

**REPUBLIC OF RWANDA**



**PARLIAMENT OF RWANDA  
THE SENATE**

**STRATEGIC PLAN OF THE SENATE  
2024-2029**

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## **ACRONYMS AND ABBREVIATIONS**

ACP	:	African, Caribbean and Pacific Group of States
AU	:	African Union
COVID	:	Coronavirus Disease
CPA	:	Commonwealth Parliamentarian Assembly
CSOs	:	Civil society organizations 029808 1500
EAC	:	East African Community
EALA	:	East African Legislative Assembly
EU	:	European Union
FBOs	:	Faith-based organizations
FP	:	Forum of Parliaments
H. E	:	His Excellency
ICGLR	:	International Conference on the Great Lakes Region
ICT	:	Information, Communication and Technology
IPU	:	Inter-Parliamentary Union
M&E	:	Monitoring and Evaluation
MINECOFIN	:	Ministry of Economic Planning and Finance
MININFRA	:	Ministry of Infrastructure
NGOs	:	Non-governmental organization
NST	:	National Strategy for Transformation
OL	:	Organic Law
PAP	:	Pan-African Parliament
RDB	:	Rwanda Development Board
RMI	:	Rwanda Management Institute
SDGs	:	Sustainable Development Goals
SMART	:	Specific, Measurable, Achievable, Realistic and Timely

## **GLOSSARY<sup>1</sup> OF KEY TERMS**

***Activities:*** These are processes or actions that use a range of inputs to produce the desired outputs and ultimately achieve the desired outcomes. In essence, activities describe “what we do”.

***Baseline:*** The current level of performance that the institution aims to improve.

***Impact:*** Impacts are changes in conditions. These are the results of achieving specific outcomes, such as reducing poverty and creating jobs. Impacts seek to answer the question of “what do we aim to change?”.

***Indicator:*** An indicator is a predetermined signal, at a specific point in a process, showing that the result was achieved. It should include a unit of measurement that specifies what is to be measured. Indicators can be qualitative or quantitative measures.

***Inputs:*** These are the resources which contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.

***Outcome:*** The medium-term results which are the consequence of achieving specific outputs. Outcomes are “what we wish to achieve”.

***Outputs:*** The final tangible products, or goods and services, delivered as a result of activities. Outputs may be defined as “what we produce or deliver”. Outputs are also the building blocks towards the desired outcome.

***Performance information:*** performance information includes planning, budgeting, implementation, monitoring, reporting and evaluation elements, which are considered key to effective management. Performance information indicates how well an institution performs towards the achievement of its results. This information is vital in enhancing transparency, accountability and oversight.

***Proxy indicators:*** Proxy indicators are used when results cannot be measured directly. A proxy indicator aims to provide an indication of achieved performance in a specific area.

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<sup>1</sup> [https://static.pmg.org.za/200512\\_6th\\_Parl\\_Strategic\\_Plan.pdf](https://static.pmg.org.za/200512_6th_Parl_Strategic_Plan.pdf)

**Risks:** A potential, unintended outcome that will affect the achievement of an institution's predetermined results.

**Sector indicators:** Sector indicators refer to a core set of indicators that have been developed and agreed to by Government institutions within a sector.

**Strategic plan:** A five-year plan that is clearly defined and tends to focus on issues that are strategically important to the institution. The strategic plan should be reviewed on a mid-term basis or as needed. It identifies the impact and outcomes that will be used to measure and evaluate the institution.<sup>2</sup>.

**Targets:** Targets are the level of performance the institution would like to achieve and must be Specific, Measurable, Attainable, Realistic and Timely (SMART).

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<sup>2</sup> <https://sba.thehartford.com/business-management/what-is-strategic-planning/>

## FOREWORD

The Senate is one of the two Chambers of the Parliament of Rwanda, as stipulated in Article 64 of the Constitution of the Republic of Rwanda.

The Senate was officially established in 2003 with an 8-year term of office running until 2011. The second term also ran for 8 years from 2011 to 2019. Following the 2015 revision of the Constitution of the Republic of Rwanda, the term in office of the Senators was reduced to 5 years; as a result, the third term commenced in 2019 to be completed in 2024. The fourth term commenced in 2024 and is expected to end in 2029.

Since its establishment in 2003, the Senate has played a key role in monitoring the application of fundamental principles through exercising oversight of government actions, approving the appointment of officials provided for under the Constitution and other laws, as well as providing advice on national critical issues falling within its responsibilities.

Officiating at the swearing-in ceremony of the fourth Senate, H.E Paul KAGAME, President of the Republic of Rwanda, called on newly sworn-in senators ***“to prioritise citizen engagement, by making sure that citizens’ issues and community challenges are timely identified and addressed.”***

This guidance followed the previous one he made during the swearing-in ceremony of the Senators in their third term, whereby he advised:

***“It is widely known that Rwandan citizens deem senators their faithful representatives who serve as their careful eyes and ears when it comes to the implementation of community socioeconomic programmes by various government departments, especially using oversight of government actions”.***

Driven by its commitment to successfully meet its mission, the Senate developed a five-year Strategic Plan for the period 2024-2029, principally inspired by the above-stated guidance by the President of the Republic, and also based on its responsibilities and powers, as aligned to the priorities of the main national planning instruments, mainly, Vision 2050 and the Second National Strategy for Transformation (NST2). This Strategic Plan has also been fine-tuned by experiences, achievements and lessons learnt throughout the implementation of the Strategic Plan, 2021-2026.

The development of the Strategic Plan has further drawn on regional, continental and global agendas for regional integration and international positioning of Rwanda. It

confirms the Senate's commitment to serve and contribute to national development through the implementation of annual action plans. All activities to be achieved under this plan will hinge on the fundamental principles and national goals, and priorities.

I am, therefore, pleased to present this strategic paper to guide the Senate in all its business for the period running from July 2024 to June 2029. I urge all managers and staff of the Senate of Rwanda to provide full support for the implementation of the pillars and objectives set out in this Strategic Plan, driven by the core values stated herein. We hope that good collaboration with different institutions will play an important role in achieving the expected results within the allocated timelines.

On behalf of the Senate, I pledge full commitment to discharging our constitutional mandate by means of this Strategic Plan, guided by the core values of the Senate and championing the unity of the people of Rwanda.

**Right. Honorable Dr. KALINDA François Xavier**  
**President of the Senate**

## **EXECUTIVE SUMMARY**

To discharge its constitutional mandate, the Senate has formulated this Strategic Plan which is expected to achieve its overall goal set for five years (2024-2029) stated as follows:” *finding solutions to national critical issues and handling petitions of the citizens by teaming up with other public institutions towards an inclusive national sustainable development*”. It is aligned with the National Vision 2050, which articulates the long-term direction for “*the Rwanda we want*”.

This Strategic Plan was inspired by other national, regional and global planning papers so as to position our country in the international arena.

In order to achieve this plan, the Senate expects to produce the following outcomes:

- **Outcome I:** Applied fundamental principles in enacted laws;
- **Outcome II:** Applied fundamental principles in oversight of Government activities;
- **Outcome III:** Applied fundamental principles through the promotion of transparency and accountability;
- **Outcome IV:** Enhanced Senate visibility, addressed citizen issues and ensured international engagements;
- **Outcome V:** Digitalised and secured working environment for better service delivery.

The outcomes are expected to be achieved by means of sixteen (16) outputs and forty-five (45) broad activities based on implementation and monitoring and evaluation approaches set out.

The implementation of this strategic plan will require a total budget amounting to **FRW 30,610,975,513** mobilised from the State budget and development partners.

## **CHAPTER 1: INTRODUCTION**

### **1.1. History of the Senate**

As far as it is concerned, the idea to establish the Senate primarily originates from the recommendations made by a series of dialogues held in Village Urugwiro in 1998. Its institution was also based on a petition of the people addressed to the then Constitutional Commission (between 2000 and 2003) to put in place an organ commissioned to provide sustainable solutions to major issues which had faced Rwandan society for quite a long period which was characterised by bad leadership which promoted discrimination, genocide ideology, authoritarianism, and lack of dialogue and consensus, which led to the 1994 Genocide against the Tutsi.

Following the foregoing political consultations, in June 2003, the first Constitution was promulgated after being voted on in a referendum on 26 May 2003. The Constitution heeded the citizens' petition by putting in place an organ commissioned to find solutions to crucial issues of national concern and oversee the implementation of a series of approaches thereto on behalf of the Rwandan people. That organ was named "the Senate", which, alongside the Chamber of Deputies, formed a bicameral Parliament. From 2003 to date, parliamentary bicameralism is still recognised by the Constitution of the Republic of Rwanda, in its Article 64.

The Senate commenced its first legislative period in 2003, which ended in 2011. The second period commenced in 2011 and ended in 2019. The third legislative period commenced in 2019 and ended in 2024. The fourth legislative period commenced in 2024 and will end in 2029.

