

“Striving for an efficient, effective, transparent and accountable Local Government in Rwanda”

RALGA Annual Report 2016-2017

September 2017

Foreword

Dear readers,

In the framework of its third Strategic Plan 2015-2020 on July 1st 2015, RALGA carried out various activities during the financial year 2016-2017, and this annual report highlights the corresponding major achievements as well as the progress made against the expected outputs.

Although this year was particularly marked by the preparations for the election of the President of the Republic of Rwanda, which obviously had an impact on RALGA's activities especially related to the ability of local government leaders, RALGA managed to adapt to that context particularly by speeding up activity implementation during the three first quarters. It is important to note that some shortfalls that had been reported in relation to the previous year were partially addressed. For example, RALGA technical staff were more familiar with the new organisational structure and which is goes in line with the philosophy of dealing with RALGA's mandate of representation, capacity building and advocacy which cut across the pillars of the Strategic Plan 2015-2020, itself structured following RALGA's areas of focus spelt out in its articles of association, namely policy of decentralisation, increasing local government finances, spurring local economic development and social affairs development.

RALGA is particularly happy for being associated and participating in the preparation of Rwanda's National Strategy for Transformation (NST1) at large as members of the local government family, and to the Decentralisation and Governance Sector as a local government association in particular.

As usual, we appreciate RALGA members' continued tangible and moral support to their association and commitment to its activities. RALGA's appreciation goes also to different partners for their contribution to the implementation of its strategic plan both from the financial and advisory perspectives. In this endeavour, the role of EU, BTC, GIZ and UNFPA, as well as the collaboration of Rwandan public and private institutions such as MINALOC, MINECOFIN, PSC, RGB and CESB are very commendable.

Councillor Innocent UWIMANA
Chairperson of RALGA

Acronyms

BTC	Belgian Technical Cooperation
CESB	Capacity Development and Employment Services Board
CHW	Community Health Worker
CLGF	Commonwealth Local Government Forum
Cllr	Councillor
CoK	City of Kigali
CSO	Civil Society Organisation
DALGOR	Deepening Accountable Local Governance in Rwanda Project
EAC	East African Community
EALGA	East African Local Government Association
EDPRS	Economic Development and Poverty Reduction Strategy
EU	European Union
GBV	Gender Based Violence
GIZ	German International Cooperation
GoR	Government of Rwanda
IDEAL	Inclusive Decisions at Local Level
IT	Information & Technology
LED	Local Economic Development
LG	Local Government
LGCP	Local Government Capacity Building Program
LGI	Local Governance Institute
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
PFM	Public Finance Management
RNRA	Rwanda Natural Resources Authority
RPPA	Rwanda Public Procurement Authority
RRA	Rwanda Revenue Authority
PPP	Public Private Partnership
PSC	Public Service Commission
PSF	Private Sector Federation
RDB	Rwanda Development Board
RGB	Rwanda Governance Board
RDSP	Rwanda Decentralisation Support Program
SACCO	Saving and Credit Cooperatives
SDG	Sustainable Development Goals
UNFPA	United Nations Population Fund
VNGi	International Cooperation Agency of Association of Dutch Municipalities

Introduction

Rwanda's decentralisation policy resulted into a two-layer government, i.e. the central government and the local government. The local government layer comprises four complementary administrative entities: the District, the Sector, the Cell and the Village. The City of Kigali also belongs to this layer, although some of its functions are the same as those of the Province which performs Central Government delegated functions.

Rwanda Association of Local Government Authorities (RALGA) was established in that context in 2002 by the Districts of Rwanda to enable them to fulfil the new responsibilities entrusted to them under the decentralization policy adopted in 2000. The association was legally registered in 2003 as a non-governmental organization although its members are public institutions. This registration was renewed in April 2013 to comply with the new law governing local non-governmental organisations. As a membership organization, RALGA is mandated to represent and advocate for the interests of the local governments of Rwanda. Ten years after its creation, RALGA is already a well settled and respected membership organization with a committed Executive Committee and competent staff.

a. Vision

The vision of RALGA is to have efficient local Government entities where people and stakeholders are involved in development.

b. Objective

The objective of RALGA is to assist local Government entities in achieving their mission, complying with principles of good governance and decentralization.

c. Responsibilities

RALGA has the responsibility of representing local Government entities, carrying out their advocacy and capacity building in the following sectors:

1. Policy of decentralization;
2. Increasing finances of local Government entities;
3. Local economic development;
4. Increasing the social welfare.

RALGA is also responsible for strengthening collaboration between Rwanda local Government entities among themselves and with foreign local Government entities.

d. Organs

The General Assembly composed of:

1. Members of the Executive Committee;

2. Members of the Control Committee;
3. Members of Commissions;
4. Members of the Conflict Resolution Committee;
5. Mayor of the City of Kigali;
6. Chairperson of the Council of the City of Kigali;
7. Executive Secretary of the City of Kigali;
8. Mayors of Districts;
9. Chairpersons of Districts Councils;
10. Executive Secretaries of Districts;
11. A representative of Chairpersons of Sectors Councils in a District;
12. A representative of Executive Secretaries of Sectors in a District;
13. A representative of Chairpersons of Cells Councils in a District;
14. A representative of Executive Secretaries of Cells in a District;
15. A representative of Heads of Villages in a District.

Executive Committee composed of:

1. Chairperson of RALGA;
2. First Deputy Chairperson;
3. Second Deputy Chairperson;
4. Commissioner in charge of decentralization;
5. Commissioner in charge of finance of local Government entities;
6. Commissioner in charge of local economic development;
7. Commissioner in charge of social welfare development.

The Executive Committee is the administrative organ in charge of ensuring the implementation of activities of RALGA. In its activities, it is assisted by the four commissions: commission in charge of decentralization, commission in charge of finance of local Government entities, commission in charge of local economic development and commission in charge of social welfare development. Each Commissioner heads a commission comprising of four members appointed by the Executive Committee.

Control Committee:

Composed of three (3) persons including its Chairperson, the Control Committee ensures that organs function in compliance with the law and regulations. It reviews also audit findings and reports to the General Assembly.

Conflict Resolution Committee:

It comprises of ten persons elected following their experience and integrity. Its responsibility is to resolve any dispute that may arise within RALGA organs or among its members.

General Secretariat

It comprises of the Secretary General, the Deputy Secretary General and technical staff and assists the Executive Committee in the implementation of the programs of RALGA.

e. Sources of income

RALGA's major sources of income are contributions of members, income generating activities, interests generated by bank deposits, subsidies, donations and bequests.

f. Background and structure of this report

RALGA embarked on its third generation Strategic Plan 2015-2020 on July 1st 2015, and it an annual action plan has to be drawn, each year, from this strategic plan, with a corresponding activity and financial report at the end of that year. This report covers the financial year 2016-2017, which is the second of the strategic plan. It highlights the achievements realized against the annual action plan for this same year, as well as the progress made toward the realization of expected outcomes.

The present report comprises of three main parts:

1. Major achievements in representation, lobbying & advocacy and capacity building
2. Achievements and the planned activities in 2016-2017
3. Budget execution as of June 30th 2017

Part I

Major Achievements in 2016-2017

I. Implementation Decentralization policy

Under the first output meant to achieve the first outcome of the strategic plan, RALGA has envisaged that policy and legal frameworks governing decentralized services, resources and capacity transfer and issues affecting their implementation are regularly identified, analyzed and advocated for. In that sense, RALGA had planned to engage its members and relevant stakeholders in identifying key issues affecting the implementation of decentralized responsibilities, and to analyze them as a way of gathering evidence for advocacy. Members were thus consulted and a number of such issues were identified. One example is the Local Government Retreat that was organized by RALGA in partnership with MINALOC from 17th through 19th March 2017 at Golden Tulip Hotel Nyamata. However, it has not been possible, mainly due to limited financial and human resources, to conduct research that would have led to supporting evidence that they deserve a special attention.

Several issues hampering effective decentralization and optimal delivery of citizen-centered local development were raised and remedial actions envisioned. These include among others: (i) improve the role of citizens in local development planning, implementation, monitoring and evaluation to ensure a higher citizen's ownership of the governmental action; (ii) establish a clear monitoring and evaluation framework to ensure a timely and efficient delivery on the governmental action; (iii) put in place measures to ensure optimal collection of local taxes and fees; (iv) the necessity to advocate for an increment of Central Government transfers meant for development; (v) put in place measures meant to ensure a productive management of government projects; (vi) an effective and efficient monitoring of government projects to minimize losses; (vii) streamline timely public problem posing and solving; etc.

RALGA has not been able to go further and put together all information and facts on these issues, which means that this is still work in progress until evidence is availed before undertaking proper advocacy.

In line with advocating for solutions to challenges related to working environment in Local Governments, a standard Competency Framework for Local Government was developed in partnership with MIFOTRA. In order to ensure that all urban and rural districts have competency framework models which they fully own, MIFOTRA and RALGA agreed to collaborate over the wider customization of the existing model of Public Service competency framework to the reality and needs of Local Government. In preparation of this customization exercise, the two institutions co-organized a practical training workshop on how to customize the existing Public Service Competency Framework model to the realities and needs of both rural and urban districts and their lower entities and the knowledge and skills gained had to be used to develop proposals of competency framework models for the Districts and their lower entities (Sectors and Cells) respectively.

Under the DALGOR project financed by the European Union, RALGA conducted a comprehensive study on the “State of Elected Local Councillors & Constituency Interactions in Rwanda: Implication for Accountable Local Governance”.

The overall purpose of this study was to assess the state of interactions between Elected Local Councilors and citizens or constituencies and its implications for accountable local governance in Rwanda. By interactions the study referred to: (1) elected leaders collect citizens' priority needs and proposals for solutions, and bring them to the Councils that make final decisions and (2) elected leaders report back to citizens the final decisions taken by the local councils while providing necessary explanations in this regards. Based on empirical findings, this study concluded that the state of interactions between Elected Local Councilors and Constituencies is simply satisfactory as it is generally on only an *average* level. The overall problem observed was the absence of a regulatory framework that stipulates how interactions should take place and the channels that should be used.

Building on the conclusion and suggestions from respondents, two major measures were recommended:

1. Even though the state of interactions between citizens and Elected Local Councilors is at an average level, there is need to formalize the channels or mechanisms through which these interactions are facilitated. These include Itorero (civic education academy), community works, parents' evenings, citizens' councils, etc.).
2. The key hindrance to successful and efficient interactions between citizens and constituencies and their elected local councilors is the absence of a regulatory framework on these interactions, particularly the legal ground upon which to hold these leaders accountable, which has negative implications on accountable local governance. It was therefore recommended the enactment of regulations on the interactions between elected local leaders and their constituencies and the citizens at large: how elected leaders collect the needs and opinion of the citizens and proposed solutions; when and with what channels; whether local councils should have a vision and performance contracts; how and when elected leaders should provide explanations and feedback to citizens or constituencies on final decisions of councils and channels to be used; how elected leaders at higher levels such as the District and Sector should organize in the field to meet and interact with citizens; who should hold local leaders accountable for their responsibilities, how and when; etc.

