



Republic of Rwanda
Southern Province
Gisagara District

GISAGARA DISTRICT DEVELOPMENT STRATEGY 2024 - 2029



JULY 2025

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List of abbreviations

Acronym	Description	Acronym	Description
AFR	Access to Finance Rwanda	MCCH	Maternal, Child and Community Health
BDE	Business Development and Employment	MPG	Minimum Package for Graduation
BDF	Business Development Fund	NCD	Non-Communicable Disease
CBHI	Community Based Health Insurance	NEET	Not in Employment, Education, or Training
DDS	District Development Strategy	NISR	National Institute of Statistics of Rwanda
ECD	Early Childhood Development	NST	National Strategy for Transformation
EICV	Integrated Household Condition survey	NGO	Non-Government Organization
FBO	Faith-Based Organization	PSF	Private Sector Federation
GBV	Gender Based Violence	PwD	People with Disabilities
HH	Households	RAB	Rwanda Agriculture Board
HGS	Home-Grown Solutions	RTDA	Rwanda Transport Development Agency
ICT	Information Communication Technology	SACCO	Saving and Credit Cooperative
IDP	Integrated Development Program	SDG	Sustainable Development Goal
IPRC	Integrated Polytechnic Regional College	SSP	Sector Strategic Plan
JADF	Joint Action Development Forum	TVET	Technical Vocational Educational and Training
LED	Local Economic Development	VTC	Vocational Training Centers
LODA	Local Administrative Entities Development Agency	VUP	Vision Umurenge Program
MAJ	Maison d'Accès a la Justice	WASAC	Water and Sanitation Company

Foreword

As the Mayor of Gisagara District, I am honored to present our District Development Strategy (DDS) for the period 2024-2029. This strategy is a testament to our collective commitment to achieving both local and national development goals, as outlined in the National Strategy for Transformation (NST2) and Vision 2050.

The DDS is crucial for aligning our district's development with Rwanda's national aspirations. It provides a comprehensive framework for delivering economic, social, and governance transformation. By synchronizing our plans with NST2 and Vision 2050, we ensure that our efforts contribute to Rwanda's goal of becoming a globally competitive, knowledge-based economy. At the local level, the DDS empowers us to take ownership of our socio-economic and governance development paths, enabling us to address unique local challenges and opportunities effectively.

Our strategy emphasizes the importance of local ownership in its implementation. It was crafted through an inclusive and participatory process that began in 2024 with the formulation of NST2. During this period, we engaged all key stakeholders, including citizens, the private sector, civil society, NGOs, and other relevant institutions within the district. Additional consultations were conducted in April 2025 to further refine our priorities, culminating in the finalization and validation of this DDS 2. This inclusive approach ensures that our strategy is not only comprehensive but also reflective of the needs and aspirations of our community.

The DDS outlines our objectives across three main pillars: economic transformation, social transformation, and governance transformation. These objectives are designed to leverage our district's strengths and address our challenges. For instance, we aim to develop a vibrant rural economy, increase agricultural productivity, promote climate-resilient development, enhance access to education and health services, and improve governance and citizen participation.

In conclusion, the success of our DDS depends on the active participation and ownership of all stakeholders. I urge every member of our community to embrace this strategy and work together towards achieving our shared vision. Together, we can transform Gisagara District into a model of sustainable and inclusive development, contributing to the broader goals of NST2 and Vision 2050.

Thank you for your continued support and commitment.

Mayor of Gisagara District

Executive summary

Located in Rwanda's Southern Province and sharing a border with Burundi, Gisagara is an economically strategic district with strong potential to drive the realization of the country's national development goals. Gisagara District vision is: "become an agro-processing hub" to enhance descent jobs creation, graduation of population from poverty and service delivery leading to satisfaction of population. The District Development Strategy (DDS) for Gisagara is crucial for aligning local development with Rwanda's national goals and long-term visions, ensuring efficient resource allocation, integrated sectoral collaboration, and sustainable practices. Gisagara's DDS will run for five years (2024–2029), supporting the achievement of the National Strategy for Transformation (NST2) at the district level. It builds on the progress made under the 2017–2024 DDS, which recorded significant achievements across the three NST1 pillars:

- **Economic Transformation:** Gisagara increased agricultural productivity (notably in rice and cassava), expanded agro-processing plants from 4 to 8, improved infrastructure with 15.5 km of asphalt road and 116.2 km of feeder roads, and achieved 52% electricity access and over 98% clean water coverage.
- **Social Transformation pillar:** Gisagara reduced malnutrition and stunting (down to 19%), poverty reduction from 58% to 45.6%, and improved sanitation access (82.6%).
- **Governance Transformation:** Local administrative infrastructure was strengthened, and district revenue increased.

Despite these gains, challenges that include high poverty rate, limited infrastructure and numerous others across NST2 pillars persist. Hence, this DDS's priorities are organized around strategic areas, aiming to transform the lives of citizens in the district by doing the following under each pillar:

- **Economic Transformation:** Increasing agricultural productivity, attracting investment, creating decent jobs, expanding infrastructure (transport, energy, ICT), promoting financial inclusion, and fostering digital transformation to drive inclusive economic growth.
- **Social Transformation:** Improving quality of life through access to quality education and healthcare, reducing malnutrition, enhancing social protection (poverty reduction), and ensuring clean water and sanitation for all communities.
- **Transformational Governance:** Strengthening citizen-centered service delivery, justice and security, national unity, cultural preservation, and public financial management to ensure accountable, inclusive, and effective governance.

Throughout the implementation of the DDS, Gisagara District will ensure that cross-cutting areas such as Disaster Risk Reduction (DRR), Climate Change, Environment and Natural Resources (CENR), Gender and Family Promotion, HIV/AIDS and non-communicable diseases, and Capacity Development are integrated to address these critical issues effectively. Moreover, the total estimated cost for implementing this strategy amounts to 322,238,456,559 **Rwandan Francs**. This funding is expected to be mobilized from a variety of sources, including central government allocations, development partners, civil society organizations, and the private sector.

Gisagara's DDS is critically important as it serves as the operational bridge that translates national aspirations into localized, actionable development plans. The DDS provides a tailored roadmap that aligns local priorities with national goals, ensuring efficient resource allocation and community-driven development. It supports NST2 by operationalizing its pillar economic transformation, social transformation, and transformational governance—at the grassroots level. Ultimately, the DDS is instrumental in realizing Vision 2050 by fostering inclusive, sustainable development that is rooted in local realities but guided by long-term national ambitions

1 Introduction

Gisagara is one of the 8 districts of Southern Province in Rwanda with the size of 679.2 km² and bordering Burundi to the south and east. It comprises of 13 sectors, 59 cells, and 516 villages, with its administrative center in Ndora. The district experiences a temperate climate with rainy and dry seasons and the Akanyaru and Migina rivers passing through it. Predominantly rural, Gisagara's economy is driven by agriculture, particularly cassava, rice, and beans, and is increasingly recognized for its agro-processing potential, cross-border trade with Burundi, and a growing cooperative sector, positioning it as a key player in Rwanda's rural development.

Gisagara DDS connects local development initiatives with the broader national goals outlined NST2 and Vision 2050. Efforts are concentrated on fostering sustainable economic growth, improving infrastructure, enhancing social services, and promoting environmental sustainability. The DDS aims to leverage the strategies and objectives of NST2 and SSPs to ensure cohesive and integrated progress towards long-term prosperity and resilience. This alignment is crucial for achieving the ambitious targets set forth in Vision 2050, and NST2 thus laying the groundwork for future success.

The methodology used in the elaboration of the Gisagara DDS was both participatory and evidence-based, ensuring alignment with national priorities and local realities. The elaboration process can be traced back to 2024 when districts were engaged in (i) an evaluation of the progress they made on achieving the previous DDS and (ii) the process to identify district priorities that would feed into the elaboration of the NST2. Both these processes have contributed to understanding district performance, challenges, opportunities and potentialities which in turn have informed the priorities they have set for the DDS 2024-2029. While building the above-mentioned prior work on DDS, a comprehensive desk and literature review was conducted, utilizing secondary data from credible sources such as the National Institute of Statistics of Rwanda (NISR) and other relevant source. Furthermore, critical stakeholders were engaged, beginning with district officials and relevant partners that include the JADF to gather insights, plans, and data that shaped the DDS.

The Gisagara DDS (2024–2029) aligns with NST2 through three strategic pillars. Under Economic Transformation, it aims to create inclusive and productive rural jobs by boosting agricultural productivity, promoting climate-resilient agri-food systems, expanding eco-friendly tourism, diversifying the rural economy, and enhancing infrastructure, energy access, and financial services. The Social Transformation pillar focuses on improving education and skills, enhancing nutrition and healthcare, and expanding access to clean energy, water, and sanitation. Lastly, the Transformational Governance pillar seeks to improve service delivery, increase citizen participation, and strengthen institutional capacity and accountability to effectively implement both local and national development plans. Gisagara DDS is organized into key sections that provide a comprehensive roadmap for local development. It includes:

- Situation Analysis, which outlines achievements from the previous DDS (2017–2024), assesses the district's potential, and analyzes demographic and socioeconomic conditions.
- The Strategic Framework that defines the district's priorities and innovations aligned with NST2 and Vision 2050, translating local potential into actionable interventions while ensuring alignment with Sector Strategic Plans (SSPs) and mainstreaming cross-cutting areas.
- Monitoring and Evaluation section that details how progress will be tracked using specific indicators, baselines, targets, and reporting mechanisms.
- The Costing section that outlines the budget for all DDS interventions under specific priorities and NST2 economic pillars.

2 District situation analysis

2.1 Gisagara DDS 2017-2024 Performance

In 2024 the Ministry of local government (MINALOC) conducted assessments of the DDS for the period 2017-2024. These assessments typically focus on various aspects such as achievements, implementation progress, challenges faced, and recommendations for improvement. For the Gisagara district the assessment highlighted the following:

2.1.1 Achieved milestones

From the DDS (2017-2024) assessments undertaken by MINALOC and the consultations with districts during the elaboration of this DDS, the following achievements were recorded¹. District officials were asked to select the most impactful achievements. These were categorized in the three NST1 Pillars to facilitate coherent alignment with the new NST2. For Gisagara district the following were highlighted.²

Table 1: Key achievements realized during the 2017 - 2024 period

NST2/DDS Pillars	Key Achievements realized during the 2017-2024 period
Economic	AGRICULTURE
	<ul style="list-style-type: none"> • Increased agriculture productivity (2017-2024): cassava from 18T/Ha to 21T/ha, Maize 3T/ha to 4T/ha, Beans 0.7 T/ha to 1 T/ha, rice 4T/ha to 5.5 T/ha • Agricultural crops that are insured increased from 0 ha in 2018 to Maize: 824ha, Rice: 2,135ha (2024) • Increased households who stored their agricultural crop produce from 15.7% in 2017 to 26.3% in 2020 • Increased agricultural HHs who made savings to 3.4% in 2020 • Increased cows artificially inseminated from 3,576 cows to 5,508 cows/year, Girinka Program: from 0 animals insured to 1,265 cows, 276 pigs and 1,000 poultry insured, 0 demonstration agriculture plots installed to 59 plots and small stock distributed to poor families under different partnerships of stakeholders • Increased horticulture production: Vegetables, etc
	PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT
	<ul style="list-style-type: none"> • Jobs creation achieved at 90.1% (33,326 jobs / 36,979) • Agro-processing industries increased from 4 in 2017 to 8 in 2024. • Socially inclusive handcraft production centers (ICPC) increased from one in 2017 to 2 in 2024 • Youth friendly centers for global job creation opportunities increased from 1 in 2017 to 2 in 2024 • Village Model Income and Employment generating projects supported • 910 Youth projects financially supported through Kuremera • Selling points increased from 4 in 2017 to 8 in 2024
	TRANSPORT
	<ul style="list-style-type: none"> • Improved road network and accessibility through construction and maintenance (construction of 15.5 km asphalt road, 107 km DR1 rehabilitated and 340km of feeder roads maintained, 6 bridges constructed, and 63 bridges rehabilitated)
	ENERGY
<ul style="list-style-type: none"> • Increased access to electricity from 22% in 2018 to 52% in 2024 (EICV7) 	
WATER AND SANITATION	
<ul style="list-style-type: none"> • Increased access to clean water from 59.8% in 2018 to 98.5% in 2024 (EICV7) 	

