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AUTHORITY DELEGATION POLICY IN RWANDA PUBLIC ADMINISTRATION

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EXECUTIVE SUMMARY

The Rwanda Public Service is committed to ensuring quality and timely service delivery through strong organizational performance. Bringing services and decision-making powers close to the people has been an enabling factor in enhancing the delivery of services in Rwanda Public Service. All public service reforms carried out have been informed by the commitment of the Government of Rwanda to ensure that public services are delivered within reasonable time frames and with the highest level of professionalism and accountability.

Against this background and in a bid to maintain the momentum in establishing policy frameworks for organizational efficiency and quality and timely service delivery, the Rwanda Public Service Delegation of Authority policy lays down a framework for delegation modalities in the Public Service. In the context of administrative and technical responsibilities, the Policy recalls that delegation can be explored as an efficient tool in ensuring common and shared responsibility and accountability across all administrative ladders within the public service.

The Policy underscores the fact that Delegation of Authority may be expressly provided by a law or not. Therefore, where there is no law authorizing delegation of Authority, this policy shall provide practical Authority delegation mechanisms for all public servants with the authority to decide and take action in the exercise of their responsibilities.

The Rwanda Public Service Delegation of Authority Policy is expected to enhance service delivery, and contribute to both individual and institutional development. With the need for timely services and both vertical and horizontal team work in the public service, the role of delegation of Authority cannot be emphasized more.

The Policy provides framework to be used by individual institution for policy implementation taking into account institution specificities. By way of this approach, the Policy mandates the management of public institutions to embrace the delegation of authority as a tool of administration efficiency and hence ensure it becomes part of the institutional management culture.

I. INTRODUCTION

The Government of Rwanda initiated a range of public service reforms to enhance the efficiency and effectiveness of Public Sector Institutions and achieve quality service delivery. As part of the reforms, the mandate and structures of public Institutions were reviewed to promote efficiency in the public service.

As a result, the public service was re-organized, reduced in size, and a number of central government functions were transferred to lower local governments as the decentralization policy came into force in 2001. In addition the Government adopted and implemented policies, which allowed other players to participate in the economic and social development of the country, notable among such policies is the policy of Privatization and private sector development, as well as encouragement of the activities of Civil Society Organizations.

In 2008, the Government of Rwanda (GoR) embarked on a functional review exercise aimed at verifying whether public services were being properly delivered at every level; for Central Institutions (Ministries and Agencies...) and Local Government entities (Districts, Sectors and Cells). A capacity needs assessment for Local Government entities was also carried out. These studies found a number of aspects which required redressing in order to optimize the quality and efficiency in public service delivery. Most significant of these were work overload, bureaucracy administrative delays and demotivation of the supervisory staff.

Majorly, the functional reviews highlighted the fact that there were no clear and well stipulated procedures guiding the delegation of authority and responsibilities, thus leading to a concentration of responsibilities at the apex of the hierarchy; that is, the Ministers, Permanent Secretaries, Secretaries Generals, Clerks, Executive Secretaries, Director Generals and Governors in the case of Central Government; and Mayors and Executive Secretaries in the case of Districts.

Therefore, establishment of a coherent and permanent delegation system of responsibilities was recommended.

II. FINDINGS OF THE AUTHORITY DELEGATION STUDY

The Ministry of Public Service and Labor conducted a study aimed at finding out how tasks and responsibilities were being shared between the different levels of hierarchy in the public service institutions and the impact it had on the quality of service delivery therein. The study was conducted in Central Government and Local Government institutions. These were the findings:

II.1. Institutional aspects

a) Ministries

At this level, the study found out that most power and responsibility rested in the hands of the top management i.e Minister and Permanent Secretary. Here is the illustrative case of the situation of a Ministry.

- All documents are signed by the Minister and Permanent Secretary;
- Approval and Signature of all the human resources management deeds; (staff appointment, annual and maternity leave, salary payment, dismissal, promotion, disciplinary actions, etc);
- Approval and Signature of all the outgoing mails (PS and Minister)
- In most Ministries, the dispatching of mails is carried out by the Permanent Secretary's Office or the Minister's office.
- In terms of financial management, for any payment , the procedure is as follows:

1. Verification by the Budget Officer
2. Verification and Signature by the DAF
3. Approval and Signature by the PS

b) Provinces

In the case of Province, most power and responsibility were concentrated in the offices of the Governor and Executive Secretary. These two province authorities sign all the official documents.

c) Districts

In the case of Districts, most power and responsibility were concentrated in the offices of the Mayor and Executive Secretary.

