**REPUBLIC OF RWANDA**

******

**PARLIAMENT**

**PARLIAMENT STRATEGIC PLAN**

**2011-2015**

**FINAL VERSION**

**APRIL 2011**

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## 

## MESSAGE FROM THE PRESIDENTS OF THE TWO CHAMBERS OF PARLIAMENT

As the legislative and representative organ of the people, the Parliament does not only pass laws which embody the aspirations and basic needs of the population, but also contributes to ensuring efficiency in the management of public affairs through its oversight of the Executive.

For the Parliament to fully discharge its mission and effectively play its role, activities of Members of Parliament require to be scheduled within a specified timeframe. It is in this context that in 2006 the Parliament of Rwanda developed a five-year Strategic Plan. At the end of this 5-year period, the Parliament has once more developed a second Strategic Plan 2011-2015.

The evaluation of the Strategic Plan 2006-2010 made it possible to improve this Strategic Plan by serving to reinforce progress made and remedy the weaknesses identified. This second Strategic Plan was developed in consultation with various stakeholders in the Parliament not only with a view to promoting broad-based ownership but also to enabling the identification of priorities.

This Strategic Plan is a clear sign of our commitment and its implementation will take place through the annual action plans of each Chamber which underpin the objectives contained herein. It also provides the basis for consultation with the various partners of the Parliament of Rwanda.

We know full well that the orientations and objectives contained herein will be geared towards results that will influence the sectors of economic and social life of Rwanda and hence significantly contribute to the betterment of people’s well-being.

As Presidents of the Chambers of the Parliament of Rwanda, we are committed to fully supporting the implementation of the orientations and objectives enshrined in this Strategic Plan 2011-2015.

**MUKANTABANA Rose BIRUTA Vincent**

**Speaker of the Chamber of Deputies President of the Senate**

**PARLIAMENT STRATEGIC PLAN 2011-2015**

# INTRODUCTION

The activities set forth in the Parliament of Rwanda Strategic Plan 2011-2015 are tailored to its basic nature and mission. Such activities were planned by building on the experience the Parliament of Rwanda acquired from the implementation of the previous Strategic Plan.

The results of the evaluation showed that tangible successes were recorded in the implementation of the previous plan despite some weaknesses. This experience also enables the identification of opportunities and risks that may arise in the implementation of the Strategic Plan 2011-2015.

With the structure, mission, vision and values of the Parliament of Rwanda remaining unchanged, the activities set forth in the Strategic Plan 2011-2015 were planned by maintaining the orientations of the previous Plan. The details about the logic behind the expected outputs constitute the core of such planned activities.

# PARLIAMENT OF RWANDA : AUTHOR AND BENEFICIARY OF THE STRATEGIC PLAN 2011-2015

The Strategic Plan 2011-2015 was developed by the Parliament of Rwanda, which will use it to improve the quality of its services delivered to citizens. The Strategic Plan is aligned with the structure, mission and vision of the Parliament and must be inspired by the values of the Parliament.

* 1. **THE STRUCTURE OF PARLIAMENT OF RWANDA**

According to Article 60 of the Constitution of the Republic of Rwanda as amended to date, the Parliament of Rwanda is one of the three branches of government. It exercises the legislative powers.

According to Article 62 of the Constitution, the Parliament is bicameral. It comprises of the Chamber of Deputies whose members hold the title of “Deputies”, and the Senate whose members hold the title of “Senators”.

The Bureau of each Chamber of the Parliament is composed of a President/Speaker and two Vice Presidents/ Deputy Speakers whose duties are determined by the Organic Law establishing Internal Rules of each Chamber.

The Parliament enacts laws and oversees Government action. In addition to that mission, the Senate ensures the application of the fundamental principles enshrined in Articles 9 and 54 of the Constitution of Rwanda as amended to date and vets the appointment of authorities specified in Article 88 of the Constitution.

In accordance with Article 79 of the Constitution of the Republic of Rwanda as amended to date, the Chamber of Deputies is vested with the sole power to vote the finance law. In addition, according to Article 90 of the Constitution, Deputies have the prerogative of initiating and amending laws and according to Article 95 of the same Constitution, draft laws or private members’ bills are forwarded to the Senate only after they have been adopted by the Chamber of Deputies.

The structure of each Chamber consists of the following:

* The Plenary Session;
* The Bureau; composed of a President/Speaker and two Vice Presidents/Deputy Speakers;
* The Conference of Chairpersons; consisting of members of the Bureau of the Chamber and members of the Bureaux of Standing Committees;
* Standing Committees ;
* The Administration: headed by the Clerk who is assisted by a Deputy Clerk.

**1.1.1. The Chamber of Deputies**

In accordance with Article 76 of the Constitution, the Chamber of Deputies is composed of eighty (80) members with a 5-year term of office.

In the second legislature of the Chamber of Deputies following the 2008 elections, women account for 56.3% of the total number of Deputies. With this proportion, Rwanda currently ranks first in the world for female representation in Parliament.

The Chamber of Deputies comprises of 9 Standing Committees and one Committee in charge of Assessment of the Chamber of Deputies Activities, Deputies’ Conduct and Immunity. Such Standing Committees are the following:

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

### The Senate

Article 82 of the Constitution of the Republic of Rwanda as amended to date, stipulates that the Senate is composed of twenty six (26) members. The term of office of Senators is of eight (8) years non-renewable and at least 30% of them must be women. In addition, former Heads of States who honourably completed their term of office or voluntarily resigned from office may, upon request, become members of the Senate.

The organs responsible for the nomination of Senators must take into account national unity and equal representation of both sexes.

The senate has 4 Standing Committees and a Committee in charge of the Discipline of Senators and Monitoring of activities of the Senate. These Standing Committees are:

* The standing Committee on Political Affairs and Good Governance;
* The Standing Committee on Economic Development and Finance;
* The Standing Committee on Foreign affairs, Cooperation and Security ;
* The Standing Committee on Social Affairs, Human Rights and Petitions.

### Inter-Parliamentary Relations

The internationalization of social, cultural economic and political issues calls for Parliamentarians’ active participation on the international stage through the exchange of information, expertise, experiences and initiatives on parliamentary diplomacy.

Inter-Parliamentary exchanges have influence on international relations through agreements and resolutions adopted. Members of national Parliaments are tasked with monitoring their implementation in their respective countries.

The Parliament of Rwanda is a member of the Inter-Parliamentary Union which has more influence on the world stage. It is also a member of the African Parliamentary Union which remains “the prime channel for Parliamentary dialogue, peace promotion, good governance, sustainable development and social progress in Africa.”

