



PARLIAMENT OF RWANDA

CHAMBER OF DEPUTIES

STRATEGIC PLAN OF THE CHAMBER OF DEPUTIES 2024 – 2029



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LIST OF ACRONYMS

1. **ACP:** Afrique, Caraïbes et Pacifique
2. **APNAC:** African Parliamentarians' Network Against Corruption
3. **APU:** African Parliamentary Union
4. **ASGP:** Association des Secrétaires Généraux des Parlements
5. **CPA:** Commonwealth Parliamentary Association
6. **DGGS:** Director General of General Services
7. **EU:** European Union
8. **FFRP:** Forum des Femmes Rwandaises Parlementaires
9. **FRW:** Franc Rwandais
10. **ICT:** Information and Communication Technologies
11. **IPU:** Inter - Parliamentary Union
12. **OAG:** Office of the Auditor General
13. **MPs:** Members of Parliament
14. **NCHR:** National Commission for Human Rights
15. **NST1:** National Strategy for Transformation One
16. **NST2:** National Strategy for Transformation Two
17. **PAP:** Pan-African Parliament
18. **PSC:** Public Service Commission
19. **RLRC:** Rwanda Law Reform Commission
20. **RPRPD:** Le Réseau des Parlementaires Rwandais pour la Population et le Développement
21. **SDGs:** Sustainable Development goals
22. **UNDP:** United Nations for Development Program
23. **UNFPA:** United Nations Population Fund
24. **UNWOMEN:** United Nations for Women
25. **UPA:** Union Parlementaire Africaine

MESSAGE FROM THE SPEAKER OF THE CHAMBER OF THE 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 the vision 2020 and the NST1 as well as the first years of the implementation of the 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 the Vision 2050, SDGs, Agenda 2063, etc.

Our Parliament must play its constitutional role in the oversight of the implementation of the NST2 aimed to have a “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.

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 livelihood 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 action 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.

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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 drafting 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 state 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 voting the State Finances law. As provided for by Article 88, initiation and amendment of laws is the prerogative of Deputies and the government.

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 action;
- 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 action 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

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

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

I.2.1 Composition

The Chamber of Deputies is composed of eighty (80) members 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 63.7%. 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.2.1. 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 and composed by all Members;
- **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:

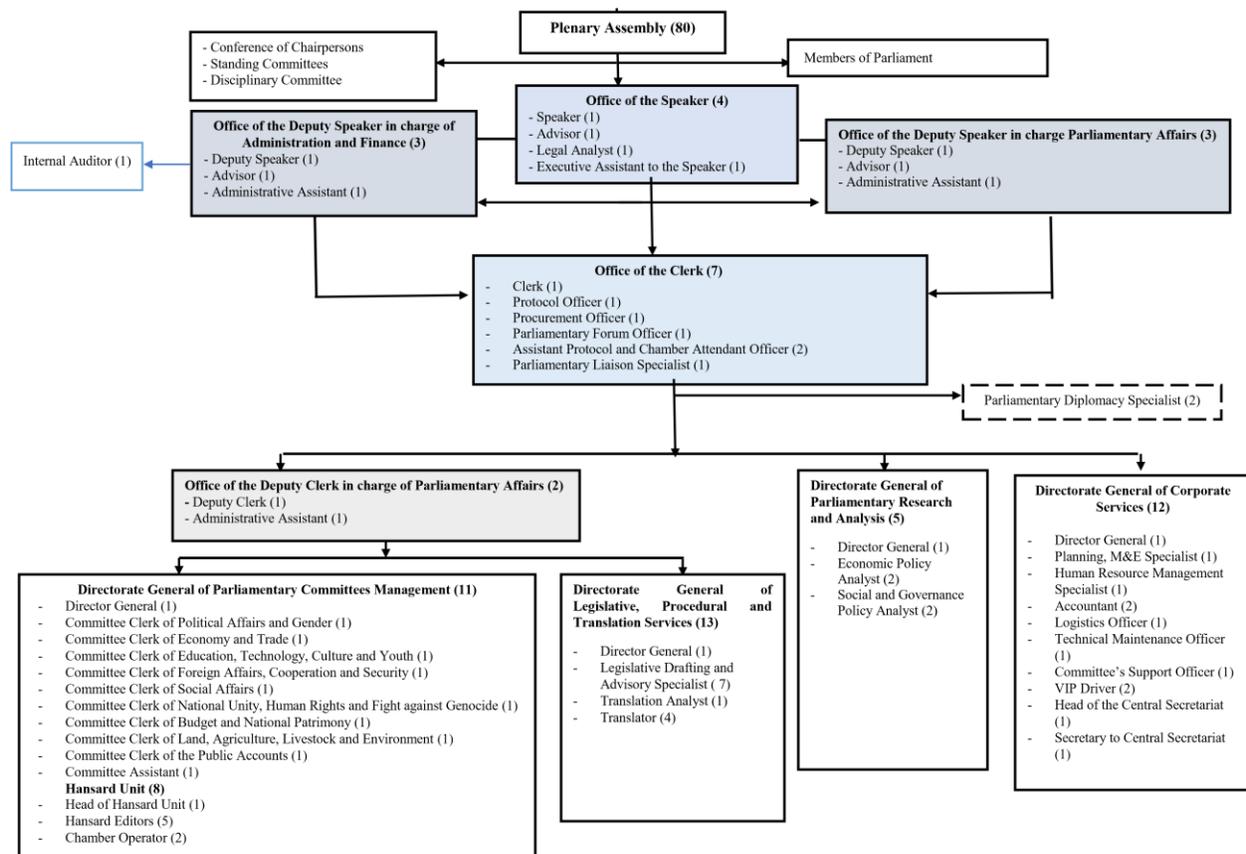
1. Committee on Governance and Gender Affairs;
2. Committee on Economy and Trade;
3. Committee on Education, Technology, Culture and Youth;
4. Committee on Foreign Affairs, Cooperation and Security;
5. Committee on Social Affairs;
6. Committee on National Unity, Human Rights and Fight against Genocide;
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.2.2. 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



I.2.3. 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), which has a mission of building the capacity of African Parliaments in the fight against corruption and promotion of good governance;
- The Parliamentary Forum against Genocide (AGPF) which is meant for the prevention of genocide and the fight against revisionism and denial of the Genocide against Tutsi in Rwanda and abroad.

Two of the above networks and forums namely, FFRP and RPRPD are administratively under the Chamber of Deputies and 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.

I.2.4. 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:

Table 1: Analysis of internal and external factors affecting the operation of the Chamber of Deputies

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Legislation	<ul style="list-style-type: none"> - Clear mission of Deputies; - 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; 	<ul style="list-style-type: none"> - 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 or private member's bills 	<ul style="list-style-type: none"> - 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 technical organs to provide views and legal opinions on draft bills under consideration in Standing Committees (RLRC and others) - Existence of ICT strategy plan in the Parliament 	<ul style="list-style-type: none"> - Limited analysis and research to facilitate the consideration of some of draft bills; - Delay in the preparation of ministerial orders for the enforcement of adopted laws; - 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.

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> - Collaboration with an organ in charge of drafting bills; - Working in native language; - Existence of clear policies and vision of the nation; - Existence of post legislative scrutiny. 			
Oversight of Government action	<ul style="list-style-type: none"> - Enabling and supportive political will; - Existence of the Organic Law determining procedures for Parliamentary oversight over 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; 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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; 	<ul style="list-style-type: none"> - Delay in the implementation of some recommendations of the Chamber of Deputies; - Existence of draft laws that have to be examined urgently by the Standing Committees, which affects the time allocated to the oversight of government action; - Higher expectations of the citizens compared to the achievements in the oversight of government action; - Action plans from institutions and organs that

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> - 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. 			<p>report to the Parliament which are submitted while already being implemented</p>
<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. - Lack of simulation for the "Youth Parliament" to understand the basics of the Parliament structure and functioning 	<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"> - Some petitions from the citizens submitted to the Chamber of Deputies while they are already submitted to other competent organs or courts.

