



Rwanda Governance Board
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Office Rwandais de la Gouvernance

RGB
Rwanda Governance Board

Belgian Technical Support to the Decentralization Process

1. Title: Enhancing the capacities of Districts to deliver services and to implement their local economic development

1.1. Short description of the intervention including its major characteristics and data.

The Indicative Cooperation Program (ICP) retained Decentralization as a sector of concentration. The Decentralization Strategic Plan 2013/14- 2017/18 (DSP) being in the process of elaboration within the framework of the preparation of second Economic Development and Poverty Reduction Strategy (EDPRS 2), identification of future interventions in this sector is based on the existing Decentralization Implementation Plan (DIP) 2011-2015.

The ICP retained direct support to 3 from the 8 areas of the DIP 2011-2015:

- Area 5: Capacity Building
- Area 6: Local economic Development
- Area 7: Volunteerism, Participation, Accountability and Democratization

This intervention will also contribute, indirectly, to Area 1 "legal and institutional framework", and to Area 2 "Sector decentralization" of the DIP 2011-2015.

Recently the Area 8 "Monitoring and Evaluation of the processes for an evidence-based management of the reform" was identified in the DIP. This Intervention will also contribute to its implementation.

A harmonized and coordinated support to the financing of the CB components of the DIP will be addressed.

This Intervention will be complementary to a second Intervention mentioned in the ICP for the decentralization sector, related to the financing of the District Development Plans and thus to the Area 4 "Fiscal Decentralization" and Area 6 "Local Economic

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Development” of the DIP. Specific and common indicators will be established for these interventions in line with the national monitoring and evaluation frameworks to be consolidated.

Both interventions are integrated in a unique systemic and program approach, centered on the institutional reinforcement of main stakeholders, and on ownership of the decentralization reform, both at central and district level. It will facilitate interactions between the different levels and components of its interventions in support to the steering of the decentralization reform i.e. devolution and deconcentration.

Translated in the 3 main areas retained for this Intervention, this focus on enhanced ownership and sustainably increased capacities will be addressed by a support for evidence based management and organizational strengthening both at central and district levels towards a more efficient and effective delivery of their still evolving mandates in these areas.

This Intervention will contribute for **Gender Mainstreaming** and women empowerment, included but not limited to a specific support.

Institutional strengthening with regard to sustainable Local Economic Development management will includes **Environmental Mainstreaming** both at district and central levels.

Particular attention could go towards land use planning and ecosystem resilience. Rwanda National Strategy on Climate Change and Low Carbon Development and the Rwanda National Adaptation Program of Action will be used as a reference to incorporate environmental and climate change resilience in every intervention. The Joint Action Development Forum (JADF) will also be used as an entry point to integrate both environment and climate change issues at the decentralized level.

Specifically related to Area 5. Support to the Local Government Capacity Building Implementation Plan (LGCBIP)

The support will contribute to implement the new integrated and holistic Local Government Capacity Building Implementation Plan (LGCBIP) (2011-2015) validated in March 2012.

This LGCBIP aims to equip Local Governments’ institutions to drive and manage their own affairs by investing in the knowledge, skills and productivity, building strong Local Governments to sustain the fight against poverty, and promoting value and norms that foster social cohesion and quality.

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The main strategic components of the LGCBIP are:

1. Districts have full ownership and contracting authority over the LGCB process
2. Quality assurance for the LGCB packages
3. Efficient coordination of the LGCB at national policy-implementation level
4. A sustainable and harmonized LGCB funding mechanism is put in place
5. A LG staff retention strategy is developed and implemented

The Intervention will be focused on an enhanced ownership and sustainably increased capacities both at Central and District levels to manage the implementation of this strategy.

At this end, specific activities of the above components could be supported, in particular:

As part of first component "Full ownership and contracting authority":

- The reinforcement of the districts to effectively oversee all LGCB initiatives, initiates own activities, and improve Human Resources Management (HRM) and Human Resources Development (HRD)
- The reinforcement of District Capacity building committees (DCBC) instituted to supervise and monitor any LGCB initiatives
- The implementation of evolving District Capacity Building Plans (DCBP), made as guiding documents out of which any LGCB initiative is done

As part of the second component "Quality assurance", especially for integral and comprehensive packages, and for contribution of CB process to decentralization/devolution piloting.

