

African
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Enhancing public sector capabilities for the future – skills, mindsets, technology, innovation

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Towards Universal Accession by 2023

African Peer Review Mechanism (APRM)
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I. Background:

- Future Drivers of Growth in Rwanda to start preparing Rwanda Vision 2050 and NST1 strategy where AU agenda 2063 and SDGs were integrated. Skills and values to achieve the development targets.
- Rwanda aspires to become an upper-middle income country (UMIC) by 2035, and a high income country (HIC) by 2050. Specifically, this means realizing the following key economic targets:
 - **By 2035: GDP per capita of over USD 4,036; and**
 - **By 2050: GDP per capita of over USD 12,476**
- Rwanda transitions from Vision 2020 to Vision 2050, aiming to secure high standards of living for all Rwandans. To achieve this it targets build a dynamic and capable workforce, meeting the rising demand for high-skilled jobs.
- The country will make long-term investments in future endowments include enhanced human capabilities, strong innovation and technological capabilities, and effective and accountable institutions of governance
- **Accountable and Capable State Institutions:** The overarching objective for this pillar is to consolidate gains made and continue citizen-centred reforms in local innovations and home grown solutions into the next phase of long-term development.
- This strategy aims at upskilling Rwanda's workforce for long-term economic transformation by putting private sector at the helm as well as public sector capacity to be aligned for proper support.

2. RATIONALE PUBLIC SECTOR TRANSFORMATION AND INNOVATION

- World dynamics (geopolitical issues, inflation etc.)
- Rapid advancement in technology has dramatically changed how we live our day-to-day lives, and at the same time, disrupt many businesses and jobs.
- Increasing citizen expectations of improved efficiency and better service in a digital era
- The public sector is faced with increasing pressure to evolve and to offer more “citizen-centric” services despite resource constraint, where the needs for Gov’t to be increasingly innovative to effectively respond to the complex challenges facing Rwandan society now and in future.

3. PREPARING INSTRUMENTS FOR REMEDIES:

3.1 Governance sector strategic plan and National Skills development and employment strategy:

- puts a special focus on citizen-centered governance and quality service delivery with the use of online services among others.
- Full participation of citizens, inclusiveness and empowerment as well as transparency and accountability are at heart of each activity and interventions.

3.2 Putting in Place mechanisms to assess skills needed/gaps in short, mid and long-term for capacity development response plan

- Identification of key sectors that will help the country to reach its midterm and long-term development targets and skills required
- Periodical labour market analysis and LFS to identify current and future skills in priority sectors and key investment projects
- Conducting periodical survey on service delivery Citizen Report Card and Rwanda Governance Survey to inform decision maker on where to improve and adjustment needed in terms of capacity
- Review of curricula to adapt to changing environment and involvement of different stakeholders including private sector in curriculum development,
- LinkedIn (850 million users, 57million employers and over 20million jobs posting worldwide) partnerships for labor market trends analytics

3.3 Putting in Place institutions and partnerships that promote public sector capacity building

- Promote country bilateral and multi-lateral agreements to enable Rwandans to build their skills abroad, work and then return to apply them back home.
- Partnering with International renowned institutions and universities to provide high quality and advanced training
- To attract the Rwandan and African diaspora with critical skills for economic transformation.
- Setting out Rwanda Convention Bureau to establish South South cooperation and other countries learning from each and other sharing best practices.
- Establishing Centers of Excellence at University of Rwanda in different areas

3.3 Putting in Place institutions and partnerships that promote public sector capacity building

- Putting in place **Chief Skills Office (2018)** under RDB as an Apex Body that coordinates relevant stakeholders and initiates innovative ways in skills development and employment promotion.
- Putting in place **Capacity Building Fund (CBF)** with a purpose to support strategic capacity development of civil servants in Rwanda as well as PFM basket fund that targets professionals involved in PFM sector.
- Creation of **Rwanda Management Institute** to provide capacity building to public servants
- Establishing National ministerial Steering Committee for skills development and Employment chaired by MIFOTRA with all the stakeholders

The New Management Structure for CBF

Capacity Building Fund / Steering Committee

Implementation oversight, taking strategic decisions, Scrutiny of CBF quarterly and annual reports, consultation on high value CB interventions



Capacity Building Fund Technical Committee

Review on behalf of CSO



CBF Coordination Team (SCD Team)

Full time support to the Technical Team and Steering Committee and management of Fund operations

3.4 ICT & Innovation in public Sectors

Rwanda has a goal to be a Globally Competitive Knowledge-based Economy where it prioritizes innovation, infrastructure and ICT as a cross cutting sector. Among others include:

- ❖ Use of ICT in recruitment processes, application, selection, testing, **(E-recruitment)** remuneration **(IPPIS)**, performance appraisal and performance bonus **(RBM system)**.
- ❖ Recently also application of authorization to attend trainings and workshops have been digitized to ease, monitor and approval processes.
- ❖ Integrated Finance Management Information System **IFMIS** planning, budgeting tools, M&E and finance management
- ❖ Procurement management system **UMUCYO**
- ❖ Sector Performance Monitoring in **Government Business Information System GBIS** (dashboard)
- ❖ **Digital ambassador program** to increase digital literacy of our citizens.
- ❖ One Government Network (OGN)
- ❖ Rwanda Civil Registration and Vital Statistics **(CRVS)** systems
- ❖ **E-tax system (my RRA)** declaration electronically and payment using all methods including mobile money.

3.5 Achievements:

- So far 99.92% of population are covered by 2G network and 93.37 % for 3G mobile network respectively and 4G LTE technology is at 98.2 %.
- Rwanda continues to deliver on its promise to create a cashless economy and promote digitalization of public services.
- Currently around 144 services for citizens and businesses are fully accessed online through Irembo 2.0 which represents 58% of government services.
- Irembo 3.0 system under development is working on mass digitization with the aim of fully digitizing 660 services (100%) by 2024.
- Big data center of Africa set to Rwanda and each key institution have been equipped with data management staff
- Satisfaction Survey (Citizen Report Card, 2022) population are satisfied with Governance at 85.7% and satisfied by service delivery of Local Government/decentralized entities at 78.8% in 2022.
- citizen satisfaction of service delivery at national level increased from 70.54 percent in 2019 to 77.69 percent in 2022.