



Republic of Rwanda
Parliament of Rwanda
Chamber of Deputies

STRATEGIC PLAN OF THE CHAMBER OF DEPUTIES

2024 – 2029

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LIST OF ACRONYMS

ACP:	Afrique, Caraïbes et Pacifique
APNAC:	African Parliamentarians' Network Against Corruption
APU	African Parliamentary Union
ASGP	Association des Secrétaires Généraux des Parlements
CPA	Commonwealth Parliamentary Association
DGGS:	Director General of General Services
EU:	European Union
FFRP	Forum des Femmes Rwandaises Parlementaires
FRW	Franc Rwandais
ICT:	Information and Communication Technologies
IPU:	Inter - Parliamentary Union
OAG:	Office of the Auditor General
MPs:	Members of Parliament
NCHR:	National Commission for Human Rights
NST1:	National Strategy for Transformation One
NST2:	National Strategy for Transformation Two
PAP:	Pan-African Parliament
PSC:	Public Service Commission
RLRC:	Rwanda Law Reform Commission
RPRPD:	Le Réseau des Parlementaires Rwandais pour la Population et le Développement
SDGs:	Sustainable Development Goals
UNDP:	United Nations Development Programme
UNFPA:	United Nations Population Fund
UNWOMEN:	United Nations Entity for Gender Equality and the Empowerment of Women
UPA:	Union Parlementaire Africaine

MESSAGE FROM THE SPEAKER OF THE CHAMBER OF DEPUTIES

After the 1994-2003 transition period, the first legislature of the Chamber of Deputies began in 2003 and ended in 2008, followed by the second legislature that began in 2008 and ended in 2013, the third legislature that started in 2013 and ended in 2018 while the fourth legislature started in September 2018 and ended in June 2024.

The fifth legislature started in August 2024 and will end in July 2029. It is in this regard that a new strategic plan for 2024-2029 was conceived and prepared based on the successful implementation of Vision 2020 and the NST1 as well as the first years of the implementation of Vision 2050. I have no doubt that the fifth Parliament and the other coming terms will continue to be supportive of this vision and is expected to play its role in furthering the development of Rwanda.

This Strategic Plan addresses goals that must be achieved in line with the expectations of the National Strategy for Transformation (NST2) which is based on Vision 2050, SDGs, Agenda 2063, etc.

Our Parliament must play its constitutional role in the oversight of the implementation of the NST2 aimed at having “high standard of living” of Rwandan citizens.

The evaluation of the previous Strategic Plans inspired elaboration of the present Strategic Plan whereby good achievements were noted and reinforced while weaknesses were taken into consideration in order to overcome them. These commendable achievements are good signals of even more positive results in the future.

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This strategic plan will guide the activities of the Chamber of Deputies during the next five years and has been developed by involving the various organs of the Chamber of Deputies in order not only to ensure ownership but also facilitate identification of priorities.

The present strategic plan reiterates our commitment to serve, which will be materialized by implementation of annual action plans of the Chamber of Deputies towards rationalizing strategic plan targets. Annual action plans will describe annual activities under the strategic guidance laid down for the next five years. This document will also serve as a reference tool for consultations with various partners. We are convinced that strategic orientations and objectives must focus on the Chamber of Deputies activities impacting multiple aspects of livelihoods of Rwandans with a view to contribute significantly to the wellbeing of the citizens.

This strategic plan also reflects the willingness of Members of Parliament to contribute to the socio-economic development of Rwanda. Different activities planned reflect our determination to put in place the appropriate laws and to fulfil our mission of oversight of Government activities for the development of Rwanda through NST2 in its three pillars: Economic, Social and Good Governance. Through the implementation of this strategic plan, the Chamber of Deputies will increase its close engagement with the citizens for their significant participation in the parliamentary activities.

To carry out the strategic plan, the Chamber of Deputies will be assured of active participation of all Members of Parliament, other stakeholders and the efficient technical administration service in their responsibilities to support Members of Parliament to fulfil their constitutional mandate.

We take this opportunity to thank all those who will contribute to the achievement of this strategic plan of the Chamber of Deputies. We look forward to achieve all the targets that we have set for the coming five years' plan.

KAZARWA Gertrude

Speaker of the Chamber of Deputies

INTRODUCTION

The 2024-2029 strategic plan of the Chamber of Deputies is aligned with key development strategies and programs both at the national and international levels. The development of this five years' strategic plan is based on the experience of the achievements of the previous mandates of the Chamber of Deputies and the targets of the NST2.

The current strategic plan presents guidance for the Chamber of Deputies by highlighting the orientations, objectives and activities adapted by considering the constitutional mission of the Chamber of Deputies.

The Chamber of Deputies plays a direct and active role in the national development focusing on the improvement of the lives of citizens by passing laws for the implementation of various policies and overseeing the Executive branch in the way it implements the government programs presented to the Parliament. The Chamber of Deputies also approves the annual state budget for the implementation of national planned activities.

Members of Parliament ensure that the interests of the citizens are taken into account, in accordance with the political will to building a State governed by the Rule of Law, based on the respect for human rights, freedoms and on the principle of equality of all Rwandans before the law as well as equality between men and women.

This strategic plan is specific to the mission of the Chamber of Deputies, but it is linked to the overall vision of the national and international instruments: National Strategy of Transformation (NST2) draws some of its targets from the long-term planning of vision 2050, the sustainable development goals (SDGs) as well as the Agenda 2063, etc. It takes into account, not only the needs of the present generation, but also those of future generations. It is in this regard that the digitalization process in Parliament is being undertaken to meet current and future needs of the citizens.

In this Strategic Plan, the Chamber of Deputies also aims to strengthen a respectful relationship with all branches of the Government in order to promote good governance and provides key interventions in the next five years. In order to achieve its mission, the Chamber of Deputies will as well strengthen the collaboration and cooperation with other parliaments and inter-parliamentary organizations.

I. OVERVIEW OF THE CHAMBER OF DEPUTIES

The Parliament of Rwanda is bicameral. It consists of two Chambers, that is the Senate and the Chamber of Deputies. As a legislative body and people's representative organ, the Chamber of Deputies ensures that laws it passes are responsive to the needs of the citizens and the national development. It also contributes to ensuring efficiency in the management of public resources through oversight of the Executive branch.

As per Article 163 of the Constitution of the Republic of Rwanda, the Chamber of Deputies has a particular duty of adopting the law determining the State Finances. As provided for by Article 88, initiation and amendment of laws is the right of every Deputy or the Government acting through Cabinet.

The major objective of this 2024-2029 strategic plan focuses on the following key areas of intervention:

- 1) Legal analysis and drafting;
- 2) Oversight of the government activities;
- 3) Outreach and engagement with citizens;
- 4) Parliamentary diplomacy;
- 5) Parliamentary forums, networks and national chapter of international parliamentary networks;
- 6) Communication, documentation and visibility of the Chamber of Deputies;
- 7) Human resources and institutional capacity development.

I.1. Mission, Vision and Values

I.1.1. Mission

The mission of the Chamber of Deputies is to legislate and to oversee the government activities for and on behalf of the Rwandan people to achieve national development and strengthening of democracy.