The Parliament of Rwanda is also represented in international Parliamentary Assemblies and organizations such as the Pan-African Parliament, the ACP*-*EU Joint Parliamentary Assembly, the Parliamentary Assembly of La Francophonie, the Commonwealth Parliamentary Association, the Parliamentary Forum of the River Nile Basin Countries and the Inter-Parliamentary Forum of MemberStates of theInternational Conference on the Great Lakes Region.

### Parliamentary Forums and Networks

Rwandan Parliamentarians also organize themselves into regional and international Forums and Networks whose mission is to discuss specific issues. These Forums and Networks are as follows:

* AMANI Forum whose mission is to promote peace and peaceful conflict management ( Rwanda Chapter);
* The African Parliamentarians Network against corruption (APNAC), whose mission is to build the capacity of African Parliaments in the fight against corruption and promotion of good governance (Rwanda Chapter);
* The Forum of Rwandan Women Parliamentarians (FFRP) created out of the desire 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) whose objective is to promote the population policy and development in general.

In addition to Parliamentary Networks and Forums, the personnel of the Parliament of Rwanda are members of the African Network of Parliamentary Personnel (RAPP) whose mission is among others to contribute to capacity building of Parliamentary personnel. In addition, Clerks of the Parliament of Rwanda are members of the Association of Secretaries General of Parliaments (ASGP) which is a consultative organ whose objective is to facilitate personal contacts between Clerks/Secretaries General of all Parliamentary Assemblies.

All these initiatives contribute to ensuring the influence of the Parliament of Rwanda on the international arena and therefore contribute to increasing efficiency of Deputies and Senators in the discharge of their duties in matters related to parliamentary diplomacy so as to efficiently serve the people that mandated them.

### Administrative organization of the Parliament

Administrative organs of the Chamber of Deputies and the Senate are under the responsibility of Clerks and are monitored by the Bureaus of their respective Chambers.

### 1.1.5.1 The Chamber of Deputies

The administration of the Chamber of Deputies is divided into the following 4 administrative Services and Units:

* Legislative Services ;
* Directorate General for Research, Planning and Statistics;
* Directorate General for General Services;
* Directorate General for Communication and Outreach (Joint Service).

The Deputy Clerk in charge of Legislative Affairs directly supervises staff members who provide technical support in the performance of the Parliamentary work. These are on one hand a pool of Legal Drafters and Advisors, Translators and Committee Clerks and, on the other hand, the Table Office which serves as a Support Unit to Plenary Sessions.

### 1.1.5.2 The Senate

Similarly, the administration of the Senate is coordinated by the Clerk under the supervision of members of the Bureau of the Senate and is divided into the following 4 administrative Services and Units:

* Legislative Services ;
* Directorate General for Research, Planning and Statistics;
* Directorate General for General Services;
* Directorate General for Communication and Outreach (Joint Service).

As it is the case in the Chamber of Deputies, the Deputy Clerk to the Senate directly supervises staff members whose duties are related to the Parliamentary work.

In addition to the above-mentioned units, each Chamber of the Parliament has staff members attached to either Members of the Bureau (Advisors and Administrative Assistants), or to the President/Speaker of each Chamber (Internal Auditor), or under direct supervision of the Clerk (Parliamentary Diplomacy, Public Relations, Security, Procurement, Protocol).

### 1.1.5.3 Organization chart of the Chamber of Deputies

Plenary Assembly

Disciplinary Committee

9 Committees

-Advisor

-Executive Assistant

Speaker of the Chamber of Deputies

Deputy Speaker Administration and Finance

Deputy Speaker Parliamentary Affairs

Advisor

Advisor

Internal Auditor

Clerk

Deputy Clerk

* Pool of Legal Drafters and Advisors ;
* Translators ;
* Committee Clerks

DG General Services

Table Office

DG Research, Planning and Statistics

DG Communication and Outreach (Joint Service)

### 1.1.5.4. Organization chart of the Senate

Plenary Assembly

Disciplinary Committee

4 Committees

-Advisor

-Executive Assistant

President of the Senate

Vice President Administration and Finance

Vice President Parliamentary Affairs

Advisor

Advisor

Internal Auditor

Clerk

Deputy Clerk

* Pool of Legal Drafters and Advisors;
* Translators ;
* Committee Clerks

Table Office

DG General Services

DG Planning, Research and Statistics

D.G ICT (Joint Service)

### Source of funding of the Parliament

Both Chambers of the Parliament receive funding from the national budget for their operating expenses. In addition, the Parliament receives other external financial support for the implementation of specific programs and activities.

## MISSION OF THE PARLIAMENT OF RWANDA

The mission of the Parliament of Rwanda is the following:

* To legislate,
* To oversee the government action, and
* To ensure the implementation of sound national policies for the people’s welfare.

## VISION OF THE PARLIAMENT OF RWANDA

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 catalyzes the optimum participation of the population.

## VALUES UPHELD BY THE PARLIAMENT OF RWANDA

The main values upheld by the Parliament of Rwanda are:

1. Integrity; (2) Accountability; (3) Patriotism; (4) Transparency; (5) Tolerance.

# 2. EXPERIENCE FROM THE STRATEGIC PLAN 2006-2010

The Parliament of Rwanda implemented its first Strategic Plan from 2006 to 2010. The experience learnt during that period will facilitate the implementation of its second Strategic Plan for the period 2011-2015.

The evaluation of the Strategic Plan 2006-2010 in fact enabled the identification of documented successes which were achieved in its implementation as well as persistent weaknesses. Positive results shall serve as pillars that enable continued efforts of the Parliament of Rwanda towards improving its performance with the objective of more efficient service delivery to the citizens. Equally, the weaknesses identified shall be remedied to avoid constraints that would hinder the progress towards attaining the strategic objectives defined.

## 2.1. STRENGHTS IN THE IMPLEMENTATION OF THE STRATEGIC PLAN 2006-2010

The success recorded in the implementation of the previous Strategic Plan was facilitated by certain aspects which characterised the adopted planning model.

### 2.1.1. Adaptation to the bicameral structure of the Parliament of Rwanda

The Strategic Plan is meant for the Parliament as a whole while respecting the autonomy of each Chamber. The responsibility of its implementation hence lies with each of the Chambers. It is each of its components that provide the organizational framework for the implementation of activities, human resources and required material resources.

### 2.1.2. Response to the need for capacity building

The objective of planned activities is to improve what exists, to ensure and enable more efficient and effective service delivery. The Strategic Plan is presented in form of a set of mini-projects which in the near future, are meant to build the capacity of the Parliament of Rwanda to enable it to accomplish its constitutional mission.