In accordance with the Constitution, specifically from Article 80, the Senate is composed of twenty-six (26) members appointed or elected as follows:

- Twelve (12) Senators elected by specific electoral colleges in accordance with national administrative entities;
- Eight (8) Senators appointed by the President of the Republic, giving particular consideration to the principles of national unity, the representation of historically marginalised groups, and any other national interests;
- Four (4) Senators designated by the National Consultative Forum of Political Organisations;

- One (1) academician or researcher from public institutions of higher learning, holding at least the rank of associate professor, elected by the academic and research staff of those institutions;
- One (1) academician or researcher from private institutions of higher learning, holding at least the rank of associate professor, elected by the academic and research staff of the same institutions;
- Former Heads of State, who successfully completed their term of office or resigned voluntarily, may become members of the Senate.

## **1.2. Responsibilities and powers of the Senate**

The Senate has been vested with the powers and responsibilities<sup>3</sup> stated here below:

1. Ensure respect for fundamental principles referred to under Article 10 of the Constitution of the Republic of Rwanda. The said fundamental principles are:
  - Prevention and punishment of the crime of genocide, fighting against denial and revisionism of genocide as well as eradication of genocide ideology and all its manifestations;
  - Eradication of discrimination and divisionism based on ethnicity, region or on any other ground, as well as promotion of national unity;
  - Equitable power sharing;
  - Building a State governed by the rule of law, a pluralistic democratic Government, equality of all Rwandans and between men and women, which is affirmed by women occupying at least thirty percent (30%) of positions in decision-making organs;
  - Building a State committed to promoting social welfare and establishing appropriate mechanisms for equal opportunity to social justice;
  - Constant quest for solutions through dialogue and consensus.
2. Monitor the functioning of political organisations;
3. Legislate;
4. Oversee the Executive;
5. Provide the Chamber of Deputies with opinions on the Budget Framework Paper and the State finance bill before its final adoption;
6. The Senate also has the power to approve the appointment of officials provided for under the Constitution and other laws, and provide advice on issues relating to the state of the Nation in respect of its responsibilities.

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<sup>3</sup> Article 2 & 3 of the organic Law n° 007/2018.O.L of 08/09/2018 determining the functioning of the Senate

### **1.3. Role of the Senate in the National Development Plans**

The Senate plays a significant role in the implementation and attainment of the national goals. As representatives of the people, the work of Senators means indirect participation of all citizens towards achieving equitable sustainable development.

Therefore, the Strategic Plan of the Senate, 2024-2029, is anchored to National Development Plans spearheaded by Rwanda's Vision 2050, which articulates the long-term strategic direction for "the Rwanda we want". Vision 2050 sets a new pathway that will lead the country to the living standards of upper-middle income by 2035 and high-income countries by 2050<sup>4</sup>. It has overarching objectives of promoting Economic Growth and Prosperity and High Quality of Life for Rwandans and is anchored in five pillars: (1) Human Development; (2) Competitiveness and Integration; (3) Agriculture for wealth creation; (4) Urbanization and Agglomeration; (5) Accountable and Capable State Institutions.

In addition, this Strategic Plan takes reference from the NST2, which is a national roadmap for development for five (5) years from 2024-2029. It comprises three pillars: (1) Economic Transformation, (2) Social Transformation and (3) Transformational Governance. The Senate, therefore, vows to play a vital role in hitting the goal of the above-depicted plans by strengthening political stability, promoting national unity, and spurring social welfare and development.

### **1.4. Senate in the Global and Regional Context**

The Senate, as a parliamentary body, is part of regional and global parliamentary organisations within which it takes engagements. Such organisations include the ACP-EU Joint Parliament Assembly, CPA, EALA, PAP, ICGRL/FP and IPU among others.

It is incumbent upon the Senate to discharge its part of regional and international obligations by embedding them in its strategic plan while aligning it with regional and international development agendas, mainly the SDGs, the AU Agenda 2063, the EAC Vision 2050, and the strategic plans of the parliamentary organisations mentioned earlier in this section.

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<sup>4</sup> Vision 2050, Page 7

### **1.5. Rationale for the Development of the Strategic Plan 2024/2029**

Building a State based on consensual and pluralistic democracy, founded on power sharing, national unity, work, patriotism, good governance, development, social justice, tolerance and resolution of problems through dialogue<sup>5</sup> are the national values and principles the Senate is following in its day-to-day functioning. Additionally, it is an essential ingredient for efficient service delivery in all sectors of the National economy.

In June 2024, the Senate held a retreat to reflect on the halfway point of implementing the Strategic Plan 2021-2026. One of the recommendations made at the end of the retreat was to remove the pre-assessment of bills under consideration in Parliament from its activities, as this duty belongs to the sponsor of the bill. Therefore, the role of the Senate in this context should be limited to providing opinions to the sponsor of the bill tabled before Parliament.

Another important recommendation from the Retreat was to amend the Strategic Plan 2021-2026 and align it with the NST2, enabling the Senate to plan activities—primarily oversight activities—that support monitoring and contribute to achieving NST2 priorities. Heeding this recommendation, the Strategic Plan has been developed to encompass the period from 2024 to 2029.

This Strategic Plan is aligned with the role of the Senate in actualising the national values and principles of Governance throughout its constitutional role of overseeing how better all Rwandans within their respective positions are going about their duties.

### **1.6. Methodology for Developing the Strategic Plan 2024/2029**

This Strategic Plan has been developed through a participatory and consultative process, which involved consultative meetings with all Senate organs and other stakeholders and a retreat for the technical team. The process was conceived in a way to create ownership of the plan by all stakeholders to allow a smooth and active implementation.

To be as exhaustive as possible, the technical team reviewed the following documents:

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<sup>5</sup> The Constitution of the Republic of Rwanda.

**Table 1: Reference Documents**

<b>Legal instruments</b>	<b>Planning instruments</b>
<ul style="list-style-type: none"> <li>• Constitution of the Republic of Rwanda</li> <li>• Organic Law n°007/2018.OL of 08/09/2018 determining the functioning of the Senate</li> <li>• Organic Law n°001/2024.OL of 15/03/2024 determining procedures for Parliamentary oversight over Government activities</li> <li>• Organic Law n°002/2024.OL of 12/07/2024 determining the functioning of the Chamber of Deputies</li> </ul>	<ul style="list-style-type: none"> <li>• Vision 2050, EAC Vision 2050, Agenda 2063, SDGs</li> <li>• Rwanda Country Economic Memorandum: Pathways to Sustainable and Inclusive Growth in Rwanda</li> <li>• NST2</li> <li>• Strategic plans of parliamentary assemblies and organisations (IPU, ACP-EU Joint Parliamentary Assembly, CPA);</li> <li>• Senate Strategic Plan 2021-2026</li> <li>• Evaluation of the Senate Strategic Plan 2021-2026 (July 2021 – December 2024)</li> <li>• Strategic Plan of the Chamber of Deputies 2024-2029</li> </ul>

## **CHAPTER II: INSTITUTIONAL REVIEW AND SITUATIONAL ANALYSIS**

### **2.1. Review of the Implementation of the Strategic Plan 2021/2026**

#### **2.1.1. Achievements**

With a view to assessing its performance, the Senate conducted a regular evaluation of its Strategic plan from July 2021 to December 2024. The evaluation revealed a successful performance of the Senate, achieved through the 5 pillars of the Strategic Plan 2021-2026<sup>6</sup>.

The following is a summary of the evaluation results:

As regards monitoring the application of fundamental principles through legislation, the Senate considered and voted on 20 draft laws tabled in accordance with its legislative powers.

Regarding oversight and exchange with the Executive, the Prime Minister addressed the Parliament, both Chambers, eleven (11) times, to inform parliamentarians about the Government's programs. Furthermore, Senators exchanged views with the Cabinet members on three (3) different topics related to the Government programs. The Senate convened seven (7) consultative meetings or conferences on public topical issues. Besides, the Senate conducted twenty-eight (28) oversight activities over government actions<sup>7</sup>.

Within the pillar of ensuring the application of fundamental principles through the promotion of transparency and accountability, the Senate examined and provided opinion on 24 reports of Institutions Provided for under the Constitution and Other Laws, while directing recommendations to relevant public institutions for action.

In line with the duty of examining the biographical information of the officials submitted to the Senate for approval, the Senate has approved 50 appointments of officials as determined by the law.

The Senate analysed and provided opinion on the following Budget Framework Papers and the State finance bills:

- ✓ Budget Framework Papers
- ✓ State Finance bill
- ✓ Revised State Finance bill

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<sup>6</sup> Report of mid-term Evaluation of the Strategic Plan (Period: July 2021-December 2024)

<sup>7</sup> Senate annual reports and evaluation reports of the strategic plan 2016-2020 as of December

All standing committees contributed opinions on the above State finance bill tabled before the Senate.

Within the pillar of ensuring parliamentary outreach and effective participation in international engagements, the following has been achieved:

- ✓ Senators carried out field visits to interact with residents on possible community challenges and craft a way forward<sup>8</sup>;
- ✓ Different petitions were received, considered and given appropriate solutions;
- ✓ The Senate (in conjunction with the Chamber of Deputies and other institutions) organised and hosted 8 meetings;
- ✓ Senators attended 52 meetings and other events held abroad;
- ✓ 31 foreign parliamentary delegations paid visits to the Senate;
- ✓ 17 ambassadors and high commissioners accredited to Rwanda paid courtesy calls on the Bureau of the Senate;
- ✓ 7 delegations from different public entities paid visits to the Senate;
- ✓ The Senate organised an Open Day event held on 17 March 2023.