I.1.2. Vision

To build a State governed by the rule of law based on the respect of the fundamental human rights, democracy and good governance whereby the Parliament catalyses the optimum participation of the citizens.

I.1.3. Values

Deputies must observe the main driving values: integrity, patriotism, transparency and accountability.

I.2. Composition and organisational structure of the Chamber of Deputies

I.2.1 Composition

The Chamber of Deputies is composed of eighty (80) Deputies elected for a Five-year term of office. The composition is as follows:

- 1° fifty-three (53) are elected in accordance with the provisions of article 75 of the Constitution of Rwanda;
- 2° twenty-four (24) women are elected by specific councils in accordance with the administrative entities;
- 3° two (2) members elected by the National Youth Council;
- 4° One (1) member elected by the Federation of the Associations of the Disabled.

For the fifth legislature whose members were elected in 2024, women representation scored 63,8%. This percentage shows that the Parliament of Rwanda since 2013 continues to be one of the champions worldwide in terms of women representation in Parliament.

I.2.2. Organs of the Chamber of Deputies

According to the Organic Law determining the functioning of the Chamber of Deputies, the organs of the Chamber of Deputies are the following:

- **The Plenary Assembly** which is the supreme organ of the Chamber of Deputies is composed by all Deputies;
- **The Conference of Chairpersons** consisting of members of the Bureau of the Chamber of Deputies, Chairpersons and Deputy Chairpersons of the Standing Committees;
- **The Bureau** which is composed of the Speaker and two Deputy Speakers;
- **The Standing Committees** which are the technical working groups of the Chamber of Deputies. Each committee is headed by a bureau composed of a Chairperson and a Deputy Chairperson elected by the Plenary Assembly for a term of two and a half years renewable;
- **The Committee in charge of Assessment of the Chamber of Deputies Activities, Deputies' Conduct, Discipline and Immunity** is headed by a bureau composed of a Chairperson and a Deputy Chairperson elected by the Plenary Assembly for a term of two and a half years renewable;
- **The Office of the Clerk** which is a technical organ of the Chamber of Deputies, comprises of the Clerk, Deputy Clerk and other members of staff.

The Chamber of Deputies currently has nine Standing committees namely:

1. Committee on Governance and Gender Affairs;
2. Committee on Economy and Trade;
3. Committee on Education, Technology, Culture and Youth;
4. Committee on Foreign Affairs, Cooperation and Security;
5. Committee on Social Affairs;
6. Committee on National Unity, Human Rights and Fight against Genocide;
7. Committee on State Budget and Patrimony;
8. Committee on Land, Agriculture, Livestock Development and Environment;
9. Committee on Public Accounts.

The Chamber of Deputies may also establish ad hoc committees that deal with specific issues.

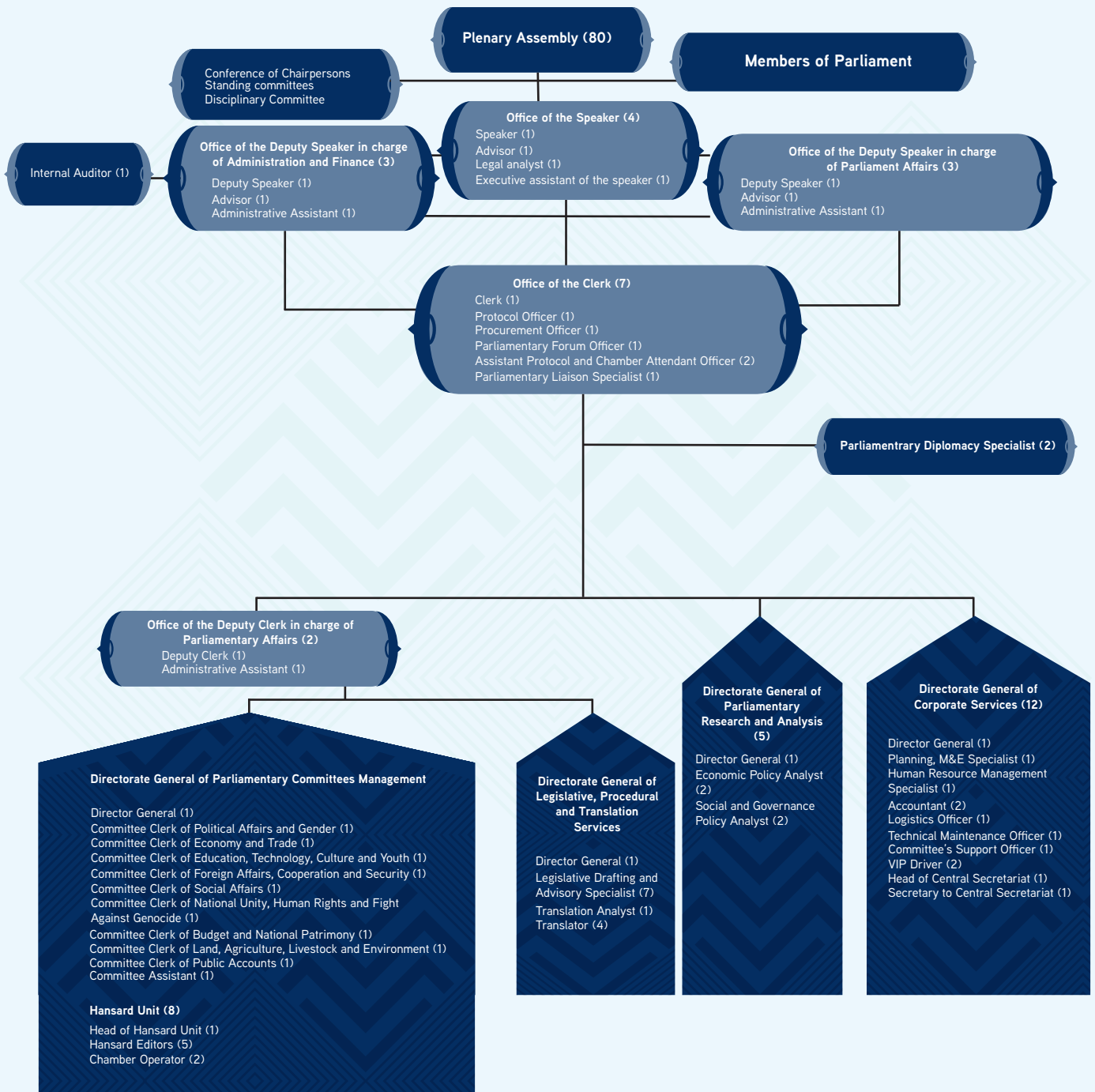
I.2.3. Administration of the Chamber of Deputies

The administration of the Chamber of Deputies is headed by the Clerk whose main responsibilities is to coordinate and direct the technical support activities for members of the Chamber of Deputies. The administrative structure of the Chamber of Deputies is illustrated by the chart below:

ORGANIZATIONAL CHART OF THE CHAMBER OF DEPUTIES

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NEXT PAGE

ORGANIZATIONAL CHART OF THE CHAMBER OF DEPUTIES



1.2.4. Parliamentary Forums, Networks and National Chapter of International Parliamentary Networks

According to the Organic Law determining the functioning of the Chamber of Deputies, Deputies may establish a network or a forum or a national chapter of an international parliamentary network that functions as a think tank which generates innovative ideas, a catalyst for change and a mobiliser among members of parliament, development partners and the community for transformation in line with the vision of the forums or networks.