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Parliamentary diplomacy	<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; - 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.
Parliamentary Forums, Networks and National Chapter of an International	Existing parliamentary Forums, Networks and National Chapter of International Parliamentary Networks support to achieve the mandate of Parliament	<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 	Working as think tanks which generate innovative ideas, catalyst for change and mobilizer among members of parliament, development partners and	<ul style="list-style-type: none"> - Dependence on external funding

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Parliamentary Networks			the community for transformation in line with the vision of the forums or networks.	
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; - Limited coverage of Radio Rwanda Inteko.

STRATEGIC INTERVENTION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
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; - Limited measures and incentives for retention of the staff and taking into account the particularity of working schedule of the Chamber of Deputies. 	<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 action;
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: Strategic interventions and objectives

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
1st STRATEGIC INTERVENTION: IMPROVING LEGISLATIVE ACTIVITY						
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	- 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	10,500,500	Deputy Clerk of the Chamber of Deputies
	2. Initiation of private Members' bills	- 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	- 12 private members bills are expected to be initiated; - MPs contribute by putting in place needed laws	15,000,000	Deputy Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	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 	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 session 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 	100,405,000	Bureau of the Chamber of Deputies
	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 	50,000,500	Deputy Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	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 	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 	20,000,000	Clerk of the Chamber of Deputies
	8. Creation and updating of a database on agreements and treaties ratified by Rwanda	Database created	-	<ul style="list-style-type: none"> - All agreements and treaties ratified by Rwanda kept in database; - Easy access to treaties and conventions ratified by Rwanda is guaranteed 	15,365,715	Director General in Charge of Research and Analysis
S/TOTAL					1,912,171,715	

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
2nd STRATEGIC INTERVENTION: IMPROVING THE STRATEGIES FOR THE OVERSIGHT OF THE GOVERNMENT ACTION						
Strengthening the mechanisms of conducting an efficient oversight of the government action	1. Standing Committees to monitor the implementation of the sectorial government programs	Monitoring reports produced and recommendations made by plenary session	20 reports considered in plenary sittings	- 25 reports expected to be discussed; - Proper management of public affairs and the activities meet the needs of the citizens	200,110,800	Bureau of the Chamber of Deputies
	2. Standing Committees analysed the implementation of sectorial policies,	Number of oversight activity reports on implementation of policies	8 policies analysed	- At least 15 oversight activities on the implementation of policies done; - MPs have information that will help them in exercising the mission of oversight.	90,466,100	Standing Committees
	3. Organizing meetings for discussion on new sectorial policies in Standing committees	Number of new sectorial policies discussed in the Standing committees	-	- Each committee to holds at least 1 session; - Understanding better the sectorial policies	15,000,000	Standing Committees
	4. Organizing information sharing seminars on SDGs mainstreaming and implementation	Number of information sharing seminars on SDGs mainstreaming and	One seminar on SDGs	- 2 sessions expected; - MPs informed about the implementation of objectives and targets of SDGs	27,000,000	Standing Committees

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
		implementation organized				
	5. Each Standing Committee to analyse the implementation of SDGs related to its mission based on national program	Number of reports on SDGs analysed	4 SDGs analysed	- Each Standing Committee to analyse at least one SDG every two years related to its mission - SDGs implementation is monitored	20,000,000	Standing Committees
	6. Each Standing Committee to analyse the implementation of laws	The number of laws analysed and reports prepared	16 laws analysed	- Each Standing Committee to analyse at least 3 laws; - MPs know the implementation of laws and its impact on social economic development	100,317,500	Standing Committees
	7. 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	- 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	80,119,100	Standing Committees having those responsibilities

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	8. Collaboration between the Chamber of Deputies and civil society, faith-based organization, professional bodies, private sector and academia in order to get useful information needed for oversight	The number of reports of meetings with members of civil society, faith-based organization, professional bodies, private sector and academia	One meeting held	- 3 meetings expected; - MPs get information that may help in the oversight of government programs	35,000,108	Bureau of the Chamber of Deputies
	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	- 40 reports on analysis of the implementation of recommendations; - MPs to know the status of implementation of recommendations made by the Chamber of Deputies	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	-	- All recommendations adopted by Plenary Assembly kept in database - Standing Committees have needed information about previous	20,000,000	Director General in Charge of Research and Analysis