Regarding the pillar of institutional capacity building, the Senate made the following achievements:

- The Senate enforced Presidential Order no 118/01 of 02/12/2021 establishing the organisational structure of the Senate and determining salaries and fringe benefits for its employees;
- Services in the Senate are performed by means of automated systems such as IFMIS, IPPIS, RBM, and DCN;
- During the last 3 years, the activities of the Senate were audited by the Office of the Auditor General and were awarded clean audit reports;
- The Senate allocated a budget to affiliated parliamentary networks and forums (AGPF and APNAC);
- Salaries and other allowances for senators and staff were regularly paid;
- IT equipment maintenance has been regularly ensured and internet network revamping is underway;
- Every year, staff members sign their performance contracts while those for the concluded year are evaluated;
- Development of an institutional risk management registry of the Senate is ongoing.

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<sup>8</sup> Report on field visits available in the archives

### **2.1.2. Pending Activities**

The mid-term evaluation of the Strategic Plan 2021-2026 revealed that the following activities were lagging behind:

- The Senate did not systematically follow up on the implementation of recommendations it directed to several public institutions in order to assess the real impact of its activities on society;
- The paperless Senate is not yet totally reached;
- The Senate has not yet adopted a long-term capacity development plan.

### **2.1.3. Lessons Learnt**

Owing to the experiences of the implementation of the Strategic Plan 2021-2026, the Senate borrowed lessons that subsequently informed the development of the Strategic Plan 2024–2029. Some lessons are the following:

- A participatory bottom-up approach to the development of the Strategic Plan was found to be key to effective monitoring and evaluation;
- The Strategic Plan has to be as SMART as possible to facilitate M&E of planned activities.

To sum up, the overall achievement of the outgoing strategic plan has been tremendously positive. Once we take due consideration of lessons learnt, this plan will produce much better the best performance as far as the mandate of the Senate is concerned.

### **2.1.4. SWOT Analysis**

Although the Senate has made considerable progress in achieving its mandate through its role in the National Development process, results from consultations with various Senate organs indicate numerous issues that require attention, and these are presented in the form of Strengths, Weaknesses, Opportunities and Threats (SWOTs) analysis below:

**Table 2: SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
A parliamentary and consultative organ created and protected by the Constitution	<ul style="list-style-type: none"> <li>• Limited creation of public awareness of the Senate mandate</li> <li>• Most recommendations by the Senate do not have implementation timelines and lack a proper mechanism of impact assessment.</li> <li>• Limited post-legislation scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Political will to reinforce good governance</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in implementing recommendations made by the Senate on the part of some institutions</li> </ul>
<ul style="list-style-type: none"> <li>• Inclusive representation within the Senate</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient engagement with citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Good working relationship with the Government and other stakeholders;</li> <li>• Active collaboration with the media and other stakeholders;</li> <li>• High citizens' expectations from the Senate.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited understanding by the Citizens of the role of the Senate</li> </ul>
Qualified, experienced and committed personnel	<ul style="list-style-type: none"> <li>• Insufficient optimisation of opportunities offered by ICT;</li> <li>• Limited career development and in-service training programmes (capacity building).</li> </ul>	<ul style="list-style-type: none"> <li>• Staff capacity-building programmes and local training providers institutions (RMI&amp;ILPD) in place;</li> <li>• Expanding ICT connectivity and social media engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of tailor-made training programmes in packages offered by national institutions in charge of capacity building for public servants.</li> </ul>
Good managerial leadership that creates a	<ul style="list-style-type: none"> <li>• Shortage of office space.</li> </ul>	Existing national policies (led by MININFRA) to build modern infrastructure	Budget constraints

teamwork spirit and inspiration		in public institutions, including offices.	
Financial allocations guaranteed by law	Limited financial resources	Existing financial resources from the State budget.	Shifting priorities among challenges include the pandemic and other factors that may affect the availability of funds.
Availability of planning and M&E tools	<ul style="list-style-type: none"> <li>• Insufficient filing and archiving system.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing national guidelines in M&amp;E</li> <li>• Existing digital M&amp;E tools.</li> </ul>	

### 2.1.5. PESTLE analysis

The following is an analysis of the Political, Social, Technology, Legal and Environmental scenarios impacting the Senate Strategic Plan i.e. scenarios that may occur during the plan implementation period.

**Table 3: PESTLE analysis**

Category	Scenario	Effect
<b>Political</b>	Heightened civic education among citizens	Increased participation and engagement of citizens
	Enhanced Senate cooperation in the international arena i.e. EALA, PAP, CPA, IPU, EU-ACP, ICGLR, etc.	International engagements create benefits and opportunities for Rwandans
	Enhanced good Governance and democracy	Increased citizen-centred Governance and Effective Leadership
	Enhanced regional integration and cooperation	Improved regional participation and well-being of citizens of the region
<b>Economic</b>	Increased focus on National Development Plans such as Vision 2050 and NST 2	All sectorial plans aligned to the National Development plans (vision 2050 and NST2)
	Wider global outreach	International markets
	Improved infrastructure	Reduced cost of doing business
	Improved regional economic policies	Opportunity to help infant industries

<b>Social</b>	High population growth rate	Potential demographic dividends.
	High levels of poverty and extreme poverty among the citizens	Strategy to restructure the economy
	Macroeconomic issue of unemployment among youth	Increased poverty, juvenile delinquency
<b>Technology</b>	Increased use of ICT	Increased ICT use in operations and communication
<b>Legal</b>	Enhanced citizens' involvement in legislative matters	Citizens' participation in the legislative process
<b>Environment</b>	Awareness of climate change	Increased citizens' participation in the climate change and resilience agenda.

### 2.1.6. Stakeholder Analysis

To achieve its mission, the Senate has a strong linkage with all ministries and different Government institutions, as those institutions help the Senate fulfil its key mission of supervising the application of fundamental principles and the four major roles of representation, legislation, approval of public officials and oversight. In addition, the Senate strives to fit in the current fast-changing political and socio-environment, and thus is a member of several regional and international bodies:

- The African Union
- The Commonwealth Parliamentary Association (CPA)
- The East African Legislative Assembly
- The Inter-Parliamentary Union
- Pan African Parliament
- ACP-EU Joint Parliamentary Assembly
- Other National Parliaments.

In the Senate Strategic Plan 2024/2029, the stakeholders' analysis outlines the expectations and obligations of various stakeholders on the operations of the Senate mentioned earlier. The stakeholders' analysis is presented as follows:

**Table 4: Stakeholder analysis**

<b>Category</b>	<b>Stakeholders Expectation</b>	<b>Senate Expectation</b>
Senators	<ul style="list-style-type: none"> <li>• Effective and efficient service delivery, i.e. technical and administrative support.</li> <li>• Favourable working environment.</li> <li>• Capacity building to carry out their constitutional mandate.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced public participation.</li> <li>• Improved quality of debate.</li> <li>• Improved quality of bills in the scope of the Senate.</li> <li>• Enhanced oversight of Government action.</li> </ul>
Member of Staff of the Senate	<ul style="list-style-type: none"> <li>• Reasonable benefits.</li> <li>• Capacity building through short and long-term training, career growth, and retention and exit policies.</li> <li>• Conducive and secure working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction and loyalty.</li> <li>• Increased performance and service delivery.</li> <li>• Timely implementation of the Senate's annual action and strategic plans.</li> <li>• Working according to the Senate values, rules, procedure manual and regulations.</li> </ul>
The Public	<ul style="list-style-type: none"> <li>• Effective representation.</li> <li>• Effective and evidence-based oversight.</li> <li>• Appropriate utilisation of resources.</li> <li>• Good governance practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the parliamentary process.</li> <li>• Informed the public vis-a-vis the activities of the Senate and the laws enacted.</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Timely debates and enactment of laws and provision of Senate opinion on the Budget Framework Paper and the State finance bill as stipulated in the constitution.</li> <li>• Better and effective communication on all issues</li> <li>• Partnership and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>• Proper implementation of enacted Laws.</li> <li>• Provision of requisite evidence and information to Senators for informed decision-making.</li> <li>• Partnership, collaboration, transparency and accountability.</li> </ul>
The Judiciary	<ul style="list-style-type: none"> <li>• Ensuring compliance with the rule of Law.</li> <li>• Partnership and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Reveal the ideals of the separation of powers.</li> <li>• Provide clarity in the interpretation of laws.</li> </ul>

The Media	<ul style="list-style-type: none"> <li>• Free access to information and Senate business proceedings.</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate and responsible reporting.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• Good laws.</li> <li>• Effective and efficient oversight in the use of public resources.</li> <li>• Responsive legislature.</li> </ul>	<ul style="list-style-type: none"> <li>• Conform to legislation.</li> <li>• Feedback and regular engagement on areas that require enhanced legislation and oversight.</li> </ul>
The CSOs, FBOs	<ul style="list-style-type: none"> <li>• Involvement in the legislative process and oversight of Government action</li> <li>• Continuous engagement for effective people-centred governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Constructive opinions and contributions to the legislative process.</li> <li>• Provision of objective contributions.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Good and people-centred governance</li> <li>• Partnership and Collaboration.</li> <li>• Growth in democracy</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened the rule of law.</li> <li>• Improved Collaboration.</li> <li>• Positive engagement and participation.</li> </ul>
Global Partners	<ul style="list-style-type: none"> <li>• Active involvement in global forums</li> <li>• Implementation of resolution and domestication of relevant decisions.</li> <li>• Active involvement and participation in international conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to apply the best practices and benchmarking.</li> <li>• Contribution to global matters and issues.</li> <li>• Platform for lobbying for the national interest globally.</li> </ul>

## **CHAPTER III: DIRECTION, PILLARS AND OBJECTIVES**

### **3.1. Vision**

The Vision of the Senate is “a State governed by the rule of law based on the respect of fundamental rights of the person, democracy and good governance whereby the Parliament catalyses optimum participation of the population”.

