MINISTRY OF PUBLIC SERVICE AND LABOUR

Functional Review MININFOR

Final Report

DFID Department for International Development

Adam Smith INTERNATIONAL

PRELIMINARY NOTE

Project Name: Functional Reviews in 16 Public Institutions

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

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

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

SUMMARY

Project Name: Functional Reviews in 16 Public Institutions

Introduction

MININFOR

The MININFOR is a structure that is integrated in the Office of the Prime Minister whose resources are managed by the latter and is not managed by a Secretary General.

It was created in 2003.

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

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

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

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

The MININFOR has a mission that is exclusively national and has not decentralized activities.

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

"Public and private media will be involved in the management of the nation businesses and the Rwandan State through an objective information of all development partners."

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

The policy it was assigned to implement is defined in the information policy paper in Rwanda that was developed in September 2004.

POLITICAL, LEGAL AND REGULATORY ENVIRONMENT[1]

1. The general policy document of Vision 2020 drafted in November 2002 sets orientations of the Government policy at the end of 2020.It serves as a 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. It was endorsed by international donors contributing to its implementation.

3. The 7-year Government program was presented to the two chambers of the Rwandan Parliament on November 7, 2003. It defines 4 main orientation pillars of the Government work for the parliament term of office period(2003 - 2010):

   ➢ Good Governance

   ➢ Justice

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[1] Annex 1: Regulation
13/11/2008

- ➢ Economy depending on nature and the country's own resources and on the population itself;

- ➢ Welfare for every Rwandan citizen.

4. The Information Policy of September 2004 states new media attributions and sets new media political orientations in Rwanda.

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 in accordance with the Reform Framework Policy. It defines orientations of the reform as follows:

   - ➢ To review the role of the State in the context of decentralization powers and partnership development:

     1. Review of the missions assigned to various government institutions

     2. Reorganization of the institutional structures in accordance with the devolved missions and powers decentralization.

     3. Partnership development of the between the public and private sectors as well as the civil society.

   - ➢ Improve the adequacy of missions and improve the civil servants professionalism:

     1. Redeployment of retained staff, redeployment and/or reintegration of the staff that were not retained;
     2. Skills and Performance development;
     3. Remuneration of jobs and motivation measures encouraging public servants to reach performance;
     4. Promotion of the culture of ethics and common welfare

   - ➢ To modernize the institutions management and develop systems/strategic management tools of the sector:

     1. Development and standardization of manuals, guides and legal texts related to administrative management;

     2. Improvement of the human resources management;

     3. Information and Communication Technologies (ICT) implementation.

7. The Public Service law developed in 2002 is still in force. Draft public service law taking into account objectives of the Reform aiming at setting up a Job based Public Service and remuneration based on performance is currently under examination at the National Assembly.

8. The Labor Law enacted in 2003 governs contract employees.

AREAS OF ANALYSIS

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

The review was therefore carried out in the following fields:

1. Mandates (Missions) and Attributions of the Ministry must be examined on basis of their relevance according to the Government Policy Framework and the precision of their definition for each of structures fulfilling the missions;

2. The Ministry Structure and the Organization must enable it to fulfill its missions and manage its operations and resources;

3. Mode of elaboration and compliance with the Strategic Plans and Action Plans reflect the capacity of the Ministry to fulfill its missions;

4. Performance monitoring system for the institution enabling the Government to supervise the implementation of its sectoral policy and to bring possible adjustments to functions of the Ministry in charge of the concerned sector in the event of difficulties in implementation of the action plans;

5. Information system and documentation management (including archiving system and access to information) constitute the basic working tools of administrations;

6. Internal and external Communication systems (mail, telephone (mobile, fixed, IP), messaging, etc) without which administrative work cannot be carried out.

7. Ministries resources:

    1. Human Resources constitute the driving force for the administrative work;

    2. Material and Financial means that include the fuel for Administration functioning;

8. Time management (agendas management, planning sharing, meetings management, etc.) which is the first source of productivity results in administrative work.

The analysis was carried out in two stages:

- The diagnostic analysis which allows to identify malfunctions and problems related to the Ministry organization;

- Search for solutions may be of two complementary forms:

    o Improvement objectives to be reached and the methodology to attain them;

    o Proposals for concrete solutions whenever necessary.

DIAGNOSTIC ANALYSIS

STRUCTURE AND ORGANISATION

MANDATES AND ATTRIBUTIONS

The missions of the MININFOR were determined as direct implementation of the Government General Policy Paper "Vision 2020".

In addition, the document states that the Ministry in charge of Information must work closely with news agencies and associations and journalists organizations.

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

- «Support all the programmes whose objective is to promote media. »
- « Promote freedom of the press. »

Critical Analysis[2] :

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

STRUCTURE AND ORGANIZATION OF THE MINISTRY

The MININFOR is reduced to the Office of the Minister that is made up of the Minister himself, the Private Secretary as well as the Administrative Assistant and three professionals having in charge of [3] :

- Press Development;
- National Media Analysis;
- International Media Analysis[4].

