

# RWANDA



## KEY FACTS

### POPULATION (2017 estimate):

11,809,295

### AREA (UN 2006):

26,338 sq km

### CAPITAL: Kigali

### CURRENCY:

Rwandan franc (RWF)

### HEAD OF STATE AND GOVERNMENT:

President Paul Kagame

### FORM OF GOVERNMENT:

democratic republic

### PARLIAMENTARY SYSTEM:

bicameral

### STATE STRUCTURE:

unitary

### LANGUAGES:

English, French, Kinyarwanda, Kiswahili (official)

### NATIONAL ELECTIONS:

#### presidential:

last: 2017, turnout: 98.2%; next: 2023

#### chamber of deputies:

last: 2013, turnout: 98.8%; next: 2018

### WOMEN IN PARLIAMENT:

61.3% (deputies), 38.5% (senators)

### LOCAL ELECTIONS:

last: 2016, turnout: ~90%; next: 2021

### Women councillors (2016):

~40.0%

### Local government expenditure as proportion of total government expenditure 2013/14:

21.3%

## SUMMARY

Rwanda is a democratic republic with two spheres of government, national and local. Local government is enshrined in Chapter 1 of the constitution and the main governing legislation is the Organic Law of 2005. The Ministry of Local Government (MINALOC) oversees the local authorities, which are structured in four tiers: 30 districts (akarere), 416 sectors (imerenge), 2,148 cells (utugari) and 14,837 villages (imudungu). Following the 2016 local elections approximately 40% of all councillors were women. Local government can raise revenue through user fees and property taxes, and receives a core funding grant from national government as well as grants for specific services and one-off development projects. Many locally provided services are implemented in partnership with other government and non-governmental agencies, including rural electrification, environmental management, primary health, water and sanitation services, local economic development and tourism, municipal planning and transport, and social protection.

## 1. NATIONAL GOVERNMENT

Rwanda is a democratic republic with a bicameral parliament.<sup>33.1a</sup> The head of state and government is the president who is directly elected for seven years for a maximum of two terms by universal adult suffrage. The parliament consists of two houses, known as the Chamber of Deputies and the Senate. The chamber of deputies has a total of 80 members who serve five-year terms. Of the 80 members, 53 are elected by the general population according to proportional representation. Two members are selected to represent the interests of young people, one member represents disability groups and 24 seats are reserved for women, who are indirectly elected by local governments. The senate has 26 members, who serve for eight-year terms. A minimum of eight seats must be filled by women, while 12 seats are indirectly elected by the provincial councils, eight are appointed by the president, four are designated by the Forum of Political Organisations and one each is elected from amongst public and private university academics. Following the 2013 national elections, 61.3% of members of the chamber of deputies and 38.5% of senators were women.<sup>33.1b</sup> There are also four governors appointed by the president, who head and coordinate administration in the four provinces (intara) and the capital city, and act as an intermediary between national government and the highest tier of local government. Presently none of these are women. In each province the governor chairs the Provincial Coordination Committee (PCC), which is made up of the chairpersons of the district councils within each province, the coordinators of provincial departments, and the heads of denationalised provincial services.

## 2. LEGAL BASIS FOR LOCAL GOVERNMENT

### 2.1 Constitutional provisions

Local government is enshrined in Chapter 1, Article 167 of the constitution<sup>33.2a</sup> (Amendment No. 2 of 2005).

### 2.2 Main legislative texts

The Organic Law No. 29 of 2005<sup>33.2b</sup> determines the administrative entities for local government and establishes their number, boundaries and structure. Other recent laws relating to local government:

- law No. 87/2013 of 30/09/2013 determining the organisation and functioning of denationalised administrative entities
- law No. 62/2013 of 27/08/2013 establishing the Local Administrative Entities Development Agency's mandate
- law No. 12/2013 of 12/09/2013 on state finances and property as amended to date
- presidential order No. 25/01 of 9 July 2012 on fees charged by denationalised entities.

A National Denationalisation Policy was approved by parliament in May 2001 and revised in 2013.<sup>33.2c</sup>

### 2.3 Proposed legislative changes

No information is available regarding proposed legislative changes.

### 2.4 National urban policy

In December 2015, a National Urbanisation Policy (NUP) was adopted by the Government of Rwanda as an instrument to promote good urban development that enhances local and national economic growth and ensures good quality of life for all. The NUP has four pillars which reflect the cross-cutting character of urbanisation: coordination, density, conviviality and economic growth.<sup>33.2d</sup>

## 3. STRUCTURE OF LOCAL GOVERNMENT

### 3.1 Local government within the state

There are two spheres of government in Rwanda, national and local. The national government includes the provincial administrative regions. The local government consists of four tiers: districts, sectors, cells and villages.