All the human resources management deeds are signed by the Mayor while the financial management deeds are signed by the Executive Secretary who is the Chief Budget manager.

In brief, the study noted that excessive control and approval mechanisms and micromanagement that lay at top levels of institutions are obstacles to high strategic planning, high productivity and results-based management culture. In this respect, existing regulations and rules would therefore need to be revised to accommodate authority delegation system across the public service.

II.2. Legal framework

There is currently a legal framework in place that governs the delegation of authority and responsibilities in public service. However, the existing legal framework has a limited scope in terms of sectors and areas covered.

The Law n° 86/2013 of 11/09/2013 establishing the General Statutes for Rwanda Public Service allow authorities entrusted with powers related to the civil servants management to delegate the entrusted powers to managers/subordinates. The same law provides that a Presidential Order shall determine the competent authority and modalities of authority delegation as regards the management of public servants.

In Public Prosecution, the Law n° 04/20010L of 03/01/2011 determining the organization, functioning and competence of the National Public Prosecution Authority and the Military Prosecution Department provides for possibility of delegating authority where the Prosecutor General may delegate some of his/her powers to the Deputy Prosecutor General or any other staff of the National Public Prosecution Authority.

As far as financial management is concerned, the Organic Law n°12/2013/OL of 12/09/2013 on State Finances and Property provides that the Chief Budget Manager may delegate part of his/her powers to any relevant public officer under him/her and after informs the Minister in charge of finance in writing.

In case the Chief Budget Manager delegates to any person, he/she remains accountable for delegated powers.

III. AUTHORITY DELEGATION IN PUBLIC SERVICE MANAGEMENT

III.1. Rationale of delegation of authority

Delegation of authority is a prerequisite for the successful implementation of results-based public service management. To be accountable for results, managers have to be duly empowered through the clear delegation of authority in all areas, especially financial and human resources management. More generally, increased organizational performance highlights the need to empower staff to participate in decisions affecting the organization as one of the principles underlying the management style that is required for good governance.

The primary objective of delegation of authority is to foster a more efficient use of resources and facilitate the emergence of more agile and responsive organizations, thus enhancing overall performance. Because performance improves when the people who are closest to the work have managerial authority and responsibility delegated directly to them, public institutions have to ensure that internal processes provide managers with the authority and flexibility they need to contribute to the organization's mission.

III.2. Delegation of authority and delegation of signature

Sometimes what is labelled as delegation of authority may be no more than delegation of signature. In the former, there is a transfer of responsibilities in a given sphere of action from one administrative authority to another, whereas in the

latter, the authorized representative simply takes decisions in the name of the delegator.

III.3. Authority delegation and decentralization

It is necessary to make a distinction at the outset between genuine delegation of authority and decentralization, where the former means devolution of decision-making powers and a process by which a manager assigns or entrusts a part of his workload to his subordinate whereas the latter means systematic distribution of authority by the top management down the line to create operative levels and to make them autonomous in their functioning. In a highly decentralized organization, the top management restricts itself to major decisions in areas like policy making, coordination and control. The lower level managers have enough decision making authority and support to introduce innovativeness in their work.

IV. POLICY OBJECTIVES

The overall aim of Authority delegation is to have meaningful participation and cooperation from the subordinates for achieving certain well-defined results. Authority delegation allows significant deconcentration of routine responsibilities from the superior. As a result, superior authorities will focus more on strategic organizational matters and subordinates are induced to become responsible for certain functions transferred to them.

Delegation is a mechanism, which a superior/ manager uses for sharing his work with the subordinates and thereby raising organizational efficiency. In particular delegating authority has the following objectives in public service management:

1. Relieving managers for routine and unnecessarily time consuming responsibilities: Delegation will make it possible for the managers to distribute their workload to others and concentrate on strategic functions.
2. Facilitating efficiency and quick actions: Delegation enables subordinates to deal promptly with problems and take decisions quickly within their authority, saving time in the process. This raises the overall efficiency in an

Organization and offers better results in terms of timely and good service delivery.

