



# JADF PERFORMANCE

## ASSESSMENT REPORT 2018-2023



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## List of Acronyms

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- CSOs:** Civil Society Organisations
  - DDSs:** District Development Strategies
  - EICV:** Integrated Household Living Conditions Survey
  - FBOs:** Faith Based Organisations
  - GA:** General Assembly
  - GOR:** The Government of Rwanda
  - INGOs:** International Non-Governmental Organisations
  - JADF:** Joint Action for Development
  - KIIs:** Key informants interviews
  - NNGOs:** National Non-Governmental Organisations
  - NST1:** National Strategy for Transformation 1
  - PADEC:** Projet d'Appui au Développement Communautaire
  - PM:** Prime Minister
  - RDHS:** Rwanda Demographic and Health Survey
  - RGB:** Rwanda Governance Board
  - SNV:** SNV Netherlands Development Organisation
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## Preface

I am pleased to present the report of the Assessment of Joint Action Development Forum (JADF). In collaboration of Imbutu Foundation RGB conduct the assessment to examine the performance of JADF in relation to its mandate.

JADF is expected to build synergy among stakeholders through joint planning, implementation, and monitoring and evaluation. It also promotes mutual accountability and efficiency in the pursuance of District development.

JADF as a delivery mechanism enhances transparency and accountability. Mutual accountability happens when stakeholders work together for common purpose and this togetherness promotes a culture of trust and transparency and ultimately helps to achieve more with less.

Rwanda Governance Board conducted this assessment to examine the efficiency and effectiveness of JADF with focus on the functioning of JADF organs, the level of participation in the elaboration and implementation of imihigo by JADF members, monitoring of the implementation of DDS by JADF, the level of cooperation and coordination between the public sector, private sector and CSOs to deliver on NST1 at district level.

The findings highlight gaps identified in the functioning of JADF that need to be addressed and recommendations were provided to help JADF to enhance the functioning and deliver efficiently to its mandate.

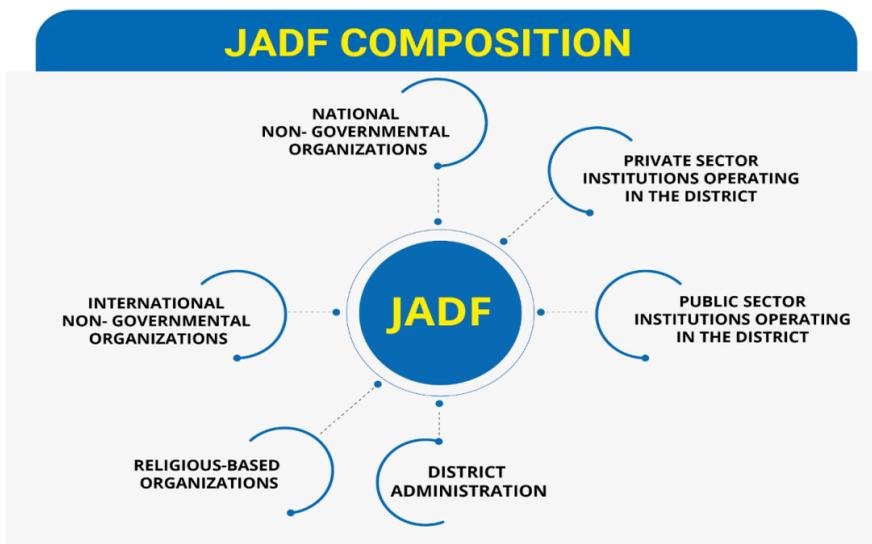
I take this opportunity to thank all partners and stakeholders who facilitated RGB research team in data collection throughout the assessment. I also thank the Imbutu Foundation which supported the assessment. I have no doubt that this report will help all concerned stakeholders to strengthen JADF mechanism to effectively attain the required level of efficiency in delivery.

**Dr. Picard Uwicyeza Doris**  
**Chief Executive Officer, RGB**



# 1. INTRODUCTION

In 2000 when the government of Rwanda introduced decentralisation policy, the idea of joint action had already been introduced by a community development programme (Projet d'Appui au Développement Communautaire (PADEC) in the then Gitarama prefecture<sup>1</sup>. Between 2000 and 2002, the prefecture with the support of SNV established the framework to coordinate interventions of all players including district, civil society and Faith Based Organisations. This framework was also aimed at promoting accountability and dialogue among development actors for efficiency. This framework was later named joint action development forum which held its initial meeting at the end of 2000. The Ministry in charge of local government appreciated JADF experience in Gitarama prefecture and decided to scale it to other prefectures as one of the key mechanisms for implementing decentralisation, which was adopted as framework for joint delivery in May 2002<sup>2</sup>. The Government of Rwanda (GOR) first adopted the Joint Action Development Forum (JADF) through Cabinet decision of 11th April, 2007. Presently, JADF is governed by the Prime Minister's instructions no003/03 of 03/07/2015 establishing the Joint Action Development Forum and determining its responsibilities, organization and functioning. The instructions entrust JADF with the mission of ensuring sustainable socio-economic development and improved service delivery through: dialogue, active participation, accountability, information sharing and coordination of stakeholders' interventions in decentralized entities. At the district level, JADF is composed of the categories of members indicated in the figure below.



1. SNV, Joint Action Development Forum in Rwanda; Experiences and lessons learned; September 2009.

2. Ibidem

The Rwanda Governance Board (RGB) is mandated to coordinate and follow up JADF activities. The organs of JADF are: The General Assembly, the Executive Committee and the Secretariat. The General Assembly is composed of all representatives of stakeholders operating in a specific district namely; International non-governmental organisations, national non-governmental organisations, faith-based organisations, District administration, public sector institutions operating in the district, private sector organisations operating in the district.