- The reinforcement of roll-on Capacity Building Needs Assessments (CBNA)
- The reinforcement of a well designed coaching system, able to facilitate the monitoring process in LG capacity building both at central and local level, and the apprehension of its holistic character (individual, organizational, institutional) and of its dynamic.
- The development of standards for coaching and other in- and on-the-job training

As part of the third component "Efficient coordination at national level"

- The reinforcement of the Rwanda Governance Board (RGB) /CB unity
- The reinforcement of a formal LGCB consultative board/ LGCB Technical Working Group to provide the necessary advice with respect to LGCB process monitoring and evaluation, with participation of main stakeholders around clarified roles and responsibilities

As part of the fourth component “Sustainable and harmonized LGCB funding mechanisms”

- A coordinated financing of the LGCBIP and of DCBP, and for these, possibly through a DCBP Basket fund.

As part of the fifth component “LG Staff retention strategy”

Roll-on assessment of existing structural, institutional, functioning and human resources systems within and with Local Governments to facilitating specific local instruments or initiatives for staff retaining conditions in a strategic and monitored way.

Related to Area 6. Support to the Local Economic Development Strategy and Implementation Plan consolidation and implementation

This second component of the Intervention aims to strengthen the capacities, both at central and local level, to develop and implement the national Local Economic Development Strategy and Action Plan (LED SAP), still under elaboration.

Elaboration of local economic growth plans incorporated in the District Development Plans as a mean to accelerate a virtuous circle between increased Local Government expenses and resources is also a component of the Fiscal and Financial Decentralization Policy.

As part of the fight against poverty, the Rwandan government has also implemented a policy of community development which is closely linked to the process.

The LED SAP objective is to promote economically, socially and environmentally sustainable local economic development through the growth of small, medium and large enterprises and, through this, create jobs and employment, increase economic output, incomes, profit and tax revenues.

It intends to provide Local Governments with tools to enable participatory diagnosis of their economies, to facilitate common identification of opportunities for private and public investments and actions, to support the formulation of plans of action to take up these opportunities, mechanisms and processes.

The Intervention will support promotion of local ownership, community involvement, joint decision making and partnerships, and use of integrated package to maximize local opportunities through evolving and participatory Districts implementation plans of LED SAP, and integrated use of appropriate tools, to be developed or consolidated.

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Rwanda Local Development Support Fund (RLDSF) contributed in the past to establish basic infrastructure public projects in local governments and to implement the community policy and social protection programs, in charge notably to support economic development of local administrative entities and strategies for job creation. It is now in charge to develop, harmonize, coordinate and monitor a more integrated, inclusive and sustainable LED strategy.

The Intervention will support RLDSF to manage this new heavy responsibility, even if understood as a facilitation role. The implication of all stakeholders at central level is thus also crucial. At this end, the Intervention will also support the reinforcement of a LED Technical Working Group (TWG) still to put in place to provide the necessary advice with respect to this specific LGCB process, with participation of main stakeholders around clarified roles and responsibilities.

Tools used in this CB will be aligned with LGCBIP and with the role of JADF. Part of the financing of this component will be managed through the financing instruments of these components.

Related to Area 7: Support to an integrated framework for enhanced participation, partnerships, and accountability around Joint Action Development Forum

The third component of the Intervention will be a support to an integrated framework for enhanced citizen participation, partnerships and accountability around the Joint Action Development Forum (JADF).

The JADF is one of the key mechanisms to support the implementation of the Decentralization Policy. JADF have been established to create a conducive local environment for the collaboration between civil society, private and public sectors, local community and Development Partners, instrumental for achieving and sustaining better accountable governance, integrated, inclusive and sustainable local economic development, and responsive service delivery.

The JADF are platforms at district level where organized citizens make local leaders and service providers accountable by expressing their needs and priorities and where all stakeholders develop constructive interaction and voluntary partnerships.

One of the most important functions of the JADF is to provide a space for participatory planning, budgeting, monitoring and coordination of the District plans and their implementation (including the performance contracts, known as Imihigo) but also to develop common agendas with other stakeholders in the Districts.