### **3.2. Mission**

The mission of the Rwanda Senate is to legislate and oversee the Executive actions for and on behalf of the people of Rwanda in a bid to achieve national development.

### **3.3. Core Values**

In addition to the constitutional core values upheld by the Senate of Rwanda, namely, unity, work and patriotism. The success of this Strategic Plan will depend on the following values: consensus, collegiality, integrity, accountability, quality and devotion.

### **3.4. Overall Goal**

By the year 2029, the Senate throughout all its endeavours, should hit the overall goal of finding solutions to national critical issues<sup>9</sup> and handling petitions of the citizens by teaming up with other public institutions towards an inclusive national sustainable development”. It is aligned with the National Vision 2050, which articulates the long-term direction for “*Rwanda we want*”<sup>10</sup>.

### **3.5. Pillars and Objectives**

The Government of Rwanda has put in place a second five-year National Strategy for Transformation (NST2), which sets national priorities and targets. Accordingly, the pillars, the outcomes and outputs of this strategic plan shall focus on NST2 priorities and reflect fundamental principles by assessing the extent to which the latter are applied in all sectors of activities.

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<sup>9</sup> Article 3 & 86, Organic Law governing the functioning of the Senate

<sup>10</sup> Vision 2050, page 5

To ensure the attainment of priorities and targets set in short and long-term national strategies. The Senate aims, in its constitutional mandate, to monitor the application of fundamental principles<sup>11</sup> through the legislative process, the oversight of Government actions, the approval of the appointment of officials, the reaching out to the community and the monitoring of the functioning political organisations, among others.<sup>12</sup>

In order to steadily reach that objective, each standing committee will focus on the priorities stated in the table below.

**Table 5: 5-Year Priorities per Standing Committees**

<b>Committee</b>	<b>Focus</b>
Political Affairs and Governance docket	To focus on the rule of law, citizen-centred governance and political participation
Economic Development and Finance docket	To focus on economic growth that boosts the financial sector, agriculture, industrial development, export promotion, eco-friendly diversified tourism, urbanisation, transport, climate resilience, energy, renewable and clean energy transition and universal access to electricity.
Foreign Affairs, Cooperation and Security docket	To focus on international cooperation, economic diplomacy, prevention and fight against genocide ideology, peace and security.
Social Affairs and Human Rights docket	To focus on quality and market-relevant education, national unity, resilience culture and values, graduation from poverty and increased resilience, stunting reduction, quality of health, a hub for specialised health care services and medical tourism.

In line with the priorities above-mentioned, this strategic plan is organized around the following five pillars:

<sup>11</sup> Article 84 of the Constitution of the Republic of Rwanda

<sup>12</sup> Article 173 of the Organic Law n° 007/2018.OL of 08/09/2018 determining the functioning of the Senate

### **Pillar I: Ensure the application of fundamental principles through legislation**

The Senate has a constitutional mandate to consider and vote on laws<sup>13</sup>. Therefore, it intends to enact a sound legal framework that enables Rwandans to find solutions to major national issues by consolidating fundamental principles<sup>14</sup>.

To achieve this strategic trend, the Senate will privilege the participation and engagement of the community as a whole, as well as individual beneficiaries and stakeholders.

Towards the above-mentioned legislative goal, the Senate intends to ensure the application of **fundamental principles in all enacted laws** as a mid-term impact through objectives and activities taken in the table below:

**Table 6: Outcome Matrix for Pillar I**

<b>Objective I: To adopt laws which address the current and future needs of citizens</b>	
<b>Outcome: Applied Fundamental principles in enacted laws</b>	
<b>Outputs</b>	<b>Activities</b>
<b>Improved legislation that takes into account fundamental principles</b>	Assessing, considering bills and voting on laws
	Undertaking post-legislative impact assessments

### **Pillar II: Ensure the Application of Fundamental Principles Through Oversight of Government Activities**

Based on Article 131 of the Constitution, which provides for modalities for exercising oversight by the Senate over Government activities, the Senate believes that the governmental performance defines complete national transformation for Rwanda to become an upper-middle-income country by 2035 and a high-income country by 2050<sup>15</sup>.

In that regard, the Senate wishes to help public institutions deliver a quality service towards speedy, sustainable development. The role of the Senate in this aspect is to ensure fundamental principles are applied through oversight of Government activities. By this, the Senate will make sure that public institutions are delivering in

<sup>13</sup> Article 64 of the Constitution

<sup>14</sup> Article 84 of the Constitution

<sup>15</sup> Vision 2050, page 7

such a way that they bring about socioeconomic transformation and governance for inclusive sustainable development.

Towards the above-mentioned oversight goal, the Senate intends to **ensure fundamental principles are applied in oversight of government activities** for socioeconomic and sustainable development as a mid-term impact through objectives and activities taken in the table below:

**Table 7: Outcome Matrix for Pillar II**

<b>Objective I: To improve means of exercising oversight over Government activities</b>	
<b>Outcome: Applied fundamental principles in oversight of Government activities</b>	
<b>Outputs</b>	<b>Activities</b>
<b>Overseen government actions</b>	Conducting oversight of government actions in Climate-resilient, productive and modernised agri-food systems
	Conducting oversight of government actions in Industrial Development and Export Promotion
	Conducting oversight of government actions in eco-friendly and diversified tourism
	Conducting oversight of government actions in the resilient and broadened financial sector for private sector growth and the creation of sustainable and decent jobs
	Conducting oversight of government actions in the renewable & clean energy transition & universal access to electricity
	Conducting oversight of government actions in urbanization and settlements for agglomeration benefits and transport connectivity for economic growth and trade
	Conducting oversight of government actions in improving the quality and market relevance of education
	Conducting oversight of government actions in health, systems, and reducing stunting
	Conducting oversight of government actions in poverty reduction and resilience
	Conducting oversight of government actions in access to Water Sanitation & Hygiene services for improved wellbeing
	Conducting oversight of government actions in citizen-centred governance and effective service delivery

	Conducting oversight of government actions in enhanced Rule of Law and Accountability
	Conducting oversight of government actions in National Unity, Resilience, culture and values
	Conducting oversight of government actions in Sustained Peace and Security
	Conducting oversight of government actions in the Prevention and fight against genocide ideology
	Conducting oversight of government actions in international cooperation
<b>Implemented recommendations from oversight activities</b>	Conducting regular monitoring of the implementation of recommendations issued by the Senate

**Pillar III: Ensure the application of fundamental principles through promotion of transparency and accountability**

The Constitution provides for national organs commissioned with dealing with important issues facing the country<sup>16</sup>. The Senate, in its quality and capacity as a legislative organ, analyses activity reports of some of the said organs, alongside other institutions provided for by relevant laws<sup>17</sup>. During this activity, the Senate has a precise task to assess how better those institutions meet that shared responsibility, and challenges encountered all along and envisage a way forward where need be.

This responsibility goes hand in hand with the duty of approving the appointment of senior public officials endowed with proven capacities to help the country move forward.

In order to promote accountability, the Senate checks whether public funds earmarked for various projects in all sectors are rationally budgeted in a way that meets national priorities without leaving anybody behind. This work must hinge on fundamental principles as crosscutting guidelines for all sectors.