Every Deputy is free to choose whether or not to join a forum or a network or a national chapter of an international parliamentary network. Currently, the Parliament has the following networks or forums:

The Forum of Rwandan Women Parliamentarians (FFRP) created in order to establish a platform for exchange, reflection, studies and strategies to enable gender mainstreaming in all national laws and policies;

The Network of Rwandan Parliamentarians on Population and Development (RPRPD) which has an objective of promoting population policy and national development;

The African Parliamentarians Network against corruption (APNAC), Rwanda Branch. The APNAC has a mission of building the capacity of African Parliaments in the fight against corruption and promotion of good governance;

The Forum of Rwandan Women Parliamentarians (FFRP) created in order to establish a platform for exchange, reflection, studies and strategies to enable gender mainstreaming in all national laws and policies;

Two of the above networks and forums namely, FFRP and RPRPD are administratively under the Chamber of Deputies, following an internal arrangement between the two Chambers.

In addition to such networks and parliamentary forums, the Parliament of Rwanda is also a member of regional and international parliamentary associations.

1.2.5. Inter-parliamentary organizations and regional or continental Parliaments

The internationalization of social, cultural, economic and political issues calls Parliamentarians for engagement into international networks to foster exchange of information, expertise, experiences and initiatives on parliamentary diplomacy. In this context, the Parliament of Rwanda is a member of the inter-parliamentary organizations below:

the Inter-Parliamentary Union (IPU);
the African Parliamentary Union (APU);
the Joint ACP-EU;
the Parliamentary Assembly of La Francophonie (APF);
the Commonwealth Parliaments Association (CPA);

the Inter-Parliamentary Forum of the Member Countries of the International Conference on the Great Lakes Region (ICGLR);
the East African Association for Public Accounts Committees (EAAPAC);
Conference of Speakers and presiding officers of the Commonwealth (CSPOC);
African Organization of Public Accounts Committees (AFROPAC).

Rwanda is also represented in the Pan African Parliament (PAP) and in the East African Legislative Assembly (EALA). The Clerk of the Chamber of Deputies belongs to the Association of Secretaries General of Parliaments (ASGP) and the Society of Clerks-at-the-Table (SOCATT) from the Commonwealth Parliaments.

All these initiatives contribute to the positive visibility of the Chamber of Deputies at the international level and further contribute to increasing efficiency of Deputies in the discharge of their duties in matters related to parliamentary diplomacy within the overall framework of serving effectively the people who mandated them.

I.3. Key current partners of the Chamber of Deputies

The Chamber of Deputies in its daily activities aim at meeting the people's expectations and aspirations. It collaborates with different partners to achieve such a sound objective. These partners include among others national commissions and specialised organs that the Constitution and other laws tasked to submit their reports to the Parliament. Such institutions are the following:

Office of Auditor General of State Finances;
Office of the Ombudsman;
National Commission for Human Rights;
Public Service Commission;
National Bank of Rwanda;
Rwanda Governance Board.

These institutions are technical partners of the Parliament which help it in tackling specific issues in the citizens' interests. Reports submitted by such institutions are analysed by the Parliament and recommendations are submitted to the Government for implementation. :

In order to achieve its mission, the Chamber of Deputies involves the private sector, civil society, faith-based organization and academia. The Chamber of Deputies has also other development partners who support some of its activities as well as activities of forums and networks based on agreements signed between both parties.

II. ANALYSIS OF INTERNAL AND EXTERNAL FACTORS THAT AFFECT THE FUNCTIONING OF THE CHAMBER OF DEPUTIES

The analysis of strengths, weaknesses, opportunities and threats in the operation of the Chamber of Deputies released the results - after:

STRATEGIC INTERVENTION

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

LEGISLATION

- Strong constitutional mandate;
 - Availability of organic law determining the functioning of the Chamber of Deputies;
 - Qualified, experienced and committed personnel;
 - Existence of the Standing Committees working on a daily basis;
 - Diversity of MPs backgrounds
 - Availability of budget;
 - Substantive participation in pre-budget, execution and post budget;
 - Use of ICT in Parliamentary activities;
 - Existence of technical organs to provide views and legal opinions on draft bills under consideration in Standing Committees (RLRC and others);
 - Working in native language;
 - Existence of post legislative scrutiny.
- Limited research done on draft laws and private member's bills received by the Chamber of Deputies;
 - Low participation of the citizens in the legislative process;
 - Limited skills in translation of bills;
 - Urgent consideration of draft laws
- Political will to reinforce good governance at all levels and to ensure effective implementation of laws;
 - Good perception of the Parliament by the citizens and stakeholders;
 - Existence of clear policies and vision of the nation;
 - Existence of ICT strategy plan in the Parliament
- Lack of policies for some draft bills ;
 - Insufficient mechanisms for dissemination of promulgated laws and regulations to the citizens;
 - Lack of database for international instruments.

OVERSIGHT OF GOVERNMENT ACTIVITIES

- Existence of the Organic Law determining procedures for Parliamentary oversight of Government activities;
 - Existence of clearly defined government programs;
 - Existence of reports from the institutions of good governance mandated by the Constitution to report to the Parliament (OAG, NCHR, PSC, Ombudsman, BNR & RGB);
 - Reports from MPs field visits to specific sectors or projects in the country;
 - Availability of budget; Reports provided by MPs' networks and forums for specific sectors;
 - Existence of oversight plan that includes oversight on implementation of laws and policies by the Standing Committees.
- Insufficient scrutiny of the reports on the implementation of recommendations submitted to the Government by the Chamber of Deputies;
 - Insufficient research skills in Parliament in terms of oversight.
- Enabling and supportive political will in oversight;
 - Existence of good collaboration between the Chamber of Deputies and the institutions in charge of good governance;
 - Awareness of different authorities in the proper management of the public affairs;
 - Citizens outreach
- Delay in the implementation of some recommendations of the Chamber of Deputies submitted to the Government;
 - Existence of draft laws that have to be examined urgently by the Standing Committees, which affects the time allocated to the oversight of government activities;
 - Higher expectations of the citizens compared to the achievements in the oversight of government activities due to a limited understanding on the difference between the mission of the Parliament and those of other Government Institutions;
 - Action plans from institutions and organs that report to the Parliament which are submitted while already being implemented

