needs among the personnel at its disposal or that it intends to recruit;
- To have motivation tools of its personnel that will enable it to manage them according to its needs and to ensure a professional quality production.
- To envisage the demographic increase of its personnel and the increase of its needs in quantity and quality in order to maintain the best adequacy possible between its needs and its personnel
- To avail the 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 Statute of the Public Service and the possible related special statutes which may and which specify:
 - Rights and duties of the civil servant which influences his/her independence vis-à-vis the politician.
 - The confirmation of the Public service as a Public Service based on employment, in which posts depend on their jobs and the specific conditions of 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 set up nomenclature of the jobs 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 its execution in that work position.

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- To conceive a system of remuneration attached to a post, 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 under examination by the cabinet for its approval and which would be implemented in 2008.
- To set up a true integrated management system of human resources of the State based on a single data base, protected procedures and computer network for managers and decision makers;

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TIME MANAGEMENT NEEDS TO BE ENTIRELY RECONSIDERED

The time management is an unconditional necessity to reach significant productivity results in the administration work. The diagnostic analysis revealed that, generally, the executives spread themselves in the management of the “urgencies of others” i.e. the solving problems from instantaneous communications from the outside and which they do not control to the detriment of their own urgencies.

In the MINAFFET where the 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 system adapted to time management.

The efficient time management is possible when rigorous procedures and conceived tools have been established to cope with each situation of work:

1. A planning tool for meetings;
2. Electronic diaries for both management of contacts and for schedule;
3. Tools to share agendas with assistants and concerned colleagues;
4. The delegation of appointments
5. The delegation of management responsibilities:
 - This delegation must be the subject of 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 emails than paper mail for which the procedure is much longer and complex
7. To automatically filter the usage of Internet connection to limit the abusive use during the 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.)

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

Increase in number of the 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 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 operation of the Ministry, will need elaboration of a specifications book written in a participatory manner in collaboration with all the executives of the Ministry. Indeed such a reform can not be unaware of the cultural and practical constraints particular for the environment. However, there is need to organize a specific training for executives of an institution with a bid to change their habits¹⁵.

¹⁵ Cf. APPENDIX 12 : contents of training on time management

APPENDICES

APPENDIX 1 : REGULATIONS

Reference text	Date of signature	Title	Description	Status: in force or not
Policy and Strategies of the Foreign Affairs and Cooperation Sector	2006	Sectoral policy	The document describes the national policy on Foreign Affairs and diplomacy	In force
Strategic plan of the Ministry of Foreign Affairs and Cooperation for 2008-2010	2007	Sectoral strategic plan	The document shows the major activities to be carried out in the next 3 years	In force from 2008 but has no publishing date
Instructions related to the functioning of the embassies of the Republic of Rwanda abroad N°/09.01.CAB/MIN/05	2005	Instructions to the heads of Rwandan diplomatic missions	Describes the method of collaboration between diplomatic missions staff	In force
Presidential decree N° 22/04 of 4 th March 1976, establishing particular statute of the Foreign Affairs personnel appointed to embassies	1976	Distinction between diplomatic career personnel and other civil service personnel	States the principle of re-deployment of Foreign Affairs Ministry personnel between the center and diplomatic missions	Not entirely In force
Annual action plan	2007	2007 Action plan	Describes the activities to carry out in 2007	In force in 2007
Budget	2007	2007 Budget	Programs and activities financed for the year 2007	In force in 2007
Budget 2008 – 2010 (MTF)	2007	Three-year budget	Programs and activities financed for the year 2007	In force in 2008
Organizational chart and Summary of jobs	2007	Presentation of operational relations between administrative units and jobs and work positions of MINAFFET	The structure was revised to enable MINAFFET to achieve its mission with a relatively adequate structure and a more or less sufficient human resource	In force
Updated organizational Structure	2007	Elaboration of attributions and requirements for each job post of MINAFFET	The organizational structure adapted to the new structure	In force