Table 33.1a Distribution of councils and population

| Province          | Districts (akarere) | Sectors (imerenge) | Cells (utugari) | Villages (imudungu) | Population (2012 Census) | Population (2017 estimate) | % rural (2012 Census) |
|-------------------|---------------------|--------------------|-----------------|---------------------|--------------------------|----------------------------|-----------------------|
| Northern Province | 5                   | 89                 | 414             | 2,744               | 1,726,370                | na                         | 90.7                  |
| Eastern Province  | 7                   | 95                 | 503             | 3,792               | 2,595,703                | na                         | 92.8                  |
| Western Province  | 7                   | 96                 | 538             | 3,624               | 2,471,239                | na                         | 87.8                  |
| Southern Province | 8                   | 101                | 532             | 3,501               | 2,589,975                | na                         | 91.1                  |
| Kigali City       | 3                   | 35                 | 161             | 1,176               | 1,132,686                | na                         | 24.1                  |
| <b>Total</b>      | <b>30</b>           | <b>416</b>         | <b>2,148</b>    | <b>14,837</b>       | <b>10,515,973</b>        | <b>11,809,295</b>          | <b>83.5</b>           |

Source: MINALOC communication with CLGF and 2012 Census<sup>33.3a</sup>

### 3.2 Ministerial oversight

The Ministry of Local Government<sup>33.3b</sup> (MINALOC) oversees local governance in Rwanda. The main mission of MINALOC is to 'promote the wellbeing of the population by ensuring good governance, community development and social affairs'. MINALOC is responsible for establishing democratic, denationalised administrative structures and for ensuring synergy, collaboration and coordination between all government institutions in their support for local government. It also works to:

- build the human, material and financial capacities of local government, so that councils can fulfil their roles and responsibilities
- establish help and self-help mechanisms for vulnerable groups such as genocide survivors, people with disabilities and older citizens
- strengthen planning, coordination and mobilisation mechanisms to deliver the resources necessary for good governance, community development and social protection.

### 3.3 Council types

Local government in Rwanda has four tiers. There are 30 districts (akarere) which constitute the primary local authorities, as well as sectors (imerenge), cells (utugari) and villages (imudungu).

**3.3.1 The district (akarere) council** is the policy-making and legislative body at district level. It is the authority through which the people, via their representatives, can exercise their decision-making and planning powers to determine the development of the district. For transparency and inclusivity the district council chairperson must be a different person from the district mayor. The size of each council is determined by the number of sectors (imerenge) within its boundaries. Each sector provides a representative to the council.

In addition, four seats are reserved for the representation of marginalised groups: three for the National Youth Council and one for the district coordinator of the National Council of Women. The district executive committee (DEC) manages the day-to-day affairs of the district and is the contact point between district residents and their elected council members on matters of service delivery and development.

**3.3.2 The sector (imerenge) council** is a political organ for policy-making decisions; it is elected by all sector residents over the age of 18. The number of council members is determined by the number of cells (utugari) within its boundaries. The council's functions include approval of sector plans and action programmes and ensuring their implementation. There is a sector executive committee, which is composed of 12 members drawn from the council and is responsible for day-to-day administration and the implementation of the decisions and plans of the council. Technical support to the council is provided by two sub-committees, namely the sector political and administrative committee (SPAC) and the sector community development committee (SCDC).

**3.3.3 Cell (utugari) councils** are elected for a five-year term to identify, discuss and prioritise issues, and take decisions on behalf of their electorate. The cell executive committee is composed of the executive secretary and a secretary in charge of coordinating social developments. Staff are responsible for administration and community development, including the day-to-day administration of the cell and the implementation of decisions taken by the cell council. The cell executive works through its technical committee, the cell community development committee (CCDC), to identify and prioritise needs, draw up development plans and mobilise development resources.

**3.3.4 Village (imudungu) authorities** are committees elected for a five-year term to identify, discuss and prioritise issues, and take decisions on behalf of their electorate. The village is the lowest administrative entity in Rwanda and village authority members are elected by all adult residents of the village. The village authority consists of a five-member committee which includes the village chief, a member for development and social affairs, a member in charge of security, a member in charge of youth and a member for gender. Village authority staff are responsible for administration and community development, including the day-to-day administration of the village and the implementation of decisions taken by the village council on behalf of all residents.