¹ All data presented in this section has been taken from District data records

² Consultations with Gisagara district during the workshops; MINALOC data on district's Achievements 2017-2024

	<p>URBANIZATION AND RURAL SETTLEMENT</p> <ul style="list-style-type: none"> Increased households living in planned/grouped settlements from 58% in 2018 to 67.7% in 2022 (RPHC5)
	<p>ICT</p> <ul style="list-style-type: none"> Households having access to the Internet increased from 1.3 % in 2012 to 28.5 % in 2024 (EICV7)
	<p>ENVIRONMENT AND NATURAL RESOURCES</p> <ul style="list-style-type: none"> Increased land protected against erosion from 40% in 2017 to 73% in 2020 Forest cover increased from 18.2% ha in 2017 to 40% ha in 2024 Mineral production increased from 2017 to 2024.
	<p>FINANCIAL SECTOR DEVELOPMENT</p> <ul style="list-style-type: none"> Adult population with access in financial services increased: <ul style="list-style-type: none"> * USACCOs' members increased from 8,378 from 2017 to 166,529 (64.7% of adult population above 16 years) in 2024 * USACCOs Deposits: 2,568,580,344 (BNR, 2024) * Commercial banks increased from 1 to 2 * 2 Microfinances operational * Financial adult exclusion (3%) * banked adult population: 15%, national: 36% * Long term savings and pension promoted at 1,215,431,367 FRW of Savings and 108,630 of savers * Total of 707,338,000 FRW disbursed to VUP FS beneficiaries
Social	<p>SOCIAL PROTECTION</p> <ul style="list-style-type: none"> Increased number of poor HHs were linked to opportunities for graduation 4,200 in 2017 to 7,200 in 2023.
	<p>HEALTH</p> <ul style="list-style-type: none"> Chronic malnutrition (Stunting) reduced from 36% to 17.9% from 2017 to 2023 successively (DHS 2019-2020 & MCH Week, June 2023), Acute malnutrition reduced from 9% (DHS 2015) to 5% (DHS 2019-2020), and underweight reduced from 17% in 2017 (DHS 2015) to 10.3% in 2024 (MCH Week campaign report of June 2024) From 2017 to 2024 there were improvement in health facilities (Health facilities modernization): All 13 sectors of Gisagara District contain health centers, 2 hospitals across the district. The number of health posts increased from 16 in 2017 up to 46 in 2024 and the number of ambulances increased from 5 to 7, All Health centers have access to electricity, 11 Health centers out of 14 connected to water from 2017 to 2024. From 2017 to 2024 we observed the increased coverage of maternal, neonatal and child health services: Maternal Mortality Ratio/100, 000 Live Births (LB) decreased from 74.6 to 32, Neonatal Mortality Rate/1000 live births decreased from 22 to 5.5, Infant Mortality Rate/1000 live births decreased from 18 to 10.2, Under-five Mortality Rate/1000 live births decreased from 50 to 29, Percentage of births attended by skilled health professionals increased to 99.7%, ANC coverage (4 standards visits) increased from 36% to 61% in 2024, Modern contraceptive prevalence rate (mCPR) increased from 49.8% to 61%, Percentage of Children 12-23 months fully immunized increased to 97.8%. Teenage pregnancy rate (15-19 years) reduced to 63 / 1000 teens (6.3 %), HIV prevalence among people aged 15–49 years remain at 3%, Proportion of persons diagnosed with HIV infection receiving sustained ART increased to 96% , Malaria incidence per 1,000 population is 10%, Malaria proportional mortality rate is 0 in 2024 Increased health workforce: Increase the number of human resources for health sector: increased in the following: Doctors increased up to 14 Doctors/ 397051 People in 2024, The number of nurses increased to 236/397051 People in

	2024, Number of midwives increased to 24 Midwife/ 119116 Women, Number of lab technician increased to 29/ 397051 people in 2024
	EDUCATION
	<ul style="list-style-type: none"> Increased number of constructed classrooms from 1443 classrooms in 2018 to 2460 classrooms in 2024 Decreased classroom-pupil ratio: Primary: 69:1 in 2018 to 57:1 in 2024, Secondary :52:1 in 2018 to 38:1 in 2024 and TVET: from 37:1 in 2018 to 28:1 in 2024 High Increased number of students in Preprimary: 4200 in 2018 to 17000 in 2024 Increased Net Attendance Rate from 81.4 % in primary and 11.2 % in Secondary in 2017 to 83.2 % in Primary and 19.2% in Secondary in 2022 Increased number of students in TVET Schools from 1793 in 2018 to 6795 in 2024 Increased adult literacy centers from 91 in 2018 to 111 in 2024
Governance	GOVERNANCE AND DECENTRALIZATION
	<ul style="list-style-type: none"> 1 Sector Office constructed, 10 Sector Offices rehabilitated, 14 Cell Offices constructed, and 34 Cell Offices rehabilitated
	JUSTICE, RECONCILIATION, LAW AND ORDER
	<ul style="list-style-type: none"> (85% of Gisagara District citizens are satisfied with justice delivery and rule of law Promoted reconciliation among Rwandans from (From 92% in 2015 to 98.8% which was a target in 2023 -2024)
	SPORT AND CULTURE
	<ul style="list-style-type: none"> Operationalization of Itorero in all 524 Villages and 120 Schools for Gisagara District From 2023 up to 2024, 744.S6 finalists participated in URUGERERO activities leading to District awards
	PUBLIC FINANCE MANAGEMENT
	<ul style="list-style-type: none"> Increased District own revenues from 379,017.5 Frw to 623,413,299 Frw in 2024

Source: MINALOC data on district's Achievements 2017-2024

2.1.2 Challenges faced

The assessments and consultations also highlighted the following challenges that affected / limited the ability of the district to fully deliver on its DDS 2017-2024 commitments. These are also organized by NST1 Pillar.

Table 2: Challenges faced during DDS1 implementation

NST2/DDS Pillars	Gaps/ Challenges
Economic	AGRICULTURE <ul style="list-style-type: none"> Only 21.4% of crop producing households use pesticide practice (Agriculture Households survey 2020) Only 35.8% of crop producing households use improved seeds (Agriculture Households survey 2020) Only 29% of agriculture households incur expenditure on chemical fertilizers through crop intensification program (Agriculture Households survey 2020) 13.5% of agriculture households received post-harvest handling and storage) AHS 2020 Decreased percentage of households engaged in livestock production from 75.8% in 2018 to 70.3 % in 2020 Low conception rate. Low Veterinary Laboratory in Gisagara District and its satellite laboratories

	<ul style="list-style-type: none"> • Insufficient forage planting and animal feeding • Lack of animal production (Milk, Meat, Skins, Egg) handling facilities such as slaughterhouse slabs, Animal markets, Animal products Processing Plants • Persisting deaths of small stocks • Decreased coffee production
	PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT
	<ul style="list-style-type: none"> • High unemployment (21%) and NEET (41.7%) rates (NISR, RLFS, 2024) • Lack of big potential investors • Insufficient, not upgraded and not extended ICPCs and YEGO Centers • Lack of infrastructures that boost the employment creation. • Lack of incubation centers to coach young entrepreneurs • Markets infrastructures that need extensions • High unemployment (21%) and NEET (41.7%) rates (NISR, RLFS, 2024) • Lack of big potential investors • Insufficient, not upgraded and not extended ICPCs and YEGO Centers • Lack of infrastructures that boost the employment creation. • Lack of incubation centers to coach young entrepreneurs • Markets infrastructures that need extensions
	TRANSPORT
	<ul style="list-style-type: none"> • Low Citizen satisfaction of road networks:67% • Some areas are not accessible due to damaged bridges • Existing roads are in bad condition, and it need rehabilitation
	ENERGY
	<ul style="list-style-type: none"> • 36.7% of Gisagara District HHs have no access to electricity (Need to construct new electrical lines or extension of existing electrical lines and provision of Off grid energy)
	WATER AND SANITATION
	<ul style="list-style-type: none"> • Some areas in Gisagara District have no access to water lines (21.6% HHs) (Need of construction of new water lines or extension of existing water lines) • Due to high population growth and lack of regular maintenance, water is not supplied regularly (Need to rehabilitate existing water lines)
	URBANIZATION AND RURAL SETTLEMENT
	<ul style="list-style-type: none"> • 32.3 % HHs still live in Dispersed /Isolated housing (Census 2022)
	ICT
	<ul style="list-style-type: none"> • Large number of HHs without at least one member using internet: 11.4% (Census 2022) • 41% of schools (Primary, Secondary and TVET use public internet)
	ENVIRONMENT AND NATURAL RESOURCES
	<ul style="list-style-type: none"> • 27% of land is still required intervention for protecting against Soil erosion by constructing both Radical terraces and progressive terraces with agroforestry plants. (AHS,2020) • The Agricultural Household Survey 2020 (AHS) indicated that 31.5% of Household practiced the agroforestry and Seasonal Agriculture Survey 2023 (SAS) indicated that 31.9% of farmers practiced Agroforestry. • Firewood utilization by Agricultural households is 81.3%. (Agricultural Household Survey 2020). • Low rehabilitation of exploited land in mining • Low capacity and understanding the contribution of protected environment to climate change
	FINANCIAL SECTOR DEVELOPMENT
	<ul style="list-style-type: none"> • Limited financial services diversification
Social	SOCIAL PROTECTION
	<ul style="list-style-type: none"> • Behavior/Mindset change among poor HHs is still low

	<ul style="list-style-type: none"> • Lack of clear and strong mentorship/monitoring of supported HHs • Poor coordination of support to poor HHs by District and Partners
	<p>HEALTH</p> <ul style="list-style-type: none"> • Gisagara District is still having a gap in reducing all forms of malnutrition particularly stunting, stunting rate in 2024 is 23.2% to 19% which is national target (NST1), this implies a gap of 4.2%. • There is an issue of insufficient equipment. Clean water in health facilities (Hospital up to health Post) and Some health facilities is old, ICT equipment and Internet connection still a big problem • Financial accessibility is still low in our community (People living in extreme poverty) • Poor Hygiene and Sanitation issue • Limited consumption of Nutrition dense food and animal source protein, poor transport infrastructures, limited number of ambulances • insufficient health staff compared to available health professionals in the labor market, Lack of sufficient financial motivation in health sector
	<p>EDUCATION</p> <ul style="list-style-type: none"> • High classroom-pupil ratio in Primary: 57:1 • High Primary pupil desk ratio: 3:1 • Low availability of ICT, Science and technology facilities in schools (Smart classrooms: (60%), Science laboratories: (30%), insufficient administrative infrastructure facilities: offices:(45%), libraries:46%, girls 'rooms:(60%);inaccessibility to water (83%) and electricity (87%) at schools • Repetition rate increased from 27 % in primary and 12% in secondary in 2018 to 30% in primary, .17% in both lower Secondary and upper secondary Dropout rate decreased from 7.6 % in primary and 4.6% in secondary in 2018 to 1.5% in primary and 1% in secondary in 2023 • Low number of female students in TVET Schools (30%) • Large number of illiterate people aged from 15 years and above: 15%
Governance	<p>GOVERNANCE AND DECENTRALIZATION</p> <ul style="list-style-type: none"> • Low Citizen satisfaction with Services delivery: 85.6% in (CRC 2023)
	<p>JUSTICE, RECONCILIATION, LAW AND ORDER</p> <ul style="list-style-type: none"> • Low courts' judgements execution rate:85% (District Report 2023) • MAJ operates at District level • Citizens who still spreading genocide ideologies (more than 3 cases in 2024)
	<p>SPORT AND CULTURE</p> <ul style="list-style-type: none"> • Low participation in Itorero activities
	<p>PUBLIC FINANCE MANAGEMENT</p> <ul style="list-style-type: none"> • Auditor general expressed the unqualified opinion after review of financial statement and except for opinion in compliance with law and regulation and value for the year ended 30th June 2023 • 60 Primary schools do not have qualified accountants which cause problems in financial reporting

Source: MINALOC data on district's Achievements 2017-2024

2.1.3 Lessons learned

In this section, we register the areas of improvement identified by the district that are critical to learning the lessons that will shape the elaboration of this DDS and its implementation. The following were identified.