### 2.1.3. Reference framework for all the important activities to be carried out

The Strategic Plan serves as reference to annual planned activities and resources necessary for their implementation. These planned activities are set forth in the action plan of each of the Chambers of Parliament and the various responsible units (Standing Committees and Directorates general).

## 2.2. WEAKNESSES

Certain situations were obstacles to the implementation of the Strategic Plan 2006-2010. These are particularly the following:

### 2.2.1. Weakness in coordination mechanisms

The weakness was a result of the fact that the Steering Committee, which was expected to monitor implementation, was composed of only 6 members, 4 of whom were too busy discharging their daily duties in their respective Chambers. This situation was aggravated by lack of accurate information on the tasks to be accomplished and the required period for expected results.

### 2.2.2. Abandonment of the systematic evaluation

The evaluation system which was set forth in the Strategic Plan 2006-2010 was not operational as it was indicated. It resulted in the lack of criteria for measuring changes attributable to the implementation of the Plan and comparing results attained over different periods.

### 2.2.3. Lack of sensitization on the logic of the Strategic Plan

Several implementing staff members in subordinate positions were not adequately informed of the existence of the Strategic Plan and expected results. Their daily activities were not linked to the need to contribute to some overall expected results within a specific timeframe.

## 2.3. MAJOR CHARACTERISTICS OF THE STRATEGIC PLAN 2011-2015

### 2.3.1. Continuation of the planning structure which has been adopted from 2006

This structure is well suited to the bicameralism nature of the Parliament of Rwanda. It organizes the coordination of efforts of both Chambers. It also comprises of the breakdown of planned activities and accurate forecasts for short period (one year) and for the various centres of responsibility. Annual action plans thus remain an essential component to the planning system adopted by the Parliament of Rwanda.

### 2.3.2. Strenghtening of the coordination organ

The Steering Committee for the implementation of the Strategic Plan is strengthened by increasing the number of its members, from 6 to 13. Half of these members come from the Senate and the other half is provided by the Chamber of Deputies. The nature of representation of the Steering Committee is also strengthened: in addition to comprising of elected politicians, the Steering Committee is composed of senior administrative staff of Parliament.

### 2.3.3. Clear monitoring and evaluation mechanisms

The responsibilities and results as well as the timeframe for their achievement are clearly specified. This will result in the elaboration of annual action plans for each coordination or monitoring organ.

# 3. CONTINUATION OF SELECTED STRATEGIC ORIENTATIONS

Selected orientations for the Strategic Plan 2006-2010 were based on the mission assigned to the Parliament by the Constitution of the Republic of Rwanda. This mission remains permanent and the evaluation of the Strategic Plan 2006-2010 revealed that set strategic objectives were only partially attained. Given that most of the relevant issues to be solved remain the same, it was recommended that strategies that have contributed to mobilize efforts in the previous plan be used so as to solve them.

However, the continuity of the pursued strategic orientations requires the introduction of innovative actions. These primarily concern the training. Some activities planned in this field are related to the development of methods and the identification of beneficiaries of each of the training activities.

These innovations also concern the area of communication in the Parliament. The purpose of the new planned activities is to increase direct contacts with various categories of the population, to increase the use of media and assess the impact of the Communication Policy of the Parliament.

Lastly, another new aspect is the attention accorded to efficiency-seeking to better understand and find adequate solutions to problems linked to gender and women promotion.

The efforts required in the framework of the Strategic Plan 2011-2015 fit into the following 5 areas which were identified in the elaboration of the previous Strategic Plan.

## 3.1. LAW-MAKING

The Parliament and the Executive are involved in the law making process. As regards the Parliament, the roles of both Chambers are complementary.

However, it was noted that the agenda of Parliamentarians is more focussed on the analysis of draft laws and the adoption of laws; leaving Parliamentarians with little time to monitor the application of laws. Parliamentarians conduct field visits to collect views of the population on some draft laws which are of particular importance. The population is sometimes invited to attend Parliamentary Committee meetings to provide opinions on draft laws under consideration.

## 3.2 . OVERSIGHT OF GOVERNMENT ACTION

Articles 128 and 129 of the Constitution of the Republic of Rwanda as amended to date and the Organic Law no 3/2005 of 25 February 2005 determining means of information and control of Government action by the Parliament determines means and procedures used by the Parliament in exercising oversight of Government action. However, certain constraints still exist in the oversight of Government action, mostly due to limited technical support to Parliamentarians.

## 3.3. THE STATE OF COMMUNICATION

The Parliament of Rwanda has adopted effective internal communication mechanisms to ensure the sharing of documents and electronic messages.

Similarly, to enable Parliamentarians as elected and representatives of the people to be in constant and continuous contact and communication with the people, the Parliament has a communication plan and strategies which help it to communicate its activities and messages to the population through various communication channels. However, it was noted that not all channels are being optimally used to publicise the role and activities of the Parliament. As a result, representatives of citizens within groups of associations declare that they are not adequately informed about Parliamentary activities because they rarely have access to the monthly magazine of the Parliament. Finally, the impact of efforts geared towards improving communication channels is poorly understood because it is not assessed through surveys.

## 3.4. INFRASTRUCTURE AND EQUIPMENT

Currently, both Chambers of the Parliament of Rwanda are located on the same site after the rehabilitation of Parliament building. All Parliamentarians have offices and the number of Committee meeting rooms is adequate. However, it is clear that additional infrastructure should be provided especially for the library of the Parliament.

Equally, cultural and sports activities for Parliamentarians and staff members require the provision of an appropriate space.

Whatever the case, the Parliament needs to purchase specialized technical equipment to be able to improve performance in its services and engage in more effective communication with the population. Currently, this equipment especially concerns the installation of the Parliament Radio Station.

## 3.5. INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

The use of information and communication technologies facilities is one of the concerns of the Parliament and achievements made in this area are highly commendable. The Parliament has modern computers that enable Parliamentarians to keep in contact among them and to interact with the support personnel of the Parliament. It is through such computers that Parliamentarians receive electronic messages and documents related to Parliamentary activities.

However, it was noted that information and communication techniques are not being used to enable the population to contribute in an efficient manner to the Parliamentary activities. Similarly, the computerization of some departments such as Archives and Library is yet to be carried out to facilitate access by users. To improve the performance in the area of information technology, the Parliament needs to regularly update its computer equipment and organize training not only for Parliamentarians but also for the support personnel.

# 4. LOGFRAME FOR STRATEGIES

The logframe for strategies illustrates for each objective pursued key results of efforts to be deployed to attain it and indicates the person responsible for its attainment. Also, it consequently indicates the activities to be carried out to obtain expected results and the performance indicators to achieve these activities.