Towards the above-mentioned end, the Senate intends to promote transparency and accountability as a mid-term impact through objectives and activities taken in the table below:

<sup>16</sup> Article 140 of the Constitution

<sup>17</sup> Article 183, Organic Law governing the functioning of the Senate

**Table 8: Outcome Matrix for Pillar III**

<b>Objective I: To examine and provide opinion on reports of institutions provided for under the Constitution and other laws</b>	
<b>Outcome: Applied fundamental principles through the promotion of transparency and accountability</b>	
<b>Outputs</b>	<b>Activities</b>
<b>Highlighted and addressed issues from reports</b>	Assessing the reports while making sure that transparency, accountability and compliance in Public Financial Management are attained
	Assessing the reports while making sure that the Financial Sector is effectively regulated
	Assessing the reports while aiming for citizen participation and quality of service delivery towards citizen-centered governance
	Assessing the reports while ensuring that corruption and injustice in all its forms are reduced
	Assessing the reports while pursuing compliance in human resource management in the public sector
	Assessing the reports while making sure that human rights are promoted and protected by duty-bearers
<b>Implemented recommendations on highlighted issues from reports</b>	Conducting regular monitoring of the implementation of recommendations issued by the Senate
<b>Objective II: To ensure that Managerial Duties in Public Institutions are entrusted to persons of competence and integrity</b>	
<b>Strengthened capable and trustworthy leadership</b>	Examining the biographical information of the officials submitted to the Senate for approval
<b>Objective III: To ensure Political Organizations are complying with laws</b>	
<b>Enforced regulations governing political organizations</b>	Monitoring the functioning of political organisations
<b>Objective IV: To ensure the national budget is equitably allocated</b>	
<b>Submitted opinion on the Budget Framework Paper and the State Finance Bill</b>	Examining and providing opinion on the Budget Framework Paper and the State Finance Bill

**Pillar IV: Ensure Parliamentary Outreach and Effective Participation in International Engagements**

Given the essence of the Senate, its members carry an elective and representative mandate. They have, therefore, to act for and on behalf of all clusters of the citizens. Mindful of that statement, this objective seeks to get the senator and the citizen closer thanks to appropriate approaches, including but not limited to field visits, open days, media and such other digital tools in use.

We further intend to maintain and establish relations with other delegates of citizens in foreign countries so as to represent the interests of the Rwandan people and make sure they have a say in and benefit from the global village.

Towards the above-mentioned outreach and parliamentary diplomacy goals, the Senate intends to come up with enhanced Senate visibility, ensure international engagements and address citizens' issues as a mid-term impact through objectives and activities taken in the table below:

**Table 8: Outcome Matrix for Pillar IV**

<b>Objective I: To enhance representational strategies and the role of the Senate to address citizen issues</b>	
<b>Outcome: Enhanced Senate visibility, addressed Citizen Issues and ensured international engagements</b>	
<b>Outputs</b>	<b>Activities</b>
<b>Addressed citizen issues</b>	Examining petitions of the population addressed to the Senate
	Conducting citizen outreach to know and cater for citizen issues
	Conducting Community Works Umuganda
<b>Improved interaction with stakeholders</b>	Modernising the tools of communication and visibility of the Senate
	Supporting parliamentary networks and forums to boost Senate engagement with the citizens
<b>Improved Senate's activities and guaranteed Senators' Conduct and Immunity</b>	Assessment of the Senate's Activities, Senators' Conduct and Immunity
<b>Objective II: To further parliamentary diplomacy by fastening ties with foreign parliamentary assemblies and parliamentary organisations</b>	

<b>Opportunities created by international cooperation capitalized for the best interest of Rwandan citizens.</b>	Participating in inter-parliamentary meetings at the international level
	Organizing and hosting inter-parliamentary meetings in Rwanda
	Strengthening the parliamentary partnership between the Senate with other parliamentary groups

### **Pillar V: Strengthening Institution**

The pillar sets the basis for building a paperless Parliament as a response to the global commitment to environmental protection under the SDGs. In addition, the pillar also sets the basis for building capacities of human resources, effective service delivery through the provision of facilities and a secure and safe working environment.

Towards the above-mentioned workforce development efforts, the Senate intends to come up with a digitalized Senate and a secure working environment for better service delivery as a mid-term impact through objectives and activities taken in the table below:

**Table 9: Outcome Matrix for Pillar V**

<b>Objective I: To enhance the automation of systems and processes of the Senate</b>	
<b>Outcome: Digitalised and secured working environment for better service delivery</b>	
<b>Outputs</b>	<b>Activities</b>
<b>Enhanced paperless Parliament</b>	Modernising IT infrastructure and equipment
	Automating Senate services and tapping into Artificial Intelligence (AI)
<b>Objective II: Provide adequate facilities for Senators and Senate staff</b>	
<b>Strengthened Senate capacity development</b>	Developing and implementing a systematic long-term capacity development plan
	Review and implement the organisational structure of the Senate
<b>Improved Working conditions</b>	Acquiring and maintaining ergonomic equipment, putting in place adequate facilities and ensuring a conducive environment
<b>Sustained financial management</b>	Strengthening planning, budgeting and audit
	Developing an institutional risk management registry

## **CHAPTER IV: IMPLEMENTATION**

### **4.1. Implementation Structure**

The Plenary Assembly, the Bureau of the Senate, the Conference of Chairpersons, the Standing Committees, the Assessment Committee and the Office of the Clerk are responsible for implementing the Strategic Plan. The Bureau of the Senate is particularly entrusted with providing strategic oversight and ensuring efficient and effective coordination of Senate activities.

### **4.2. Role of the Senate**

The Senate is tasked with setting priorities for an annual action plan on an annual basis. It is responsible for implementing activities of a program/sub-program under the coordination of the Clerk.

### **4.3. Role of Executive**

The Executive will be in charge of providing necessary and sufficient means for achieving planned results and implementing the recommendations made by the Senate on various matters related to its mission.

### **4.4. Role of Partners of the Senate of Rwanda**

Through their collaboration, national or international partners will facilitate the achievement of planned results in this Strategic Plan 2024-2029. This will be done through conferences and technical meetings held between the authorities and/or the staff of the Senate of Rwanda and its partners to discuss technical issues related to the mission of the Senate. It may also involve financial or material support provided to the Senate of Rwanda by its development partners, which were indicated above.

## CHAPTER V: FINANCING AND RISK MANAGEMENT

### 5.1. Cost and Financing

For the Senate to implement successfully this Strategic Plan and adequately fulfil its missions as envisaged, it requires predictable financial and human resources. The cost of this Strategic Plan amounted to Rwandan Francs **30,610,975,513** in five years. The budget to support the implementation will come from the National Treasury and development partners.

### 5.2 Risk Management

The most critical risk factors that may hinder the implementation of this strategy include insufficient financial resources needed to implement the Strategic Plan, insufficient planning during implementation, and force majeure. The table below provides a list of possible risks and proposed mitigation measures.

**Table 10: Risk Management Matrix**

S/N	Risk factor	Rate	Risk management
1	Budget constraint	Medium	<ul style="list-style-type: none"><li>Engaging MINECOFIN for the Senate priorities;</li><li>Use available resources effectively, efficiently, and purposefully to enhance the value for money.</li></ul>
2	Planning	Medium	<ul style="list-style-type: none"><li>Consultation, participatory planning process and validation of plans by Senate organs;</li><li>Stick to and bring moderate changes to annual, quarterly and monthly plans;</li><li>Stick to planning and implementation timelines.</li></ul>
3	Force majeure	Low	<ul style="list-style-type: none"><li>Prepare a business continuity plan</li><li>Adjust the plan to anticipate the affected area</li></ul>
4	The institutional risk management strategy is still in the development stage	Medium	<ul style="list-style-type: none"><li>Complete the development of the institutional risk management strategy</li><li>Conduct regular risk management assessment</li></ul>

## **CHAPTER VI: MONITORING, EVALUATION AND REPORTING**

The Strategic Plan is a framework that shows the overall direction of the action of Senate, whereby results are targeted over 5 years. Achieving these results requires clarification on each part assigned to every actor at all levels, where activities are to be implemented in shorter periods. Towards this end, the annual action plans of the Senate and its constituent activities will play an important role.

First and foremost, the Bureau of the Senate has an overall responsibility to ensure timely Monitoring and Evaluation of all Senate plans of the Senate.

First and foremost, the Bureau of the Senate has an overall responsibility to ensure timely Monitoring and Evaluation of all the Senate's plans.

Monitoring services have a considerable role in following up on how different responsible players contribute to the achievement of expected results. They must ensure that efforts and expected results are well defined in action plans and that respective responsibilities at different levels are clear enough.

The monitoring services in charge of the implementation of this Strategic Plan may improve the formulation of the content of action plans by aligning them to projections of the Strategic Plan. The table below clarifies the activities and responsible persons for routine and periodic monitoring to ensure timely evaluation of the planned activities embedded in the Senate Strategic Plan.

N°	Activities	Responsible	Period of time	2024/2025				2025/2026				2026/2027				2027/2028			
				5	6	7	8	5	6	7	8	5	6	7	8	5	6	7	8
1.	<b>Meetings of the Bureau of the Senate</b>	The Bureau of the Senate	Weekly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	<b>Conference of chairpersons</b>	The Bureau of Senate	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	<b>Management meetings</b>	The Clerk	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	<b>All staff meeting</b>	The Clerk	Semi-Annually		✓	✓			✓	✓			✓	✓			✓	✓	
5.	<b>Participatory planning and implementation of the annual action plans (e.g. at Committee level and directorate level)</b>	The Bureau, Standing Committees and Clerk	annually			✓			✓				✓				✓		
6.	<b>Mid-Term Evaluation</b>	The Bureau and Clerk	1 time/5 years								✓								
7.	<b>Meeting with partners</b>	The Clerk	Semi-Annually								✓								✓
8.	<b>Final evaluation</b>	The Bureau and Clerk	1 time/5 years																✓

Legend note:



The activities carried out internally by the Senate  
 Activities involving external actors

For regular monitoring of the implementation of this Strategic Plan, different departments of the Senate will hold meetings. Staff meetings at the directorate general level and meetings/retreats of all staff of the Senate will be organized to promote team spirit. The involvement of all players in the implementation of this Strategic Plan is key

to its effective implementation. These meetings will offer a good opportunity to resolve challenges encountered by staff and will enable progress towards achieving expected results.