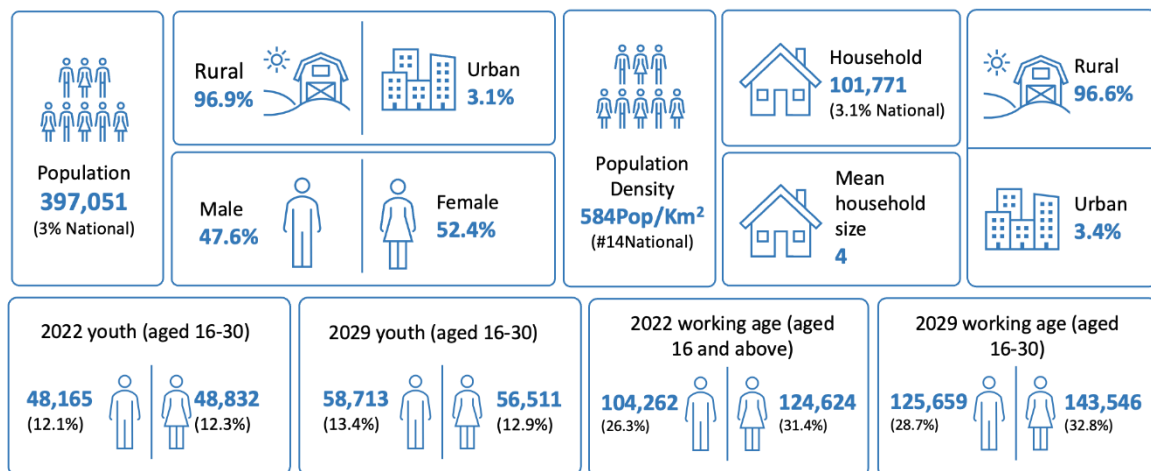
- Continuous investment in value chains (storage, processing) is crucial to reduce post-harvest losses.
- Marshlands in Gisagara – impactful and need to be rehabilitated because they are contributing to agricultural productivity for maize and rice.
- Prioritizing projects and activities that bring in high revenue to the district

- Prioritizing homegrown solutions at the district level
- Employing more youth and equipping them with workforce skills
- Job creation must be coupled with employability initiatives (TVET, mentorship).
- Long-term road resilience planning is needed to mitigate climate and traffic-induced damage
- Transparency and accountability measures (e.g., citizen scorecards) need institutionalization.
- Given the importance of intra-district infrastructure, there is a need to strongly coordinate in order to deliver joint development outcomes. Some of the joint projects include:
 - SAPMP/Nyiramageni marshland development (600 Ha), hillside terraces on 500 Ha and reforestation on 100 Ha – funded by KOICA through RAB in partnership with Nyanza district with Gikonko and Mamba

2.2 Current state of the district (Profile)

The objective of the Gisagara District Profile is to provide a comprehensive overview of the district's socio-economic, demographic, and infrastructural characteristics. It aims to identify the challenges, opportunities, and potentialities within the district to inform policymaking, strategic planning, and development initiatives. By highlighting key areas such as population dynamics, economic activities, healthcare, education, and infrastructure, the profile serves as a valuable resource for stakeholders to understand the current state of the district and to guide future interventions.

Population Dynamics

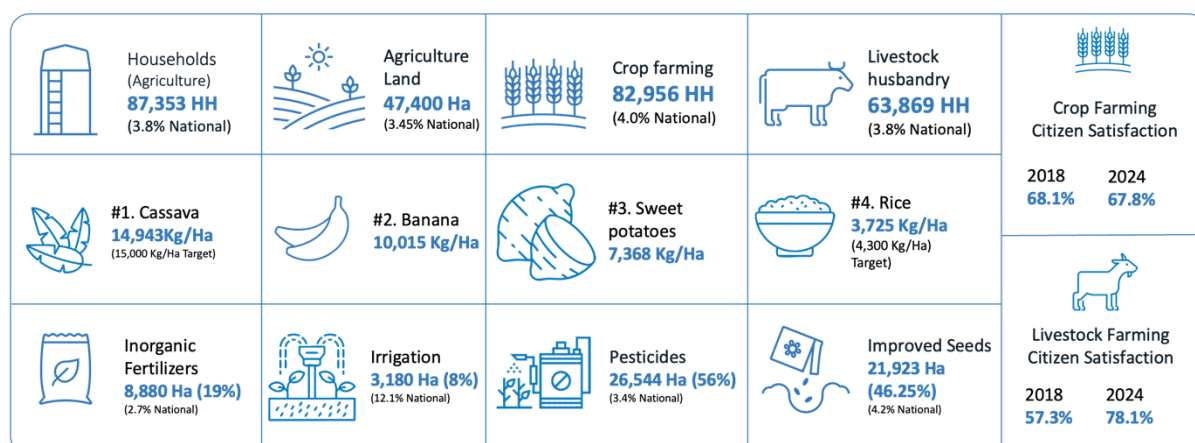


Source: NISR, Rwanda Population and Housing Census 2022

Gisagara District is predominantly rural and has a notably youthful population, with 51% of residents under the age of 19. This demographic profile places a significant financial strain on the working-age population, requiring substantial investments in education and healthcare to meet the needs of a large dependent group. Furthermore, the district's population density—approximately 500 people per square kilometer, slightly above the national average—intensifies pressure on agricultural land. This overuse can lead to environmental degradation and declining soil fertility, ultimately diminishing the quality of life for residents.

2.2.1 Economic transformation

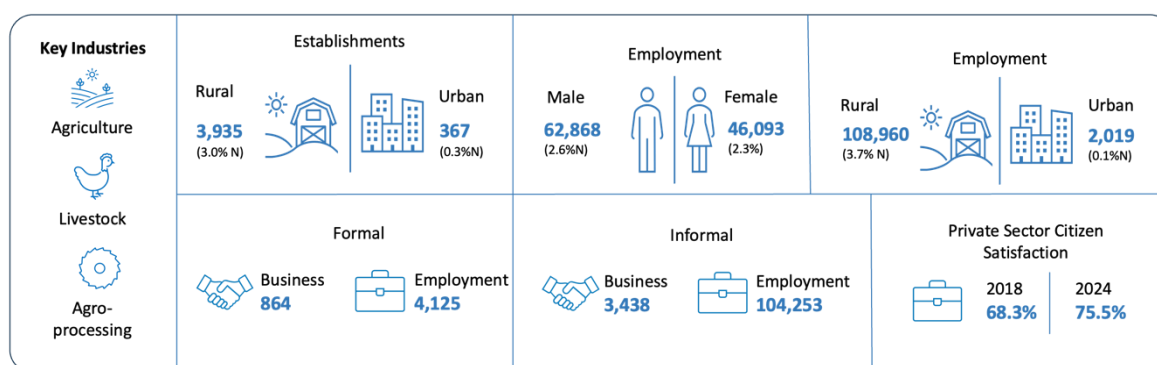
2.2.1.1 Agriculture, Livestock and Fisheries



Source: NISR (2024), Seasonal Agriculture Survey; MINAGRI (2024) PSTA5 2024; NISR (2022), Rwanda Population and Housing Census; NLA (2023-2050), District Land Use Plan; RGB (2018 and 2024), Citizen Report Card

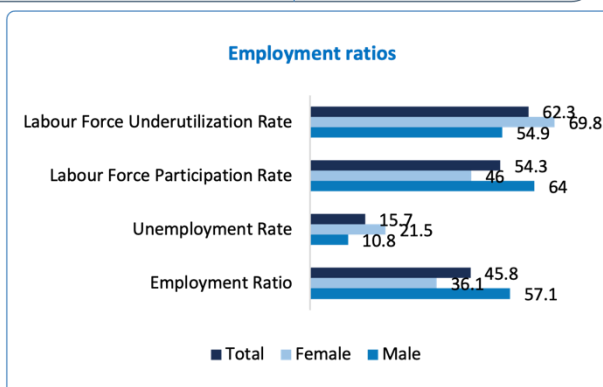
Gisagara District, designated as Land Use Category A (LUCA A) for its prime agricultural potential, holds considerable promise for agricultural development. Despite this, the sector currently faces low productivity, largely due to limited use of modern agricultural inputs and minimal value addition. These challenges stem from gaps in processing skills and inadequate infrastructure. Nevertheless, agriculture suitability mapping has pinpointed optimal zones for various crops, offering a strategic opportunity for targeted investment. By improving input utilization, promoting sustainable farming practices, and enhancing land management, Gisagara can significantly boost its agricultural output. Moreover, investing in agro-processing infrastructure could position the district as a regional agricultural hub—generating employment, reducing poverty, and increasing the value of locally produced crops and livestock.

2.2.1.2 Private Sector Development & Youth Employment (PSDYE)



Types of Establishments			
Type	Gisagara	District Rank (High)	National
Private sector	4,062	#5	258,280
Cooperative	78	#6	2,496
Public sector	279	#12	3,830
Public Private Partnership	59	#24	2,047
NGO (Rwanda)	36	#19	2,017
International	5	#19	656

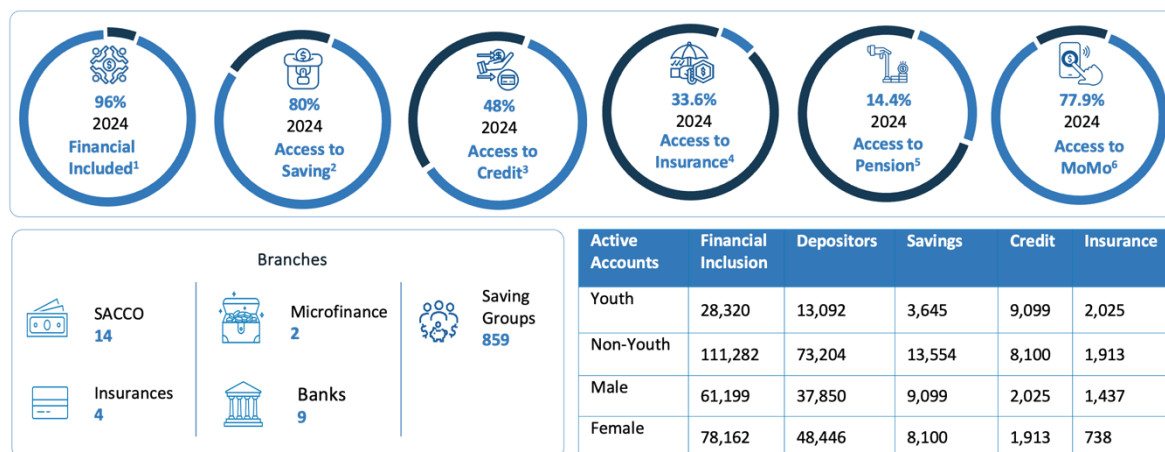
Number of Establishments			
Size	Gisagara	District Rank (High)	Rwanda
Micro (1-3)	11,809	#5	241,179
Small (4-30)	714	#4	16,730
Medium (31-100)	116	#6	3,103
Large (100+)	11	#12	537



Source: NISR (2023), Establishment Census; NISR (2024), Labour Force Surve; RGB (2018 and 2024), Citizen Report Card

Gisagara District has the lowest number of private sector enterprises among all districts, with most businesses being micro, small, and medium-sized enterprises (MSMEs) that operate informally. Agriculture dominates the local economy, serving as the primary source of employment, especially in rural areas. Enhancing productivity in this sector holds significant potential for improving livelihoods and overall welfare. However, labour market participation remains uneven, with women facing particularly high levels of underutilization—nearly 70%—and the lowest participation rates, underscoring the need for targeted interventions to promote inclusive economic growth.

