Rwanda Governance Board

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STRATEGIC PLAN FOR 2026 - 2029

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RWANDA GOVERNANCE BOARD

STRATEGIC PLAN

2025-2029

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FOREWORD

Good governance remains a cornerstone of Rwanda's socio-economic transformation and a critical driver of sustainable development. As Rwanda advances towards the aspirations of Vision 2050, the role of institutions responsible for promoting accountability, citizen participation, quality service delivery, and effective coordination becomes increasingly important.

The Rwanda Governance Board Strategic Plan 2025–2029 outlines our strategic direction for the next five years and reaffirms RGB's commitment to enabling national transformation through good governance. The Plan is aligned with national priorities articulated in NST2 and reflects Government's emphasis on results, performance, citizen-centred governance and service delivery.

The development of this Strategic Plan was informed by extensive consultations with key stakeholders across Government, civil society, the private sector, faith-based organizations and development partners. Their insights have shaped the strategic choices, priority areas, and interventions presented in this document.

Successful implementation of this Plan will require strong collaboration, innovation, and accountability. On behalf of the Rwanda Governance Board Management and staff, I reaffirm our commitment to effective implementation, continuous learning, and transparent reporting. Together with our partners, we will work to strengthen governance systems that deliver tangible results for all Rwandans.

Dr. Doris UWICYEZA Picard
Chief Executive Officer

EXECUTIVE SUMMARY

The Rwanda Governance Board (RGB) Strategic Plan (2025–2029) provides a comprehensive and forward-looking framework for advancing good governance as a critical enabler of Rwanda's national transformation agenda. The Plan is firmly aligned with Rwanda Vision 2050, the Second National Strategy for Transformation (NST2), and relevant regional and global frameworks, including EAC Vision 2050, the African Union Agenda 2063, and the Sustainable Development Goals (SDGs).

RGB's mandate positions the institution at the forefront of promoting quality service delivery, strengthening good governance, enhancing citizen participation, fostering accountability, and coordinating governance actors. Building on lessons learned from the previous strategic plan, this new Plan responds to emerging governance challenges, rising citizen expectations, and the increasing need for evidence-based and technology-driven governance systems.

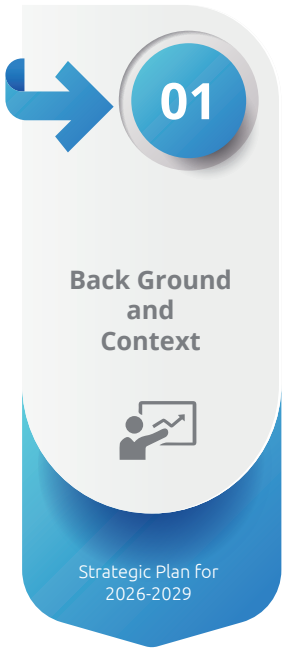
The Strategic Plan is structured around six priority areas:

i. Service Delivery;
ii. Good Governance, Citizen Participation, and Strategic Partnerships;
iii. Governance Research and Home-Grown Solutions;
iv. Registration and Monitoring of Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs), and Political Parties;
v. Oversight and Monitoring of Joint Action Development Forum (JADF) mechanisms; and
vi. Strengthening RGB Institutional Capacity.

Each priority area is supported by clearly defined strategic objectives, expected outcomes, and performance indicators to ensure measurable and results-oriented implementation.

Implementation of the Plan will be driven through strengthened partnerships with government institutions, districts, civil society, the private sector, and development partners. A robust Results-Based Management (RBM) framework, complemented by Monitoring, Evaluation, and Learning (MEL) systems, will guide implementation, performance tracking, reporting, and adaptive management.

Through this Strategic Plan, RGB reaffirms its commitment to delivering accountable, inclusive, and citizen-centred governance that contributes meaningfully to Rwanda's long-term development aspirations.



1.0 Back Ground and Context

In December 2016, Law No. 56/2016 of 16/12/2016 was enacted, formalizing an expanded mandate for the Rwanda Governance Board (RGB). In summary, the Rwanda Governance Board (RGB) is mandated to promote accountable, participatory, and evidence-based governance across public, private, and civil society sectors. It monitors service delivery and compliance with good governance principles, and provides advice to the Government and other institutions on policy and performance improvement. RGB conducts research on governance and Home-Grown Solutions (HGSs), disseminates findings, and ensures their preservation and effective application. The Board registers and oversees NGOs, faith-based organizations, and political parties to ensure compliance with the law and governance standards. Additionally, RGB coordinates the development initiatives of Joint Action Development Forum members to meaningfully support Rwanda's national transformation agenda.

To deliver on this expanded mandate, RGB developed a 5-year Strategic Plan (2018–2024), guided by the vision: "National Transformation Enabled by Good Governance."

A situational analysis was conducted to assess achievements, challenges, and lessons learned during the implementation of the 2018–2024 Strategic Plan. The findings informed the development of the 2025–2029 Strategic Plan, which will continue to focus on contributing to the achievement of the RGB vision.

1.1 Key Achievements (2018–2024)

The major accomplishments during the previous strategic period include:

a. Assessment of governance practices and service delivery;
b. Contribution to improvements in service delivery and accountability in the public sector, private sector, and CSOs;
c. Promotion of civic participation and political inclusion;
d. Support for the establishment of NGOs, FBOs, and political parties;
e. Promotion and operationalization of Home-Grown Solutions (HGSs);
f. Institutional strengthening and enhanced coordination.

1.2 Key Challenges

Despite these achievements, several challenges constrained full realization of the Strategic Plan's objectives:

1. Limited integration of governance data generated through RGB research;

2. Limited institutional capacity to digitize, effectively manage, and disseminate governance research data;
3. Functional constraints due to inadequate human and financial resources;
4. Coordination challenges and overlaps between stakeholders;
5. Gaps in public awareness and compliance;
6. Technological limitations affecting data management and service delivery monitoring.

1.3 Lessons Learned

Implementation of the 2018–2024 Strategic Plan highlighted important lessons:

1. The need for a strategic shift to enable RGB to deliver its mandate more effectively, adopting a "Lean Institution, Smart Systems" approach focused on:

   ☑ Strategic prioritization of high-impact mandates;
   ☑ Partnership-driven implementation;
   ☑ Technology-enabled efficiency and evidence-based governance.

2. Institutionalizing evidence-based decision-making as a core practice;
3. Strengthening peer-review mechanisms and promoting a culture of learning and continuous improvement among RGB and its partner institutions.



2.0 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A comprehensive SWOT analysis was conducted to guide the formulation of the 2025–2029 Strategic Plan, enabling RGB to leverage strengths and opportunities while addressing weaknesses and mitigating threats.

Table 1: Results of the SWOT Analysis

Strengths	Weaknesses
✓ Experienced and competent management team; ✓ Qualified and skilled staff; ✓ Strong track record in governance research; ✓ Good partnerships with national and international institutions; ✓ Established documentation system for HGSs; ✓ Legal framework facilitating mandate implementation.	✓ Inadequate staffing and budgetary resources to deliver the expanded mandate; ✓ Organizational structure not fully aligned with operational requirements; ✓ Limited partnerships with key stakeholders; ✓ Non-structured capacity development mechanisms; ✓ Inadequate IT infrastructure for data capture and processing;
Opportunities	**Threats**
✓ Experienced and competent management team; ✓ Qualified and skilled staff; ✓ Strong track record in governance research; ✓ Good partnerships with national and international institutions; ✓ Established documentation system for HGSs; ✓ Legal framework facilitating mandate implementation.	✓ Negative narratives on Rwanda's governance; ✓ Weak service delivery culture in some sectors; ✓ Non-compliance by stakeholders with governance recommendations; ✓ Limited human and financial capacity among local CSOs; ✓ Fragmented HGS management initiatives; ✓ Inefficient coordination, monitoring, and evaluation of interventions.

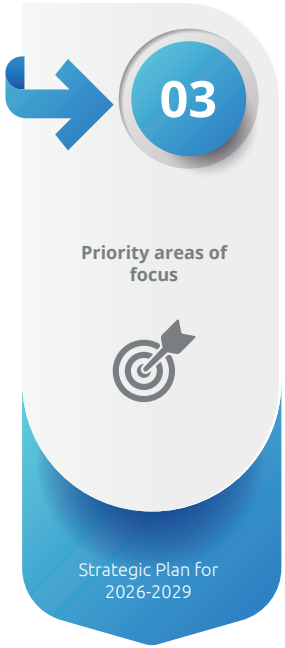
In setting priorities for the implementation of the Strategic Plan 2025-2029, threats and weaknesses identified above were taken into account as they constitute challenges that need to be addressed. The identified priorities will also build on the strengths reflected in the SWOT Analysis table presented above and take advantage of opportunities.

The Rwanda Governance Board (RGB) Strategic Plan 2025–2029 builds upon lessons learned from the

previous plan and in line with the mandate of RGB. The Plan is guided by the vision:

"National Transformation Enabled by Good Governance."

It seeks to position RGB as a catalyst for accountable, participatory, and evidence-based governance, leveraging partnerships, research, technology, and citizen engagement to deliver impactful interventions. The strategic direction is anchored on six interrelated priority areas, each designed to address key governance challenges and taking advantage of opportunities while contributing to national development objectives articulated in NST2 and Vision 2050.