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<p>Draft Presidential decree N° of .../2006 establishing particular statute governing the diplomatic career in Rwanda</p>	<p>2006</p>	<p>Update the Presidential Decree N° 22/04 of 4th March 1976 establishing particular statute of the Foreign Affairs personnel appointed to external services according to the new constitution and to the Public Service Law N° 22/2002 of 9/7/2002</p>	<p>Provides re-deployment between the central and Embassies personnel of the Ministry of Foreign Affairs and Cooperation</p>	<p>Not in force</p>
<p>Instructions on the operations of the structures of the Ministry of Foreign Affairs and Cooperation of 10/12/2003</p>	<p>2003</p>	<p>Instructions to the heads of Rwandan diplomatic missions</p>	<p>Describes the method of collaboration between administrative units of MINAFFET</p> <p>Establishes schedules for regular meetings of MINAFFET</p> <p>Defines standards of internal and external communication</p> <p>Defines the urgent mail management</p>	<p>In force</p>
<p>Action plan 2008</p>	<p>Under validation developed</p>	<p>Planning of activities for 2008</p>	<p>The activities of the MINAFFET planned for 2008 are regrouped into 7 axes:</p> <ul style="list-style-type: none"> * Strengthen diplomatic relations and cooperation; * Amendment of agreements signed between Rwanda and other countries and also with international organizations, prepare draft agreements with organizations wishing to work in Rwanda; * * participate in activities of international organizations; * restore Rwanda's image; * mobilize Rwandans living abroad to participate in the development of their country; * improve the operations of MINAFFET including the working relations between the centre and the embassies; * attract foreign investors and tourists to Rwanda and to promote the transfer of 	<p>In force</p>

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			knowledge and technologies	
Manual of rules and practices of State Protocol	Under validation process	Formalize the best practices of protocol	Describes the advantages and respect that each national or foreign dignitary has right to in Rwanda	Not in force

APPENDIX 2 : MISSIONS AND FUNCTIONS OF THE MINISTRY

2.1 Description of the missions and functions of the Ministry as embedded in official documents

Missions	Tasks/Objectives	Responsible structures	Observations
Develop strategies and programs aiming at implementing and carrying out monitoring and evaluation of Rwanda's foreign policy and explaining both at national and international levels	Develop, implement, monitor and evaluate the national policy in the area of policy of foreign affairs and cooperation	All units	All units participate in this task within the limits of its operational sector
	Supervise and coordinate activities of diplomatic and consular missions accredited abroad	* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit * Finances and Internal Resources Management unit	* The Africa, Asia and Oceania Relations unit as well as the Europe, America and International Organizations unit each supervises and coordinates activities of the diplomatic and consular missions accredited to the continent it covers * The Finance and Internal Resources Management ensures administrative and financial supervision of the Diplomatic and Consular missions
	Supervise collaboration structures with the Rwandan Diaspora	* Africa, Asia and Oceania Relations Unit	While awaiting the creation of a public agency for the management of the Rwandan Diaspora, the task is carried out by the Africa, Asia and Oceania Relations Unit
	Promote relations with foreign diplomatic missions, as well as international organizations accredited to Rwanda	* Protocol unit * Communication unit * Africa, Asia and Oceania Relations unit * Europe, America and International Organizations unit	The Protocol unit is the one most concerned followed by the Communication unit.
	Orient and supervise the operations of public establishments and agencies whose mandates are in relation with the specific attributions of the Ministry.	* General Secretariat	As the highest administrative organ, it has the administrative functions of this task. Presently, the MINAFFET does not have any agency under its protection.
	Mobilization of external resources	* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit * Finances and Internal Resources Management unit	* The activity of resource mobilization is done either by the Africa, Asia and Oceania Relations unit or the Europe, America and International Organizations unit accordingly as to whether the operation targets a country that is covered by the Unit.

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		* Communication Unit	* The Finances and Internal Resources Management unit and the Communication Unit support the technical units.
Monitor and evaluate the implementation of policies and programs regarding cooperation		* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit	Each of the units intervenes in the continent where intervention is needed
Coordinate activities of bilateral and multilateral cooperation and good relations with foreign government and non government organizations		* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit	Each of the two units intervenes in the continent where intervention is needed
Monitor the implementation of bilateral and multilateral cooperation conventions and protocols		* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit	”
Prepare and conduct negotiations of bilateral and multilateral agreements of cooperation		* Africa, Asia and Oceania Relations Unit * Europe, America and International Organizations unit	”

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Description of missions and functions according to Ministry executives