The Intervention will aim at improving participation, accountability, partnership and democratization, in particular in those areas of the DIP in which the intervention will be

active. It will reinforce capacities of the JADF organs, specifically its thematic commissions, and all local stakeholders to actively engage in the process.

As a lot of other instruments of information, transparency, participation, accountability and partnership have been developed in Rwanda both by RGB and by line ministries, it is also necessary to reinforce integration of such instruments for improved efficiency and effectiveness, without disallow independent and complementary approaches by civil society. The Intervention will support this process in reinforcing RGB and especially its Joint Action Development Forum Unit.

Related to Area 8: Support to the management and coordination of the decentralization reform implementation

As already mentioned above, supports to coordinating institutions at Central Government level in charge of the principal components of the intervention and along their specific missions, and to sector forums (TWG) designed to advise the Sector Working Group (SWG), will be envisaged based on capacity building needs assessments. This supports will contribute to facilitate and prepare decision-making process, to conduct in-depth dialogue between Government of Rwanda and its partners, to enhance ownership on the reform, and to improve coordination, harmonization and alignment. Additional needs of other facilitating mechanisms contributing to operational and integrated management frameworks and instruments of the DIP, like specific secretariat, EDPRS Monitoring Unit and Single Projects Implementation Unit (SPIU), all in the Ministry of Local Government (MINALOC), will be also assessed and addressed in a joint approach.

Support to enhanced ownership and voice with the Rwandese Association of Local Government Authorities (RALGA)

Around the same areas of the DIP, and for enhancing ownership and accountability of districts on those supported areas, the independent mission of the Rwandese Association of Local Governments will be recognized and its action valued.

To this end, already positive existing instruments of RALGA in advocacy for and in capacity building of Districts need to be reinforced and supported. In particular, RALGA initiatives in CB of districts through studies, experiences sharing, common analysis, capitalization tools of best practices and innovation promotion at district level will be supported, like evidence-based advocacy in central forums.

For better efficiency in these matters, contribution to an enhanced use of ICT tools in its networking with districts is also a possibility that will be assessed.

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For reinforcing horizontal accountability and enhancing ownership, RALGA associates already district councilors with these activities. This will be reinforced and specific attention and tools will also be developed for the capacity building of District councils and its commissions.

Related to Specific Gender Initiatives

Given the specific competencies at RALGA around gender, MINALOC wants to contract with RALGA for specific gender-issues management, monitoring and promotion, contributing not only to the mainstreaming of gender in the 3 main components of the Intervention, but also addressing some more specific needs.

In line to the ICP recommendations, RALGA will document, device or support mechanisms, and advocate for

- Mainstreaming of Gender in the revision and implementation of its strategies and action plan, and of the national strategies and action plans in the sector (LG Capacity Building, LED, and JADF framework);
- Integration of Gender in District Development Plans (DDP) and Imihigo contracts elaboration and implementation;
- Active participation of women in local decision making mechanisms (District councils and its organs, JADF and its organs)
- Increased economic power of women at local level

Specific studies, experiences sharing, common analysis, capitalization tools on best practices and innovation promotion at district level will be supported, like evidence-based advocacy in central forums.

Gender mainstreaming supposed large engagement of all stakeholders. To this end, a forum of District staffs in charge of gender shall be put in place in order to ease information sharing, to quick the action and to insure a common Monitoring and evaluation. A database of organizations intervening in gender in each District will be developed and joint actions will be promoted. A focal point for each organization shall be appointed and this network will work hand in hand with RALGA Gender Unit during and after the intervention.

A specific attention will also be given to participation mechanisms (include JADF) and decision-making processes, including informal processes and obstacles. Large coalition of stakeholders will be searched.

1.2. Explain if it is a new intervention or the next phase of an existing one. In such case, the on-going phase must have been evaluated.

The Intervention is the first clearly Belgian devoted support to the decentralization process in Rwanda, in a holistic and systemic approach.

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Nonetheless, targeted supports have already been brought to the process through past and present BTC interventions.