3.0 Priority areas of focus

The priority areas of focus which were identified during the stakeholder consultations to guide the process of developing strategic objectives to be achieved and expected results during the 5-year (2025-2029) strategic plan period include: (i) Quality Service Delivery; (ii) Good Governance, Citizen participation and strategic partnerships; (iii) Governance research and home-grown solutions; (iv) Registration and monitoring of CSOs, FBOs and Political Parties activities; (v) Oversight and monitoring the functioning of JADF mechanisms and (vi) Strengthening RGB Institutional capacity. The strategic Objectives to be achieved were defined taking into consideration the need and imperative to align all RGB development actions to be accomplished during the 5-year (2025-2029) strategic plan period to the national development goals enshrined in NST2, Vision 2050 Aspirations and SDGs.

3.1 Service Delivery

Under this priority area, RGB will promote quality, efficiency, and accountability in service delivery across public institutions, the private sector, and non-governmental organizations. Interventions will focus on advising Government and relevant institutions on service delivery standards and reforms based on service delivery monitoring findings, establishing robust mechanisms for monitoring and evaluating service delivery performance, and ensuring compliance with the Quality Service Delivery Standards (QSDS).

RGB will exercise its mandate to request explanations from institutions regarding service delivery performance and recommend appropriate administrative sanctions where service delivery standards are not met.

Intended Outcome: Improved quality, responsiveness, and accountability of service delivery across sectors.

3.2 Good Governance, Citizen Participation, and Strategic Partnerships

This priority area aims to strengthen good governance, democracy, accountability, and performance across public, private, and non-governmental institutions. RGB will provide policy advice on governance best practices and contribute views on existing and draft legislation to ensure alignment with fundamental governance principles. RGB will strengthen its mechanisms of regular monitoring of good governance principles and practices across all sectors.

Alongside this, RGB will catalyse meaningful citizen participation by providing input in designing and implementing strategies that enhance civic engagement and accountability in governance and development processes. Strategic partnerships with Government institutions, civil society, the

private sector, faith-based organizations, and development partners will be strengthened to foster collective action and shared responsibility for governance outcomes.

Intended Outcome: Strengthened governance systems characterized by increased citizen participation, transparency, accountability, and institutional performance.

3.3 Governance Research and Home-Grown Solutions

Under this priority area, RGB will strengthen evidence-based governance by conducting and coordinating governance research, including studies on citizens' perceptions and experience of service delivery, and ensuring effective dissemination and use of research findings. RGB will grant pre-authorization and provide oversight for governance and Home-Grown Solutions (HGSs) research conducted in Rwanda by national and international researchers.

RGB as the custodian of HGSs research integrity, validation, certification and preservation of Home-Grown Solutions (HGS) and Rwanda Cooperation Initiative (RCI) as the lead institution on knowledge packaging, international dissemination, learning exchanges and transferability. The two institutions will strengthen their partnership on HGSs research and documentation and the sharing of Rwanda's development experience internationally. A structured partnership between RGB and RCI shall create a strong institutional bridge between knowledge generation and knowledge sharing. RGB would provide research leadership, evidence generation, validation, certification and institutional custodianship, while RCI would support knowledge packaging, international dissemination, learning exchanges and adaptation of lessons to partner-country contexts. The Rwanda Home-Grown Solutions research, documentation and knowledge-sharing Programme partnership between RGB and RCI is expected to move HGS documentation beyond individual reports towards a living national evidence and knowledge system capable of preserving Rwanda's institutional memory, strengthening evidence-based policymaking and positioning Rwanda as an important contributor to development knowledge and South-South cooperation.

Intended Outcome: Enhanced research, documentation and knowledge sharing of Home-Grown Solutions in addressing governance and development challenges.

3.4 Registration and Monitoring of CSOs, FBOs, and Political Parties' Activities

This priority area focuses on strengthening the regulatory oversight of Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs), Common Benefit Foundations and Political Parties. RGB will establish and enforce clear registration guidelines, grant legal personality, and monitor compliance with relevant laws and regulations.

RGB will oversee the operations of both national and international non-governmental organizations and take appropriate enforcement actions including requesting explanations, suspending registration, or revoking legal status against organisations that fail to comply with legal requirements.

Intended Outcome: A transparent, compliant, and accountable civil society, faith-based organisations and political organization landscape.

3.5 Oversight and Monitoring of the Functioning of JADF Mechanism

Under this priority area, RGB will provide national-level oversight and monitoring of the Joint Action Development Forum (JADF), the district-level coordination platform that brings together Government institutions, the private sector, civil society, faith-based organizations, and development partners.

RGB will ensure that JADF structures; comprising the General Assembly, Executive Committee, Thematic Working Groups, and Secretariat function effectively to support harmonized planning aligned with District Development Strategies (DDSs), strengthen accountability through joint reviews and IMIHIGO integration, promote stakeholder dialogue, and enhance

transparency through Open Days.

RGB will further ensure that JADF operations across all Districts contribute to development priorities aligned with NST2 and Rwanda Vision 2050.

Intended Outcome: Strengthened coordination, accountability, and effectiveness of District-level development interventions.

3.6 Strengthening RGB Institutional Capacity

This priority area focuses on enhancing RGB's institutional capacity to effectively deliver on its mandate. Over the 2025–2029 period, RGB will strengthen human capital, modernize research and data systems; including the establishment of an integrated Governance Management Information System and improve organizational structures and internal efficiency through digital transformation.

RGB will reinforce coordination and partnership frameworks with Districts, CSOs, FBOs, the private sector, and development partners, while strengthening public communication and citizen engagement. Through strategic resource mobilization, partnerships, and continuous professional development, RGB will build a resilient, agile, and data-driven institution.

Intended Outcome: A high-performing, well-coordinated, and digitally enabled RGB capable of supporting Rwanda's governance and service delivery transformation.



4.0 Strategic Framework

Priority Area 1: Quality Service Delivery

Strategic Objective 1

Build, enhance, and enforce quality service delivery across public, private, and civil society institutions through effective monitoring, policy advice, and accountability mechanisms.

Outcome 1

Improved quality, responsiveness, and accountability of service delivery across sectors

Key Outputs

1. Increased awareness and utilization of Quality Service Delivery Standards across all public institutions.
2. Enhanced service quality in public institutions.

Priority Area 2: Good Governance, Citizen Participation and Strategic Partnerships

Strategic Objective 2

Strengthen good governance, sectoral and institutional performance, enhance citizen participation, and foster strategic partnerships to promote accountability, inclusiveness, and collaborative development across all sectors.

Outcome 2

Strengthened governance systems characterized by increased citizen participation, transparency, accountability, and institutional performance.

Key Outputs

1. Governance frameworks and accountability mechanisms strengthened.
2. Functional citizen engagement platforms established at national and local levels.
3. Strategic partnerships with public, private, civil society, and development actors operationalized.
4. Governance monitoring and evaluation systems institutionalized.
5. Governance performance reports regularly published and disseminated.

Priority Area 3: Governance Research and Home-grown Solutions

Strategic Objective 3

Strengthen governance research and promote home-grown solutions to generate high-quality evidence, inform policy, and support innovative, context-appropriate governance practices.

Outcome 3

Enhanced research, documentation and increased application of Home-Grown Solutions in addressing governance and development challenges.

Key Outputs

1. National governance research agenda developed and implemented.
2. Governance studies and analytical reports produced.

3. Home-grown governance solutions identified, documented, and validated.
4. Policy briefs derived from research findings disseminated, published and tracked.
5. Knowledge-sharing and stakeholder engagement platforms operational.

Priority Area 4: Registration and Monitoring of CSOs, FBOs and Political Parties

Strategic Objective 4

Facilitate establishment and strengthen governance of CSOs, FBOs, INGOs, and political parties through effective registration, legal oversight, and compliance enforcement.

Outcome 4

A transparent, compliant, and accountable civil society, faith-based organisations and political organization landscape.

Key Outputs

1. Improved compliance with legal and regulatory frameworks.
2. Strengthened internal governance systems of regulated entities.
3. Modernized digital registration and compliance tracking systems.
4. Institutionalized dialogue and engagement platforms with non-state actors.

Priority Area 5: Oversight and Monitoring of JADF Mechanisms

Strategic Objective 5

Strengthen oversight and monitoring of JADF mechanisms to enhance coordination, accountability, and participatory local development.

Outcome 5

Strengthened coordination, accountability, and effectiveness of district development priorities

Key Outputs

1. Strengthened functionality and coordination of JADF structures.
2. Increased multi-stakeholder participation in JADF planning and monitoring processes.
3. Standardized JADF monitoring, reporting, and oversight tools developed and deployed.
4. Regular and inclusive JADF dialogue platforms institutionalized.
5. Digital JADF coordination and reporting systems operational.
6. Periodic JADF performance assessments conducted and published.

Priority Area 6: Strengthening RGB Institutional Capacity

Strategic Objective 6

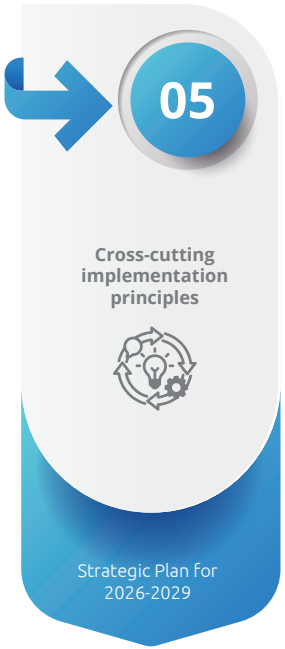
Enhance RGB's institutional capacity through strengthened human capital, digital systems, organizational efficiency, and strategic partnerships.