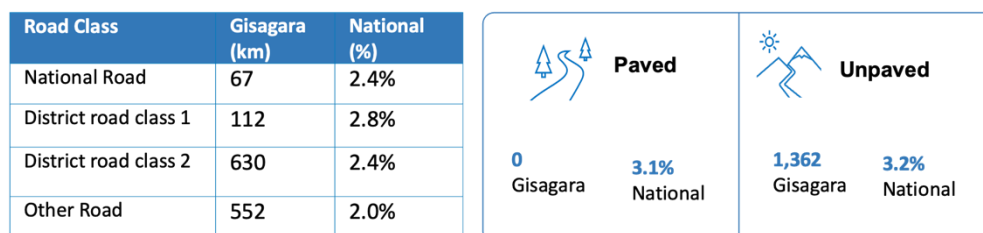
2.2.1.3 Financial Sector Development (FSD)



Source: BNR (2025), Financial Inclusion Dashboard³

Financial inclusion in Gisagara District is at 96% while access to savings stands at 80%, and mobile money usage is at 77.9%, helping rural residents overcome barriers to traditional banking. However, only 48% of the population can access credit, 33.6% have access to insurance, and just 14.4% are enrolled in pension schemes. While SACCOs and microfinance institutions are present in the district, expanding their services and improving financial literacy will be key to deepening inclusion and supporting local economic growth.

2.2.1.4 Transport



Source: RTDA (2022); NLA (2023-2050), District Land Use Plan

Financial Inclusion: 10% banked, 77% other formal and 9% informal.

²**Access to Saving:** 8.9% saving in the bank, 24.7% saving in other formal, 45.3% save in informal and 1.5% save at home.

³**Access to Credit:** 5.6% credit from bank, 9.2% credit from other formal, 32% credit from informal and 1.5% get credit from family and friends.

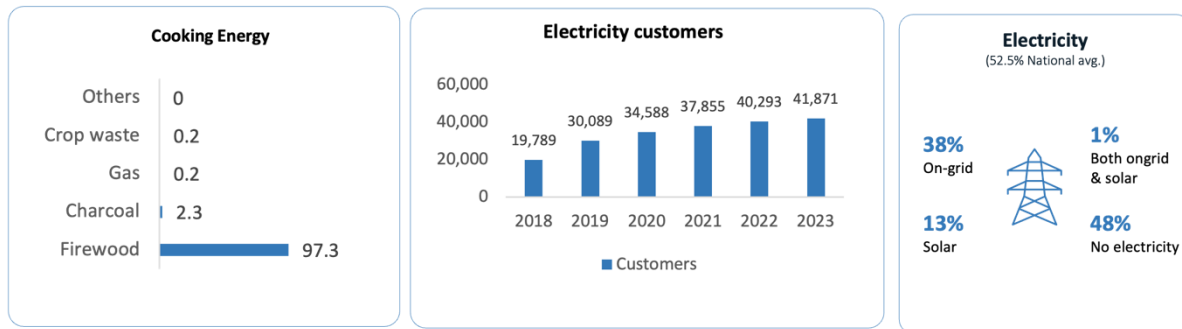
⁴**Access to Insurance:** 66.4% are not insured

⁵**Access to Pension:** 14.4% contribute to pension fund and 85.6% do not.

⁶**Access to MoMo:** 77.9% use mobile money and 22.1% do not use mobile money).

The road infrastructure in Gisagara District is in poor condition, with only 14% of residents expressing satisfaction, significantly limiting business activity and regional connectivity⁴. However, the ongoing construction of the Huye–Gisagara road is set to transform access to markets and support strategic projects like the Akanyaru hydroelectric initiative. The district’s transport plan introduces a new road hierarchy aligned with national development goals, aiming to improve mobility and economic integration. These improvements are expected to enhance Gisagara’s agricultural and agro-processing potential by facilitating the efficient movement of goods and attracting investment.

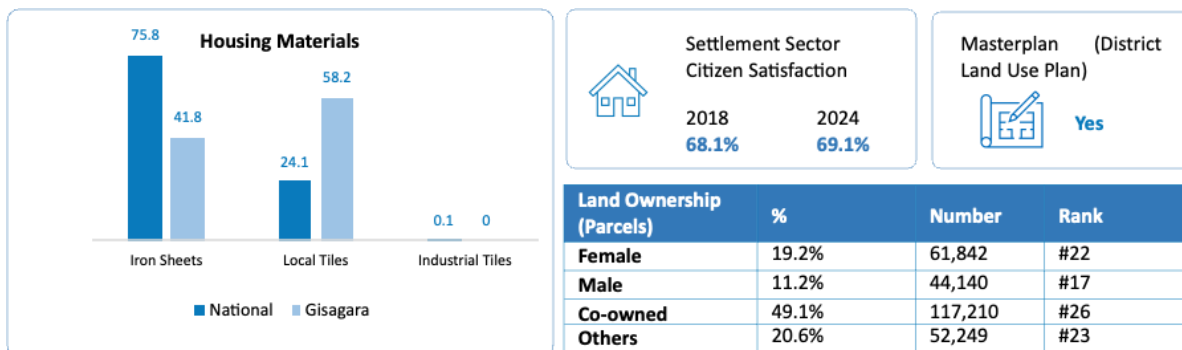
2.2.1.5 Energy



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), Statistical Yearbook

Gisagara District continues to lag the national average across key access indicators that reflect quality of life and regional development. Of particular concern are the low number of electricity consumers, both on-grid and off-grid, and the widespread reliance on traditional cooking fuels, especially firewood. These challenges highlight persistent energy poverty in the district, limiting opportunities for economic growth, health improvement, and environmental sustainability.

2.2.1.6 Urbanization and Rural Settlement

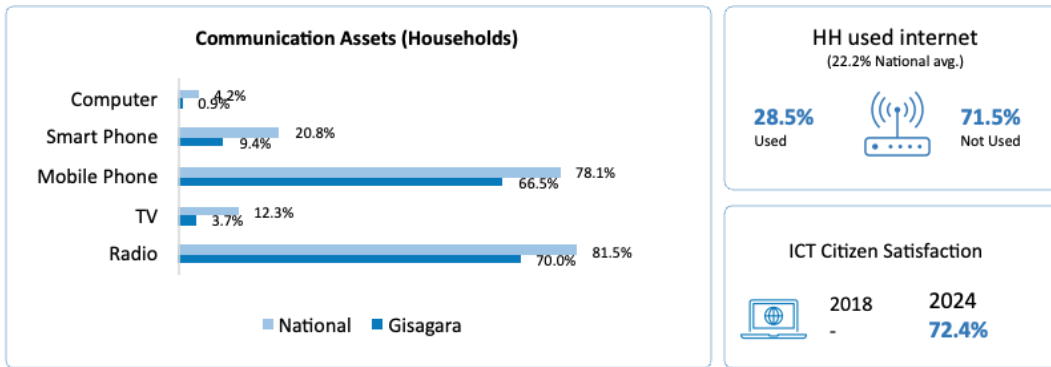


Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), Statistical Yearbook; RGB (2018 and 2024), Citizen Report Card

Gisagara District faces challenges in urban development due to the lack of detailed implementation plans, limited budgets, weak organizational structures, and high infrastructure costs—especially for electricity. Despite these constraints, 73% of households already live in planned settlements, and the restructuring into 134 authorized sites offers a strong foundation for improved urban planning. Additionally, Gisagara holds significant potential to become an agro-processing hub, leveraging its strong agricultural base for economic growth.

⁴ RGB (2018 and 2024), Citizen Report Card

2.2.1.7 Information and Communications Technology (ICT)

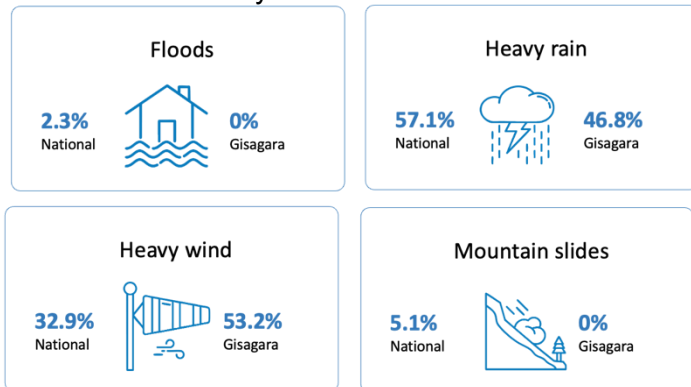


Source: NISR (2022), Rwanda Population and Housing Census; RGB (2018 and 2024), Citizen Report Card

Gisagara District faces several urban planning and infrastructure challenges, including limited execution strategies, budget constraints, and staffing shortages. ICT infrastructure remains underdeveloped, with low household technology ownership and significant digital literacy gaps, especially in rural and adult populations. However, the district benefits from existing 4G and fiber backbone coverage at the sector level, with plans for universal broadband expansion targeting schools, government institutions, and rural communities. With its strong agricultural base, Gisagara holds substantial digital potential—particularly in e-agriculture, market access platforms, and enhancing services in health, education, and social protection.

2.2.1.8 Environment and Natural Resources

Climate Vulnerability Assessment



Source: REMA (2018) Rwanda Climate Vulnerability Assessment⁵

Gisagara District is identified as one of the most vulnerable areas in Rwanda due to its high exposure to climate hazards such as floods and landslides¹. The district's sensitivity is exacerbated by its dependence on agriculture, which is highly susceptible to climate variability. The impacts of climate change in Gisagara include reduced agricultural productivity and damage to infrastructure, which significantly affect local livelihoods. Despite efforts to improve resilience through sustainable agricultural practices and community initiatives, the district's adaptive capacity remains limited due to resource and technology gaps. Overall, Gisagara's

⁵ **Exposure** – the frequency and intensity of climate-related hazards such as floods, droughts, and landslides.

Sensitivity – the extent to which climate impacts can affect the livelihoods, health, and infrastructure of communities.

Impact – the direct and indirect effects of climate hazards on agriculture, water resources, health, and overall socio-economic conditions.

Adaptive capacity - the availability of resources, technology, and knowledge to implement effective adaptation strategies.