Along the same line, the organization of Open Days and meetings with partners will be utilized not only to inform the public about the achievements of the Senate of Rwanda but also to collect views and hear complaints from citizens. It will also be the opportunity to exchange ideas and have a common understanding of the direction to be taken together with partners of the Senate of Rwanda.

### **6.1. Annual Assessment**

At the end of each year, the Strategic Plan will be evaluated based on the annual report prepared by the planning department. The Clerk of the Senate will ensure coordination of the preparation of this report and the annual evaluation of the Strategic Plan. Since the Senate prepares its annual action plan, the annual activity report will also be prepared considering its provisions of the year.

### **6.2. Mid-term Evaluation**

A mid-term evaluation will serve to get an independent opinion on the progress of implementation of the Strategic Plan, while appreciating achievements and formulating necessary recommendations based on the problems encountered during the implementation and objectives of this Strategic Plan.

This mid-term evaluation will also allow measuring mid-term achievements towards the targeted objectives and will help to improve the strategies of implementation in accordance with the level of achievements. Thus, at the end of each year as well as every year, the Senate will organize sessions of evaluation to ensure effective monitoring and implementation of provisions of the Strategic Plan.

### **6.3. Final Evaluation**

The objective of the final evaluation of the Strategic Plan is to assess the overall situation on results by analysing the main factors that contributed to the success and eventual impediments that led to insufficient performance. The final evaluation should also be an opportunity to compare the achievements of the Senate of Rwanda over a long period using Performance Indicators to examine achievements vis-à-vis its mission.

This evaluation will allow the adoption of new measures for the success of future strategic plans. The final evaluation will be made during the first quarter of the year 2028/2029.

#### **6.4. Audit**

The internal audit of the Senate will produce audit reports on a quarterly and annual basis, while the Office of the Auditor General will audit the use of the budget in relation to the operations of the Senate through a field audit.

## **CHAPTER VI: CONCLUSION**

The Senate of Rwanda is a public institution with a prominent role to play in national sustainable development. To make it happen, the Senate has to put in place a lasting planning tool for quality service delivery.

In this regard, this Strategic Plan has been developed to serve as a tool that sets out the objectives of the Senate of Rwanda. Its development is an opportunity to move forward and mobilise resources to achieve targeted objectives and produce the expected outcomes.

Furthermore, this plan is not a single document, but rather a comprehensive process, as it has been inspired by national, regional and international plans and considered views of Senate organs, particularly the focus of the 4<sup>th</sup> Senate legislature, as well as its partners, to look as exhaustive as possible. It is, therefore, certain that it will attract an active participation of stakeholders to yield a far-reaching positive impact for the Rwandan people.

Mechanisms for monitoring and evaluation of activities under this Strategic Plan are a token of success in achieving expected results. In fact, periodic review of the results achieved will provide a timely assessment of strengths and weaknesses and suggest room for improvement toward full implementation of the plan. Every single activity carried out under the pillars and objectives of this Strategic Plan would lead to the attainment of its overall objective of having fundamental principles as a common denominator, as well as to the achievement of the NST2 targets.

## APPENDIX I: KEY NST2 PRIORITIES AND TARGETS

	<b>NST2 Priority Area</b>	<b>Targets</b>	<b>Strategic Interventions</b>
1	Climate-resilient, productive and modernized agri-food systems	Increase Annual Agricultural Growth by over 6%	<ul style="list-style-type: none"> <li>- Modernize Crop Production and Productivity, Modernize Animal Resources Production and Productivity,</li> <li>- Strengthen Market Linkages and Post-Harvest Infrastructures,</li> <li>- Strengthen agriculture de-risking for resilience,</li> <li>- Boosting agriculture exports</li> </ul>
2	Industrial Development and Export Promotion	Achieve 10% annual growth in the industry sector, Double Exports from USD 3.5 to USD 7.3 bln, Increase Private Investments from USD 2.2 – 4.6 bln	<ul style="list-style-type: none"> <li>- Promote industry sector,</li> <li>- Promote exports to regional and international markets,</li> <li>- Attract and increase private investment,</li> </ul>
3	High-end, eco-friendly and diversified tourism	Increase tourism revenues by almost double from USD 620 Million to USD 1.1 Billion	<ul style="list-style-type: none"> <li>- Increase tourism revenues,</li> <li>- Promote the cultural and creative industry Ecosystem,</li> <li>- Build a vibrant and professional sports industry,</li> <li>- Increase participation in sports activities boosts Rwandans' health, wellness and incomes</li> </ul>
4	Creation of sustainable and decent jobs Resilient and broadened financial sector for private sector growth	To create 1,250,000 jobs	<ul style="list-style-type: none"> <li>- Create employment focusing on youth and women through a community-based approach in delivery and maintenance of infrastructure, environment protection and agricultural extension programs and projects</li> </ul>

		<p>Increase savings rate from 12.4% to above 25.9%,  Double private investment from USD 2.2 billion to USD 4.6 billion</p>	<ul style="list-style-type: none"> <li>- Increase national savings to reduce dependence on external financing,</li> <li>- Expand financial inclusion by increasing access to formal financial products and services,</li> <li>- Increase adoption of technology-driven financial solutions,</li> <li>- Robust and well regulated financial system with transparency and fair practices,</li> <li>- Foster international partnerships for knowledge sharing and market access,</li> <li>- Develop efficient and liquid capital markets,</li> <li>- Strengthen entrepreneurship and accelerated SMEs growth</li> </ul>
5	Enhanced transport connectivity for economic growth and trade	Establish a robust multi-modal transport network to reduce transport cost and promote social economic growth	<ul style="list-style-type: none"> <li>- Improve public transport services countrywide and reduce traffic congestion in urban areas,</li> <li>- Improve quality of the road Network and trade-supporting infrastructure,</li> <li>- Enhance green and resilient transport system,</li> <li>- Improve Air Transport Infrastructure and Services,</li> <li>- Improve maritime transport infrastructure and services</li> </ul>
6	Renewable & clean energy transition & universal access to electricity	Increase access to electricity countrywide, Enhanced energy security and efficiency	<ul style="list-style-type: none"> <li>- Increase spatial access to electricity countrywide,</li> <li>- Enhance energy security,</li> <li>- Increase adoption of clean and efficient biomass cooking technologies</li> </ul>
7	Enhanced urbanization and settlements for agglomeration benefits	Accelerate sustainable urbanization from 27.9% to 39.2%	<ul style="list-style-type: none"> <li>- Develop, inclusive, climate resilient Cities and Towns,</li> </ul>

			<ul style="list-style-type: none"> <li>- Increase access to decent housing and enhanced resilience of communities,</li> <li>- Enhance integration of spatial and investment planning</li> </ul>
8	Improve the quality and market relevance of education	<p>Increase net enrolment in pre-primary education from 35% in 2023 to 65% in 2029,</p> <p>Improve learning outcomes and efficiency in basic education,</p> <p>Scale up access to market -relevant Education in Basic TVET and Higher Education,</p> <p>Enhance ICT integration in education</p>	<ul style="list-style-type: none"> <li>- Increase net enrolment in pre-primary from 35% to 65%,</li> <li>- Improve timely enrolment and learning outcomes, and equitable access in primary education,</li> <li>- Increase net enrolment and quality in secondary education,</li> <li>- Enhance access to quality education in Basic TVET (from 43% to 60%),</li> <li>- Enhance quality of higher learning education,</li> <li>- Increase use of ICT in Teaching and Learning at all levels of education.</li> </ul>
9	Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector - including nutrition	<p>Reduce Maternal Mortality Ratio from 105 per 100,000 live births in 2023 to 60 per 100,000 live births by 2029,</p> <p>Reduce Under-five mortality rate from 39.4 per 1,000 live births in 2023 to 30 per 1,000 live births by 2029,</p> <p>Reduce the prevalence of stunting among under five children from 33% in 2024 to below 15 % in 2029,</p> <p>Quadruple skilled health workforce</p>	<ul style="list-style-type: none"> <li>- Attain universal health coverage of essential health services,</li> <li>- Reduce stunting in under five children,</li> <li>- Protect population from any public health threats,</li> <li>- Expand the Health Workforce,</li> <li>- Expand Health Infrastructure and Equip Health Facilities,</li> <li>- Promote Medical Tourism and Positioning Rwanda as a Hub for Specialized Healthcare Services,</li> <li>- Promote Drug Discovery Research and attract investment in local manufacturing pharmaceuticals</li> </ul>