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
				recommendation and their implementation in order to avoid duplication		
S/TOTAL					668,248,364	
3rd STRATEGIC INTERVENTION: IMPROVING OUTREACH AND ENGAGEMENT WITH CITIZENS						
3.1. Improving field visits to engage with the citizens and visits of 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	- At least 5 field visits by all MPs expected; - MPs have the information enabling them to initiate the oversight of government action	2,500,000,000	The Bureau of the Chamber of Deputies
	2. Meet citizens, receiving and directing their queries during the field visits of all MPs	Number of queries received and directed	During 7 field visits done by all MPs, some queries received were resolved immediately while others are submitted to the Government along with the field visits reports	- At least 1 meeting with the citizens expected each year during the field visits of all MPs; - Queries of citizens resolved accordingly; - MPs have the information enabling them to initiate the oversight of government action		Members of Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	3. 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	- At least 45 field visits of the Standing Committees expected; - MPs have the information enabling them to initiate the oversight of government action	1,500,000,000	Standing Committees
	4. 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	- 60 community works to be done in all Districts; - Citizens feel supported by their representatives in the local development activities	200,000,000	Bureau of the Chamber of Deputies
	5. Organization of individual MPs field visit on invitations of decentralised entities or planned visit	The number of field visits done and reports prepared	1,602 individual field visits were carried out by MPs	- 2,000 individual visits expected; - MPs are aware of the actions and achievements by the citizens	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	- 450 petitions expected to be analysed and oriented; - Citizens are informed of the outcome of their petitions	5,000,000	Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	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 	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 	9,125,875	Bureau of the Chamber of Deputies
	4. Establishment of e-petition	Number of petitions received electronically	-	<ul style="list-style-type: none"> - 50% of petitions are received electronically; - Citizens are informed of the outcome of their petitions electronically 	30,124, 100	Clerk of the Chamber of Deputies
3.3. Improving engagement of youth on Parliamentary activities	Set up of Youth Parliament dialogue to discover the role of the legislator during visits carried out in the Parliament	Number of youth visits in the Chamber of Deputies	-	<ul style="list-style-type: none"> - Awareness of youth to the parliamentary activities achieved - Young generation has knowledge on the Parliamentary activities 	50,000,000	Director General of Research and Analysis
S/TOTAL					4,804,946,960	

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
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 online	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 online	- 160 inter-parliamentary meeting expected to be attended - Chamber of Deputies contribute in Inter-parliamentary meetings and shared experiences with other parliaments	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	- At least 2 inter-parliamentary meetings held per year; - The visibility of the country in general and the Parliament in particular strengthened	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	Number of reports on meetings held and MoU signed	4 Partnership MoU were signed between the Parliament of Rwanda and other Parliaments	- At least 5 partnership MoU between the Parliament of Rwanda and other Parliaments are expected; - The exchange between the Chamber of Deputies and other	250,437,100	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
				Parliaments strengthened		
	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"> - 180 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 	150,000,000	Bureau of the Chamber of Deputies
	3. Operationalization of friendship groups	Report on achievements and friendship groups submitted every 6 months	Friendship groups were set up	<ul style="list-style-type: none"> - The diversification of diplomatic exchange channels; - Strengthening cooperation between Chamber of Deputies and other Parliaments. 	175,000,000	Bureau of the Chamber of Deputies
	4. 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 	850,234,800	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
4.3. Strengthening the role of Parliament of Rwanda in the parliamentary diplomacy	1. MPs give opinions on reports that Executive submits to the international organizations where necessary	Numbers of reports on the opinions of the Chamber of Deputies submitted to the Executive	-	- Concerned reports submitted to the International Organization considered by the Plenary Assembly; - Reports submitted by the Government to international organizations have the views of the Chamber of Deputies	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	-	- The Chamber of Deputies monitors the resolutions on Rwanda adopted in inter-parliamentary meetings; - The resolutions adopted are considered and adequate response taken	27,150,500	Standing Committee in charge of Foreign Affairs, Cooperation
	3. Celebrating Commonwealth and Francophonie International Days	Reports on celebration available	Commonwealth and Francophonie International Days celebrated	-	- Participation of MPs and others invited in celebrating the Commonwealth and Francophonie days	15,000,000