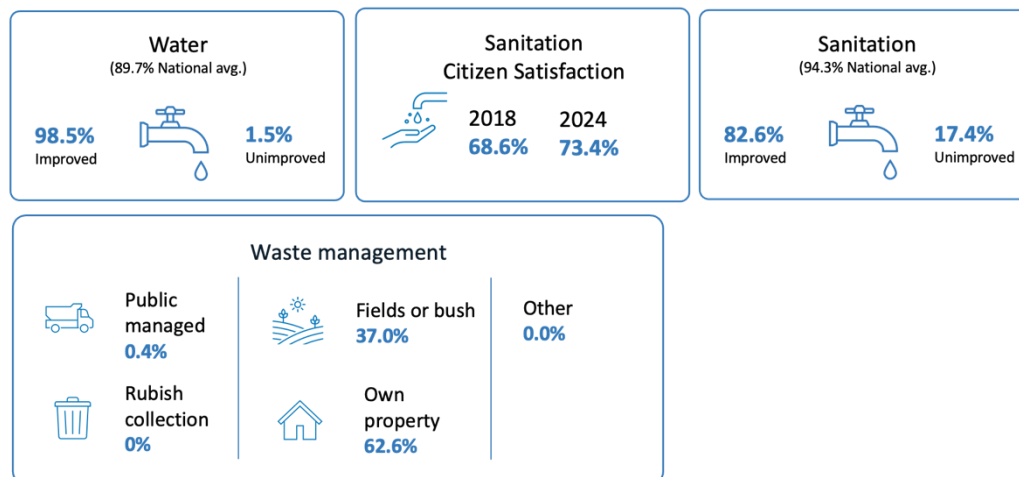
Vulnerability - the degree to which a system is susceptible to, or unable to cope with, adverse effects of climate change. It is a function of exposure, sensitivity, and adaptive capacity

Poverty definition: The poverty line for overall poverty is RWF 560,127 per adult equivalent per year; for extreme poverty, it is the food poverty line of RWF 356,432

vulnerability is a result of high exposure and sensitivity, combined with limited adaptive capacity

2.2.2 Social transformation

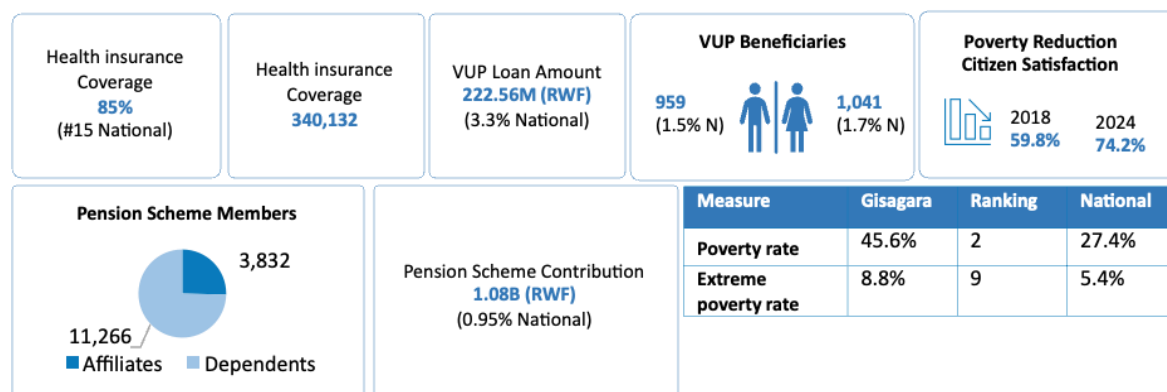
2.2.2.1 Water and Sanitation



Source: NISR (2022), Rwanda Population and Housing Census; RGB (2018 and 2024), Citizen Report Card

Gisagara District faces water supply challenges due to its scattered population and the lack of gravity-fed water systems, leaving 21.6% of residents without access to clean water due to distance. Sanitation coverage in households also remains low. However, the district has access to key water sources like the Akanyaru and Migina rivers, and the ongoing restructuring of rural settlements into authorized sites offers an opportunity to redesign water networks for more efficient and equitable service delivery.

2.2.2.2 Social Protection




Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), EICV7, NISR (2024,) RGB (2018 and 2024)

Gisagara District faces high poverty levels, ranking second nationally, highlighting the urgent need for strengthened social protection. While the district already benefits from national programs like CBHI, VUP, Girinka, and the Pension Scheme, there is significant potential to expand their coverage and improve benefit adequacy to better support vulnerable populations.

2.2.2.3 Health

District	Gisagara	National
Reference Hospital	0	9
Provincial Hospital	0	4
District Hospitals	2	35
Health Centers	14	500
Health Post	47	1222

District	Gisagara	Rank	National
Neonatal mortality (NN)	34	#04	22
Post-neonatal mortality (PNN)	12	#18	14
Infant mortality (1q0)	46	#05	36
Child mortality (4q1)	26	#03	15
Under 5 mortality (5q0)	70	#04	50

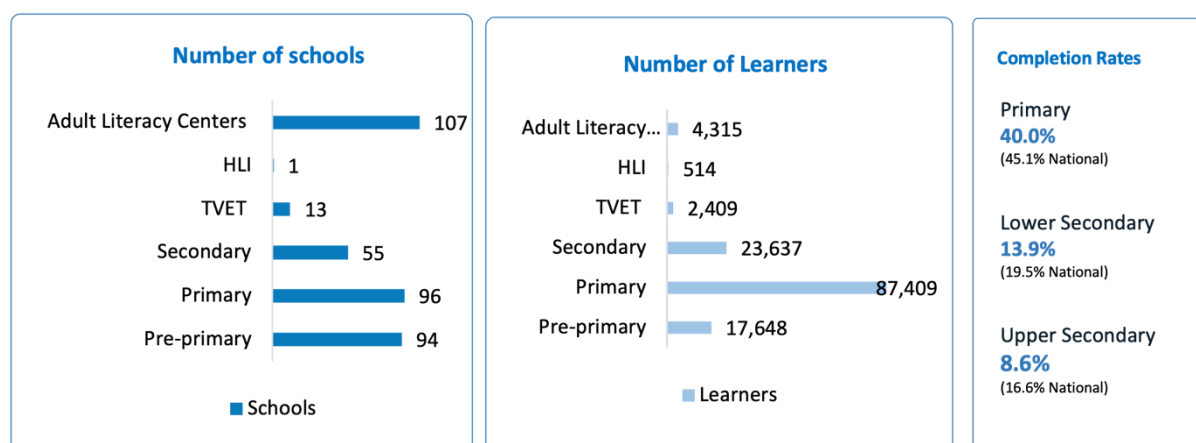
Health citizen satisfaction		
	2018	2024
	79.2%	80.1%

Contraception Use 59.8% (64.1% National)	Fertility Rate 4 (4.1 National)
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Source: NISR (2019-2020), Demographic and Health Survey; MoH (2022); RGB (2018 and 2024), Citizen Report Card

Gisagara District lacks sufficient healthcare facilities at the cell level, with most services concentrated at the district and sector levels, and supported by Community Health Workers in villages. The national Health Sector Strategic Plan prioritizes strengthening Primary Health Care (PHC), offering a framework to address these gaps. Additionally, Gisagara's mandate to establish health facilities within settlement boundaries, along with increasing urbanization, presents an opportunity for more organized and accessible healthcare service delivery in the future.

2.2.2.4 Education



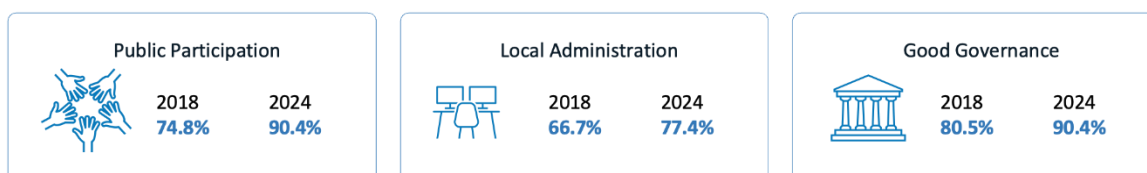
Source: NISR (2022), Rwanda Population and Housing Census; MINEDUC (2024), School Census; RGB (2018 and 2024), Citizen Report Card

Gisagara District faces key education challenges, including inadequate infrastructure, overcrowded classrooms, and a lack of school materials, with 31.25% of schools lacking electricity—limiting ICT integration. The Education Sector Strategic Plan (ESSP) 2024–2029, aligned with NST2 and Vision 2050, provides a framework for addressing these gaps. As the district advances in agriculture, agro-processing, and tourism, the demand for a skilled workforce highlights the need for relevant and improved education systems.

2.2.3 Transformational governance

2.2.3.1 Governance and Decentralization

Citizen Report Card (CRC) scores

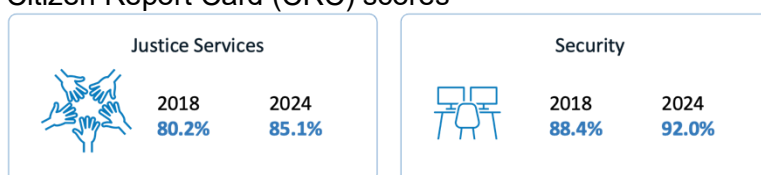


Source: RGB (2018 and 2024), Citizen Report Card

Between 2017 and 2024, Gisagara District made notable progress, particularly in security, governance, and justice services—reflecting strong policy implementation and community involvement. While citizen satisfaction has improved in health, education, and infrastructure, these sectors still require targeted efforts. Agriculture remains a key area needing greater support and innovation to meet development goals.

2.2.3.2 Justice, Reconciliation, Law and Order (JRLO)

Citizen Report Card (CRC) scores



Source: RGB (2018 and 2024), Citizen Report Card

Gisagara District has shown positive progress between 2017 and 2024, with notable improvements in security, governance, and justice—driven by effective policies and community engagement. While citizen satisfaction has grown in health, education, and infrastructure, these sectors still need targeted improvements. Agriculture remains a key area requiring greater support and innovation to fully meet development goals.

2.3 Gisagara District Potentialities and uniqueness

Rwanda’s National Strategy for Transformation 2 (NST2) emphasizes the importance of unlocking potentialities to drive long-term development. Potentialities are the inherent capabilities or latent possibilities that can be developed over time. These include the country’s natural resources, human capital, and infrastructural capacities that, with the right investments and policies, can be harnessed to achieve long-term sustainable growth. **Table 3** below identifies the potentialities and uniqueness of Gisagara that was captured through consultations and review of the available literature, particularly the RALGA (2024)⁶ report on rural district potentialities.

Table 3: Gisagara District Potentialities

Potentiality	Description	Justification	Anticipated Impact	Linked Uniqueness
Soil type and fertility	Fertile soils with diverse pH levels suitable for a variety of crops	Potential for expanding high-value crops such as coffee, bananas, macadamia, and avocados	Increased farmer income and improved livelihoods through diversification into commercial crops	Coffee cultivation – favorable soil and climate for coffee; NAEB support program

⁶ RALGA (2024) Rural District Potentialities

Marshlands	Covers 31.5% of land; ideal for rice, maize, and horticulture	Rich soil supports rice and vegetable farming; horticulture underexploited	Expansion of rice production reduces imports; horticulture supports exports and meets local demand	Rice cultivation – 16% of national production; Giseke Dam project enables year-round rice production
Mining and Quarrying	Deposits of sand, clay, stones, Wolfram, coltan, cassiterite	Serves construction needs; potential for export and value addition	FDI attraction, job creation, skill development, and industrial beneficiation	-
Energy	Peat deposits in Akanyaru; 80MW peat power plant	Will contribute ~20% to national energy supply; supports industrialization	Electricity attracts industries, creates jobs, and fosters local development	Energy production – 80MW peat-fired plant creating 1,500+ jobs and enabling industrial growth
Agro-processing	Leverages strong agriculture to support value addition	Access to energy, abundant raw produce, and low current processing levels create opportunity	Reduces postharvest losses, boosts incomes, and supports modern livelihoods	Coffee and rice production – value addition can boost income; power plant enables processing growth
Tourism	Natural sites like Akanyaru river, Gakoma rock, Mt. Makwaza, Mt. Gisunzu, Utwicarabami twa Nyaruteja historical site, Rwabisemanyi natural site, Cyamwakizi genocide Site, Nyange historical and natural site including Inyambo grazing area, Save and Kansi spriritual site, Muyaga natural site, Gikonko Hills (natural site), Makwaza historical and natural site, green rural areas (agricultural tourism) and Gisagara town centers (Urban tourism site and its boundaries)	Untapped attractions with little existing infrastructure	Tourism generates jobs, boosts small businesses, and improves community income	-

Cross-border trade	Proximity to Burundi offers trade opportunities	Historically vibrant CBT at Akanyaru valued at \$12 million pre-border closure; potential to revive with better relations	Boosts local economy, employment, and market access for agricultural and artisanal products	Cross-border trade with Burundi – historical trade hub; potential for regional economic integration
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Source: RGLA(2024), Consultations with Gisagara District stakeholders

3 Strategic framework

3.1 Priorities and innovations

Priorities set under the Gisagara DDS align with NST2 and Vision 2050. Key priorities under Economic Transformation include increasing agricultural productivity, attracting investment, creating decent jobs, expanding infrastructure (transport, energy, ICT), promoting financial inclusion, and fostering digital transformation to drive inclusive economic growth. A standout innovation is the integration of agricultural insurance schemes for crops and livestock, which enhances resilience and financial security for farmers. Social Transformation focuses on expanding access to quality education and healthcare, eradicating malnutrition, and reducing poverty. Social Transformation introduces impactful innovations like 100% school feeding programs, digital literacy expansion, and milk supplementation for malnourished children. Governance Transformation emphasizes efficient service delivery, justice and reconciliation, youth engagement through sports and culture, sound public financial management, and gender and family protection.

