

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

RALGA Annual Report 2017-2018

July 2018

Foreword

Dear readers,

After 3 years of implementation of its third Five Year Strategic Plan which started on 1st July 2015, RALGA issues the present annual report which delineates the main achievements during the financial year 2017-2018. It depicts in details the activities carried out and the progress made against the expected outputs.

Two major peculiarities characterized this financial year. One is the quick assessment carried out by RALGA that allowed an analysis of issues around the local government organizational structure, especially the Cell level. The report was submitted to MINALOC which promised to take into consideration and if necessary review this organizational structure. The second one is that for the first time, RALGA made successfully an attempt to bring its services to the Village/Umudugudu which is the lowest level of administration in Rwanda.

Capacity building interventions were also undertaken under various projects. These interventions were mainly in the form of policy dialogues bringing together various stakeholders around identified topical issues. The topics varied from accountable governance, local economic development, localization of SDGs, gender responsive budgeting and inclusive decision making at local level. The policy dialogues offered also avenues to identify issues that need advocacy action.

Looking at the encouraging achievements and corresponding outcome, I wish to commend everyone for their contribution, starting with RALGA members who remained committed to availing themselves for the success of RALGA's activities. RALGA's appreciation also goes to different partners who provided both financial and technical support towards the implementation of RALGA's strategic plan, namely VNG International, ENABEL, GIZ, NPA, the EU Delegation to Rwanda, and CLGF. I also acknowledge the sincere collaboration of Rwandan public and private institutions like MINALOC, MINECOFIN, LODA, RHA, MININFRA, RGB and University of Rwanda.

Councillor Innocent UWIMANA
Chairperson of RALGA

Acronyms

ADSES	Advocacy and Stakeholder Engagement Strategy
AMLOGAL	Association of Mayors and Local Government of Liberia
AMGVM	Association des Maires des Grandes Villes de Madagascar
BDEU	Business Development and Employment Unit
CBHI	community based health insurance
CHW	Community Health Worker
CLGF	Commonwealth Local Government Forum
Cllr	Councillor
CRC	Citizen Report Card
DALGOR	Deepening Accountable Local Governance in Rwanda Project
DDS	District Development Strategy
EAC	East African Community
EALGA	East African Local Government Association
ENABEL	Belgian Development Agency
EU	European Union
Frw	Rwandan Franc
FY	Financial Year
GBV	Gender Based Violence
GBS	Gender Budget Statement
GIZ	German International Cooperation
GMO	Gender Monitoring Office
IDEAL	Inclusive Decisions at Local Level Project
IPPIS	Integrated Payroll And Personnel Information System
IRDP	Institute of Research and Dialogue for Peace
IT	Information & Technology
JADF	Joint Action Development Forum
LED	Local Economic Development
LG	Local Government
LGA	Local Government Association
LGI	Local Government Institute
MIFOTRA	Ministry of Public Service and Labour
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MOH	Ministry of Health
RDB	Rwanda Development Board
RDSP	Rwanda Decentralisation Support Program
RGB	Rwanda Governance Board
RMI	Rwanda Management Institute
UCLGA	United Cities and Local Governments of Africa
UR	University of Rwanda
VNGi	International Cooperation 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's strategic plan 2015-2020 In 2010 highlights major interventions which were meant to address the priority needs of its members identified through consultations prior to its elaboration. These priorities serve as a basis for annual action plans, taking into consideration the financial and human resources available and in accordance with the mandate of the organisation. The action plan for 2017-2018 made it possible for RALGA to continue to play its role in the decentralization process in Rwanda, by accompanying the local authorities through representation, lobbying & advocacy and capacity building. The present annual report is produced to delineate the achievements realized against the annual action plan and to underline the corresponding immediate outcomes, as well as key financial statements. It comprises of three main parts:

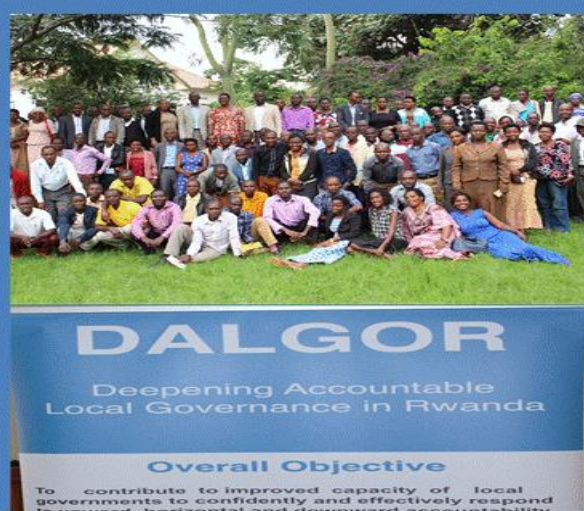
1. Major achievements
2. Planned activities in 2017-2018 and outputs matrix
3. Budget execution as of 30th June 2018

Part I

Major Achievements in 2017-2018

Entrenching the decentralization policy in Rwanda

Under the first output that contributes to the outcome of the strategic plan related to entrenching decentralization in Rwanda, 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 normally engages its members and relevant stakeholders on emerging advocacy issues affecting decentralization in a bid to advocate for remedial changes. Three major issues retained for extensive advocacy are: insufficient staff members at cell level, little knowledge of cell councilors and Village Executive Committee members about their duties and responsibilities, and the local government events calendar. The message about the 3 issues identified above was submitted to concerned audience for desired change. Among the three, the most advanced process is the proposed review of the local government organizational structure. Regarding the duties and responsibilities of cell Councilors and Village executive committee, RALGA decided to train them in collaboration with LGI under the funding of various stakeholders, and booklet on these duties and responsibilities has been developed and printed so that it can be distributed before the end of the financial year. For the local government performance calendar, RALGA is working closely with RDSP and MINALOC to carry out an assessment on which to base in developing a proposal of events coordination and harmonization at local level.



Participants and trainers with the Mayor of Nyamasheke District after training session

Regarding the Local Governments institutional, leadership and technical capacity and working conditions for elected leaders and technicians to better fulfill their responsibilities, RALGA assessed the effectiveness of the Local Government organizational structure and recommended desired reforms. This was complementary to other assessments about the level of attainment of the local government service delivery targets, including annual assessments by MINALOC and CRC surveys as well as other surveys conducted by different government stakeholders and academia. All surveys found that demand for services at cell level has increased yet Cells are understaffed and underequipped, which constrains their capacity to deliver.

Thus, considering the issues that have been constantly raised around the local government organizational structure, and given the recent developments that led Rwanda to adopt its National Strategy for Transformation One (NST1), RALGA found it essential to raise questions about the existing organizational structure. Indeed, there is a strong need to better understand how this structure is being implemented, to what extent it has responded to the expectations, how relevant and conducive it is today in relation to the constant developments happening in Rwanda, the challenges observed in its implementation and how it can be improved for greater effectiveness of delivery and performance of Districts, Sectors and Cells. Such questions pushed RALGA to undertake a quick assessment that allowed an analysis of all these issues around the local government organizational structure.

This analysis resulted into a portrayal of the current situation and recommendations to competent decision makers for possible changes aiming at ultimately allowing local decentralized entities deliver and perform at their highest potential in line with the national aspirations. The report was submitted to MINALOC which promised to take into consideration and if necessary review this organizational structure.

With the purpose of insuring the successful implementation and the visibility of RALGA activities, a workshop with the media on DALGOR (Deepening accountable local governance in Rwanda), an EU funded project. Media was identified as one of the key channels through which various stakeholders could get information about the project's activities, achievements and challenges through news coverage as well as advertorial messages. However, to make the partnership with the media effective and efficient, it was deemed necessary to first of all engage media practitioners and to provide them with key information on the project, but also to discuss with them on the factors that may affect their collaboration with local leaders while covering accountability in Local Governments. It is in this context that a workshop with key media actors having a special interest in good governance and accountability in local government was organized.



Participants to the workshop on DALGOR with Pax Press

The theme of the workshop was : “Deepening accountable local governance in Rwanda: engaging media stakeholders”. The workshop mainly targeted practitioners from media outlets interested in local governance in general and accountability in particular. Participants to the workshop were mainly members of PAX PRESS composed of 25 practitioners from radio stations including community radio stations, TV stations, print and online publications from both public and private sectors. Media was identified as one of the key channels through which various stakeholders could get information about the project’s activities, achievements and challenges through news coverage as well as advertorial messages. The key message to them was to request them to partner with DALGOR in promoting good governance and accountability in local governments through regular and professional coverage of the project’s activities.

In the same context and in the objective of ensuring the visibility of RALGA activities in general and of its project in particular, RALGA organized a program on Accountable governance on RBA (Rwanda Broadcasting Agency) and on RTV. The purpose of these programs was to provide them with key information on the project in order to ensure the visibility of the project.

In support to Local Governments in their endeavor to deepen democratic and accountable local governance, RALGA produced a Kinyarwanda version of the summary of the findings of two studies previously conducted, one on the "State of Elected Local Councilors and Constituency Interactions in Rwanda: Implications for Accountable Local Governance" and another on the "Dynamics of Direct Citizen Participation in Rwanda’s Local Governance in Rwanda". Copies were distributed to the

Councilors from the District down to the Village Executive Committee. A policy dialogue was organized at national level to discuss on what can be done in relation to these findings and recommendations. The dialogue brought together local government actors and various stakeholders interested in local governance, i.e. government institutions like MINALOC and RGB, civil society organizations like IRDP, Never Again Rwanda, Transparency International Rwanda, and development partners like USAID, NPA and RDSP/ENABEL.



A woman councilor is giving her views during the community policy dialogue in Gasabo District

Prior to the policy dialogue at national level, community policy dialogues were organized at local level in the 5 Districts covered by DALGOR project. The main objective was to share with citizens and local leaders the findings on the two studies entitled “*Dynamics of Direct Citizen participation in Rwandan Local Governance*” and “*State of Elected Local Councillors & Constituency Interactions in Rwanda: Implications for Accountable Local Governance*”. The community policy dialogue helps to have from them local leaders and citizens, comments and observations on the study findings and discuss with them the best practices, challenges and strategies to undertake in order to increase the interaction between citizens and elected local councillors and to enable effective participation of citizens in governance.

A three day training for district councilors and technical staff was held in Gasabo, Nyamagabe, Burera, Nyamasheke and Ngoma districts which are covered by the DALGOR project (Deepening Accountable

Local Governance in Rwanda) implemented by RALGA under the funding of the European Union Delegation. Five hundred elected local councillors and village executive committess as well as one hundred technical staff from the DALGOR Districts of intervention were trained. The main objective of the training was to broaden their knowledge and understanding of accountable local governance process, issues and deepen their skills, thus enabling them to optimally harness the potential of accountable local governance for the delivery of sustainable and inclusive local and national development.