3. Leading to motivation of subordinates and improving employee morale: Authority with responsibility encourages subordinates to give their best at work. They take more initiative and gain more interest in their work. Furthermore, Delegation leads to motivation of employees and staff development. The attitude and outlook of subordinates towards work assigned becomes more constructive.
4. Developing team spirit: through delegation, effective communication develops between the superiors and subordinates. This brings better relations and team spirit among the superiors and subordinates enhancing working relationships and trust.
5. Facilitating management development: Delegation acts as a training ground for management development. It gives opportunity to subordinates learn, grow and develop new qualities and skills. It builds up a reservoir of executives, which can be used as and when required.

V. ELEMENTS OF DELEGATION OF AUTHORITY

Every process of delegation of authority involves essential three interrelated steps i.e. delegating authority, vesting responsibility, and holding the delegate accountable.

Authority–is the legitimate power vested in a competent authority to take decisions and to direct and control organizational resources towards the achievement of organizational objectives. In Public Service, most authority rises at the top of the hierarchy and flows from top to bottom of the organization’s administration.

Responsibility–refers to an employee’s opportunity or ability to act independently, take decisions and perform satisfactorily or complete tasks established by his/her job position and/or duties assigned by a supervisor. A person who is given responsibility to complete a given task has to ensure that he/she accomplishes that task. Obviously responsibility without adequate authority is as useless as authority without responsibility as both can create discontent and dissatisfaction.

Accountability–implies taking ownership of all responsibilities and honoring commitments, delivering outputs for which the staff member has responsibility within prescribed time, cost, quantity and quality standards; operating in compliance with organizational regulations and rules.

In line with effective delegation of authority, accountability entails three major elements: (i) responsibility and liability (ii) reporting and (iii) monitoring.

In respect of the first, once the cascade of expected results is established and each individual is aware of what and to whom he/she is accountable, each individual must be responsible and liable for the effective and efficient use of the resources allocated to carry out the tasks to implement the programmes and activities. The quality of performance in respect of assigned tasks and responsibilities, as reflected in the individual performance appraisal report, would be the yardstick for subsequent personal actions.

The second element refers to the obligation of all staff and managers at all levels, including the executive heads, to keep their supervisors systematically informed about the actions taken to carry out the mandated programmes and activities.

The third element deals with the duties related to monitoring the actions taken by the supervisees in implementing the assigned tasks, supporting subordinates, providing oversight and taking responsibility for delegated assignments.

VI. PRINCIPLES OF AUTHORITY DELEGATION

Effective implementation of delegation of Authority in Rwanda Public Service shall require adherence to principles and compliance with conditions set below. It is critical that all public institutions take note of the principles and conditions of authority delegation to make the latter a tool towards administrative efficiency. The said principles are meant to help a great deal establishing clear delegation relationship between the delegating authority and the delegated authority.

a) Strict compliance with applicable legislation and formality in delegation

Delegation of Authority shall not be authorized where a law in force prohibits the authority in exercise from delegating a portion of its powers.

As any other administrative act in Rwanda Public Administration, authority delegation must be in writing under signature of the delegating authority. An act of delegation of authority may be open-ended or for a specific period. However, in either case, authority delegation may at any time be withdrawn by the delegating authority in writing. The delegation of functions devolved to a subordinate because of absence of an authority will lapse when the authority comes back.

b) Unity of Command and clear chain of command

This principle of delegation suggests that everyone should have only one boss. A subordinate should get orders and instructions from one superior and should be made accountable to one superior only. This means 'no subordinate should be held accountable to more than one superior'. When a subordinate is asked to report to more than *one boss*, it leads to confusion and conflict. Unity of command also removes overlapping and duplication of work. In the absence of unity of command, there will be confusion and difficulty in fixing accountability.

c) Absoluteness of Responsibility

This principle of delegation suggests that the authority delegated does not imply that the delegator stops being accountable for the responsibility delegated to the subordinate. The administrative responsibility is absolute and remains with the superior and the superior cannot run away from the same even after delegation. Even when the manager delegates authority to his subordinate, he remains fully administratively accountable to his superiors because responsibility cannot be divided between a superior and his subordinate.