The leadership of JADF is democratic where all members have equal rights to be elected to chair JADF committee or to any other position in the committee. The general assembly is the supreme organ of JADF that ensures alignment with District development strategy, mutual accountability, monitoring and evaluation. The Executive Committee of JADF at District level is charged with coordination, promotion of the culture of consultations among District authorities, public and private sectors and citizen representatives during preparation of district development Plans and to ensure efficiency in delivery. The District JADF Secretariat is focal point for all day-to-day operations of JADF at the district and acts as the rapporteur of the General assembly and Executive Committee meetings.

For efficiency and effectiveness, the JADF General Assembly sets up thematic Commissions at the District level entrusted with planning, monitoring and evaluation of JADF activities. There are three commissions namely: Economic, Social and Governance; and these are aligned with the NSTI pillars and the district council commissions. The PM instructions provide for statutory meetings at different levels (national, province and district) and reporting of JADF activities. The National JADF Stakeholders' Consultative Forum and the Provincial or City of Kigali JADF Consultative Forum take place once a year. The district JADF General Assembly meetings are held twice a year, while the Executive Committee meetings are convened every quarter which means four meetings per year. JADF at District level submits quarterly reports of JADF activities to the RGB as national JADF coordination institution and the reports reflect the agreed annual action plan.

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## 2. RATIONALE

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The national strategy for transformation commits to strengthening the functioning of clusters, sector working groups and JADF to enhance coordination in the planning and implementation of socio-economic development Programs. NST1 gives JADF the responsibilities of participating in the elaboration and implementation of imihigo, monitor the implementation of District Development Strategies (DDSs), promote cooperation between the public sector, Private sector and civil society to deliver on NST1 at district level<sup>3</sup>.

The law n°56/2016 of 16/12/2016 establishing the Rwanda Governance Board and determining its mission, organisation and functioning mandates RGB to coordinate and follow up the JADF activities.

Effective and efficient performance of JADF is paramount for meaningful contribution to social economic development of citizens and the achievement of NST1 targets. In this context, RGB, in partnership with Imbutu Foundation, conducted an assessment on the performance of JADF for the last five years from 2018 to 2023.

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3. National Strategy for Transformation, page 31



## 3. ASSESSMENT OBJECTIVES

The overall objective of the study was to assess the performance of JADF in relation to its mandate. Specifically, the study intended to:

- ▶ Assess the functioning of JADF organs Examine the level of participation in the elaboration and implementation of imihigo by JADF members;
  - ▶ Assess the monitoring of the implementation of DDS by JADF
  - ▶ Examine the level of cooperation and coordination between the public sector, private sector and CSOs to deliver on NST1 at district level.
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## 4. METHODOLOGY

The study used both quantitative and qualitative approaches to gauge the level of appreciation of different stakeholders on the performance of JADF mechanism. Primary data were collected from JADF members operating in the fifteen sampled districts. Respondents were drawn from International non-governmental organisations, national non-governmental organisations, faith-based organisations, district administration, public sector institutions and private sector organisations operating in a district. Secondary data were collected by reviewing relevant documents.

### 4.1. Assessment scope

This assessment was conducted in 15 districts and covered a period of five years (2018-2023). Three districts were selected from each province where districts were chosen based on the performance in Imihigo in the last five years; that is to say good performance, medium performance and poor performance. In the City of Kigali, the performance of JADF in all the three districts was assessed.

### 4.2. Sampling strategy

The population of the study was composed of JADF members representing International non-governmental organisations, national non-governmental organisations, faith-based organisations, district administration, public sector institutions and private sector organisations operating in the district.

The total population of JADF members in the 30 districts was 3881, with equal likelihood of being selected. Based on the above information, the overall sample size was provided by the formula below:

$$n = \frac{NZ^2p(1-p)}{e^2(N-1) + z^2p(1-p)}$$

Where N represents the total population size from all 30 districts

P is the estimated proportion of an attribute that is present in the population. In this case, we used p=50%. This calculation is based on the Normal distribution.

Z is the value that specifies the level of desired confidence in the confidence interval, Typical level of confidence for this survey is 99%, in which case Z is set to 2.575 and the margin of error e=5%. The strata were formulated on the basis of category of JADF members and stratified sampling method was applied where each category of JADF was considered as stratum. The true weight of stratum i as  $W_i = N_i/N$

That is, the weight of stratum i is equal to the proportion of the size of stratum i in the whole population. The total sample size n, is divided into subsamples from each of the stratum. The sample  $n_i$  in stratum i, and  $n_1 + n_2 + \dots + n_n = n$ , the sampling fraction is defined in stratum i as

$$f_i = n_i/N_i.$$

Therefore, the sample size was 544 distributed in the 15 sampled districts as follows:

**Table 1: Sample size and distribution for the category of citizens**

DISTRICT	NNGOS	INGOS	FBOS	PUBLIC INSTITUTIONS	PRIVATE INSTITUTIONS	TOTAL
Burera	7	10	9	2	11	39
Musanze	13	9	18	6	3	49
Rulindo	6	7	7	2	2	24
Huye	13	6	14	3	3	39
Nyamagabe	11	10	9	2	9	41
Nyanza	13	5	9	2	4	33
Kayonza	9	6	2	2	1	20
Rwamagana	6	5	5	2	7	25
Bugesera	8	10	16	1	2	37
Nyabihu	6	6	12	2	2	28
Nyamasheke	7	6	9	3	1	26
Rusizi	4	8	7	4	5	28
Gasabo	9	11	4	3	3	30
Kicukiro	17	6	28	1	19	71
Nyarugenge	16	5	17	2	14	54
Total	145	110	166	37	86	544

Source: Data collected by RGB, 2024.

### 4.3. Data collection methods

Data collection involved both primary data and secondary data. Primary data was called through survey, observation, KIIs and desk review. Quantitative data was collected using closed ended questionnaire and observation checklist while qualitative data was collected using interview guide. Secondary data collection was done by reviewing relevant documents.

### 4.4. Data analysis methods

Data analysis was conducted using mixed method approach of triangulation. For quantitative data, data cleaning was applied on numerical variables, where descriptive statistical analysis generated, numbers and percentages, tables and graphs, while qualitative data analysis was conducted using thematic analysis method.