Participants in policy dialogue at National level

In order to promote research and peer-reviewed publication, RALGA Staff benefitted from an advanced research design and paper writing workshop/training. In line with the training provided, seven RALGA have conducted their research and produced peer-reviewed articles on decentralization and accountable local governance practices/experiences in Rwanda, other 5 RALGA Staff are still carrying out their research in order to publish articles in peer reviewed international journals.

The Sustainable Development Goals

Through the CLGF/RALGA “Localizing the SDGs” project funded by EU, the Ministry of Finance and Economic Planning in partnership with the Ministry of Local Government and RALGA organized a training workshop on the DDSs development process on 12th and 13th September 2017. The workshop was meant for District Directors of Planning and the consultants assisting the Districts in developing their District Development Strategies (DDSs). RALGA’s objective was specifically to ensure that all participants understand the SDGs, their importance and the best ways of localizing them. The task was performed by staff availed by RALGA powered Local Government Institute (LGI). The facilitator

provided by LGI discussed with the participants about the SDGs historical background both globally and in Rwanda in particular, highlighting the Government of Rwanda's high commitment to deliver on the SDGs as one of the pilot countries. He also took participants through the SDGs goals and indicators, focusing on the strategies to localize them through the DDSs among other planning tools.

RALGA had planned to advocate for the endorsement of a proposed roadmap for SDGs localization, but it was eventually informed, during the stakeholders' engagement process, that due to its engagement to implement the SDGs, the Government of Rwanda had already designed a road map for SDGs domestication and localization. The process started by conducting an Initial Gap Analysis study to assess the level of domestication of the Sustainable Development Goals (SDGs) in the existing national development plans. As this roadmap provided for an automatic inclusion of SDGs in all planning tools from national to local level (Vision 2050, NST1, GoR 7 Year Program, DDSs), no advocacy was needed and RALGA had concentrated on providing advice along gap analysis study process .



Participants to the high level multi-stakeholder's dialogue on SDGs

A high level multi-stakeholder's dialogue over SDGs localization was organized as well. It attracted district leaders and technical staff (All District Chairpersons, Mayors, Vice-Mayors, Executive Secretaries and Corporate Services Division Managers), Central Government representatives: Minister of Local Government, Permanent Secretary/MINALOC, representatives of MINECOFIN, RGB, LODA, NISR & ES Provinces, Development Partners: EU, ENABEL, DFID, Swiss Cooperation, UNDP, Sida, JICA, KOIKA, USAID, Netherlands, World Bank, UNFPA and NGOs & CSOs: Transparency Rwanda, Never Again, Oxfam, Legal Aid Forum, International Alert, IRDP. This allowed better planning of SDGs localization through information sharing on plans and resources. For example it was realized that

the Government of Rwanda was planning to avail coaches to all Districts for the development of SDGs friendly DDSs and duplication in general could be avoided.



MINECOFIN representative addressing participants to the high level policy dialogue

Thereafter, three pilot districts were supported, again through the CLGF/RALGA-EU funded project, in assessing the level of integration of SDGs indicators into existing District Development Plans as a baseline to the development of the SDGs sensitive DDSs. RALGA hired consultants to produce a content for simplified fact sheets and basing on the assessment they supported 3 Districts in developing their DDSs in close collaboration with the Directors of Planning.



RALGA Consultant addressing Ruhango District Council on SDGs localisation

The districts' stakeholders were engaged in the process of elaborating the DDSs, specifically District councilors, district Executive Committee, district staff, Executive Secretaries of sectors and cells, representatives of Chiefs of Village representatives of the Joint Action Development Forum. In addition, they engaged district partners through the JADF.

Local Government Finance

In the area of RALGA's strategic pillar about increasing resources and capacity in public finance management for Local Governments, two workshops were organized on local governments' revenue targets: one for targets setting and another for targets revision. The overall objective was to increase technical capacity of District/City of Kigali Directors of Finance and Local Revenue Accountants in local revenue forecasting and facilitate the exchange between district officials and RRA, MINECOFIN, MINALOC and RALGA on the status of collection of decentralized taxes and fees. A separate meeting for the forum of Districts Procurement Officers and Accountants was also organized.

These workshops allowed the participants to improve their skills, knowledge and information in planning and setting local revenue collection targets which will be used in their annual planning sessions and during the budget revision exercise. This was also an appropriate forum to discuss local PFM related issues in line with LG revenue management and administration. Technical and practical inputs on the taxpayer sensitization and information strategy will be provided especially regarding the deadlines for the payment of taxes and fees. Key challenges/issues in local governments' in public financial management were also discussed and related remedial measures taken.

Spurring Local Economic Development

In the area of spurring local economic development, more specifically in relation to creating awareness and support for optimal engagement of multi-stakeholder over LED-related decisions, RALGA organized multi-stakeholder policy dialogues between public sector, private sector and CSOs around inclusive participation in LED-related decisions in each pilot District. These policy dialogues were organized in the 8 districts covered by RDSP over key policy issues affecting inclusive participation in LED related decisions: Gakenke + Musanze on 22nd and 23rd March 2018, Karongi + Rutsiro on 3rd and 4th April 2018, Gisagara + Huye on 5th and 6 April 2018 and Gatsibo + Nyagatare on 19th and 20th April 2018. They were intended to improve the awareness of the concerned entities and stakeholders and to strengthen their capacity to effectively involve all LED actors in programs and projects design, implementation and reporting to enhance national accountability in local economic development. The already approved investment policy and PPP Law were discussed, the good/best practices in favor, as well as key policy issues hampering LED inclusive participation and capacity gaps in LED – related decisions were also tackled, and recommendations, alternative policy options, for further policy and advocacy actions were generated as well commitments from all actors in providing and implementing desirable solutions to the identified issues for it to be more effective and efficient.

With reference to findings from the previous policy dialogues, RALGA carried out advocacy activities around PPP with Rwanda Development Board (RDB), updated investment policy with LODA and mismanagement of cooperatives with Rwanda Cooperatives Agency (RCA). As a result, these institutions accompanied RALGA in the recently concluded community policy dialogue on LED, with eventual dissemination of the National Investment Policy, PPP law and discussions on Cooperatives Management. A similar campaign was organized with RDB and LODA in June 2018 on PPP guidelines.

RALGA also provided demand-driven capacity building services to enhance multi-stakeholder LED processes, specifically translating into Kinyarwanda RALGA Guide LED which was produced in 1000 copies. These copies were distributed during the policy dialogue over LED. Another demand was the dissemination of the National Investment Policy (2017) and PPP, which was addressed in partnership with RDB and LODA. During the policy dialogues LED, participants also wished to be assisted in having a better understanding on the applicability of PPP Law guidelines, and this was done in partnership with LODA and RDB in June 2018.

Technical support to secondary city districts

In support to secondary city district technical staff capacity to design, implement and monitor PPP projects, coaching services in that area were resumed in August 2017 in the six secondary city Districts, i.e. Muhanga, Huye, Rusizi, Rubavu, Musanze and Nyagatare. These services mainly consisted of supporting the Districts core team composed of selected staff from the Business Development and Employment (BDE), One Stop Center (OSC) and Planning units in preparing the pre-feasibility analysis of selected PPP projects.

District	Project
1. Rubavu	Upgrading and Management of Gisenyi Modern Market
2. Musanze	Construction and Management of Musanze Modern Slaughterhouse
3. Nyagatare	Management of Nyagatare Modern Market
4. Rusizi	1. Modern market - Phase II (Agakiriro)
	2. Modern Slaughterhouse
5. Muhanga	1. Muhanga Heritage Circuit Project
	2. Review of contract on Muhanga Main Park with RFTC
	3. Muhanga Modern Martket with MIG
6. Huye	1. Animal Food Processing Plant
	2. Modern Slaughterhouse
	3. Sovu Modern Market (Agakiriro)

The analysis was also supported by study visits organized for the core team members and meeting between the District authorities and private sector operators to share information on the proposed projects as proactive strategy to attract local investors into those projects. The two consultant hired to deliver coaching services to the six secondary city districts submitted the final coaching report for the 5

month assignment and the copies of pre-feasibility analysis done for the selected projects per each supported District. The report was presented to RALGA management for approval. The consultants submitted a policy brief on proposed policy actions to streamline PPP initiatives in Districts but also ensure proper follow up to the projects for which pre-feasibility analysis were done during the coaching period. The report and the policy brief were with the District focal points (directors BDE Units) and the PPP specialist in MINALOC to ensure proper follow up of initiated PPP projects.

A one week peer learning study visit for the secondary city OSC staff from 28th November 2017 to 1st December 2017 and was attended by 10 Districts OSC staff dealing with urban planning services, a representative of Rwanda Housing Authority, Mr Vincent Rwigamba, Head of Urban Settlement department and two VNGI representatives.



Some of the good practices pinpointed by the participants to the peer learning study visit

1. All secondary city districts master plans documents highlight the economic ambition (vision) of the city and the willingness to leapfrog other cities (locally or regionally)
2. High level of stakeholder consultation during the master plan design process in Rusizi, Muhanga and Musanze
3. Strong leadership involvement in master plan design and implementation processes
4. Clear master plan execution phasing plan and associated financing integrated in the District MTEF and District development plan in Rusizi
5. Effective master plan communication to the public in Rusizi, Musanze, Huye and Muhanga
6. Outsourcing of plot servicing/beaconing services to private operators and stakeholder engagement, especially local private sector operators, for inner city redevelopment projects in Musanze.

The participants also identified preferred service sectors to consider for the urban planning service benchmarking program. These are: Master plan design or revision process (inclusiveness), Master plan implementation communication, approach to produce physical plans, plot servicing, financing plan, connectivity (integration), land use change services to the citizens and upgrading informal settlement (urban poor consultation and engagement).

Another three day peer learning meeting was organized in partnership with RHA as a training of trainers on construction and building code, follow up on urban planning services benchmarking. The training targeted five selected staff from the OSC Unit staff from the secondary city districts. RHA provided two experts i.e the head of division in charge of urban planning and the division manager for building regulations.



A technical working session between IDEAL project manager and RHA experts was organized at RHA office in order to prepare the training materials and the training program. During the training, the participants also discussed on the draft questionnaire to be used for the urban planning service benchmarking and provided relevant inputs. The participants were also refreshed on the use of the e-benchmarking system and agreed that RALGA will formally inform the District about the start of a new benchmarking cycle for the urban planning services and also request the District authorities to share district data within the agreed timeframe (one month). The participants proposed also that the benchmarking cycle should extend on six months.