In performing delegated responsibilities, the delegate has to ensure that his/her activities and decisions conform to administrative and legal requirements. In case of breach, the subordinate will be administratively accountable to his/her superior while in criminal matters, he/she shall be personally responsible for his/her legal transgressions.

d) No delegated authority can be further delegated

The principle “no delegated authority can be further delegated” must apply while implementing delegation of authority in Public Administration. It implies that a subordinate to whom authority is delegated cannot him/herself further delegate that same authority to another subordinate in hierarchy unless this has been expressly specified by the principal delegation act.

e) Validity of decisions

Decisions taken by virtue of delegation of authority no matter to which level of hierarchy the authority is placed, shall be considered as valid in their entirety.

The delegation of authority can be withdrawn, amended or lapsed. However, the withdrawal, amendment or lapse of delegation does not invalidate anything done as a consequence of a decision taken, or a performed task in terms of that delegation before such withdrawal, amendment or lapse.

f) Reporting Obligation and Review of Delegation

A staff member, to whom authority has been delegated, must report to the delegating authority in writing on all decisions taken or tasks performed within the scope of the delegated authority.

Effective delegation of authority calls for monitoring and evaluation of the exercise of delegated authority. The monitoring and evaluation which can be ensured through the regular reporting on exercised delegated authority should be reinigorated through readiness to open dialogue between the delegating authority

and the delegate. Such Monitoring and Evaluation mechanisms will provide ground information to assess the necessity for reviewing the delegation of authority. Whenever it becomes necessary to review, the delegating authority shall submit a report on the existing delegations with recommendations on any changes thereto which they may consider necessary, to the direct supervisor or Head of the public institution.

g) Impersonal nature of delegation

Delegation of authority in Rwanda public service shall be premised on the principle of sustainability and continuity. In ensuring the same, delegated authority must be conferred upon political office bearers and posts on the organizational structure of the Institution and not personally on incumbents of such posts. Delegation also shall apply in respect of acting positions provided persons appointed in such positions have lawfully been so appointed.

However, restrictions on the above rule may be introduced if the circumstances so require, and upon legitimate grounds.

VII. SUCCESSFUL FACTORS FOR EFFECTIVE IMPLEMENTATION OF AUTHORITY DELEGATION

A number of factors contribute to effectiveness of delegation of authority and the following “Nine Cs” describing them are paramount:

1. Conceived authority

Authority that can be delegated must obligatorily be legally recognized and already entrusted with the delegator. This authority is considered to have been conceived throughout different legal instruments mainly laws and regulations. This therefore implies that a manager should only be allowed to devolve authority that was initially entrusted to him /her.

The delegation of authority applies to duties and responsibilities inherent to the delegator's post. Work related instructions and orders issued by authorities to subordinates will not be construed as delegated authority.

2. Choose what can be delegated

Choosing what to delegate and what to retain is one of the biggest leadership responsibility. It is better to delegate the routine and other responsibilities where not much policy making and strategic decisions making are involved.

In respect of the above, superiors should remain with strategic and high level functions which are critical in the running of the institution.

3. Capacity building- *Nurture staff to shoulder managerial responsibility*

Since delegating authority passes on increased duties to middle managers, it calls delegators to ensure training of delegates through induction programmes and on job training meant for building their capacities and grooming them to accomplish successfully delegated duties. Additionally, specialized training will need to be provided to ensure the adequate development of the managerial competencies identified as key ones to perform delegated duties.

It is believed that training programmes related to management behavior, emotional intelligence, effective communication and meetings, teamwork and time management have a significant impact toward a fruitful delegation of authority and increasing organizational performance.

4. Clarity-clear cut instructions

Clarity of duty as well as result expected is a keystone in authority delegation practice. It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it. Clarity of orders is the most important element in any organizational setup. The delegator should explain in clear terms, verbally as well as in writing the what, why, when and where of duty assigned.

Delegates should be made to understand the limits of authority so that they know the area of their operation and the extent of freedom of action available to them. Such clarity guides subordinates while performing their jobs.

5. Communication-constant liaison

Maintaining constant communication between a manager and subordinates is a sine qua none factor for effective delegation of authority. Constant communication, downwards and upwards, helps in solving the issues before they become problems. Delegation system may not work smoothly in the absence of effective communication between the superior and subordinates.