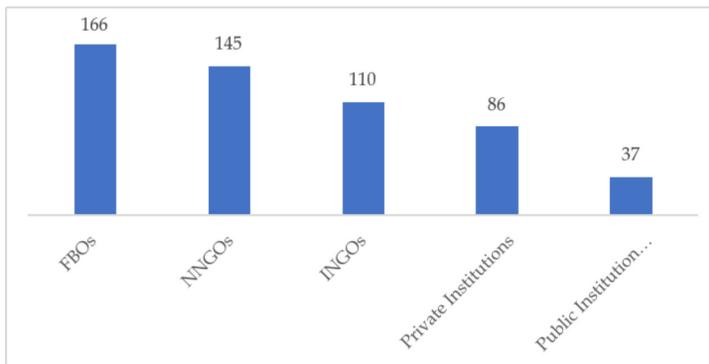
## 5. FINDINGS AND DISCUSSIONS

This section presents findings and discussion on the performance of JADF in the five categories of its members namely: International non-governmental organisations, National non-governmental organisations, public institutions, private institutions and Faith based organisation.

### 5.1. Description of respondents

This part presents disaggregated data on JADF members by organization type, membership, thematic commissions and areas of interventions as highlighted in the following tables.

**Figure 1: Number of sampled JADF members by categories**



Source: Data collected by RGB, 2024.

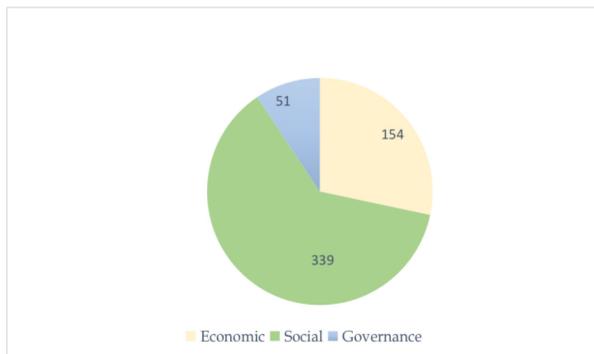
Faith based organisations represent highest rate (30.5%) of sampled JADF members. National Non-Governmental Organisations covered 26.7% while public institutions operating in districts are the least represented with the rate of 6.8%.

**Table 2: Distribution of JADF members by years of membership**

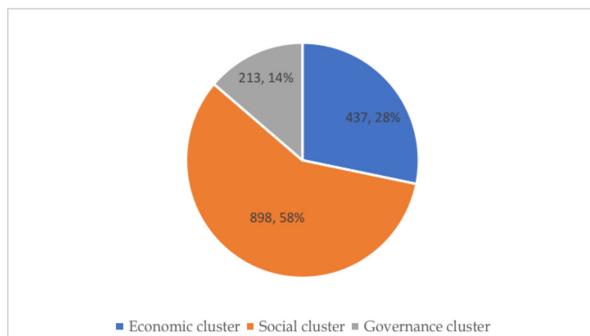
CATEGORY OF JADF MEMBERS	1 YEAR	2 YEARS	3 YEARS	4 YEARS	5 YEARS	OVER 5 YEARS	DON'T KNOW	TOTAL
NNGOs	3	3	8	4	6	121	0	145
INGOs	2	10	10	6	2	79	1	110
FBOs	4	6	3	4	9	131	9	166
Public Institutions	1	0	0	0	2	33	1	37
Private institutions	3	7	3	2	2	50	19	86
<b>Total</b>	<b>13</b>	<b>26</b>	<b>24</b>	<b>16</b>	<b>21</b>	<b>414</b>	<b>30</b>	<b>544</b>

Source: Data collected by RGB, 2024.

The data above indicate that over 76% of sampled organisations have been JADF members for at least 5 years while 2.4% have been JADF members for only one year. This demonstrates that the majority of respondents have enough experience with the functioning of JADF.

**Figure 2: Number of JADF members by thematic commission**

Source: Data collected by RGB, 2024.

**Figure 3: Number of interventions by cluster**

Source: Data collected by RGB, 2024.

**Table 3: Number of JADF members by sectors of intervention**

SECTOR OF INTERVENTION PER CLUSTER	NUMBER OF JADF MEMBERS					TOTAL
	NNGOS	INGOS	FBOS	PUBLIC	PRIVATE	
<b>Economic cluster</b>	<b>128</b>	<b>105</b>	<b>99</b>	<b>20</b>	<b>85</b>	<b>437</b>
Agriculture	46	34	26	3	25	134
Energy	5	3	1	9	3	21
Private sector development and youth empowerment	35	21	33	2	16	107
Urbanization and rural settlements	4	6	13	0	6	29
Transport	0	0	0	0	2	2
Environment and natural resources	19	15	9	0	8	51
Financial sector development	15	15	10	3	19	62
ICT	4	11	7	3	6	31
<b>Social cluster</b>	<b>244</b>	<b>182</b>	<b>385</b>	<b>30</b>	<b>57</b>	<b>898</b>
Health	79	49	102	13	20	263
Education	62	61	106	4	9	242
Social protection	88	52	153	7	26	326
Water and sanitation	15	20	24	6	2	67
<b>Governance cluster</b>	<b>67</b>	<b>29</b>	<b>103</b>	<b>5</b>	<b>9</b>	<b>213</b>
Decentralisation and governance	20	7	33	2	2	64
Justice, reconciliation, law, and order	25	7	23	0	1	56
Public Finance Management	2	1	5	1	2	11
Sport and culture	20	14	42	2	4	82

Source: Data collected by RGB, 2024.

Given the above findings, 62.3% of the sampled JADF members have their interventions in the social transformation area, 28.3% are in the economic transformation and the remaining 9.4% are in the transformational governance.

Although, social transformation sector has a big number of actors across the districts, the corresponding impact remains relatively low based on findings from other studies such as the EICV VI, RDHS 2020, Early Childhood Development Scorecard and the Citizens Report Card 2023.

## 5.2. Functioning of JADF organs

JADF is composed of three organs namely, General Assembly, Executive committee and secretariat.