Support to Local Governments in the sector of social welfare development

In relation to RALGAs advocacy mandate, the social welfare commission made an analysis of selected advocacy issues and gathered additional evidence on these issues: These issues go back to 2016 and are mainly related to the community based health insurance (CBHI) unpaid invoices health facilities since the premium management was devolved to RSSB in 2015. Other issues that were looked into were the district control over health sector staff performance, i.e accountability to District leadership and health sector staff motivation. Further analysis of those issues was engaged by RALGA secretariat to gather additional evidence for advocacy action and RALGA subsequently participated actively in the consultation meeting organized by the Ministry of Health on the draft ministerial instructions determining the functioning of health committees of health facilities organized by the Ministry of Health (MoH). RALGA members inputs were collected and shared via IT platforms, specifically the online technical forums.

RALGA also secured funding under the IDEAL project to support the development of guidelines for proactive engagement of LGs in national policy formulation related to social welfare development.

As part of capacity building, follow up multi-stakeholder policy-dialogues over gender responsive planning, budgeting and reporting were organized in collaboration with GMO on GRB and GBS in 8 districts, namely Gakenke and Musanze (08-09/2/2018), Nyagatare and Gatsibo (22-23/2/2018), Huye, Gisagara (15- 16/2/2018), Rutsiro and Karongi (13-14/2/2018). The meetings helped to get more insights on how to mainstream gender in the current process of designing new DDS and how to do better gender gap analysis during the process of GBS preparation. 206 delegates including District and sector officials, local stakeholders such as JADF members attended these workshops.

Technical assistance was also provided to Gisagara and Huye Districts on 25th and 26th June 2018 about incorporating GBS analyses' comments from GMO. Final corrected versions of GBS were already submitted to GMO and MINECOFIN. More similar technical assistance to other pilot Districts is planned in the FY 2018-2019.

Functioning of RALGA Secretariat

Facilitation of RALGA organs

RALGA as an organization has performed well at large during the financial year 2017-2018 because its organs have been quite well functional. As a matter of fact, its organs regularly held their statutory meetings: the Executive Committee held four ordinary meetings and one extraordinary, the Control Committee met 4 times, each commission held 3 meetings and the Conflict resolution committee met once.

The General Assembly appointed Mr Ladislas Ngendahimana as Secretary General upon recommendation of the Executive Committee basing on a recruitment process undertaken as stipulated in

RALGA articles of association. The General Assembly also resolved to advocate for the transfer of the responsibility of short-listing the candidates from the Districts to RALGA and for RALGA to get the authorization to access the national E-Recruitment portal in order to get engaged in the recruitment process at the very early stages of the recruitment process. The General Assembly also tasked the Secretariat to discuss with competent Government organs on the possibility of constituting a database of all successful candidates (those who scored 70% and above) from which new staff can be appointed without undergoing the whole recruitment process. Another resolution is about advocating for revisiting the geographical size and delimitation of the local decentralized administrative entities for more effectiveness and efficiency in service delivery, especially the Cell level.

RALGA's Executive Committee and Board of Directors of the Local Governance Institute jointly approved the architectural and structural designs of LGI premises. The proposed building has the following major components: administrative block, classroom block (8 classes), restaurant block, bedrooms' block, meeting room, library and car parking. The proposed budget for the premises is Frw 4 billion and two options for financing suggested: (1) full contribution by members through their development budgets, and (2) 60% of the budget by LGI members (RALGA, Districts and the City Of Kigali) and 40% to be mobilized from LGI and RALGA Development partners. Among these two option, the first one emerged as the most preferred, still without excluding the second one.

In another joint meeting, the two organs also decided to strengthen the training institute as RALGA's capacity building arm instead of leaving it isolated and disconnected vis-a-vis RALGA.

A one-day strategic retreat was also organized for the RALGA's Executive Committee, Commissions, Control and Conflict Resolution Committees and technical staff. Also the Board of Directors and technical staff of LGI and LG Consult Ltd as well as MINALOC, MINECOFIN, MIFOTRA, LODA, PSC, CESB, RGB as partner institutions were invited. The overall objective of this retreat was to make a reflection on RALGA mandates and level of service delivery to its members and how to meet the increasing expectations from Local Governments.

The retreat was a good opportunity to take stock of progress in the implementation RALGA activities and to discuss different challenges it is currently facing as a membership organization and challenges its members in general. Discussions focused on the organizational orientation, future direction and change initiatives that should be adopted in order to effectively and efficiently improve RALGA's service delivery to its members. This was also an opportunity to promote team building and collaboration among participants for the attainment of the objectives of the association. Some of the recommendations from the retreat are that RALGA should further increase its visibility among members through aggressive marketing and communication as visibility is critical to nongovernmental organizations (NGOs), and the organisation should adopt a transformative approach in order to be able to assist and accompany LGs in the implementation of over-ambitious NST targets such as poverty reduction and the implementation of LG retreat recommendations.

Consultation field visits to members by the members RALGA organs and Secretariat were also organized not only in to carry out normal activities, but also to strengthen the presence of the association and to have an idea about the views and needs of the members. The Secretary General and other senior staff thus visited frequently the Districts on different occasions especially to address local officials in workshops and training. Concerning member consultation specifically, RALGA teams conducted field visits in each province and met representatives of districts to discuss on the current local government organizational structure. The participants provided their views on its effectiveness, challenges and possible solutions.

Communication

As communication has to be effective between RALGA and its members and close partners, its website was updated 42 times in the sections of news, announcements, sliding pictures and captions and members' contact details (6 lists). The 1st issue of its electronic letter was also posted on the website. Branded materials were produced such as brochures on RALGA, memory sticks and pull up banners and hanging banners for EU/DALGOR project. Information sharing was facilitated among members through online forums (mailing lists) and WhatsApp groups respectively for Chairpersons, Mayors, Vice-Mayors, Executives Secretaries, Corporate Services Division Managers, Directors, and Public Relations, Media and Communication Officers (PRMCOs). The local government directory was also updated, notably the District councilors; District Executive Committee; District Executive Secretaries (DESSs), Division Managers; Advisor to Executive Committee, District Council Affairs Specialist, Assistant to the Mayors and PRMCOs;

The Secretariat also addressed various requests, inquiries, comments and suggestions through phone calls, emails, mailing lists, WhatsApp and twitter messages. The media were monitored to identify possible issues or misrepresentation affecting RALGA's image. Publications affecting RALGA's image through media (print, radio, and social media) were addressed through right to response, engagement of the management of the concerned media outlets, as well as direct responses to social media users. The most recurrent issues were about recruitment.

With the purpose of actively contributing to international knowledge generation and sharing Rwanda's experience on decentralization and local democracy, five RALGA staff started writing articles on a select of themes pertaining to decentralization and accountable local governance in Rwanda. These articles will be peer-reviewed and published in internationally recognized journals under the mentorship of Prof. Christelle Auriacombe of the University of Johannesburg, South Africa.

Developing and updating RALGA's organizational tools

Under the Rwanda Decentralization Support Program (RDSP), RALGA's Advocacy strategy was upgraded, somehow developed almost afresh to respond to the fundamental principle of seeking to promote the interests of Local Government in Rwanda, and the document ended up becoming RALGA's

Advocacy and Stakeholder Engagement Strategy (ADSES). At the same time, RALGA staff were trained on advocacy tools and techniques. The training aimed at strengthening the capacities of RALGA staff and equipping them with appropriate advocacy tools and techniques, so that they are able and capable of executing it, being one of the core mandates of RALGA vis-à-vis its members. Most of the staff trained were at the level of managers and specialists who on daily basis are confronted with the need to exercise advocacy techniques. It is during this training that RALGA managed to adapt its definition of “advocacy”.

RALGA’s Gender Strategy was also revised to guide gender mainstreaming into all RALGA activities and services to members. Its Operational Procedures Manual was as well adapted to match with the prevailing situation of RALGA, its members and the general context of the country. The process of developing RALGA's financial sustainability strategy was also completed. However, this strategy still needs to be adopted by competent organs before implementation.

Representation of the members in the country and abroad

Representing the interests of its members in national, regional and international forums required RALGA to participate in national meetings and events related to decentralization and local governance, in view of expressing the opinion of Local Governments, but also to strengthen networks and establish new ones.

On the regional and international arena, RALGA delegates participated in meetings and events organized by partners abroad as shown in the table below.

Dates	Events/Venue	Organizer
16-19/08/2017	Peer learning and experience sharing workshop for local leaders and managers in Madagascar	UCLGA and AMGVM
11-14/09/2017	Peer learning and experience sharing workshop for local leaders and managers in Moroni, Comoros	UCLGA
15-22/09/2017	Forum of African local managers and training institutes & National Associations needs assessment in Rabat, Morocco	UCLGA
4-7/10/2017	Participate in a Workshop on Regional Information and Knowledge Resource Centers in Arusha, Tanzania	UCLGA
8-14/11/2017	Climate Summit of Local and Regional Leaders during COP23	
19-26/11/2017	2017 Commonwealth Local Government Conference and CLGF General Meeting in Valletta-Malta	CLGF
26-29/11/2017	1 st Africa-Europe Local Governments summit in Abidjan, Ivory Coast	
10-14/12/2017	Symposium on “Governance for Implementing the Sustainable Development Commitments in Africa” Addis Ababa, Ethiopia	UN Department of Economic & Social Affairs
04-07/02/2018	Peer learning workshop in Djibouti	UCLGA
04-10/03/2018	Workshop on experience sharing on resources mobilization for Local Government Associations	

13-21/04/2018	Discuss elements and necessary structure of a Communal Exchange Program between Rwanda and Rhineland -Palatinate	GoR and Rhineland - Palatinate
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Reciprocally, RALGA hosted delegations foreign countries mostly with the facilitation its counterpart associations in those countries as shown in the table below.

Dates	Delegation	Purpose
09-13/10/2017	Delegation from Diffa Region of Niger	Learn from Rwanda's experience in managing the Post-Genocide period
05/02/2018	Delegations of 40 people from Benin, Burkina Faso, Mali, Niger, Senegal Togo and Mauritania (members of the West African Economic and Monetary Union (WAEMU))	Peer-learning on "resource mobilization to the benefit of local authorities and financial equalization in Rwanda"
25-28/10/2018	Delegation from Association of Mayors and Local Government Authorities of Liberia (AMLOGAL)	Peer learning in areas of Strategic Planning & LGAs management

RALGA's operations and infrastructure

The services and supplies needed for RALGA's smooth operations were duly provided and related contract management ensured: audit, internet, website hosting, cleaning, communications, office maintenance, insurance, security, vehicles, water, stationeries, electricity, etc. Staff salaries were also paid on time and required equipment and materials provided.

RALGA's infrastructure and equipment were properly maintained and are in good conditions proportionally with their acquisition date. A special attention was put on the architectural and structural design of LGI premises. This design was completed, and the next step is to seek advice from competent government organs before submitting a request for construction permit.

