

**MAJOR RECOMMENDATIONS FROM THE 5TH GOVERNMENT
RETREAT AT AKAGERA GAME LODGE.**

24-28 FEBRUARY 2007

I. INTRODUCTION

From 24 to 28 February 2008, the 5th Government Retreat was held at Akagera Game Lodge. It brought together most senior officers of the country, including the President of the Senate, the Speaker of the Chamber of Deputies, and the President of the Supreme Court, Government Ministers, Governors of Provinces, and the Mayor of the City of Kigali, Ambassadors, and Secretaries-General in Ministries.

Also present at that Retreat were members of the High Command for the Rwanda Defence Force (RDF) and the National Police, senior managers of other State institutions (Chief Ombudsman, Auditor General, the General Prosecutor for the National Prosecution Service, the Secretary General of the National Security Service (NSS), the High Court of the Republic), Secretaries General for Parliament and the Supreme Court, Managing Directors of some Parastatals as well as Rectors of Higher Learning Institutions. The RPF Secretary General and officials from the Private Sector Federation also attended this Government Retreat.

The President of the Republic officially opened the Government Retreat and presided over its proceedings throughout. In his opening remarks, he focused on the following main points:

- The Retreat offers an opportunity to review our responsibilities and to adopt new strategies to develop the Country while assessing its internal and external activities ;
- The Country has a **Vision /Icyerekezo** that is central for all institutions but the challenge stands to be its **sustainability**. The International Community praises our efforts but in the absence of such sustainability we would not be any different from other Africans. This requires some change in our mindset and attitudes to ensure that our programmes are put into actions.

H.E. the President of the Republic requested all those present at the Retreat representing all State institutions and the Private Sector to exchange views and opinions on the role they can play in implementing the shared vision.

- He further emphasised the following points:
 - Programmes planned in the sector of agriculture are not adequately implemented which does not allow agriculture to provide its expected share in the GDP;
 - The judiciary, in its functioning and in its full independence, should demonstrate its contribution in implementing this vision, for instance by punishing the culprits without complacency.
 - He concluded his remarks by calling all authorities at the Retreat and all Rwandans in general to focus on working for value addition first so that each year the Retreat can make more progress.

After these opening remarks, the Speaker of the Senate, upon appraising H.E. the President of the Republic's his remarks, presented activities realised by the Senate in the preceding year, major actions planned in this year relating to its Constitutional duties as part of its complementarity with other State institutions.

The Speaker of the Chamber of Deputies also expressed satisfaction over the invitation to the Retreat and remarks made by H.E. the President of the Republic of Rwanda. He underscored the idea that Rwandans should promote their own development instead of relying on external financial support. He reminded participants to the Retreat that strategies should be taken by Deputies to ensure smooth completion of their term of office.

The President of the Supreme Court recalled that the Judiciary in implementing the country's vision had to ensure respect for law and to punish offenders. In this aspect, she said that instructions were issued to all courts and tribunals to hasten cases hindering the development process. He also highlighted constraints met and strategies taken to improve the judiciary system's performance in complementing other institutions.

II. MEETING PROCEEDINGS

After opening remarks and presentations, the Prime Minister presented a report on implementation of recommendations from the 2007 Retreat. This report contains two sections:

a) Backlog resolutions from the 3rd Retreat of 2006 :

He stated that almost all these were either implemented or launched for those programmes to be implemented on a long term basis;

b) Regarding the Fourth Retreat of 2007:

The report suggested that the recommendations from 2007 were implemented at an average rate of 76.5%.

Other topics developed are as follows:

01. Economy:

- The role of the Private Sector ;
- Investment ;
- Export ;
- Modern agriculture;
- Cooperatives and micro finance institutions ;
- Mechanised agriculture and production marketing;
- Rational use of lands and environment;

02. Social Affairs

- Basic education, higher learning, vocational training institutions, skills development and technology ;
- To facilitate foreign workers' employment as needed on the domestic labour market ;
- Strategies ensure public health;
- Transport, energy and regional infrastructures;

03. Good Governance

- To build and increase capacities in good governance for State institutions and grassroots administrative entities;
- Role of Embassies in promoting investment ;
- Rwanda's entry into the EAC.

Each presentation outlined achievements made, constraints met and mechanisms used to address challenges. Then followed questions, advice, ideas and opinions from participants in the Retreat, all of which were reflected in resolutions taken.

III MAIN RESOLUTIONS

To implement the remaining resolutions from both 2006 and 2007

A.In Economic Affairs

1. MINECOFIN: To teach Rwandans the role of the financial sector and of the capital market in development so that they also use that market in big numbers;
2. MINICOM,MINAGRI,MINALOC,MINECOFIN,VK:To streamline the food crops' marketing inside the country so that prices are not hiked unnecessarily ;and for Kigali City, to consider how fast the food items' market from Provinces, for which a study was earlier on carried out by RRSSP, could be completed;

3. MINAGRI, MINALOC, MINEDUC: To extend the "one cow, one family" programme to secondary schools for students to be fed also on milk for an improved diet ,on one side as well as availing a consumers 'market for the excess milk not treated in dairies;
4. MINICOM,MINALOC :To awaken grass root leaders to attending to tourism development, in teaching their people how to welcome tourists for their role in promoting the country's economy;
5. MINITERE,MINAGRI,MINICOM and MINALOC: As it was done for the URUGEZI marshland and is now being done for the Yanze River, to fight erosion in Sebeya, Cyunyu, Kadahokwa and Rugeramigozi rivers;
6. PRIVATE SECTOR FEDERATION: To draft a code of ethics (to guide their behaviour);
7. MINAGRI,MINADEF,MINITERE,MINICOM & MINECOFIN: To make good use of the stone crushing machine found in Musanze District so as to avail the travertine required to enrich the lime used in agriculture;
8. MINAGRI, MININTER: To devise methods and deterrents to fight those who cause artificial manure shortages;
9. MINAGRI, MINECOFIN: To quickly conclude studies on irrigation projects and find funding for their implementation;
- 10.MINAGRI, MINALOC: To enhance capacity and avail equipment to technicians (working in agriculture and veterinary sectors) at grass root levels;
- 11.MINICOM : To quickly put in place an institution to be in charge of cooperatives ;
- 12.MINAGRI :To improve coffee planting in those areas in Western Province that are known to be fertile in coffee;