Missions	Tasks	Responsible Structures	Observation
* Develop diplomatic relations with different nations	Elaboration, implementation, monitoring and evaluation of the national policy regarding foreign and cooperation policy	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	* The missions stated by the MINAFFET staff are clear and precise * The tasks which follow relate to the 2 missions
* Promote bilateral and multilateral cooperation with countries or international organizations	Supervise and coordinate the activities of diplomatic and consular missions accredited abroad	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit * Finances and Internal Resources Management unit	
	Monitor and evaluate implementation of policies and programs related to cooperation	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	
	Coordinate the activities of bilateral and multilateral cooperation and good relations with foreign government organizations and non government organizations	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	
	Monitor the implementation of conventions and protocols of bilateral and multilateral cooperation	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	
	Negotiate bilateral and multilateral agreements of cooperation	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	
Restore Rwanda's image	Promote relations with foreign diplomatic missions, as well as international organizations accredited to Rwanda	* Protocol unit * Communication unit * Africa, Asia and Oceania Unit * Europe, America and International Organizations unit	* The tasks which follow relate to the 2 missions
* Incite Rwandese living abroad to participate in the development of their country	Supervise the structures of collaboration with the Rwandese Diaspora	* Africa, Asia and Oceania Unit	
	Mobilization of external resources	* Africa, Asia and Oceania Unit * Europe, America and International Organizations unit * Finances and Internal Resources	

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		Management unit * Communication Unit	
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APPENDIX 3: DESCRIPTION OF HUMAN RESOURCES OF THE MINISTRY ACCORDING TO THE STRUCTURE

1.1 Distribution of the personnel in structure :

Structure	Civil servants			Contractual employees	Consultants	Support staff
	Director	Professional	Execution			
Office of the Minister	1	0	1			
Office of the Minister of State	1	0	1			
General Secretariat	0	8	5			
Finance and Internal Resources management	1	8	5			
Protocol Unit	1	6	1			1
Africa, Asia and Oceania Unit	1	6	1			
Europe, America and International Organizations	1	5	0			
Communication Unit	1	3	0			
ICT unit	1	1	0			

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3.2 Organizational structure of the Ministry

	Director	Professional	Execution
Office of the Minister	1	0	1
Office of the Minister of State	1	0	1
Secretary General	0	1	1
Unit of Finance and Internal Resources management	1	8	3
Protocol Unit	1	4	1
Africa, Asia and Oceania Unit	1	5	0
Europe, America, America and International Organizations	1	5	0
Communication Unit	1	3	0
ICT Unit	1	1	0

APPENDIX 4: COMPARATIVE ANALYSIS OF FUNDAMENTAL TEXTS

Vision 2020	Objectives of the EDPRS related to the MINAFFET missions	Objectives set by the MINAFFET Strategic Plan	Observations
<p>Rwanda aspires to peace, political stability, physical and social openness, a diversified, integrated competitive and dynamic economy which could by 2020, raise the country to the level of medium income countries. The basic building blocks for the achievement of this goal by 2020 are as follows.</p>	<p>Rwanda will try to create a very favorable atmosphere in furthering peace, security and stability in the region and subsequently developing, maintaining and reinforcing good relations with all countries and cooperating with other members of the international community in the elaboration and respect of international laws</p>	<p>Promoting good relations for respect, mutual interests, complementarity and equality of sovereign nations and aiming at reinforcing peace, security and protection of the national sovereignty and territorial integrity</p>	<p>* The objectives set in the strategic plan covering 2008-2010 are consistent with the aims and targets of the EDPRS. However, it will be necessary for the strategic plan to be extended up to 2012 to cover the same period as the EDPRS.</p>
		<p>Contribute to the efforts of the international community in the fight against terrorism</p>	
		<p>Promoting human rights and in particular fighting against genocide and other crimes against humanity</p>	
	<p>The declaration of the Government of Rwanda in terms of methods of aid should aim directly at the budget support, it will therefore be necessary that: all aid be directly oriented to the budget of the Government of Rwanda and aligned to an appropriate strategic plan;</p>	<p>Reinforce bilateral relations to promote and increase , quantity and quality of cooperation between Rwanda and other countries</p>	
	<p>”</p>	<p>Coordinate the mobilization activities for bilateral and multilateral cooperation between Rwanda and other countries as well as international and regional organizations</p>	
	<p>”</p>	<p>Prepare and organize negotiations related to bilateral and multilateral agreements and ensure monitoring of the implementation, evaluation and possible updating of those agreements</p>	
		<p>Mobilize and attract foreign investments to Rwanda and promote access of Rwandan products to foreign markets</p> <p>Promote transfer of knowledge and technology</p> <p>Promote regional integration</p>	