Personnel

In March 2018 Mr Egide Rugamba resigned from the post of Secretary General of RALGA and Mr Ladislav Ngendahimana was provisionally appointed as his successor pending the definitive appointment by the General Assembly. The Finance and Administration Manager also resigned, and this vacancy has not yet been filled. 4 other positions also need to be filled, and the overall organizational structure itself needs to be updated.

Support the Local Governance Institute

RALGA supported administratively and financially LGI whereby RALGA continued to pay the salaries of 2 staff members and its finance department to technically assist LGI in managing its funds. Both institutions collaborated in various activities pertaining to training local officials and staff, with a special

focus on the bureaus of sector councils and chairpersons of council cells. It is important to note that LGI as an autonomous NGO was dissolved by its General Assembly on 18th May 2018 to allow it come back to its original spirit whereby it has to be RALGA's specialized arm for capacity building. Basing on this LGI's General Assembly resolutions, LGI was transformed into a specialized department fully operating under RALGA.

District staff recruitment services

Since July 2017, 27 districts and City of Kigali were provided recruitment services and some were served more than once. As of 30th June 2018, beneficiary districts were at different phases of the process: shortlisting, written tests and oral tests as shown in the table below. It is worth noting that more than 19 remained pending due to a temporary suspension of the recruitment activities for two months since March 2018.

With the objective of identifying loopholes in the process by engaging those who are involved at different stages, two evaluation meetings were organized for consultants on recruitment services. Also, under the facilitation of RALGA, MIFOTRA trained all the district Human Resource Officers on the use of the newly introduced E-recruitment software. They took this occasion to disclose the gaps and defects in this software. They were also taken through the new Presidential Order No 144/01 of 13/04/2017 Governing Modalities for Recruitment, Appointment and Nomination of Public Servants.

Statistics from July 2017-June 2018

S/N	Districts/ City Of Kigali	Frequency For Written Tests	Frequency For Oral Tests	Shortlisted Candidates	Attendance Written Tests	Attendance Oral Tests	Successful Candidates
1	Cok	1	1	1733	435	85	18
2	Gasabo	0	0	0	0	0	0
3	Kicukiro	1		4953	1442		
4	Nyarugenge	3	1	1449	441	162	80
5	Karongi	2	2	974	206	52	34
6	Ngororero	1	1	1670	208	58	21
7	Nyabihu	1	1	1111	239	36	19
8	Nyamasheke	1	1	981	83	55	41
9	Rubavu	2	0	2653	461	0	0
10	Rusizi	1	0	1819	291	96	36
11	Rutsiro	1	1	4353	823	81	35
12	Bugesera	3	2	7513	1749	299	106
13	Gatsibo	1	1	787	210	62	19
14	Kayanza	3	1	6851	947	22	9
15	Kirehe	2	2	4637	705	124	55
16	Ngoma	1	2	4677	1271	321	68

17	Nyagatare	1		5953	584		
18	Rwamagana	0	1	0	0	30	14
19	Gakenke	3	2	3576	1132	126	77
20	Gicumbi	4	1	12637	2764	180	81
21	Musanze	1	2	2419	986	238	74
22	Nyabihu	1		1111	239	36	19
23	Rulindo	0	0	0	0	0	0
24	Gisagara	1		1765	358	106	43
25	Huye	0	0	0	0	0	0
26	Kamonyi	0	0	0	0	0	0
27	Muhanga	2	2	3006	850	146	56
28	Nyamagabe	1		1927	216		
29	Nyanza	1	1	3241	634	108	48
30	Nyaruguru	2	1	3147	432	2	1
31	Ruhango	1		6463	1222		
Total		42	26	91,406	18,928	2,425	954
Percentage							1.04%

VIII. Finance

RALGA spent Frw 1,572,905,401 during the financial year 2017-2018, equivalent to 89.85% of the annual budget. As of June 30th 2017, 85.1% of the 868 million annual membership fees had been paid, each District and the City of Kigali paying 28 million Rwandan Francs (US\$ 33,000). More details about RALGA's finance are provided in annex.

Lessons learnt

1. The experience gained through DALGOR project demonstrated that RALGA is capable to reach the lowest levels of administration, especially the Cell and the Village, and should in future include them as direct beneficiaries of its activities.
2. Basing on the national parliamentary elections which took place in August and captured much of the attention of local government leaders, RALGA learnt that it is important to plan taking into consideration such events that are out of RALGA's control.
3. Due to technical shortcomings, RALGA had to put on hold the recruitment exercise since March 2018 for a better reorganization.

Challenges

1. The most important challenges were in connection with recruitment services rendered to the Districts and City of Kigali: no recruitment plan and submit their requests on short notice, no training on the effective use of the IPPIS e-recruitment, huge numbers of candidates which make working conditions hard for both the candidates and the consultants.
2. The staff turnover was particularly high during the course of the year, including the resignation of the Secretary General, affected activity implementation and RALGA's overall performance.
3. It has not been possible to obtain any dividend from LG Consult because the company has not yet been able to make profit.
4. LGI as RALGA's capacity building arm has not yet been accredited by competent Government institutions to formalize services to members, but also to access public funds.

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

Activities	Sub-Activities	Indicators	Annual target	Actual to date	R	QUARTER ONE: Progress and Challenges	Actions taken to overcome the challenges
					Y		
					G		
1.1.1.1 Compile key policy, legal and regulatory frameworks governing the functioning of local government	1. Identify, through multi-stakeholder's consultations, key policy, legal and regulatory frameworks governing/affecting the functioning of local government	Consultations' report	1	0	R	This activity was not implemented due to lack of funding.	Activity 1.1.1.1 and all subsequent sub-activities were shifted to financial year 2018-2019 and to be financed under DALGOR project
	2. Synthesize and compile key frameworks identified into a user-friendly handbook	Synthesized compendium of key policy, legal and regulatory frameworks	1	0	R	Not implemented because activity 1.1.1.1 was not carried out.	
1.1.2.1 Convey the evidence-based advocacy message to target audience	Advocate the desired/recommended changes in relation to non-ad hoc advocacy issues identified and structured	Number of issues identified	NA	0	R	Not implemented because activity 1.1.1.1 was not carried out.	
1.1.3.1 Document any advocacy work undertaken	Prepare feedback reports/documents on advocacy work undertaken	Number of papers written on advocacy activities	NA	0	R	Not implemented because activity 1.1.2.1 was not carried out.	

1.1.3.2 Communicate recorded achievements and or advocacy status to concerned members	Send feedback to members	Number of advocacy messages dissemination reports	NA	0	R	Not implemented because activity 1.1.3.1 was not carried out.	
Output 1.2. Emerging advocacy issues affecting decentralization have been continuously identified as they arise, prioritized, analyzed and advocated							
Interventions	Activities	Indicators	Annual target	Actual to date	R Y G	QUARTER: Progress and Challenges	Actions taken to overcome the challenges
1.2.1.1 Engage members & relevant stakeholders on emerging advocacy issues	1. Consult members of RALGA Decentralization Commission on the identification, prioritization and structuring of emerging key issues affecting decentralization	Number of ad hoc advocacy issues identified	NA	3	Y	Three major issues retained for extensive advocacy are: insufficient staff members at cell level, little knowledge of cell councilors and Village Executive Committee members about their duties and responsibilities, and the local government events calendar.	
	2. Produce issue structuring reports/discussion documents for Commission members	Number of documents/reports produced	NA	3	G	The advocacy issues identified above were not discussed in the commissions, but they were structured and submitted to MINALOC for further consideration and hopefully for action.	
1.2.2.1 Advocate desired changes in relation to emerging advocacy issues identified and structured	1. Convey advocacy message to target audience	Advocacy mission report	NA	3	G	The message about the 3 issues identified above was submitted to concerned audience for desired change. Among the three, the most advanced process is the proposed review of the local government organizational structure. Regarding the duties and responsibilities of cell Councilors and Village executive committee, RALGA decided to train them in collaboration with LGI under the funding of various stakeholders, and booklet on these duties and responsibilities has been developed and printed	

						so that it can be distributed before the end of the financial year. For the local government performance calendar, RALGA is working closely with RDSP and MINALOC to carry out an assessment on which to base in developing a proposal of events coordination and harmonization at local level.	
1.2.2.2 Provide concerned members with timely feedback on the outcome of advocacy work undertaken (for emerging issues)	1.Document any advocacy work undertaken	Documented achievements or advocacy status	NA	NA	G	The advocacy work done so far has not been formally undertaken because the process is still ongoing, but it is mentioned in reports submitted to RALGA's concerned organs and updates are made in various meetings with members.	
	2. Communicate recorded achievements and or advocacy status to concerned members	Feedback report	NA	NA	N A	This communication has not yet taken place because the advocacy on the identified issues above is still going on,	
Output 1.3. Further Local Governments institutional, leadership and technical capacity building and better working conditions of elected leaders and technicians to better fulfill their responsibilities have been continuously advocated for by RALGA.							
Interventions	Activities	Indicators	Annual target	Actual to date	R Y G	QUARTER:	Actions taken to overcome the challenges
					G	Progress and Challenges	
1.3.2.1 Carry out evidence-based advocacy to address challenges related to the effective implementation of the Local Government organisational	1. Assess the effectiveness of the Local Government organisational structure and recommend desired reforms	Assessment report	1	1	G	In the framework of assessing the level of attainment of the local government service delivery targets, a number of reports have been regularly produced including annual assessments by MINALOC and CRC surveys as well as other surveys conducted by different government stakeholders and academia. All surveys found that demand for services at cell	

structure						<p>level has increased yet Cells are understaffed and underequipped, which constrains their capacity to deliver. It is in line with these responsibilities that RALGA, considering the various reports on the performance of its members (Districts and City of Kigali) in terms of delivery, especially the issues constantly raised around the local government organizational structure; also given the recent developments that led Rwanda to adopt its National Strategy for Transformation One (NST1), found it essential to ask some questions around the existing organizational structure. Indeed, there is a strong need to better understand how this structure is being implemented, to what extent has it responded to the expectations, how relevant and conducive it is today in relation to the constant developments happening in Rwanda, the challenges observed in its implementation and how it can be improved for greater effectiveness of delivery and performance of Districts, Sectors and Cells. Such questions pushed RALGA to undertake a quick assessment that will allowed analyze all these issues around the local government organizational structure. This analysis will resulted into a portrayal of the current situation and recommendations to competent decision makers for possible changes aiming at ultimately allowing local decentralized entities deliver and perform at their highest potential in line with the national aspirations.</p>
	2. Conduct the advocacy work to bring about the desired changes	Report on the advocacy made	1	1	G	<p>The report was submitted to MINALOC which promised to take into consideration and if necessary review this organisational structure.</p>

1.3.2.2 Carry out evidence-based advocacy to improve working conditions and local public servants management in local government	1. Develop a proposal of specific statutes for local government (public) servants	Draft statutes available	1	0	R	This activity was not implemented due to lack of funding.	Shifted to financial year 2018-2019 and to be financed under DALGOR project
	2. Advocate the adoption of proposal made before competent authorities	Advocacy report	1	0	R	Not implemented because the previous activity was not carried out.	
1.3.2.3 Carry out evidence-based advocacy meant to effectively manage conflicts in Local Government	1. Assess the nature and potential sources of conflicts in Local Government (using Grounded theory analysis)	Assessment report	1	0	R	This activity was not implemented due to lack of funding.	Shifted to financial year 2018-2019 and to be financed under DALGOR project
	2. Advocate lasting solutions or mitigation measures to positively manage the nature and or sources of conflict in Local Government	Advocacy report	1	0	R	Not implemented because the previous activity was not carried out.	