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[2] Annex 2 : Missions and Functions of the Ministry, Description of missions and functions of the Ministry according to official documents and Description of missions and functions according to the Ministry Structure
[3] Annex 3.1 : Distribution of the Ministry staff
[4] Annexe 3 .2 : Ministry organizational structure
13/11/2008

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┌──────────────┐    │              │    ┌──────────────┐
│Administrative│◄───│   Minister   │───►│  Secretary   │
│  Assistant   │    │              │    │   Private    │
└──────────────┘    └──────────────┘    └──────────────┘
                           │
                           │
┌──────────────────────┐   │
│Professional in charge │   │
│       of media        │◄──┤
│Development and policy  │   │
└──────────────────────┘    │
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┌──────────────────────┐    │
│Professional in charge │◄───┤
│   of national Media   │    │
│      analysis         │    │
└──────────────────────┘     │
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┌──────────────────────┐     │
│Professional in        │◄────┘
│  international Media   │
│      analysis         │
└──────────────────────┘
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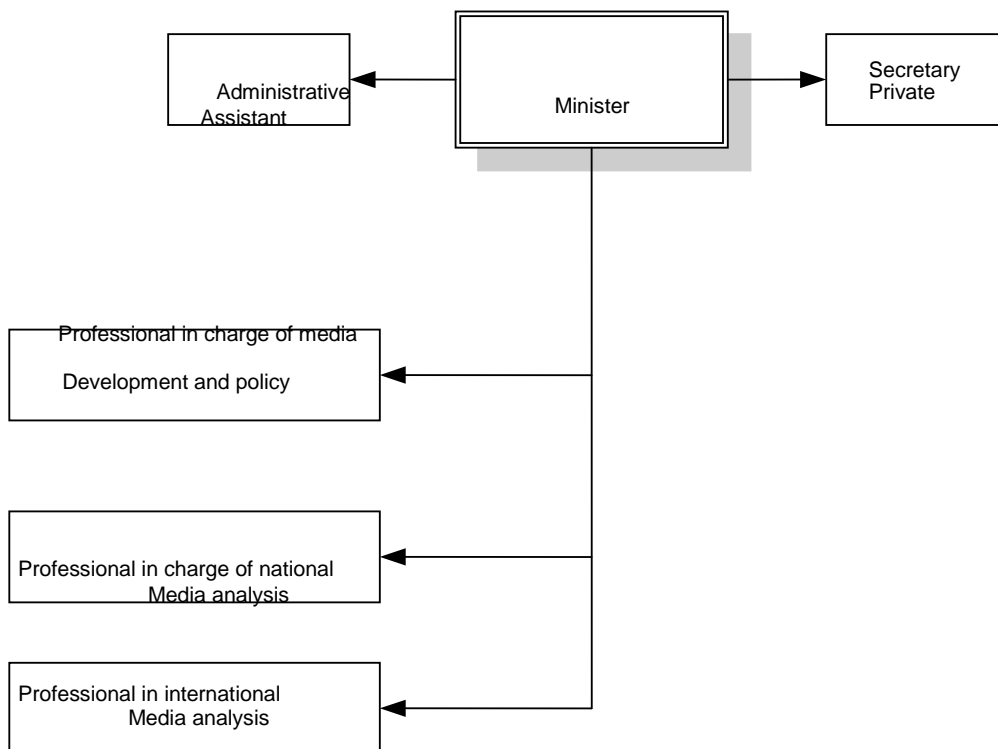
The Key Partners of the Ministry include the following:

- The High Council of the Press whose mission is to regulate media operations;
- The Press House whose main mission is to promote the press in Rwanda;
- ORINFOR that is in charge of national TV and Radio broadcast as well as the Government written press.

Critical Analysis:

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

POLICY, STRATEGIC PLAN AND ACTION PLANS

GOVERNMENT POLICY AND SECTORAL POLICY

The Government Information Policy was clearly stated in the policy document of the General Government Policy "Vision 2020" of 2002 in the information policy document in Rwanda in September 2004.

This document sets out principles of information policy which must comply with the following:
• Accuracy and objectivity of the information delivered;
• Freedom of the press;
• Prevention of obscene information dissemination;
• Compliance with the laws governing the press;
• Promotion of a constructive press;
• Promotion and professionalism of media through journalists competence;
• Extension of use of modern information broadcast tools;
• Participation in the information and promotion of health facilities;
• Promotion of a press promoting security in Rwanda;

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The Economic Development and Poverty Reduction Strategy Paper considers the information policy as a priority for the Government and states particularly that: "Promoting both public and private media that are audible to all and professional in order to enable the population to be heard and to disseminate public information. »

The MININFOR Strategy was defined for the years 2004 - 2006 but has not yet been replaced. The document is being drafted.

Critical Analysis[5] :

This sectoral policy document is well developed in accordance with the vision 2020 and takes into account objectives set by the EDPRS.

The document defines principles of the information policy, objectives to reach and defines main axes of the Government action to attain them as well as the role of sector partners.