Furthermore, through constant communication, the delegator will easily access comprehensive information on the status of performance of delegated duties, which will enhance transparency and enable the delegator to identify areas that need further improvement in delegation.

6. Confidence-have confidence, build confidence

It is obvious that delegate will take a certain time to adjust to new and enhanced responsibility. In view of this, the delegator must have confidence in his/her employees to rise to the occasion. To avoid possible mistakes, it is better to equip delegate with sufficient information and all details surrounding the performance of duties being delegated.

7. Constant monitoring-everyone needs monitoring

Once delegated, the delegator's role and responsibilities just change, but do not finish. Constant monitoring and taking corrective measures wherever needed is the delegator's responsibility.

8. Cooperation- *not leaving delegates in the lurch*

Delegation is just for increasing the efficiency and effectiveness of the organization. However if the delegator does not cooperate with delegates, they will not operate at their optimum level, it is therefore necessary for the delegator to help them to excel by guiding and assisting them in discharging their duties.

9. Commitment-*valuing adherence to delegation of authority*

Genuine delegation must cascade down from the very sources of authority, namely the organizational leaders, through the executive heads of departments and line managers, and there must be a clear commitment at all levels in favor of such delegation.

VIII. LOGFRAME FOR ESTABLISHING DELEGATION OF AUTHORITY IN RWANDA PUBLIC SERVICE

The table below indicates, in a template format, what should be considered in preparing a delegation plan within a Public service in the Rwanda Public Service. This table is not exhaustive, bearing in mind the unique nature of each institution. It is rather an illustration to guide institutions in coming up with their own customized log frames.

N ^o	FIELD	Nature of responsibility	Delegating Authority	Authority to whom responsibility is delegated	Extent of responsibility delegated	Remarks/ Conditions
1	Technical responsibilities	Deciding on issues related to Unit or Department technical responsibilities when the impact of decision does not exceed the institution's level or is merely at an individual level.	Minister/PS/DirCab/ Head of Institution/Governor /Mayor/Executive Secretary	Director / Head of concerned technical Unit	Full Authority	Compliance with all relevant laws and regulations
		Providing technical information that has already been subject of decision by relevant authority.	Minister/PS/DirCab/ Head of Institution/Governor /Mayor/Executive Secretary	Director / Head of concerned technical Unit	Full Authority	Compliance with all relevant laws and regulations
		Executing decisions taken by institution's relevant authorities	Minister/PS/DirCab/ Head of Institution/Governor /Mayor/Executive Secretary	Director / Head of concerned technical Unit	Full Authority	Compliance with all relevant laws and regulations
		Inviting and chairing technical meetings directly related to the concerned departments	Minister/PS/DirCab/ Head of Institution/Governor /Mayor/Executive Secretary	Director / Head of concerned technical Unit	Full Authority	Compliance with all relevant laws and regulations

2	Human Resource Management	Recruitment process :	PS/DirCab/Head of Institution/Governor /Mayor/Executive Secretary	Corporate Services Division Manager, if not applicable, Director responsible for Administration	Full Authority	Compliance with all relevant laws and regulations
		- Approval of advertisement of vacancies	PS/DirCab/Head of Institution/Governor /Mayor/Executive Secretary	Corporate Services Division Manager, if not applicable, Director responsible for Administration	Full Authority	Compliance with all relevant laws and regulations
		- Approval of Selection of candidates	PS/DirCab/Head of Institution/Governor /Mayor/Executive Secretary	Corporate Services Division Manager, if not applicable, Director responsible for Administration	Full Authority	Compliance with all relevant laws and regulations
		- Recruitment Report to the Public Service Commission	PS/DirCab/Head of Institution/Governor /Mayor/Executive Secretary	Corporate Services Division Manager, if not applicable, Director responsible for Administration	Full Authority	Compliance with all relevant laws and regulations
		- Placement of candidates	Minister/ DirCab/Head of	Permanent Secretary/	Full Authority	Compliance with all relevant laws and