## 4.1. STRATEGIC ORIENTATION 1 : BUILDING THE CAPACITY OF THE PARLIAMENT IN THE ANALYSIS AND DRAFTING OF LAWS

The evaluation of the Strategic Plan 2006-2010 highlighted the contribution of the Parliament in the enactment of a legislation which enables the population of Rwanda to rapidly adapt themselves to profound and rapid changes that they are experiencing. Activities set forth in the Strategic Plan 2011-2015 aim first at pursuing efforts made to improve the technical capacity of Parliamentarians and of support personnel in the legislative area through planning and organizing to that end training courses and study visits.

Capacity building is also required in the organization of the process of the drafting of laws and definition of the roles of experts involved in that process.

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| **OBJECTIVE 1 : Building the capacity of the Parliament in the analysis and drafting of laws** | | | | | | |
| **Activities** | **Performance indicators** | **Expected results** | **Timeframe** | **Estimated budget**  **2011-2015** | **Responsible** | |
| 1. Planning and organization of training for Parliamentarians and support personnel | At least 90% of Parliamentarians and staff are trained | Parliamentarians adequately understand their roles and technical capacity of support personnel is developed in the area of drafting and analysis of laws. | 2011-2015 | 310 712 077 | | Senate,  Chamber of Deputies |
| 1. Planning and organization of study visits to foreign Parliaments with a long tradition of law drafting and analysis. | Each year, Parliamentarians and support personnel conduct attachments and study visits to foreign Parliaments. | Parliamentarians have adequate and varied experience in the drafting and analysis of laws. | 2011-2015 | 636 021 899 | | Senate,  Chamber of Deputies |
| 1. Conduct of research prior to analyzing draft laws and private members’ bills. | Background to and objectives of the new laws have been analyzed | Parliamentarians engage in thorough analyses enabling them to draft private members’ bills | 2011-2015 | 180 117 368 | | Senate,  Chamber of Deputies |
| 1. Analysis of draft laws and private members’ bills | Draft laws and private members’ bills tabled during a session are analysed. | The quality of adopted laws is ensured. | 2011-2015 | 242 851 373 | | Senate,  Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Participation of the population in debates intended for the analysis of draft laws and private members’ bills. | Representatives of different groups of the population give their opinions on laws which concern them. | Laws adopted take into account the legitimate interests of the population. | 2011-2015 | 52 799 409 | Senate,  Chamber of Deputies |
| 1. Research on the application of adopted laws and their impact. | Problems related to the application of laws are identified and amendments are made if necessary. | Adopted laws are implemented and meet the concerns of the legislator. | 2011-2015 | 175 998 029 | Senate,  Chamber of Deputies |
| 1. Research prior to analysing draft laws/private members’ bills | All draft laws/private members’ bills are analyzed by experts for technical advice. | The quality of adopted laws is improved and timely consideration of draft laws/private members’ bills is ensured. | 2011-2015 | 49 173 849 | Senate,  Chamber of Deputies |
| 1. Creation of an electronic database on adopted laws. | Activities carried out for the drafting, analysis and adoption of each law are available in the database. | Parliamentarians, support personnel and the public have necessary data to be able to follow very closely the evolution of laws. | 2011-2015 | 29 333 005 | Senate,  Chamber of Deputies |
|  |  |  | S/TOTAL | **1 677 007 009** |  |

## 4.2. STRATEGIC ORIENTATION 2 : STRENGTHENING MECHANISMS FOR INFORMATION AND OVERSIGHT OF GOVERNMENT ACTION

This strategic orientation is underpinned by 2 objectives. The first objective aims at strengthening mechanisms for information on Government action. The second objective aims at strengthening the oversight system per se.

Activities set forth in the Strategic Plan 2011-2015 fully incorporate, as for information to be analyzed, activities that were included in the Strategic Plan 2006-2010. It was deemed necessary to pursue efforts geared towards systematic collection, processing and conservation of information on Government action.

As for the exercise of oversight of Government action itself, various activities are aimed at building technical capacity in the oversight, the exercise of oversight and the creation of a database on the results of the oversight of government action.

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| **OBJECTIVE 2 : Strengthening foundations for the planning of oversight of Government action** | | | | | |
| **Activities** | **Performance indicators** | **Expected results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Taking cognisance of sector policies, action plans and specific strategies forwarded by the Prime Minister. | Documents on orientations and decisions on sector policies, action plans and strategies of Government are availed to the Parliament prior to their implementation. | Parliamentarians are aware of the priorities set forth in the government action plan. | 2011-2015 | 530 987 643 | Senate,  Chamber of Deputies |
| 1. Assessment of the results of action plans and specific strategies at the end of each financial year. | Parliament report on the assessment of the results of Government action plans and strategies is available. | Parliamentarians are better informed of the execution level of Government action. | 2011-2015 | 265 224 958 | Senate,  Chamber of Deputies |
| 1. Use of other means of information provided for in Article 128 of the Constitution and in Article 9 of the Organic Law No 03/2005 on the oversight of government action. | The Parliament receives from various supplementary sources information enabling the exercise of oversight of Government action | Parliamentarians are more aware of the impact of Government action on the life of the population. | 2011-2015 | 726 150 267 | Senate,  Chamber of Deputies |
| **Activities** | **Performance indicators** | **Expected results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Proper analysis of programs and annual activity reports of Commissions and specialised organs provided for in Title VIII of the Constitution. | Recommendations are made in a report drawn up following analysis of the reports and programs of concerned institutions. | Programs and annual activity reports of Commissions and specialised organs provided for by the Constitution are properly followed up. | 2011-2015 | 384 888 593 | Senate,  Chamber of Deputies |
|  |  |  | S/TOTAL | **1 907 251 461** |  |