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	QUARTER:	Actions taken to overcome the challenges
					Y		
					G	Progress and Challenges	
1.4.1.1 Carry out evidence based advocacy for an increased role of local government and other local development partners in public policy/programs formulation	1. Conduct the the study on "Praxis of evidence-based and participatory policymaking in Rwanda: Implications on Public Policy Implementation by Local Government"	Study findings report	1	0	R	This activity was cancelled because the main co-funder (RMI) was reluctant to get engaged. The related budget was therefore reallocated to extending of activity in line with policy dialogue at national level	Cancelled
	2. Use the study findings to advocate desired changes before competent authorities	Advocacy report	1	0	R	Not implemented because the previous activity was not carried out.	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	Progress and Challenges	
1.5.1.1 Edit, proofread and publish the findings report of the study on the "State of Elected Local Councilors and Constituency Interactions in Rwanda: Implications for Accountable Local Governance"	Hire an editor and proofreader of the study findings report	Edited and proofread document	1	1	G	The study report was proofread and edited by a hired consultant, one on the "State of Elected Local Councilors and Constituency Interactions in Rwanda: Implications for Accountable Local Governance". A summary of the study findings was also produced in Kinyarwanda and was distributed to RALGA partners and to Councilors from District up the Village Executive Committee. Finally, a policy dialogue was organized at national level to discuss on what can be done in relation to these findings and recommendations.	
1.5.1.2 Organize (in cohorts) a training of Districts' Councilors, Executive Secretaries and Directors of units on the intersection and management of upward, horizontal and downward accountability demands	1. Print out the training manuals	Number of copies	5	5	G	The main objective of the training was to broaden the beneficiaries' knowledge and understanding of accountable local governance process, issues and deepen their skills, thus enabling them to optimally harness the potential of accountable local governance for the delivery of sustainable and inclusive local and national development. The 3 day training for District Councilors and District technical Staff was held at each District office of DALGOR intervention (Gasabo, Nyamagabe, Burera, Nyamasheke and Ngoma.). The participation in the trainings was very satisfactory in all Districts and Districts' Authorities appreciated and thanked the support given by RALGA.	
	2. Organize 1st to 5th training cohorts	Number of participants	600	580	G		
	3. Organize 6th to 10th training cohorts	Number of participants	600	589	G		

Edit, proofread and publish the findings report of the study on the "Dynamics of Direct Citizen Participation in Rwanda's Local Governance in Rwanda"	Hire an editor and proofreader of the study findings report	Edited and proofread document	1	1	G	The study report was proofread and edited by a hired consultant, one on the "Dynamics of Direct Citizen Participation in Rwanda's Local Governance in Rwanda" . A summary of the study findings was also produced in Kinyarwanda and was distributed to RALGA partners and to Councillors from District up the Village Executive Committee.	
1.5.4.1 Organize a workshop of City of Kigali and Districts' Executive Secretaries & Directors of Planning over SDGs Localization & oversight	1. Facilitate a consultative workshop on the SDGs localization	Workshop report	1	1	G	Through the CLGF/RALGA project funded by EU, the Ministry of Finance and Economic Planning in partnership with the Ministry of Local Government and RALGA organised a training workshop on the DDSs development process on 12 th and 13 th September 2017. The workshop was meant for District Directors of Planning and the consultants who are assisting the Districts in developing their DDSs. RALGA was particularly tasked to make sure that all participants understand the SDGs, their importance and the best ways of localising them. The task was performed by staff availed by RALGA powered Local Government Institute (LGI). The LGI facilitator discussed with the participants about the SDGs historical background both globally and in Rwanda in particular, highlighting the Government of Rwanda's high commitment to deliver on the SDGs as one of the pilot countries. He also took participants through the SDGs goals and indicators, focussing on the strategies to localize them through the DDSs among other planning tools.	

1.5.4.2 Devise a clear and realistic roadmap for SDGs localization and advocate for its endorsement	1. Advocate for the endorsement of the proposed roadmap for SDGs localization	Proposal of SDGs localization roadmap	1	0	N A	During the stakeholders' engagement process, RALGA was informed that due to its engagement to implement the SDGs, the Government of Rwanda had already designed a road map for SDGs domestication and localisation. The process started by conducting an Initial Gap Analysis study to assess the level of domestication of the Sustainable Development Goals (SDGs) in the existing national development plans. As this roadmap provided for an automatic inclusion of SDGs in all planning tools from national to local level (Vision 2050, NST1, GoR 7 Year Program, DDSs), there was no need to devise and advocate for the endorsement of another roadmap for their implementation.	Cancelled
1.5.4.3 Organize a high-level multi-stakeholder's dialogue over SDGs localization	1. Facilitate the policy dialogue	Policy dialogue report	1	0	G	The high level multi-stakeholders dialogue took place and attracted district leaders and technical staff (All District Chairpersons, Mayors, Vice-Mayors, Executive Secretaries and Corporate Services Division Managers), Central Government representatives: Minister of Local Government, Permanent Secretary/MINALOC, representatives of MINECOFIN, RGB, LODA, NISR & ES Provinces, Development Partners: EU, BTC, DFID, Suiss, UNDP, Swedish, JICA, KOIKA, USAID, Netherlands, World Bank, UNFPA and NGOs & CSOs: Transparency Rwanda, Never Again, Oxfam, Legal Aid Forum, International Alert, IRDP. This allowed better planning of SDGs localization through information sharing on plans and resources. For example, it was realized that the GoR was planning to avail coaches to all Districts for the development of SDGs friendly DDSs and	

						duplication in general could be avoided.	
1.5.4.4 Assess the initial conditions for SDGs localisation in piloted Districts	1. Carry out the assessment and transfer the expertise to RALGA, LGI & piloted Districts	Assessment findings report	1	0	N A	The activity was integrated in the DDS development process as SDGs localisation is one of the cross-cutting issues in the DDS document. However, 3 pilot districts were supported, through the CLGF/RALGA-EU funded project, in assessing the level of integration of SDGs indicators into existing District Development Plans as a baseline to the development of the SDGs sensitive DDSs in close collaboration with the Directors of Planning. . The 3 consultants hired will also produce a content for simplified fact sheets and basing on the assessment they supported 3 Districts	
1.5.4.5 Establish and print simplified fact sheets of piloted Districts against the SDGs indicators/ targets	1. Establish fact sheets for each piloted District	Fact Sheets	3	0	R	The activity will be implemented after the approval of the DDS.	
	2. Print & distribute copies/booklets of fact sheets	Number of copies	504	0	R	The activity will be implemented after the approval of the DDS	

1.5.4.6 Assist 3 piloted Districts in the elaboration of their draft Development Plans for the period 2019-2024 and mainstreaming of SDGs therein	Support the Districts in elaborating their development strategies for the period 2019-2024 of piloted Districts and mainstream the SDGs therein	Number of Districts supported	3	3	G	The districts' stakeholders were engaged in the process of elaborating the DDSs, specifically District councillors, district Executive Committee, district staff, Executive Secretaries of sectors and cells, representatives of Chiefs of Village representatives of the Joint Action Development Forum,. In addition, they engaged district partners through the Districts' Joint Action Development Forum (JADF).	
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Output 1.6 RALGA has actively contributed to international knowledge generation and sharing on decentralisation 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	
1.6.1.1 Write up and publish 5 peer-reviewed articles on a select of themes pertaining to decentralisation and accountable local governance in Rwanda	1. Issue the internal call for paper abstracts	Number of abstracts submitted	5	5	G	The expression of interest was communicated to all staff who would be interested in conducting the research and publish in peer reviewed international Journals. The interested staff are invited to submit their application letter to the Secretary General of RALGA not later than 20 th December 2017.	
	2. Blind peer review of paper abstracts submitted and notification of eligible authors	Number of selected abstract	5	5	G	After the notification of eligible authors, the list of selected researchers and their abstract papers were submitted to the mentor	
	3. Disburse the first instalment of research lumpsum to eligible authors	Number of people that acknowledged receipt	5	5	G	The reseacher received 70% of the lumpsam to be used as follows: 300 Euros for guided research design;600 Euros for data collection tools design;300 Euros for the piloting; 1500 Euros for data analysis and research paper/article write-up; of data collection tools; 2000 Euros for data collection; 1000 Euros for data entry and cleaning;300 Euros to cover journal pages fee.	

	4. Produce full write ups of research articles/papers on selected topics	Numer of draft research articles	5	5	G	The full write up of research articles/papers on selected topics is still going on because it will be done the whole	
	5. Submit the draft research articles/papers to the research mentor	Numer of draft research articles	5	2	G	The staff researchers are going on in conducting their research for peer reviewed articles for publication and the submission of draft research articles/papers to the research mentor is done progressively	
	6. Publish the peer-reviewed and accepted papers	Number of articles published	5	NA	NA	The researchers are still conducting their research, and their articles will be published in September and December 2018 journal issues, thus, they are still in their deadline.	
1.6.1.2 Mentor RALGA staff throughout the write-up of research articles	1. Provide personnalized mentorship services to concerned RALGA staff	Consolidated report on progress	1	1	G	The mentorship was organized by a Professor Christelle Auriacombe of the University of Johannesburg, South Africa. The exercise focused on paper writng and peer reviewed publications	
	2. Organize a face -to- face feedback workshop between the appointed mentor and draft paper authors	Customized feedback report	1	1	G	Each staff researcher has benefitted from the individual mentorship in line with his/her specific topic, the individual mentorship is still going on with the Professor until when the article will be published in an International Journal	

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	2.1.2.1 Assess the status of District own revenues, block grant and earmarked transfers versus District budget and propose	Assessment report	1	0	R	This activity was cancelled due to budget constraints.	Cancelled

cost of services provided by LG entities	solutions to the challenges identified					
2.1.2.2 Organize a meeting for all stakeholders to set Districts own revenue targets	Number of meetings		2	2	G	Two workshops were organised on local governments revenue targets: one for targets setting and another for targets revision. The overall objective was to increase technical capacity of District/City of Kigali Directors of Finance and Local Revenue Accountants in local revenue forecasting and facilitate the exchange between district officials and RRA, MINECOFIN, MINALOC and RALGA on the status of collection of decentralized taxes and fees. These workshops allowed the participants to improve their skills, knowledge and information in planning and setting local revenue collection targets which will be used in their annual planning sessions and during the budget revision exercise. This was also an appropriate forum to discuss local PFM related issues in line with LG revenue management and administration. Technical and practical inputs on the taxpayer sensitization and information strategy will be provided especially regarding the deadlines for the payment of taxes and fees. Key challenges/issues in local governments' in public financial management were also discussed and related remedial measures taken.