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	”	and equitable trade in the world	
	”	Promote the destination of Rwanda to tourists and organizers of international meetings, seminars and conferences	
	”		
	”		
The Diaspora will contribute to the image of the country, defend its interest abroad and participate in the mobilization of foreign investments. The regional and international communities will facilitate the different initiatives from the Rwandan State	Involvement of the Diaspora in the development of the country	Mobilize and involve Rwandan living abroad to participate in the development of their country	

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

Objectives set by the institution's strategic plan	Projects defined in the annual action plan 2008	Observations
Promoting human rights and in particular fighting against genocide and other crimes against humanity		No project in the 2008 action plan aims at this objective
Promoting good relations based on respect, mutual interests, complementarity and equality of sovereign nations and aiming at reinforcing peace, security and protection of the national sovereignty and territorial integrity	* Reinforce diplomatic relations and cooperation * Amend the agreements signed on the one hand between Rwanda and other nations, and on the other hand with international organizations, and draft drafts cooperation agreements with countries wishing to establish relations with Rwanda	The projects of the Action plan are consistent with the objectives of the strategic plan. However, the projects of the Action plan are not precise on the results to be achieved, the budget and the time limit.
Contribute to the efforts of the international community in the fight	* Reinforce diplomatic relations and cooperation	

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against terrorism		”
Reinforce bilateral relations to promote and increase the quantity and quality of cooperation between Rwanda and other countries	<ul style="list-style-type: none"> * Reinforce diplomatic relations and cooperation * Promote Rwanda’s image 	”
Coordinate activities for bilateral and multilateral cooperation mobilization between Rwanda and other countries, international and regional organizations	* Amend the agreements signed on the one hand between Rwanda and other nations, and on the other hand with international organizations, and prepare draft cooperation agreements with countries wishing to establish relations with Rwanda	”
Mobilize and attract foreign investments to Rwanda and promote the access of Rwandan products to foreign markets	<ul style="list-style-type: none"> * Attract investors and tourists to Rwanda, and promote the transfer of knowledge and technology * Promote Rwanda’s image 	”
Promote Rwanda as a destination for tourists and organizers of international meetings, seminars and conferences	<ul style="list-style-type: none"> * Attract investors and tourists to Rwanda, and promote the transfer of knowledge and technology * Restore Rwanda’s image 	”
Promote the transfer of knowledge and technology	* Attract investors and tourists to Rwanda, and promote the transfer of knowledge and technology	”
Mobilize and encourage Rwandese living abroad to participate in the development of their country	<ul style="list-style-type: none"> * Encourage Rwandese living abroad to participate in the development of their country * Restore Rwanda’s image 	”
Promote regional integration and equitable trade in the world	Participate to life of international organizations	”
		”
		”

APPENDIX 6 : DESCRIPTION OF THE MINISTRY COMPUTER SYSTEM

6.1: Computer Equipment according to the number of personnel:

Service/Structure	Number of Staff	Number of machines	Desktop	Laptop	Operating system	Connected to the network?	DD shared on the network?	Observation
Office of the Minister	3	4	3	1	Windows XP	Yes	No	The number of computers is more than enough. Each employee has at least one machine with the modern operating system XP and connected to the network. It will be necessary for the Ministry to finance a study to organize the documentation that is in these computers.
Office of the Minister of State	3	4	3	1	Windows XP	Yes	No	
Secretary General's office	3	4	3	1	Windows XP	Yes	No	
Finance and Internal Resources Management Unit	14	14	13	1	Windows XP	Yes	No	
Protocol Unit	8	8	7	1	Windows XP	Yes	No	
Africa, Asia and Oceania Unit	8	9	8	1	Windows XP	Yes	No	
Europe, America and International Organizations Unit	6	6	6	0	Windows XP	Yes	No	
Communication Unit	4	4	4	0	Windows XP	Yes	No	
ICT Unit	2	2	2	1	Windows XP	Yes	No	

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6.2 Network security:

Type of access to the network	Security of access to the network	Internet filtering	Protection of documents	Protection of access to the machine	Observations
LAN	yes	No	No	No	<p>There is no internet filtering system on client machines. The filtering is limited to the server.</p> <p>There is no system to protect the documents and the machines.</p> <p>On an individual initiative, an employ may create a password to protect his/her documents or the machine he/she uses</p>

6.3 Description of the printing system:

:

Service/Structure	Number of printers	Number of DJ	Number of LJ	Network or local?	Shared Yes/No	Comments
Office of the Minister	3	1	2	Network	No	<p>All the 37 printers are on the network, only 2 are shared. That means there is one printer for each computer. This rises 2 problems:</p> <p>- having 37 printers means</p>
Office of the Minister of State	2	0	2	Network	Yes	
Secretary General's office	3	0	3	Network	No	
Finance and Internal Resources Management	10	0	10	Network	No	

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Unit						maintaining and buying accessories for each - If they do not share printers, it increases the risk of sharing viruses through USB devices which move documents for printing from one computer to another.
Protocol Unit	4	0	4	Network	No	
Africa, Asia and Oceania Unit	7	2	3	Network	No	
Europe, America and International Organizations Unit	5	0	5	Network	No	
Communication Unit	2	0	2	Network	No	
ICT Unit	1	0	1	Network	No	

APPENDIX 7: DESCRIPTION OF COMMUNICATION TOOLS:

7.1 Mail management analysis:

Number of mails received		Period	Number of mails sent		Period
Internal	External		Internal	External	
	1225	February 2007	914		February 2007
	1354	July 2007	1822		July 2007
	1419	November 2007	1385		November 2007
	1225	December 2007	1023		December 2007

APPENDIX 7.2: DESCRIPTION OF COMMUNICATION TOOLS

Institution's Structures	Fixed Phones	Mobile phones	Fax	IP phones	BLU Radio, etc.
Office of the Minister	5	3	2	2	0
Office of the Secretary of State	5	3	1	2	0
Office of the Secretary General office	3	2	1	1	0
Africa, Asia and Oceania Unit	6	8	1	1	0
Europe, America & International Organizations Unit	4	4	0	1	0
Protocol Unit	6	7	1	1	0
ICT Unit	3	2	0	1	0
Finance and Internal Resources Management Unit	10	12	1	1	0
Communication Unit	3	3	0	0	0

APPENDIX 8 : TIME MANAGEMENT

8.1 Use of the Agendas :

Director/SG/Minister	Type of agenda (paper/electronic)	Sharing with Assistant	Synchronization with Assistant
Minister	Paper	Shares with his Private Secretary and Administrative Assistant	Does not exist
Secretary General	Electronic and paper agenda	Shares with his Administrative Assistant	Synchronized with his Administrative Assistant
Director of the Communication unit	Uses Intranet	Has no Assistant but shares with his colleagues	Does not exist
Africa, Asia and Oceania unit	Uses Intranet and paper	Shares with his Administrative Assistant	Does not exist
Europe, America and International Organizations unit	Uses Intranet and paper	Shares with his Administrative Assistant	Does not exist
Protocol unit	Uses Intranet and paper	Shares with his Administrative Assistant	Synchronized with his Administrative Assistant
ICT unit	Uses Intranet and paper	Has no Assistant but shares with his colleagues	Does not exist
Finance and Internal Resources Management Unit	Uses Intranet and paper	Has no Assistant but shares with his colleagues	Does not exist

8.2 Management of meetings and individual audiences

Responsible person	Number of meeting/week	Number of audiences
Minister	5 meetings or audiences	Audiences are confused with meetings. The average of meetings per day also includes audiences.
Secretary General	6 meetings or audiences	
Director of the Communication unit	4 regular meetings (almost statutory meetings) per week, with 1 extraordinary or improvise meeting	
Africa, Asia and Oceania unit	3 meetings or audiences	
Europe, America and International Organizations unit	5 meetings or audiences	
Protocol unit	5 meetings or audiences	
ICT unit	2 meetings or audiences	
Finance and Internal Resources Management unit	1 meeting or audience	

APPENDIX 9: REVIEW OF THE MATCHING POSTS / PERSONNEL:

Administration Unit	Job position	Job description (Organizational Structure)		Qualifications required	Qualifications of the Job holder	Comments
Office of the Minister	Private Secretary	<ul style="list-style-type: none"> * Assist the Minister in administrative and political activities * Together with the concerned units, prepare speeches for the Minister * Together with the concerned units, prepare audiences for the Minister and take minutes * Together with the concerned units, prepare the Minister's missions * Together with the concerned units, prepare the Minister's draft letters * Together with the concerned units, prepare documents which are on the agenda of Cabinet meetings * Analyze and summarize the contents of documents to be submitted for the Minister's approval * Give opinions and advice on documents entrusted to him/her by the Minister * Identify priority files to be submitted to the Minister * Control the good organization of the Minister's secretariat * Point out to the Minister corrections in documents that have been presented to him for signature * Register, process and file the Minister's confidential documents 		Bachelor's degree in International Relations, Political Sciences, Law, Public Administration, Communication or related field with experience; preferably bilingual English/French	Bachelor's degree in International Relations + 4 years experience	<ul style="list-style-type: none"> * The competencies, length of experience and areas of experience do not appear in the job requirements * Anyway, the profile of the job holder matches the requirements of the job * The problem is with some attributions which are not precise. Lack of precision due to overlaps and duplication. For example, if an attribution is stated as "Together with the concerned units, prepare audiences for the Minister..." without précising who does what in that collaboration, a overlaps in competencies may arise among the jobs
Finance and Internal Resources Management unit	Director of Planning and Internal Resources Management	<ul style="list-style-type: none"> * Plan, organize, coordinate, supervise, follow-up and evaluate all activities of the unit, notably: * Make sure all staff in the unit have a clear description of the tasks assigned to them * Evaluate staff performance in the unit according to tasks assigned to 		Bachelor's degree in Management, Economic Sciences, Public Finance, Public Administration + practical computer skills, preferably bilingual	Degree in Management	<ul style="list-style-type: none"> * The competencies, length of experience and areas of experience do not appear in the job requirements * Anyway, the profile of the job holder matches the requirements of the post