The general assembly is the supreme organ of JADF and has the overall responsibility of coordination to ensure alignment with District development strategy, mutual accountability, monitoring and evaluation. For efficiency and effectiveness, the JADF General Assembly sets up thematic Commissions at the District level entrusted with planning, monitoring and evaluation of JADF activities. There are three commissions namely: Economic, Social and Governance and these are aligned with the district council commissions.

The Executive Committee of JADF at the District level is comprised of the following members: The Chairperson; the Vice Chairperson; the Treasurer; the District JADF Secretary and Chairpersons of Thematic Commissions. The Executive Committee of JADF at District level is charged with coordination, promotion of the culture of consultations among District authorities, public and private sectors and citizen representatives during preparation of district development Plans and to ensure efficiency in delivery.

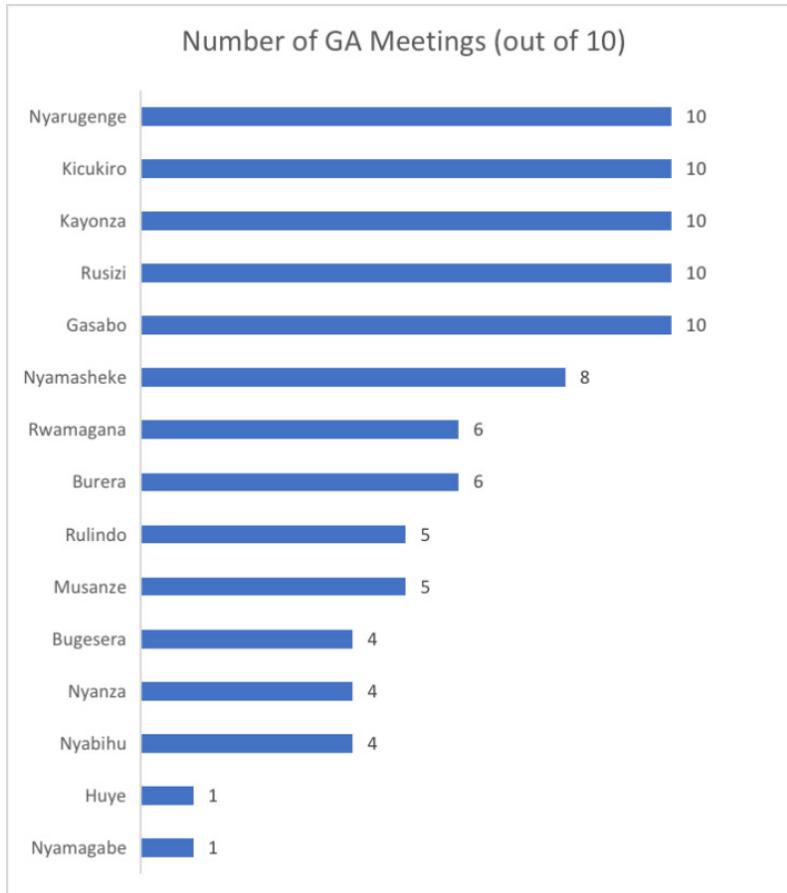
The District JADF Secretariat is composed of the JADF Secretary and other employees that could be hired depending on the need, in accordance with the relevant regulations. The District JADF Secretary is the rapporteur of the General assembly and Executive Committee meetings and the day-to-day operations of JADF.

The Prime Minister instructions provide for statutory meetings at different levels (national, province and district). National JADF Stakeholders' Consultative Forum as well as the Provincial or City of Kigali JADF Consultative Forum take place once a year. The district JADF General Assembly meetings are held at least twice a year, while the Executive Committee meetings are convened every quarter which means four meetings per year.

The following sections describe the findings of the functioning of JADF organs at district level.