10	Enhanced graduation from poverty and increased resilience	Reduced poverty and improved standards of living	<ul style="list-style-type: none"> <li>- Enhance households' empowerment to sustainably graduate out of poverty,</li> <li>- Increase access to social security and income support programs, particularly among vulnerable people,</li> <li>- Reduce Malnutrition, Increase access of vulnerable groups to high quality social care services,</li> <li>- Effective and efficient disaster risk management and resilience to shocks.</li> </ul>
11	Increased access to Water for socioeconomic development	Universal access to improved water services	<ul style="list-style-type: none"> <li>- Increase access to drinking water</li> </ul>
12	Increased access to Sanitation & Hygiene (WASH) services for improved wellbeing	Universal access to improved sanitation facilities	<ul style="list-style-type: none"> <li>- Increase access to sanitation services,</li> </ul>
13	Enhance citizen-centered local development and effective service delivery	Increase quality of service delivery to above 90%	<ul style="list-style-type: none"> <li>- Strengthen institutional frameworks, collaboration, and coordination for inclusive, climate resilient, and gender-transformative Local Economic Development,</li> <li>- Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery,</li> <li>- Enhance effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability for better service delivery and national transformation.</li> </ul>

14	Enhanced Rule of Law	Enhanced Universal access to quality justice	<ul style="list-style-type: none"> <li>- Reduce case backlogs by half,</li> <li>- Improve justice service delivery</li> </ul>
15	Strengthen Accountability	Enhance Transparency and accountability and compliance of national laws	<ul style="list-style-type: none"> <li>- Reduce corruption and injustice in all its forms,</li> </ul>
		Enhance Transparency, accountability and compliance with national laws	<ul style="list-style-type: none"> <li>- Increase compliance with PFM rules and improve oversight of value-for-money,</li> <li>- Increase value for money of public spending, Strengthen and sustain critical capabilities for effective PFM,</li> <li>- Enhance Climate Responsive PFM, Enhance the efficiency, transparency, and accountability for informed decision-making.</li> </ul>
16	National Unity, Resilience, culture and values	United, resilient and actively engaged Rwandan Nation	<ul style="list-style-type: none"> <li>- Strengthen National unity and community resilience,</li> <li>- Prevent and fight against genocide ideology.</li> </ul>
17	Sustained Peace and Security	Preserving Peace, safety and security	<ul style="list-style-type: none"> <li>- To sustain Peace and Security</li> </ul>
18	Fostering National Unity, Resilience, culture and values	Reinforce the preservation and promotion of Kinyarwanda, cultural values, norms and Rwandan heritage	<ul style="list-style-type: none"> <li>- Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage,</li> <li>- Promote Rwandan cultural heritage</li> </ul>

## APPENDIX II: IMPLEMENTATION MATRIX

<b>PILLAR I: TO ENSURE THE APPLICATION OF FUNDAMENTAL PRINCIPLES THROUGH LEGISLATION</b>							
<b>Objective: To Adopt Laws that Address the Current and Future Needs of Citizens</b>							
<b>Outcome: Applied fundamental principles in enacted laws</b>							
<b>Outputs</b>	<b>Activities</b>	<b>Indicators</b>	<b>Baseline<sup>18</sup></b>	<b>Target and expected results over 5 years</b>		<b>Responsible</b>	<b>Means of verification and Data Sources</b>
				<b>Mid-term target</b>	<b>End period target</b>		
Improved legislation that takes into account fundamental principles	Assessing and considering bills and voting laws	Number of laws enacted	28 laws adopted	95% of draft laws tabled before the Senate	95% of draft laws tabled before the Senate	Standing Committees/ Plenary Assembly	Committee reports approved by the Plenary Assembly
	Undertaking post-legislative impact assessments	Number of reports produced	N/A	8 laws assessed	8 laws assessed	Standing Committees	Committee reports approved by the Plenary Assembly
<b>PILLAR II : TO ENSURE THE APPLICATION OF FUNDAMENTAL PRINCIPLES THROUGH OVERSIGHT OF GOVERNMENT ACTIVITIES</b>							
<b>Objective I : To improve means of exercising oversight over Government activities</b>							
<b>Outcome: Applied Fundamental principles in oversight of Government activities</b>							
<b>Outputs</b>	<b>Activities</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target and expected results over 5 years</b>		<b>Responsible</b>	<b>Means of verification and Data Sources</b>
				<b>Mid-term target</b>	<b>End period target</b>		
Overseen government actions	Conducting oversight of government actions in Climate-resilient, productive and	Number of oversight activities carried out	(15) presentation of PM on Government programme	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Economic Development and Finance	Oversight reports

<sup>18</sup> Baseline are counted from July 2021 up to December 2024

	modernized agri-food systems		s; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities				
	Conducting oversight of government actions in Industrial development and Export Promotion	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Economic Development and Finance	Oversight reports
	Conducting oversight of government actions	Number of oversight activities carried out	(15) presentation of PM on Government	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Economic	Oversight reports

	in eco-friendly and diversified tourism		programme s; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities			Development and Finance	
	Conducting oversight of government actions in resilient and broadened financial sector for private sector growth and the creation of sustainable and decent jobs	Number of oversight activities carried out	(15) presentation of PM on Government programme s; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Economic Development and Finance	Oversight reports

<p>Conducting oversight of government actions in renewable &amp; clean energy transition &amp; universal access to electricity</p>	<p>Number of oversight activities carried out</p>	<p>(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities</p>	<p>50% of planned oversight activities</p>	<p>95% of planned oversight activities</p>	<p>Standing Committee on Economic Development and Finance</p>	<p>Oversight reports</p>
<p>Conducting oversight of government actions in urbanization and settlements for agglomeration benefits and transport connectivity for economic growth and trade</p>	<p>Number of oversight activities carried out</p>	<p>(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings;</p>	<p>50% of planned oversight activities</p>	<p>95% of planned oversight activities</p>	<p>Standing Committee on Economic Development and Finance</p>	<p>Oversight reports</p>

			(43) oversight activities				
	Conducting oversight of government actions in improving the quality and market relevance of education	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Social Affairs and Human Rights	Oversight reports
	Conducting oversight of government actions in health, systems, and reducing stunting	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9)	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Social Affairs and Human Rights	Oversight reports

			consultative meetings; (43) oversight activities				
	Conducting oversight of government actions in poverty reduction and resilience	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Social Affairs and Human Rights	Oversight reports
	Conducting oversight of government actions in access to Water Sanitation & Hygiene services for improved wellbeing	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members;	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Social Affairs and Human Rights	Oversight reports

			(9) consultative meetings; (43) oversight activities				
	Conducting oversight of government actions in citizen-centered governance and effective service delivery	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Political Affairs and Governance	Oversight reports
	Conducting oversight of government actions in enhanced Rule of Law and Accountability	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Political Affairs and Governance	Oversight reports

			members; (9) consultative meetings; (43) oversight activities				
Conducting oversight of government actions in National Unity, Resilience, culture and values	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Political Affairs and Governance  Standing Committee on Foreign Affairs, Cooperation and Security	Oversight reports	
Conducting oversight of government actions in Sustained Peace and Security	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Foreign Affairs, Cooperation and Security	Oversight reports	

			the Cabinet members; (9) consultative meetings; (43) oversight activities				
Conducting oversight of government actions in the Prevention and fight against genocide ideology	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange views with the Cabinet members; (9) consultative meetings; (43) oversight activities	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Foreign Affairs, Cooperation and Security	Oversight reports	
Conducting oversight of government actions in international cooperation	Number of oversight activities carried out	(15) presentation of PM on Government programmes; (7) exchange	50% of planned oversight activities	95% of planned oversight activities	Standing Committee on Foreign Affairs, Cooperation and Security	Oversight reports	

			views with the Cabinet members; (9) consultative meetings; (43) oversight activities				
Implemented recommendations from oversight activities	Conducting regular monitoring of the implementation of recommendations issued by the Senate	Number of monitoring activities carried out	97 recommendations made by the Plenary Assembly	90% of the recommendations issued during this period are monitored	90% of the recommendations issued during this period are monitored	All standing committees/Bureaus of the Senate/Plenary Assembly	Monitoring reports produced

**PILLAR III: TO ENSURE THE APPLICATION OF FUNDAMENTAL PRINCIPLES THROUGH THE PROMOTION OF TRANSPARENCY AND ACCOUNTABILITY**

**Objective I: To Examine and Provide Opinion on Reports of Institutions Provided for Under the Constitution and Other Laws**

**Outcome: Applied fundamental principles through the promotion of transparency and accountability**

Outputs	Activities	Indicators	Baseline	Target and expected results over 5 years		Responsible	Means of verification and Data Sources
				Mid-term Target	End period Target		
Highlighted and addressed issues from reports	Assessing the reports while making sure that transparency, accountability and compliance in Public Financial	Number of reports assessed	5 AOG reports	2 reports	3 reports	Standing Committee on Economic Development and Finance	Assessment reports