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		<p>them and other criteria clearly defined and communicated to them</p> <ul style="list-style-type: none"> * Coordinate the elaboration of the Ministry's Sectoral policies and strategies * Coordinate the preparation of the Ministry's budget and control its execution * Supervise and ensure good management of human, material and financial resources of the Ministry (including embassies and diplomatic missions) * Coordinate performance evaluation of the Ministry's personnel * Centralize and make use of statistical data on foreign policy sector * Ensure a liaison with the Ministry in charge of finance and economic planning as well as other public services specializing in processing statistics * accomplishing any other task relating to the mission of the Ministry assigned to him by his superiors in the Ministry 		<p>English/French + talents in organization and communication</p>		<p>* The problem is with some attributions which are not clear.</p> <ol style="list-style-type: none"> 1. It is pointless to repeat the first attribution for a management job since every Director plans, manages....; 2. Lack of precision leads to overlaps and duplication. Some attributions are not expressed by action verbs, for example ensure and assure
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Protocol Unit	Director of the Protocol Unit	<p>* Plan, organize, coordinate, supervise, carry out monitoring and evaluation of all activities of the unit, particularly:</p> <p>* Make sure all staff in the unit have a clear description of the tasks assigned to them</p> <p>* Evaluate staff performance in the unit according to tasks assigned to them and other criteria clearly defined and communicated; deploy staff in the protocol service and when necessary , through Ministry authorities, request other Ministry staff to help in the reception and facilitation of foreign visitors</p> <p>* Introduce requests for appointments by foreigners visiting Rwanda</p> <p>*Participate in the organization of national days , official events and international conferences involving the dignitaries of Rwanda</p> <p>*Together with the Head of State Protocol, make the presence protocol and ensure its application in the State ceremonies</p> <p>* Together with the Head of State Protocol, develop the protocol guide</p> <p>* Maintain close and effective communication with diplomatic and consular missions and international organizations accredited to Rwanda</p> <p>* Formulate and maintain the documentation necessary to the service</p> <p>* Ensure that the unit develops and maintains good working relations with diplomatic and consular missions and international organizations accredited to Rwanda as well as various Rwandese institutions particularly the Immigrations office, Rwanda Revenue Authority, External Security service, etc.</p>		Bachelor's degree preferably in International Relations, Political Sciences, or Communication; Related field with experience in protocol can be considered; + practical computer skills, preferably bilingual English/French + talents in organization and communication	Masters degree in Law	<p>* The competencies, duration of experience and areas of experience do not appear in the job requirements</p> <p>*Anyway, the profile of the job holder matches the requirements of the job</p> <p>* The problem is with some attributions which are not clear.</p> <p>1. It is pointless to repeat the first attribution for a management job since each Director plans, manages....;</p> <p>2. Lack of precision leads to overlaps and duplication. Some attributions are not expressed by action verbs, for example ensure and assure. In this case they should be replaced by verbs like control, verify, etc.</p>
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Africa, Asia and Oceania unit	Director of the Africa, Asia and Oceania unit	<p>* Plan, organize, coordinate, supervise, monitor and evaluate all activities of the unit, particularly:</p> <p>* Make sure all staff in the unit have a clear description of the tasks assigned to them</p> <p>* Evaluate staff performance in the unit according to tasks assigned to them and other criteria clearly defined and communicated to them;</p> <p>* Coordinate studies and reviews on issues about relations between Rwanda and other countries and continental, regional and sub-regional organizations of Africa, Asia and Oceania in the areas of policies and cooperation and submitting these studies and reviews to Ministry officials and other government institutions which may need them.</p> <p>* Supervise the preparation of projects of bilateral and multilateral agreements in the area of policies and cooperation</p> <p>* Closely follow-up the level of execution of cooperation projects</p> <p>* Supervise the preparation, ensure the unit's participation and make a follow-up of meetings for policy and cooperation negotiations with countries and international organizations</p> <p>* Ensure that the unit develops and maintains good working relations with diplomatic and consular missions and international organizations accredited to Rwanda</p> <p>* Ensure that the unit receives and reviews reports from Rwandan diplomatic and consular missions and gives feedback on them to the Minister</p> <p>* Ensure that Rwandan diplomatic and consular missions receive all information on policies and cooperation that is can facilitate their work</p> <p>* Ensure that the unit prepares and participates in the Ministry's audiences meetings</p>		Bachelor's degree preferably in International Relations, Political Sciences, Economics, Commerce or Law; Bachelor's degree in related field with experience can be considered; + practical computer skills, preferably bilingual English/French + talents in organization and communication	Bachelor's degree in Political Sciences	<p>* The competencies, length of experience and areas of experience do not appear in the job requirements</p> <p>*Anyway, the profile of the job holder matches the requirements of the job</p> <p>* The problem is with some attributions which are not clear.</p> <p>1. It is pointless to repeat the first attribution for a management job since every Director plans, manages....;</p> <p>2. Lack of precision leads to overlaps and duplication. Some attributions are not expressed by action verbs, for example ensure and assure, closely follow-up...</p>
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Europe, America and International Organizations unit	Director of the Europe, America and International Organizations unit	<p>* Collect, centralize, review and use any information of political, economic, commercial, cultural and scientific nature in connection with relations between Rwanda and countries of Northern Europe and the United Kingdom</p> <p>* Keep updated documentation and specification sheets on countries of Northern Europe and United Kingdom</p> <p>* Regularly produce reviews or memorandum on the state of political and cooperation relations between Rwanda and countries of Northern Europe and United Kingdom as well as on the political, social, security, economic and commercial situation of these countries and submit these reviews to the Ministry officials</p> <p>* Prepare the meetings of the mixed permanent committees between Rwanda and countries of Northern Europe and United Kingdom</p> <p>* Prepare projects of bilateral agreements in areas of politics and cooperation with countries of Northern Europe and United Kingdom</p> <p>* Closely follow-up the level of execution of cooperation projects financed by countries of Northern Europe and United Kingdom</p> <p>* Prepare meetings to negotiate political or cooperation matters with countries of Northern Europe and United Kingdom</p> <p>* Monitor and evaluate the implementation of bilateral agreements of cooperation and the results of meetings to negotiate political or cooperation matters with countries of Northern Europe and United Kingdom</p> <p>* Develop and maintain good working relations with diplomatic and consular missions of countries of Northern Europe and United Kingdom accredited to Rwanda</p> <p>* Reviews reports from Rwandan diplomatic and consular missions accredited to Northern Europe and United Kingdom, make a follow-up of the recommendations included and give feedback on them to the Minister</p> <p>* Review reports and make follow-up on official missions carried out in countries of Northern Europe and United Kingdom</p> <p>* Ensure that Rwandan diplomatic and consular missions accredited to Northern Europe and United Kingdom countries receive all information on policies and cooperation that can facilitate their work</p>		Bachelor's degree preferably in International Relations, Political Sciences, Economics, Commerce or Law; Bachelor's degree in related field with experience can be considered; + knowledge of the African region and fluency in English and French	Bachelor's degree in Linguistics/ Education	<p>* The competencies, length of experience and areas of experience do not appear in the job requirements</p> <p>* Anyway, the profile of the job holder matches the requirements of the job</p> <p>* The problem is with some attributions which are not clear.</p> <p>1. It is pointless to repeat the first attribution for a management job</p> <p>2. Lack of precision leads to overlaps and duplication. Some attributions are not expressed by action verbs, for example follow-up, prepare, etc.</p>
ICT unit	Director of the ICT unit	<p>* Plan, organize, coordinate, supervise, follow-up and evaluate all activities of the unit, particularly:</p> <p>* Coordinate the elaboration of the Ministry's policy on Information Technology and Communication (ICT)</p> <p>* Ensure that the Ministry's goals, objectives and programs in relation with Information and Communication Technology (ICT) are effectively</p>		Bachelor's degree in Computer Science + practical knowledge of English/French	Bachelor's degree in Computer Science	<p>* The competencies, length of experience and areas of experience do not appear in the job requirements</p> <p>* Anyway, the profile of the job holder matches the requirements</p>