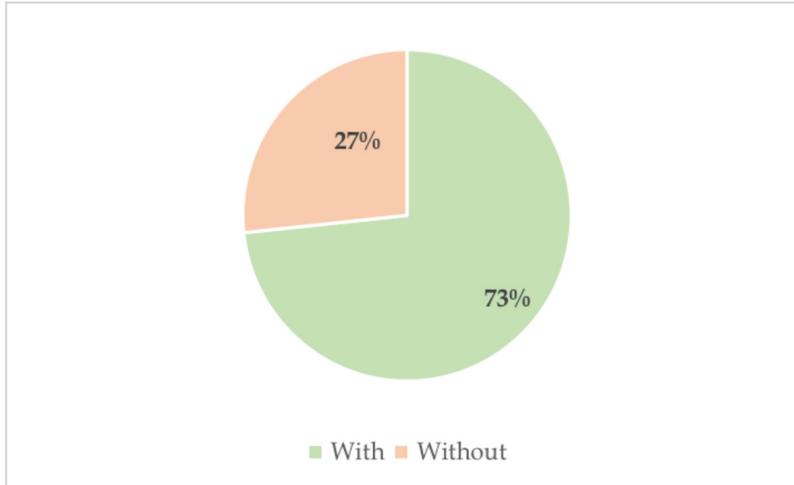
### 5.2.1. Functioning of JADF Organs

Figure 4: Number of JADF General Assembly meetings held from 2018 – 2023



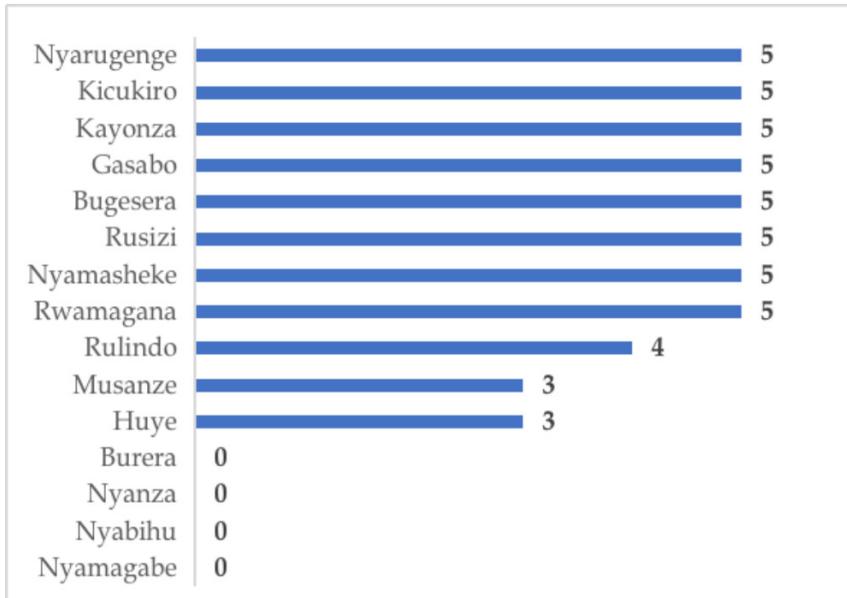
Source: Data collected by RGB, 2024.

The Prime Minister's instructions establishing the Joint Action Development Forum and determining its responsibilities, organisation and functioning provide that JADF General Assembly meetings are required to be held twice a year which means ten in five years. The figure above shows that only five out of the fifteen districts (33.3%) held the required ten meetings.

**Figure 5: Status of approval of JADF internal rules and regulations by GA**

Source: Data collected by RGB, 2024.

The figure above indicates that 73% of the assessed districts approved their JADF internal rules and regulations that define the functioning of JADF including thematic commissions.

**Figure 6: Status of approval of JADF action plan and budget by GA in five years**

Source: Data collected by RGB, 2024.

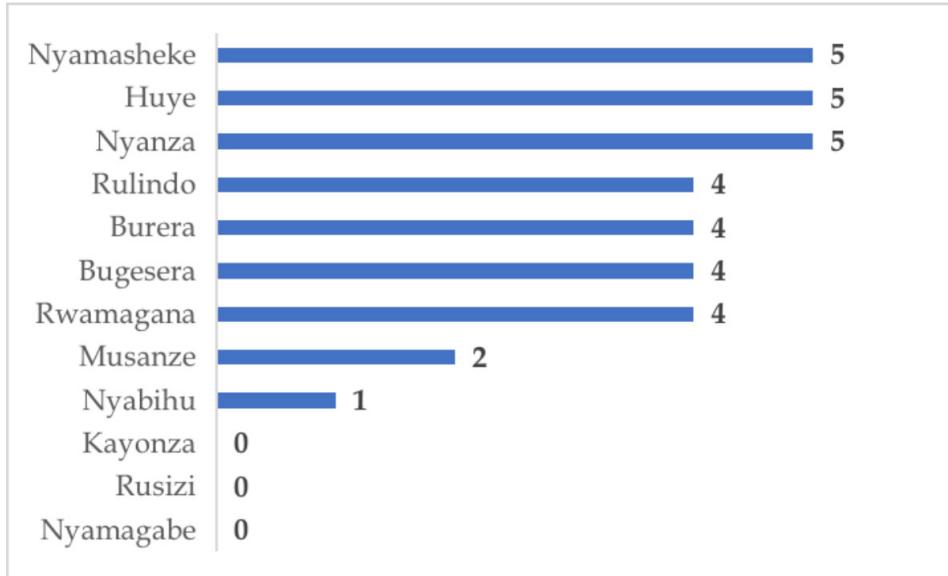
The figure above shows that eight out of fifteen (53.3%) assessed districts had the required JADF annual action plan and budget approved while four (26.7%) districts did not have any approved JADF annual action plan and budget. Lack of approved action plan and budget compromises effectiveness and efficiency in the functioning of JADF. In this regard, it indicates that JADF General Assembly does not fulfil its responsibility.

**Table 4: Status of approval of JADF Executive Committee reports in five years by GA**

S/N	Districts	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total /20
1	Gasabo	4	4	4	4	4	20
2	Nyarugenge	4	4	4	4	4	20
3	Kicukiro	4	3	3	4	4	18
4	Huye	2	3	4	4	4	17
5	Rulindo	2	3	4	4	4	17
6	Nyanza	3	3	2	4	4	16
7	Rusizi	2	3	3	4	4	16
8	Rwamagana	1	3	3	4	5	16
9	Burera	2	3	1	4	4	14
10	Bugesera	0	3	2	4	4	13
11	Musanze	2	3	1	4	3	13
12	Kayonza	0	0	3	4	4	11
13	Nyabihu	1	3	1	4	2	11
14	Nyamagabe	0	3	2	2	3	10
15	Nyamasheke	1	3	2	2	1	9

Source: Data collected by RGB, 2024.

As shown in the table above, only two out of fifteen (13.3%) districts had the required approved reports. Failure to comply with reporting requirement may affect the effective functioning of JADF and consequently the achievement of JADF objectives.

**Figure 7: Status of GA reports submission to district council**

Source: Data collected by RGB, 2024.

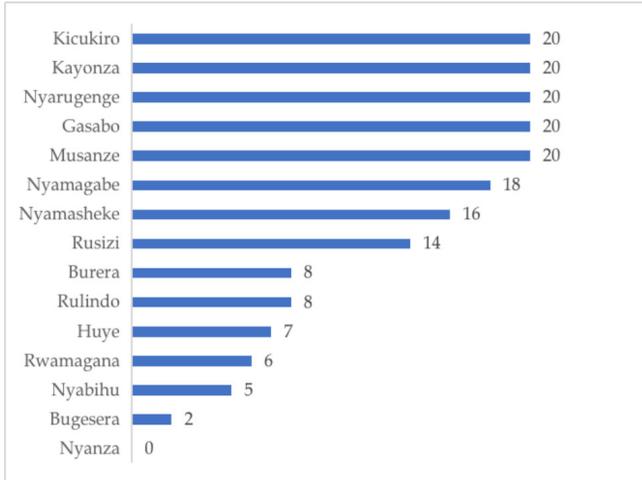
The figure above shows that only three out of twelve (25%) assessed districts submitted JADF General assembly resolutions to district council as required by the Prime Minister instructions while three (25%) districts did not submit any resolutions in a period of five years. Failure to submit General Assembly resolutions to the district council does not allow them to be aware of JADF activities so as to monitor and support their implementation. Since the reform of the City of Kigali administrative structure, the three districts of the City of Kigali lost legal personality and do not have district councils.