## 4. ELECTIONS

### 4.1 Recent local elections

The last local elections were held in February 2016 with a turnout of approximately 90%, and the next elections will be held in 2021.<sup>33.4a</sup> The previous local elections were held in 2011 with an overall turnout of 98.9%. In 2011 the turnout for each local government level was as follows: districts: 93.6%, sectors: 91.2%, cells: 90.4%, and villages: 87.1%.

### 4.2 Voting system

At the village level, local government law stipulates that all village residents are members of their village council. Cell council members are directly elected by universal adult suffrage of the cell residents. Representatives are then indirectly elected from the cell council members to the sector council, which then in turn indirectly elects a representative to the district council.

### 4.3 Elected representatives

At its inaugural meeting, the district council elects a chairperson from among the elected councillors and the three members of the executive committee elected by all council members from cell level to district.

#### 4.4 Women's representation

In accordance with local election legislation and the constitution, the percentage of women elected in local government cannot drop below 30% of total representation in any level of local decision-making including full council and executive committees. The proportion of women councillors following the 2016 elections was approximately 40%. This was a slight increase overall on the 2011 elections, with small increase in the proportion of women councillors at the district and village levels, but a larger decrease in the proportion of women councillors at the sector and cell levels - see Table 33.1b. Data on the number of female chairpersons and mayors at all levels following the 2016 elections was not available; however following the 2011 elections, at district level, 10% of mayors and 50% of deputy mayors were female.

### 5. SYSTEMS FOR COMMUNITY INVOLVEMENT

#### 5.1 Legal requirement and

#### 5.2 implementation

There are various official channels to encourage community participation in decision-making, including but not limited to: community assemblies (inteko z'abaturage): these convene monthly to discuss government policies and programmes and resolve domestic disputes in a given community. There are also local mediators (abunzi) who convene to resolve disputes in the cells; community work (umuganda): on the last Saturday of each month, citizens participate in community work known as umuganda to develop their communities. The Vision 2020 Umerenge Programme (VUP) is part of Rwanda's poverty reduction strategy and a mechanism through which communities in targeted sectors participate in public service. Existing channels for local participation include:

- a joint action development forum at both district and sector levels
- public accountability days to strengthen accountability at both national and local level
- citizen participation in budgeting and expenditure processes, to ensure fiscal accountability
- representation of people with disabilities on every local decision-making body
- several projects and programmes established to help citizens living below the poverty line, including 'ubudehe' and 'VUP' (as described above)
- a specific policy on social protection that targets the vulnerable and elderly.

Table 33.1b Women councillors and mayors following the last three local elections

| Election                           | 2006      |              | 2011      |              | 2016      |              |
|------------------------------------|-----------|--------------|-----------|--------------|-----------|--------------|
|                                    | #         | %            | #         | %            | #         | %            |
| All councillors                    | #         | %            | #         | %            | #         | %            |
| All female councillors             | na        | na           | na        | na           | na        | na           |
| All male councillors               | na        | na           | na        | na           | na        | na           |
| <b>Total councillors</b>           | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| District councillors               | #         | %            | #         | %            | #         | %            |
| Female district councillors        | na        | na           | na        | 43.2         | na        | 43.6         |
| Male district councillors          | na        | na           | na        | 56.8         | na        | 56.4         |
| <b>Total district councillors</b>  | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Sector councillors                 | #         | %            | #         | %            | #         | %            |
| Female sector councillors          | na        | na           | na        | 45.1         | na        | 42.7         |
| Male sector councillors            | na        | na           | na        | 54.9         | na        | 57.3         |
| <b>Total sector councillors</b>    | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Cell councillors                   | #         | %            | #         | %            | #         | %            |
| Female cell councillors            | na        | na           | na        | 43.9         | na        | 41.7         |
| Male cell councillors              | na        | na           | na        | 56.1         | na        | 58.3         |
| <b>Total cell councillors</b>      | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Village councillors                | #         | %            | #         | %            | #         | %            |
| Female village councillors         | na        | na           | na        | 38.7         | na        | 39.4         |
| Male village councillors           | na        | na           | na        | 61.3         | na        | 60.6         |
| <b>Total village councillors</b>   | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| All chairpersons                   | #         | %            | #         | %            | #         | %            |
| Female mayors                      | na        | na           | na        | na           | na        | na           |
| Male mayors                        | na        | na           | na        | na           | na        | na           |
| <b>Total mayors</b>                | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| District chairpersons              | #         | %            | #         | %            | #         | %            |
| Female district chairpersons       | na        | na           | na        | -10.0        | na        | na           |
| Male district chairpersons         | na        | na           | na        | -90.0        | na        | na           |
| <b>Total district chairpersons</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Sector chairpersons                | #         | %            | #         | %            | #         | %            |
| Female sector chairpersons         | na        | na           | na        | na           | na        | na           |
| Male sector chairpersons           | na        | na           | na        | na           | na        | na           |
| <b>Total sector chairpersons</b>   | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Cell chairpersons                  | #         | %            | #         | %            | #         | %            |
| Female cell chairpersons           | na        | na           | na        | na           | na        | na           |
| Male cell chairpersons             | na        | na           | na        | na           | na        | na           |
| <b>Total cell chairpersons</b>     | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |
| Village chairpersons               | #         | %            | #         | %            | #         | %            |
| Female village chairpersons        | na        | na           | na        | na           | na        | na           |
| Male village chairpersons          | na        | na           | na        | na           | na        | na           |
| <b>Total village chairpersons</b>  | <b>Na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> | <b>na</b> | <b>100.0</b> |