STRATEGIC PLANS AND ACTION PLANS

Currently, the MININFOR has a three year strategy document.

The Action plan for the year 2008 was designed basing on objectives and major axes of action determined by the 2004 policy document.

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[5] Annex 4 : Comparative analysis of fundamental texts
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Critical Analysis:

The plan of action is well defined regarding its activities to be undertaken but there is no budget allocated to each of them[6]. However, the calendar for completion of the work during the course of the year is not specified.

Actually the action plan is done after the budget negotiations.

From this point of view the current sequence of annual action plans development compared to that of the budget is a real obstacle.

Since the action plan is not used to prepare the budget enabling to implement it, expressed needs can not be taken into account during the budget discussions in the Parliament. Therefore, there is a gap between needs and the budget obtained and this does not facilitate implementation of planned programs.

DEVELOPMENT METHODOLOGY AND COMPLIANCE WITH STRATEGIC PLANS AND ACTION PLANS

In MININFOR, the Action Plan includes for each programme, a request for corresponding annual appropriation. However, the Plan of Action is formulated according to the following sequence:

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

This calendar can not, under any circumstances, take into account the needs expressed during the budget preparation process and therefore the Action Plan may not be funded at the level of needs for its implementation.

Lack of Strategy at MININFOR does not allow prioritizing actions that are undertaken in accordance with resources provided in the Economic Framework.

The above described procedure clearly shows that the Action Plan preparation process is separated from that of the Budget preparation.

If the Action Plan served as a basis for Budget negotiation, it should on one hand be prepared in the first quarter of the year n – 1, and on the other hand, present a list of all activities contributing to the achievement of objectives of the sector for the following year with specified 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

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[6] Annex 5 : Analysis of links between the strategy document and the Action plan

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

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

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

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

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

STRUCTURE AND FUNCTIONING OF THE INFORMATION SYSTEM

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

The information codification may entail multiple forms:

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

The codified information supports are also very numerous:

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

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

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

COMPUTER AND INFORMATION MANAGEMENT SYSTEM

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

The MININFOR 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 embassies. There is no Intranet for the MININFOR[7].

However, this tool is currently underused or misused:

1. 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 MININFOR 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 force[8]:

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

   - The fast messaging are only used on a personal initiative,

   - Transfers of computer files are generally carried out through e-mail and not through the network;

4. The principal information support is paper[9]:

   - In spite of high standard Information Technology equipment, the practice and the lack of reflection on the policy of information sharing still leads to the 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.)

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[7] Annex 6.1 : Description of Computer system in the Ministry
[8] Annex 6.2 : Network Security
[9] Annex 6.3 : Description of the printing system

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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 establishing a policy of sharing ad hoc documents, to economize important paper and to work on an electronic documentation which is easier to manage.

Critical Analysis:

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

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

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

MANAGEMENT PROCEDURES

Except for some specific procedures:

- Budget preparation

- Tender laws

There is no codified management procedure in the Rwandan administration.

At MININFOR, resources and mail management are ensured by the PMO[10].

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

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 not organized and computerized documentation is not in fact managed.

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[10] Annex 7.1 : Analysis of mail management

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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 computers.

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 annexed to corresponding filed documents.

The safety and security of documents is not properly assured.

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

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

> **Critical analysis:**
>
> Information is a golden tool for the MININFOR. Its documentation is its "business". This documentation has actual value only if it is protected, managed and accessed. 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 personal mobile telephones which constitute the principal tool of remote communication.

- E-mails from the personal addresses are used for the work purposes.

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 from the personal addresses.

- The personal mobile phones.

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

Critical analysis[11]:

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 relations control, which at the same time are less expensive.

These tools exist at the MININFOR 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 MININFOR 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" [12].

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

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

Intrusion in the office, etc.

Critical analysis:

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

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

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

RESOURCES OF THE MINISTRY

HUMAN RESOURCES OF THE MINISTRY

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[11] Annex 7.2 : Description of communication tools
[12] Annex 8.2 : Management of meetings and individual contacts

ADEQUACY OF HR TO THE NEEDS (ORGANISATIONAL STRUCTURE)

Currently, the Central administration of the Ministry should have the personnel corresponding to its needs as regards to planning and government communication[13]

However, the budgetary constraint which the Government of Rwanda faces obliges the institutions to give more importance to productivity results than to the increase in the number of the personnel.

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.

- 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 pay system that is currently implemented works as follows:

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

To be vertically promoted from one level to another, it is necessary that a vacant post be availed 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 remuneration system is de-motivating   since it does not take into consideration the seniority of the personnel. Although the large majority of the civil servants recognize that wages substantially increased in 2006, they also admit that the system is unfair since the experience generally required for a great productivity is not remunerated. There is a fact that a beginner earns the same salary as an employee having 20 years of experience, for the simple reason that their job positions are classified at the same level.

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[13] Annex 9: Analysis of adequacy Posts/Persons

13/11/2008

Critical analysis:

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

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

MATERIAL AND FINANCIAL RESOURCES OF THE MINISTRY

MININFOR has sufficient and good office equipment[14] .

