



## FAQs on Rationalisation of Public Institutions

### ▪ What is the rationalisation of Public Institutions?

Public Institutions structures were re-arranged and reorganised to strengthen identified weak areas, address duplications and overlap of mandates while removing redundant positions with the aim to increase efficiency and improve service delivery. The rationalisation is however more than the review of public institutions. It consists of bigger sets of interventions aimed at enabling Rwanda Public Service to maximise its potential contribution towards sustainable development while minimising operational costs in Public Service coupled with having right professionals with productive attitude, values and ethics.

### ▪ Why did the rationalisation of Public Institutions take place?

The review of Public Institutions' organisational structures was driven by the Government's usual context of continuous assessment of public service's performance to respond to citizens' ever-increasing demands and expectations. It was also based on the vital role of the Public Service in the implementation of national development agenda. In this regard, the rationalization is also aimed at enhancing the capacities and performance of the Public service which are critical in achieving national development goals.

### ▪ What is expected from this rationalisation process?

Government expects to achieve staff capacities to deliver on institutional mandates and a Public Service that is strategic and delivers solutions and results that advance respective institutions' mandate and subsequently achieving the National Strategy for Transformation (NST)1 target of building capable and responsive institutions.

### ▪ Why IT services were re-arranged ?

IT services have been re-arranged in Public Service to leverage the potential of technology to improve Public Institutions' performance and fast-track the digitalisation towards the target of 100% automation of Government services by 2024 as indicated NST1.

### ▪ What is the concept of shared services?

The concept of shared services (by location and by sector) for improved efficiency in institutions operations of Public Service is a key component of the rationalisation process.

**Shared services by location** cater for public institutions housed in the same premises. These services include: Front Desk Operations, Central Secretariat, Documentation & Archive, and IT help desk whereas **Shared services by sector** integrate line Ministries and their affiliated agencies to have a sector view than a narrow view of a single institution. Shared services by sector include: Planning and M&E, Human Resource Management, Legal Affairs and Internal Audit.

- **Why were some institutions merged?**

The merger of some Public Institutions was brought on board as a solution to address scatteredness of key resources, remove duplications of functions and overlaps of mandates.

- **How will all these new changes be implemented?**

To ensure an effective implementation, the Minister of Public Service and Labour issued Instructions on placement guidelines to shed light on the implementation process and journey and prevent any deviation from the objectives of the organisational structures' review.

- **What are the next steps in this process?**

The accomplished review of organizational structures comes as a component of a bigger package comprised of various upcoming Government initiatives beyond this review and the already implemented relocation of some public institutions to secondary cities in order to help spur their socio-economic development in line with promoting inclusive development and improve services to citizens. The package also includes the following:

- ✓ establishing a competence-based recruitment framework and valuing critical and rare skills;
- ✓ establishing a career development framework to allow career prospects in public service and inducing in the process public service staff retention;
- ✓ institutionalizing induction to instill strict adherence to professional values and ethics;
- ✓ introducing certification of process standards with renewable validity in order to ensure continuous and consistent performance and professionalism improvements; and
- ✓ putting in place mechanisms to detect and nurture potential capabilities of Public servants for a forward –looking human resource planning and forecasting, etc.

*For more details, please contact:*

Mr. Anastase NIYONSABA,  
Public Relations and Communication Officer at the Ministry of Public Service and Labour

Phone: +250785082849

Email: [aniyonsaba@mifotra.gov.rw](mailto:aniyonsaba@mifotra.gov.rw).