- In the framework of the Belgian Survival Fund, dedicated to fight against food insecurity in an integrated approach, a focused support to the District of Gakenke has been provided through the Programme d'Appui au Développement Local de Gakenke from 2005 to 2010.
- In the framework of the past ICP, a 'Projet d'appui au développement socio-économique et culturel de la Province du Nord' (2009-2013) (PADSEC-PN) for an amount of 4.000.000 Euros of which 1.480.000 for capacity building of district and sector staffs and of non-state actors at sector level in 15 sectors of the 5 districts, principally around, by the project developed, specific financing tools for income-generating projects introduced by non-state actors. The project aims to consolidate social cohesion and the reconciliation process through promotion and support to social and cultural initiatives to be integrated in the local economic development.

Related to the reduction of poverty and often to instruments elaborated by MINALOC and RLDSF in the framework of the Social Protection sector and the Community policy, these projects have not been clearly linked to the decentralization management and its dialogue forums.

It was the same for even more focused interventions, related to forestry within the Support Program to the Development of the Forestry Sector in Rwanda (PAREF1 and 2) whose amounts don't transit through RLDSF.

It seems also important to refer here to another project "Projet d'appui au développement communautaire de Gicumbi et Rulindo" (PADC-GR) developed and implemented by UNDP-UNCDF and also financed by the Belgium Survival Fund from 2005 to 2010 for an amount of 4.369.311 Euros managed through RLDSF.

2. Ministry in charge of preparing and implementing the intervention

The intervention will be prepared and implemented under the supervision of the **Ministry of Local Government**, whose mandate is mainly in the development of decentralization policies and strategies, overall supervision of its implementation at central level, and organization of dialogue for ownership and coordinated approach for this cross-sector reform.

The agency in charge of direct preparation, coordination and implementation of this Intervention is the **Rwanda Governance Board** which has been mandated to promote and monitor decentralization and good governance principles and practices in public institutions, and whose main function in relation to this program are:

1. Participate, initiate and implement policies and strategies in the field of good governance and decentralization; and advise government on them;
2. Monitor the implementation of good governance and decentralization policies in public institutions and advocate for the decentralization and good governance principles and objectives in various institutions;
3. Conduct regular researches and surveys on decentralization and good governance issues in corporate, civic and public domains;
4. Analyze and review legal and policy aspects of the decentralization and good governance processes to help streamlining their implementation
5. Harmonize capacity building efforts in local governments and support districts and other agencies involved in decentralization implementation,
6. Develop appropriate mechanisms to increase civic participation in policy formulation and attain performance of vertical and horizontal accountability;

Enhanced ownership and voice of district component will be prepared in close articulation with mandate and program of the **Rwandese Association of Local Government Authorities** and in respect of its autonomy.

Taking into account specific expertise and current implementation agreements around JADF and LED instruments, RALGA will be closely associated to the preparation of those components also.

Due to the same recognized expertise in gender related matters, RALGA has also been charged to prepare but also implement the specific gender related component of the intervention, even if gender mainstreaming has to be secured in all components of the intervention.

In line with its past and present mission, in support to development activities in local administrative entities, in putting in place mechanisms of distributing financial support and monitoring its use, in building capacities of local administrative entities within the scope of its mission, but also in line with its new leadership role in LED Strategy coordination, and in particular to identify and to address in a more adaptive approach new needs related to this strategy, the **Rwandan Local Development Support Fund** will be closely associated to the preparation and implementation of the intervention.

In line with ICP, its mandate and the Belgian support to **Public Sector Capacity Building Secretariat** in the framework of this ICP, to effectively coordinate the strategic approach to capacity building, PSCBS will be closely associated to the preparation and monitoring of this intervention.

Due to its leading role in planning and budgeting, economic development and fiscal decentralization policy, it is also proposed to associate MINECOFIN to the preparation and monitoring of the intervention.

3. General and specific objectives of the intervention.

The **general objective** of the Intervention is to sustainably enhance the capacities of the Districts to deliver services and to implement their local economic development in respect of best governance practices.

The **specific objective** of the intervention is:

Ownership and capacities in local capacity building, local democratic accountability, and integrated, inclusive and sustainable local economic development management, are sustainably enhanced, both at Central and District levels.

4. Target group, beneficiaries and justification of choosing theme, geographical location or coverage (as necessary), theme (topical area) of the intervention (as necessary).