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

Critical   analysis:

The problems of the MININFOR functioning are not are due to lack of means.

PROPOSED SOLUTIONS
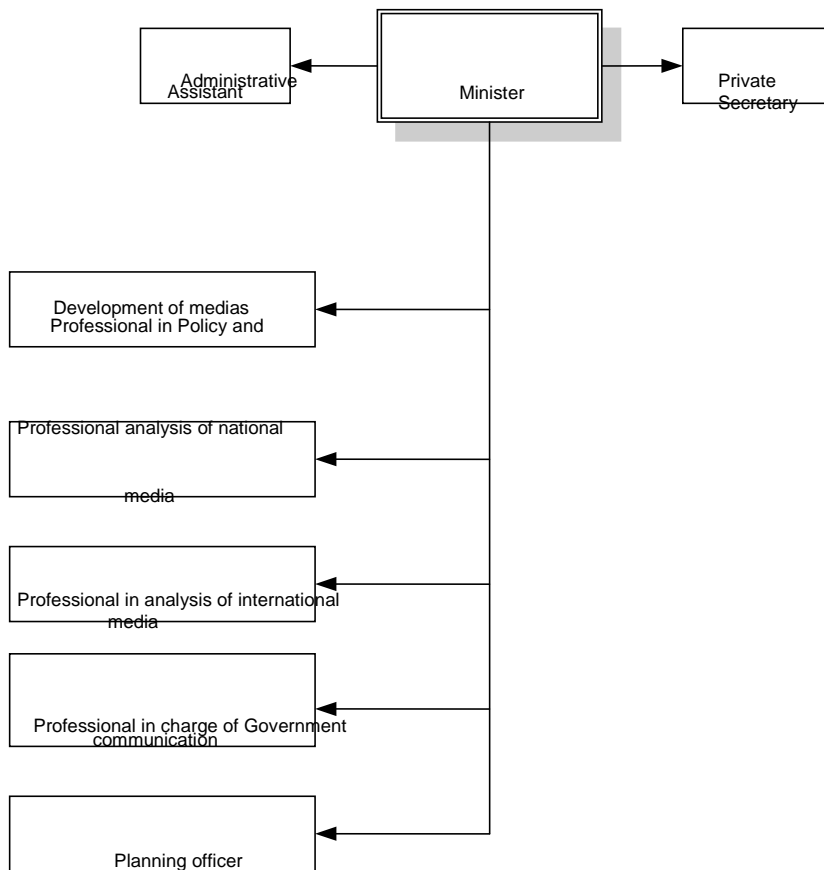
REFORMER LA STRUCTURE ET L'ORGANISATION DU MINISTERE

THE MINISTRY STRUCTURE MUST BE REORGANIZED AND MISSIONS BE OFFICIALLY DEFINED

As we noticed it during the diagnostic analysis, it apparently pertinent to strengthen the MININFOR by creating two posts for professionals in communication and planning.

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[14] APPENDIX 10 : Analysis of the Ministry Office equipment
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The organizational structure of the ministry is presented as follows:

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┌──────────────────┐                │               │         ┌──────────────┐
│  Administrative  │◄───────────────│    Minister   │────────►│   Private    │
│    Assistant     │                │               │         │  Secretary   │
└──────────────────┘                └───────┬───────┘         └──────────────┘
                                            │
  ┌───────────────────────────┐            │
  │  Development of medias     │◄───────────┤
  │  Professional in Policy and│            │
  └───────────────────────────┘            │
                                            │
  ┌───────────────────────────┐            │
  │ Professional analysis of   │◄───────────┤
  │       national media       │            │
  └───────────────────────────┘            │
                                            │
  ┌───────────────────────────┐            │
  │ Professional in analysis of│◄───────────┤
  │   international media       │            │
  └───────────────────────────┘            │
                                            │
  ┌───────────────────────────┐            │
  │ Professional in charge of  │◄───────────┤
  │  Government communication  │            │
  └───────────────────────────┘            │
                                            │
  ┌───────────────────────────┐            │
  │      Planning officer      │◄───────────┘
  └───────────────────────────┘
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Of course, these missions must be translated into precise tasks for every professional in charge of their implementation in order to avoid duplication, conflict or losses when carrying out these activities.

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

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

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

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

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

ANNUAL ACTION PLANS DEVELOPMENT PROCESS NEEDS TO BE CHANGED

To diagnostic analysis showed the need to render coherent the chronology of development of the action plans with detail per program.

The action plans must include a sectoral budget proposal giving detailed expenses 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.

Sectoral Strategy

Preparation of the action plan

Identification of activities and programs to implement in order to achieve the objectives mentioned in the Strategy

February n-1

Action Plan

Actions or programs supported by external projects must be mentioned.