Outcome 6

A high-performing, well-coordinated, and digitally enabled RGB capable of supporting Rwanda's governance and service delivery transformation

Key Outputs

1. Enhanced staff competencies, talent management, and succession planning.
2. Integrated Governance Management Information System (GMIS) deployed.
3. Strategic partnerships and collaboration frameworks strengthened.
4. Institutional planning, monitoring, evaluation, and reporting systems improved.



5.0 Cross-cutting implementation principles

This strategic plan has five crosscutting themes as they apply across the Public Sector, Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs), the Private Sector, and Political Organizations. Each of these themes is explained in a way that demonstrates sector-specific application.

5.1. Evidence-Based Decision-Making

This implies that all decisions, policies, programs, and actions undertaken by RGB and its partners will be grounded in credible evidence. RGB and its partners will systematically use data, research findings, and verified information to inform planning, implementation, and evaluation. This will ensure that RGB and its partners act deliberately and responsibly, using what is known and proven to work to guide their actions, while remaining open to learning and continuous improvement.

5.2 Digital Transformation and Data Analytics

Strengthen institutional capacity by establishing an integrated digital research data management system, enhancing staff technical skills, and improving mechanisms for data storage, analysis, accessibility, and dissemination. This means that RGB will actively seek to integrate digital technologies and data analysis into its operations, programs, and partnerships in order to work more efficiently, transparently, and intelligently. This approach ensures that RGB uses technology and data not as an end in itself, but as practical tools to improve performance, strengthen trust with partners and stakeholders, and achieve stronger, more sustainable results.

5.3 Citizen-Centred Service Delivery

RGB's work and that of partners shall be anchored on the needs, preferences, and experiences of citizens ensuring that they are placed at the Centre of all planning, implementation, and evaluation processes. This aims at ensuring that interventions are practical, inclusive, and meaningful to the citizens and that they continuously serve to improve their wellbeing.

5.4 Gender, Inclusion, and Equity Mainstreaming

In line with the Rwanda's commitments, RGB's work shall intentionally ensure the promotion of fairness by systematically analyzing gender disparities and the needs of other special categories of the population. This is aimed at ensuring that, they are intentionally and meaningfully integrated into all levels of decision-making, policy development, program design, and implementation. RGB shall collect data disaggregated by gender, age, disability and other relevant characteristics to understand any implementations barrier that still limit participation, access, or benefits for certain groups. It will continuously monitor the aspect of inclusiveness to ensure that specific needs and realities of women,

men, girls, boys, and people with disabilities taken into consideration at all levels.

5.5. Results-Based Management and Accountability

RGB monitors governance and service delivery across all sectors and offers advice on areas for improvement. Throughout this plan, it will enhance its focus on measurable outcomes, monitoring progress, and being transparent about results and performance using a results-based and accountability-driven approach to planning, implementation, and management. It will also strengthen its efforts in tracking the outcomes of the work of its partners in the lives of citizens. This approach emphasizes not just what activities are carried out, but what changes and results those activities actually produce.

The approach is aimed at assessing outcomes such as enhanced service quality, increased participation, improved livelihoods, or stronger institutional performance, rather than simply listing completed tasks or outputs.



6.0 Implementation Arrangements

The implementation of the RGB 5-Year Strategic Plan (2025–2029) will involve a structured approach that includes sequencing interventions, building synergies among diverse partners and stakeholders, applying well-designed mechanisms for improved performance and ensuring effective collaboration and coordination.

Successful implementation will largely depend on careful planning of each step in the implementation journey and the effective execution of priority interventions that lay a foundation for subsequent activities. Achieving incremental improvements will be critical; for instance, attaining over 90% citizen satisfaction in service delivery by 2029 will not happen immediately, but through consistent achievement of annual targets, building on previous and existing successes, and guided by the results framework as detailed in Table 3.

Implementation will be arranged through annual action plans, broken down into quarterly, monthly, weekly, and daily plans within the framework of "IMIHIGO", complemented by periodic performance reviews and timely corrective actions. This arrangement will enable RGB to systematically accomplish the tasks outlined in the Strategic Plan.
Given RGB's mandate to oversee, promote, advise, and monitor service delivery and governance-related activities, achieving the set targets will require active contributions from a wide range of stakeholders, including public and private institutions, NGOs, FBOs, the media, development partners, Districts, communities, and citizens. RGB will play a lead role in guiding and supporting stakeholders to ensure they fulfil their roles and responsibilities effectively.
To ensure successful implementation, RGB will establish mechanisms for coordination, oversight, and performance management across all partnership arrangements. In fulfilling its advisory and monitoring mandate, RGB will proactively anticipate challenges and provide guidance for their sustainable resolution.

Achieving the NST2 targets related to RGB's mandate will require collaborative and complementary work among stakeholders to enhance synergy and optimize resources. RGB will leverage opportunities to engage institutions with similar or complementary mandates, maximizing mutual strengths.

RGB will utilize existing coordination mechanisms, including Cluster Working Groups, Sector Working Groups, Technical Working Groups, and Joint Action Development Forums, to foster mutual empowerment, inclusiveness, and peer learning. Additionally, RGB will collaborate with the newly established Rwanda Cooperation Initiative and other relevant institutions to strengthen coordination, management, and information sharing on Home Grown Solutions.

A detailed implementation plan, reflecting planned activities and their timing to achieve targeted outputs and desired outcomes under each of the 6 Strategic Objectives, over the 5-year period as well as the institutions responsible for their implementation is presented in Table 2 (Ref: Annex 1).



7.0 Monitoring and Evaluation Arrangements

A monitoring and evaluation framework for guiding the strategic plan implementation process will be essential to ensure that RGB gets access to timely, focused, and evidence-based information on its performance and results. RGB therefore recognizes monitoring and evaluation as a core component of its management and decision-making processes, supporting learning, accountability, and continuous improvement.

RGB will implement a joint M&E system in collaboration with relevant partners to promote transparency, coordination, and accountability. The M&E process will apply a range of data collection methods to ensure availability of reliable and comprehensive information for both internal management and performance monitoring purposes. It will also be aligned and effectively linked with the NST2 and relevant Sector Strategic Plans M&E systems. A Results Monitoring Framework defining the performance indicators for the expected outputs and outcomes, their respective baseline (2024) information, annual and end of the 5-year strategic plan targets as well as the means of their verification and reporting frequencies is presented in table 3 (Ref: Annex 2).

The process of monitoring and evaluation shall be effectively supported by the following organizational arrangements:

Planning and performance management: Annual work plans will be developed with clear targets and performance indicators to guide implementation and facilitate effective monitoring and evaluation of the Strategic Plan. Departmental and staff performance contracts will be derived from the approved RGB Annual Action Plan and monitored on a monthly and quarterly basis.

Regular performance reviews: Monthly internal review meetings will be held to assess progress, identify implementation challenges, and agree on corrective actions.

Stakeholder engagement: Stakeholder review meetings will be conducted on a quarterly, semi-annual, and annual basis to jointly assess progress, share lessons, and agree on appropriate actions going forward.

Mid-term review: A mid-term review will be conducted after two years (2) years to assess overall progress, effectiveness of implementation, cost–benefit considerations, and any constraints that may affect the achievement of planned results.

Data management systems: A centralized database will be maintained to systematically capture, store, and manage implementation and performance data, ensuring consistency and accessibility of information.

Final evaluation: A final evaluation will be undertaken at the end of 2029 to assess achievements, document lessons learned, and inform the development of the next strategic planning cycle.

Capacity building: RGB staff will receive continuous training in monitoring and reporting, data collection, data quality assurance, analysis, information management, dissemination, and feedback mechanisms.



8.0 Budget implications and financing

The total estimated budget required to support implementation of activities envisaged in the 5-year (2025-2029) strategic plan is 7,300,000,000 Frw (Seven billion three hundred million Rwandese Francs) as detailed in Table 4 (Ref: Annex 3). The financing sources shall include: (i) Annual budget allocation to RGB from the national treasury; (ii) Development support funds mobilized from Development Partners; (iii) Cost- sharing from partner institutions and (iv) Service fees from registration of non-governmental Organizations.

RGB, will have to invest a lot of efforts in mobilizing technical and financial support from partner institutions using the established partnership frameworks to ensure that all planned activities in this strategic plan get adequate financing.



9.0 Organizational structure to implement the strategic plan

RGB will need to review its current internal organizational set-up in order to position itself for more effective coordination and oversight of activities outlined in the Strategic Plan (2025–2029). This will involve establishing technical teams that are adequately supported with financial, logistical, and human resources necessary to fulfil their coordination and oversight responsibilities.

The function related to registration and monitoring of CSOs, FBOs, Foundations and Political Organisations requires enhanced capacity to ensure that this function is done effectively and meaningfully. This function will need additional staff in terms of both numbers and adequate knowledge as well as required skills to deal with the huge mandate of RGB in this area. In addition, a full-fledged unit responsible for information management shall be required to transform RGB work into a technology driven institution with capacity to drive performance improvements across all sectors.
A training and knowledge-sharing plan will be integrated into RGB's priorities to help deal with the growing need for continuous capacity development and knowledge exchange throughout the implementation of the Strategic Plan.