Output 2.2: By 2020, RALGA has supported the Districts to improve their performance in planning, PFM and stakeholders' participation.

Interventions	Activities	Indicators	Annual target	Actual to	RY	QUARTER:	Actions taken to overcome
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				date	G	Progress and Challenges	the challenges
2.2.1 Advocate for increase the capacity of Local Government Officials in PFM	1. Organize regular training related to PFM	Number of people trained	93	89	G	The training took place on the occasion of forums organized particularly organised for the staff involved in PFM at local level. MINECOFIN and RRA have been instrumental in enhancing knowledge in this field, while GIZ played a major role in financing this activity.	
	2. Organize forums on PFM	Number of forums	3	4	G	The following forums were organised for districts' Procurement Officers, Accountants, Directors of Finance and district Executive Secretaries.	
	3. Organize a rotational regional meeting for sharing best practices and challenges on PFM and Fiscal decentralization	Report	1	0	R	The activity which co-organised by MINECOFIN, RPPA, RRA and RALGA could not be implemented this year due to the availability and administrative arrangements for participation on the side of foreign counterparts.	
2.2.2 Update the training tools on inclusive (participatory) planning and budgeting	2.2.2.1 Produce toolkit handbook/updated training materials for secondary city districts planning and finance unit staff on inclusive planning and budgeting	Toolkit	1	0	R	This activity was cancelled due to budget constraints.	
Outcome 3: Strengthened business environment through regulatory reform to spur local economic development							
<i>Output 3.1: By 2020, RALGA has advocated for the desired reforms in the processes, laws, policies and procedures related to business environment at local level</i>							
Interventions	Activities	Indicators	Annual target	Actual to date	R Y G	QUARTER: Progress and Challenges	Actions taken to overcome the challenges

3.1.1 Create awareness and support the optimal engagement of multi-stakeholder over LED-related decisions	3.1.1.1 Organize multi-stakeholder policy dialogues between public sector, private sector and CSOs around inclusive participation in LED-related decisions in each pilot District	Number of policy dialogues	8	8	G	The policy dialogues were organised in the 8 districts covered by RDSP over key policy issues affecting inclusive participation in LED-related decisions. They were intended to improve the concerned entities' and actors' awareness and capacity to effectively involve all LED actors in programs and projects design, implementation and reporting to enhance national accountability in local economic development. The already approved investment policy and PPP Law were discussed, the good/best practices in favor, as well as key policy issues hampering LED inclusive participation and capacity gaps in LED – related decisions were also tackled, and recommendations, alternative policy options, for further policy and advocacy actions were generated as well commitments from all actors in providing and implementing desirable solutions to the identified issues for it to be more effective and efficient.	
	3.1.1.2 Organize 2 technical fora for Districts' Economic Commission members and selected JADF members around inclusive participation in LED-related decisions in each pilot District	Number of for a	2	0	Y	This activity will be implemented before the end of the year.	
	3.1.1.3 Organize a high-level policy-dialogue on the enabling environment for inclusive participation in LED related decisions	Report on policy dialogue	1	0	Y	This activity will be implemented before the end of the year.	

	3.1.1.4 Organize a continuous and tailor-made advocacy campaign to bring about desired changes into the LED institutional environment	Number of interventions	NA	3	G	The tailor-made advocacy with reference to findings from the previous policy dialogues was done to RDB on PPP, LODA on updated investment policy and RCA mainly on the Mismanagement of Cooperatives. As a result, these Institutions accompanied RALGA in the recently concluded community policy dialogue on LED, with eventual dissemination of the National Investment policy, PPP law and discussions on Cooperatives Management. A similar campaign is being organized in June, 2018 on PPP guidelines together with RDB and LODA.	
Output 3.2: LGs have been accompanied in their endeavor to coordinate and engage LED stakeholders							
Interventions	Activities						
3.2.1 Support pilot Districts in designing and Institutionalize LED self-assessment tools	3.2.1.1 Design pilot and institutionalize District self-assessment tools on inclusive LED	Toolkit	1	0	Y	The designing and institutionalization of these tools delayed to kick-off, as they relied heavily on the LED and CD National Strategy which was under review. Nonetheless, it will be implemented before the end of this year as the tendering process is already at the contract negotiation and signing phase.	
	3.2.1.2 Organize and facilitate in-field missions for peer-review of RDSP Districts' performance in LED area	Number of visits	3	0	Y	This activity delayed to commence as it would use findings from the community policy dialogues, which were concluded in late in quarter 3 due to the availability of the targeted beneficiaries. However, these peer reviews will be implemented before the end of the year as they are planned to focus on the recently developed district LED strategies, mainly targeting BDEUs.	

3.2.2. Provide demand-driven capacity building to enhance multi-stakeholder LED processes

3.2.2.1 Provide demand-driven assistance to pilot Districts	Number of visits	3	0	Y	<p>The demand got from pilot districts did not necessarily orient only to missions as planned, but rather to translating into Kinyarwanda and distributing RALGA Guide LED which was produced in 1000 copies. These copies were distributed during the policy dialogue over LED. Another demand was the dissemination of the National Investment Policy (2017) and PPP, which was covered in partnership with RDB and LODA.</p> <p>During the recently concluded policy dialogues LED, participants wished to have more technical assistance on better understanding on the applicability of PPP Law guidelines. This activity will be done in partnership with LODA and RDB before June 2018.</p>
3.2.2.2 Produce an urban planning module for LGI/LGCP	Reviewed module	1	0	Y	<p>The review of the LGI urban planning module has started in February 2018 as VNG has contracted a team of consultants from the University of Twente lead by Prof Richard Sliuzas (urban planner specialist). The consultant submitted a technical proposal and the inception report. After the analysis of the involved work load to align the module content to active learning principles and academic work requirement, the consultant proposed it was proposed that the consultant will first finalize the editing and proofreading of three module chapters: institutions, policy and tools, GIS application to urban planning, peri urban growth management to be finalized by the end of May. the consultant will also submit a report on the remaining work finalization requirements (contract extension).</p>

3.2.2.3 Support secondary city district technical and political staff's capacities to develop, implement and monitor pro-poor urban development plans	Number of Districts that received coaching services on PPP	6	6	G	Coaching services on PPP were rendered to the six secondary city Districts (Muhanga, Huye, Rusizi, Rubavu, Musanze and Nyagatare) resumed in August 2017 as planned and expanded on five Months. The services delivered by the two consultants hired by RALGA are mainly to support the Districts core team (BDE, OSC and planning units selected staff) preparing the pre-feasibility analysis of the selected PPP projects (Rubavu: Upgrading and Management of Gisenyi Modern Market; Musanze: Construction and Management of Musanze Modern Abattoir; Nyagatare: Management of Nyagatare Modern Market; Rusizi: 1. Modern market (Agakiro - Phase II) and 2. Modern Slaughter House; Muhanga: 1. Muhanga Heritage Circuit Project and the review of the contract on Muhanga Main Park with RFTC and Muhanga Modern Martket with MIG; Huye: 1. Animal Food Processing Plant ,2. Modern Slaughter House ,3. Sovu modern market (Agakiro). The analysis was also supported by study visits organized for the core team members and meeting between the District authorities and private sector operators to share information on the proposed projects as proactive strategy to attract local investors into those projects. The two-consultant hired to deliver coaching services to the six secondary city districts submitted the final coaching report for the 5-month assignment and the copies of pre-feasibility analysis done for the selected projects per each supported District. The report was presented to RALGA management for approval. The consultants submitted a policy
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						brief on proposed policy actions to streamline PPP initiatives in Districts but also ensure proper follow up to the projects for which pre-feasibility analysis were done during the coaching period. The report and the policy brief were with the District focal points (BDE directors) and the PPP specialist in MINALOC to ensure proper follow up of initiated PPP projects.	
	3.2.2.4 Support Secondary City Districts to revamp their JADF as inclusive decision mechanisms	Number of JADF revamped	6	0	R	The activity was not implemented due to lack of funds and had been cancelled during the budget revision.	Reconsidered in next year's action plan
3.2.3 Support secondary city district technical and political staff's capacities to develop, implement and monitor pro-poor urban development plans	3.2.3.1 Conduct an assessment study of the urban governance system of the secondary city districts in Rwanda and formulate suggestions on adjustment options to meet the required city development	Study report	1	0	R	This activity was cancelled due to budget constraints but also change in the policy environment as the Government via the last leadership retreat resolved to increase financial and institutional support (particular organizational set up for the City management as compared to the Districts which are predominantly rural) to the secondary cities which was the main aim of the study (to highlight the need of such policy change and suggest policy options as solution).	
	3.2.3.2 Produce toolkit handbook and deliver coaching services to secondary city districts OSC staff on effective	Toolkit handbook	1	0	Y	The draft ToR were produced and shared with various stakeholders (District, RHA, MININFRA, VNGI) and the procurement process to hire a consulting company to produce the toolkit started. The tender was made public	

design of participatory and pro poor detailed city development master plans					on 19/3/2018 as the bidders are expected to submit their proposal by 16/4/2018.	
3.2.3.3 Organize a one week peer learning study visit for the secondary city OSC staff	Number of secondary city OSC staff who attended	12	10	G	The peer learning study visit activity was executed as planned from 28 November 2017 until 1/12/2017. It was attended by 10 Districts OSC staff dealing with urban planning services. The peer learning study visit was also attended by the representative of RHA (Mr Vincent Rwigamba Head of Urban Settlement department) and 2 VNGI representatives. Some good practices were pinpointed by the participants such as: all secondary city districts master plans documents highlight the economic ambition (vision) of the city and the willingness to leapfrog other cities (locally or regionally); high level of stakeholder consultation during the master plan design process in Rusizi, Muhanga and Musanze; strong leadership involvement in master plan design and implementation processes; clear master plan execution phasing plan and associated financing integrated in the District MTEF and District development plan in Rusizi, effective master plan communication to the public in Rusizi, Musanze, Huye and Muhanga and the outsourcing of plot servicing/beaconing services to private operators and stakeholder engagement (especially local private sector operators) for inner city redevelopment projects in Musanze to cite but a few. The participants have also identified preferred service sectors to consider for the urban planning service benchmarking	