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
				- Stakeholders are invited to join MPs in celebrating of Commonwealth and Francophonie days		
	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.	- One meeting held with representatives of Rwanda community abroad every two years; - Rwandans living abroad actively contribute to the development of the country	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	5,500,175	Clerk of the Chamber of Deputies
S/TOTAL					9,359,294,437	

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
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 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 	100,000,000	Clerk of the Chamber of Deputies
	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	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 	800,000,000	Clerk of The Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	supervision of 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 Chamber of Deputies	1. Organization of public education on parliamentary activities through open days and media	The number of public education sessions organized through open day and media	One open day done	- 2 public education sessions to be organized through media each year and one open day each two years; - Increase public understanding of the role and activities of Chamber of Deputies	60,530,500	The Clerk of the Chamber of Deputies
	2. Increasing the coverage of the media in the activities of the Chamber of Deputies	The coverage of Chamber of Deputies proceedings by the media	Chamber of Deputies agenda on activities communicated through different channels	- Standing Committees meetings and plenary sittings proceedings are regularly communicated to public; - Citizens are informed the activities of the Chamber of Deputies	10,687,400	Director General in charge of ICT and Outreach

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	3. Advocacy to increase national coverage of Radio Rwanda Inteko in Parliamentary proceedings and allowing interaction with citizens	All Chamber of Deputies activities are covered by Radio Rwanda Inteko	Current coverage is Kigali city and other Districts around it	<ul style="list-style-type: none"> - All districts are covered by Radio Rwanda Inteko; - Citizens can contribute to public debate with questions and proposals 	-	Bureau of the Chamber of Deputies
	4. Outreach activity through social media and livestreaming on YouTube and other channels.	Livestreaming of plenary sessions and use of other social media channels for other Chamber of Deputies activities.	Regular messages on X produced on twitter and using other social media channels	<ul style="list-style-type: none"> - All activities and events of the Chamber of Deputies are communicated through social media channels; - The citizens are informed instantly on the activities of the Chamber of Deputies 	10,477,400	Director General in charge of ICT and Outreach
	5. 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 	72,314,652	Director General in charge of ICT and Outreach

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
6.2. Improving documentation and archive of the Chamber of Deputies	1. Acquisition of new books, magazines and newspapers for the Library of the Parliament	The number of new books, magazines and newspapers that the library acquires each year	Number of new books, magazines and newspapers bought	<ul style="list-style-type: none"> - New books, magazines and newspapers acquired each year; - Library of the Parliament has a rich and varied documentation 	80,124,594	Director General in charge of ICT and Outreach
	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 has a varied documentation 	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 for the documents 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 	213,947,364	Director General in charge of ICT Outreach
	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"> - 1,500 leaflets produced and distributed to visitors each year - Visitors are informed of the activities and functioning of the Chamber of Deputies 	25,346,764	Clerk of the Chamber of Deputies
	5. Translation of Parliament	Number of translated documents	-	<ul style="list-style-type: none"> - Some documents translated to English and French; 	100,000,000	Deputy Clerk

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	documents put on website			- Facilitation of researchers, media and others in accessing Parliament documents		
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	- 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	25,000,000	ICT Department
S/TOTAL					608,428,674	
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	1. Organization of training sessions for MPs and support staffs on technical skills on legislative drafting process	The number of training sessions organized	3 training on legislative drafting have been carried out	- MPs and support staff shall have at least 3 training sessions; - MPs and support staffs will acquire technical skills required in the legislative process	25,000,000	Bureau of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
analysis of draft laws	2. Organization of training sessions for MPs and support staffs in terms of exercising Government oversight	The number of training sessions organized	one training on oversight mission has been carried out	<ul style="list-style-type: none"> - MPs and support staffs received at least 2 training sessions; - MPs and support staffs acquire technical skills required in the oversight mission 	25,000,000	Bureau of the Chamber of Deputies
	3. Capacity Building for MPs and support staffs in international relations and diplomacy	Number of training courses organized in international relations and diplomacy	One training session is organized	<ul style="list-style-type: none"> - MPs and support staffs received at least 2 training sessions; - MPs and support staffs are provided with skills needed in international relations and diplomacy 	60,432,128	Bureau of the Chamber of Deputies
	4. 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 	121,000,000	ICT department