Successful execution of RGB's coordination and oversight mandate will require strong staffing, professional guidance, and top-level supervision from the Senior Management team. This is essential because coordination and oversight entail high-level engagement with leaders of various stakeholder institutions. RGB employees involved in these engagements must have the authority and competence to make decisions on behalf of the organization.

Teams responsible for coordination and oversight will need to possess strong negotiation skills, particularly to facilitate partnerships, including cost-sharing arrangements to finance specific activities implemented in collaboration with partners.

The proposed organizational restructuring does not necessarily require a complete overhaul of the current RGB organizational structure. Rather, it may primarily involve the reallocation of functional responsibilities among key staff to better align roles with the demands of the Strategic Plan.

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Annexes

Strategic Plan for 2026-2029

ANNEX 1

IMPLEMENTATION PLAN

Table 2: Implementation plan

Goal/Impact: National development is enabled by transformational governance							
Outputs	Activities by Priority Area	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Lead/Partner Institution
Priority Area 1: Quality service delivery							
Strategic Objective 1: Build, enhance and enforce quality service delivery across public, private and civil society institutions through effective monitoring, policy advice, and accountability mechanisms							
Outcome 1: Improved quality, responsiveness and accountability of service delivery across sectors.							
Output 1: Harmonized and updated service delivery standards and guidelines disseminated.	1.1 Review existing sectoral service delivery standards, charters, and guidelines across public, private, and civil society institutions.						RGB/ Sectors lead Ministries
	1.2 Conduct gap analysis to identify inconsistencies, overlaps and alignment gaps with NST2, Vision 2050, and service charters.						RGB/ Sectors lead Ministries
	1.3 Develop harmonized national service delivery standards and minimum performance benchmarks.						RGB
	1.4 Validate updated standards through multi-stakeholder consultations (MDAs, local governments, private sector, CSOs) and FBOs.						RGB/ Sectors lead Ministries
	1.5 Formally approve and gazette service delivery standards and guidelines.						RGB/OPM
	1.6 Disseminate standards through manuals, digital platforms, training sessions, and public awareness campaigns.						RGB/ Sectors lead Ministries
	1.7 Build institutional capacity for adoption and implementation of updated standards.						RGB/ Sectors lead Ministries and service delivery institutions
Output 2: Regular institutional performance monitoring and evaluation reports produced.	2.1 Develop and standardize institutional performance indicators and monitoring tools aligned to service delivery standards.						RGB/ Sectors lead Ministries
	2.2 Establish data collection, verification, and reporting protocols across sectors and administrative levels.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)

	2.3 Conduct routine monitoring visits, assessments, and performance audits of service delivery institutions.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.4 Compile and analyse performance data at national and sub-national levels.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.5 Produce quarterly and annual institutional performance monitoring and evaluation reports.						RGB
	2.6 Disseminate performance reports to decision-makers and the public.						RGB
	2.7 Make follow-ups on performance gaps and corrective actions instituted.						RGB/ Sectors lead Ministries
Output 3: Policy briefs and actionable recommendations generated and tracked.	3.1 Identify priority governance and service delivery policy issues based on monitoring findings and citizen feedback.						
	3.2 Conduct evidence-based policy analysis and targeted studies.						
	3.3 Develop concise policy briefs with actionable recommendations.						
	3.4 Validate policy recommendations with relevant stakeholders and technical experts.						
	3.5 Disseminate policy briefs to Cabinet, MDAs, local governments, and partners.						
	3.6 Establish a policy recommendation tracking mechanism.						
	3.7 Monitor uptake, implementation status, and impact of policy recommendations.				RGB		

Output 4: Functional citizen feedback and grievance redress mechanisms established.	4.1 Review existing citizen feedback and grievance redress mechanisms across sectors.				RGB		Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	4.2 Develop standardized guidelines for citizen feedback, complaints handling, and grievance redress.				RGB		RGB
	4.3 Establish or strengthen multi-channel feedback platforms (digital, call centres, community forums).				RGB		Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	4.4 Integrate citizen feedback systems with institutional performance monitoring frameworks.				RGB		Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	4.5 Build capacity of institutions to manage, analyse, and respond to citizen feedback.				RGB		RGB/ Sectors lead Ministries
	4.6 Conduct public awareness campaigns on citizen rights and feedback channels.				RGB/ Sectors lead Ministries		RGB/ Sectors lead Ministries
	4.7 Track response rates, resolution timelines, and satisfaction levels.						RGB/ Sectors lead Ministries
Output 5: Strengthened coordination and collaboration among service delivery actors.	5.1 Map key service delivery actors and coordination structures at national and local levels.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	5.2 Establish or strengthen formal coordination and collaboration frameworks (MoUs, joint platforms).						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	5.3 Convene regular multi-stakeholder coordination and learning forums.						RGB/ Sectors lead Ministries
	5.4 Promote joint planning, implementation, and monitoring of service delivery interventions.						RGB/ Sectors lead Ministries
	5.5 Facilitate knowledge sharing and good practice exchange among service delivery actors.						RGB/ Sectors lead Ministries

	5.6 Monitor effectiveness of coordination mechanisms and address bottlenecks.						RGB/ Sectors lead Ministries
Output 6: Compliance and accountability mechanisms enforced and publicly reported.	6.1 Develop or update compliance, inspection, and accountability frameworks aligned to service delivery standards.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	6.2 Conduct regular compliance inspections and audits of service delivery institutions.						RGB/ Sectors lead Ministries
	6.3 Document compliance levels, violations, and corrective measures.						RGB
	6.4 Enforce sanctions, incentives, and corrective actions in line with legal frameworks.						RGB
	6.5 Publish compliance and accountability reports periodically.						RGB
	6.6 Strengthen follow-up mechanisms to ensure sustained compliance.						RGB
	6.7 Engage oversight institutions, citizens, and media in accountability processes.						RGB
Priority Area 2: Good Governance, Citizen Participation and Strategic Partnerships							
Strategic Objective 2: Strengthen good governance and institutional performance, enhance citizen participation, and foster strategic partnerships to promote accountability, inclusiveness, and collaborative development across all sectors.							
Outcome 2: Strengthened governance systems, characterized by increased citizen participation, transparency, accountability, and institutional performance.							
Ooutput 1: Governance frameworks and accountability mechanisms strengthened.	1.1 Review existing governance, accountability, and oversight frameworks across public institutions and non-state actors.						RGB/ Sectors lead Ministries
	1.2 Identify gaps, overlaps, and inconsistencies in laws, policies, regulations, and accountability instruments.						RGB/ Sectors lead Ministries
	1.3 Develop or update governance and accountability frameworks in line with relevant legal principles, NST2, and Vision 2050.						RGB/ Sectors lead Ministries

	1.4 Clarify institutional roles, mandates, and accountability lines among governance actors.						RGB/ Sectors lead Ministries
	1.5 Validate revised frameworks through stakeholder consultations and technical reviews.						RGB
	1.6 Support formal approval, adoption, and dissemination of updated governance frameworks.						RGB
	1.7 Build institutional capacity for implementation and enforcement of accountability mechanisms.						RGB/ Sectors lead Ministries
Output 2: Functional citizen engagement platforms established at national and local levels.	2.1 Map existing citizen participation and engagement platforms at national and decentralized levels.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.2 Develop national guidelines and standards for citizen engagement and public participation.						RGB
	2.3 Establish or strengthen inclusive engagement platforms (public forums, digital platforms, community dialogues).						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.4 Institutionalize citizen participation in planning, budgeting and monitoring processes.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.5 Build capacity of institutions to facilitate meaningful and inclusive citizen engagement.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.6 Promote awareness of citizen participation rights and engagement opportunities.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.7 Monitor effectiveness, inclusiveness, and responsiveness of citizen engagement platforms.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)

Output 3: Strategic partnerships with public, private, civil society, and development actors operationalized.	3.1 Establish a strong HGSs research and document partnership with RCI						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	3.2 Identify and map other strategic partners in the area of governance and Home-Grown Solutions.						
	3.3 Develop partnership and collaboration frameworks, including roles, responsibilities, and accountability arrangements.						RGB
	3.4 Formalize partnerships through MoUs, agreements, and joint action plans.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	3.5 Establish coordination mechanisms for partnership implementation and oversight.						RGB
	3.6 Support joint planning, implementation, and monitoring of governance initiatives.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	3.7 Track partnership performance, results, and value added.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	3.8 Document and disseminate good practices and lessons learned from partnerships.						RGB
Output 4: Governance monitoring and evaluation systems institutionalized.	4.1 Develop or update a governance M&E framework with clear indicators, baselines, and targets.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	4.2 Harmonize governance indicators with NST2, Vision 2050, and sectoral M&E systems.						RGB
	4.3 Standardize data collection, reporting, and quality assurance tools and processes.						RGB