				<p>program. These are: Master plan design or revision process (inclusiveness), Master plan implementation communication, approach to produce physical plans, plot servicing, financing plan, connectivity (integration), land use change services to the citizens and upgrading informal settlement (urban poor consultation and engagement).</p>	
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3.2.3.4 Organize a three-day peer learning meeting (TOT training on construction and building code + follow up on urban planning services benchmarking) for selected District OSC unit staff (five per District) from the secondary city districts: in partnership with RHA	Number of OSC staff attending the training	30	24	G	The training was organized on 24-26/5/2018 and attended by 24 secondary city district OSC out of 30 invited. RHA provided two experts i.e Mr Vincent Rwigamba, Acting head of division in charge of urban planning and Eng. Harouna Nshimiyimana Division Manager for Building regulations. A technical working session between IDEAL project manager and the RHA experts was organized at RHA office in order to prepare the training materials and the training program. During the training, the participants also discussed on the draft questionnaire to be used for the urban planning service benchmarking and provided relevant inputs. The participants were also refreshed on the use of the e-benchmarking system and agreed that RALGA will formally inform the District about the start of a new benchmarking cycle for the urban planning services and also request the District authorities to share district data within the agreed timeframe (One month). The participants proposed also that the benchmarking cycle should extend on six months.	
3.2.3.4 Training of trainers session delivered by LGI on constituency consultation techniques, leadership, communication skills and inclusive urban development for selected 30 councilors	Number of District councilors who attended	30	0	Y	The training is due in June 2018. A draft concept note was prepared and submitted to RALGA management for consideration.	
Outcome 4: National and local social welfare development programs are effectively implemented by LGs						

Output 4.1: RALGA has annually advocated for Local Government officials participation in policy formulation and facilitated policy dialogue on social welfare							
Interventions	Activities	Indicators	Annual target	Actual to date	R	QUARTER:	Actions taken to overcome the challenges
					Y	Progress and Challenges	
4.1.1 Advocate for solutions to challenges facing Local Governments in implementing social welfare programs	4.1.1.1 Identify the challenges facing Local Governments in implementing social welfare programs	Report on identified issues	1	1	G	Some issues initially identified in 2016 for the social development programs were discussed during the meeting of RALGA Social Welfare commission held on 17/10/2017 whose report was submitted to the commission members and RALGA Secretary General for consideration. However, the proposed consultation meeting bringing together the LGs and the Central Government on the proposed subjects could not be directly organized during the quarter due to budget and logistics constraints.	
	4.1.1.2 Conduct an analysis, prioritize and define specific advocacy strategy on the challenges identified	Issue structuring report produced	1	0	Y	Further analysis (more data as evidence backing the issues raised) was conducted on the issues identified (as presented during the last quarter report especially on the CBHI implementation challenges and the District level health sector personnel accountability) during the last Social Welfare commission meeting held on 17/10/2017. A technical forum of the District and CoK Vice Mayor in charge of social affairs will be organized to discuss on policy options to solve such issues. A concept note was produced to justify the meeting that will serve as policy dialogue for advocacy purpose.	
	4.1.1.3 Conduct advocacy for prioritized issues	report on advocacy mission and action conducted	1	0	R	The proper advocacy activities and associated reports will be organized during the next quarter following the planned consultation meetings and other advocacy activities planned.	

	4.1.1.4 Document and Communicate achievements on conducted advocacy actions	Policy briefs/advocacy meeting reports/policy dialogue	4	1	Y	Planned to be done next quarter after the technical forum of Vice mayor in charge of social affairs	
4.1.2 Design strategies for proactive engagement of LGs in national policy formulation related to social welfare development	4.1.2.1 Develop guideline handbook on effective and proactive RALGA member representation in national social development policy design processes	Produced guidelines report	1	0	Y	The design of the consultancy ToRs will be started in May 2018 and the contract delivery to start by June 2018	
Outcome 5: Constant increase of 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 Y G	QUARTER:	Actions taken to overcome the challenges
						Progress and Challenges	
5.1.1 Organise meetings and events of RALGA organs as per the statutes	5.1.1.1 Facilitate RALGA's meetings and events	Number of meetings	26	21	G	The meetings were held as follows: Executive Committee: 5 Control Committee: 4 Commissions: 11 (3 each except finance) Conflict resolution committee: 1	
	5.1.1.2 Organize consultation field visits to members by the members RALGA organs	Number of districts visited	NA	24	G	The Secretary General and other senior staff visited frequently the Districts on different occasions especially to address local officials in workshops and training. Concerning member consultation specifically, RALGA teams conducted field visits in each province and met representatives of districts to discuss on the current local government organizational structure. The participants provided their views on its effectiveness,	

						challenges and possible solutions.	
5.2.1. Operationalize the advocacy strategy and develop the capacity building and knowledge management strategies	5.2.1.1. Develop, publish and disseminate written, audio, video materials to market RALGA	Number of types of materials used	NA	6	G	RALGA's website was updated 42 times in the sections of news (14), announcements (10), sliding pictures and captions (12), members' contact details (6 lists). The template of RALGA's electronic letter was also approved and the 1st issue published in April and two more are expected in May and June 2018. Branded materials were produced such as pull up banners and hanging banners for EU/DALGOR project, as well as brochures on RALGA, flash disks, car and equipment stickers were produced.	
	5.2.1.2. Manage RALGA's communication tools and channels to ensure smooth communication between the association and its members, partners and clients: Tool to record emerging advocacy issues + tool (sms system) to notify candidates about publication of recruitment results for them to check Districts' websites and announcement boards	Number of types of tools and channels	NA	5	G	Various requests, inquiries, comments and suggestions were addressed through phone calls, emails, mailing lists, whatsapp and twitter messages: follow up on invitations, payments, recruitment process, training sessions, meetings, etc. Information sharing was facilitated among members through online forums (mailing lists) and whatsapp groups: Chairpersons, Mayors, Vice-Mayors, Executives Secretaries, Corporate Services Division Managers, Directors, PRMCOs	

	5.2.1.3. Update local government directory: District councilors; District Executive Committee; DES, DM; Advisor to Executive Committee, District Council Affairs Specialist, Assistant to the Mayor; PRMCOs; Sector ESs; Sector Council Chairpersons	Number of categories for which RALGA gathered contacts	10	9	G	The contacts for key Districts leaders and staff were gathered, specifically the Bureau Council, Executive Committee, Corporate Services Division Managers, District Executive Committee, Advisors to Executive Committee and PRMCOs.	
	5.2.1.4. Monitor the media to identify possible issues or misrepresentation affecting RALGA's image: Which media talked about RALGA? How many articles/programs? Which themes? How professional? Which lessons for media & RALGA?	NA	NA	NA	G	Publications affecting RALGA's image through media (print, radio, social media) were handled through right to response, engagement of the management of the concerned media outlets, as well as direct responses to social media users. The most recurrent issues were about recruitment like delaying of results publication, and complaints about individual results (mainly through info@ralga.rw and @ralgarwanda twitter handle), recruitment services allegedly relocated to Districts (Umuryango.com), alleged corruption practices in recruitment mostly aired in radio talk shows, etc...	
	5.2.1.5. LG media award for best outlet (radio, TV, Print, Online): to promote professional coverage and provide platform for media-LG interaction.		NA	0	R	The activity was not carried out due to budget constraints	To be reconsidered in next financial year
	5.2.1.6. Build the capacity of District Councilors in communication for better performance (during members field visits)		5	1	R	The field visits to members were not systematically and formally organized, making it difficult to plan for this activity. However, a workshop on efficient communication was organized for Rubavu District Council on their	

						own request to be facilitated by RALGA's Communication Specialist.	
	7. Review RALGA's Advocacy and Engagement Strategy	Revised advocacy strategy	1	1	G	An Advocacy and Stakeholder Engagement Strategy (ADSES) was developed almost afresh to respond to the fundamental principle of seeking to promote the interests of Local Government in Rwanda by influencing decision making processes that affect them. RALGA. The strategy was developed taking into consideration the Statutes, Strategic Plan 2015-20202015-2020, Operational Procedures Manual, Member perception survey report, as well as policies such as the National Decentralization Policy, Community Development and Local Economic Development Policy and the Fiscal Decentralization Policy were looked into while designing this strategy. Its structure and proposed strategic actions were formulated in consideration of the above guiding policy documents, and was largely inspired by views collected from a wider range of stakeholders interviewed.	
	8. Strengthen the capacities of RALGA fora on advocacy tools and techniques	Number of fora	5	0	R	Due to the delay in availing RALGA's Advocacy and Stakeholder Engagement Strategy.	
5.2.1.2 Engage and represent the interests of Rwanda Local Governments in national, regional and	1. Represent RALGA members in national meetings and events, strengthen networks and establish new ones	Number of meetings and events	NA	26	G	RALGA was represented in various meetings and events organized by Government institutions and agencies to strengthen networks and establish new ones.	

international forums	2. Participate actively in meetings and events organized by regional and international umbrella LG Associations and other partner organizations	Number of meetings and events	NA	11	<p>RALGA delegates also participated in meetings and events organized by partners abroad:</p> <ul style="list-style-type: none"> -Peer learning and experience sharing workshop for local leaders and managers in Madagascar (sponsored by UCLGA) -Peer learning and experience sharing workshop for local leaders and managers in Moroni-Comoros (sponsored by UCLGA) -Forum of African local managers and training institutes & National Associations needs assessment (sponsored by UCLGA) - Workshop on Regional Information and Knowledge Resource Centers in Arusha Tanzania (sponsored by UCLGA) - Climate Summit of Local and Regional Leaders during COP23 - 2017 Commonwealth Local Government Conference and CLGF General Meeting in Valletta-Malta (sponsored by CLGF) - 1st Africa-Europe Local Governments summit in Ivory Coast - Symposium on “Governance for Implementing the Sustainable Development Commitments in Africa” in Addis Ababa, Ethiopia (sponsored by UN Department of Economic & Social Affairs) - Workshop on experience sharing on resources mobilization for Local Government Associations (sponsored by GIZ) - Discuss elements and necessary structure of a Communal Exchange Program between Rwanda and Rhineland -Palatinate (sponsored by German Government) 	
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	3. Host and facilitate visitors from RALGA sister associations	Number of delegations hosted	NA	7	G	RALGA hosted 7 delegations from sister associations: Lusaka City Council, Chairpersons of Uganda District Councils, Diffa Region in Niger, Masindi District/Uganda, Mozambique, Sierra Leone, 6 people from Association of Mayors and Local Government Authorities of Liberia, 40 people from 6 WAEMU countries (West African Economic and Monetary Union) and Chairpersons of Uganda District Councils).	
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	Status of infrastructure and equipment	NA	NA	G	RALGA's infrastructure and equipment were properly maintained and are in good conditions proportionally with their book value. The design of LGI premises was also completed and the next step is to seek advice from competent government organs before submitting a request for construction permit.	
5.2.3 Align daily and short-term activities to RALGA's vision and strategic plan through a results-based management	5.2.3.1 Conduct planning, monitoring & evaluation and reporting activities	Number of reports and plans	10	9	G	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. However, the revision of the strategic plans was postponed	Revision of strategic plan to take place in 2018-19
5.2.4 Implement and progressively update an affordable organizational structure with qualified and efficient staff able to deliver to the expectations of the members	5.2.4.1 Develop RALGA gender strategy to guide gender mainstreaming into all RALGA services to member	Gender strategy document	1	1	G	The gender strategy was updated as per the plan. The consulting firm, FATE Consulting Ltd, has already presented the draft gender mainstreaming strategy, and it is expected that the it will have been adopted before the end of the year.	
	5.2.4.2 Train in a two-day session RALGA staff on gender mainstreaming into RALGA service to	Number of staffs trained	14	0	R	This activity was cancelled.	