Source: Gender Monitoring Office and the Election Commission of Rwanda<sup>33,46</sup>



### 5.3 ICT use in citizen engagement

All local governments are encouraged to have an active website.<sup>33.5</sup>

## 6. ORGANISED LOCAL GOVERNMENT

The Rwandese Association of Local Government Authorities<sup>33.6a</sup> (RALGA) is a non-governmental voluntary membership organisation that brings together local governments in Rwanda. RALGA's mission is 'to strive for efficient, effective, transparent and accountable local government in Rwanda through representation, advocacy and capacity-building' with a vision 'to have local governments that respond to the demands of people, that are just, democratic and participatory, and which are citizen, investor, and donor friendly'. RALGA's threefold mandate is to represent members in and outside the country, to lobby and advocate for members and to build the capacity of members. The Local Governance Institute (LGI) is an initiative of the RALGA, which is mandated, among other things, to provide capacity building for local government leaders and officials. LGI provides short courses, a masters' programme and tailor-made solutions for local government studies as well as acting a centre of research and knowledge for local governance in Rwanda and internationally.<sup>33.6b</sup>

## 7. INTERGOVERNMENTAL RELATIONS

Intergovernmental interaction occurs through 'national dialogue meetings' which annually bring together the president and local government councillors. There are also national/local government quarterly meetings of the prime minister, ministers, provincial governors and local government leaders. This forum discusses the implementation of national policies, focusing on challenges, strategies and recommendations. Annual planning and reporting performance contract meetings take place between national and local leaders, where district mayors on behalf of their local citizens sign contracts with the president. Local leaders commit themselves to achieving a certain set of targets, and national government commits to provide funding as budgeted.

**Table 33.2a Aggregate income and expenditure for local government 2013/14**

| Income                        | RWF (bn)       | Expenditure                     | RWF (bn)       |
|-------------------------------|----------------|---------------------------------|----------------|
| <b>Centre-local transfers</b> |                | <b>Staff and administration</b> |                |
| Earmarked transfers           | 206.798        | Recurrent                       | 120.122        |
| Block grants                  | 31.889         |                                 |                |
| Government agency transfers   | 16.604         | <b>Service delivery</b>         |                |
| External grants               | 31.055         | Development                     | 237.853        |
| <b>Locally raised revenue</b> | <b>71.629</b>  |                                 |                |
| <b>TOTAL INCOME</b>           | <b>357.975</b> | <b>TOTAL EXPENDITURE</b>        | <b>357.975</b> |

Source: MINALOC communication with CLGF

There are annual budgeting and planning meetings bringing together chief budget managers from all levels to harmonise their budgets and plans, and , annual district budget days are organised to involve all stakeholders in policy development and the decision-making process.

## 8. MONITORING SYSTEMS

Performance contracts (imihigo) monitor local governments' performance against their responsibilities. These contracts are evaluated annually, drawing on expertise from the president's office, the prime minister's office and RALGA, along with MINALOC and the Ministry of Economic Planning. Other monitoring systems for local government include:

- MINALOC's oversight of district budgets and implementation of national programmes, including technical support and guidance if implementation is behind schedule
- the auditor general audits local governments to ensure effective use of public resources
- the ombudsman addresses any issues of corruption and investigates citizens' complaints about local government
- a parliamentary committee on local government fulfils an oversight role on behalf of the legislature.