	4.4 Build institutional capacity for governance data collection, analysis, and use.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	4.5 Integrate governance M&E systems into national and institutional planning and reporting cycles.						RGB
	4.6 Establish regular governance performance reviews and learning mechanisms.						RGB/ Sectors lead Ministries
	4.7 Promote evidence-based decision-making using M&E findings.						RGB
Output 5: Governance performance reports regularly published and disseminated.	5.1 Define scope, frequency, and formats of governance performance reporting.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	5.2 Collect and validate governance performance data from relevant institutions and stakeholders.						RGB/ Sectors lead Ministries
	5.3 Analyse governance trends, performance gaps, and emerging issues						RGB/ Sectors lead Ministries
	5.4 Produce periodic governance performance reports (annual, thematic, sectoral).						RGB
	5.5 Disseminate reports to policymakers, institutions, citizens, and development partners.						RGB
	5.6 Facilitate dialogue and follow-up actions based on report findings.						EGB
	5.7 Track use of governance performance reports in policy and decision-making processes.						RGB/ Sectors lead Ministries

Priority Area 3: Governance Research and Home-grown Solutions							
Strategic Objective 3: Strengthen governance research and promote home-grown solutions to generate high-quality evidence, inform policy, and support innovative, context-appropriate governance practices.							
Outcome 3: Enhanced research, documentation and increased application of Home-Grown Solutions in addressing governance and development challenges.							
Output 1: National governance research agenda developed and implemented.	1.1 Review existing governance, accountability, and oversight frameworks across public institutions and non-state actors.						RGB
	1.2 Identify gaps, overlaps, and inconsistencies in laws, policies, regulations, and accountability instruments.						RGB
	1.3 Develop or update governance and accountability frameworks in line with relevant legal principles, NST2, and Vision 2050.						RGB
	1.4 Define research governance arrangements, ethical standards, and quality assurance mechanisms.						RGB
	1.5 Secure formal approval and endorsement of the research agenda.						RGB
	1.6 Develop annual research plans and budgets derived from the agenda.						RGB
	1.7 Monitor implementation and periodically review and update the research agenda.						RGB
Output 2: Governance studies, datasets, and analytical reports produced.	2.1 Design research methodologies and analytical frameworks for priority governance themes.						RGB/ Academic Institutions, Other Research Institutions and Development Partners
	2.2 Commission or conduct governance studies and surveys at national and sub-national levels.						RGB/ Academic Institutions, Other Research Institutions and Development Partners
	2.3 Collect, clean, and manage governance datasets in line with data protection standards.						RGB/ Academic Institutions, Other Research Institutions and Development Partners
	2.4 Establish or strengthen governance data repositories and knowledge management systems.						RGB
	2.5 Analyse data and produce analytical and thematic governance reports.						RGB/ Academic Institutions, Other Research Institutions and Development Partners

Outputs 3: Home-grown governance solutions identified, documented, and validated.	3.1 Identify and map innovative home-grown governance practices at community, district, and national levels.						RGB
	3.2 Develop criteria and tools for documenting and assessing home-grown solutions.						RGB
	3.3 Document selected solutions through case studies, field research, and multimedia formats.						RGB
	3.4 Validate home-grown solutions through expert reviews and stakeholder validation workshops.						RGB
	3.5 Support pilot testing or scaling of selected solutions where appropriate.						RGB
	3.6 Integrate validated home-grown solutions into policy dialogue and governance programmes.						RGB
	3.7 Maintain a national repository of documented home-grown governance solutions.						RGB
Output 4: Policy briefs derived from research findings disseminated and tracked.	4.1 Identify policy-relevant research findings and priority decision-making needs.						RGB
	4.2 Translate research evidence into concise, user-friendly policy briefs.						RGB
	4.3 Validate policy briefs with technical experts and relevant institutions.						RGB
	4.4 Disseminate policy briefs to policymakers, MDAs, local governments, and partners.						RGB
	4.5 Organize policy dialogues and briefings to promote uptake of recommendations.						RGB
	4.6 Establish a tracking system to monitor adoption and implementation of policy recommendations.						RGB
	4.7 Periodically assess the influence of policy briefs on policy and programme decisions.						RGB

Output 5: Knowledge-sharing and stakeholder engagement platforms operational.	5.1 Design a governance knowledge-sharing and stakeholder engagement strategy.						RGB
	5.2 Establish or strengthen physical and digital platforms for research dissemination and dialogue.						RGB
	5.3 Convene regular research forums, learning events, and stakeholder dialogues.						RGB/ Academic Institutions, Other Research Institutions and Development Partners
	5.4 Facilitate collaboration among researchers, policymakers, practitioners, and citizens.						RGB
	5.5 Promote open access to governance research outputs and data where appropriate.						RGB
	5.6 Document and share lessons learned, best practices, and innovations.						RGB
	5.7 Monitor participation, usage, and effectiveness of knowledge-sharing platforms.						RGB
Priority Area 4: Registration and Monitoring of CSOs, FBOs And Political Parties Activities							
Strategic Objective 4. Facilitate establishment and strengthen the governance of CSOs, FBOs, INGOs, and political parties through effective registration, legal oversight, and enforcement of compliance with national laws							
Outcome 4: A more transparent, accountable, and well-regulated civic and political space, where CSOs, FBOs, INGOs, and political parties demonstrate strong legal compliance and strengthened institutional governance.							
Output 1: Improved compliance with legal and regulatory frameworks.	1.1 Review existing governance, accountability, and oversight frameworks across public institutions and non-state actors.						RGB/ Sectors lead Ministries
	1.2 Identify gaps, overlaps, and inconsistencies in laws, policies, regulations, and accountability instruments.						RGB/ Sectors lead Ministries
	1.3 Develop or update governance and accountability frameworks in line with relevant legal principles, NST2, and Vision 2050.						RGB/ Sectors lead Ministries
	1.4 Provide compliance advisory support and corrective guidance to regulated entities.						RGB

	1.5 Enforce sanctions, remedial actions, and incentives in line with applicable laws.						RGB
	1.6 Track compliance status and trends across regulated entities.						RGB
	1.7 Publicly report on compliance levels and enforcement actions.						RGB
Output 2: Strengthened internal governance systems of regulated entities.	2.1 Develop minimum internal governance standards (leadership, financial management, internal controls, reporting).						RGB
	2.2 Conduct governance capacity and risk assessments of regulated entities.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.3 Deliver targeted capacity-building programmes on organizational governance, ethics, and accountability.						Sectors lead Ministries, Districts, Private sector Federation and Platforms for Non-Governmental Organizations (RGB to play an oversight and coordination role)
	2.4 Support entities to develop or update internal governance policies and procedures.						RGB
	2.5 Promote self-assessment among regulated entities.						RGB
	2.6 Monitor improvements in internal governance performance over time.						RGB
	2.7 Recognize and promote good governance practices among compliant entities.						RGB
Output 3: Streamlined and decentralized registration and monitoring processes.	3.1 Review and simplify registration, renewal, and monitoring procedures.						RGB
	3.2 Develop standardized operating procedures (SOPs) for registration and oversight.						RGB
	3.3 Decentralize registration and monitoring functions to sub-national levels, where applicable.						RGB

	3.4 Train decentralized officers on registration, compliance monitoring, and customer service.						RGB
	3.5 Establish clear service standards and turnaround times for registration processes.						RGB
	3.6 Monitor efficiency, consistency, and quality of decentralized services.						RGB
	3.7 Address operational bottlenecks through continuous process improvement.						RGB & Districts
Output 4: Modernized digital registration and compliance tracking systems	4.1 Assess existing ICT systems for registration and compliance management.						RGB
	4.2 Design and deploy an integrated digital registration and compliance tracking platform.						RGB
	4.3. Digitize records and migrate legacy data into the new system.						RGB
	4.4 Integrate the platform with relevant government systems and databases.						RGB & RISA
	4.5 Build capacity of staff and regulated entities to use digital systems.						RGB
	4.6 Ensure data security, privacy, and system reliability.						RGB
	4.7 Use system analytics to support risk-based monitoring and decision-making						RGB
Output 5: Institutionalized dialogue and engagement platforms with non-state actors.	5.1 Establish structured dialogue frameworks between RGB and non-state actors.						RGB & Non-State Actors
	5.2 Convene regular consultation forums at national and decentralized levels.						RGB & Non-State Actors
	5.3 Facilitate issue-based dialogues on compliance, governance challenges, and reforms.						RGB & Non-State Actors

	5.4 Use dialogue platforms to disseminate regulatory updates and gather feedback.						RGB
	5.5 Document and track issues raised and actions agreed through dialogue mechanisms.						RGB
	5.6 Promote transparency and trust through regular communication and feedback loops.						RGB & Non-State Actors
	5.7 Evaluate effectiveness of engagement platforms and refine approaches.						RGB
Priority Area 5: Oversight and Monitoring of JADF Mechanisms							
Strategic Objective 5: Strengthen oversight and monitoring of JADF mechanisms to enhance coordination, accountability, and participatory local development.							
Outcome 5: Strengthened coordination, accountability, and effectiveness of district development priorities							
Outputs 1: Strengthened functionality and coordination of JADF Structures.	1.1 Review and clarify roles, mandates, and coordination arrangements of JADF structures at District and sector levels.						RGB & OPM
	1.2 Develop and disseminate updated JADF operational guidelines and coordination frameworks.						Districts (RGB to play an oversight and coordination role)
	1.3 Establish or strengthen JADF secretariats with clear staffing and operational support.						Districts (RGB to play an oversight and coordination role)
	1.4 Conduct capacity-building for JADF leaders and secretariat staff on coordination, governance, and results-based management.						Districts (RGB to play an oversight and coordination role)
	1.5 Align JADF annual work plans with district development plans and NST2 priorities.						Districts (RGB to play an oversight and coordination role)
	1.6 Facilitate regular coordination meetings among JADF members and District authorities.						Districts (RGB to play an oversight and coordination role)
	1.7 Monitor functionality and effectiveness of JADF structures using agreed performance criteria.						Districts (RGB to play an oversight and coordination role)