The second study on the "The dynamics of direct citizen participation in Rwandan local governance between the period 2009 to 2016" conducted under the same DALGOR project aimed at:

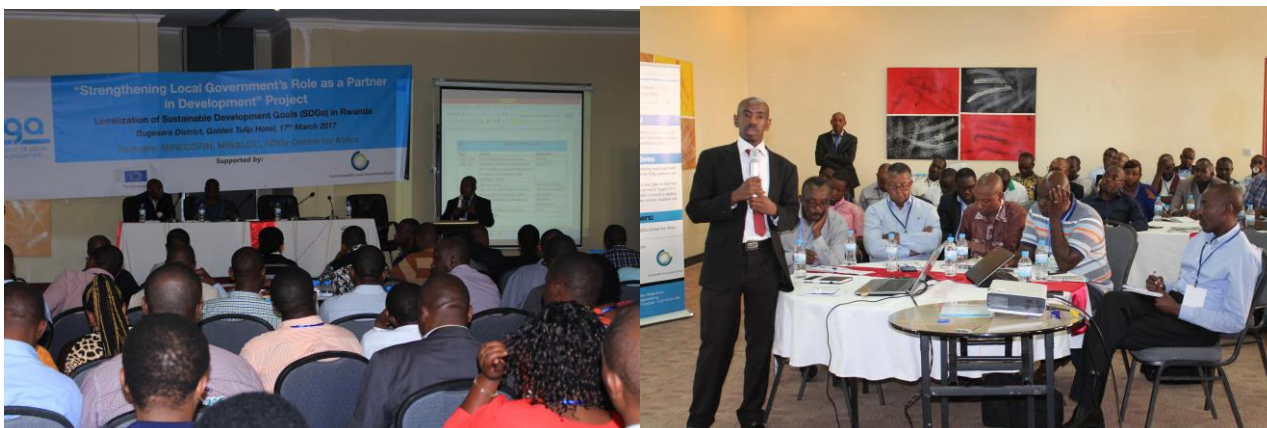
1. Identifying and explaining the dynamics of direct citizen participation in local agenda setting, budget allocation, implementation and monitoring and evaluation;
2. Determining the extent to what the identified citizen participation dynamics link with both national and local priorities as defined by key national and local planning frameworks;
3. Determining which of the existing direct citizen participation channels are most used versus the least used ones and examine why;
4. Assessing the value and practicability of direct citizen participation in local agenda setting, budget allocation, programs implementation, M&E, with a strong focus on enabling and hindering factors;
5. Identifying and explaining the implication of the current dynamics of citizen's interests in direct participation on downward accountability and recommend most viable policy actions to improve on current practices.

The issues identified and corresponding recommendations suggested are the following:

Issue identified	Recommendation
1. Low level of direct citizen engagement in agenda setting and budgeting was due to lack of awareness about the agenda and invitation to directly participate that comes late to citizens.	Increase awareness on citizens direct participation.
2. Low level of direct citizen engagement in agenda setting and implementation is due to the fact that citizens are invited to directly participate in matters which do not affect them directly or where their real interests do not lie.	Continue to build the capacity of local leaders on the role of direct citizen participation.
3. Low level of direct citizen engagement in local governance in general, was mainly due to low level of literacy of citizens, lack or low level of civic skills and personal capabilities to directly participate in dialogue.	Continue the programme of adult literacy undertaken and provide all information in a language understood by all local citizens, Kinyarwanda.
4. Lack of feedback on the inputs made by the citizens or their contributions the accomplishment of certain activities.	Put in place mechanisms enabling citizens to directly participate in any local government activities.
5. ICT is not utilised as a channel that would facilitate direct citizen participation in local governance due to lack or low level of ICT literacy for citizens; lack of adequate infrastructure like internet connectivity, telephone network and electricity; and low financial capacity to afford modern ICT devices like smartphones, tablets etc.	Increase the infrastructure allowing citizens to use ICT devices especially in rural and remote areas in order to easily have access to new service provided by using new technology (online services).
6. The level of direct citizen participation in holding local leaders accountable is low due to reasons such as citizens being shy to call local leaders to account, others believe that it is not their responsibility, while others believe that they cannot call leaders whom they did not have a role in appointing.	Sensitization campaign on their civic responsibilities to promote accountability in local government on a quarterly basis.

The content of the Local Government Induction Manual was upgraded into a Councilors' Handbook.

In December 2016, RALGA signed a letter of agreement with the Commonwealth Local Government Forum (CLGF) for the implementation of a pilot project entitled “Strengthening local government’s role as a partner in development”. The project is being implemented in 3 pilot Districts to serve as a model to all the Districts of Rwanda in fostering inter-governmental dialogue on how best the localization of the SDGs and how their achievement can be pursued in the Rwandan local government context. It is expected that the Districts will be capable to adapt the SDGs to their realities, needs, priorities and aspirations and mainstreamed into their own short and mid-term development plans.



Three Districts were selected: one purely urban, another purely rural and another one a secondary city. To that end, RALGA organized a consultative workshop of City of Kigali and Districts' Executive Secretaries and Corporate Services Division Managers over SDGs localization and oversight, and a multi-stakeholder dialogue over SDGs localization. The event took place on 17th and 18th March 2017 at Golden Tulip Hotel Nyamata and was attended by 115 participants from Central Government, local authorities, CSOs, NGOs and development partners. RALGA associated the Central Government institutions closely involved in the implementation of the SDGs, namely the Ministry of Finance and Economic Planning as the custodian of the SDGs and the Ministry of Local Government which plays a key role in their localization. Another key institution was the SDGs Centre for Africa. The representatives of these institutions contributed to facilitation and sharing of existing documentation of SDGs domestication and localization.



The participants acquired a better understanding of the SDGs and the importance of their domestication and localization. They also realized the role they have to play in that process.

In the area of publication on themes related to local governance and decentralization in Rwanda and/ or beyond, three peer reviewed articles were successfully published One is "The Interface Between the Role and Significance of the Rwanda Association of Local Government Authorities (RALGA) and Rwanda's Decentralization Mandate" by Faustin Serubanza (in African Journal of Public Affairs Volume 9 number 4, December 2016, pp. 156-173); another is "Variables Influencing the Efficiency and Effectiveness of District Communication in Rwanda: Critical Considerations for Accountability" by Jean

Bosco Rushingabigwi, and the third is “Local Economy Engagement of Local Stakeholders in Rwanda: Assessing the Capacity of the Joint Action Development Forum (JADF) by Innocente Murasi & Professor Christelle J. Auriacombe (both articles were published in *Administratio Publica* Volume 25 Issue 1, pp. 121-140 and 173-189). The remaining 4 articles were finalized and submitted for publication as well after each of the authors met the mentor, Professor Christelle Auriacombe of the University of Johannesburg, who had come to Rwanda specifically for practical sessions with individuals to whom she provided tailor-made feedback on scientific writing. However, not all of them could be published in one issue of the same journal and will have to wait until the last quarter of 2017.

II. Public Finance Management

Strengthening the capacity of Districts and stakeholders in PFM is critical in order to guarantee an efficient management of public funds. Moreover, important reforms that take place in this sector necessitate attention and new skills. One of such changes is the introduction of e-procurement system for all public institutions including decentralized entities which brought serious challenges that can affect the budget execution rate or minimize the aspect of value for money in case only a limited number of bidders are able to compete.

RALGA thus organized two for all stakeholders in PFM to set and revise Districts’ own revenue targets. Also in a bid to increase the capacity of Local Government officials in PFM, specialized forums meetings were organized. The one for District Corporate Services Division Managers took place on 17th and 18th November 2016; the Executive Secretaries together with the Corporate Services Division Managers and Directors of Finance met on 17th and 18th November 2016; the Executive Secretaries, Corporate Services Division Managers and Directors of Finance met on 14th and 15th April 2017; Directors of Finance and Local Revenue accountants; and Directors of Finance and Internal Auditors held another one 10th and 11th June 2017.

These activities allowed the target groups to uplift their understanding of new responsibilities and requirements, get introduced to new tools and share challenges and experiences for higher performance and avoidance of possible inadequacies in PFM.

III. Spurring Local Economic Development

Under the funding of the Belgian Technical Cooperation, RALGA commissioned an assessment of the conduciveness of institutional environment for multi-stakeholders’ engagement on local economic development in 8 districts covered by the RDSP project. The study confirmed a strong political support from Central Government in LED processes whereby LED was given high level attention, and this creates an enabling environment for LED related initiatives among other reasons, with several supportive institutions such as LODA and units in MINALOC. It was also seen that the potentialities of many districts have been evaluated. The study also found that there is a visible will to include participation of women as per the constitution, and there is a strong gender policy in Rwanda that creates

a rationale for women participation in LED. The existence of a national LED strategy creates a high level of conducive environment for local economic development initiatives, and LODA is has been assisting all Districts in formulating of their LED strategies.

In several districts some home grown initiatives though not fully documented indicate some good practices of LED, like the “Agakiriro” as a unit at district level where people are given knowledge and links to partners to start up non- agricultural business for growth of income or prosperity. This initiative is linked to the campaign of creating jobs popularly called “Hanga Umurimo”, literally meaning “create a job”. Other examples of innovation are “Uruganda Iwacu” (a movement to promote local manufacturing) and “Abajyanamabubucuruzi” (or business councilors). Some districts have devised collective investment initiatives for their districts without naming them LED, like building bus parks, stadia and other infrastructure (case of Huye District). This was done primarily through cooperatives investors who managed to mobilize resources to put up infrastructures such as buildings, yet without being labeled appropriately as LED projects. The study also revealed that Saving and Credit Cooperatives (SACCOs) and micro financing schemes of different groups including women, youth and teachers have become ubiquitous in Rwanda local areas and provide medium for financial resource mobilization.

Challenges were also identified. For instance LED lacking local forums to bring together LED participants and stakeholders, and the fact that existing literature LED not being in a language clearly understood by the stakeholders, which logically implies that you cannot implement or transfer what you don’t understand. There is also a lack of adequate tools to plan, implement, monitor and evaluate LED related activities especially in job creation, potential exploitation at local levels which limits the spirit of joint venture partnerships and ownership of LED as well as community participation. Projects centrally perceived and cascaded down with deadline are not fully owned by local stakeholders. Public Private Partnership law does not define how districts can enter in PPP projects aligned to LED. Finally, LED does not cater for trans-boundary and inter district projects, which creates fragmentation of small LED related projects shared by the same beneficiaries.