Coordination of the action plan

Determination of detailed expenses (HR + Operations+ Investments) necessary to the achievement of each activity and each program of the action plan

Cost of the Action Plan specified

Budget

Budget negotiations on basis of the Action Plan

Cost of the Action

October - November n-1

Vote on Budget

The Parliament votes on the budget

Budget Voted

December n-1

Adoption of the Action Plan by the

The government adopts the budgeted action plan and drafts the engagement letter of the Ministry for the concerned sector

Engageme

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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 implementation of the Action plan, a great number of unplanned events may occur and disturb the implementation of planned activities.

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

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

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

IMPROVE PRODUCTIVITY OF PERSONNEL BY REORGANIZING AND MODERNIZING MANAGEMENT SYSTEM OF THE MINISTRY AND ESTABLISH MANAGEMENT CODIFIED PROCEDURES

HUMAN RESOURCES CAPACITY BUILDING FOR PRODUCTIVITY IMPROVEMENT

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….

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

➢ Time management
➢ Meeting organization
➢ Evaluation methods
➢ Etc.

DOCUMENTATION MANAGEMENT REORGANIZATION

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

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

The stock organization should meet documentation requirements.

Thus, each document should include the following:

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

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.

COMPUTER SYSTEMS PROTECTION

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.

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

- Equipment and network security and safety;

- Data security and the safety;

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

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

- Safety of power supply;

- Material safety;

    o   Security of the buildings, air-conditioning…

    o   Fire protection….

    o   Preventive saving in case of sabotage…. (External hard disk, trunk…)

    o   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:

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- 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.

IMPROVE AND MODERNIZE 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 particular specification details book.

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

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

- The **professional** mobile phone for urgent communications requiring a direct answer.

- IP Telephony using a tool designed for exclusive professional telephone use from a fixed extension. This tool will have to be filtered by an assistant as much as possible.

- Professional instant messaging of the Microsoft Exchange type allowing the management of its communications on a message network for the Ministry (or for the Administration…)

- The most possible systematic use of e-mail for all transmissions of written messages. The rules for the use of e-mail will have to be codified:

  o Style of the content of the messages according to the interlocutors (use of Word models)

  o Way of signing

  o Mode of transmission of attachments (reduction of volumes, type of file (PDF, Word Version, etc))

  o Mode of classification of e-mails

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

CODIFYING AND SETTING UP INSTITUTIONAL FUNCTIONING RULES AND MANAGEMENT PROCEDURES

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

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

Currently, only budget preparation and execution procedures of are codified or under codification and personnel procedures are in the process of validation at the PMO[15].

All the management procedures need to be examined and codified:

- The mail management procedures need to be modernized:

    o   Setting up a computer tool to ensure internal mail follow-up;

    o   To develop digital documents transfers to the detriment of paper documents;

    o   To set up an electronic system to be used by Ministry executives when they sign

- Administrative management procedures;

- Document management procedures;

- Strategies and Action Plans formulation procedures;
- Users' Guide
- Etc.

Each identified procedure must be analyzed:

- Identification of documents and basic information which will start the procedure;

- Determination of the document and the information which must be produced by the procedure and of their final destination;

- Determination of the succession of all tasks which contribute to the implementation of the procedure;

- Identification of the information circuit and the persons in charge of the execution of each task;

- Setting up control tools.

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

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

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[15] see. APPENDIX 11 : necessary work for the implementation of the new HRM procedures
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Information reform system methodology

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

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

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

The documentation will include the following:

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

Elaboration of specification details 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 key management function:

Each of them will include the following:

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

Elaboration of computer specifications books:

Selection and installation of the software package:

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

Procedure manuals development:

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

Procedure manuals are destined to the users.

Each manual has the following components:

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

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

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

RAPID ESTABLISHMENT OF TOOLS FOR REAL GOVERNMENT HUMAN RESOURCES MANAGEMENT

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

- To match its needs to human resources with the personnel at its disposal or that it intends to recruit;

- To have motivation tools for its personnel that will enable it to manage it according to its needs and to ensure quality professional production.

- To envisage the demographical change of its personnel and the increase of its needs in quantity and quality in order to maintain the best matching between its needs and its personnel.

- To have tools that will enable it to ensure stability of the public administration and its independence vis-à-vis the politician,

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

- To finalize the Statute of the Public Service and the possible related special statutes which specify:

  o Rights and duties of the civil servant which influences his/her independence vis-à-vis the politician.

  o 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 the employment for these posts;

  o Rules for career management, which within the framework of a Public service based on employment must allow its promotion progress through the hierarchy of employment according to one's experience, competences, capacities and performances;

- To set up jobs nomenclature with their descriptions in terms of competences, required experience for their execution, and classified according to their importance;

- To create a repertoire of posts characterized by their jobs and specific conditions of its execution in that work position;

- 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 that is currently under examination by the cabinet for its approval and which would be implemented in 2008;

- To set up a real integrated management system of human resources of the State based on a single data base, protected procedures and computer network for managers and decision makers;

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PUTTING IN PLACE REAL MANAGEMENT TOOLS FOR THE GOVERNMENT HUMAN RESOURCES MANAGEMENT

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TIME MANAGEMENT NEEDS TO BE ENTIRELY RECONSIDERED

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

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In the MININFOR 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 suitable time management system.