Output 2: Increased multi-stakeholder participation in JADF planning and monitoring processes.	2.1 Map and profile stakeholders (CSOs, private sector, FBOs, development partners, citizens' groups) at District level.						
	2.2 Develop and implement stakeholder engagement and participation strategies for JADF processes.						
	2.3 Sensitize stakeholders on JADF roles, planning cycles, and participation opportunities.						
	2.4 Facilitate inclusive participation of women, youth, persons with disabilities, and vulnerable groups.						
	2.5 Integrate citizen and stakeholder inputs into District planning, budgeting, and monitoring processes.						
	2.6 Track participation levels and diversity of stakeholders engaged in JADF activities.						
	2.7 Provide feedback to stakeholders on how their inputs have informed decisions.						
Output 3: Standardized JADF monitoring, reporting, and oversight tools deployed.	3.1 Review existing JADF monitoring and reporting practices across districts.						RGB
	3.2 Develop standardized JADF monitoring, reporting, and oversight tools and templates.						RGB
	3.3 Align JADF indicators with national M&E frameworks and District performance contracts (Imihigo).						RGB & Districts
	3.4 Train District officials and JADF members on the use of standardized tools.						RGB
	3.5 Pilot and refine tools in selected Districts before national rollout.						RGB
	3.6 Roll out standardized tools to all Districts and sectors.						RGB

	3.7 Provide ongoing technical support and quality assurance for data collection and reporting.						RGB
Output 4: Regular and inclusive JADF dialogue platforms institutionalized.	4.1 Establish formal JADF dialogue and consultation frameworks at district and sector levels.						Districts (RGB to play an oversight and coordination role)
	4.2 Develop annual calendars and guidelines for JADF dialogue meetings.						Districts (RGB to play an oversight and coordination role)
	4.3 Convene regular dialogue forums to review development progress, challenges, and priorities.						Districts (RGB to play an oversight and coordination role)
	4.4 Facilitate inclusive participation of diverse stakeholders and community representatives.						Districts (RGB to play an oversight and coordination role)
	4.5 Document dialogue outcomes, resolutions, and follow-up actions.						Districts (RGB to play an oversight and coordination role)
	4.6 Track implementation of commitments arising from dialogue platforms.						Districts (RGB to play an oversight and coordination role)
	4.7 Assess effectiveness of dialogue platforms and adjust approaches as needed.						Districts (RGB to play an oversight and coordination role)
Output 5: Digital JADF coordination and reporting systems operational.	5.1 Conduct needs assessment for digital coordination and reporting of JADF activities.						RGB & RISA
	5.2 Design and deploy an integrated digital JADF coordination and reporting platform.						RGB
	5.3 Integrate the JADF system with existing government information systems where applicable.						RGB & RISA
	5.4 Digitize JADF records, reports, and coordination data.						RGB
	5.5 Train district staff and JADF members on use of the digital platform.						RGB
	5.6 Establish data governance, security, and system maintenance arrangements.						RGB

	5.7 Use system-generated analytics to support decision-making and oversight.						RGB
Output 6: Annual JADF performance assessments conducted and published.	6.1 Develop an annual JADF performance assessment framework and methodology.						RGB
	6.2 Define performance indicators, scoring criteria, and data sources.						RGB
	6.3 Collect and validate performance data from Districts and JADF structures.						RGB
	6.4 Analyse JADF performance against agreed benchmarks and targets.						RGB
	6.5 Prepare and publish annual JADF performance assessment reports.						RGB
	6.6 Disseminate findings to districts, stakeholders, and the public.						RGB
	6.7 Use assessment findings to inform corrective actions, capacity building, and policy adjustments.						RGB & Districts
Priority Area 6: Strengthening RGB Institutional Capacity							
Strategic Objective 6: Enhance RGB's institutional capacity through strengthened human capital, digital systems, organizational efficiency, and strategic partnerships.							
Outcome 6: A high-performing, well-coordinated, and digitally enabled RGB capable of supporting Rwanda's governance and service delivery transformation.							
Ooutputs 1: Strengthened functionality and coordination of JADF Structures.	1.1 Conduct a comprehensive institutional skills and capacity needs assessment across all RGB departments.						RGB & OPM
	1.2 Develop and implement a multi-year human capital development and training plan aligned with RGB strategic priorities.						Districts (RGB to play an oversight and coordination role)
	1.3 Design and roll out structured continuous professional development (CPD) programs for technical and leadership staff.						Districts (RGB to play an oversight and coordination role)
	1.4 Establish a talent management framework, including performance appraisal, career progression, and staff retention mechanisms.						Districts (RGB to play an oversight and coordination role)

	1.5 Develop and institutionalize a succession planning policy for key leadership and technical positions.						Districts (RGB to play an oversight and coordination role)
	1.6 Introduce mentorship, coaching, and knowledge-transfer programs across units.						Districts (RGB to play an oversight and coordination role)
	1.7 Strengthen performance management systems by linking individual performance targets to strategic outcomes.						Districts (RGB to play an oversight and coordination role)
	1.8 Periodically evaluate staff competency improvements and adjust training interventions accordingly.						
Output 2: Integrated Governance Management Information System (GMIS) deployed.	2.1 Conduct a functional and technical needs assessment for the Governance Management Information System (GMIS).						RGB, RISA & Development Partners
	2.2 Define system architecture, modules, and data standards aligned with RGB's core mandates and national ICT frameworks.						RGB & Development Partners
	2.3 Design, develop, and deploy the GMIS, integrating relevant RGB operational systems and databases.						RGB & Development Partners
	2.4 Ensure interoperability of GMIS with other government information systems where applicable.						RGB, RISA & Development Partners
	2.5 Develop user manuals, data governance protocols, and system security policies.						RGB & Development Partners
	2.6 Train staff and system administrators on GMIS usage, data entry, and reporting functionalities.						RGB & Development Partners
	2.7 Pilot the GMIS, refine based on feedback, and roll out institution-wide.						RGB & Development Partners
	2.8 Establish ongoing system maintenance, technical support, and upgrade mechanisms.						RGB & Development Partners

Output 3: Strategic partnerships and collaboration frameworks strengthened.	3.1 Map existing and potential strategic partners across public, private, civil society, and development sectors.						RGB
	3.2 Develop and adopt a strategic partnerships and collaboration framework aligned with RGB's mandate.						RGB
	3.3 Formalize partnerships through Memoranda of Understanding (MoUs) and cooperation agreements.						RGB
	3.4 Establish coordination mechanisms and joint working arrangements with key partners.						RGB
	3.5 Organize regular partnership coordination meetings, learning forums, and joint planning sessions.						RGB
	3.6 Document and disseminate good practices and lessons learned from partnerships.						RGB
	3.7 Review and update partnership frameworks periodically to ensure relevance and effectiveness.						RGB
Output 4: Institutional planning, monitoring, evaluation, and reporting systems improved.	4.1 Review and strengthen institutional planning and results-based management frameworks.						RGB
	4.2 Align RGB planning, M&E, and reporting systems with national frameworks (NST2, Vision 2050, Imihigo).						RGB
	4.3 Develop or update standardized planning, M&E, and reporting tools and guidelines.						RGB
	4.4 Integrate planning, M&E, and reporting functions within the GMIS.						RGB
	4.5 Build staff capacity in results-based planning, monitoring, evaluation, and learning (MEL).						RGB
	4.6 Institutionalize regular performance reviews, data quality assessments, and learning forums.						RGB

	4.7 Produce timely institutional performance, progress, and evaluation reports.						RGB
	4.8 Use monitoring and evaluation findings to inform management decisions, policy advice, and continuous improvement.						RGB

ANNEX 2

RESULTS MONITORING FRAMEWORK

Table 3: Results Monitoring Framework

Goal/Impact: National development is enabled by transformational governance					
Priority Area 1: Quality Service Delivery					
Strategic Objective 1: Build, enhance, and enforce quality service delivery across public, private, and civil society institutions through effective monitoring, policy advice, and accountability mechanisms.					
Outcome level					
Expected Outcome 1: Improved quality, responsiveness and accountability of service delivery across sectors.					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
% Of institutions compliant with service delivery standards	45%	2025: 55% 2026: 65% 2027: 75% 2028: 85%	≥ 90%	Approved Inspection & compliance reports	Annual
Citizen satisfaction with service delivery	Baseline index	+5% annually	+25%	Citizen Report Cards (CRCs)	Biennial
% Of service delivery complaints	Baseline volume	8% annually	40%	Grievance redress & CRC reports	Annual
Outcome level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: Harmonized and updated service delivery standards and guidelines disseminated.					
Number of sectors with harmonized standards		2025: 2 2026: 4 2027: 6 2028: All Priority Sectors	All Priority Sectors	Approved standards	Annual
% Of MDAs & LGs accessing standards	30%	15% Annually	100%	Dissemination reports, websites	Annual
Output 2: Regular institutional performance monitoring and evaluation reports produced					
Number of Institutional Performance Monitoring & Evaluation (M&E) Reports produced.	Ad-hoc	4 Institutional performance M&E Reports /year	Institutionalized culture of Performance Monitoring and Evaluation across all sectors	M&E Reports	Annual
% Of institutions assessed annually	40%	+15% annually	≥ 90%	Assessment records	Annual