RALGA started and will subsequently have to devise strategies to advocate for changes or interventions meant to address all these issues revealed by the study. One way of advocating for desired changes in relation to the conduciveness of LED institutional environment was to organize a multi-stakeholder policy dialogue was organized around inclusive participation in LED-related decisions in the 8 RDSP Districts whereby measures tailored to each district were taken.

Also, RALGA conducted an assessment of the districts’ capacity gaps in local economic development related inclusive participation in the 8 RDSP Districts. The aim was to identify and understand the existing capacity and gaps/needs at all layers of local governments, including Councils and technical staff and special groups in terms of LED-related inclusive participation at institutional, organizational and individual levels; to prioritize the identified capacity gaps in a participatory manner such that they can serve as a basis for an evidence-based advocacy and tailor-made capacity building/development interventions planning; and then to propose strategic interventions in relation to the identified capacity

gaps, in a move to enrich local economic development and competitiveness. The capacity gaps assessment covered 3 levels: individual (trainings), organizational (systems, processes, technical assistance, etc.) and institutional (legal and regulatory framework) levels.

One capacity gap is that there is no LED structure at District level although on close scrutiny it can be realized that most of what the JADF does to bring together all stakeholders and partners in the District is related to LED. The District administrators are thus doing a lot for the local development without articulating them as LED related. Also, organization and coordination of LED processes at District is not clear. Also there is no reference to LED in the responsibilities of councilors and commissions. At the institutional level, one of the capacity gaps is about networks and partnerships of which formation and operationalization are still weak, with the private sector and CSOs being the most weak partners. Also, even if there are laws and policies, there is an issue about their implementation effectiveness with regard to LED. 60% per cent of the youth who responding find their role in LED activities not very adequate and majority of women feel their role in LED is ineffective or inadequate.

Public Private Partnership is key for local economic development, and exchange of experience in this area is healthy for local governments who are key players in driving both PPP in particular and LED in general. That is why RALGA organize CPL meeting for technical forums on PPP. The meeting was organized on 6th and 7th December 2016 for the District Directors of BDE. The participants had the opportunity to review the results of the e-benchmarking of local governments in PPP services for 2015. They also discussed on the new PPP law along with advocacy issues pertaining to their responsibilities. They noted that almost only half Districts shared their data in the e-benchmarking system and recognized that most Districts users didn't give priority to this exercise. Four additional Districts that had advanced in data entry could also publish their data during the meeting. The recommendations of adapting and using the e-benchmarking system for some national reporting requirements to allow maximum utilization was supported and improvement of the system to limit system errors and accessibility challenges.

A similar exercise was done around land management on 15th December 2016 and 17 District Directors of One Stop Centre and Infrastructure Unit attended. As in the previous case of PPP, the participants had the opportunity to review the results of the e-benchmarking of Local Governments land management services for 2015 and discussed on the new PPP law along with advocacy issues pertaining to their responsibilities. Unfortunately, only nine Districts shared their data in the e-benchmarking system.

The members of the commission of finance and economic development, as newly elected councilors, were trained on both land management and PPP as determinant factors for the success of LED processes. This training took was attended by 144 councilors out of 155 expected and was facilitated by Mr. Pothin Muvara for land management and Mr. Minega Isibo for PPP who was deployed by Rwanda Development Board (RDB).

Training of District and CoK Directors of planning and Business Development and Employment BDE on policy analysis applied to LED (2 delegates per District for 3 days). This training took place at La

Palme Hotel, Musanze from 20th to 22nd September 2016, with 52 participants (83%) from Districts and the City of Kigali. They were in three categories: directors of planning, directors of the Business Development and Employment Units.

A training on Public Private Partnership project design was organized from 27th to 29th September 2016 for the Directors of 5 units from secondary city Districts under the financing of the VNG-RALGA LGCP project. The fields targeted were health, education, planning, agriculture and natural resources, one stop center and infrastructure. The training was facilitated by two international coaches i.e. Mr. Johan Kruger, PPP expert from South Africa and Mr. Tons Tindermans from the City of Eindhoven, Netherlands. They were assisted by two national coaches Mr. Jean Baptiste Bizimungu and Mr. Philbert Murenzi.

From 29th November 2016 to 1st December 2016, the District directors of finance, planning, procurement officers, accountant and legal officer from the piloted 6 Districts were trained on the principles of PPP procurement and contract management. The facilitator was Ms. Diane Uwitonze, PPP expert and head of the strategic investment unit at RDB.

Under the framework of constant consultations with members, RALGA Executive Committee members in December 2016 met the representatives of Districts grouped by province to interact with them and get their views about the association and its programs in general, and the LGCP project in particular of the LGCP program. They were given opportunity to provide feedback, via a questionnaire, regarding their satisfaction and wishes to be considered by RALGA.

Formal classic training having their limitations, RALGA designed and carried out a coaching programs for Local Government officials to supplement the theoretical knowledge about PPP. Thus, RALGA hired Mr. Philbert Murenzi and Mr. Jean Baptiste Bizimungu to coach respectively Rusizi, Muhanga and Huye on one hand, and Nyagatare, Rubavu and Musanze on the other hand under the LGCP project. In general, the coaching program objectives to empower the 6 Districts in starting successful PPP projects were partially reached as six months were not sufficient to go through all the PPP project design process from feasibility study to procurement. These Districts made only the first step of identifying and analyzing possible PPP projects in collaboration with the private sector. A five month extension of this coaching program was therefore negotiated as part of the new IDEAL project to be financed by VNGI.

A new edition of the booklet on land law designed under the LGCP was printed and 500 copies were distributed to local authorities. An urban planning module for further training by LGI was also developed.

IV. Social Welfare Development Projects

In line with advocating for solutions to challenges facing Local Governments in implementing social programs, the social development issues identified during 2016 were analyzed during the technical forum meeting of District Vice-Mayors of Social Affairs. However, no further step was undertaken towards proper advocacy action to address those issues.

Under the financing by UNFPA, RALGA provide technical and financial support to selected Districts to implement their social development policy capacity in the area of family planning, adolescent and sexual reproductive health promotion, population development and civil registration and gender equality. This year, a one day sensitization meeting was facilitated by community health workers (CHW) targeting the public at village level in 4 cells of Kirimbi Sector (Nyamasheke District), which was lagging behind in CPR, on family planning promotion. A preparatory meeting to these sensitization activities had been held on 28th March 2017 at the office Kirimbi Sector, bringing together District level health unit staff, i.e. the Director and the officer in charge of CBHI mobilization, the person in charge of social affairs in the Sector, the Deputy Head of the health center, the coordinator UNFPA program in the District and RALGA Social Welfare Policy Analyst. 20 CHWs participated in the community mobilization to attend the meetings and four nurses assisted with outreach family planning service delivery. 602 people including 327 female participated, and 48 women and 10 men received on spot services which consisted mainly of microgyno pills, jadelle, implano and condoms.

Also, under the RDSP project, a policy dialogue workshop on gender budget statement (GBS) was organized on 2nd and 3rd March 2017. It brought together 49 officials from Rutsiro and Karongi Districts including the Vice-Mayors of social affairs, different directors of units, gender and family promotion officers, representatives from the commissions of the council, representatives of JADF and officers in charge of social affairs at Sector level. The sessions were facilitated by experts from Gender Monitoring Office (GMO), Karongi District RALGA. At the end, the participants had a common understanding on key gender concepts and the role of different departments or the District in GRB and GBS. They were also more aware of the challenges caused by uncontrolled demographic movements and the importance of family planning services.

In view of supporting the Districts to engender their local plans, budgets and reports, RALGA disseminated the findings of the 2015 GBS assessment in collaboration with the Gender Monitoring Office (GMO). RALGA also facilitated 3 technical forums over gender mainstreaming in local development plans and budget, as well as the tailor-made advocacy campaign around gender responsive planning, budgeting and reporting which had been planned.

IV. Trainings and workshops organised by RALGA

RALGA has put in place a number of frameworks and mechanisms to fulfill its capacity building mandate for its members, specifically in the areas of decentralization, local economic development, increasing local finance and enhancing local social welfare. These peer learning mechanisms have

proven to be an effective peer learning approach that complement ordinary learning workshops as they offer room for open debate and dialogue on agreed issues that relate to the participants' daily work.



Technical forum meetings are among those mechanisms whereby good practices are identified and experience shared amongst peer Local Government officials and staff. Recommendations are also formulated to inform subsequent advocacy action by RALGA and other actors in decentralisation in relation to professional challenges and constraints faced by local Government officials.



Dates, target groups, topics

Dates	Target audience	Topics
11/11/2016	Chairpersons of District and CoK Councils	Challenges and solutions related to the functions of the chairperson of the council and working relationships
17-	District and CoK Executive	Local revenue collection targets, local PFM related

18/11/2016	Secretaries, Corporate Services Division Managers, Directors of Finance, MINECOFIN, MINALOC, RRA, GIZ and RALGA	issues and working relationships
25/11/2016	District and City of Kigali Council Affairs Specialist	Roles and responsibilities
02/12/2016	District Mayors	Working relations and Government programs implementation
09/12/2016	District and City of Kigali Vice Mayors of Social Affairs	Social development programs implementation, experience, challenges and possible solutions
29/11/2016-1/12/2016	Directors of Finance, Directors of Planning, Accountants, Procurement officers and Legal Officers of the 6 Secondary City Districts	Training on Public Private Partnerships (PPP) projects procurement and contract management
6-7/12/2016	District/City of Kigali Directors of the Business Development and Employment Units	Review the outcome of the 2015 e-benchmarking of District PPP related services and discuss on the e-benchmarking system improvement
14-15/12/2016	District/City of Kigali Directors of the One Stop Centre and Infrastructure Unit	Review the outcome of the 2015 e-benchmarking of District PPP related services and discuss on the e-benchmarking system improvement
28/3-3/4/2017	Executive Secretary Sector (416)	attributions, conducting effective meetings, PFM, client charter, leadership ethics, execution of court judgments and participatory planning
14-15/4/2017	Executive Secretaries, Corporate Services Division Managers and Directors of Finance	
8-23/6/2017	Executive secretary Cell (2148)	Good governance and service delivery, job attributions, conducting effective meetings, PFM, client charter, leadership ethics, execution of court judgments and data collection
10-11/6/2017	Directors of Finance and Internal Auditors	

The Chairpersons of District and City of Kigali Councils were briefed about the N°87/2013 of 11/09/2013 governing the structure and functioning of decentralized administrative entities. Their discussions revealed that some District Council Specialists are unfit for their duties. This can be imputed to personal ignorance either general or particular to the post's highly important duties and responsibilities since they are much similar to those of the Clerk of the Parliament. It was therefore recommended that they should be selected or transferred and appointed cautiously, with the involvement of the Bureau of the Council in the recruitment. RALGA in collaboration with LGI should organise an induction training for them. They also noted that in general, there are numerous issues related to human resource management in Local Governments which need to be fixed, one example being that in one

District almost all the Directors have been acting for up to two years. Finally, it was realized that the ministerial decree providing for the the meeting bringing together the District Executive Committee and the Bureau of the Council is silent about the frequency of these meetings.