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

1. A planning tool for meetings;

2. Electronic agendas for both management of meetings and schedule;

3. Tools to share agendas with assistants and concerned colleagues;

4. Delegation of appointments;

5. Delegation of management responsibilities:

   - This delegation must be the subject 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 electronic mails than paper mail for which the procedure is much longer and more complex

7. To automatically filter the usage of Internet connection to limit the abusive use during working hours;

8. To give more importance to communication tools which allow maintaining the control of the action (instant messaging rather than mobile phone, e-mail, etc.)

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

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

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

The improvement of time management, like other reforms of the Ministry functions, will need elaboration of a specification details 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 a need to organize a specific training for executives of the institution with a bid to change their habits[16].

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[16] Cf. annex 12 : contents of training on time management

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ANNEXES

ANNEX 1 : REGULATIONS

Reference text	Date of signature	Objective	description	Statutes : in force
Information policy and implementation strategies in Rwanda	2004	Sectoral policy	The document describes national policies in relation with foreign and diplomatic affairs	In force
Application form for accreditation card		Facilitates foreign journalists to get the accreditation card within a short period	The document states the procedure to offer the accreditation card to the foreign journalist working in Rwanda	In force
MININFOR Organigram and the organizational structure		Describes MININFOR jobs and attributions	Enables to establish jobs and their attributions	In force
A list of the press organs - list of newspapers that are regularly published -list of newspapers that are occasionally published -list of newspapers that are no longer published -list of newspapers that have never been published -list of commercial private radio stations - list of religious private radio stations -list of private community radio stations		A list of press organs still active and updated on a regular basis	A tool enabling the MININFOR to regularly assess life of national press organs	In force
Law n° 18/2002 governing the press	2002	Regulates the functioning of the Rwandan press	Ensures press freedom and creation of High Press Council (HPC) regulation organ of the press	In force
Draft law establishing modification of the law n°18/2002 of 11/05/2002 governing the Rwandan press	Under validation process	Update the law n°18/2002 of 11/05/2002 governing the Rwandan press to adapt it to the Rwandan Constitution voted in August 2003 and render it more specific	The draft law seeks to specify several articles of the law n°18/2002 of 11/05/2002 governing the Rwandan press in order to be more clear	Under the validation process
Action plan of 2008	Under validation process	Plan activities for the year 2008	MININFOR activities planned for 2008 are regrouped in 4 axes: -Support promotion of the free press -Use of media, popularize national development programmes -support to the promotion of information technology for the press -Capacity building in the area of media -Popularize the government activities	

ANNEX 2: MISSIONS AND FUNCTIONS OF THE MINISTRY

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

Missions	Functions/objectives	Responsible structures	Comments
Formulate Government strategies and programmes as regards to the information	Development, implementation, monitoring and evaluation of national information policy	Office of the Minister	Officially there is no information Ministry, but there is a Ministry in the PMO in charge of information. The institution has 3 professionals plus the private secretary of the Minister and her Administrative Assistant their reduced personnel facilitates the work in group.
	Accreditation of the foreign journalists	"	This task is done by the professional in charge of international media analysis. With the draft law modifying the law No 18/2002 of 11/05/2002 governing the Rwandan Press that is under validation process the function will be transferred to the Press High Council
	Examine requests by the press organs	"	Although this function is performed by MININFOR, the latter decides after approval by the High Council of the Press. There is a joint role assumed by both MININFOR and the High council of the Press
	Analyze articles on Rwanda from international media	"	This function enables it to fulfil its mission

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

Missions	Functions	Responsible structures	Comments
*Facilitate the press organs in their professional operations	Development, implementation, monitoring and evaluation of the National Information Policy	Office of the Minister	Officially there is no information Ministry, but there is a Ministry in the PMO in charge of information. The institution has 3 professionals plus the private secretary of the Minister and her Administrative Assistant. Its officials work as a team.
	Accreditation of foreign journalists	"	This function is performed by the professional in charge of international media analysis but the current draft law will transfer it to the High Council of the Press
	Examine requests by the press organs	"	Although this function is performed by MININFOR, the latter decides after approval by the High Council of the Press. There is a kind of co-responsibility

*Get information on what international press writes on Rwanda	Analyze articles on Rwanda from international media	"	This function enables it to fulfil its two missions
Promote the good image of Rwanda	"	"	"

ANNEX 3: DESCRIPTION OF THE MINISTRY HUMAN RESOURCES ACCORDING TO THE STRUCTURE

3.1 Distribution of employees in the structure :

Structure	Civil servants			Contractual staff	Consultants	Support staff
	Director	Professionals	Execution			
Office of the Minister	1	3	1	0	0	0

3.2 Organizational structure of the Ministry:

Structure	Civil servants		
	Director	Professionals	Execution
Office of the Minister	1	3	1