	members (gender strategy)					
	5.2.4.3 Organize a 3 day advanced training for RALGA staff on advocacy techniques	Number of staff trained	14	13	G	Under the Rwanda Decentralization Support Programme (RDSP), RALGA staff were trained on advocacy tools and techniques by Local Governance Institute (LGI). The training aimed at strengthening the capacities of RALGA staff and equipping them with appropriate advocacy tools and techniques, so that they are able and capable of executing it, being one of the core mandates of RALGA vis-à-vis its members. Most of the staff trained were at the level of Managers and Middle Managers who on daily basis are confronted with the need to exercise advocacy techniques. It was evidenced that RALGA had no tools to use during the advocacy process. The advocacy process was not clear and not structured, which all these after the training, all these were handled. The Advocacy tools and techniques guide was developed, and RALGA managed to adapt its definition of Advocacy.
	5.2.4.4 Train RALGA Executive Committee members and commission on advocacy techniques and on RALGA advocacy and engagement strategy (to be facilitated by two RALGA staff)	Number of members trained	19	0	R	The activity was not carried out due to the delay in availing RALGA's advocacy and engagement strategy.
	5.2.4.5 Provision for M&E: IDEAL project	Mission reports	4	2	G	The follow up on District level activity such as the PPP coaching services was done through email and telephone communication and field missions were no longer necessary . The IDEAL project focal points in the six secondary city districts were facilitated with

					communication fees twice so that they can assist in the facilitation and follow up of District level planned activities.	
5.2.4.6 Consultation meeting of IDEAL project partners	Meeting report		1	1	<p>The concept note of the first IDEAL project consultative meeting was prepared and shared with VNG for inputs. The invitation letter was sent to the Districts with MINALOC approval (sous-couvert). The meeting is due to take place during the 2nd quarter on 12/10/2017 at Musanze.</p> <p>The first IDEAL stakeholder consultation meeting was held in Musanze District (La Palme Hotel) on 12/10/2017. The meeting was attended by 14 delegates including 11 secondary city District officials (Vice Mayors in charge of finance and economic development and the project focal points). All the six secondary city Districts were represented. VNG International and RALGA were also represented by 2 delegates each. The main resolutions of the meeting one can note amongst others: the need to focus on supporting the Districts in producing detailed master plans for prioritized areas using case study approach to ensure knowledge transfer, the need of effective District leadership ownership and support to the IDEAL project activities at within their District such as: the ongoing coaching program on PPP and also planning IDEAL project launching event once District level activities will start. It was also recommended that the planned study visits to foreign City that excel in inclusive urban planning and self-branding should be directed to those Cities that experienced partnership with VNGI to ensure effective experience sharing.</p>	

						The next IDEAL stakeholder meeting will be organized in July 2018.	
	5.2.4.7 Fill in the positions according to the new organizational structure and accompany the staff in their new responsibilities	% of positions filled	100%	70%	Y	Mr Egide Rugamba resigned from the post of Secretary General of RALGA and Mr Ladislav Ngendahimana was provisionally appointed as his successor pending the definitive appointment by the General Assembly. The Finance and Administration Manager also resigned, and this vacancy has not yet been filled. 4 other positions also need to be filled, and the overall organizational structure itself needs to be updated.	
5.2.4 Support RALGA's operations	5.2.4.1 Ensure smooth running of RALGA's operations	Smooth run organization	NA	NA	G	The services and supplies needed for RALGA's smooth operations were duly provided and related contract management ensured: audit, internet, website hosting, cleaning, communications, office maintenance, insurance, security, vehicles, water, stationeries, electricity, etc. Staff salaries were also paid on time	
5.3.1 Establish, strengthen and monitor RALGA's agencies	5.3.1.1 Support the LGI	NA	NA	NA	G	RALGA supported administratively and financially LGI whereby RALGA continued to pay the salaries of 2 staff members and its finance department to technically assist LGI in managing its funds. Both institutions collaborated in various activities pertaining to training local officials and staff, with a special focus on the bureaus of sector councils and chairpersons of council cells.	
	5.3.1.2 Support LG Consult Ltd	NA	NA	NA	G	RALGA Management supported administratively LG Consult Ltd , especially after the resignation of Mr David Museruka from the post of Manager of the company. RALGA raised its shares in the company as one of the ways to revamp it.	

						There an urgent need to recruit a successor.	
5.3.2 Enhance partnerships and sponsorships and mobilize resources	5.3.2.1 Finalize RALGA financial sustainability strategy	Financial sustainability strategy document	1	1	G	Under the financing of VNGI through the IDEAL project and in collaboration with an international and a local consultant, RALGA's finance and administration manager and the IDEAL project Manager finalized RALGA's financial sustainability strategy. This strategy still needs to be adopted by competent organs before its implementation.	
	5.3.2.2 Develop a resource a mobilization strategy through investments, project proposals and sponsorships	Number of proposals	NA	1	Y	A project proposal named: Inclusive Local HIV Prevention and Mobilization Services Project was submitted the Country Coordination Mechanism (CCM) of the Global Fund in Rwanda in November 2017. Unfortunately, the project was not financed mainly due to some misunderstanding on administrative documents required.	
5.3.3 Strengthen the membership subscription scheme	5.3.3.1 Recover the membership fees	Percentage of fees recovered	100%	88%	G	The rate of recovery as of April 30, 2018 and it is expected that all members will have paid before June 30th 2018.	
5.4.1. Provide recruitment services to the Districts and City of Kigali on demand	5.4.1.1. Facilitate RALGA staff and consultants assigned to assist the Districts/CoK	Number of Districts/Cok served	31	27	G	27 districts/CoK were provided recruitment services and some were served more than once. Others have completed the first step of recruitment which correspond to the written tests, and waiting for the oral tests (see annex for 2017-2018 recruitment statistics). The challenge is that today 19 pending requests due to the suspended activities of the recruitment since march 2018.	
	5.4.1.2. Acquire and provide necessary recruitment equipment for written and oral tests	Number of studio equipment procured			G	All required recruitment equipment for the written and oral tests were provided.	

5.4.1.3. Train RALGA staff and consultants on professional recruitment	Number of people trained	50	0	R	The training did not take place due to budget constraints.	
5.4.1.4. Adopt the recruitment software developed by RALGA	Recruitment software adopt and operate	40	0	R	The software has not been adopted because MIFOTRA developed almost a similar one.	
5.4.1.5. Train RALGA staff and District/CoK users on recruitment software	Number of participants	31	31	G	Under the facilitation of RALGA, MIFOTRA trained all the HRSO from districts on the use of E-Recruitment software. All the Districts and CoK were represented and the participants were acquainted of the New Presidential Order No 144/01 of 13/04/2017 governing Modalities for Recruitment, Appointment and Nomination of Public Servants. They were also equipped with skills, knowledge and information in the use of E- Recruitment modules and they had an opportunity to identify gaps and flaws in the use of this software.	
5.4.1.6. Workshop with District/CoK staff involved in the recruitment process	Number of participants	31	NA	N A	This activity was combined with the previous one.	
7.Evaluation meeting with consultants/ Invigilators on recruitment services	Number of evaluation meeting held with consultants and invigilators.	4	2	Y	Two evaluation meetings were organized for consultants on recruitment services, one in February and another April 2018. However no evaluation meeting was held for invigilators due to The objective of these meetings was to discuss on how to streamline the recruitment process. More meetings could not take place because recruitment activities were provisionally suspended since March 2018.	

Part III

Financial Statements for the year ended 30 June 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		
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		
3. Member	Cllr Mary KANTENGWA	Vice Mayor for Social Affairs, Gatsibo District

Annex IV: Conflict Resolution Committee

Position	Names	Entity Represented
1. Chairperson		
2. Member	Cllr Jacqueline MUSEMAYIRE	City of Kigali
3. Member	Cllr Me Athanase RUTABINGWA	City of Kigali
4. Member		
5. Member		
6. Member	Cllr Marie Claire GASANGANWA	Northern Province
7. Member		
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	Chairperson, 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.	
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. Cllr Patricia MUHONGERWA	Eastern Province
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	Ladislav NGENDAHIMANA	Secretary General
2	Winifrida MPEMBYEMUNGU	Deputy Secretary General
3	Faustin SERUBANZA	Manager, Strategic Planning Unit
4	Oscar NZIRERA	Social Affairs Development Policy Analyst
5	Vincent RUTAREMARA	Local Economic Development Policy Analyst
6	Jean Bosco RUSHINGABIGWI	Communications Senior Officer
7	Patrick KAZUNGU	Advisor to RALGA Organs
8	Jovith TWAGIRAMUNGU	Accountant
9	Joséphine UWIMANA	Recruitment Officer
10	Fred BUTARE	Recruitment Officer

11	Adolphe MUTANGANA	Recruitment Field Assistant
12	Annet ABATESI	Assistant Accountant
13	Christine MUTONI	Procurement Assistant
14	Adolphe NDAGIJIMANA	Documentation Assistant
15	Jonathan RUHIMBANA	Logistics Assistant
16	Juvenal KABAYIZA	Driver
17	Yassin SIBOMANA	Driver
18	Innocent MUGARURA	Driver
19	Innocente MURASI	Director LGI Department
20	Richard RUTAYISIRE	Support to LGI Department
21	Théoneste UKIZE	LGI Technical Advisor