Direct targeted groups at central level

- Coordinating institutions at Central level in charge of the principal components of the intervention and along their specific missions : Rwanda Governance Board, Rwanda Local Development Support Fund and Rwandese Association of Local Government Authorities
- Decentralization Sector Working Group, Local Economic Development TWG, Capacity Building TWG, Voice and Accountability TWG, Evidence Based Planning TWG and their attending stakeholders
- Facilitating mechanisms for steering and dialogue management at MINALOC: Secretariat, EDPRS Monitoring and Evaluation Unit, Single Project Implementation Unit.

At District Level

- LG leaders and staff which locally conduct and implement the LGCB Plans, the participation and partnership process, and which facilitate and conduct the LED process.
- JADF and its organs (General Assembly, Consultative Council and Thematic Commissions), and a priori more indirectly other participation, partnership and accountability mechanisms at local level, and their attending stakeholders including private sector representatives, NGOs and other civil society organizations for active voluntary engagement and increased local accountability.

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- District Consultative Councils, its organs (in particular thematic commissions), staff and councilors
- District staffs in charge of gender
- Specific support for active stakeholder participation around gender issues

Indirect targeted groups

- Sectors and other subsidiary levels of local government administration (cells and villages), principally through Districts initiatives in the framework of their Capacity Building Plans.

Beneficiaries

- All citizens which will be better informed, represented and empowered for active participation, partnership and downwards accountability particularly in relation to their economic activities, and will be benefited for better services.

The coverage area will be preferably national for each of the components, and will cover all the 30 districts. Nonetheless, feasibility will be assessed by the formulation, taking into account other supports, and the possible need for a progressive implementation strategy, especially for the LED component, will be addressed.

Ambitions of this Intervention has also to be understood in the context of the long term engagement of Belgium in support to the decentralization reform.

5. Relation of the Intervention with EDPRS and MDGS

Decentralization is important in many regards since it plays a crucial role to ensure political, economic, social, managerial, administrative and technical empowerment of local populations to fight poverty by participating in the planning and management of their development process.

As a cross-cutting reform, it affects implementation of all development policies. The decentralization process has been thus considered by the Government of Rwanda as an important mechanism to achieve EDPRS 1 targets and all MDGs.

Enhancing Local Governments Capacity to deliver was one of the EDPRS 1 strategic outcomes, and one of the key indicator for the CPAF. Role of Imihigo contracts in impressive achievements has to be mentioned.

Nonetheless, since the adoption of the decentralization policy, different initiatives aimed at building capacities of the Local Government entities have been implemented, but it still remains difficult to account for the quality of the capacity building interventions, to establish their outcomes, their impacts and consistency with both the national priorities and local needs, in part due to weak monitoring, coordination and harmonization.

Furthermore, new progress are still needed in capacity building, local participation and accountability to face more complex decision-making, and give chance to more inclusiveness and engagement, more innovation with increase adaptive and evidence-based management, district led development and sustainability (by enhanced ownership and grass-root anchoring of the decision-making), all guiding principles of the new EDPRS 2, still in preparation..

Stress on local economic development was already in line with EDPRS 1, but is still more in line with new thematic areas of the EDPRS 2 in preparation: economic transformation, rural development, productivity and youth employment and accountable governance. By addressing these needs the intervention will clearly contribute to the new EDPRS 2 priorities. It will also contribute to increase effectiveness and efficiency in the attainment of MDG1.

Decentralization, Citizen Participation and Empowerment, Transparency and Accountability Sector contributes to EDPRS 1 strategic objective of enhanced gains through good governance that can be realized in strategic outcomes of enhanced partnership between GoR, Development Partners, Civil Society, Private Sector, enhanced Local Governments Capacity, enhanced Citizen Participation in decision making and improved public accountability. Joint Action Development Forum was one of the key indicators for the CPAF.

Specific attention will also be given to the promotion of gender equality and women participation in all decision making processes (MDG3), and to the integration of gender in Local Economic Development (LED) management.

6. Synergy with other bilateral and multilateral development partners, with the Indicative program of the European commission, as well as with Belgium's national agenda for harmonization and alignment. Analysis of the intervention's degree of coherence with other interventions in the same sector, in the same region, and/or having the same beneficiaries.

The intervention will be designed to support national strategies and plans, in reinforcement of the capacity of all stakeholders in a coordinated and harmonized way.