13. MINECOFIN; MINICOM : To avail one official in the "One stop centre" for payment point to help investors paying their services as well as another one to be in charge of the commercial licence point;
14. MININFRA, MINECOFIN, MINITERE, MINALOC & VK : To put in place a reliable method to enhance plots' allocation and to survey how to resettle those now living in areas meant to become community villages (imidugudu) as well as to quickly pay their expropriation awards;
15. MINECOFIN, BNR: To avail cheaper financing funds for their lower income earners to have access to housing/accommodation loans;
16. RIEPA, CSR, PSF (RIG) :To quickly avail cheaper cement and other building and roofing materials ;
17. MINAGRI :To put in place structures meant to answer issues found in agriculture so as to increase harvests and to take that sector itself as an industry;
18. MINITERE (OGM), MINICOM, RIEPA :To quickly show those districts in which industrial mining can develop (through geological mapping) and which standards to use for their exports to have some added value ;
19. MINECOFIN :To streamline cooperation between the National Statistics Institute of Rwanda (NSIR) and other Government institutions so to issue one statistics brand throughout the land ;
20. MINECOFIN :To prepare a plan of action and activities meant to make Rwanda a financial hub;
21. MINIPRESIREP/ RST&ICT :To prepare a plan of action and activities meant to help Rwanda become an ICT hub;
22. MINICOM, MININFRA, MINECOFIN :To prepare a plan of action and activities to help Rwanda become a logistical redistribution hub.

B. In Social Affairs :

23. MINALOC; MININFRA; MINECOFIN; MINADEF & MININTER :To avail various options for building houses for genocide survivors and other disabled persons mostly by using hydrofoam bricks;
24. MINITERE; MININFRA; MINECOFIN: To use the current open market values in expropriating people until the new valuation law is enacted;
25. MIFOTRA: To quickly show which skills are lacking in the country, both in quality and in quantity and to offer options for their availing;
26. MINEDUC: To motivate the private sector in playing a bigger role in education, both in quality and quantity, and in availing modern equipment;
27. MINEDUC :To include in the education syllabi some lessons on taxation so as to early inform their students;
28. MINISANTE; MINICOM; RBS :To put in place some legislation on using food supplements and their manufacturing for an amicable settlement with their sellers so that the court action sought be retrieved ;
29. MINISANTE; MINICOM & MINIJUST :To review the existing policy and law on operating pharmacies so that they may operate day and night henceforth ;
30. MINISANTE ;MINEDUC :To initiate activities for promoting the medical profession with an increased number of the required doctors and availing a code of ethics for their members' behaviour;
31. MINITERE; MINAGRI ; MINALOC :To survey all land plots not adequately used especially by orphans and other vulnerable people in

order to help them out mostly through planting industrial crops (coffee, tea, etc ...).

C. In Good Governance:

32. Office of the Prime Minister: To prepare performance contracts to be signed by Ministers, Secretary-Generals, Director-Generals in public institutions;

33. For Leaders in general: To change one's own performance and mindset to be seen in :

- ❖ a clear vision, an unconventional approach, prioritization and specialisation ;
- ❖ answering correspondence and appeal cases as well as delegating powers to collaborators to answer issues related to their own mandate and to account for any late answer ;
- ❖ putting in place an accountability system ;
- ❖ enhancing monitoring ;
- ❖ putting in place a plan of action with a time period involving rules to abide by as well as penalties to be incurred when in default;
- ❖ working in transparency;
- ❖ fighting any resistance to change and showing a positive attitude together with the faith that changing things is possible;
- ❖ speedy action;
- ❖ promoting collaboration and criticism where needed;
- ❖ practising a culture of speaking the truth, undergoing self-appraisal and open criticism;

- ❖ always tallying one's objectives with those found in Vision 2020 ;
- ❖ putting in place structures and using them to take decisions conforming to their (structures') mandate.

34. MINECOFIN : To quickly settle debts with service suppliers in Government procurement offices ;
35. MININFRA : Government is to set an example in its own buildings by collecting rain water and waste treatment systems ,in emulating MINADEF's ;
36. MIFOTRA ,MIJESPOC ;HIDA :To carry out a feasibility study on establishing a fund for implementing the youth's plan of action and activity coordination for their self-promotion;
37. MIJESPOC ;MINALOC :To compile a booklet on culture promotional activities with both what to support and what to change for an enhanced thinking and understanding so as to quickly help implement the Vision 2020 programme ;
38. PRESIREP; MININFRA; PSF ELECTROGAZ; VK & RBS: To put in place a National Public Quality Assurance and Certification Programme to elicit what standards are to be used in town buildings (within 3 months).

D. In Justice Affairs

39. MINIJUST : To quickly settle court cases against those who squander public properties, including forests and so put an end to such a bad habit ;

40. MINIJUST: To quickly recover the money fraudulently borrowed from micro-financing institutions and from any other sources.

**Done in Akagera Game Lodge
on 28 February 2008**