**Table 5: Number of GA resolutions adopted and implemented from 2018-2023**

Districts	NUMBER OF RESOLUTIONS ADOPTED	NUMBER OF RESOLUTIONS IMPLEMENTED	LEVEL OF IMPLEMENTATION
Rulindo	48	47	97.92%
Nyamasheke	73	63	86.30%
Musanze	29	22	75.86%
Gasabo	86	47	54.65%
Rwamagana	12	5	41.67%
Kicukiro	45	6	13.33%
Nyarugenge	35	0	0.00%
Burera	46	0	0.00%
Nyamagabe	0	0	0.00%
Huye	8	0	0.00%
Kayanza	0	0	0.00%
Rusizi	87	0	0.00%
Bugesera	15	0	0.00%
Nyabihu	0	0	0.00%
Nyanza	15	0	0.00%

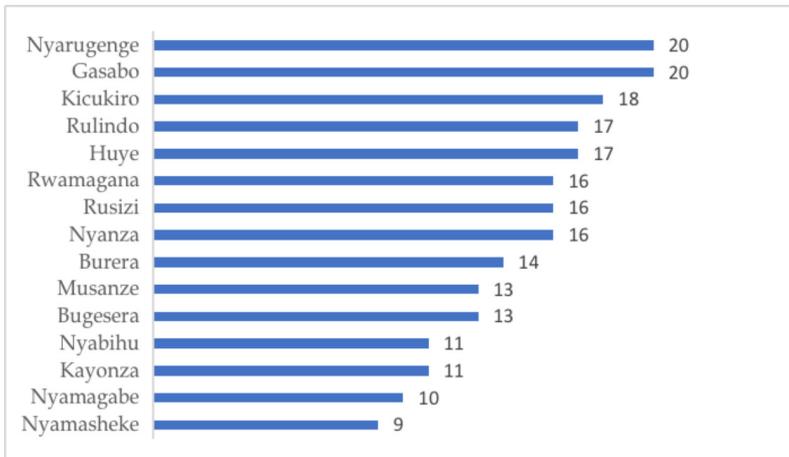
Source: Data collected by RGB, 2024.

As shown in the table above, only three (Rulindo, Nyamasheke and Musanze) districts implemented JADF General Assembly resolutions at a rate of over 75% while 60% did not implement any resolution in a period of five years. If resolutions taken are not implemented, the performance of JADF is seriously affected.

**Figure 8: Number of JADF Executive Committee meetings from 2018-2023**

Source: Data collected by RGB, 2024.

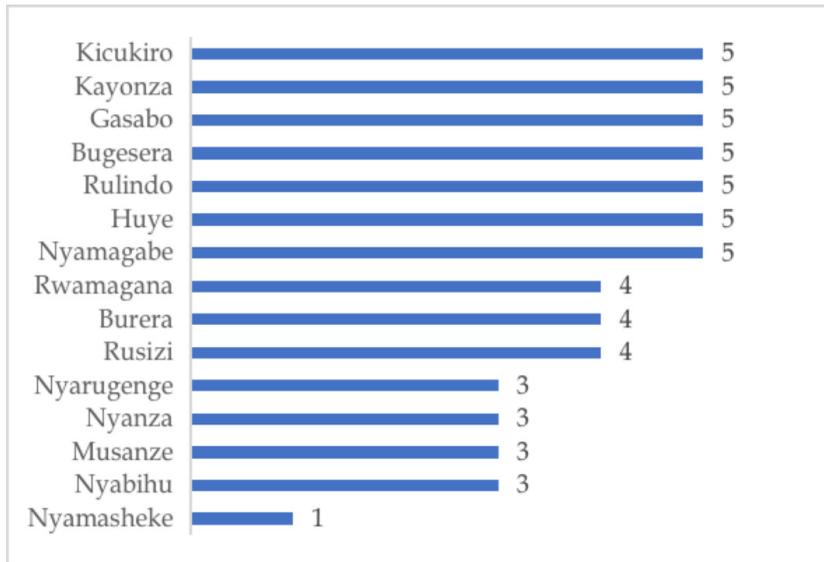
The instructions provide that JADF Executive Committee meetings are held quarterly implying twenty meetings in five years. Only five out of the fifteen districts (33.3%) held all the required twenty meetings. In addition, there is no feedback to JADF members on the submitted reports.

**Figure 9: Status of the monitoring of stakeholders' activities by JADF secretariat in five years**

Source: Data collected by RGB, 2024.

According to the Prime Minister instructions, one of the responsibilities of JADF secretariat is to monitor stakeholders' interventions. The figure above indicates that only two (Nyarugenge and Gasabo) out of fifteen (13.3%) assessed districts monitored stakeholders' activities every year in a period of five years. Failure to systematically monitor stakeholders' interventions may lead to ineffectiveness in the achievement of planned targets, limit mutual accountability among JADF members and reduce the level of impact.