	Management is attained						
	Assessing the reports while making sure that the Financial Sector is effectively regulated	Number of reports assessed	4 BNR reports	2 reports	2 reports	Standing Committee on Economic Development and Finance	Assessment reports
	Assessing the reports while aiming for citizen participation and quality of service delivery towards citizen-centered governance	Number of reports assessed	5 RGB reports	2 reports	3 reports	Standing Committee on Political Affairs and Governance	Assessment reports
	Assessing the reports while ensuring that corruption and injustice in all its forms are reduced	Number of reports assessed	5 reports of the Office of the Ombudsman	2 reports	3 reports	Standing Committee on Political Affairs and Governance	Assessment reports
	Assessing the reports while pursuing compliance in human resource management in the public sector	Number of reports assessed	5 NPSC reports	2 reports	3 reports	Standing Committee on Social Affairs and Human Rights	Assessment reports
	Assessing the reports while	Number of reports assessed	5 NHRC reports	2 reports	3 reports	Standing Committee on	Assessment reports

	making sure that human rights are promoted and protected by duty-bearers					Social Affairs and Human Rights	
Implemented recommendations on highlighted issues from reports	Conducting regular monitoring of the implementation of recommendations issued by the Senate	Number of monitoring activities carried out	97 recommendations made by the Plenary Assembly	90% of the recommendations issued during this period are monitored	90% of the recommendations issued during this period are monitored	All standing committees/Bureau of the Senate/Plenary Assembly	Monitoring reports produced
<b>Objective II: To Ensure that managerial duties in Public Institutions are entrusted to persons of competence and integrity</b>							
Strengthened capable and trustworthy leadership	Examining biographical information of the officials submitted to the Senate for approval	Number of files of appointments of officials considered	136 appointments of officials approved	100 % of appointment files tabled are considered	100 % of appointment files tabled are considered	All standing committees/Plenary Assembly	Committee reports
<b>Objective III: To ensure Political Organizations are complying with laws</b>							
Enforced regulations governing political organizations	Monitoring the functioning of political organisations	Number of monitoring activities conducted	2 activities	1 activity	1 activity	Standing Committee on Political Affairs and Governance	Activity report
<b>Objective IV : To ensure the national budget is equitably allocated</b>							
Submitted opinion on Budget Framework Paper and State finance bill	Examining and providing opinion on Budget Framework Paper and the State finance bill	Number of opinions issued.	15 opinion reports	7 opinion reports	8 opinion reports	Standing Committee on Economic Development and Finance/Plenary Assembly	opinion reports

<b>PILLAR IV : TO ENSURE PARLIAMENTARY OUTREACH AND EFFECTIVE PARTICIPATION IN INTERNATIONAL ENGAGEMENTS</b>							
<b>Objective I: To enhance representational strategies and the role of the Senate to address citizen issues</b>							
<b>Outcome: Enhanced Senate visibility, addressed citizen issues and ensured international engagements</b>							
<b>Outputs</b>	<b>Activities</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target and expected results over 5 years</b>		<b>Responsible</b>	<b>Means of verification and Data Sources</b>
				<b>Mid-term target</b>	<b>End period target</b>		
Addressed citizen issues	Examining petitions of the population addressed to the Senate	Number of petitions	90 petitions	80% of petitions received will be addressed	80% of petitions received will be addressed	Standing committees, Bureau of the Senate, Plenary Assembly	Committee reports
	Conducting citizen outreach to know and cater for citizen issues	Number of outreach activities carried out	Several outreach activities were carried out	4 outreach activities	6 outreach activities	Senator, Standing committees, Bureau of the Senate	Outreach reports
	Conducting Community Works Umuganda	Number of community works carried out	5 community works	8 community works will be conducted	12 community works will be conducted	Standing Committee on Political Affairs and Governance, Bureau of the Senate	Activity reports
Improved interaction with stakeholders	Modernising tools of communication and visibility of the Senate	Communication activities	All activities carried out by the Senate were covered	100% of Senate activities covered	100% of Senate activities covered	Clerk, Bureau of the Senate	Communication Reports
	Supporting parliamentary networks and	Number of activities	39 activities	80% of planned	80% of planned	Networks/forums, Bureau of the Senate	Activity reports

	forums to boost senate engagement with the citizens			activities carried out	activities carried out		
Improved Senate's activities and guaranteed Senators' Conduct and Immunity	Assessment of the Senate's Activities, Senators' Conduct and Immunity	Number of activities carried out	3 activities	3 reports	3 reports	Committee in charge of Assessment of the Senate's Activities, Senators' Conduct and Immunity	Activity reports
<b>Objective II: To further parliamentary diplomacy by fastening ties with foreign parliamentary assemblies and parliamentary organizations</b>							
Opportunities created by international cooperation capitalized for the best interest of Rwandan citizens.	Participating in inter-parliamentary meetings at the international level	Number of meetings and events	62 delegations attended regional and international meetings and events	Planned International meetings and events	Planned International meetings and events	Bureau of the Senate	Mission reports
	Organizing and hosting inter-parliamentary meetings in Rwanda	Number of meetings	9 meetings hosted	Planned meetings and events organized and hosted	Planned meetings and events organized and hosted	Bureau of the Senate	Meeting reports
	Strengthening parliamentary partnership between the Senate with other parliamentary groups	Number of friendship groups and MoUs	5 friendship groups and 5 MoUs	Existing friendship groups fully operational	Existing friendship groups fully operational	Friendship groups, Bureau of the Senate	Activity reports

<b>PILLAR V : Strengthening Institution</b>							
<b>Objective I: To enhance automation of systems and processes of the Senate</b>							
<b>Outcome: Digitalized and secured working environment for better service delivery</b>							
<b>Outputs</b>	<b>Activities</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target and expected results over 5 years</b>		<b>Responsible</b>	<b>Means of verification and Data Sources</b>
				<b>Mid-term target</b>	<b>End period target</b>		
Enhanced paperless Senate	Modernizing IT infrastructure and equipment	Network modernization phase I completed	Existing equipment	Network modernization phase II completed	Network modernization phase III completed	Clerk, Bureau of the Senate	Final reception reports
	Implement e-parliament program	Modernized IT infrastructure	Existing equipment	Development of ToR and procurement processes	Development of e-parliament system	Clerk, Bureau of the Senate	Final reception reports
	Automating Senate services and tapping into Artificial Intelligence (AI)	Smart library, DTWMS/Senate, IFMIS, RBM, IPPIS, DCN	Existing automated services	Staff skilled in AI application	More senate services automated and AI applied	Clerk, Bureau of the Senate	Activity reports
<b>Objective II: Provide adequate facilities for Senators and Staff</b>							
Strengthened Senate capacity development	Developing and implementing a systematic long-term capacity development plan	Number of staff undergoing capacity development programmes	19 capacity development programmes	50% of staff enrolled in development programmes	50% of staff enrolled in capacity development programmes	Clerk, Bureau of the Senate	capacity development programmes reports
	Reviewing and implementing the organisational structure of the Senate	Reviewed organisational structure	Current organisational structure of the Senate	Reviewing organisational structure of the Senate	Implementing the new organisational structure	Clerk, Bureau of the Senate	Reviewed organisational structure of the Senate

Improved working conditions	acquiring and maintaining ergonomic equipment, putting in place adequate facilities and ensuring a conducive environment	Number of equipment and facilities	Asset register	Needed equipment and facilities acquired	Needed equipment and facilities acquired	Clerk, Bureau of the Senate	Reception reports
Sustained financial management	strengthening planning, budgeting and audit	Number of reports	Existing financial reports	Clean audit reports	Clean audit reports	Clerk, Bureau of the Senate	Financial reports
	Developing institutional risk management registry	1 risk management registry in place	Risk management policy and framework	Risk management registry developed	Risk management registry operationalized	Clerk, Bureau of the Senate	Risk management reports

### APPENDIX III: ESTIMATED BUDGET

<b>OBJECTIVE</b>	<b>2024 - 2025</b>	<b>2025 - 2026</b>	<b>2026 - 2027</b>	<b>2027 - 2028</b>	<b>2028 - 2029</b>	<b>TOTAL</b>
To adopt laws which address the current and future needs of citizens	12,645,000	17,703,000	10,116,000	7,587,000	10,116,000	58,167,000
To improve means of exercising oversight over Government activities	379,350,000	379,350,000	379,350,000	379,350,000	379,350,000	1,896,750,000
To examine and make opinion reports of institutions provided for under the Constitution and other laws	101,160,000	101,160,000	101,160,000	101,160,000	101,160,000	505,800,000
To ensure that duties in Public Institutions are entrusted to persons of competence and integrity	5,620,000	5,620,000	5,620,000	5,620,000	5,620,000	28,100,000
To ensure Political Organizations are complying with laws	5,620,000	5,620,000	5,620,000	5,620,000	5,620,000	28,100,000
To ensure national budget is equitably allocated	18,265,000	18,265,000	18,265,000	18,265,000	18,265,000	91,325,000
To enhance representational strategies and the role of the Senate to address citizen issues	196,700,000	301,968,750	357,237,500	477,487,500	568,706,250	1,902,100,000
To further parliamentary diplomacy by fastening ties with foreign parliamentary assemblies and parliamentary organisations	228,734,000	312,857,500	402,075,000	595,752,500	544,927,500	2,084,346,500
To enhance automation of all systems and processes of the Senate	224,726,013	457,200,000	514,086,000	612,400,000	405,375,000	2,213,787,013
To provide adequate facilities for Senators and Staff	4,074,500,000	4,284,500,000	4,374,500,000	4,494,500,000	4,574,500,000	21,802,500,000
<b>TOTAL BUDGET</b>	<b>5,247,320,013</b>	<b>5,884,244,250</b>	<b>6,168,029,500</b>	<b>6,697,742,000</b>	<b>6,613,639,750</b>	<b>30,610,975,513</b>