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
7.2. Strengthen the administration of the Chamber of Deputies	1. 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	- New organizational structure is fully implemented; - MPs are supported by staff to achieve their mission efficiently	5,000,000,000	Clerk of the Chamber of Deputies
	2. Periodic 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	- Administrative, financial and legislative manual updated; - The administration is guided by an updated administrative, financial and legislative tool	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	- 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	200,560,000	Clerk of the Chamber of Deputies
	4. Organization of Staff study tours in foreign Parliaments	Number of study tours made by the staff	-	- 5 study tours are expected;	180,345,670	Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
				- Staff gain experience to help MPs better to fulfil their mission		
7.3. Ensuring favourable working environment for MPs and staff	1. Advocating for staff retention according to the particularly of the mission of the Chamber of Deputies	Measures taken to improve retention for staff of the Chamber of Deputies	-	- Incentives for retention of the staff and taking into account the particularity of working schedule of the Chamber of Deputies; - Performance of the Chamber of Deputies is achieved due to experienced and motivated staff	2,000,000,000	Bureau of the Chamber of Deputies
	2. Promotion of welfare at the work place in the Chamber of Deputies	Parliament canteen equipped with modern facilities	Existing of non-modern canteen equipment	- Refreshment services in the meetings and offices available; - Conducive environment that facilitates the Parliamentary work	500,000,000	Clerk of the Chamber of Deputies
	3. Promotion of social mutual supportive measures both at the workplace and during defined key family events	Existing of social mutual funds for MPs and staff respectively	Social mutual funds of staff available	- Social mutual funds improved - Solidarity strengthened among MPs on one hand and among staff on the other hand	-	Director General in charge of Corporate Services

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
	4. Organization of culture and sports activities	Various sports and socio-cultural activities available	MPs and staff participated in various sports;	- MPs and staff participate in cultural and sports activities; - Health benefits and better performance at work	65,911,386	Director General in charge of Corporate Services
	5. Creation of space and acquisition of equipment for sports in the Parliament premises	Sports facilities available in Parliament	-	- MPs and staff do sports activities at Parliament; - Health benefits and better performance at work	300,000,000	Clerk of the Chamber of Deputies
	6. Acquisition of first-aid basic skills in the Parliament	First aid services available in the Parliament	-	- MPs and staff access first aid services; - Good health and better performance at work	10,000,000	Clerk of the Chamber of Deputies
	7. Establishing a day-care facility in the Chamber of Deputies	Equipped space for daycare available	-	- Babies of Parliamentarians and staff taken care of at Parliament during working hours	30,000,000	Bureau of the Chamber of Deputies
7.4. Strengthen and improve infrastructure and equipment for services of the	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	- Building of the Chamber of Deputies maintained; - MPs and staff work in a conducive environment	3,000,205,016	Clerk of the Chamber of Deputies

Specific objectives	Activities	Performance indicators	Baseline (fourth legislature)	Target and expected results over 5 years	Budget (RFW)	Responsible
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	- The Chamber of Deputies has modern equipment; - Facility to fulfil the responsibilities	242,239,527	Director General in charge of ICT Outreach
	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 to be replaced after full depreciation	- MPs and staff have the furniture, equipment and office supplies needed; - MPs and support staff are working properly and laws are made	1,000,500,000	Clerk of the Chamber of Deputies
	4. Acquisition of motor vehicles for Speaker of the Chamber of Deputies	Motor vehicles available	3 motor vehicles existing	- 3 motor vehicles acquired	380,000,000	Clerk of the Chamber of Deputies
S/TOTAL					13,146,793,727	
GRAND TOTAL					31,399,883,877	

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.