**Figure 10: Number of JADF open days by Districts from 2018-2023**



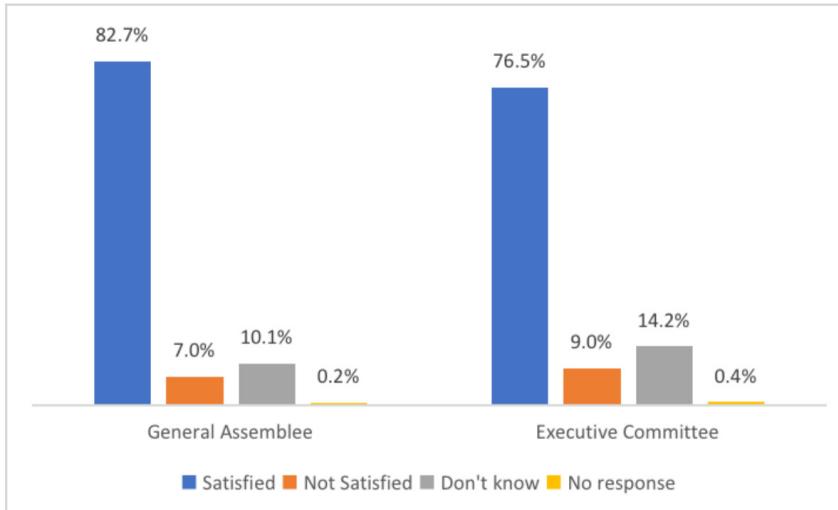
Source: Data collected by RGB, 2024.

The Prime Minister 's instructions provide that every District JADF organizes an open day event at least once a year, where JADF stakeholders exhibit their products and services to the public. The open day promotes the culture of accountability, transparency and better service delivery.

The assessment shows that seven out of fifteen (46.6%) districts complied with the requirement of holding at least one open day every year.

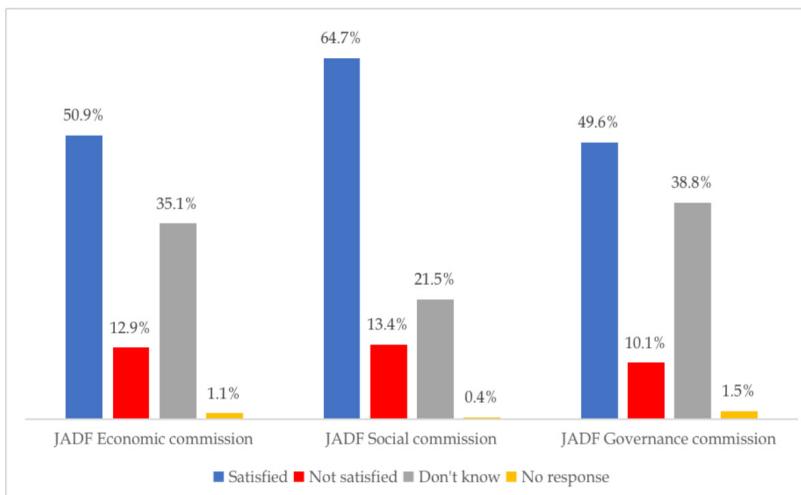
### **5.2.2. Appreciation of JADF Functioning by JADF Members**

The effectiveness of JADF requires active participation of its members in the functioning of its organs. This section assesses the level of appreciation of JADF members on the functioning of its organs namely General Assembly, Executive committee and thematic commissions.

**Figure 11: Appreciation of JADF members on the functioning of JADF GA and Executive Committee**

Source: Data collected by RGB, 2024.

The majority of JADF members are satisfied with the functioning of both JADF General Assembly and Executive Committee. Nevertheless, it is important to highlight that, above 10% do not know the functioning of both organs.

**Figure 12: Appreciation of JADF members on the functioning of thematic commissions**

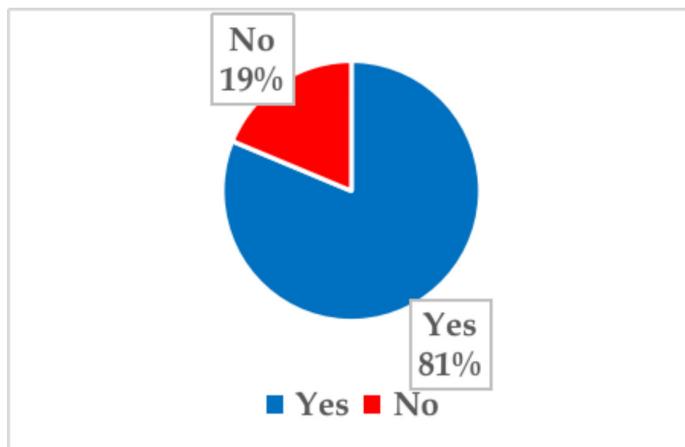
Source: Data collected by RGB, 2024.

The level of satisfaction of JADF members with the functioning of JADF thematic commissions is low. Around 1/3 of JADF members confirm not knowing the functioning of JADF thematic commissions. This indicates that some members do not participate in JADF thematic commissions activities which may lead to their poor performance.

### 5.2.3. Participation of JADF members in elaboration and implementation of Imihigo

According to the Prime Minister's instructions establishing the Joint Action Development Forum, JADF members have the responsibilities of participating in the elaboration, implementation and monitoring of District activities.

**Figure 13: Participation of JADF members in preparation of district imihigo**



Source: Data collected by RGB, 2024.

Even though the majority of the assessed JADF members confirm that they participate in the elaboration of district imihigo, the findings show that 19% of them do not participate in the preparation of imihigo. This is confirmed by key informants from JADF members who highlighted that they are not involved in the early stages of Imihigo planning which limits their participation. In addition, it was revealed that some members lack ownership of JADF as a delivery mechanism.

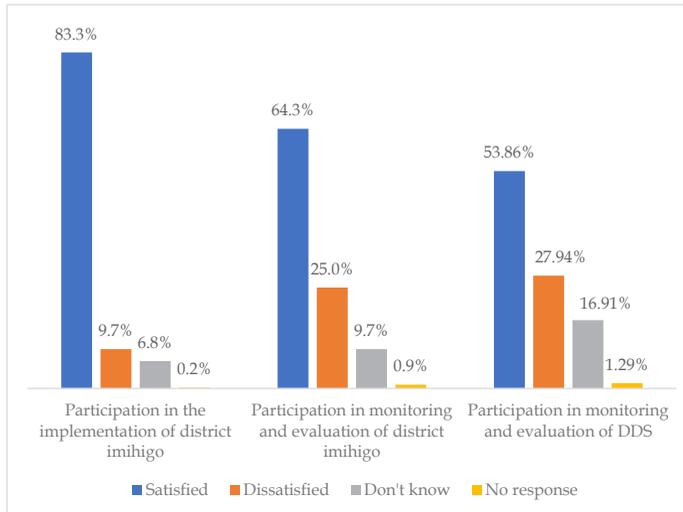
**Table 6: JADF members satisfaction with district Imihigo stages**