## 9. FINANCE, STAFFING AND RESOURCES

All districts approach their budgets from the bottom up, by first considering local development priorities and then matching them with national grants and locally raised revenue.

### 9.1 Local government expenditure

In 2013/14 local government expenditure was 22.4% of total government expenditure – see Table 33.2b.

### 9.2 Locally raised revenue

Local government raises funds directly from several sources, including civil status registrations, property taxes and community healthcare schemes. In 2013/14 the total aggregated locally raised revenue was RWF71.629bn.

### 9.3 Transfers

Total national government transfers stood at RWF31.889bn for the block grant and RWF206.798bn for ring-fenced transfers for the fiscal year 2013/14. There was also a further RWF16.604bn transferred from other government agencies and RWF31.055bn from external agencies.

### 9.4 Loans

No information is available.

### 9.5 Local authority staff

Local governments have the authority to hire staff. The head of the administration in a district is called the executive secretary. S/he heads the management and technical units of the district and is the overall supervisor for the staff employed.

**Table 33.2b Local government expenditure as a percentage of total government expenditure 2013-16**

|   | 2012/13 actual RWFbn | 2013/14 actual RWFbn | 2014/15 actual RWFbn | 2015/16 actual RWFbn |
|---|----------------------|----------------------|----------------------|----------------------|
| Total recurrent government expenditure  | 1,520.6              | 1,598.8              | 1,700.5              | 1,785.0              |
| Total local government expenditure  | na                   | 358.0                | na                   | na                   |
| <b>Local government expenditure as a percentage of total government expenditure</b> | <b>na</b>            | <b>22.4</b>          | <b>na</b>            | <b>na</b>            |

Source: Table 33.2b and annual economic reports 2012-17, MINECOFIN<sup>33.9</sup>

## 10. DISTRIBUTION OF SERVICE DELIVERY RESPONSIBILITY

### 10.1 Overview of local government service delivery responsibility

The constitution assigns executive powers to local government over the following areas of activity, often implemented in partnership with other government and non-government agencies:

- rural electrification
- environmental management
- local economic development and tourism
- municipal planning, building regulations, public works and transport
- social protection
- primary health services
- water, sewage and sanitation services
- involvement of community organisations in matters of local government.

Local governments also have the discretion to deliver the following services:

- community policing
- civil status register
- kindergarten, nursery and adult education
- housing construction permits
- town planning, rural road construction and transport
- cemeteries, crematoria and religious facilities
- environmental protection
- local economic promotion.

### 10.2 ICT use in service delivery

E-government is used in service delivery and communication.

### 10.3 The role of local government in achieving the UN Sustainable Development Goals (SDGs)

In 2016, President Kagame opened the new Sustainable Development Goals Centre for Africa (SDGC/A) in Kigali, which was set up to support governments, civil society, businesses and academic institutions in achieving the SDGs in Africa<sup>33.10a</sup>. The SDGC/A's inaugural report, entitled 'How Africa can achieve the Sustainable Development Goals' and launched in January 2017,

highlights the need for greater progress on decentralisation, especially in North Africa. Its highlighted priority areas include: ensuring fiscal decentralisation follows political decentralisation; matching grant mechanisms; local capacity-building, and equitable distribution of extractive royalties. Focusing on Rwanda, MINALOC and RALGA are working with CLGF to take forward an EC-funded project on strengthening local government's role as a partner in development, with specific reference to localising and implementing the SDGs.<sup>33.10b</sup>

### REFERENCES AND USEFUL WEBSITES

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- 33.6a Rwanda Local Government Association [www.ralgarwanda.org](http://www.ralgarwanda.org)
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- 33.10a SDG Centre for Africa <http://sdgcafrica.org>
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- 33.11b Commonwealth Local Government knowledge hub [www.clgf.org.uk/resource-centre/knowledge-hub](http://www.clgf.org.uk/resource-centre/knowledge-hub)
- 33.11c 'Assessment of Local Democracy and Local Governance: Benchmarking Rwanda against the Aberdeen Principles' [www.minaloc.gov.rw/fileadmin/Documents/Minaloc\\_Documents/Assessment\\_of\\_Local\\_Democracy\\_and\\_Local\\_Governance\\_Benchmarking\\_Rwanda\\_Against\\_Aberdeen\\_Principles.pdf](http://www.minaloc.gov.rw/fileadmin/Documents/Minaloc_Documents/Assessment_of_Local_Democracy_and_Local_Governance_Benchmarking_Rwanda_Against_Aberdeen_Principles.pdf)
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- 33.11f Decentralisation as a post-conflict state-building strategy in Northern Ireland, Sri Lanka, Sierra Leone and Rwanda. Wall, G 2016 Third World Thematics 1:6, p. 898-920. [www.tandfonline.com/doi/full/10.1080/23802014.2016.1369859](http://www.tandfonline.com/doi/full/10.1080/23802014.2016.1369859)
- 33.11g UNDP HDR Rwanda country profile <http://hdr.undp.org/en/countries/profiles/RWA>