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Synergy with other interventions by Development Partners will be ensured through the anchoring of this intervention and through specific support to existing or foreseen institutional arrangements that will facilitate effective coordination and harmonization, in particular:

- The Decentralization Sector Working Group chaired by the Permanent Secretary, Ministry of Local Government;
- The Technical Working Groups for Evidence based planning, for Local Economic Development, for Local Government Capacity Building, and for Voice and Accountability
- Possible specific Memorandums of Understanding to be developed around the Local Government Capacity Building Implementation Plan, the LED Action Plan, the support to the Joint Action Development Forum and to RALGA.
- Possible contribution to a common mechanism for funding the Local Government Capacity Building Plans.

The aforementioned institutional arrangements shall enhance synergies and coordination of capacity building investments of the GoR and of its partners and bring together different sector perspectives and integrate them around the principles of decentralization.

Its effectiveness will be crucial to permit clear coordination between few direct partners in the sector, but very large potential and needed partnership in this cross-cutting reform.

Currently direct supports to the decentralization process in terms of capacity building are:

- Government of Rwanda annual ordinary budget through contribution to MINALOC, RGB and RLDSF budgets.
- After having supported a Poverty Reduction and Crisis Prevention through the Promotion of Good Governance initially for 2007-2014, which included support to decentralization and justice sector, GIZ developed and interim program from 31.01.2011 until 30.06.12 centered on fiscal decentralization with MINECOFIN, on LED tools development with RALGA, on Citizen Participation with RGB, and on Capacity building with RGB.
- A new program focused on fiscal and sector decentralization with MINECOFIN, capacity building and citizen participation with RGB is still in preparation. The total amount of the new program must still be determined in the planning session in October 2012 for the period running from 2012 to 2015.

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- Support to RGB for strengthening Joint Action Development Forums in all Districts by the Government of the Netherland. The total amount is 1.787.770.150 RWF from January 2010 to June 2013.
- Support to RLDSF capacity building by KfW and the Netherlands in the framework of the MOU with Switzer and Canadian Cooperation from 2009 to 2012 for the total grant amount of 2.100.000 Euros and 500.000 USD.
- Support to RLDSF by the Netherlands, from 2007 to 2011, for a total of 1 Million Euros to strengthen the RLDSF capacity building of a total amount of the grant of 14 Million Euros to finance DDPs.
- Support to RALGA (Local leaders Forums, Study tours, LG Innovation/Competition events and capacity Building of Local elected leaders) by the Government of the Netherland.
- Support to local governance in 2 district of Southern Province (Nyamagabe and Nyaruguru) from 2007 to 2012 with a budget of 11.021.164 \$ CAD by the Canadian International Development Agency.

More indirect supports to decentralization strategy are numerous, through line ministries and their partners. If it's not possible to mention all those supports, it seems interesting to mention some in line with the components of the intervention:

- Support to RALGA Forums of dialogue at the Sector level by the Global Fund with a focus on health activities (family planning, fighting against HIV).
- Already mentioned support to MINECOFIN around gender responsive planning, programming and budgeting by ONE WOMEN, financed by Belgium.
- Support to RLDSF from DP partners in social protection around 132,000,000 SEK from Swedish International Development Agency (SIDA) and an amount of 19,778,000 Euros from United Kingdom (DFID) as well as 1,450,000 USD from World Bank for the FY 2010/2012 to support Capacity Building.

7. Maximum total amount of the Belgian contribution and indicative duration of the intervention

A maximum total amount of **16,5 Million Euros** has been foreseen for this intervention for a period of 4 years (2013-2017).

The amount for support to the three main areas and for technical assistance at central institutions (MINALOC, RGB, RLDSF, and RALGA) will be definitely earmarked after the formulation process.

- However it is already identified that support to JAFD would amount to 2 M[°], support to enhanced ownership and voice with RALGA will amount at least 1 Million Euros, Specific gender related initiatives, will amount min 0.5 Million Euros.
- Support to the management of the decentralization reform implementation and coordination will be based on capacity building needs assessments and supported through the specific amount foreseen for the 3 main components of the program.

Absorption capacity should be addressed by the formulation as a critical condition.

8. Measures to be taken to ensure the sustainability of the intervention after its closure

Institutional measures

The proposed intervention is consistent with the overall policies of the Government of Rwanda. Within a quickly changing policy and legal environment, it tries to align on existing documents within an open format to accompany a complex reform and necessary adaptive strategies.