3.2 Strategic interventions by priority areas

The effectiveness of district development planning depends not only on identifying local priorities but also on aligning them with national and sectoral priorities. **Table 4** below presents a structured alignment between the district priority areas, respective interventions, and their alignment with the National Strategy for Transformation II (NST2) as well as Sector Strategic Plans (SSPs) 2020–2029. This alignment ensures that proposed interventions are not developed in isolation but are anchored within broader policy frameworks and reinforces the district’s role in achieving national transformation targets while adapting them to local realities.

3.3 Mainstreaming CCA

Mainstreaming Crosscutting Areas (CCAs) from the National Strategy for Transformation 2 (NST2) into the District Development Strategies (DDS) is crucial for holistic development, alignment with national goals, enhanced resilience, improved resource allocation, and stakeholder engagement. These CCAs include capacity development, HIV/AIDS and non-communicable diseases, youth empowerment, disability and social inclusion, gender and family promotion, environment and climate change, disaster management, and regional integration and international positioning. This section outlines how CCAs will be mainstreamed in Gisagara district within the period that this DDS will run (2024-2029).

- **Capacity development:** Gisagara District is investing in a wide range of capacity-building initiatives to strengthen governance and service delivery. Critical interventions for this DDS are designed to ensure the training healthcare providers, teachers, and local government leaders. Interventions such as the operationalization of councils, promotion of online services, and coordination of JADF activities aim to enhance citizen engagement and institutional efficiency. The district also plans to improve financial service access and civil registration systems, ensuring that governance structures are responsive and inclusive.
- **HIV/AIDS and Non-Communicable Diseases (NCDs):** Gisagara district is prioritizing health system strengthening to combat HIV/AIDS and NCDs. Key interventions in this

DDS include supplementing vulnerable populations with fortified foods and milk, renovating and equipping health centers, and acquiring land for health infrastructure. Additional efforts focus on training healthcare providers, improving early detection of diseases, and reinforcing malaria prevention in high-risk groups. These actions aim to improve access to quality healthcare and reduce the burden of chronic illnesses.

- **Youth Inclusion:** Youth empowerment is a central focus for Gisagara DDS, with interventions targeting job creation, access to finance for youth- and women-owned MSMEs, and the rehabilitation of the Gisagara Youth Center. The district also supports youth talent development, reintegration of rehabilitated youth, and the operationalization of National Youth Council structures. Programs like Itorero and youth voluntarism are being promoted to foster civic engagement and leadership among young people.
- **Disability and Social Inclusion:** Gisagara is addressing the needs of persons with disabilities and other vulnerable groups through targeted support. This includes providing equitable housing for unsheltered households, medical care for persons with disabilities (PWDs), and assistive devices and learning resources in education. The district also supports shelter provision for eligible beneficiaries and prioritizes inclusive health interventions, such as malaria control for vulnerable populations.

- **Gender and Family Promotion:** The Gisagara DDS is gender-focused across numerous interventions to ensure gender equity and family promotes. One key initiative involves providing multiple micronutrient supplements (MMS) to pregnant women, distributing hens to increase egg consumption, and supplying water purifiers at the community level. This and many other cross-cutting efforts aim to improve maternal nutrition and household food security, contributing to better health outcomes for women and families.
- **Environment and Climate Change:** Gisagara district is actively working to mitigate environmental degradation and adapt to climate change. Interventions include the protection and development of marshlands, promotion of sustainable irrigation (both hillside and marshland), and construction and maintenance of terraces. These are complemented by broader sectoral efforts under the Climate, Environment, and Natural Resources pillar to enhance erosion control and water resource management.
- **Disaster Management:** Gisagara district is enhancing its disaster preparedness and resilience through several initiatives. These include setting up agricultural de-risking and financing facilities, supporting disaster victims, and promoting preparedness among citizens. The district also focuses on strengthening TB surveillance, improving early case detection, and implementing risk reduction strategies to protect vulnerable households and ensure continuity of services during emergencies.
- **Regional Integration and International Positioning:** This remains a strategic area for future investment, particularly in enhancing cross-border trade infrastructure and regulatory alignment with neighboring countries like Burundi. Gisagara's proximity to the Burundi border positions it as a key player in cross-border trade. The DDS supports infrastructure development, regulatory compliance, and trader capacity building to boost economic ties and improve livelihoods.

4 Implementation framework

The successful implementation of the Gisagara DDS requires a coordinated, inclusive, and well-resourced approach involving local and central government efforts, development partners, and the private sector. This framework defines the implementation timeline, outlines the key actors and their roles, and highlights the approach to resource mobilization to ensure that the district's development priorities are effectively realized.

Timeline

The DDS will be implemented over a five-year period (2024–2029).

Implementing Institutions and Their Roles

a. District-Level Responsibilities

- **District Council:** Provides oversight, approves strategic plans, and ensures inclusive representation of women and youth.
- **Executive Committee:** The implementation of the DDS will be led by the Mayor, who provides overall coordination and strategic direction. The Vice Mayor in charge of Economic Development will oversee initiatives related to economic growth and infrastructure, while the Vice Mayor for Social Affairs will manage social services and promote community well-being. The District Executive Secretary will ensure effective administrative execution and coordination across departments. The Director of Planning will be responsible for monitoring and

evaluating progress, ensuring that DDS targets are met. At the grassroots level, Sector, Cell, and Village Councils will play a vital role in mobilizing communities, implementing local activities, and providing feedback to inform district-level decision-making.

b. External Government Partners

- MINALOC: Oversight of policy alignment and intergovernmental coordination.
- MINECOFIN: Support for financial planning and resource mobilization.
- Line Ministries (e.g., MINEDUC, MINAGRI, MININFRA, MINICOM): Provision of technical support and integrate national programs at the district level.

c. External Partners (Private Sector & NGOs)

- Private Sector: Investment, innovation, and job creation.
- NGOs and Civil Society: Delivery of services, building capacity, and engaging communities.
- Development Partners: Funding, technical assistance, and monitoring support.

Approach to Resource Mobilization

To drive the successful execution of the DDS, Gisagara District employs a strategic and multi-faceted resource mobilization plan. Core funding will come from central government subventions, coordinated with MINECOFIN and MINALOC to integrate into annual budgets. Additional resources will be secured from development partners, sector ministries through Sector Strategic Plan (SSP)-aligned agreements, and non-state actors supporting growth in areas such as agriculture, health, and tourism. The district aims to boost its own revenue through enhanced public financial management and contributions from JADF partners and Umuganda activities. Community-driven financing will be expanded via local savings groups and cooperatives, while private sector partnerships, particularly in agro-processing, cross-border trade, and urban infrastructure will attract investment to fuel inclusive development.

5 Monitoring and Evaluation

Gisagara DDS's Monitoring and Evaluation (M&E) plays a vital role in ensuring that development efforts are effectively tracked, assessed, and aligned with national priorities under the NST2. It enables Gisagara districts to measure progress toward set goals, make informed decisions based on reliable data, and adjust strategies where necessary. This M&E also enhances accountability and transparency by tracking the use of public resources and evaluating the performance of local government institutions. Furthermore, it fosters continuous learning and improvement by identifying successes and challenges, thereby guiding better planning and service delivery. The following approach will be used in assessing and tracking progress in the implementation of the DDS:

- **Results-Based Monitoring Framework** - Gisagara DDS includes a logical framework with clearly defined goals, outcomes, outputs, and indicators. These indicators are aligned with the National Strategy for Transformation (NST2) and sector strategic plans. Progress is tracked using baseline data, annual targets, and performance indicators that are regularly updated.

- **Use of Digital Tools and Systems** – Gisagara district use platforms like the District Planning and Reporting System (DPRS) and Monitoring and Evaluation Information System (MEIS) to collect, analyze, and report data. These tools support real-time tracking of activities and facilitate the generation of quarterly and annual performance reports.
- **Participatory Monitoring and Feedback** - The approach emphasizes inclusive monitoring, involving stakeholders such as the Joint Action Development Forum (JADF), civil society, and citizens. Tools like community scorecards and citizen report cards are used to gather feedback on service delivery and ensure accountability.
- **Regular Reporting and Evaluation** – Gisagara district will be producing quarterly and annual progress reports, which are submitted to MINALOC and MINECOFIN. These reports feed into national performance reviews and inform policy adjustments. Periodic mid-term and end-term evaluations are also conducted to assess impact and sustainability.

5.1 M&E results framework

The M&E framework is provided in **Table 3 in the annex**.

5.1.1 DDS Risk and Mitigation Matrix

The Gisagara District Development Strategy Risk Matrix will be used to assess and identify risks that may hamper the implementation of the strategy. The risk matrix includes the following.

- **Identified Risk:** A brief description of the risk. Identification of all the potential risks that could impact DDS implementation.
- **Risk Category:** Part of identification is determining the category of risk, such as financial, operational, or strategic or Natural disaster.
- **Risk Analysis:** A more detailed description of the risk, including the possible causes, likelihood, impact, and overall rating i.e., the probability that it will occur, the severity of the consequences if it does occur and lastly, the combination of its likelihood and impact.
- **Mitigating Factors:** The actions that will be taken to mitigate the risk

Table 4: Major risk matrix for District Development Strategy

No	Identified Risk	Risk Analysis			Mitigating Factors
		Causes	Likelihood	Impact	
1	Stakeholders engagement dis-	<ul style="list-style-type: none"> • Failure to involve stakeholders in planning and execution of District initiatives 	Very likely	High	Mobilize all possible stakeholders to be part of DDS preparation and implementation in all levels of administration.
2	Lack of sufficient funding for all district strategic initiatives	<ul style="list-style-type: none"> • Failure to implement the identified strategic priorities 	Unlikely	High	<ul style="list-style-type: none"> • Prioritization of strategic interventions based on available resources. • Strengthen Resource mobilization at the district level.

					<ul style="list-style-type: none"> Promote efficient use of available resources.
3	<ul style="list-style-type: none"> Public Health emergencies such as pandemic 	<ul style="list-style-type: none"> New or resurgence of pandemic diseases may slow down the DDS 	Likely	High	Strengthening partnerships with health agencies to anticipate and respond to pandemics proactively
4	<ul style="list-style-type: none"> Private Sector & CSO dis-engagement 	<ul style="list-style-type: none"> Limited involvement of the Private Sector and Civil Society in the district development project 	Likely	High	<ul style="list-style-type: none"> Strategically mobilize internal and external investors Provide incentives to attract private investment in the DDS plans
5	<ul style="list-style-type: none"> District High staff turnover 	<ul style="list-style-type: none"> Lack of LG staff Incentives 	Very likely	High	Develop and implement District retention strategies

6 Costing

Gisagara District DDS entails a comprehensive costing framework to guide the implementation of our District Development Strategy (DDS). This section outlines the estimated financial resources required to achieve our strategic priorities over the next five years. The costing approach is grounded in realistic assumptions and prioritization of interventions, drawing from historical budget allocations and aligned with the methodologies used in the NST2 and SSPs. The estimated costs serve not only as a planning tool but also as a foundation for mobilizing resources from diverse sources, including central government allocations, development partners, the private sector, and civil society.