			Institution/Governor /Mayor/Executive Secretary	Secretary General/Corporate Services Division Manager		regulations
		- Taking an oath	Minister/ DirCab/Head of Institution/Governor /Mayor/Executive Secretary	Permanent Secretary/ General Secretary/ Corporate Services Division Manager	Full Authority	Compliance with all relevant laws and regulations
		- Certificate of Services	Minister/ DirCab/PS/Head of Institution/Governor /Mayor/Executive Secretary	Director responsible for Human Resource / Administration	Full Authority	Compliance with all relevant laws and regulations
		- Salary certificate	DirCab/PS/Head of Institution/Governor /Mayor/Executive Secretary	Director responsible for Human Resource / Administration	Full Authority	Compliance with all relevant laws and regulations
		Granting authorization to an employee for concluding employment contract with another employer	DirCab/PS/Head of Institution/Governor /Mayor/Executive Secretary	Immediate supervisor	Full Authority	Compliance with all relevant laws and regulations
		Annual Training Plan Report to the Public Sector Capacity Building Secretariat	Minister/DirCab/PS/ Head of Institution/Governor /Mayor/Executive	Director of Human Resource and Administration	Full Authority	Compliance with all relevant laws and regulations

			Secretary			
		Issuance of authorization to Civil Servants for training	Minister responsible for Public Service	Director responsible for Capacity Building	Full Authority	Subject to respect applicable laws, approved training plans, and due consideration of priority sectors
		Approving statutory leaves	DirCab/PS/Head of Institution/Governor /Mayor/Executive Secretary	Director of Human Resource and Administration	Full Authority	Respect to relevant laws, and annual leave plan
		Permission of absence and compensation of extra-daily working time	DirCab/PS/Head of Institution/Governor /Mayor/Executive Secretary	Immediate supervisor	Full Authority	Respect to relevant laws
		Interim in a vacant managerial position	Appointing authority	Head of Institution	Full Authority	Compliance with all relevant laws and regulations
		Interim in a temporary absence of a jobholder in a managerial position	Appointing authority	Immediate supervisor in hierarchy	Full Authority	Compliance with all relevant laws and regulations
		Interim in a professional level and support position	Appointing authority	Head of Unit	Full Authority	Compliance with all relevant laws and regulations
		Administrative sanctions of 1 st category: warning, reprimand	Minister/DirCab/PS/ Head of Institution/Governor /Mayor/Executive	Permanent Secretary / Head of Department	Full Authority	Compliance with all relevant laws and regulations

			Secretary			
		Declaration of Occupation Hazards	Minister/DirCab/PS/Head of Institution/Governor/Mayor/Executive Secretary	Director responsible for Human Resource Management	Full Authority	Compliance with all relevant laws and regulations and in consultation with immediate supervisor
3	Financial Management	Authorization of commitment to some payments to service providers to which the ceiling is predetermined by Chief Budget Manager	Chief Budget Manager	Corporate Services Division Manager, if not applicable, Director responsible for Finance	Full Authority	Respect of the governing laws, and institutional organizational structures
		Preparation and submission of monthly cash flow plan to the Ministry in charge of Finance	Chief Budget Manager	Corporate Services Division Manager, if not applicable, Director responsible for Finance	Full Authority	Compliance with all relevant laws and regulations
		Preparation and submission monthly financial statement reports to the Ministry in charge of Finance	Chief Budget Manager	Corporate Services Division Manager, if not applicable, Director responsible for Finance	Full Authority	Compliance with all relevant laws and regulations
		Provisional, final tender notifications and certificate of completion	Chief Budget Manager	Corporate Services Division Manager, if not applicable, Director	Full Authority	Subject to respecting all applicable laws and regulations

				responsible for Finance		
		Approval of Salary, Lump sum Payment and other statutory payments	Chief Budget Manager	Corporate Services Division Manager, if not applicable, Director responsible for Finance	Full Authority	Respect of the governing laws, and institutional organizational structures
4	Mail Dispatching	Incoming Mails to Technical Units	Minister/DirCab/PS/ Head of Institution/Governor /Mayor/Executive Secretary	Head of Central Secretariat	Full Authority	Subject to informing the delegating authority daily on all incoming mails and where they are transferred.

Note: Matters reflected in the table above are not exhaustive, bearing in mind the unique nature of each institution. It is required that each Ministry/institution identifies its sector specific activities not covered in this log frame and reflects them in delegation of authority document in conformity with the present policy. The sector specific authority delegation document should be developed and approved by the senior management of the concerned institution.

