

REPUBLIC OF RWANDA



MINISTRY OF PUBLIC SERVICE AND LABOUR

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**STRATEGIC ISSUES PAPER: STRUCTURE, PROGRAMMES AND BUDGET FOR THE
MINISTRY OF PUBLIC SERVICE AND LABOUR 2009 – 2012.**

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I. INTRODUCTION

The Capacity Building and Employment Promotion Sector (CBEPS) aims to strengthen public sector capacity to provide effective and efficient service delivery, as well as to launch initiatives leading to increased levels of decent and economically productive employment. The sector plans activities in four areas:

Firstly, policies and legislation will be put in place for both private and public workplaces which mandate a safe, secure and equitable work environment, while also introducing measures to ensure compliance. This will enshrine workers' and employers' rights and responsibilities in the Labour Laws and Public Service Policy, which in turn will be used as guidance for a range of other regulatory and procedural documents.

Secondly, the key to effective and efficient service delivery is building the human, institutional and organisational capacity of public service institutions. The sector will work in partnership with all sectors involved in Capacity Building and Employment Promotion issues to ensure capacity building is responsive to needs at all levels of governance. The sector will also strengthen the capacity of local training institutions to ensure cost-effective and responsive professional development of public sector staff.

Thirdly, in order to ensure increased levels of economically productive employment, the sector will implement two complementary initiatives. The first is the establishment of a Labour Market Information system which will provide information and advice to job seekers and provide contact with potential employers. The second initiative will provide access to priority high quality vocational training through the Rwandan Workforce Development Authority and its provincial and district centres. This is aimed at increasing the number of off-farm jobs in Rwanda.

Fourthly, CBEPS will seek to improve coordination of activities and collaboration with partners across public and private sectors, and to establish effective data collection and reporting processes to support monitoring and evaluation of progress.

The SIPs are accompanied by the MTEF 2009/10-2011/12 and the mini budget for the 2009.

II. MISSION STATEMENT AND OBJECTIVES

A) Mission

The mission of the Ministry of Public Service and Labor (MIFOTRA) is to reinforce the national labor standards, promote job creation and institutionalize an efficient and modern public service management framework that will enable private and public sector organizations to perform at their best and effectively contribute to improving the lives of the Rwandan population.

B) Objectives and action plans

To fulfil its mission, MIFOTRA has set the following strategic objectives and programmes:

Action plan objectives	Budget program
Strengthening institutional and legal framework to improve conditions of employment in public and private sector	Organizational effectiveness and efficiency
Enhancing effectiveness and efficiency public institutions to delivery a quality service	Organizational effectiveness and efficiency
Developing skills and competences of public servants and leaders for effective service delivery	Capacity Building
Strengthening public training institutions to delivery quality in country training	Capacity Building
Putting in place an effective and efficiency Labour market information system for coordination an employment promotion	Employment promotion and Labour administration
Putting in place an effective efficient vocational training delivery system	Employment promotion and Labour administration
Putting in place mechanisms for coordination and collaboration	Reinforcement of management coordination capacity

III. STRATEGIC OVERVIEW AND KEY POLICY OBJECTIVES

The Capacity Building and Employment Promotion sector covers the following domains and sub domains:

Domain 1: Capacity Building

Human Resources Management and Development Strategy

The Human Resources Management (HRM) function includes the development of programmes to improve public service management, key among them are human resources planning, recruitment, redeployment and staffing, employee discipline, labour relations, salary management, job evaluation and grading, employee orientation and performance management. This includes the introduction of modern management tools such as systems, guides, procedures, templates, processes, and advisory services.

The Human Resources Development (HRD) functions includes activities related to needs assessments, skills audits and surveys required to determine

Gaps in human resources capacity develop and select options required to close the gaps, and monitoring, reporting and evaluating on progress achieved.

local training capacity development

This area covers all activities aimed at building capacity of local training institutions to provide required training, learning techniques, and approaches required to close training gaps.

Domain 2: Organisational effectiveness and efficiency

Institutional Development

Institutional development can be seen as an improvement in an organisation's responsiveness to the needs Rwandan citizens. In practice, this refers to an ability to better define and meet the needs of citizens; an ability to respond quicker to those needs, and the ability to meet more needs for a greater number of a people. This requires organizational structures, accountability, planning, evaluation systems, and administrative delivery processes that will maximize institutional performance.