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| **OBJECTIVE 3 : Strengthening the system for oversight of Government action** | | | | | |
| **Activities** | **Performance indicators** | **Expected results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Efficient organization of the platforms for exchange between Parliamentarians and experts in public management control on the best practices of oversight of Government action. | The report on acquired knowledge during each meeting is available. | The capacity of Parliamentarians and the personnel of the Parliament in the exercise of oversight of Government action is built. | 2011-2015 | 36 911 480 | Senate,  Chamber of Deputies |
| **Activities** | **Performance indicators** | **Expected results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Hiring of part-time experts to assist in the oversight of government action in highly specialized areas. | Each Committee has an expert who possesses professional qualifications in relation to the subject of the specialized oversight being carried out. | Parliamentarians are technically assisted to fulfil their oversight mission. | 2011-2015 | 117 332 019 | Senate,  Chamber of Deputies |
| 1. Monitoring of the implementation of action plans and specific strategies. | Each Committee tables at least one report on oversight it carried out per session. | The Parliament contributes to enforcing the respect of the programming and transparency in Government action. | 2011-2015 | 762 658 125 | Senate,  Chamber of Deputies |
| 1. Periodic review of programs initiated in the area of gender to ensure equitable access to socio-economic development opportunities. | Reports drafted each year by Parliamentarians on the results of Government programs in the area of gender are available. | The Parliament has set up criteria for the improvement of national policies and legislation on gender. | 2011-2015 | 809 590 932 | Senate,  Chamber of Deputies |
| 1. Monitoring and evaluation of performance contracts (Imihigo) | The Parliament is better informed about the planning and implementation of Government programs. | The Parliament has key data necessary to the formulation of recommendations on performance contracts (Imihigo). | 2011-2015 | 574 926 894 | Senate,  Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Elaboration of reference documents for monitoring of recommendations made by the Parliament at the end of the exercise of oversight of Government action. | Documents on the monitoring of the recommendations are available. | Recommendations from oversight activities are implemented. | 2011-2015 | 146 665 024 | Senate,  Chamber of Deputies |
| 1. Creation of an electronic database on the results of oversight of government action. | An electronic database is created and consulted by the public. | Analysis and conservation of information on oversight of Government action are made easy. | 2011-2015 | 45 017 098 | Senate,  Chamber of Deputies |
|  |  |  | S/TOTAL | **2 493 101 573** |  |

## 4.3. STRATEGIC ORIENTATION 3 : STRENGTHENING MECHANISMS FOR ENSURING THE APPLICATION OF FUNDAMENTAL PRINCIPLES ENSHRINED IN THE CONSTITUTION OF THE REPUBLIC OF RWANDA

The application of fundamental principles may change over time and according to social actors. Strategies proposed to adequately carry out the monitoring consist in observing current practices and to draw from existing studies the criteria for the application of each fundamental principle. Progress may be assessed on the basis of such criteria. Regarding political organizations, training programs are proposed to prepare and complement the monitoring.

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| **OBJECTIVE 4. Strenghtening the application of fundamental principles enshrined in the Constitution of the Republic of Rwanda** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Socio-political research to identify the levels of practices in the application of fundamental principles | Results of the research carried out are compiled in the reports of the Senate. | The public is objectively informed of the levels of practices in the application of fundamental principles enshrined in the Constitution. | 2011-2015 | 595 334 083 | Senate |
| 1. Organization of consultations to set objective criteria for assessment of the application of the fundamental principles enshrined in the Constitution. | From various studies the Senate identify criteria for improvement of practices in application of the fundamental principles enshrined in the Constitution. | The Senate makes recommendations to Government on effective implementation of the fundamental principles. | 2011-2015 | 117 332 019 | Senate |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Assessment of progress made in the application of the fundamental principles enshrined in Articles 9 and 54 of the Constitution. | An annual report of the Senate on the application of fundamental principles enshrined in the Constitution is available. | Actions of the Senate in monitoring the application of the fundamental principles contribute to changing mindsets and behaviours of the population. | 2011-2015 | 117 332 019 | Senate |
| 1. Ensure political organizations’ compliance with the fundamental principles | An annual report on the application of the fundamental principles by political organisations is produced. | Political organizations respect the fundamental principles enshrined in the Constitution and this is reflected in their programs, recruitment of their members and the structure of their management organs. | 2011-2015 | 60 891 604 | Senate |
| 1. Creation of an electronic database on the application of the fundamental principles. | An electronic database is created and consulted by the public. | The use and conservation of information on the application of fundamental principles are made easy. | 2011-2015 | 17 599 803 | Senate |
|  |  |  | S/TOTAL | **908 489 528** |  |

## 4.4. STRATEGIC ORIENTATION 4 : IMPROVING THE COMMUNICATION OF THE PARLIAMENT

The Communication of the Parliament with the public is done through two channels: by direct contact on one hand, and on the other hand, through the media. It is necessary to increase direct contacts. This will be achieved through increased presence of Parliamentarians among the population either in Committees, or individually, or in the framework of forum or network. Another method is by encouraging the public to come to the Parliament and attend plenary sittings (public) or either upon invitation or during periodic occasions.

The Communication of the Parliament through indirect contacts requires the use of various media belonging to the Parliament or which are private. In addition to improving communication tools and contents, periodical surveys will be organized to measure the impact of the communication policy of the Parliament depending on various channels used.

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| **OBJECTIVE 5. Increasing direct contacts between Parliamentarians on one hand and the population, private sector, the civil society and the media on the other hand** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Organization of meetings between Standing Committees of the Parliament, Parliamentary forums and networks and various groups of the population to particularly discuss draft laws that are underway, voted laws and national policies. | A report drafted by each Committee, forum or network on the main subject of discussion is tabled before a plenary sitting. | Direct dialogue between The Parliament and the population is reinforced. | 2011-2015 | 322 663 053 | Senate, Chamber of Deputies |
| 1. Organization of individual field visits of Parliamentarians for discussing with local authorities and the various categories of the population. | Reports on individual field visits by Parliamentarians are available within 8 days after every field visit. | The population, representatives of the civil society, the private sector and medias are informed of the Parliament action and express their wishes in relation to national policies. | 2011-2015 | 411 904 326 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Organization of meetings between Communication and Outreach Department with various groups of the population with a view to explaining the mission, organization, functioning and achievements of the Parliament. | The report of every meeting is communicated to the Chamber concerned within 15 days from its organization. | The main categories of the population and leaders of decentralized entities fully know the mission, organization, functioning and achievements of the Parliament. | 2011-2015 | 351 996 058 | Senate, Chamber of Deputies |
| 1. Technical and material support to Parliamentary networks and forums to enable them to play an advocacy role and contribute to the achievement of the mission of the Parliament. | Members of Parliamentary forums and networks have adequate means to achieve activities approved by the Chamber of Parliament concerned. | Networks and forums are adequately supported by the Parliament and donors. | 2011-2015 | 234 664 038 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Periodic invitations through audiovisual means addressed to the general public and to representatives of the civil society, the private sector and the media, to participate in debates of Standing Committees and attend plenary sittings. | A report per session on the evolution of the participation of the population in Parliamentary work is available. | The population actively participate in debates of Committees and attend plenary sittings. | 2011-2015 | 70 399 212 | Senate, Chamber of Deputies |
| 1. Six-monthly open days. | Statistics on the participation in open days are produced and disseminated through the medias. | The population participate in open days and is informed of the role and activities of the Parliament. | 2011-2015 | 69 394 468 | Senate, Chamber of Deputies |
| 1. Organization of periodic meetings with associations dealing with gender issues to learn about problems encountered in their development actions. | Reports of meetings with associations dealing with gender issues are available. | Parliamentarians are informed of problems encountered by associations dealing with gender issues in their development actions. | 2011-2015 | 234 664 038 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **1 695 685 193** |  |