Output 3: Policy briefs and actionable recommendations generated and tracked					
Number of policy briefs produced	Limited	6/year	≥30	Policy briefs	Annual
% Of recommendations implemented	20%	10% annually	≥ 70% Follow-up tracking matrices	Follow-up tracking matrices	Annual
Output 4: Functional citizen feedback and grievance redress mechanisms established					
% Of institutions with functional feedback mechanisms	50%	10% annually	≥ 90%	CRC & grievance reports	Annual
% Of grievances resolved within set timelines	45%	10% annually	≥ 85%	Grievance databases	Quarterly
Output 5: Strengthened coordination and collaboration among service delivery actors					
Functional coordination platforms	Limited	≥ 1 national + sector	Institutionalized	Meeting reports, MoUs	Annual
Joint actions implemented	Ad hoc	Increasing annually	Sustained	Joint action plans	Annual
Output 6: Compliance and accountability mechanisms enforced and publicly reported					
Compliance audits conducted	Limited	≥ 1 national + sector audits/year	Institutionalized	Compliance audit reports	Annual
% Of audit reports publicly disclosed	30%	+15% annually	100%	Published reports	Annual
Priority Area 2: Good Governance, Citizen Participation and Strategic Partnerships RGB Strategic Plan.					
Strategic Objective 2: Strengthen good governance and institutional performance, enhance citizen participation, and foster strategic partnerships to promote accountability, inclusiveness, and collaborative development across all sectors.					
Outcome 2: Strengthened governance systems characterized by increased citizen participation, transparency, accountability, and institutional performance.					
Outcome Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Governance and accountability performance index	Baseline index	+5% annually	≥ 25% improvement	Governance assessments, RGB reports.	Biennial
% of institutions demonstrating improved governance practices	50%	2025: 60% 2026: 70% 2027: 80% 2028: 85%	≥ 90%	Institutional performance reports.	Annual
Level of citizen participation in governance processes	Low-moderate	Incremental annual increase	High and sustained	Citizen participation surveys, CRCs.	Biennial

Output Level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: Governance frameworks and accountability mechanisms strengthened					
Number of governance frameworks reviewed/ strengthened	Few	2025: 2 2026: 4 2027: 6 2028: All priority frameworks	All priority frameworks strengthened	Approved frameworks, guidelines	Annual
% Of institutions applying accountability mechanisms	55%	8–10% annually	≥ 90%	Accountability assessment reports	Annual
Output 2: Functional citizen engagement platforms established at national and local levels					
Citizen engagement platforms operational	Fragmented	2025: National platform 2026: ≥ 10 LGs 2027: ≥ 20 LGs 2028: All LGs	National & all LG platforms functional	Platform records, CRC reports	Annual
% Of citizens aware of participation mechanisms	30%	10% annually	≥ 70%	Citizen surveys	Biennial
Output 3: Strategic partnerships with public, private, civil society, and development actors operationalized.					
Number of formal strategic partnerships	Ad hoc	2025: 8 2026: 12 2027: 16 2028: 18	≥ 20 partnerships	MoUs, partnership registers	Annual
Joint programmes implemented through partnerships	Limited	Increasing annually	Institutionalized	Joint programme reports	Annual
Output 4: Governance monitoring and evaluation systems institutionalized					
Governance M&E framework in place	Partial	2025: Framework developed 2026: Piloted 2027: Rolled out	Fully institutionalized	M&E frameworks, tools	Annual
% Of institutions reporting on governance performance	40%	+12–15% annually	≥ 90%	Governance M&E reports	Annual
Output 5: Governance performance reports regularly published and disseminated					
Number of governance performance reports published	Irregular	≥ 1 national + sector reports/year	Institutionalized annual reporting	Published reports	Annual
% of governance reports publicly accessible	35%	15% annually	100%	Websites, media records	Annual

Priority Area 3: Governance Research and Home-grown Solutions					
Strategic Objective 3: Strengthen governance research and promote home-grown solutions to generate high-quality evidence, inform policy, and support innovative, context-appropriate governance practices.					
Outcome 3: Enhanced research, documentation and increased application of Home-Grown Solutions in addressing governance and development challenges.					
Outcome Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
% Of governance policies/programmes informed by research evidence.	30%	8–10% annually.	≥ 70%	Policy review reports, RGB briefs.	Annual
Number of Home-Grown Solutions applied or scaled.	Limited	Progressive annual increase.	≥ 20 solutions applied	Programme reports, case studies.	Annual
Quality and relevance score of governance research outputs.	Baseline score	Gradual improvement.	High-quality rating sustained	Peer reviews, stakeholder feedback.	Biennial
Output Level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: National governance research agenda developed and implemented					
National governance research agenda in place.	No	2025: Agenda developed 2026-2029: Implemented & reviewed annually	Fully implemented	Approved research agenda, annual plans	Annual
% Of research activities aligned to the agenda	20%	15% annually	≥ 90%	Research plans & reports	Annual
Output 2: Governance studies, datasets, and analytical reports produced					
Number of governance studies conducted	Limited	≥ 5 studies/year	≥ 25 studies	Research reports	Annual
Number of governance datasets developed/ updated.	Fragmented	≥ 2 datasets/year	Comprehensive datasets available	Data repositories	Annual
Output 3: Home-grown governance solutions identified, documented, and validated					
Number of HGS identified and documented.	Few	≥ 4 solutions/year	≥ 20 documented solutions	Case studies, validation reports	Annual
% Of documented HGS validated by stakeholders.	30%	+15% annually	≥ 85%	Validation workshop reports	Annual
Output 4: Policy briefs derived from research findings disseminated and tracked					
Number of policy briefs produced	Limited	≥ 6 briefs/year	≥ 30 briefs	Published policy briefs.	Annual
% Of policy recommendations adopted or referenced	20%	10% annually	≥ 70%	Policy uptake tracking matrices.	Annual

Output 5: Knowledge-sharing and stakeholder engagement platforms operational					
Number of knowledge-sharing platforms/ forums operational	Ad hoc	≥ 2 platforms/year	Institutionalized platforms	Platform records, event reports	Annual
Number of stakeholders engaged through platforms	Limited	Increasing annually	Broad multi-stakeholder engagement	Participation records	Annual
Priority Area 4: Registration and Monitoring of CSOs, FBOs and Political Parties					
Strategic Objective 4: Facilitate establishment and strengthen governance of CSOs, FBOs, INGOs, and political parties through effective registration, legal oversight, and compliance enforcement.					
Outcome 4: A transparent, compliant, and accountable civil society, faith-based organisations and political organization landscape.					
Outcome Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
% Of registered entities compliant with legal and regulatory requirements	60%	7–8% annually	≥ 90% compliance	Compliance assessment reports, audit records	Annual
% Reduction in non-compliance and governance-related sanctions	Baseline established	Progressive reduction	≥ 50% reduction	Enforcement records, sanctions database	Annual
Stakeholder trust index in regulation of non-state actors	Moderate	Gradual improvement	High trust level sustained	Stakeholder surveys	Biennial
Output Level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: Improved compliance with legal and regulatory frameworks					
% Of CSOs, FBOs, INGOs, and political parties meeting statutory obligations	60%	8% annually	≥ 90%	Compliance monitoring reports	Annual
Number of compliance inspections conducted	Ad hoc	≥ 400 inspections/year	Routine inspections institutionalized	Inspection reports	Quarterly
Output 2: Strengthened internal governance systems of regulated entities					
% Of entities with functional internal governance structures	50%	10% annually	≥ 90%	Governance assessment reports	Annual
Number of governance capacity-building initiatives conducted	Limited	≥ 6 sessions/year	Sustained capacity-building programme	Training reports	Annual
Output 3: Streamlined and decentralized registration and monitoring processes					
Average time required for registration.	30 days	Reduced annually	≤ 10 working days	Registration system records	Annual
% Of services decentralized to sub-national levels.	30%	15% annually	≥ 80%	Service delivery reports	Annual

Output 4: Modernized digital registration and compliance tracking systems					
Integrated digital registration & compliance system operational	Partial	System upgraded annually	Fully functional, interoperable system	System reports, ICT audits	Annual
% of entities using online platforms for registration/compliance	40%	12% annually	≥ 95%	System usage analytics	Quarterly
Output 5: Institutionalized dialogue and engagement platforms with non-state actors					
Number of structured dialogue platforms operational	Ad hoc	≥ 2 platforms/year	Institutionalized engagement mechanisms	Forum reports, meeting minutes	Annual
% Of stakeholder issues resolved through dialogue	35%	10% annually	≥ 80%	Issue-tracking matrices	Annual
Priority Area 5: Oversight and Monitoring of JADF Mechanisms					
Strategic Objective 4: Facilitate establishment and strengthen governance of CSOs, FBOs, INGOs, and political parties through effective registration, legal oversight, and compliance enforcement.					
Outcome 5: Strengthened coordination, accountability, and effectiveness of district development priorities.					
Outcome Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
% Of district development priorities coordinated through JADF	55%	8–10% annually	≥ 90%	District development & JADF reports	Annual
% Of JADF-supported interventions meeting planned objectives	60%	+7–8% annually	≥ 90%	Performance review reports	Annual
Stakeholder satisfaction with JADF coordination and accountability	Moderate	Gradual improvement	High satisfaction	Stakeholder surveys	Biennial
Output Level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: Strengthened functionality and coordination of JADF structures					
% Of districts with fully functional JADF structures	65%	7% annually	≥ 95%	JADF functionality assess-ments	Annual
Number of coordination meetings held per district per year	Irregular	≥ 4 meetings/year	Regular quarterly meetings	Meeting minutes	Quarterly
Output 2: Increased multi-stakeholder participation in JADF planning and monitoring processes					
% Of non-state actors actively participating in JADF	50%	8–10% annually	≥ 85%	Attendance records	Annual
Gender and youth representation in JADF forums	Uneven	Progressive improvement	Balanced representation achieved	Participation analyses	Annual