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

Vision 2020	Objective of the EDPRS in relation with the MININFOR mission	Objectives set by the strategic plan of the institution	Comments
Private and Government media will be involved through objective information of all development partners	Build an independent press and encourage media by increasing number of qualified journalists, increase training seminars on professional ethics, increase community radio stations and regional information centres	*support to promotion of the free press	The strategic plan objectives are in line with the EDPRS
		*Development and capacity building	
	Strengthening media organs by the creation of a media centre in each district to facilitate access to information related to public affairs, decisions made and opportunities with a bid to facilitate the law revision campaign.	*Using the press in popularization of national development programmes	The EDPRS objective to promote media by creating the media centre in each district may fail because the district does not have a structure responsible for media centres. Moreover, the media centre project of the EDPRS does not appear in the MININFOR action plan.
		*Support to the promotion of information and communication technology in the press	

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

Objective set by the Strategic plan of the institution	Projects in the annual work plan	Comments
*Development and capacity building	Support the Press House in Kigali	The projects in the action plan are in line with strategic plan objectives but they are disproportional with the MININFOR staff that are made up of six employees with 3 professionals only
	Collaborate with partners to create the guarantee fund to support media organs and journalists organizations	
	Assist journalists organisations (ARJ, MAISON DE LA PRESSE, ABAHWITUZI)	
	Rehabilitate the office of the High Press Council	
	Capacity building for ORINFOR employees	
	Finalize the construction of the new printing plant of ORINFOR and evaluate its functioning	
*Using the press to popularize national development programmes	Organize training seminars on the National policy	
	Support media clubs in schools	
	Support the elected persons in charge of information in decentralized entities	
	Train "one stop service" employees in districts as well as the elected persons in charge of information at the Cell level	
	Construction of regional information offices: KARONGI and MUSANZE	
	Launch community radios: MUSANZE and NYAGATARE	
	Carry out a study to the Rwanda Radio listeners and TVR viewers as well as to the readers of the Imvaho Nshya and the La Nouvelle Relève	
	Make the weekly Imvaho Nshya the daily newspaper	
* Support to the promotion of the Information Technology in the Press	Train media leaders and journalists on appropriate computer programmes such as internet assisted publishing	
	In collaboration with specialized companies (MTN Rwandatel, and RITA) establish mechanisms enabling media organs and journalists to have frequencies or codes facilitating them to share news at affordable costs	
	Render digital Radio Rwanda studio	
*Support to the promotion of a free press	*Disseminate the draft law modifying law N0 18/2002 of 11/05//2002 governing the Press in Rwanda *Law establishing the organization of the High Council of the Press -Norms governing journalists *Protocol on creation of private radios and TVs	
	Elaboration of instructions on control and self control procedures	

ANNEX 6: DESCRIPTION OF THE MINISTRY COMPUTER SYSTEM

6.1: Computer equipment for the personnel:

Service/structure	Number of the staff	Number of computers	Desktops	Laptops	Operating system	Connected to the network	DD shared on the network	comments
Office of the Minister	6	11	6	5	XP	yes	No	MININFOR is well equipped with computer tools

6.2 Network Security:

Type of access to the network	Security of access to the network	Internet filtering	Documents protection	Protection of access to the computer	comments
CAT6	Yes	No	No	No	Internet connection uses the optical fibre

6.3 Description of the printing system:

Service/structure	Number of printers	Type DJ or LJ		Network or local?	Shared yes/no	Comments
Office of the Minister	5	5HPLJ	0 HP DJ	Local	No	All the printers will be connected in less than one month

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ANNEX 7 : DESCRIPTION OF COMMUNICATION TOOLS:

7.1 Mail management analysis:

Number of incoming mail		period	Number of outgoing mail		Period	Comments
internal	external		internal	external		
3	49	Per week	2	5	Per week	The number of mail varies according to periods. At the beginning of the year mails are less numerous and they progressively increase

7.2 Description of Communication tools

Institutional structures	Fixed phones	Mobile phones	Fax	IP telephones	Radio BLU etc.
Office of the Minister	3	6	1	0	0

ANNEX 8: TIME MANAGEMENT

8.1 Use of Agendas:

Director/SG/Min	Type of the agenda hard copy/electronic)	Shared with the assistant	Synchronization with colleagues
Minister	Hard copy	Yes	Does not exist

8.2 Management of meetings and individual appointments:

Concerned person	Number of meetings/week	Number of appointments/week
Minister	3 regular meetings (almost statutory) per week, with 1 non regular meeting or improvised	1
Personal Secretary	2 regular meetings (almost statutory) per week, with 1 non regular meeting or improvised	0.5