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>OUTREACH AND ENGAGEMENT WITH CITIZENS</p>	<ul style="list-style-type: none"> • Existence of field visits to engage with the citizens; • Existence of ways of receiving private or public petitions addressed to the Chamber of Deputies in writing or verbally during an event organized by the Chamber of Deputies; • Attribution of Standing Committees to examining petitions submitted to the Chamber of Deputies 	<ul style="list-style-type: none"> • Limited follow up of the unsolved issues of the citizens received by Deputies during the field visits; • Delay in examining petitions by some Standing Committees due to other urgent matters. 	<ul style="list-style-type: none"> • Citizens trust to Members of Parliament; • Meetings with the citizens at cells' level 	<ul style="list-style-type: none"> • Lack of collaboration with other institutions regarding citizen petitions they have received and processed, which petitions are then submitted to the Chamber of Deputies. • Lack of simulation for the "Youth Parliament" to understand the basics of the Parliament structure and functioning.
<p>PARLIAMENTARY DIPLOMACY</p>	<ul style="list-style-type: none"> • Existence of regional and international parliamentary networks and organizations with active members; • Good collaboration with the Executive on Foreign Affairs matters; • Existence of national foreign policy; • Existence of memoranda of understanding signed with other Parliaments; • Existence of Parliamentary friendship groups; • Existing of an environment that attracts foreign visitors to Rwanda and Parliament specifically. 	<ul style="list-style-type: none"> • Lack of full operationalization of friendship groups; Insufficient follow up on recommendations in the foreign missions' reports; • Limited awareness of the policy on diplomacy and international relations; Lack of a document on strategies on parliamentary diplomacy; • Insufficient follow-up on memoranda of understanding signed with other Parliaments. 	<ul style="list-style-type: none"> • Benefits from several study visits to the Parliament of Rwanda by foreign delegations; • International strategic positions Rwanda has in different sectors; • Involvement of Rwanda community abroad in the national development; • Existing of free VISA for all African countries and others; • Hospitality, accommodation facilities and meeting infrastructures which are helpful to host inter-parliamentary meetings. 	<ul style="list-style-type: none"> • Existence of some negative forces in neighbouring countries and elsewhere in the world; • Existences of denial and revisionist ideology of genocide against the Tutsi; • Existence of Rwandan refugees who are taken hostage by the negative forces; • Some foreign Parliaments that adopt negative statements towards Rwanda.
<p>PARLIAMENTARY FORUMS, NETWORKS AND NATIONAL CHAPTER OF AN INTERNATIONAL PARLIAMENTARY NETWORKS</p>	<p>Existing parliamentary Forums, Networks and National Chapter of International Parliamentary Networks support to achieve the mandate of Parliament</p>	<ul style="list-style-type: none"> • Reports from networks and forums having no clear recommendations to carry out the oversight mission; • Insufficient of funds to finance their activities 	<p>Working as think tanks which generate innovative ideas, catalyst for change and mobilizer among members of parliament, development partners and the community for transformation in line with the vision of the forums or networks.</p>	

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
COMMUNICATION AND VISIBILITY OF THE CHAMBER OF DEPUTIES	<ul style="list-style-type: none"> Existing communication tools (Radio Rwanda Inteko, website); Existence of a developed information and communication Technology; Use of social media to receive and disseminate information; Existence of Parliamentary library Different interviews given by MPs on National and International media; Access to information and Parliamentary proceedings; Parliamentary debates held in native language 	<ul style="list-style-type: none"> Insufficient information on the website of the Chamber of Deputies (Agenda, draft laws, adopted laws, Minutes and reports, Standing Committee reports, etc.); Insufficient use of local and private radios to inform the citizens about the Parliamentary activities Insufficient preparation and organization of open days; Lack of translated Hansard and Committee reports into other official languages used in legal drafting; Lack of live streaming of committee meetings and plenary sessions of the Chamber of Deputies. 	<ul style="list-style-type: none"> Visits of the Chamber of Deputies by the citizens including youth, foreign and local students; Good relations between the Chamber of Deputies and various public and private entities; Various local and private media in place. 	<ul style="list-style-type: none"> Citizens that are not well informed of their rights to attend and contribute to the activities of the Chamber of Deputies; Insufficient knowledge of the Parliamentary proceedings by citizens; Limited coverage of Radio Rwanda Inteko.
TECHNICAL SUPPORT	<ul style="list-style-type: none"> Existence of qualified and experienced personnel committed to serving the Deputies; Conducive working environment and adequate working tools; Existence of guides on working procedures (Human Resource, financial, legislative, etc.); Availability of the needed budget 	<ul style="list-style-type: none"> Lack of an effective capacity building plan aligned with the needs assessment; Limited technical research to be used in oversight; 	<ul style="list-style-type: none"> Partnership between the Parliament and development partners; Existence of training centres at national level; Availability of online courses and trainings. 	<ul style="list-style-type: none"> Insufficient funds for capacity building; Limited opportunities for capacity development programmes responding to the needs and specificities of the Parliament.

III. GUIDELINES OF THE 2024 - 2029 STRATEGIC PLAN OF THE CHAMBER OF DEPUTIES

III.1. The overall objective

The overall objective of the 2024-2029 strategic plan of the Chamber of Deputies is to contribute effectively to the consolidation of democratic governance and accountability by strengthening parliamentary action.

This goal will be achieved through strategic guidelines, specific objectives, activities, performance indicators, expected results and sources of funding. Each specific objective includes several activities in general which are spread over five years. For practical reasons, these activities will be detailed in the annual action plans.

III.2. Logical framework strategies

The main strategic interventions of the 2024-2029 strategic plan of the Chamber of Deputies are the following:

- 1) Improving legislative activity;
- 2) Improving strategies for oversight of government activities;
- 3) Improving outreach and engagement with citizens;
- 4) Promotion of effective parliamentary diplomacy;
- 5) Strengthening the parliamentary Forums, Networks and National Chapter of an International Parliamentary Networks;
- 6) Improving Communication, documentation and visibility of the Chamber of Deputies;
- 7) Improving Human resources and institutional capacity development.

From these strategic interventions, multiple specific objectives are indicated. For each specific objective, more activities to be carried out are outlined below:

Table 2: Matrix for the implementation of the Strategic Interventions

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
1 st STRATEGIC INTERVENTION: IMPROVING LEGISLATIVE ACTIVITY							

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
Providing technical support required and citizens engagement in the legislative process	1. Conducting research and analysis on sectorial policies related to draft laws submitted to the Chamber of Deputies	Legal opinion is available before the examination of the relevance of the draft law by the plenary Assembly of the Chamber of Deputies	392 draft laws received	<ul style="list-style-type: none"> 90% of the draft laws are researched before the examination of relevance by the plenary Assembly of the Chamber of Deputies; MPs have required documentation related to the draft law before examination of relevance 	Legal opinion done within 3 days before the draft law is analysed in the plenary session.	10,500,500	Deputy Clerk of the Chamber of Deputies
	2. Initiation of private Members' bills	<ul style="list-style-type: none"> Number of research papers done by legal advisors and researchers on private Members' bills to be introduced; Number of private members' bills initiated 	6 private members' bills initiated	<ul style="list-style-type: none"> 6 private member's bills are expected to be initiated; MPs contribute by putting in place needed laws 	2 private member bill for the first year and one per year for the remaining years.	15,000,000	Deputy Clerk of the Chamber of Deputies
	3. Analysis of draft law in the Standing Committees	<ul style="list-style-type: none"> Legal opinion on the draft law is available before examination in the Standing Committees; The report on the analysis of the draft law is available 	All draft laws examined by Standing Committees got legal opinion	<ul style="list-style-type: none"> All draft laws are considered in the Standing Committees; MPs have required legal opinion related to the draft law before consideration 	Legal opinion on the draft law is available 3 days before the consideration of the draft law in Committee meeting	1,500,900,000	Deputy Clerk of the Chamber of Deputies
	4. Adoption of draft laws by the Plenary Assembly	The number of laws adopted by the Plenary Assembly and transmitted for promulgation	392 laws adopted	<ul style="list-style-type: none"> All draft laws received are considered and voted; Adopted laws contribute to the development of social economic of citizens 	The draft laws scheduled for consideration in plenary session are adopted.	100,405,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
Providing technical support required and citizens engagement in the legislative process	5. Citizens' participation in Standing Committees meetings, online or through field visits done by MPs to seek views on the draft laws under consideration	Views on draft laws from citizens are collected and considered	Some draft laws passed took into consideration received citizens views	<ul style="list-style-type: none"> Standing Committees considered the citizens' views; The citizens views contribute to produce efficient laws 	Citizen views will be collected before the draft law requiring consultations is analysed.	50,000,500	Deputy Clerk of the Chamber of Deputies
	6. Interested groups: civil society, professional bodies, academia, private sector and others come in Standing Committees during the consideration of draft laws	Number of target groups participated in the discussions of draft laws by Standing Committees	50 groups gave views on draft bills	<ul style="list-style-type: none"> 70 laws passed reflect opinions and views of the citizens; Citizens views contribute to produce efficient laws 	Target group's views collected during the draft law consideration in the Standing Committees	200,000,000	Standing Committees
	7. Establishment of a software tracking the process of draft laws	Software acquired			<ul style="list-style-type: none"> The process of draft laws is electronically accessible; Inputs are shared with ease between users 	2027	20,000,000
S/TOTAL						1,896,806,000	
2nd STRATEGIC INTERVENTION: IMPROVING THE STRATEGIES FOR THE OVERSIGHT OF THE GOVERNMENT ACTIVITIES							
2.1. Strengthening the mechanisms of conducting an efficient oversight of the government activities	1. Standing Committees analysed the implementation of sectorial policies or sectorial government programs, in collaboration with civil society, faith-based organization,	Number of oversight activity reports on implementation of policies	8 policies analysed	<ul style="list-style-type: none"> At least 45 oversight activities on the implementation of policies or programs done; MPs have information that will help them in exercising the mission of oversight. 	At least 9 sectorial policies or sectorial government programs, analysed every year.	260,466,100	Standing Committees

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
2.1. Strengthening the mechanisms of conducting an efficient oversight of the government activities	professional bodies, private sector and academia, depending on the policy or program field, in order to get useful information needed for oversight	Number of oversight activity reports on implementation of policies	8 policies analysed	At least 45 oversight activities on the implementation of policies or programs done; MPs have information that will help them in exercising the mission of oversight.	At least 9 sectorial policies or sectorial government programs, analysed every year.	260,466,100	Standing Committees
	2. Exercising the oversight over Government activities when a Cabinet Member is summoned to answer a topical question, an oral question or considering the answers provided by a Cabinet Member on the written questions.	Number of oversight activity reports on questions submitted	36 plenary sittings held on oral questions or written questions from a Cabinet Members	<ul style="list-style-type: none"> • 20 Cabinet Members summoned to oversight before the Plenary Assembly; • Resolutions submitted to the Government to improve the service delivery and the implementation of activities planned for the development and socio-economic well-being of the population 	Cabinet Member is summoned to answer a topical question, an oral question or to provide with written answers in response to written questions 4 times per year	1,000,000	Bureau of the Chamber of Deputies
	3. Inviting the Prime Minister to appear before a joint sitting of both Chambers of Parliament to present Government activities and inviting the Minister in charge of finance to brief the Chamber of Deputies on macroeconomic and budgetary developments	Number of reports on the meetings held	15 Government activities presented and 12 briefs done on macroeconomic and budgetary developments	<ul style="list-style-type: none"> • 15 Government activities to present before a joint sitting and 10 briefs on macroeconomic and budgetary developments to be done; • MPs have information that will help them in exercising the mission of oversight. 	3 Government activities to present before a joint sitting and 2 briefs on macroeconomic and budgetary developments to be done each year	100,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	4. Organizing meetings for discussion on new sectorial policies in Standing committees or Plenary Assembly	Number of new sectorial policies discussed in the Standing committees or Plenary Assembly		<ul style="list-style-type: none"> • At least 5 sessions held on discussion on new policies • Understanding better a new sectorial policy 	At least 1 session held per year on new policy in the Standing Committee or Plenary Assembly	15,000,000	Standing Committees
	5. Organizing information sharing seminars on SDGs mainstreaming and implementation	Number of information sharing seminars on SDGs mainstreaming and implementation organized	One seminar on SDGs	MPs informed about the implementation of objectives and targets of SDGs	At least one session held	27,000,000	Standing Committees
	6. Standing Committees to analyse the implementation of SDGs related to its mission based on national program	Number of reports on SDGs analysed	4 SDGs analysed	5 SDGs implementation monitored	One SDG per year analysed.	20,000,000	Standing Committees
	7. Standing Committees to analyse the implementation of laws	The number of laws analysed and reports prepared	16 laws analysed	<ul style="list-style-type: none"> • Standing committees to analyse the implementation of 20 laws ; • MPs know the implementation of laws and its impact on social economic development 	Every year, to analyse the implementation of at least 4 laws.	100,317,500	Standing Committees