Output 3: Standardized JADF monitoring, reporting, and oversight tools deployed					
Standard JADF M&E and reporting tools developed	Partial	2025: Tools finalized	Tools fully deployed nationwide	Approved toolkits	Annual
% of districts using standardized tools	40%	15% annually	≥ 95%	Usage reports	Annual
Output 4: Regular and inclusive JADF dialogue platforms institutionalized					
Number of inclusive JADF dialogue forums conducted.	Ad hoc	≥ 2 forums/year/district	Institutionalized platforms	Forum reports	Annual
% of dialogue recommendations integrated into district plans.	30%	10% annually	≥ 80%	Planning documents, follow-up matrices	Annual
Output 5: Digital JADF coordination and reporting systems operational					
Digital JADF coordination platform developed.	Not available	2025: System developed	Fully operational & interoperable	System reports	Annual
% of districts submitting JADF reports digitally.	20%	15% annually	≥ 95%	System analytics	Quarterly
Output 6: Annual JADF performance assessments conducted and published					
Number of JADF performance assessment reports produced	Irregular	1 national report/year	5 published reports	Published assessment reports	Annual
% of districts receiving feedback and corrective actions.	40%	15% annually	≥ 95%	Feedback and action-tracking reports	Annual
Priority Area 6: Strengthening RGB Institutional Capacity					
Strategic Objective 6: Enhance RGB's institutional capacity through strengthened human capital, digital systems, organizational efficiency, and strategic partnerships.					
Outcome 6: A high-performing, well-coordinated, and digitally enabled RGB capable of supporting Rwanda's governance and service delivery transformation					
Outcome Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Institutional performance score (OPM/ organizational assessment).	Moderate	Progressive annual improvement	High-performance rating	Performance assessments	Annual
% of RGB processes automated or digitized.	40%	12% annually	≥ 90%	GMIS/system reports	Annual
Staff satisfaction and engagement index.	Moderate	Gradual improvement	High satisfaction sustained	Staff surveys	Biennial

Output level					
Indicators	**Baseline (2024)**	**Annual Targets**	**2029 Target**	**Means of Verification**	**Reporting Frequency**
Output 1: Enhanced staff competencies, talent management, and succession planning					
% of staff meeting required competency standards	55%	10% annually	≥ 90%	HR assessments, training records	Annual
Comprehensive talent management & succession plan in place	No	2025: Plan developed	Fully implemented	Approved HR strategy	Annual
Average training days per staff per year	3 days	≥ 5 days annually	Sustained capacity development	Training reports	Annual
Output 2: Integrated Governance Management Information System (GMIS) deployed					
GMIS developed and operational	Fragmented systems	2025–2026: GMIS developed	Fully integrated & interoperable	System audit reports	Annual
% of core RGB functions integrated into GMIS	30%	15% annually	≥ 95%	GMIS usage analytics	Quarterly
Data quality and timeliness score	Moderate	Continuous improvement	High reliability	Data quality assessments	Annual
Output 3: Strategic partnerships and collaboration frameworks strengthened					
Number of active strategic partnerships	Limited	Robust partnership portfolio	MoUs, partnership reports	Annual	Annual
% of partnerships delivering planned outcomes	40%	≥ 85%	Partnership performance reviews	Annual	Quarterly
Output 4: Institutional planning, monitoring, evaluation, and reporting systems improved					
Integrated planning, M&E, and reporting framework in use	Partial	Framework strengthened annually	Fully institutionalized	Planning & M&E manuals	Annual
% of strategic plan indicators regularly reported on time	60%	8–10% annually	≥ 95%	M&E reports, dashboards	Quarterly
Use of evidence in management decisions	Ad hoc	Increased annually	Evidence-driven culture	Management minutes	Annual

ANNEX 3

TABLE 4:
BUDGET ESTIMATES

Priority Area	Key Cost Drivers	Estimated costs (Frw}	Funding Source
Service Delivery	1.1 Developing Harmonized and updated service delivery standards and disseminating their guidelines	235,000,000	GoR, DPs
	1.2 Producing regular institutional performance monitoring and evaluation reports	225,000,000	GoR, DPs
	1.3 Generating and tracking Policy briefs and actionable recommendations	195,000,000	GoR, DPs
	1.4 Establishing functional citizen feedback and grievance redress mechanisms.	240,000,000	GoR, DPs
	1.5 Strengthening coordination and collaboration among service delivery actors.	185,000,000	GoR, DPs
	1.6 Enforcing and publicly reporting compliance and accountability mechanisms.	230,000,000	GoR, DPs
Sub-Total 1		**1,310,000,000**	
2.Good Governance, Citizen Participation and Strategic Partnerships	2.1 Strengthening governance frameworks and accountability mechanisms.	185,000,000	GoR, DPs
	2.2 Establishing functional citizen engagement platforms at national and local levels.	240,000,000	GoR, DPs
	2.3 Operationalizing strategic partnerships with public, private, civil society, and development actors.	175,000,000	GoR, DPs
	2.4 Institutionalizing governance monitoring and evaluation systems.	GoR, DPs	GoR, DPs
	2.5 Regular publishing and disseminating governance performance reports.	205,000,000	GoR, DPs
	2.5 Regular publishing and disseminating governance performance reports.	190,000,000	59.7%
Sub-Total 2		**995,000,000**	
3. Governance Research and Home-grown Solutions	3.1 Developing and implementing a national governance research agenda.	160,000,000	GoR, DPs
	3.2 Developing and implementing a national governance research agenda.	250,000,000	GoR,DPs
	3.3 Identifying and validating Home-grown governance solutions.	220,000,000	GoR,DPs
	3.4 Disseminating and tracking policy briefs derived from research findings.	160,000,000	GoR,DPs
	3.5 Operationalizing Knowledge-sharing and stakeholder engagement platforms.	205,000,000	GoR,DPs
Sub-Total 3		**160,000,000**	
4. Registration and Monitoring of CSOs, FBOs and Political Parties Activities.	4.1 Compliance with legal and regulatory frameworks.	240,000,000	GoR,DPs
	4.2 Strengthening internal governance systems of regulated entities.	205,000,000	GoR, DPs
	4.3 Streamlining and decentralizing registration and monitoring processes.	165,000,000	GoR, DPs
	4.4 Modernizing digital registration and compliance tracking systems.	530,000,000	GoR,DPs
	4.5 Institutionalizing dialogue and engagement platforms with non-state actors.	140,000,000	GoR, DPs

Priority Area	Key Cost Drivers	Estimated costs (Frw}	Funding Source
Sub-Total 4		**1,280,000,000**	
5. Oversight and Monitoring of JADF Mechanisms	5.1 Functionality and coordination of JADF Structures.	260,000,000	GoR, DPs
	5.2 Increasing multi-stakeholder participation in JADF planning and monitoring processes.	180,000,000	GoR, DPs
	5.3 Deploying Standardized JADF monitoring, reporting, and oversight tools.	210,000,000	GoR, DPs
	5. 4 Deploying institutionalizing Regular and Inclusive DJAF dialogue platforms.	165,000,000	GoR, DPs
	5.5 Operationalizing Digital JADF coordination and reporting systems.	460,000,000	GoR, DPs
	5.6 Operationalizing Digital JADF coordination and reporting systems.	150,000,000	GoR, DPs
Sub-Total 5		**1,425,000,000**	
6. Strengthening RGB Institutional Capacity.	6.1 Enhancing staff competencies, talent management, and succession planning.	285,000,000	GoR, DPs
	6.2 Deploying Integrated Governance Management Information System (GMIS).	600,000,000	GoR, DPs
	6.3 Strengthening strategic partnerships and collaboration frameworks.	160,000,000	GoR, DPs
	6.4 Improving Institutional planning, monitoring, evaluation, and reporting.	250,000,000	GoR, DPs
Sub-Total 6		**1,295,000,000**	
Grand Total		**7,300,000,000**	

Summary of Cost estimates per Priority Area

Priority Area	Estimated Cost (Frw)
1. Service Delivery	1,310,000,000
2. Good Governance, Citizen Participation and Strategic Partnerships	995,000,000
3. Governance Research and Home-grown Solutions	995,000,000
4. Registration and Monitoring of CSOs, FBOs and Political Parties Activities.	1,280,000,000
5. Oversight and Monitoring of JADF Mechanisms.	1,425,000,000
6. Strengthening RGB Institutional Capacity.	1,295,000,000
TOTAL	**7,300,000,000**

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