Activities include also follow-up on recommendations identified from functional reviews relative to systems, institutional relationships, co-ordinating procedures and capacity to deliver services to citizens of Rwanda. It will also serve to enhance management's ability to implement their programs, to put in place and monitor organizational and procedural controls, and to make results-focused decisions that effectively and consistently bring together desired outputs with available resources.

Legal Framework

The legal framework refers to codes and laws required to ensure a consistent application of the government's public administration values and priorities.

Management Information Systems

Management information systems allow managers to make decisions for the successful operation of government. They consist of computer resources, people, and procedures used in modern government operations. The objectives are to facilitate integration of human resources and payroll management, and improve the ability to monitor and report on manpower control and workforce statistics.

Domain 3: Employment Promotion and Labour Administration

Employment Promotion

Employment promotion activities focus on creating employment opportunities, improving the employability of workers, and promoting workplace practices for higher production and productivity. They include: vocational training, reconversion of retrenched civil servants, entrepreneurship development, employment equity and anti-discrimination policies, employment creation, and the funding of employment programs targeting in particular the youth, women, disabled and fighting HIV/AIDS in the work place.

Labour Administration

Labour administration refers to activities of government that seek to protect and safeguard the interests of workers in general. The Ministry plans to achieve this objective through enactment and enforcement of labour laws and implementation Schemes/Programmes relating to welfare, health, safety and social security for workers. These will address child labour issues, labour relations through social dialogue, and the promotion of civil society.

MIFOTRA PARTNERS

The achievement of the strategic objectives needs strong partnership and synergy with national and international partners. For now, the partners involved in this sector are: Ministries, Local government institutions, Private sector federations, Trade unions and development partners (The WORLD BANK, DFID, BELGIAN TECHNICAL COOPERATION, UNDP, AFRICAN CAPACITY FOUNDATION, CANADIAN COOPERATION, JICA, ILO, WORLD VISION KURET, BIT, UNICEF, UNIFEM, GTZ.

IV. Key priority activities of the Ministry for 2009 – 2012

2009 mini budget	2009/2010	2010/2011	2011/2012
<p>1.Develop a comprehensive national skills development policy and strategy</p> <p>1.1.develop action plans for skills development plan implementation</p> <p>1.2.disseminate the national skills development plan and strategy</p>	<p>1.All public institutions implement the national skills development plan and strategy</p>	<p>1.All public institutions implement the national skills development plan and strategy</p>	<p>1.All public institutions implement the national skills development plan and strategy</p> <p>2.Evaluation filled skills gap</p>
<p>2. Functional review for public institutions and restructuring and staffing for optimal performance</p> <p>2.1.Adjustment of structure and staffing for all central government institutions</p> <p>2.2.Conduct functional reviews for remaining public institutions</p>	<p>2.Adjustment of structure and staffing for all Public Institutions, national commissions and local government</p>	<p>2.1.Adjust or develop management systems and tools</p> <p>2.2.Evaluation of impact for the functional reviews in central government</p>	<p>2.1.Implement management tools and system</p> <p>2.Evaluation of impact for the functional review in Public institutions, National commissions and Local government</p>
<p>3.National employment policy dissemination</p>	<p>3. Implementation of the youth and woman employment promotion action plan</p>	<p>3.Continue the implementation of employment policy actions plans</p>	<p>3.Evaluation of impact of national employment promotion policy</p>
<p>4. vocational training</p> <p>4.1 Establish RWODA</p> <p>4.2.Establish labour market information system</p>	<p>4.1 Develop curricula and standards of training for key vocational skills courses</p> <p>4.2 Establish labour market information system</p>	<p>4.1.Establish 5 regional centres for RWODA</p> <p>4.2.Put in place accreditation and certification of VTCs</p> <p>4.3 Establish Business</p>	<p>4.1. Evaluation of RWODA impact.</p>