In collaboration with RALGA, LGI, MINALOC, RGB and the Districts, a two (2) days training was organized for 2148 Cells' Executive Secretaries and 416 Sectors' Executive Secretaries from all the Districts to equip them with basic knowledge in relation to good governance and quality service delivery. The objectives were to help Sector and Cell Executive Secretaries better perform their duties by equipping them with knowledge and information related to their responsibilities; to provide for a reliable platform for expression of challenges faced by Sector and Cell Executive Secretaries in fulfilling their duties and create a space for sharing experience and best practices; and to have an appropriate module to be used for further sessions of training, enriched with real experiences from trainees. So it is expected that upon completion of this training, the level of customer satisfaction in their respective places of work will increase and the number of complaints to the District level reduced. The experience gathered was also documented and modules will be enriched for further use by LGI.

V. Specialized technical support services to members

As has been the case for the previous years, the prominent specialized technical assistance services provided to the Districts and City of Kigali is the recruitment of their staff on their behalf. On demand, all Districts received recruitment services. 62,356 applicants were shortlisted (previous: 79,397), and only 31,623 or 50.7% sat for the written tests (previous: 41,064). 9,368 passed for the oral tests (previous: 5,458) and 4,118 of them obtained the required grades for eligibility to appointment.

The pool of consultants was renewed and the recruitment desk was strengthened with 3 new staff members. An evaluation and planning meeting with the consultants and Directors of Administration and Human Resource from all Districts and City of Kigali. The collaboration with these entities and the partnership with other key stakeholders especially the Public Service Commission were strengthened. The measures to improve transparency and fight against corruption were strengthened, and the delays in submitting the recruitment reports were reduced sensibly.

A far more appropriate recruitment equipment was acquired including examination booklets, new cameras and a video production studio opened at RALGA office with a technician recruited to operate it. This contributed a lot to reducing the delays in submitting the comprehensive reports and avoided the loss of archives.

Recruitment statistics from 1st July 2016 to 30th June 2017

S/N	DISTRICTS/CoK	Shortlisted Candidates	Attendance Written Tests	Attendance Oral Tests	Successful Candidates
1	Bugesera (WT: 2 OT: 4)	4871	2650	194	57
2	Burera (WT: 1 OT: 3)	3136	582	346	193
3	City of Kigali (WT: 3 OT: 3)	730	461	172	86
4	Gakenke (WT: 2 OT: 3)	1010	536	442	241
5	Gasabo (WT: 2 OT: 4)	2811	1336	745	283
6	Gatsibo (WT:3 OT: 3)	1578	861	198	79
7	Gicumbi(WT:2 OT: 3)	2238	1425	344	112
8	Gisagara (WT: 3 OT: 6)	1096	572	293	133
9	Huye (WT: 2 OT: 3)	3635	1483	205	96
10	Kamonyi (WT: 3 OT: 4)	3022	1317	252	112
11	Karongi (WT: 1 OT: 7)	2093	1244	398	172
12	Kayanza (WT: 3 OT: 3)	980	476	143	89
13	Kicukiro (WT: 2 OT: 3)	1985	1247	297	137
14	Kirehe (WT: 1 OT: 4)	2175	1535	430	177
15	Muhanga (WT: 2 OT: 3)	4793	2120	275	111
16	Musanze (WT: 4 OT: 5)	4496	2500	474	228
17	Ngoma (WT:3 OT: 2)	2606	1427	277	153
18	Ngororero (WT: 3 OT: 6)	832	485	226	100
19	Nyabihu (WT: 4 OT: 5)	1586	717	256	101
20	Nyagatare (WT: 2 OT: 4)	2670	1380	262	121
21	Nyamagabe (WT: 1 OT: 2)	84	67	276	169
22	Nyamasheke (WT:3 OT: 7)	1319	840	216	109
23	Nyanza (WT: 3 OT:5)	930	408	341	125
24	Nyarugenge (WT: 3 OT: 5)	2094	1121	464	186
25	Nyaruguru (WT:1 OT: 3)	557	371	100	52
26	Rubavu (WT: 3 OT: 2)	1812	1038	309	156
27	Ruhango (WT:2 OT: 6)	1243	816	409	149
28	Rulindo (WT: 3 OT: 4)	668	323	455	173
29	Rusizi (WT: 3 OT: 5)	629	373	197	67
30	Rutsiro (WT: 3 OT: 4)	3797	1311	164	68

31	Rwamagana (WT: 4 OT:4)	880	601	208	83
	TOTAL	62,356	31,623 (50.7%)	9,368	4,118 (43.9%)

VI. Functioning of RALGA

6.1 RALGA statutory meetings



gs RALGA organs, ie the General Assembly, Executive Committee, Control Committee, Conflict Resolution Committee and 4 commissions took place on due time as provided for in the statutes. These organs normally hold four ordinary meetings per year to review and approve, according to their respective capacities, the annual and quarterly action plans and budgets, as well as the annual and quarterly activity and financial reports. They also provided guidance to the Secretariat on important emerging issues.

For instance, The General Assembly decided that Local Government staff who urgently need induction be identified and prioritised before organising training in their respective forums. The Executive Committee subsequently recommended the reorganisation of the



forums around the District's political organs and technical units, whereby all staff under a given unit are members of the forum corresponding to that specific unit. The participants to the forum meetings will therefore be invited depending on the themes of the meeting, which lead to the creation of around 6 such forums.

The Executive Committee instructed the General Secretariat to urgently carry out the construction designs for LGI premises. It was also resolved to appoint a new Board of Directors for LG Consult Ltd which must be given more autonomy to oversee the management of the company. Also, the management of LG Consult Ltd was also requested to develop a strategy to revamp the company.



Commissions

To keep in touch with the members and obtain first hand views, consultation field visits were organized whereby the members of RALGA governing bodies visited all Districts which were grouped in sites by Province. The presentations focused on RALGA and LGI, as well as the LGCP VNG-RALGA Project. It should be noted that the turn was not satisfactory, especially for the City of Kigali and the Northern Province, the reason being that this activity coincided with busy schedules in Districts at the end of the civil year, specifically preparations for the National Dialogue Umushyikirano and related events.

6.2 Communication

While communicating with the public, RALGA used different channels including print and online media outlets, RALGA website and web portal, branding materials like pull up and hanging banners, brochures and leaflets, etc. car stickers, stickers for equipment). More specifically, RALGA handled various requests, inquiries, comments and suggestions from members, partners and clients through phone calls, emails, mailing lists, twitter and whatsapp platforms. Online fora were also moderated to facilitate experience sharing between RALGA members and to identify issues that required advocacy action. RALGA also continuously updated the contacts of different Local Government authorities like the members of the Bureaus of Councils and Executive Committee, the Corporate Services Division Managers, the District Executive Secretaries, the Advisors to Executive Committee and the Public Relations and Communication Officers.



RALGA had also to monitor the media to identify possible issues or misrepresentation affecting RALGA's image. The issues that emerged this year include the recruitment process and the Local Governments' performance in the area of service delivery, audit reports, etc. They were addressed in meetings organized by RALGA itself to that effect, different fora organized by other stakeholders and direct interaction with the media, especially radio stations.

6.3 Collaboration and networking with partners

To represent the interests of its members in national, regional and international forums, RALGA participated in different meetings organised by partner organisations and institutions as an opportunity to gather useful information for its members on the one hand and to convey their opinion to influence the outcome in their interest on the other hand. In the country as usual, RALGA was invited and participated in meetings organised by MINALOC, MINECOFIN, MIFOTRA, RRA, RGB, Decentralisation Sector Working Group, Feeder Roads Programme Steering Committee, Transparency International/ Rwanda among others.



RALGA's partners meeting 20.06.2017 Lemigo Hotel

At international level, RALGA was represented in meetings and events organised in the area of local governments. RALGA also facilitated delegations from foreign local governments visiting Rwanda to learn from the Rwandan model of local governance and mechanisms put in place to ensure cleanliness. The Chairperson of RALGA's participated in the General Assembly of UCLGA in Morocco.

RALGA also hosted and facilitated foreign delegations on study visit and experience sharing: Kenya (Kisumu City Council), Zambia (Lusaka City Council), Uganda (Chairpersons of all District Councils, Mubende and Masindi Districts), Netherlands (City of Eindhoven, VNG International), Niger, Mali and Rhenanie/Palatinate.



With the delegation from Lusaka City Council



Masindi District delegation visiting Rwamagana Hospital



Kisumu delegation



Mali delegation



Uganda District Council Chairpersons on study visit in Rwanda

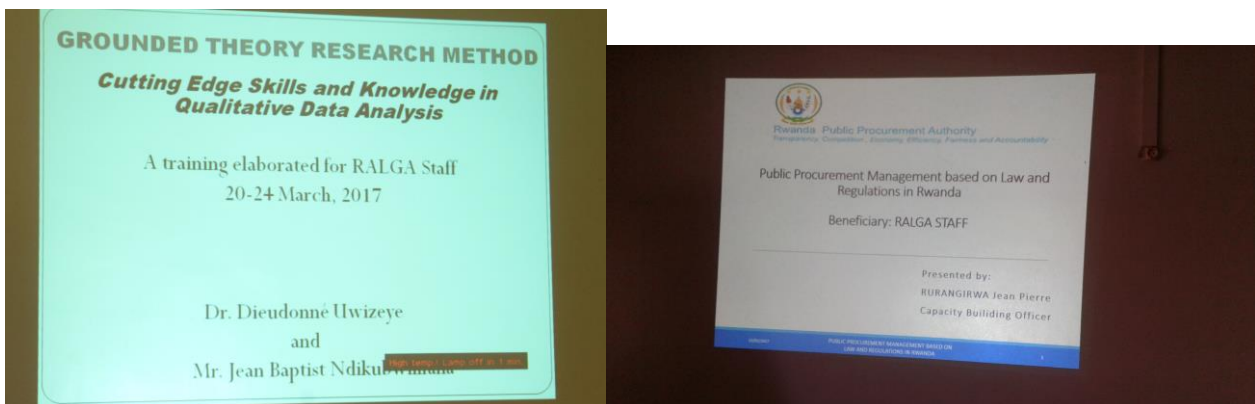




Niger delegation on study tour in Rwanda, Rwamagana District

6.4 RALGA's personnel

RALGA has to implement its organizational structure, update it whenever there is a need, and progressively fill the positions with qualified and efficient staff able to deliver to the expectations of the members, taking into consideration the financial resources available. As of the end of this year, 18 positions of the current organizational structure were filled. Two of the new employees were recruited on a one year contractual basis due. The organizational structure was also readjusted to match with the current needs.