## Annex 33a Summary of service provision in different spheres of government in Rwanda

| Services                                 | Delivering authority |          |           | Remarks |
|--|----------------------|----------|-----------|---------|
|  | National             | Province | Districts |         |
| <b>GENERAL ADMINISTRATION</b>            |                      |          |           |         |
| Police                                   | ■                    | ■        | ■         |         |
| Fire protection                          | ■                    | ■        | ■         |         |
| Civil protection                         | ■                    | ■        | ■         |         |
| Criminal justice                         | ■                    | ■        | ■         |         |
| Civil status register                    |                      |          | ■         |         |
| Statistical office                       | ■                    |          | ■         |         |
| Electoral register                       |                      |          | ■         |         |
| <b>EDUCATION</b>                         |                      |          |           |         |
| Pre-school (kindergarten and nursery)    |                      |          | ■         |         |
| Primary                                  |                      |          | ■         |         |
| Secondary                                |                      |          | ■         |         |
| Vocational and technical                 | ■                    |          | ■         |         |
| Higher education                         | ■                    |          |           |         |
| Adult education                          |                      |          | ■         |         |
| <b>SOCIAL WELFARE</b>                    |                      |          |           |         |
| Family welfare services                  |                      |          | ■         |         |
| Welfare homes                            |                      |          | ■         |         |
| Social security                          |                      |          | ■         |         |
| <b>PUBLIC HEALTH</b>                     |                      |          |           |         |
| Primary care                             |                      |          | ■         |         |
| Hospitals                                | ■                    |          | ■         |         |
| Health protection                        | ■                    |          | ■         |         |
| <b>HOUSING AND TOWN PLANNING</b>         |                      |          |           |         |
| Housing                                  |                      |          | ■         |         |
| Town planning                            |                      |          | ■         |         |
| Regional planning                        | ■                    |          | ■         |         |
| <b>TRANSPORT</b>                         |                      |          |           |         |
| Roads                                    | ■                    |          | ■         |         |
| Transport                                | ■                    |          | ■         |         |
| Urban roads                              | ■                    |          | ■         |         |
| Urban rail                               | N/A                  |          |           |         |
| Ports                                    | N/A                  |          |           |         |
| Airports                                 | ■                    |          |           |         |
| <b>ENVIRONMENT AND PUBLIC SANITATION</b> |                      |          |           |         |
| Water and sanitation                     |                      |          | ■         |         |
| Refuse collection and disposal           |                      |          | ■         |         |
| Cemeteries and crematoria                |                      |          | ■         |         |
| Slaughterhouses                          |                      |          | ■         |         |
| Environmental protection                 |                      |          | ■         |         |
| Consumer protection                      |                      |          | ■         |         |
| <b>CULTURE, LEISURE AND SPORTS</b>       |                      |          |           |         |
| Theatre and concerts                     |                      |          | ■         |         |
| Museums and libraries                    |                      |          | ■         |         |
| Parks and open spaces                    | ■                    |          | ■         |         |
| Sports and leisure                       | ■                    |          | ■         |         |
| Religious facilities                     | ■                    |          | ■         |         |
| <b>UTILITIES</b>                         |                      |          |           |         |
| Gas services                             | ■                    |          |           |         |
| District heating                         | ■                    |          | ■         |         |
| Water supply                             | ■                    |          | ■         |         |
| Electricity                              | ■                    |          | ■         |         |
| <b>ECONOMIC</b>                          |                      |          |           |         |
| Agriculture, forests and fisheries       | ■                    |          | ■         |         |
| Local economic development/promotion     | ■                    |          | ■         |         |
| Trade and industry                       | ■                    |          |           |         |
| Tourism                                  | ■                    |          | ■         |         |

■ sole responsibility service ■ joint responsibility service ■ discretionary service