Enhanced ownership and capacities around the processes will be at the heart of the intervention, with the involvement of all relevant institutions and stakeholders along their specific missions, functions and roles and through appropriate mechanisms at each stage of the intervention. The proposed partnerships will thus strongly embed the intervention in the institutional framework of this reform.

Coordination, monitoring and evaluation mechanisms will be reinforced or developed in a coordinated and integrated manner by the intervention both at central level and local level, both at institutional and dialogue level, and this on the three major components of the program.

The intervention looks at enhanced ownership and capacities of sector institutions, both at central and local level, in a holistic, multilevel and multi-stakeholders approach.

Monitoring, documentation, analysis and dissemination of best practices will be addressed taking into account best practices in knowledge and change management.

Local Human resources

The proposed intervention, like the national strategy for local governments' capacity building, are designed to address capacity building in a holistic and strategic way, covering both human resources, institutional and organizational aspects, and following national directives developed by PSCBS.

Like at central level, one of the main challenges for the sustainability of the intervention will be the capacity of the ~~Gops~~ to develop an effective strategy for staff retention. This issue is currently addressed by the Ministry of Public Service and Labor and the partners involved in Capacity Building. The challenge will be here to permit LG to use and/or develop specific instruments in a strategic and monitored way to address this issue.

The critical mass approach in CB, with attention at central and local level, for staff and elected officers, for District Consultative Councils and JADF will permit to cover all the stakeholders related to this crucial reform and could also temper this particular problem.

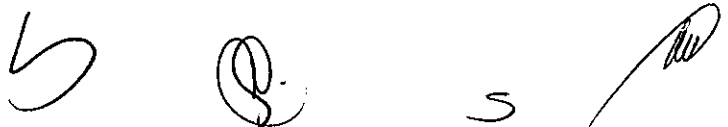
Financial resources

Coordination, at the heart of the intervention, will improve efficiency of past very dissipated strategies and supports, with support to approaches, tools and institutional frameworks: DCBC, JADF, coaching, coordinated financing mechanisms and possibly common fund, and integrated LED approach, framework and instruments.

Actual implementation of the LGCBIP without a lot of external support is also already a good first step. For the JADF, strategy to increase self-financing of this instrument at local level is also interesting. The intervention will contribute to it, promoting voluntary contributions of stakeholders and increased financial contribution of districts.

Evidence-based management and information (RGB) and advocacy (RALGA) will contribute to reinforce (LGCBIP and JADF) and enhance this progressive financial ownership on LED, CB, JADF and gender.

Attention will have to be given to be on budget and on plan during the formulation as it will finance parts of the national strategies of the Decentralization sector.

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LIST OF ACRONYMS	
BTC	Belgian Development Agency
CIDA	Canadian International Development Agency
CNA	Capacity Needs Assessments
CPAF	Common Performance Assessment Framework
DCBC	District Capacity building committees
DCBP	District Capacity Building Plans
DDP	District Development Plans
DFID	UK Department For International Development
DIP	Decentralization Implementation Plan 2011-2015
DSP	Decentralization Strategic Plan
EDPRS	Economic Development and Poverty Reduction Strategy
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRM	Human Resources Management
ICP	Indicative Cooperation Program
JADF	Joint Action Development Forum
KfW	Kreditanstalt für Wiederaufbau
LED SAP	Local Economic Development Strategy and Action Plan
LG	Local Governments
LGCB	Local Governments Capacity Building
LGCBIP	Local Government Capacity Building Implementation Plan 2011-

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	2015
MDG	Millenium Development Goals
MINALOC	Ministry of Local Government
PADC-GR	Projet d'appui au développement communautaire de Gicumbi et Rulindo
PADSEC-PN	Projet d'appui au développement socio-économique et culturel de la Province du Nord (2009-2013)
PBSCBS	Public Sector Capacity Building Secretariat
RGB	Rwanda Governance Board
RLDSF	Rwanda Local Development Support Fund
SIDA	Swedish International Development Agency
SWG	Sector Working Group
TWG	Technical Working Group
UNDP-UNCDF	United Nation Development Program - United Nation Capital Development Fund

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