RALGA staff were trained in grounded theory research and public procurement management

VII. Support to the Local Governance Institute

As one of the key players in establishing the LGI together with the Ministry of Local Government, RALGA has continued to bring support to the young institute. RALGA's financial assistance is in form of salaries for 3 detached staff, running costs, office space and rooms that were transformed into a classroom and another and a small documentation center to serve mainly for the provision of short courses. RALGA also sponsored the development of LGI's business plan which was awaiting to be adopted by competent organs during the first quarter of 2017-2018. Moreover, RALGA is also playing a

prime role in negotiating with MINALOC, MIFOTRA and MINECOFIN to secure a financing agreement to access the public funds managed by the CESB and those from other public institutions.



On behalf of its members, RALGA supported LGI in its regular follow up on the implementation of the Master's Program by the University of Rwanda. The LGI was also supported for the development of training and teaching materials for short courses, especially reviewing and customizing the module on PFM and designing 3 new ones for land management, urban planning and, Public Private Partnership. RALGA also contributed to developing LGI's mode of delivery for short courses and designing an induction approach and package for both technical and elected local government leaders.

Under the funding of GIZ, Nyamasheke, Nyamagabe, Gatsibo, Kamonyi, Karongi and Muhanga District Councils were trained on fiscal decentralization, citizen participation and the law governing the Rwandan decentralised administrative entities .

RALGA's support to LGI was also extended to provision of financial and human resources, particularly two of its staff and paying their salaries, but also hosting the institution with related costs linked with office space, internet, website hosting, cleaning, communications, insurance, security. Moreover, as LGI should soon have its own premises, RALGA and LGI embarked on the process of development the architectural and structural designs for this complex. With the technical support of LG Consult Ltd, a company was hired through open competition to carry out those plans. It is expected that this assignment will be complete before the end of the first quarter of 2017-2018 to give room to funds mobilization for the construction.

All the above has allowed the young institute to move ahead towards its consolidation. RALGA also preserved its advisory and advocacy roles, thus contributing to a continuously increased trust and credibility towards LGI by its stakeholders and partners.

VIII. Finance

STATEMENT OF FINANCIAL POSITION

ASSETS	NOTES	Association		Consolidated	
As at		30/06/2017	30/06/2016	30/06/2017	30/06/2016
		Frw	Frw	Frw	Frw
Non-current assets					
Property and equipment	4	885,678,216	825,569,021	906,128,436	828,042,927
Deferred tax assets	5	-	-	46,080,043	36,393,668
Total non-current assets		885,678,216	825,569,021	952,208,479	864,436,595
Current assets					
Inventory	6	3,928,151	8,579,940	3,928,151	8,579,940
Accounts receivable	7	165,625,679	192,898,770	69,284,262	93,866,963
Cash and equivalents	8	370,228,483	282,721,760	375,773,045	287,461,164
Total current assets		539,782,313	484,200,470	448,985,458	389,908,067
TOTAL ASSETS		1,425,460,529	1,309,769,491	1,401,193,937	1,254,344,662
Current liabilities					
Accounts payable	9	223,376,587	359,372,180	293,229,623	407,766,050
Deferred income	10	4,899,451	7,349,177	23,553,159	7,349,177
Tax liability					10,569,203
Short term loan					
Total current liabilities		228,276,038	366,721,357	316,782,782	425,684,430
Net Assets		1,197,184,491	943,048,133	1,084,411,155	828,660,232
REPRESENTED BY:					
Revaluation reserves	22	370,963,078	292,373,540	370,963,078	292,373,540
Accumulated funds	23	826,221,413	650,674,593	713,448,077	536,286,692
Total equity		1,197,184,491	943,048,133	1,084,411,155	828,660,232

STATEMENT OF INCOME AND EXPENDITURE

	NOTES	Association		Consolidated	
For the year ended 30 June		2017	2016	2017	2016

		Frw	Frw	Frw	Frw
Incomes					
Incomes	11	<u>1,715,050,858</u>	<u>1,429,913,238</u>	<u>1,727,909,123</u>	<u>1,433,152,096</u>
Expenditure					
Assets depreciation	4	54,909,701	66,721,455	58,504,582	68,554,928
Public Services Decentralization	12	110,359,683	325,590,927	94,480,535	325,590,927
Increase resources and capacity PFM Strengthening Business	13	58,384,480	22,468,220	58,384,480	22,468,220
Environment National and Social Welfare Development	14	242,265,181	102,371,835	169,886,555	102,371,835
	15	69,490,647	171,660,813	69,490,647	171,660,813
RALGA Provision of Quality Services	16	981,772,217	777,572,063	948,207,185	777,572,063
Finance cost Strengthening RALGA	17	17,211,741	14,962,724	17,377,689	19,948,641
	18	<u>-</u>	<u>-</u>	<u>146,730,408</u>	<u>64,552,645</u>
Total expenditure		<u>1,534,393,650</u>	<u>1,481,348,037</u>	<u>1,563,062,082</u>	<u>1,552,720,072</u>
Surplus/(deficit) for the period		180,657,208	(51,434,799)	164,847,041	(119,567,976)
Tax (expense)/income				<u>9,686,375</u>	
Surplus/(deficit) for the period		<u>180,657,208</u>	<u>(51,434,799)</u>	<u>174,533,416</u>	<u>(119,567,976)</u>

PROPERTY PLANT AND EQUIPMENT

a. For year ended 30 June 2017 (Association)

	Land	Buildings	Office Equipment	Furniture	Computer Equipment	Vehicles	TOTAL
Cost	Frw	Frw	Frw	Frw	Frw	Frw	Frw
At 01/07/2016	381,560,000	498,452,267	70,898,401	29,811,754	31,909,490	93,273,384	1,105,905,296
Additions			19,380,000		4,973,000	15,000,000	39,353,000
(Disposal)			(5,260,660)	(3,093,500)	(6,699,249)		(15,053,409)
Revaluation	57,440,000	(120,552,267)					(63,112,267)
At 30/06/2017	439,000,000	377,900,000	85,017,741	26,718,254	30,183,241	108,273,384	1,067,092,620
Depreciation							
At 01/07/2016	-	127,041,444	56,115,726	15,423,319	28,517,454	53,238,332	280,336,275
Charge	-	28,156,790	8,869,082	2,508,995	3,176,486	12,198,348	54,909,701
Revaluation/disposal		(141,701,805)	(4,358,980)	(1,292,938)	(6,477,849)		(153,831,572)
At 30/06/2017	-	13,496,429	60,625,828	16,639,376	25,216,091	65,436,680	181,414,404
Carryng amount:							
At 01/07/2016	381,560,000	371,410,823	14,782,675	14,388,435	3,392,036	40,035,052	825,569,021
At 30/06/2017	439,000,000	364,403,571	24,391,913	10,078,878	4,967,150	42,836,704	885,678,216

For year ended 30 June 2017 (Consolidated)

	Land	Buildings	Office Equipment	Furniture	Computer Equipment	Vehicles	TOTAL
Cost	Frw	Frw	Frw	Frw	Frw	Frw	Frw
At 01/07/2016	381,560,000	498,452,267	74,362,977	37,203,025	48,193,161	93,273,384	1,133,044,814
Additions	-	-	19,380,000	4,013,000	4,973,000	15,000,000	43,366,000
(Disposal)	-	-	(5,260,660)	(4,039,771)	(6,699,249)	-	(15,999,680)
Revaluation	57,440,000	(120,552,267)	-	-	-	-	(63,112,267)
At 30/06/2017	439,000,000	377,900,000	88,482,317	37,176,254	46,466,912	108,273,384	1,097,298,867
Depreciation							
At 01/07/2016	-	127,041,444	56,803,342	17,084,184	33,276,389	53,238,332	287,443,692
Charge	-	28,156,790	9,283,300	3,371,130	5,495,014	12,198,348	58,504,582
Revaluation/disposal	-	(141,701,805)	(4,358,980)	(2,239,209)	(6,477,849)	-	(154,777,843)
At 30/06/2017	-	13,496,429	61,727,662	18,216,105	32,293,554	65,436,680	191,170,431
Carrying amount:							
At 01/07/2016	381,560,000	371,410,823	17,559,635	20,118,841	14,916,771	40,035,052	845,601,122
At 30/06/2017	439,000,000	364,403,571	26,754,655	18,960,149	14,173,358	42,836,704	906,128,436

Part II

Achievements against planned activities matrix

Outcome 1: Public services are further decentralized to the levels as closer as possible to citizens and accompanied with corresponding resources and capacity for their implementation

Output 1.1 Policy and legal frameworks governing decentralized services, resources and capacity transfer and issues affecting their implementation are regularly identified, analyzed and advocated for

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER I 2016-2017	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
1.1.1 Analyze the legal and policy frameworks governing decentralization and local governance: organization, powers, functions, responsibilities, services, resources and capacity transfer	1.1.1.1 Compile and assess the conduciveness of existing legal and regulatory frameworks governing the functioning of local government	Assessment report	1	0		This activity was not carried out because its budget had to be re-allocated to the development of a standard competency framework for local government. The latter emerged as an urgent priority in mid-November 2016, time when MIFOTRA officially requested for RALGA's collaboration in its execution.	Activity to be cancelled.
1.1.2 Identify, analyze and gather evidences, on a regular basis, on the issues affecting the implementation of decentralized responsibilities (programs and services) and advising on how to address them.	1.1.2.1 Convey the evidence-based advocacy message to target audience	Number of issues		0		This activity couldn't be performed because the previous activity (1.1.1.1) which had to finish first was cancelled.	The activity was cancelled.
1.1.3 Draw on the analysis' findings to carry out evidence-based (legal and policy)	1.1.3.1 Document any advocacy work undertaken	Report on advocacy work	1	0		This activity was not carried out because its implementation exclusively depends on the successful implementation of activity 1.1.2.1 which did not occur.	The activity was cancelled.

advocacy for the issues hampering effective the decentralization of responsibilities, services	1.1.3.2 Communicate recorded achievements and or advocacy status to concerned members	Proof of communication made	Communication recorded	No communication		This activity was not carried out because its implementation exclusively depends on the successful implementation of activity 1.1.3.1 which did not occur.	The activity was cancelled.
--	---	-----------------------------	------------------------	------------------	--	--	-----------------------------

Output 1.2. Ad hoc advocacy issues have been continuously identified as they arise, prioritized, analyzed and advocated

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER: Progress and Challenges	Actions taken to overcome the challenges
					Y		
					G		
1.2.1 Identify, analyze and advocate prioritized ad hoc advocacy issues	1.2.1.1 Engage members & relevant stakeholders on the prioritization and structuring of ad hoc advocacy issues	Priority and structured issues	Ad hoc advocacy issues prioritized and structured	Issues prioritized but not structured		Members were consulted through a Local Government Retreat that was organized by RALGA in partnership with MINALOC from 17th through 19th March 2017 at Golden Tulip Hotel in Bugesera/Nyamata. At the occasion, several issues hampering effective decentralization and optimal delivery of citizen-centered local development were raised and remedial actions envisioned.	
1.2.2 Carry out evidence-based advocacy for structured (ad hoc) advocacy issues and provide feedback to concerned members	1.2.2.1 Advocate desired changes in relation to ad hoc advocacy issues identified and structured	Reports on advocacy work conducted	NA	0		The issues raised during the LG retreat were advocated for, yet without following a structured process.	