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		<p>achieved by short and long term planning, coordination, execution of information system concepts and the application of ICT operational and technical standards, while initiating the changes necessary to these policies</p> <ul style="list-style-type: none"> * Identify the computer needs and prepare the necessary documents for acquisition of computer material * Administer and maintain the computer network and its services * Ensure the reliability and security of the whole computer system * Ensure the implementation of developed applications (installation, assistance, training users, evaluation) * Put in place mechanisms of managing a data base * Identify the needs for training Ministry personnel in matters of ICT * Support consultants to the ministry in ICT * Maintain good relations with ICT users in other ministries and the private sector * Reinforce the link between RITA and the Ministry in the execution of the NICI plan * Activate and coordinate the activities of a technical team * Carry out any other tasks given to him by his superiors 				<p>of the job</p> <ul style="list-style-type: none"> * The problem is with some attributions which are not clear. <ol style="list-style-type: none"> 1. It is pointless to repeat the first attribution for a management job since each Director plans, manages....; 2. Lack of precision leads to overlaps and duplication. Some attributions are not expressed by action verbs, for example ensure and assure, support, reinforce
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APPENDIX 10: ANALYSIS OF OFFICE EQUIPMENT OF THE MINISTRY:

Structure	Photocopiers	Overhead Projectors	Binding machines	Comments
Office of the Minister	1	0	0	In total, the Ministry has 11 photocopiers. This number of photocopiers is a sign that all the computer tools available, paper is used the most
Office of the Minister of State	1	0	0	
Secretary General's office	1	0	0	
Africa, Asia and Oceania Unit	1	0	0	
Europe, America and International Organizations Unit	0	0	0	
Protocol Unit	2	0	0	
ICT Unit	0	1	0	
Finance and Internal Resources Management Unit	2	0	0	
Communication Unit	2	0	0	
Central Secretariat	1	0	0	

APPENDIX 11: WORK NEEDED FOR THE IMPLEMENTATION OF THE NEW HRM PROCEDURES

Today the new management procedures have been validated at the technical level by a sample of users. To be effectively used, they need to be validated by the political authorities who make it a rule of Human Resources management respected by all actors in HRM of the State.

Then, the implementation of new procedures must be preceded by training for all users through a process controlled jointly by the 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 of new management methods (computerization, integration of processes, administrative restructuring, change of management rules (statute, etc...))

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

Organization of a workshop to present and validate procedures for main concerned ministers: MIFOTRA, MINALOC, MINECOFIN, MOH, MINEDUC... and the main concerned public institutions;

- Presentation of the project to the Office of the Prime Minister for decision making on implementation through a regulatory text;
- Choice of trainers of trainers in every administrations concerned and training of the trainers on these new procedures.
- Creation of the new structure of maintenance procedures within MIFOTRA;
- Training of personnel managers in all Institutions and Public Administration.
- Decision on implementation of new procedures;
- Creation of a special inspection to verify the application of procedures in the Administration.