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	8. Analysis of reports and annual plan of National Commissions and specialized organs provided for by the Constitution and other laws (NCHR, OAG, Ombudsman, PSC, BNR & RGB)	The report on the analysis of activity reports and action plans of each National Commission and Specialized organ	36 reports analysed and the action plans	<ul style="list-style-type: none"> • 30 reports and action plans of each National Commission and Specialized organ expected; • Improvement of good governance through recommendations made by the Chamber of Deputies 	To analyse 5 reports per year.	80,119,100	Standing Committees having those responsibilities
	9. Monitoring the implementation of the recommendations of the Chamber of Deputies submitted to the Government	Number of reports on the follow up of the implementation of recommendations	21 reports on the analysis of the implementation of recommendations discussed in plenary session	<ul style="list-style-type: none"> • 45 reports on analysis of the implementation of recommendations; • MPs to know the status of implementation of recommendations made by the Chamber of Deputies 	One report per committee each year.	80,234,756	Bureau of the Chamber of Deputies
	10. Establishment of database on all recommendations adopted by the Plenary Assembly and monitor their implementation	Database updated quarterly and shared information with all Standing Committees		<ul style="list-style-type: none"> • All recommendations adopted by Plenary Assembly kept in database • Standing Committees have needed information about previous recommendation and their implementation in order to avoid duplication 	2025	20,000,000	Director General in Charge of Research and Analysis
2.2. Improving field visits to visit the development projects	1. Organization of all MPs field visits to the citizens and development projects at Cells level	The number of field visits carried out, reports made and recommendations submitted to the Executive	7 field visits done by all MPs	<ul style="list-style-type: none"> • At least 5 field visits by all MPs expected; • MPs have the information enabling them to initiate the oversight over Government activities 	At least 1 field visit each year.	2,500,000,000	The Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	2. Organization of field visits of Standing Committees to the citizens and sectorial projects	The number of field visits carried out, reports made and recommendations submitted to the Executive	20 field visits done by the Standing Committees	<ul style="list-style-type: none"> 45 field visits of the Standing Committees expected; MPs have the information enabling them to initiate the oversight of the government activities 	9 field visits done each year by committees	1,500,000,000	Standing Committees
S/TOTAL						4,604,237,456	
3rd STRATEGIC INTERVENTION: IMPROVING OUTREACH AND ENGAGEMENT WITH CITIZENS							
3.1. Improving field visits to engage with the citizens and to receive their concerns	1. Meet citizens, receiving and directing their queries during the field visits	Number of queries received and directed	During 7 field visits done by all MPs, when queries were received	<ul style="list-style-type: none"> Queries of citizens resolved accordingly; MPs have the information enabling them to initiate the oversight of government activities 	At each field visit done by all MPs, a meeting with citizens is organized.		Members of Chamber of Deputies
	2. Participation of MPs in community works (Umuganda) and held dialogue with citizens in different Districts every end of the month	Number of community work done	Groups of MPs participated in 20 community works (umuganda) done in all Districts	<ul style="list-style-type: none"> 30 community works to be done in all Districts; Citizens feel supported by their representatives in the local development activities 	Participation in 6 community works per year	200,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	3. Organization of individual MPs field visit on invitations of decentralised entities or planned visit	The number of individual field visits done	1,602 individual field visits were carried out by MPs	MPs are aware of the actions and achievements by the citizens	The request made by a MP considered 2 days before	500,571,115	Bureau of the Chamber of Deputies
3.2. Examining petitions submitted to the Chamber of Deputies	1. Preliminary analysis of petitions by the Office of the Clerk	The analysis reports on status and orientation of petitions is submitted to the Bureau of the Chamber of Deputies monthly	515 petitions analysed and oriented	<ul style="list-style-type: none"> • 300 petitions expected to be analysed and oriented; • Citizens are informed of the outcome of their petitions 	60 petitions expected to be analysed and oriented each year	5,000,000	Clerk of the Chamber of Deputies
	2. Conference of the Chairpersons to analyse public petitions submitted to the Chamber of Deputies	Number of public petitions analysed		<ul style="list-style-type: none"> • All public petitions are analysed; • Citizens are informed of the outcome of their public petitions 	Each year a public petition received is analysed.	10,125,870	Bureau of the Chamber of Deputies
	3. Standing Committees to analyse and direct the petitions of the citizens	Number of petitions and requests analysed	47 petitions analysed	<ul style="list-style-type: none"> • All petitions are timely analysed; • Citizens are informed of the outcome of their petitions 	All petitions sent to Standing Committees analysed each year	9,125,875	Bureau of the Chamber of Deputies
3.3. Improving engagement of youth on Parliamentary activities	Invite young people on visits that will allow them to understand the role of Parliament through simulations of its responsibilities, and to interact with those who come to visit Parliament at their request.	Number of reports on youth visits in the Chamber of Deputies	47 petitions analysed	<ul style="list-style-type: none"> • Awareness of youth to the parliamentary activities achieved • Young generation has knowledge on the Parliamentary activities 	One meeting with youth organized by the committee in charge of youth in 2027 and all youth visiting the Parliament are received.	50,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
S/TOTAL						774,822,860	
4th STRATEGIC INTERVENTION: STRENGTHENING PARLIAMENTARY DIPLOMACY							
4.1. Strengthening the participation of the Chamber of Deputies in the inter-parliamentary meetings	1. Participation in inter-parliamentary meetings at regional and international level organized face-to-face or virtually	Number of reports on meetings of regional and international parliamentary meetings where the Chamber of Deputies was represented	120 meetings attended abroad physically and 76 meetings attended virtually	<ul style="list-style-type: none"> • 160 inter-parliamentary meeting expected to be attended • Chamber of Deputies contribute in Inter-parliamentary meetings and shared experiences with other parliaments 	32 meetings held abroad attended physically on virtually each year	1,300,445,600	Bureau of the Chamber of Deputies
	2. Organization of inter-parliamentary regional and international meetings in Rwanda.	Number of reports on regional and international meetings held in Rwanda	15 inter-parliamentary meetings at regional and international levels organized	The visibility of the country in general and the Parliament in particular strengthened	Once agreed upon with the responsible Organization, the meeting is held in Rwanda.	6,500,400,500	Bureau of the Chamber of Deputies
4.2. Strengthening the inter-parliamentary cooperation and friendship groups	1. Strengthening partnerships between the Chamber of Deputies and other Parliaments and operationalization of friendship groups	Number of reports on the follow-up of the friendship groups and signed MoU	4 Partnership MoU were signed between the Parliament of Rwanda and other Parliaments	The activation of friendship groups and signed MoU increases exchanges between the Rwandan Parliament and other parliaments in various fields	Annually consider the opportunity to strengthen collaboration with friendship groups and the follow-up of signed MoU	400,437,100	Bureau of the Chamber of Deputies
	2. Exchange of views between MPs and delegations visiting the Chamber of Deputies from other Parliaments, foreign institutions and diplomatic mission	Number of reports available	135 foreign parliamentary delegations, 42 visitors from other foreign institutions and 36 diplomatic missions visited the Chamber of Deputies	<ul style="list-style-type: none"> • 120 delegations expected to visit the Chamber of Deputies; • Parliamentary experiences and the diplomatic exchange channels are shared between the Chamber of Deputies and other Parliaments and institutions 	24 views exchanges with foreign delegations visiting the Parliament	150,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	3. Attending and hosting inter-parliamentary tournaments in EAC	Number of tournament participation reports	2 inter-parliamentary tournaments attended	<ul style="list-style-type: none"> • 4 Inter-parliamentary tournaments are attended and one hosted; • Regional integration in EAC populations strengthened 	One inter-parliamentary tournament attended each year	850,234,800	Bureau of the Chamber of Deputies
4.3. Strengthening the role of Parliament of Rwanda in the parliamentary diplomacy	1. MPs give opinions on report that Executive submits to the international organizations and on the report on the African Peer Review Mechanism, where necessary	Reports on the opinions of the Chamber of Deputies		Concerned report submitted to the International Organization considered by the Chamber of Deputies	Report analysed when received	15,000,000	Bureau of the Chamber of Deputies
	2. Monitor the implementation of the resolutions on Rwanda adopted in international meetings attended by MPs	The Chamber of Deputies is monitoring the resolutions on Rwanda adopted in inter-parliamentary meetings		<ul style="list-style-type: none"> • The Chamber of Deputies monitors the resolutions on Rwanda adopted in inter-parliamentary meetings; • The adequate response taken on the resolutions adopted 	Monitoring done by the committee in charge when necessary	27,150,500	Standing Committee in charge of Foreign Affairs, Cooperation
	3. Celebrating International Days	Reports on celebration available	Common-wealth, Francophonie and Democracy days celebrated	<ul style="list-style-type: none"> • Participation of MPs and others invited in celebrating the Commonwealth, Francophonie and Democracy days • Stakeholders are invited to join MPs in celebrating of Commonwealth and Francophonie days 	3 international days celebrated each year	15,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	4. Increased awareness of the Rwandan Diaspora and participation in national development	Number of reports of the meetings held between the MPs and the Diaspora	One report prepared.	Rwandans living abroad actively contribute to the development of the country	One meeting held with representatives of Rwandan diaspora community	70,125,762	Bureau of the Chamber of Deputies
	5. Establishment of the Parliament Protocol procedures manual.	The Parliament Protocol procedures manual available		Better parliamentary protocol management	2027	5,500,175	Clerk of the Chamber of Deputies
S/TOTAL						9,334,294,437	
5th STRATEGIC INTERVENTION: STRENGTHENING THE PARLIAMENTARY FORUMS, NETWORKS AND NATIONAL CHAPTER OF AN INTERNATIONAL PARLIAMENTARY NETWORKS							
Improving Parliamentary Forums, Networks and National Chapter of an International Parliamentary Networks	1. Implement all planned activities of Parliamentary Forums, Networks and National Chapter of an International Parliamentary Networks in their operating sectors as think tank, catalyst and mobiliser in order to contribute to achieving the Parliament mission	Number of reports from networks and forums	Activities done by parliamentary forums and networks	<ul style="list-style-type: none"> All activities planned are done; Working as think tank which generates innovative ideas, catalyst for change and to carry out a campaign among members of parliament, development partners and the community for transformation in line with the vision of the forums or networks 	Each year 2 activities planned by Forums, Networks and National Chapter implemented.	100,000,000	Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	2. Follow up the activities and finance of a network or a forum or a national chapter of an international network or forum under the supervision of Chamber of Deputies	Number of activities financed by the Chamber of Deputies	Some activities financed by partners	<ul style="list-style-type: none"> All planned activities have financial support; Forums or network contribute to the mission of Parliament 	Each year a budget needed by a Forums or Network is allocated	800,000,000	Clerk of The Chamber of Deputies
S/TOTAL						900,000,000	
6th STRATEGIC INTERVENTION: STRENGTHENING COMMUNICATION, DOCUMENTATION AND VISIBILITY OF THE CHAMBER OF DEPUTIES							
6.1. Increasing interaction and communication between MPs and citizens and the visibility of the Chamber of Deputies	1. Increasing the Chamber of Deputies' visibility and public engagement, public outreach campaigns, branding, and comprehensive photo and video coverage	The number and reach of parliamentary media outputs, digital engagement, public outreach activities, and visual documentation produced.	Parliamentary communication activities and public reach with moderate public reach	Increased number of citizens who understand the Chamber of Deputies and participate in its activities	Annually	150,477,400	Communication Unit
	2. Increasing the coverage of the media and other stakeholders in the activities of the Chamber of Deputies	Partnership with key media houses and stakeholders is strengthened	The Chamber of Deputies hold a good relationship with media for coverage of its activities	<ul style="list-style-type: none"> Standing Committees meetings and plenary sittings proceedings are regularly communicated to public; Citizens informed on the activities of the Chamber of Deputies 	Media are informed of the meetings 24 hours before the meeting is held	10,687,400	Communication Unit