Output 1.3. Further Local Governments institutional, leadership and technical capacity building and better working conditions of elected leaders and technicians to better

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER: Progress and Challenges	Actions taken to overcome the challenges
					Y		
					G		
1.3.1 Trigger the interest of relevant stakeholders in order to invest in the institutionalization of capacity building at all	1.3.1.1 Organize a multi-stakeholder policy dialogue over the creation of a pooled fund for LG	Report of the policy dialogue	1	0		This activity was not implemented due to lack of funds.	This activity was cancelled

levels of Local Government	Capacity Building						
1.3.2 Advocate for solutions to challenges related to working environment in Local Governments	1.3.2.1 1. Develop a standard Competency Framework for Local Government in partnership with MIFOTRA	Existence of the Competency Framework for Local Government	Docu ment on Compet ency Framew ork	Docu ment availab le		RALGA and MIFOTRA jointly facilitated the development of the standard Competency Framework for Local Government was developed in partnership with	
	1.3.2.2 Assess the nature and potential sources of conflicts in Local Governments and propose solutions or mitigation measures to the issues identified and structure the message to be conveyed to competent authorities	Assessment report	1	0		Due to lack of funding, this activity was not carried out.	The activity was shifted to 2017-2018
Output 1.4. Increased role of Local Government in the formulation of national policies and programs has been advocated for by RALGA							
Interventions	Activities	Indicators	Annual target	Actual to date	R Y G	QUARTER:	Actions taken to overcome the challenges
					Progress and Challenges		
1.4.1 Regularly assess the status of participatory and evidence-based public policy elaboration and its impact on public policies implementation at the local level	1.4.1.1 Carry out a study on the "Praxis of evidence-based and participatory policymaking in Rwanda: Implications on Public Policy Implementation by Local Government"	Study report	1	0		The activity was not implemented due to lack of funding.	The activity was cancelled.

1.4.2 Facilitate policy dialogues at local and national levels around evidence-based and participatory policy and local decision-making	1.4.2.1 Organize a Central-Local Government policy dialogue around evidence-based and participatory policymaking.	Report on the policy dialogue	1	0		It was expected that the basis for this dialogue would be the findings of the study on the "Praxis of evidence-based and participatory policymaking in Rwanda: Implications on Public Policy Implementation by Local Government". This activity therefore couldn't be implemented because this study was not conducted.	A request was addressed to the EU that this activity be replaced.
	1.4.2.2 Conduct a quick win research on the role of JADF in promoting upward and downward accountability in local government	Report on the survey	1	0		This activity was not carried out due to budget constraints.	Cancelled

Output 1.5. Local Governments have been continuously supported by RALGA in their endeavor to deepen democratic and accountable local governance

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
1.5.1. Support the stimulation and deepening of interactions between Local Councils and constituencies around public problem posing, solving and feedback giving.	1.5.1.1 Conduct a comprehensive study on the current state of Local Council functioning and interactions with constituencies around public problem posing, solving and feedback giving	Study report	1	0		The study on the state of Local Council functioning and interaction with constituencies around public problem posing, solving and feedback giving was successfully conducted.	
	1.5.1.2 Develop and test effective mechanism, methodology and tools for interactive	Number of tools developed	NA	0		No mechanism, methodology and tools were put in place.	Cancelled.

	problem posing, solving and feedback giving						
	1.5.1.3 Provide demand-driven technical assistance to DALGOR Districts with the aim to deepen accountable local governance	Number of Districts supported	6	0		The technical assistance needs of DALGOR intervention Districts were identified during a field mission conducted in November 2016, but no subsequent demand driven assistance was provided	
	1.5.1.4 Improve the content of the LG Induction Manual and upgrade it to a Councilors' handbook	Improved handbook	Handbook improved	Handbook improved		The Induction Manual was upgraded into a Councilors' Handbook and 1000 copies will be printed for distribution to the councilors.	
1.5.2 Support and advise Local Governments on efforts meant to deepen evidence-based and participatory local decision-making processes	1.5.2.1 Carry out a study on the "State of evidence-based and participatory local decision-making processes in Rwanda"	Study report	1	1		The study on the "State of evidence-based and participatory local decision-making processes in Rwanda" was successfully completed.	
1.5.3 Organize community policy dialogues in DALGOR Districts around evidence-based and participatory local decision-making processes in Rwanda	1.5.3.1 Facilitate community policy dialogues in DALGOR Districts around evidence-based and participatory local decision-making processes in Rwanda	Number of policy dialogues facilitated	6	0		This activity was not implemented given the delays in conducting the study above on which it depends it during this year.	The activity was rescheduled in 2017-2018.
1.5.4 Pilot the localization of the Sustainable Development Goals	1.5.4.1 Review a selected number of Districts Development Plans	Number of DDPs reviewed	3	0		The process of hiring 3 consultants to lead the process is ongoing Challenges: There has been a slight delay	

(SDGs) in 3 selected Districts (one purely urban, another one purely rural and another one a secondary city).	against the SDGs					deriving from the late disbursement of funds by CLGF.	
	1.5.4.2 Organize a high level multi-stakeholder dialogue over SDGs localization	Multi-stakeholder dialogue report	1	1		The high level multi-stakeholder dialogue was organized on 17-18 March 2017 at Golden Tulip Hotel, Bugesera District. It was attended by 115 participants from Central and Local Government, CSOs, NGOs and Development Partners	

Output 1.6 RALGA has actively contributed to international knowledge generation and sharing on decentralization and local diplomacy & democracy

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
1.6.1 Publish on themes related to local governance and decentralization in Rwanda and/ or beyond	1.6.1.1 Write up and publish 7 peer-reviewed articles on selected themes	Number of articles published	7	3		Three peer-reviewed articles were published, and the remaining 4 were finalized and submitted for publication.	
	1.6.1.2 Mentor RALGA staff throughout the write-up of research articles	Number of people mentored	6	6		Each of the 6 remaining article authors met the mentor, Prof Auriacombe, who had come to Rwanda specifically for practical sessions with individuals to whom she provided tailor-made feedback on scientific writing.	

Outcome 2: Increased resources and capacity in public finance management for Local Governments

Output 2.1 RALGA has advocated for increase local revenue generation and broaden local revenue base through local economic growth

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	

2.1.2 Advocate for the increase of local revenue and block grants transfers corresponding to the cost of services provided by LG entities	2.1.2.1 Assess the status of District own revenues, block grant and earmarked transfers versus District budget and propose solutions to the challenges identified	Assessment report	1	0		This activity was not carried out, due to other conflicting consultancies that were being carried out such as review of the fiscal decentralization policy and strategy.	To be rescheduled in 2017-2018
	2.1.2.2 Organize a meeting for all stakeholders to set Districts own revenue targets	Number of meetings	2	2		Two workshops for LG revenue setting and revision were organized.	

Output 2.2 RALGA has brokered between Districts and providers in capacity building to improve PFM performance

2.2.1 Advocate for increase the capacity of Local Government Officials in PFM	2.2.1.1 Organize specialized forums on PFM	Number of meetings	3	3		A forum meeting was organized for Division manager 15 and 16 November 2016, another one for Directors of Finance, Division managers and Executive secretaries on 17 and 18 November 2016, another for Executive Secretaries and Corporate Services Division Managers on 14 and 15 April 2017, and the last brought together Directors of Finance and Internal Auditors on 10th and 11th June 2017.	
	2.2.1.3 Organize the rotational regional meeting for sharing good practices and challenges on PFM and Fiscal decentralization	Report	1	0		Due to other conflicting consultancies that were being carried out such as review of Fiscal Decentralization policy and strategy proposed to reschedule the activity in 2017-2018.	To be rescheduled in 2017-2018

Outcome 3: Strengthened business environment through public policy and regulatory reform to spur local economic development

Output 3.1: Desired reforms in the processes, laws, policies and procedures related to business environment at local level have been advocated for by RALGA

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
3.1.1 Assess the conduciveness of (local) institutional environment for LED in pilot Districts	3.1.1.1 Assess the conduciveness of institutional environment for multi-stakeholder engagement on LED in pilot Districts	Assessment report	1	1		The assessment on the conduciveness of institutional environment for multi-stakeholder engagement on LED in 8 Districts was successfully completed	
	3.1.1.2 Organize multi-stakeholder workshops to assess current gaps in the national strategy on LED	Report on the workshop	1	0		RALGA was advised by MINALOC to change this activity and orient the available budget in developing Districts' LED Strategies, and a partnering with LODA was therefore entered into in developing District LED Strategies.	

Output 3.2: Local Governments have been accompanied by RALGA in their endeavour to coordinate and engage LED stakeholders

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
3.2.1 Organize interventions meant to build and strengthen LG policy capacity in the area of LED	3.2.1.1 Assess pilot Districts' capacity gaps in LED-related inclusive participation areas					The assessment of the 8 pilot Districts' capacity gaps in LED-related inclusive participation areas was completed, and the report was both internal and externally validated.	
	3.2.1.3 Facilitate the review process of the National Strategy on LED					MINALOC advised to change this activity and orient the available budget in developing Districts' LED Strategies. RALGA is partnering with LODA in developing District LED Strategies	Finalize the development of District LED Strategies

3.2.1.5 Organize technical forum (CPL meeting) on PPP	Number of participants and meeting report	31	24		The meeting was organized on 6-7/12/2016 and 24 District directors of BDE attended. The participants had the opportunity to review the results of the e-benchmarking of LGs PPP services for 2015 and discussed on the new PPP law along with advocacy issues pertaining to their responsibilities. They noted that almost half Districts shared their data in the e-benchmarking system and recognized that most Districts users didn't give priority this exercise but also pointed out issue of system accessibility constraints and blockage in case of wrong data entered.	
3.2.1.6 Organize technical forum (CPL meeting) on land management	Number of participants	31	17		The meeting was organized on 15/12/2016 and 17 District directors of One Stop Centre and Infrastructure Unit attended. The participants had the opportunity to review the results of the e-benchmarking of LGs land management services for 2015 and discussed on the new PPP law (on demand as there are responsible for the supply and maintenance of public infrastructure) along with advocacy issues pertaining to their responsibilities. They noted that only nine Districts shared their data in the e-benchmarking system and recognized that most Districts users didn't give priority this exercise but also pointed out issue of system accessibility constraints and blockage in case of wrong data entered. They also explored how the system allow to preview other users data and comment on them. However, no new Districts could publish their data during the meeting as they were not advanced with data entry but the facilitator helped them to discover the interest of the system regarding peer learning with practical exercises.	