Administrative Unit	Post	Attributions of the organic structure	Attributions according to the job holder	Required qualifications	Qualifications of the job holder	Comments
Office of the Minister	Private secretary	*Assist the Ministry in administrative and political matters; *Analyse and summarize the content of the files to be submitted to the Minister for approval; * Provide opinions and advice on files entrusted to him/her by the Minister; *Identify priority files to be submitted to the Minister *Control the order in the Secretariat of the Minister; *note for the Minister corrections of files presented to him for signature *Register, process and file confidential files of the Minister	In addition to their attributions in the organic structure, all the MININFOR officers are involved in the consolidation of action plans and activity reports	Bachelor's degree in Communication, International Relations and Political Sciences	Bachelor's degree in Law	There is no employee with the required qualifications. However, as those employees have been working for the Ministry long a time ago, there is need to think about their capacity building
	Press development	*Develop national press policies and programmes; *Set up mechanisms for implementation of information related law; *Define norms and principles in matters of information; *Develop and identify areas of information related law to be updated as regards to the information; *Formulate and explain orientations of both private an Government press; *Regularly monitor the implementation of national policies as regards to IEC; *Develop national programmes of IEC; *Develop programmes to train media professionals; *Establish and develop relations with private and government media organs; *Define orientations for the private press organs, and control the state of their respect; *Regularly evaluate the functioning of the public press; *Propose ways and	All these posts are also involved in periodic planning and in the drafting of periodic reports	Bachelor's degree in communication or journalism	Bachelor's degree in Arts with 5 years experience	The attributions of this post are numerous for one post *Moreover, they attributed tasks of elaboration of policies, training, legislation, and monitoring and evaluation to one post. This mixture of attributions to one post does not allow the holder of the post to work efficiently. *the holder of the position does not have required qualifications for the post. However, the gap is not big since his training area is closer to the training required and in addition, he has long experience in that area.

		means to develop and promote the press;				
	Professional in national media analysis	*Examine requests from the national private organs; * Evaluate the respect of orientations given to the written and audio visual private press; *Maintain and develop work relations with the private press organs; * organize subscription files of the Ministry and the PMO services to national newspapers and periodicals		Bachelor's degree in communication and journalism	Bachelor's degree in English with five years experience	On reading of the attributions one notices that the 2 posts have the same content except some tasks that are related to international media analysis like analyse foreign press on Rwanda if necessary prepare statements to deny false information *The official is not qualified for the post. However, the gap is not big since his training area is closer to the training required and in addition, he has long experience in that area.
	Professional in international media analysis	*Regularly evaluate activities of the international press working in Rwanda on basis of contracts; *Grant accreditation to foreign journalists; *Put in place mechanisms to update new information technologies used by national press organs; *Put in place mechanisms to respect the national policy and Rwandan law on information by the international press accredited to Rwanda; *Examine applications of international press organs requesting authorization to broadcast on the national territory; * organize subscription files of the Ministry and the PMO services to national newspapers and periodicals *Carry out analysis of the foreign press on Rwanda if necessary prepare statements to deny false information *Evaluate training needs and programmes and ICT equipments		Bachelor's in communication or journalism	Bachelor's in Arts with 5 years experience	On comparing required qualifications and attributions, there are attributions that can not be accomplished by a professional in international media analysis, for example "Evaluate training needs and programmes and ICT equipments, this task should be performed by an IT specialist. In addition, this task may duplicate with press development tasks." *The official is not qualified for the post. However, the gap is not big since his training area is closer to the training required and in addition, he has long experience in that area. * This post has inappropriate attributions for a professional of an organ in charge of formulating policies. It is the case for "Grant accreditation to foreign journalists" that should be assigned to the execution agency for example the High Council of the Press. Moreover, the attribution related to subscriptions to newspapers and periodicals is a routine task that may take time of the professional and prevent him from carrying out conception work. This task should be performed by the Administrative Assistant to the Ministry

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Annex 10: analysis of office equipment of the Ministry:

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

ANNEX 11: WORK NEEDED TO IMPLEMENT NEW HRM PROCEDURES

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

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

Finally, procedures must be maintained to take into account any possible changes in working methods either to improve their efficiency and reliability or to take account of new management methods (computerization, process integration, administrative restructuring, change of management rules (statutes, etc..)
To achieve this, it is proposed to proceed as follows:

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

- Presentation of the project to the Prime Minister Office to decide on implementation through a regulatory text.

- Selecting trainers of trainers in each of the administrations concerned and training of the trainers in these new procedures.

- Creation of a new structure to maintain procedures within MIFOTRA;

- Training of personnel managers involved in all Public Institutions and Administration;

- Decision on implementation of new procedures;

- Creation of a special inspection to verify the application of procedures in the Administration.

ANNEX 12: CONTENTS OF TIME MANAGEMENT TRAINING

Paradox of time

Time clock

Time nature

time spent

Psychological time

Time for others

Time management rules and principles

Fraisse rules(Paul Fraisse, French psychologist)

Zeigarnik effect

Douglas rule

Ecclesiastes

Murphy's rule

Advantages of time management

How to best control one's time

Self-evaluation

How do you currently manage your time

Self-evaluation : how do you waste your time ?

Self-evaluation : do you tend to postpone your programme for tomorrow ?

Self -evaluation : are you perfectionist ?

How to improve one's organization system

Time management principles

A. Definition of the object of your work

B. Define your goals

C. Formulation of an action plan

D. The logbook or diary

E. Planning

F. filing in order of priority

G. documents management.

H. Telephone use

I. meetings

J. Delegation

K. Main obstacles to the organization

L. Seaerching and managing the information : brainstorming

M. Self-discipline

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