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| **OBJECTIVE 6. Improving indirect contacts between the Parliament on one hand and the population, the private sector, the civil society and the media on the other hand** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Publication and improvement of distribution mechanisms of the Parliament monthly magazine. | The number of copies printed raises to 10,000 per month and are delivered down to the level of administrative cells. | The general public, the civil society, the private sector and media are informed of work and achievements of the Parliament. | 2011-2015 | 244 201 800 | Senate, Chamber of Deputies |
| 1. Dissemination of information on activities of the Parliament through public and private media. | Radio and TV programs are produced each week and published through various channels of medias. At least one article on the Parliament is published per month in print media. | The population is regularly informed of activities of the Parliament through public and private media. | 2011-2015 | 527 994 086 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Planning and organization of pilot activities to publicize the Parliament and popularize its mission and activities to the specified public. | Modules and fliers on the role, organization and mission of the Parliament are developed each year and availed to primary and secondary schools to improve civic education subjects. Educative drama plays on the role of the Parliament are organized 4 times per year at the grassroots level. | The role of the Parliament in national life is known among people from the different social categories of the population. | 2011-2015 | 82 132 413 | Senate, Chamber of Deputies |
| 1. Launching of the Parliamentary Radio Station. | The Parliamentary Radio Station is operational from the year 2011. | The population is informed of activities of the Parliament and can contribute to public debates with questions and proposals through the radio station. | 2011-2015 | 1 524 354 432 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Conduct of a survey among the public every two years on the impact of the Parliamentary monthly magazine, radio and TV programs and pilot activities organized by the Parliament. | Results of surveys are communicated to Parliamentarians and responsible persons of support services. | The impact of the Parliamentary communication policy is measured periodically. | 2011-2015 | 117 332 019 | Senate, Chamber of Deputies |
| 1. Updating and upgrading of the content of the website of the Parliament. | All information on activities of the Parliament is available on Internet and regularly updated. | Internet users consulting and/or using the website of the Parliament access updated and accurate information. | 2011-2015 | 92 711 092 | Senate, Chamber of Deputies |
| 1. Conduct of technical studies and fund mobilization for the construction of the new library of the Parliament. | The costs for the construction and source of funding are identified. | The Parliament has the information enabling it to develop the project of construction of a new library. | 2011-2015 | 70 399 212 | Senate, Chamber of Deputies |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Continued purchase of new books, magazines and newspapers for the library of the Parliament. | The documentation of the Parliament is updated every six months. | Parliamentarians and Parliament personnel as well as the public have access to varied and constantly updated documentation. | 2011-2015 | 351 996 058 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **3 011 121 112** |  |

## 4.5. STRATEGIC ORIENTATION 5 : REINFORCING PARLIAMENTARY DIPLOMACY

The reinforcement of Parliamentary diplomacy requires the continuation of activities set forth in the Strategic Plan 2006-2010. These include the participation in international meetings and organizing them in Rwanda, initiation of partnership and monitoring of resolutions and recommendations of international meetings.

It should be noted that it was deemed necessary to proceed with the use of freelance experts in international relations to support, if need be, permanent research teams of the Parliament involved in analysing specific issues. Equally, it was deemed necessary to benefit from the sharing of experience at the international level in gender issues.

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| **OBJECTIVE 7. Reinforcing Parliamentary Diplomacy** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Organization and participation in inter-Parliamentary meetings at the regional and international level | Participation in all external statutory inter-Parliamentary meetings per year and organization of at least one regional or international Parliamentary meeting per year in Rwanda.  Reports related to such meetings are available within 15 days following the meeting. | Openness of the Parliament of Rwanda towards the external world. The visibility of the Parliament: strong involvement of Rwanda in inter-Parliamentary organizations. | 2011-2015 | 772 841 048 | Senate, Chamber of Deputies |
| 1. Strengthening of interactions between the Parliament and the Executive on regional and international issues. | The results of each meeting are presented in reports available within 15 days following the meetings. | The position of the Parliament and that of Government on regional and international issues are constantly harmonized. | 2011-2015 | 205 331 034 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Analysis of the benefits arising from international conventions and agreements ratified by Rwanda. | Analysis report of each convention or agreement signed is submitted to the Bureau of the Chamber concerned for consideration thereof in the plenary sitting. | The Parliament has data enabling it to maintain the balance of mutual benefits between parties to the conventions and agreements signed by Rwanda. | 2011-2015 | 222 930 836 | Senate, Chamber of Deputies |
| 1. Planning and implementation of partnership and bilateral and multilateral cooperation between the Parliament of Rwanda and other Parliaments. | At least 2 partnership or cooperation agreements are signed or renewed per year. | Bonds of friendship and solidarity are reinforced and formalized. | 2011-2015 | 239 154 036 | Senate, Chamber of Deputies |
| 1. Exchanges and visits between the Parliament of Rwanda and other Parliaments. | At least 2 reciprocal visits are conducted per year. | Parliamentary experiences are shared. | 2011-2015 | 351 996 058 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Collection and analysis of information on regional political integration (in COMESA, EAC and CEPGL) and monitoring of its implementation. | Documents related to COMESA, EAC and CEPGL integration are constantly updated and analyzed on a regular basis. | The Parliament has data enabling it to influence the country’s integration in Regional Economic Communities | 2011-2015 | 444 148 813 | Senate, Chamber of Deputies |
| 1. Periodical sharing of experience between the Rwandan and foreign Parliamentarians on gender issues and gender promotion strategies implemented in Africa. | Reports on experiences of various countries in matters of gender are available. | Parliamentary experiences on gender issues and gender promotion strategies in Africa are regularly shared. | 2011-2015 | 248 743 881 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Organization of six-monthly meeting of the Joint Committee for monitoring resolutions and recommendations of inter-Parliamentary meetings. | Two six-monthly reports of meetings of the Joint Monitoring Committee are produced. | Resolutions, recommendations and other decisions from inter-Parliamentary meetings are implemented. | 2011-2015 | 134 931 822 | Senate, Chamber of Deputies |
| 1. Strengthening of Parliament staff’s expertise in international relations. | Increased analytical capacity in relation to economic and political implications of inter-parliamentary dialogue. | The Parliament has more expertise to influence the signing of agreements and conventions binding upon the country. | 2011-2015 | 129 065 221 | Senate, Chamber of Deputies |
| 1. Operationalization and strengthening of friendship groups | A six-monthly report on achievements is produced. | Bilateral and multilateral relations between The Parliament of Rwanda and other Parliaments are reinforced. | 2011-2015 | 20.000.000 | Senate, Chamber of Deputies |
| 1. Sensitization of the Rwandan diaspora on the participation in national development | Meetings between Parliamentarians and representatives of the diaspora are conducted | Rwandans living abroad contribute to national unity and socio-economic development of the country | 2011-2015 | 50.000.000 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **2 819 142 748** |  |

## 4.6. STRATEGIC ORIENTATION 6 : IMPROVING PARLIAMENT SERVICES AND EQUIPPING THEM WITH MEANS BEST ADAPTED TO THE STRENGTHENING THEIR EFFECTIVENESS

This orientation is related to the means of the Parliament as a large organization whose concern is to make the most of its human resources and material means. This concern is highlighted in the following 4 objectives adopted:

The first objective concerns the effectiveness of the administrative and financial management system by the help of adaptation of management tools, computerization of services and adaptation to the mode of human resources management.