3.2.1.7 Organize the validation workshop of the updated training materials on Public Private Partnership to LGI short course program standards"	Validation workshop report	1	0		The validation of the updated training materials on Public Private Partnership to LGI short course program standards was not organized, and yet corresponding LGCP project was closed.	LGI will handle this validation
3.2.1.8 Training workshop of newly elected councillors (member of commission of finance and economic development) on land management and PPP	Number of participants and meeting report	155	144		This training took place during the first quarter and was attended by 144 councilors out of 155 expected (92% participation rate). The facilitation was offered by two consultants i.e Pothin Muvara for land management and Minega Isibo for PPP (deployed by RDB hence the increased partnership between RDB and RALGA in this area). This training was attended by 144 councilors out of 155 expected (92% participation rate). The training was facilitated by two consultants, i.e Pothin Muvara for land management and Minega Isibo for PPP (deployed by RDB hence the increased partnership between RDB and RALGA in this area).	
3.2.1.9 Upgrade the IT system on e-benchmarking	Upgraded system deployment report	1	1		The activity was implemented during this quarter (though it is an LGCP project activity which was due to be finalized by the end of 2016 after obtaining authorization by VNGI of an extension). The engineering work was completed and testing started though not yet completed. The system deployment is due after all testing are successful. However, the draft report was submitted to VNGI. The validation meeting for the final report will be organized during the next quarter.	

3.2.1.10 Training of District and CoK Directors of planning and BDE on policy analysis applied to LED (2 delegates per District for 3 days)	Number of participants	62	52		This training was successfully conducted at La Palme Hotel, Musanze from 20-22/9/2016. 52 Districts/City of Kigali directors of planning and the directors of the Business development and employment units out of 62 expected turned up (83%).	
3.2.1.11 Train District officials (directors of District planning unit and BDE unit) on PPP project design requirement in the selected 6 piloted Districts	Number of participants	30	22		The training on Public Private Partnership project design was organized during the first quarter from 27-29/9/2016, targeting the Directors of 5 units, i.e planning, agriculture and natural resources, health, education, one stop center and infrastructure from the 6 secondary city districts. It was attended by 22 delegates out of 30 expected and all the 6 Districts were represented. The training was facilitated by two international coaches, i.e Mr Johan Kruger PPP expert from South Africa and Mr Tons Tindermans from the City of Eindhoven. They were assisted by Mr Jean Baptiste Bizimungu and Mr Philbert Murenzi, the two national PPP coaches.	
3.2.1.12 Train District officials from the piloted 6 Districts (finance and procurement) on PPP procurement and contract management	Number of participants	30	16		The training was organized from 29/11/2016 to 1/12/2016. 16 District officials including directors of finance, planning, procurement officers, accountant and legal officer were trained on the principles of PPP procurement and contract management. The facilitator was Ms Diane Uwitonze, PPP expert and Head of strategic investment unit at RDB. It should be noted that the attendance rate was not satisfactory.	

3.2.1.13 Organize member consultations by RALGA governing bodies to assess the level of impact of the LGCP program	Number of participants and workshop report	310	274		This activity was conducted as follows: Southern and Eastern Province: 9/12/2016; Western Province: 11/12/2016; Northern Province and City of Kigali: 12: 12/12/2016. The workshops were facilitated by RALGA Executive Committee members, and RALGA staff. The participants were briefed on current RALGA programs and services especially the LGCP project and were given opportunity to provide feedback, via a questionnaire, regarding their satisfaction and wishes to be considered by RALGA. Furthermore, the member consultation on the LGCP project was extended to a larger group of Nyanza and Rulindo Districts councilors (with 37 and 58 delegates respectively) in mid-December 2016 upon their demand addressed to LGI for a training on PPP. These meetings allowed not only to explain about the LGCP project but also to receive suggestions on future interventions.	
3.2.1.14 Hire a consultant to analyse data (statistician) collected during the visit to members on the LGCP impact	Info graphic report	1	1		The report of data analysis regarding the member perception on the LGCP impact was submitted and internally validated. The recommendations will be considered during the design of the new projects to come.	
3.2.1.15 Provide coaching services to ABELO	Coaching report	N/A	N/A		The activity was cancelled due to prevailing unfriendly working conditions in Burundi.	

	3.2.1.16 Organize coaching programs for Local Government officials	Monthly progress reports	6	6		The achievements of the program were highlighted in the coaching progress reports and the six month comprehensive submitted by the consultants The six months coaching program on PPPs was offered to six piloted Districts (Rusizi, Rubavu, Nyagatare, Muhanga, Huye and Musanze) under the LGCP project and concluded December 2016. However, as six months were not sufficient to go through all the PPP project design process (feasibility study and procurement), RALGA successfully negotiated a five month extension of the coaching program during the new IDEAL project to be financed by VNGI after submitting the terms of reference for the program extension.	
	3.2.1.17 Print the new edition of booklet on land law/LGCP	Number of copies	500	500		RALGA received 500 copies of the updated land law booklets to be distributed in the course of quarter 4.	
	3.2.1.17 Produce an urban planning module for LGI/LGCP	Urban planning module	1	1		LG Consult Ltd which was contracted submitted the module, although with as serious delay compared to the initial agreed timeframe.	

Outcome 4: National social development policies and programs are effectively implemented by Local Government

Output 4.1: Local Government officials participation in social development policy and programs formulation has been annually advocated for and policy dialogue on social programs facilitated by RALGA

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
4.1.1 Advocate for solutions to challenges facing Local Governments in implementing social programs	4.1.1.1 Advocate desired changes in relation to non-ad hoc advocacy issues related to social welfare that were	Advocacy mission reports	1	1		RALGA pursued the analysis of social development issue identified during 2016 for which partail structuring was done during the technical forum meeting of District Vice Mayor in charge of social affairs, but no direct advocacy mission was done before having a report on the	

	identified and structured					issue to advocate for.	
Output 4.2: Local Governments have accompanied by RALGA in their effort to localize social development programs and coordinate partnerships in this area							
Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
4.2.3 Provide technical and financial support to selected Districts to implement their social development policy capacity in the area of family planning, adolescent and sexual reproductive health promotion, population development and civil registration and gender equality.	4.2.3.1 Organize at Sector level (Kirimbi Sector selected based on criteria of lagging behind in CPR) a one day sensitization meetings facilitated by community health workers (CHW) targeting the public at village level (Umudugudu) on family planning promotion in Nyamasheke District					A sensitization meeting on family planning facilitated by community health workers (CHW) was organized on 29/3/2017 in Kirimbi Sector. It was associated with the community meetings (Inteko z' abaturation) organized in all 4 Cells of the Sector. Also, through the RDSP project, a policy dialogue workshop on "gender budget statement" was organized on 2-3 March 2017 at Holiday Hotel in Karongi Districts and brought together 23 officials from Rustiro District and 26 officials from Karongi District. The participants ranged from the Vice Mayors in charge of social affairs, directors of units such as social development, good governance, gender and family promotion officers, council commissions representatives, JADF representatives and Sector officers in charge of social affairs.	
4.2.4 Support Districts in engendering local plans, budgets and reports	4.2.4.1 Disseminate the findings of 2015 GBS assessment in coordination with the Gender Monitoring Office (GMO)					This activity was partially done, due to changes requested by GMO.	

4.2.4.2 Carry out a comprehensive assessment of 8 RDSP pilot Districts' capacity needs in relation to gender responsive planning, budgeting and reporting					A similar activity was done by GMO and there was no need to do another assessment which would have been a duplication of efforts. RALGA therefore agreed to rely on GMO's assessment report and disseminated their findings.	
4.2.4.2 Organize and facilitate 3 technical forums over gender mainstreaming in local development plans and budget					The 3 technical forums over gender mainstreaming in local development plans and budget were facilitated as planned.	

Outcome 5: To constantly increase RALGA's capacity to provide to its members quality services in accordance with their needs

Output 5.1: RALGA's organs are functional

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
5.1.1 Organize meetings and events of RALGA organs as per the statutes	5.1.1.1 Organize meetings and events for RALGA organs as per the statutes	Number of meetings/events organized	26	26		The meetings of the Executive Committee, Control Committee, 4 commissions and conflict resolution committee for the first and second quarters were organized.	
	5.1.1.2 Organize consultation field visits to members by governing bodies		31	31		All Districts were visited but grouped in sites by Province. Presentations focused on RALGA and LGI, as well as the LGCP VNG-RALGA Project. The turn was not satisfactory, especially for the City of Kigali and the Northern Province. The reason was that this activity coincided with busy	Such big activities involving Local Governments should not

						schedules in Local Governments at the end of the civil year, specifically preparations for the national dialogue and related events.	planned in December and June.
Output 5.2: RALGA's internal organization is effective & and efficient and copes with the rapidly changing environment by accommodating systemic, managerial and technological innovations							
Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
5.2.1 Streamline advocacy/representation, communication, capacity building, knowledge management and ICT across the units.	1. Update RALAGA's website sections at least once a week	Number of updates	52	46		The following sections were updated: News (2), announcements (10), Sliding pictures and captions (8), members' contact details (6 lists). Updates on RALGA website were limited as a new one was developed	
	2. Publish advertisements (radio, TV, print, online)	Published advertisements	6	7		Various consultancy opportunities were advertised mainly through the New Times Magazine, on RALGA website and on www.jobinrwanda.com	
	3. Moderate online fora to facilitate members experience sharing and to identify potential issues for advocacy	Number of fora updated and moderated	42	38		RALGA staff have been moderating and updating 38 mailing lists.	
	4. Monitor the media to identify possible issues or misrepresentation affecting RALGA's image	Number of issues identified	8	7		While monitoring the media to identify possible issues or misrepresentation affecting RALGA's image, the issues that emerged include the recruitment process and the Local Governments' performance in the area of service delivery, audit reports, etc. They were addressed in official meeting and direct interaction with the media, especially the radio.	