PARTICIPATION IN PREPARATION OF IMIHIGO	SATISFIED	NOT SATISFIED	DON'T KNOW	NO RESPONSE
Timely convening imihigo preparation meetings	85.1%	13.8%	1.1%	0.0%
Timely sending meeting working documents	79.7%	18.1%	2.3%	0.0%
Consultation in setting priorities	79.5%	16.5%	4.1%	0.0%
Consultation on budget allocation	59.6%	26.9%	11.7%	1.8%
Consultation in validation of district imihigo	78.1%	15.8%	5.6%	0.5%

Source: Data collected by RGB, 2024.

In general, JADF members are satisfied with the process of district imihigo preparation except the consultation on budget allocation with the score of 59.6%. Besides a significant proportion (26.9%) of members showing dissatisfaction with consultation on budget allocation, key informants said that JADF members are requested to make contributions abruptly without prior consultations.

**Figure 14: JADF members 'satisfaction with their participation in implementation, M&E of Imihigo and DDS**

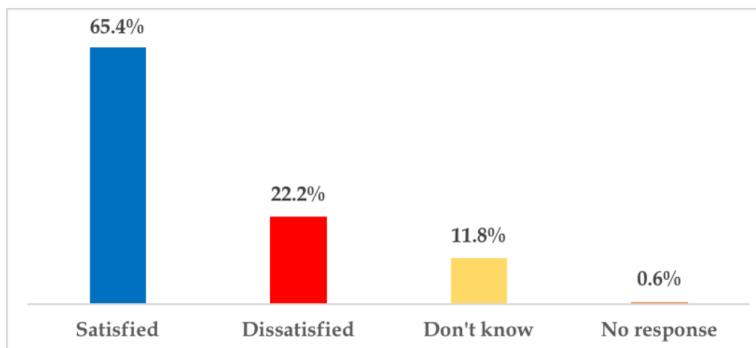


Source: Data collected by RGB, 2024.

The findings show that, JADF members are more satisfied with the participation in the implementation of JADF imihigo. Data from key informants attribute the high rate of satisfaction to the effective collaboration and coordination of JADF to avoid any duplication. On the other hand, more than 25% of JADF members are dissatisfied with the monitoring and evaluation of both district imihigo and DDS. Additionally, a significant proportion (16.91%) of JADF members do not have any idea on monitoring and evaluation of DDS.

#### 5.2.4. Cooperation and coordination between JADF members to deliver on DDS

**Figure 14: JADF members 'satisfaction with their participation in implementation, M&E of Imihigo and DDS**

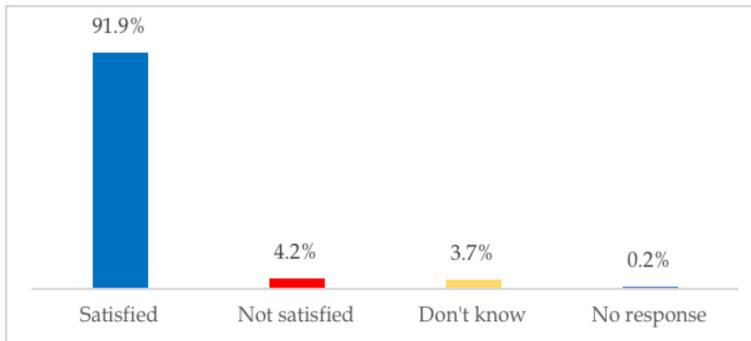


Source: Data collected by RGB, 2024.

The findings show that, a significant percentage (22.2%) of JADF members are dissatisfied with how they coordinate and cooperate to deliver on DDS. In addition, 11.8% of JADF members are not aware about coordination and collaboration framework to deliver on DDS and this was confirmed by key informants' interviews.

### 5.2.5. JADF contribution in district performance and development

Figure 16: Appreciation of JADF members on their contribution in the district performance and development



Source: Data collected by RGB, 2024.

The majority of JADF members are satisfied with their contribution in the district performance and development. This was confirmed by key informants who emphasised that they participate in planning, implementation, monitoring and evaluation of imihigo as well as in promoting mutual accountability among JADF members. Furthermore, every district has a JADF account financed by JADF members to cover expenditures related JADF activities such as statutory meetings, JADF open days, joint retreats as well as unplanned district activities mainly related to human security issues. Nonetheless, for transparency and accountability purpose, these accounts should be regularly audited.



## 6. CONCLUSION AND RECOMMENDATIONS

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### 6.1. Conclusion

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Based on the findings of the assessment, it is evident that JADF is generally appreciated by the members. However, its functioning is still facing challenges related to planning, implementation, monitoring and evaluation of the members interventions. There are also issues related to coordination and collaboration among JADF members that still hinder effective functioning of JADF. The following recommendations are proposed to address these challenges to ensure that the objectives of JADF are realised.

### 6.2. Recommendations

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1. Enhance consultation with JADF members in early stages of the planning process;
  2. Strengthen coordination, collaboration and communication among JADF members;
  3. Streamline monitoring and evaluation of JADF members' interventions;
  4. Strengthen mutual accountability among JADF members;
  5. Continuously document the contribution of JADF members to the socio-economic development of the district;
  6. Ensure compliance with Prime minister's instructions regarding the functioning of JADF;
  7. Strengthen JADF secretariat for effective JADF day to day management and monitoring of its members activities;
  8. Enhance ownership of JADF mechanism both by district leadership and other members;
  9. Mobilise other development players within the district to join JADF;
  10. Minimise unplanned requests for financial contribution from JADF members by districts;
  11. Carry out regular audits of district's JADF accounts to enhance transparency and accountability in management of members resources;
  12. Ensure systematic documentation and record keeping of JADF activities;
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