The total estimated cost for implementing this strategy over the period from July 2024 to June 2029 amounts to 322,238,456,559 Rwandan Francs. The breakdown of the total budget needed for each year across the five years is as follows:

- Year 1: RWF 14,427,686,267
- Year 2: RWF 15,559,407,923
- Year 3: RWF 116,107,454,808
- Year 4: RWF 55,550,301,016
- Year 5: RWF 120,593,606,546

The detailed distribution of costs by DDS interventions are detailed in the cost matrix, presented in **Table 4 in the annex**.

Conclusion

Gisagara District Development Strategy (2024–2029) represents a unique and inclusive plan for transforming the district into a dynamic agro-processing hub that fosters decent job creation, poverty reduction, and improved service delivery. Building on the achievements of the previous DDS and aligned with the National Strategy for Transformation (NST2) and Vision 2050, this strategy reflects a deep understanding of local realities, challenges, opportunities, and potentialities of Gisagara District. Through the three NST2 strategic pillars, Economic Transformation, Social Transformation, and Transformational Governance, Gisagara aims to unlock its full potential by investing in agriculture, infrastructure,

education, health, and governance systems. The integration of crosscutting areas such as gender equality, climate resilience, youth empowerment, and capacity development ensure that no one is left behind in the district's development journey. As Gisagara embarks on a journey to achieve 2050, the DDS stands as a testament to the district's commitment to inclusive, sustainable, and citizen-centered development.

Annexes

The annex for Gisagara DDS2 includes the costing sheet that includes budgets, source of funds, and key projects.

6.1 Table 1- DDS Priorities- Expanded

Table 5: Alignment of district priorities with NST2 and SSPs

NST 2 Pillar	DDS Priorities	District's Strategic Interventions	Sector Priority Area (PA)	NST2 PA	Challenges
Economic transformation pillar	Agriculture:				
	Increase agricultural productivity	<ul style="list-style-type: none"> Optimize the use of modern inputs among farmers Protection and development of marshlands Promote sustainable Irrigation (hillside irrigation, marshland irrigation) Promote agricultural mechanization Provision of extension services to farmers 	PA-01: Increase productivity of priority crops by 50%	1.1.1. Climate-resilient, productive and modernized agri-food systems	<ul style="list-style-type: none"> Only 21.4% of crop producing households use pesticide practice (Agriculture Households survey 2020) Only 35.8% of crop producing households use improved seeds (Agriculture Households survey 2020) Only 29% of agriculture households incur expenditure on chemical fertilizers through crop intensification program (Agriculture Households survey 2020) 13.5% of agriculture households received post-harvest handling and storage) AHS 2020 Decreased percentage of households engaged in livestock production from 75.8% in 2018 to 70.3 % in 2020 Low conception rate. Low Veterinary Laboratory in Gisagara District and its satellite laboratories Insufficient forage planting and animal feeding
	Set up agricultural derisking and financing facility	<ul style="list-style-type: none"> Scale up insurance coverage on crops and livestock (crops, cattle, Pig and Poultry) 	PA-04: Attract investment in the agriculture sector and increase credit to agriculture from 6% to 10%		
Increase Livestock and animal production	<ul style="list-style-type: none"> Promote livestock insurance Promote animal vaccination, insemination and AI born calves registration Promote forage planting and animal feeding Develop livestock infrastructures Promote aquaculture/fish production 	PA-02: Achieve and sustain self-sufficiency in animal resources			

	<ul style="list-style-type: none"> Promote bee-keeping 			<ul style="list-style-type: none"> Lack of animal production (Milk, Meat, Skins, Egg) handling facilities such as slaughterhouse slabs, Animal markets, Animal products Processing Plants Persisting deaths of small stocks Decreased coffee production
Improve post-harvest handling	<ul style="list-style-type: none"> Develop post-harvest facilities and establish clear framework linking farmers to markets (construction of storage and drying facilities) 	PA-03: Strengthen post-harvest handling and reduce losses to below 5%		
Increase cash crops productivity	<ul style="list-style-type: none"> Increasing coffee production Increase macadamia production 	PA-04: Attract investment in the agriculture sector and increase credit to agriculture from 6% to 10%		
Private Sector Development and Youth Employment:				
Create productive jobs and promote entrepreneurship for economic development	<ul style="list-style-type: none"> Increase Jobs creation for Youth Increase access to finance for Youth and women owned MSMEs Promote model projects 	PA-11: Create sustainable and decent jobs	1.2.3 Creation of sustainable and decent jobs	<ul style="list-style-type: none"> High unemployment (21%) and NEET (41.7%) rates (NISR, RLFS, 2024) Lack of big and potential investors Insufficient, not upgraded and not extended ICPCs and YEGO Centers Lack of infrastructures that boost the employment creation. Lack of incubation center to coach young entrepreneurs Markets infrastructures that need extensions High unemployment (21%) and NEET (41.7%) rates (NISR, RLFS, 2024) Lack of big and potential investors Insufficient, not upgraded and not extended ICPCs and YEGO Centers Lack of infrastructures that boost the employment creation. Lack of incubation center to coach young entrepreneurs Markets infrastructures that need extensions
Enhance business development	<ul style="list-style-type: none"> Upgrade Gisagara ICPCs Increase market infrastructures Promote Cooperatives Promote made in Rwanda 	PA-05: Scale up Production of essential and high value products to meet domestic demand and reduce imports		
Environment and Natural Resources				
Enhance erosion control and water	<ul style="list-style-type: none"> Construction and maintenance of terraces Increase forest coverage 	PA-12: Disaster risk reduction and management	1.3.1 Building resilience to climate change	<ul style="list-style-type: none"> 27% of land is still required intervention for protecting against Soil erosion by constructing

resource management	<ul style="list-style-type: none"> Promote water resources management Rehabilitation of exploited sites Establish and operationalize district emergency command posts (from 8 to 28) Implementation of District Disaster Management Plan Engge the community in disaster risk resilience at National and Local Level Forest Landscape Restoration Development of Agroforestry for Sustainable Agriculture in Rwanda 		and sustainable management of the environment and natural resources	<p>both Radical terraces and progressive terraces with agroforestry plants. (AHS,2020)</p> <ul style="list-style-type: none"> Agricultural Household Survey 2020 (AHS) indicated that 31.5% of Household practiced the agroforestry and Seasonal Agriculture Survey 2023 (SAS) indicated that 31.9% of farmers practiced Agroforestry. Firewood utilization by Agricultural households is 81.3%.(Agricultural Household Survey 2020). Low rehabilitation of exploited land in mining Low capacity and understanding the contribution of protected environment to climate change
Transport				
Promote easy mobility and efficient transport	<ul style="list-style-type: none"> Upgrading of unpaved road to paved road Creation of new roads in residential sites Regular maintenance of roads Rehabilitation of existing roads Maintenance and construction of Bridges 	PA-19: Develop transport infrastructure and services to facilitate economic growth and trade	1.5.1 Enhanced transport connectivity for economic growth and trade	<ul style="list-style-type: none"> Low Citizen satisfaction of road networks:67% Some area are not accessible due to damaged bridges Existing roads are in bad condition and it need rehabilitation
Energy				
Increase access to electricity	<ul style="list-style-type: none"> Increase electricity infrastructures Maintenance of electricity infrastructures Increase access to On and Off-grid electricity 	PA-20: Scale up electrification to achieve universal access	1.6.1 Renewable & clean energy transition & universal access to electricity (Sector: Infrastructure Energy)	<ul style="list-style-type: none"> 36.7% of Gisagara District HHs have no access to electricity (Need to construct new electrical lines or extension of existing electricians' and provision of Off grid energy)
Water and sanitation:				

Increase Access to clean water and sanitation facilities	<ul style="list-style-type: none"> • Increase water infrastructures • Increase access to clean water 	PA-39: Scale up drinking water access to all villages countrywide	2.4.1 Increased access to Water for socioeconomic development [4.5]	<ul style="list-style-type: none"> • Some areas in Gisagara District have no access to water lines (21.6% HHs) (Need of construction of new water lines or extension of existing water lines) • Due to high population growth and lack of regular maintenance, water is not supplied regularly (Need to rehabilitate existing water lines)
Promote waste management	<ul style="list-style-type: none"> • Improve Sanitation and waste management 	PA-40: Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing	2.4.2 Increased access to Sanitation & Hygiene (WASH)	
Urbanization and rural settlement				
Accelerate Sustainable Urbanization and rural settlements	<ul style="list-style-type: none"> • Promote rain water management • Development and management of public cemeteries • Increase urban and rural grouped/planned settlements • Develop detailed physical plans, site servicing to enhance well planned urban and rural settlements • Mobilize rural households in scattered settlements to settle to planned resilient settlements 	PA-23: Establish initiatives to promote sustainable growth of urban and rural areas	1.7.1 Enhanced urbanization and settlements for agglomeration benefits	<ul style="list-style-type: none"> • 32.3 % HHs still live in Dispersed /Isolated housing (Census 2022)
ICT				
Increased access to ICT facilities	<ul style="list-style-type: none"> • Increase ICT infrastructures and digital literacy • Ensure universal basic digital literacy 	PA-24: Foster digital transformation across key economic sectors	1.8.1 Digital transformation	<ul style="list-style-type: none"> • Large number of HHs without at least one member using internet: 11.4% (Census 2022) 41% of schools (Primary, Secondary and TVET use public internet)
Financial sector development				

	Increase financial inclusion and promote Saving culture	<ul style="list-style-type: none"> Promote saving culture Promote access to financial services among citizens 	PA-16: Strengthen Domestic Savings & Expand Financial Inclusion	1.4.1 Resilient and broadened financial sector for private sector growth	<ul style="list-style-type: none"> Limited financial services diversification
Social transformation pillar	Education				
	Outcome 1: 1.1: Enhanced pre-primary education with increased NER (from 44.7 per cent to 65 per cent).	Establish resilient and inclusive classrooms	PA-23: Ensure timely access to quality education in basic education	2.1.1 Improve the quality and market relevance of education	<ul style="list-style-type: none"> High classroom-pupil ratio in Primary: 57:1 High Primary pupil desk ratio: 3:1 Low availability of ICT, Science and technology facilities in schools (Smart classrooms: (60%), Science laboratories: (30%), insufficient administrative infrastructure facilities: offices:(45%), libraries:46%, girls 'rooms:(60%); inaccessibility to water (83%) and electricity (87%) at schools Repetition rate increased from 27 % in primary and 12% in secondary in 2018 to 30% in primary, .17% in both lower Secondary and upper secondary Dropout rate decreased from 7.6 % in primary and 4.6% in secondary in 2018 to 1.5% in primary and 1% in secondary in 2023 Low number of female students in TVET Schools (30%) <p>Large number of illiterate people aged from 15 years and above: 15%</p>
		Mobilize parental and community support for increasing pre-primary enrollment			
		<ul style="list-style-type: none"> Facilitate ECD centers to meet pre-primary education standards. To upgrade ECDs to offer pre- primary teaching s & PCR 			
	Outcome 2: Improved timely enrolment and learning outcomes, and ensure equitable access in primary education	Establish inclusive classrooms and other school infrastructure to eliminate double shifts and reduce overcrowding			

		<ul style="list-style-type: none"> Sustain the school feeding program 			
		Improve Foundational Literacy and Numeracy skills with a focus on Foundational grades			
		<ul style="list-style-type: none"> Increase adults' literacy 			
		Reduce school dropout rate through enhancing school and community collaboration			
		Reduce repetition rate by continuously implementing remedial learning education strategies			
		Expand functional adult literacy programs			
	Outcome 3: Increased net enrolment and quality in secondary education	Sustain the school feeding program			
		Improve TVET with modern infrastructure, equipment, consumables and materials to enhance STEM			
		<ul style="list-style-type: none"> Connecting new schools to clean water Connecting all schools to electricity Construction of school libraries Construct of new girls rooms Construction of new dinning halls Installation of new tanks Availing new desks Construction of teacher's office Construction of standard playgrounds Construction of standard dormitories Equip schools with science laboratories Increasing enrollment of female and male children in ECE 			