	5. Redesign RALGA website, web portal and electronic newsletter	Report	3	2		RALGA's website was redesigned and the portal developed. However, the electronic newsletter was not issued.	
5.2.2 Maintain/establish a state of the art infrastructure (building, equipment, ICT, etc.) that are conducive for the efficiency of the organization and its agencies.	5.2.2.1 Maintain RALGA's infrastructure and equipment	Condition of RALGA's infrastructure and equipment	Maintained in good condition	Maintained in good condition		RALGA's infrastructure and equipment were maintained properly, and new cameras and video production equipment were acquired for the recruitment department especially.	
5.2.3 Implement and progressively update an affordable organizational structure with qualified and efficient staff able to deliver to the expectations of the members	5.2.3.1 Fill in the positions according to the new organizational structure and accompany the staff in their new responsibilities	Number of posts filled	19	18		18 posts of the current organizational structure were filled, but following the gaps in human resources needed for the proper fulfillment of the organization's duties, 2 employees were recruited on a one year contractual basis. The organizational structure was also readjusted to match with the needs of the Secretariat.	
5.2.4 Align daily and short term activities to RALGA's vision and strategic plan through a results based management	5.2.4.1 Conduct planning, monitoring & evaluation and reporting activities	Number of plans and reports	9	9		4 quarterly plans, one annual action plan, 3 quarterly report and the draft annual report were produced as required in alignment with RALGA's vision and strategic plan.	
5.2.4 Support RALGA's operations	5.2.4.1 Acquire contracted services	% of requested services contracted	100%	92%		Services required for the functioning of the organization were acquired as needed and according to the OPM.	
	5.2.4.2 Manage the recurring expenditure and employee related	Salaries paid on time	12	12		The recurring expenditure and employee related costs were managed in conformity with the OPM.	

	costs						
	5.2.4.3 Provide for transport running costs	% of required transport provided	100%	98%		The transport running costs were duly provided as required.	
	5.2.4.4 Provide for the cost for office services					The cost of office services are shared among the development partners working with RALGA as a contribution to overheads.	

Output 5.3: By 2020, 70% of RALGA's annual budget is financed through own revenues to increase its financial independence and sustainability

Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
5.3.1 Establish /strengthen and monitor RALGA's agencies	5.3.1.1 Establish and operationalize the LGI	Organization al documents	3	1		A company was selected to carry out the architectural and structural designs. The operational procedures manual was not developed because it has to be built on the business plan RALGA sponsored LGI's business plan being developed, and plays a prime role in negotiating with MINALOC, MIFOTRA and MINECOFIN to secure a financing agreement. Regarding the short courses, RALGA availed rooms that were transformed into one classrooms and another one for the documentation center. These rooms were equipped with 10 computers, 10 shelves, and accessories thanks to the support of GIZ, Finally RALGA has supported LGI by providing salaries for its 3 staff and supporting running costs.	

Output 5.4: RALGA has delivered specialized services to its members on demand

Interventions	Activities	Indicators	Annual target	Actual to date	R Y G	QUARTER:	Actions taken to overcome
---------------	------------	------------	---------------	----------------	-------------	----------	---------------------------

					G	Progress and Challenges	the challenges
5.4.2 Provide technical assistance to the Districts and City of Kigali in specific services including staff recruitment and legal services	5.4.2.1 Provide technical assistance to the Districts and City of Kigali on demand	Number of requests from the Districts/CoK addressed	186	156		<p>1. The 156 requests received for both written and oral tests were addressed. 53,527 candidates were shortlisted and 27,605 attended the written tests, and 6705 accessed the round of oral tests. 2868 were successful. The pool of consultants was renewed and the recruitment desk was strengthened with 3 new staff members. An evaluation and planning meeting with the consultants and Directors of Administration and HR from all Districts/CoK. The collaboration with Districts/CoK and the partnership with other key stakeholders especially the Public Service Commission were strengthened.</p> <p>Further measures were put in place to improve transparency and fight against corruption. The delays in submitting the recruitment reports were reduced sensibly. The challenges which persist are that there is no quarterly recruitment plan for the Districts/CoK; it is still practically impossible to comply with the Presidential Order governing the recruitment in Public Service especially meeting the deadlines; management the consultants from the professionalism and ethics perspectives and managing the huge number of applicants and shortlisted candidates.</p>	Advocating for the revision of the presidential order n°46/01 of 29/07/2011 regulating staff recruitment in public services, especially the provisions regarding reporting deadlines.
	2. Acquire and provide necessary recruitment equipment	Types and number of equipment provided	4	3		<p>Due to intensive recruitments, the initial number of examination booklets was increased from 15.000 to 27.500 units. A video coverage and production studio was opened at RALGA office and a technician was recruited to operate it. This addressed the issue of delays in submitting the comprehensive reports and avoided the loss of archives.</p>	

3. Organize a training on professional recruitment for people involved in recruitment	Number of people to be trained		0		This activity was not carried out due to budget constraints.	Rescheduled in for FY 2017-2018
4. Train RALGA staff and District users on recruitment software	Number of people to be trained	41	0		This activity was not carried out due to budget constraints.	Rescheduled in for FY 2017-2018
5. Operationalize the recruitment software developed by RALGA	Operational software	1	0		This activity was not carried out because the software was not adopted	Rescheduled in for FY 2017-2018

Annexes

Annex I: RALGA members

Bugesera District	Kayanza District	Nyamasheke District
Burera District	Kicukiro District	Nyanza District
Gakenke District	Kirehe District	Nyarugenge District
Gasabo District	Muhanga District	Nyaruguru District
Gatsibo District	Musanze District	Rubavu District
Gicumbi District	Ngoma District	Ruhango District
Gisagara District	Ngororero District	Rulindo District
Huye District	Nyabihu District	Rusizi District
Kamonyi District	Nyagatare District	Rutsiro District
Karongi District	Nyamagabe District	Rwamagana District
City of Kigali		

Annex II: Executive Committee members

Position n Executive Committee	Names	Position in Local Government
1. Chairperson	Cllr. Innocent UWIMANA	Chairperson, Gisagara District Council
2. First Vice Chairperson	Cllr. Florence UWAMBAJEMARIYA	Mayor, Burera District
3. Second Vice Chairperson	Cllr. Stephen RWAMURANGWA	Mayor. Gasabo District
6. Commission in charge of Local Economic Development	Cllr. Emmanuel KARURANGA	Chairperson, Kamonyi District Council
7. Commission in charge of Decentralization	Cllr. Richard GASANA	Mayor, Gatsibo District
4. Commission Finance of Local Government Entities	Mr. Pierre Célestin HABİYAREMYE	Executive Secretary, Nyamasheke District
5. Commission in charge of Social Welfare Development	Cllr. Béatrice UWAMARIYA	Mayor, Muhanga District

Annex III: Control Committee members

Position in Executive Committee	Names	Position in Local Government
1. Chairperson	Cllr KAYISIME NZARAMBA	Mayor of Nyarugenge District
2. Member	Mr James KANSIIME	Executive Secretary of Gakenke District
3. Member	Cllr Mary KANTENGWA	Vice Mayor for Social Affairs, Gatsibo District

Annex IV: Conflict Resolution Committee

Position	Names	Entity Represented
1. Chairperson	Cllr Jean Baptiste BIZIMANA	Northern Province
2. Member	Cllr Jacqueline MUSEMAYIRE	City of Kigali
3. Member	Cllr Me Athanase RUTABINGWA	City of Kigali
4. Member	Cllr Annonciate KAMBAYIRE	Southern Province
5. Member	Cllr Vincent NGARAMBE	Southern Province
6. Member	Cllr Marie Claire GASANGANWA	Northern Province
7. Member	Cllr Patricia MUHONGERWA	Eastern Province
8. Member	Cllr Anastase BALINDA	Eastern Province
9. Member	Cllr Frédéric MUTANGANA	Western Prvince
10. Member	Cllr Emérance AYINKAMIYE	Western Prvince

Annex V: Members of Commissions

Names	Position in Local Government
Decentralisation	
1. Richard GASANA (chairperson)	Mayor, Gatsibo District
2. Emile ABAYISENGA	Mayor, Musanze District
3. Emmanuel NSIGAYE	VM. Social affairs, Rusizi District
4. Védaste MUSHIMIYIMANA	Executive Secretary, Huye District
5.	
Local Economic Development	
1. Emmanuel KARURANGA (Chairperson)	Chairperson, Kamonyi District
2. Prosper MULINDWA	Vice Mayor FED, Rulindo District

3. Donald NDAWULA NDAHIRO	Chairperson, Bugesera District
4. Gerald MUZUNGU	Mayor, Kirehe District
5. Godefrey NDAYAMBAJE	Mayor, Ngororero District
Increase of Local Government Finance	
1. Bernard BANAMWANA	Chairperson, Ngoma District
2. Angélique MUKUNDE	Vice Mayor FED, Kicukiro District
3. James NGABO	Executive Secretary, Nyabihu District
4. Erasme NTAZINDA	Mayor, Nyanza District
5.	
Social Affairs	
1. UWAMARIYA Béatrice (Chairperson)	Mayor, Muhanga District
2. UWIMANA Catherine	Vice Mayor Social Affairs, Gakenke District
3. MUGISHA Philbert	Mayor, Nyamagabe District
4. DUSHIMIMANA Lambert	Chairperson, Rubavu District
5. KAKOOZA Henry	Executive Secretary, Rwamagana District

Annex VI: RALGA staff as of 30th June 2017

	Names	Position
1	Egide RUGAMBA	Secretary General
2	Winifrida MPEMBYEMUNGU	Deputy Secretary General
3	Enock Arinda BWATETE	Manager, Finance and Administration Unit
4	Faustin SERUBANZA	Manager, Strategic Planning Unit
5	Noel NTAHOBARI	Manager, Policy Analysis Unit
6	Oscar NZIRERA	Social Affairs Development Policy Analyst
7	Vincent RUTAREMARA	Local Economic Development Policy Analyst
8	Jean Bosco RUSHINGABIGWI	Communications Senior Officer
9	Patrick KAZUNGU	Advisor to RALGA Organs
10	Jovith TWAGIRAMUNGU	Accountant
11	Joséphine UWIMANA	Recruitment Officer
12	Fred BUTARE	Recruitment Officer
13	Adolphe MUTANGANA	Recruitment Assistant
14	Annet ABATESI	Assistant Accountant
15	Christine MUTONI	Procurement Assistant

16	Adolphe NDAGIJIMANA	Documentation Assistant
17	Jonathan RUHIMBANA	Logistics Assistant
18	Juvenal KABAYIZA	Driver
19	Yassin SIBOMANA	Driver
20	Innocent MUGARURA	Driver
21	Innocente MURASI	Detached and appointed as LGI Executive Director
22	Richard RUTAYISIRE	Detached and appointed as LGI Administrative Support
23	Rene Lotte	LGI, Development Advisor, GIZ
24	Théoneste UKIZE	LGI Technical Advisor, Consultant