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	3. Upgrade and regular updating of the information on website of Parliament of Rwanda	The information published on Parliament's website is up to date and relevant	Some information published on Parliament's website	<ul style="list-style-type: none"> All relevant news and information are put on the Parliament website; The public has access to information and updated documentation on the Chamber of Deputies activities and give their views through the website of the Parliament 	2026	72,314,652	ICT department
6.2. Improving documentation and archive of the Chamber of Deputies	1. Acquisition of new books, for the Library of the Parliament	The number of new books bought	Number existing books	Library of the Parliament has a rich and varied documentation	New books acquired each year	80,124,594	Documentation & Archives Unit
	2. Digitalization of the Library of Parliament	Number of e-books are acquired		<ul style="list-style-type: none"> Subscription of online books; Library of the Parliament include e-books 	2027	10,000,000	Clerk of the Chamber of Deputies
	3. Put in place the electronic archiving system for the documents of the Chamber of Deputies	The electronic archiving system of the Chamber of Deputies installed	Various working papers are filed manually	<ul style="list-style-type: none"> All documents are kept electronically; Documents are easily accessible 	2027	213,947,364	Documentation & Archives Unit
	4. Preparation and printing of leaflets on the Chamber of Deputies	The number of leaflets produced and distributed to visitors		<ul style="list-style-type: none"> Leaflets produced and distributed to visitors; Visitors are informed of the activities and functioning of the Chamber of Deputies 	2027	25,346,764	Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	5. Putting the translated minutes of the Plenary Assembly and other documents on website	Number of documents putted in the website		Researchers, media and others are facilitated in accessing Parliament documents in English or French	Needed documents putted on the website each quarter	100,000,000	Deputy Clerk
6.3. Digitalisation of the work of Plenary sittings and Standing Committees	Videoconferencing system to allow members of Parliament to participate in meetings and debate remotely and cast their vote electronically	The number of Plenary sessions and Standing Committees meetings attended online	Meetings attended on line due to COVID-19 and after COVID-19	<ul style="list-style-type: none"> Plenary sessions and Standing Committees meetings attended online were needed; Plenary sessions and Standing Committees meetings held when face-to-face gathering is not possible 	To be done whenever necessary	25,000,000	ICT Department
S/TOTAL						547,898,174	
7th STRATEGIC INTERVENTION: HUMAN RESOURCES AND INSTITUTIONAL CAPACITY DEVELOPMENT							
7.1. Equipping MPs and support staff of the Chamber of Deputies with technical skills and equipment required for analysis of draft laws	1. Organization of training sessions for MPs and support staffs on technical skills on legislative drafting process, on exercising Government oversight and on international relations and diplomacy	The number of training sessions organized	5 trainings carried out	<ul style="list-style-type: none"> MPs and support staff shall have 2 training sessions; MPs and support staffs will acquire technical skills required in the legislative process 	At least one training held each year	80,432,128	Bureau of the Chamber of Deputies
	2. Establishing the electronic documentation system "e-Parliament" to ensure timely tracking, examination and monitoring the progress of the draft law in the Chamber of Deputies.	The software is operational and adapted to the law examination process		<ul style="list-style-type: none"> All draft laws are accessible through e-parliament; Quick and easy access to documentation and archives related to the legislative process 	2027	121,000,000	ICT department