IX. CHANGE MANAGEMENT FOR EFFECTIVE IMPLEMENTATION OF DELEGATION OF AUTHORITY IN RWANDAN PUBLIC SERVICE

The benefits of delegation will not be automatic. The implementation process may encounter challenges at different levels hence the need to proactively identify possible risks that may hinder effective implementation of delegation of authority and subsequent mechanisms to mitigate them.

IX.1. Obstacles to implementation of authority delegation

Obstacles that may fail implementation of delegation of authority within an organization can be classified into 3 categories: obstacles related to the supervisor, obstacles related to subordinates and obstacles related to organizations.

IX.1.1. Obstacles related to the Supervisor

- a) ***Resistance to part with authority***: A supervisor may resist delegating his authority to subordinates because he cannot bear to part with any authority. Supervisors may also be insecure in their jobs or believe certain activities are extremely important to their personal success and may find it hard to put the performance of these activities into the hands of others.

Managers should promote institutional achievements over individual ones through enhanced collaboration and team work spirit among managers and subordinates. This builds unit of purpose and contributes to organizational efficiency for realization of an organization's mission.

- b) ***Underestimation of subordinate's capacity***: the fear that the subordinates will not do a job well and the suspicion that surrendering some authority may be seen as a sign of supervisor's weakness.

Managers should have trust in subordinate's capacities and accompany them in fulfillment of delegated responsibilities through provision of effective induction courses, coaching and mentoring in order to induce them to productively participate in achieving organizational mission.

- c) **Perfectionism:** a manager may know his/her employees are competent, but feel certain that he/she can do it even better. This is not necessarily unreasonable fear, but the answer lies in required training rather than trying to do all the work alone.

IX.1.2. Obstacles related to Subordinates

- a) **Fear of failure:** Subordinates may be reluctant to accept delegated authority because they are afraid of failing, lack self-confidence, or feel the supervisor doesn't have the confidence in them.

Employees need build their own confidence but also managers must express confidence in their abilities. It's important to realize how much the manager's support and confidence can help an employee succeed as well as how much his/her hesitation or lack of confidence can undermine a positive outcome.

- b) **Fear of taking responsibility:** subordinates may fear to shoulder responsibility and wish to keep enjoying a permanent dependence on their supervisors versus being accountable for delegated responsibilities. In addition, the subordinate may fear to bear increased responsibilities that lead to heavy and demanding work that may negatively impact on his/her perceived performance.

Managers should ensure knowledge of delegation objectives: Before delegating authority, the subordinates should be made to understand their benefits from the delegation system and to the organization including subordinates personal capacity development.

IX.1.3. Organizational obstacles

Resistance to change: an attempt to introduce delegation of authority system in any organization may make managers and employees reluctant and apprehensive in adopting a new process and procedures of work and working relations, for the organization would be introducing a significant change in status quo.

The Ministry responsible for public service will hold necessary workshops to influence the mindset change and ensure knowledge of delegation objectives and benefits for all (Institutions, Delegators and Delegates).

X. IMPLEMENTATION STRATEGIES

The implementation of the Public Service delegation of authority policy rests upon all players' understanding of authority delegation and the critical role it plays in ensuring administration's efficiency and timely provision of services. The strategies below stipulate how the policy will be implemented.

X.1. Ownership strategies

The Policy calls upon all public institutions to make internal assessment aimed at ensuring that delegation of authority is used in daily management of public services affairs. In this regard, the management team of a public institution should take responsibility and play a lead role in introducing a customized framework delegation of authority within an institution and ensure it is adhered to.

X.2. Effective communication strategies

As an instrument towards efficiency and effectiveness of public administration, delegated authority should be communicated to both internal and external users of services. Effective communication is very essential for a smooth functioning of delegation.

X.3. Strategies for planning, monitoring and evaluating delegation of authority

To ensure predictability of all work involved in the delegated task, it is essential to create a plan which can serve as a benchmark in assessing the actual implementation of delegated authority. Monitoring and evaluation should also be premised upon period reviews.

X.4. IMPLEMENTATION ROADMAP

No	Activities	Time 2014 - 2015																
		June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	Submission of delegation of authority policy to PM Office	→																
2	Development of dissemination tools				→													
2	Training of Head of Institutions						→											
3	Training of middle managers								→									
3	Training of the Human Resource Managers								→									