The second objective is about the use of new information and communication technologies (ICT) in the dissemination and conservation of information as well as the functioning of the library and archives.

The third objective pertains to the administrative and technical capacity and to the creation of an enabling working environment for human resources of the Parliament.

The fourth objective is about the provision of socio-cultural blossoming means for Parliamentarians and the personnel. This strategy will be achieved through cultural activities and the practice of sports: collective reflection on what is needed and achievable in both areas and then the involvement of each in a cultural activity team and in at least one sports team.

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| **OBJECTIVE 8. Improving the administrative and financial management system operating based on written and computerized financial and accounting procedures** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Periodic adaptation of administrative and financial procedures manuals. | Each Chamber of Parliament has an updated procedures manual. | The Finance and Human Resources Department use appropriate management tools. | 2011-2015 | 70 399 212 | Senate, Chamber of Deputies |
| 1. Computerization of administrative and financial services. | The Parliament has a computerized accounting and administrative system. | The computerized management system allows for speed, easiness, reliability, transparency and accountability. | 2011-2015 | 211 197 635 | Senate, Chamber of Deputies |
| 1. Evaluation and improvement of the quality and effectiveness of services in the Parliament. | Documents on the evaluation and improvement of the quality of services are produced and/or reviewed every six months | The Parliament support services are specialized and professionalized. | 2011-2015 | 117 332 019 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **398 928 865** |  |

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| **OBJECTIVE 9. Reinforcing the information system by using information and communication technologies (ICT)** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Upgrading of the computer communication network of the Parliament. | Internet connection in real time of all Parliamentarians and the personnel using wiring and modems is permanent. | Access to and rapid exchange of inter-parliamentary files and reduction of the use of papers are facilitated. | 2011-2012 | 527 994 086 | Senate, Chamber of Deputies |
| 1. Manual archiving of Parliament documents. | Parliamentary work documents and reports are sorted, filed and organized | Documents of the Senate and the Chamber of Deputies are filed and kept in an order which allows for easy consultation and use. | 2011-2013 | 117 332 019 | Senate, Chamber of Deputies |
| 1. Electronic archiving of Parliament documents | The archiving of Parliament documents in Word and PDF format is done and enables their conservation and posting on the website of the Parliament. | Access to Parliamentary work texts and their use is made easy and automatic. | 2012-2015 | 574 926 894 | Senate, Chamber of Deputies |
| 1. Continued computerization of the Parliament library (data library). | Resources of the library of the Parliament are enriched and accessible to internet users. | The public has easy access to the documentation of the Parliament. | 2011-2015 | 263 997 043 | Senate, Chamber of Deputies |

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| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated**  **Budget 2011-2015** | **Responsible** |
| 1. Regular renewal of computer equipment of the Parliament. | All Parliamentarians and the personnel have computers and accessories in good working condition. | The staff of Parliament perfom their work in an efficient and effective manner. | 2011-2015 | 662 925 908 | Senate, Chamber of Deputies |
| 1. Continued dissemination of information on the electronic notice board. | Electronic notice boards are used and consulted in various corners of the Parliamentary buildings and announcements are regularly updated. | The activity agenda of the Parliament is accessible to the public. | 2011-2015 | 58 666 010 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **2 205 841 961** |  |

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| **OBJECTIVE 10. Building the capacity of Parliament human resources and creating for them a supportive work environment** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated budget**  **2011-2015** | **Responsible** |
| 1. Adaptation of the organization and mode of management of human resources to the peculiarity of the Parliamentary work. | The personnel are divided into operating professional teams. | The support to activities of the Parliament is provided by professionalized teams. | 2011-2012 | 70 399 212 | Senate, Chamber of Deputies |
| 1. Organization of recruitment to fill vacant and new posts taking into account the gender aspect. | Each vacant position is filled within short time limits. | The Parliament has personnel filling all positions and gender equity is taken into account. | 2011-2015 | 170 131 428 | Senate, Chamber of Deputies |
| 1. Organization of induction training for newly recruited personnel. | All newly recruited staff benefit from induction training by the end of the quarter. | Newly recruited staff have acquired necessary introduction to methods and techniques required to be used in their positions. | 2011-2015 | 348 840 073 | Senate, Chamber of Deputies |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated budget**  **2011-2015** | **Responsible** |
| 1. Organization of training programs locally or abroad to build capacity, taking into account the gender aspect. | Every year, 5 staff members benefit training abroad and all personnel have received locally training in their field of work. | Technical and administrative capacity of the personnel is built. | 2011-2015 | 1 608 934 871 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **2 198 305 584** |  |

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| **OBJECTIVE 11. Putting in place means for socio-cultural development in the Parliament** | | | | | |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated budget**  **2011-2015** | **Responsible** |
| 1. Identification of cultural and sporting activities disciplines that can be practised. | Activity disciplines are identified according to the aptitude and choice of Parliamentarians and the personnel of the Parliament as well as to the means that can be mobilized. | Cultural and sports disciplines that can be practised are identified. | 2011-2011 | 11 733 202 | Senate, Chamber of Deputies |
| **Activities** | **Performance Indicators** | **Expected Results** | **Timeframe** | **Estimated budget**  **2011-2015** | **Responsible** |
| 1. Organization of cultural and sports activities. | Cultural groups and sports teams are created within the Parliament and operate, according to the disciplines chosen.  Cultural and sporting events are organized by the Parliament. | Cultural and sports involvement of Parliamentarians and personnel is effective. | 2011-2015 | 64 532 611 | Senate, Chamber of Deputies |
| 1. Creation by the Parliament of space and other facilities for sports. | Space and facilities granted by the Parliament for sports activities are specified. | Those practising sports in the Parliament are provided with space and other appropriate facilities. | 2011-2012 | 422 395 269 | Senate, Chamber of Deputies |
|  |  |  | S/TOTAL | **498 661 082** |  |
|  |  | **GRAND TOTAL** | | **19 813 536 115** |  |

# 5. IMPLEMENTATION OF THE STRATEGIC PLAN 2011-2015

The analysis of results of the implementation of the Strategic Plan 2006-2010 enables the identification of opportunities and risks that may influence the results of efforts required in implementing the Strategic Plan2011-2015. This analysis also enables the review and specification of mechanisms for the monitoring and evaluation of the next plan.