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
7.2. Strengthen the administration of the Chamber of Deputies	1. Adaptation and implementation of the organizational structure of the Chamber of Deputies with the needs in terms of human resources	The needs in terms of human resources are met	The existing organisational structure approved	<ul style="list-style-type: none"> New organizational structure is fully implemented; MPs are supported by staff to achieve their mission efficiently 	When needed	5,000,000,000	Clerk of the Chamber of Deputies
	2. Adjustment of administrative, financial and legislative manual of the Chamber of Deputies	The administrative, financial and legislative manual of the Chamber of Deputies prepared	Existing of guidelines for procedures	<ul style="list-style-type: none"> Administrative, financial and legislative manual updated; The administration is guided by an updated administrative, financial and legislative tool 	2027	5,600,000	Clerk of the Chamber of Deputies
	3. Organization of trainings and seminars for all staff and special trainings to technical support staff of the Standing Committees	The number of training sessions and seminars organized	Various trainings held	<ul style="list-style-type: none"> Staff trained according to the needs of the mission of the Chamber of Deputies; Staff profession and career developed to effectively and efficiently support MPs 	1 training held annually	200,560,000	Clerk of the Chamber of Deputies
7.3. Ensuring favourable working environment for MPs and staff	1. Promote staff well-being, improve their working conditions and environment, and encourage social mutual supportive measures, both in the workplace and during defined key family events.	Measures taken to improve retention for staff of the Chamber of Deputies and existing mutual supportive measures	The improvement of the organisational structure	<ul style="list-style-type: none"> Well-being and conducive environment that facilitates the performance of Parliamentary work; Social mutual funds improved and solidarity strengthened 	Considered each year	2,000,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	2. Organization of culture and sports activities	Various sports and socio-cultural activities available	MPs and staff participated in various sports;	<ul style="list-style-type: none"> • MPs and staff participate in cultural and sports activities; • Health benefits and better performance at work 	Collective sport at the end of each month	65,911,386	Clerk of the Chamber of Deputies
	3. Creation of space and acquisition of equipment for sports in the Parliament premises	Sports facilities available in Parliament		<ul style="list-style-type: none"> • MPs and staff do sports activities at Parliament; • Health benefits and better performance at work 	Annually	300,000,000	Clerk of the Chamber of Deputies
	4. Acquisition of first-aid basic skills in the Parliament	First aid services available in the Parliament		<ul style="list-style-type: none"> • MPs and staff access first aid services; • Good health and better performance at work 	2027	10,000,000	Clerk of the Chamber of Deputies
	5. Establishing a day-care facility in the Chamber of Deputies	Equipped space for day-care available		Babies of Parliamentarians and staff taken care of at Parliament during working hours	2027	50,000,000	Bureau of the Chamber of Deputies
7.4. Strengthen and improve infrastructure and equipment for services of the Chamber of Deputies	1. Rehabilitation and repair works for the building of the Chamber of Deputies	The building of the Chamber of Deputies regularly maintained and upgraded	Previous works on the maintenance of the Parliamentary building	<ul style="list-style-type: none"> • Building of the Chamber of Deputies maintained; • MPs and staff work in a conducive environment 	Annually	3,000,205,016	Clerk of the Chamber of Deputies
	2. Continuous improvement of the ICT systems and equipment for good management of services of the Chamber of Deputies	Number of ICT equipment acquired and the electronic dissemination of information on parliamentary activities	Existing ICT systems and equipment in the Chamber of Deputies	<ul style="list-style-type: none"> • The Chamber of Deputies has modern equipment; • Facility to fulfil the responsibilities 	Annually	242,239,527	Director General in charge of ICT Outreach

Specific objectives	Activities	Performance indicators	Baseline (4th legisl.)	Target and expected results over 5 years	Timeline	Budget (FRW)	Responsible
	3. Acquisition of equipment, furniture and office supplies to services of the Chamber of Deputies	Equipment, furniture and office supplies needed available	Existing materials and equipment for MPs and staff replaced after full depreciation	<ul style="list-style-type: none"> MPs and staff have the furniture, equipment and office supplies needed; MPs and support staff are working properly and laws are made 	Annually	1,000,500,000	Clerk of the Chamber of Deputies
S/TOTAL						12,076,448,057	
GRAND TOTAL						30,134,506,984	

IV. FRAMEWORK FOR MONITORING AND EVALUATION OF THE 2024-2029 STRATEGIC PLAN OF THE CHAMBER OF DEPUTIES

The analysis of the implementation of the previous Strategic Plans identified opportunities and risks that may hinder the achievement of the 2024 - 2029 Strategic Plan. This was also an opportunity to review and clarify mechanisms which should be used for effective monitoring and evaluation, and how resources will be mobilized to implement activities of this strategic plan. It further analyses possible risks, likelihood of occurrence, impact and proposed mitigation of the risks.

In order to ensure that the implementation of the Strategic Plan is carried out in a planned and coordinated manner, the Chamber of Deputies has put in place a monitoring and evaluation framework. The Office of the Clerk of the Chamber of Deputies, through the department in charge of planning will be responsible for facilitating the overall monitoring and evaluation of the implementation of the Strategic Plan.

This strategic plan requires national funding and its implementation will also require support from partners as well.

The following part presents the 2024 -2029 strategic plan's evaluation benchmarks.

IV.1. Annual assessment

At the end of every year, the strategic plan is evaluated on the basis of the action plan for the concerned year. This evaluation is performed under the coordination of the Clerk of the Chamber of Deputies, based on elements drawn from reports by different services of the Chamber of Deputies.

IV.2. Mid-Term Evaluation

The mid-term evaluation to measure the steps made vis-à-vis the objectives set in the strategic plan can help to adapt the strategies implemented owing to the level of achievements. Thus, this review will take place immediately after January 2027 and will be performed by members of the administration of the Chamber of Deputies under the supervision of the Bureau of the Chamber of Deputies and adopted by the Conference of Chairpersons of the Chamber of Deputies.

IV.3. Final evaluation

A final evaluation is expected to be conducted at the end of the period of this strategic plan. The objective of the final evaluation of the 2024 - 2029 Strategic Plan will be to assess the results expected to be a reference for the next strategic forecasts. The final evaluation will be made during the last quarter of the fiscal year 2028/2029 and will be conducted by the administration of the Chamber of Deputies under the supervision of the Bureau of the Chamber of Deputies and adopted by the Conference of Chairpersons of the Chamber of Deputies.

CONCLUSION

The 2024 – 2029 Strategic Plan is a guidance tool which defines the objectives of the Chamber of Deputies. Its development is an opportunity to move forward and align available resources and frameworks of action in order to achieve the objectives while determining the expected results.

All strategic actions envisaged in this strategic plan will allow the Chamber of Deputies to contribute to the achievement of the NST2 and national building. The combined efforts of the authorities, staff and partners of the Chamber of Deputies will serve as a cornerstone to the success of the expected results. Such efforts will also translate into success only if the strategic plan is implemented into annual actions. Its performance also requires a rigorous and regular monitoring.





Republic of Rwanda
Parliament of Rwanda
Chamber of Deputies

✉ : info@parliament.gov.rw
🌐 : www.parliament.gov.rw