	4.3 Establish 5 regional centres for RWoDA	Incubations system	
5. IPPIS System 5.1 Payroll 5.2 HR Administration 5.2 Performance management 5.3 Reporting	5.1 IPPIS Rollout & decentralization: 5.1.1 Central Administration functions (Ministries) 5.1.2 Judiciary (HR administration functions)	5.1 IPPIS decentralization: 5.1.1 Districts 5.2 System maintenance & upgrade	5.1 system maintenance & upgrade 5.2 IPPIS Major version release 1

V. KEY CONSTRAINTS / CHALLENGES AND REMEDIAL ACTIONS

Action plan objectives	Constraint/Challenges	Planned Actions
Strengthening institutional and legal framework to improve conditions of employment in public and private sector	<p>Labor Code not align with modern business environment</p> <p>Public service legal framework not align with new public management vision</p> <p>Lack of some strategic and operational public service management policies</p>	<p>To revise the labor code and its related application orders</p> <p>To revise the general statues and its related application orders</p> <p>To develop strategic and operational public service management policies (HRM & HRD, recruitment,</p>

		pension, promotion, remuneration, appraisal, etc.)
Enhancing effectiveness and efficiency public institutions to delivery a quality service	Delay in service delivery and lack of modern and harmonized management system and procedures in public institutions	<p>To conduct functional reviews and institutional audits in all public institutions</p> <p>To adjust their structures and staff according functional reviews findings</p> <p>To set up and implement harmonized management system and tools in all public institutions</p> <p>To evaluate impact of new structures</p>

Action plan objectives	Constraint/Challenges	Planned Actions
Developing skills and competences of public servants and leaders for effective service delivery	Lack of skilled and experienced personnel in public institutions	<p>To conduct national skills audit and capacity needs assessment for local government</p> <p>To design national skills development policy and plan</p> <p>To implement national skills development plan and strategies</p>
Strengthening public training institutions to delivery quality in country training	<p>Lack of sufficient infrastructure and equipment</p> <p>Lack of skilled trainers</p> <p>Lack of adapted programs</p>	<p>To rehabilitate and extend existing buildings at RIAM and provide modern training equipment</p> <p>Training of trainers and adapt programs</p>

<p>Putting in place an effective and efficient labor market information system for coordination an employment promotion</p>	<p>Ineffective labor market information system to guide the implementation of vocational training</p>	<p>To put in place a national employment agency</p> <p>To establish labor market information system</p> <p>To disseminate information related to job opportunities and job seekers.</p> <p>To disseminate and implement the national employment policy and its action plans (youth, women and disable persons)</p>
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Action plan objectives	Constraint/Challenges	Planned Actions
<p>Putting in place an effective and efficient vocational training delivery system</p>	<p>Vocational disconnected from the needs of the labor market</p> <p>Lack of quality assurance in the implementation and delivery of vocational training</p> <p>Inadequate coordination of vocational training</p>	<p>To implement competences based training</p> <p>To put in place quality assurance system in the form of curriculum development, teachers training, accreditation system, and structured national examination and assessment system</p> <p>To establish RWoDA for coordinating vocational training implementation</p>
<p>Putting in place mechanisms for coordination and collaboration</p>		

VI. STRATEGIC LINKAGES WITHIN THE SECTOR

CROSS CUTTING ACTIVITY OR OUTPUT	BUDGET AGENCIES INVOLVED
Employment promotion	
Gender	<ul style="list-style-type: none"> . Ministry of Gender and Family Promotion . Ministry of Commerce . CAPMER
Youth	<ul style="list-style-type: none"> . Ministry of youth . Ministry of Commerce . CAPMER
Child labor	<ul style="list-style-type: none"> . Ministry of Gender and Family Promotion . Ministry of Youth . National Institute of Statistics
Employment creation	<ul style="list-style-type: none"> . Ministry of Gender and Family Promotion . Ministry of Commerce . Ministry of Local Government . Ministry of Finance and Economic Planning . Districts
Vocational training	<ul style="list-style-type: none"> . Ministry of Education . RWoDA . HIDA . Districts . Ministry of youth . Ministry of Gender and Family Promotion;

Capacity Building	
Human resource capacity building	<ul style="list-style-type: none"> . All Higher institutions, Ministries, Public Institutions, Commissions, Provinces, Kigali City, Districts . HIDA . RIAM