## 5.1. CHANCES FOR SUCCESS AND RISKS IN THE IMPLEMENTATION OF THE STRATEGIC PLAN 2011-2015

The chances for successful implementation are proved by the strengths demonstrated by the Parliament of Rwanda and opportunities of which it may take advantage.

The major strengths consist in the choice of planning methods in the management, the concern displayed for the development of the institution, the availability of funds required, the availability of high-quality skilled personnel and easy access to modern state-of-art technologies.

The enabling opportunities are primarily the outstanding continuity of the leadership teams and the possibilities of mutual enrichment in the achievements of both Chambers of Parliament.

The risks of failure, however, may crop in due to the possible persistence of certain practices observed in the implementation of the Strategic Plan 2006-2010 and to constraints resulting from insufficient resources.

The practices that may hamper the performance include those related to the non-compliance with monitoring and evaluation mechanisms, the lack of adequate information from the subordinate personnel on the Strategic Plan and the lack of alignment of some points of the action plans with the Strategic Plan.

Moreover, the staff turnover constitutes a limiting factor in the availability of necessary expertise and creates a kind of instability of the personnel in certain posts.

## 5. 2. MONITORING MODALITIES

The Strategic Plan is a general framework that indicates general orientations of the action for the entire Parliament and its results are scheduled for 5 years.

The attainment of these results requires the specificity of the responsibility assigned to actors at all levels for a short term. This needs to be specified in the action plans of each of the Chambers of the Parliament of Rwanda and their different components. The length of such action plans is scheduled for one year.

**Monitoring of the Strategic Plan**

The role of monitoring organs is to observe how various responsible persons contribute to the achievement of expected results. They must be aware of the ways efforts and expected results are specified in the action plans as it relates to the different levels of responsibility.

If necessary, monitoring organs indicate improvements required in the formulation of the contents of action plans to align their projected activities with those included in the Strategic Plan.

* **Composition of monitoring organs**

Monitoring organs are the Steering Committee and the Internal Committee of each Chamber

**5.2.1 Steering Committee**

The role of the Steering Committee is to monitor the implementation of the entire Strategic Plan and report thereon to the Bureaux of both Chambers of Parliament.

It is composed of 8 members:

* The Vice President of the Senate in charge of Parliamentary Affairs;
* The Deputy Speaker of the Chamber of Deputies in charge of Parliamentary Affairs;
* The Vice President of the Senate in charge of Administrative and Financial Affairs;
* The Deputy Speaker of the Chamber of Deputies in charge of Administrative and Financial Affairs;
* The Chairperson of the Committee in charge of the Discipline of Senators and Monitoring of activities of the Senate
* The Chairperson of the Committee in charge of Assessment of the Chamber of Deputies Activities, Deputies’ Conduct and Immunity.
* The Clerk to the Senate ;
* The Clerk to the Chamber of Deputies.

Members of the Steering Committee select from among themselves those who serve as members of the management team of the Committee.

**5.2.2 Internal Committee in each Chamber**

It is composed of, as appropriate, the Clerk and the Deputy Clerk as well as Directors General of the Services in the concerned Chamber.

The Internal Committee monitors the implementation of the action plan in the Chamber concerned and of action plans of Standing Committees and its Directorates General.

* **Frequency of the meetings**

The Steering Committee meets once a semester in ordinary session.

It may meet in extraordinary session convened by its Chairperson or upon request by at least 4 of its members.

The Internal Committee meets once every quarter and reports its conclusions and recommendations to the Steering Committee.

## 5.3. EVALUATION OF THE STRATEGIC PLAN 2011-2015

The planning system adopted by the Parliament comprises of periodic review of results of planned activities. The results of this review enables the adjustment, if need be, of the future activities.

### 5.3.1. Annual evaluation

The Strategic Plan of the Parliament should be subjected to an annual evaluation based on reports jointly made by the planning services of both Chambers. The annual evaluation falls under the responsibility of the Steering Committee.

The period scheduled to carry out the annual evaluation of the Strategic Plan is the month of January of each year, with effect from the year 2012.

### 5.3.2. Mid-term evaluation

This evaluation is planned to trigger an independent opinion on the level of implementation of the Strategic Plan, to assess the progress of activities, and to formulate necessary recommendations in the light of problems encountered during the implementation and the objectives of the Strategic Plan. The evaluation and possible orientation shall be carried out under the supervision of the Steering Committee, with the assistance of an external expert.

The period scheduled for the mid-term evaluation is July 2013.

### 5.3.3 Final evaluation

Its objective is to assess the overall results and it consists in the analysis of the major factors that have contributed to the success and, possibly, to the weaknesses that may have been identified in the performance. The final evaluation also offers the opportunity to compare the achievements of the Parliament of Rwanda over a long period though the use of integrative indicators for the achievements linked to the mission of the Parliament. It must be carried out by an external expert.

This evaluation would enable the adoption of new measures for the success of future Strategic Plans.

The period which is scheduled for the final evaluation of the Strategic Plan 2011-2015 is the second semester of the year 2015.

# CONCLUSION

This Strategic Plan serves as a guiding tool which sets out the objectives around which the work is organized. The development of the Strategic Plan offers an opportunity to look ahead and align available resources and programs to achieve objectives and predict desired results.

This Strategic Plan defines the orientation of the Parliament on the basis of its constitutional mandate to legislate, oversee the Executive and ensure the implementation of appropriate policies towards improving the well-being of the population. The six strategic orientations outlined herein show how the Parliament will attain its targets for legislating, strengthening the oversight system of the Executive, strengthening mechanisms for ensuring the application of the fundamental principles enshrined in the Constitution of the Republic of Rwanda, improving the communication of the Parliament, strengthening Parliamentary diplomacy and improving Parliament services and equipping them with means best adapted to the enhancement of their effectiveness.

This Strategic Plan is not a work plan per se but a comprehensive document that will be instrumental in guiding individual and collective actions. Thus, it is not a static document but consists of a comprehensive process that allows for the review, revision and updating of actions as and when priorities relating thereto change.

Mechanisms put in place to monitor this Strategic Plan fuel hope for its successful implementation and regular review of the results achieved in order to redefine new activities.