		<ul style="list-style-type: none"> Provide schools with computer labs 			
	Outcome 4: Increased use of ICT in Teaching and Learning at all levels of education	Strengthen education data management systems for evidence-based decision making	PA-25: Enhance ICT integration in education at all levels of General Basic Education and TVET		
Health					
	Enhancing demographic dividend through ensuring access to quality health for all Eradicating Malnutrition	<ul style="list-style-type: none"> Supplement female and male vulnerable eligible beneficiaries to supplement foods, especially Fortified Blended Food (FBF) Supplement female and male vulnerable eligible children with malnutrition to supplement foods, especially one cup of milk per child Renovation of health centers Equip health facilities with medical and non-medical equipment Training of health care providers Mentorship and supervision of healthcare providers Inspecting health facilities to ensure quality of health services Continue Motivating community health workers for health service delivery in their package Ensure all ambulances are well managed and maintained Improve coverage and quality of Antenatal care Implement nationwide rollout of maternal health bundles to timely identify and properly manage postpartum hemorrhage (PPH) Strengthen the use of postpartum family planning and introduction of new contraceptive methods Decentralization of immunization services to health posts 	PA-30: Continuously Improving the Access to and Quality of Health Services through Primary Health PA-31: Improving Child Nutrition	2.2.1 Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector including nutrition)	<ul style="list-style-type: none"> Gisagara District is still having a gap in reducing all forms of malnutrition particularly stunting, stunting rate in 2024 is 23.2% to 19% which is national target (NST1), this implies a gap of 4.2%. There is an issue of insufficient equipment, clean water in health facilities (Hospital up to health Post) and Some health facilities are old, ICT equipment and Internet connection still a big problem Financial accessibility is still low in our community (People living in extreme poverty) Poor Hygiene and Sanitation issue Limited consumption of Nutrition dense food and animal source protein, poor transport infrastructures, limited number of ambulances insufficient health staff compared to available health professionals in the labor market, Lack of sufficient financial motivation in health sector

		<p>Implement appropriate task shifting and capacity building to enhance the quality of maternal, newborn and child health service</p> <ul style="list-style-type: none"> • Conduct targeted and customized HIV Prevention awareness campaigns among Youth and Key Populations • Strengthen community-based mental health services and post-rehabilitation programs • Raise awareness and educate the public using innovative and targeted strategies on major Non-Communicable Diseases (NCD) risk factors • Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies • Enhance community-based screening of nutritional status (to allow early identification and timely management of malnutrition in children and pregnant women) • Revamp nutritional centers at health centers and improve coordination with community health services (to facilitate easier referral and follow-up.) • Rehabilitate and renovate the existing health facilities (health Posts, health centers, district hospitals) • Training, equipping and Mentoring CHWs • Construction of accommodation for health care staff and equip them 			
Social protection					

	Enhance graduation and promote resilience of poor HHs	<ul style="list-style-type: none"> • Provide adequate supports to poor HHs • Sustainable livelihoods enhancement facilitated. • Support 100% vulnerable unsheltered female and male headed households to have equitable houses • Provide capacity building of Para social workers and evaluate • Provide direct support to 100% of needy Genocide survivors supported under ordinary and special direct support • Support eligible vulnerable PWDs with Medical care • Promote preparedness for Disasters among citizens • Support refugees to access decent jobs 	PA-36: Promote graduation by creating an enabling environment for income opportunities	2.3.1 Enhanced graduation from poverty and increased resilience	<ul style="list-style-type: none"> • Behavior/Mindset change among poor HHs is still low • Lack of clear and strong mentorship/monitoring of supported HHs • Poor coordination of support to poor HHs by District and Partners
Transformational governance	Governance and decentralization				
	Improve service delivery to citizens	<ul style="list-style-type: none"> • Rehabilitation of District Office • Rehabilitation of Cell Offices • Resolution of Citizens Complaints • Regular capacity building of New elected local Government Leaders • Operationalization of Council at all levels • Promote Civil registration and Vital Statistics/CRVS • Coordination of JADF activities • Revision and dissemination of Standard service Charter • Timely provision of Online services • Engage Citizens in planning and decision making • Conduct governance month 	PA-42: Strengthen local government institutional, organizational, and human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery	3.1.1 Enhance citizen-centered local development and effective service delivery	<ul style="list-style-type: none"> • Low Citizen satisfaction with Services delivery: 85.6% in (CRC 2023)
Justice, Reconciliation, Law and Order					

	Ensure Safety and Security of citizens and property	<ul style="list-style-type: none"> • Execution of Courts judgements by local Government • Operationalization of Mediation Committees/Abunzi • Monitor MAJ services • Monitor recovery of Government funds from recoverable won cases • Monitor Court cases affecting the district • Expand Legal aid provision to vulnerable people through semestrial legal aid week • Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans • Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad; • Coordinate social healing and social reintegration programs at community level by establishing guidelines and structures) • Improve crime prevention and public order through community policing initiatives 	PA-44: Improve justice service delivery and reduce case backlogs	3.2.1 Enhanced Rule of Law 3.2.2 Strengthen Accountability	<ul style="list-style-type: none"> • Low courts' judgements execution rate:85% (District Report 2023) • MAJ operates at District level • Citizens who still spreading genocide ideologies (more than 3 cases in 2024)
	Promotion of Unity and Resilience among citizens	<ul style="list-style-type: none"> • Conduct sensitization campaigns for prevention and fight against injustice and corruption • Creation and operationalization of Unity and resilience clubs in Schools and Villages • Organize "Ndi Umunyarwanda" interaction sessions • Rehabilitation/ maintenance/construction of District Genocide memorial sites 	PA-46: To promote and uphold Rwandan identity and social healing	3.2.3 National Unity, Resilience, culture and values	

Ensure Safety and Security of citizens and property	<ul style="list-style-type: none"> Conduct security operations Promote community rehabilitation program Operationalization of District Transit Center 	PA-48: To Sustain Peace and Security	3.2.4 Sustained Peace and Security	
Youth, Sports and Culture				
Strengthen recreational activities and sports for all	<ul style="list-style-type: none"> Rehabilitation and extension of Gisagara Youth Center Detection and promotion of Youth talents Conduct competition among young investors/ Start-Ups Sport talents detection and promotion through sport competitions Operationalization of Itorero at Villages and Schools levels Reintegration of rehabilitated youth delinquents Availing sports facilities at cell and sector level 	PA-49. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	3.3.1 Fostering National Unity, Resilience, culture and values	<ul style="list-style-type: none"> Low participation in Itorero activities
Public finance management				
Enhance effective Public Financial Management System	<ul style="list-style-type: none"> Capacity building of NBAs Accountants Own Revenue collection Produce regular and effective financial reports Monitor implementation of Auditors' recommendations Assesment of District NBAs through peer review-peer learning approach 	PA-50: Increase compliance with PFM rules and improve oversight of value-for-money	3.4.1 Strengthen Accountability	<ul style="list-style-type: none"> Auditor general expressed the unqualified opinion after review of financial statement and except for opinion in compliance with law and regulation and value for the year ended 30th June 2023 60 Primary schools do not have qualified accountants which cause problems in financial reporting

6.2 Annex 2- List of involved persons

Table 6: Involved persons

Institution	Service/Unit	Position
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District level	District Executive Office	District Executive Secretary
	District Planning Unit	Director of Planning, M&E
	Good Governance Unit	Ag. Director of Good Governance Unit
	Social Development Unit	Social Commission secretary
	Education Unit	Director of Education
	Health Unit	Director of Health
	IOSC Unit	Director of IOSC
	Social Protection Unit	Social Protection Officer
	BDEU (Business Development and Employment Unit)	Ag. Director BDEU (Business Development and Employment Unit)
	Agriculture and Natural Resources Unit	Director of Agriculture
	NYC (Youth Council Unit)	NYC District Representative
	Youth Center	Youth Center Coordinator
	JADF	JADF Good Governance Unit
	JADF	P.S (Permanent Secretary) JADF
JADF	President Economic Commission (JADF)	
Private Sector Federation	PSF	PSF Staff
Sector Level	Ndora Sector	E/S Ndora Sector
Gakoma District Hospital	Planning Unit	Planner/Gakoma DH (District Hospital)
Kibirizi District Hospital	Planning Unit	Planner/Kibirizi DH (District Hospital)

6.3 Table 2- M&E Matrix

Table 7: DDS Monitoring and Evaluation Matrix

No	DDS Outcome	Indicators	Units	Baseline (2023/24)	End period target	Annual Targets				Means of verification and Data Sources		Responsible for Reporting
						24/25	25/26	26/27	27/28	28/29		
ECONOMIC TRANSFORMATION PILLAR												
SECTOR: AGRICULTURE												
Priority Area 1.1: Modernization of Agriculture and Animal Resources Production												
1	Outcome 1.1 Modernized crop production and productivity	Area of land consolidated for priority food crops (maize, beans, cassava, soybeans, rice, vegetables)	Ha	Maize: ha 7,540; Beans: 28,000 ha Cassava: 2,090 ha Soybeans: 768 ha Rice: 2,536ha Vegetables: 570ha	Maize: 7,300ha ; Beans: 28,840 ha; Cassava : 2,100 ha; Soybeans: 768 ha; Rice: 2,836 ha; Vegetables: 632 ha	Maize: 7,300 ha Beans: 28,000 ha Cassava: 2,090 ha Soybeans: 768 ha Rice: 2,536 ha Vegetables: 570ha	Maize: 7,540ha Beans: 28,000 ha; Cassava: 2,100 ha; Soybeans: 790 ha; Rice: 2,736 ha Vegetables: 632 ha	Maize: 7,540 ha Beans: 28,000 ha; Cassava: 2,100 ha; Soybeans: 790 ha; Rice: 2,736 ha Vegetables: 632 ha	Maize: 7,540 ha; Beans: 28,000 ha; Cassava: 2,100 ha; Soybeans: 790 ha; Rice: 2,836 ha; Vegetables: 632 ha	Maize: 7,540 ha; Beans: 28,000 ha; Cassava: 2,100 ha; Soybeans: 790 ha; Rice: 2,836 ha; Vegetables: 632 ha	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, DISTRICT

		New area of marshlands protected and developed	Ha	150 ha	330 ha	0	60 ha	140 ha	250 ha	330 ha	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Area of marshlands maintained/rehabilitated (Cumulative)	Ha	1,634 ha	214 ha	0 ha	0 ha	100 ha	214 ha	214 ha	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Area under irrigation systems (marshland irrigation)	Ha	1,634 ha	330 ha	0	60 ha	140 ha	250 ha	330 ha	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Area under irrigation systems (hillside irrigation)	Ha (Cumulative)	9	20	10	10	15	20	20	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Number of tractors acquired	Number	0	2	0	0	1	1	0	Means of verification: Agriculture reports Data Sources: District Administrative Data	COOPERATIVES
		Number of Rice harvesters acquired	Number	0	1	0	0	1	0	0	Means of verification: Agriculture reports Data Sources: District Administrative Data	COOPERATIVES
		Number of farmers	Number	179,400	190,000	182,000	184,000	186,000	188,000	190,000	Means of verification: Agriculture reports	MINAGRI, DISTRICT

		received agricultural extension services										Data Sources: District Administrative Data	
		Area of land under Small-Scale Irrigation Technology (SSIT)	Ha (cumulative)	0	60	0	15	30	45	60		Means of verification: Agriculture reports Data Sources: District Administrative Data	DISTRICT
		Area under Radical terraces	Ha (cumulative)	134	198	118	118	158	178	198		Means of verification: Agriculture reports Data Sources: District Administrative Data	DISTRICT
		Area under progressive terraces established	Ha (cumulative)	1,014	5,017	1017	2017	3017	4017	5017		Means of verification: Agriculture reports Data Sources: District Administrative Data	DISTRICT
		Quantity of DAP distributed (MIT)	MT (cumulative)	603.063	3000	648.614	1,236.5	1,885.1	2,499.714	3000		Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of UREA distributed (MIT)	MT (cumulative)	623.666	3100	623.666	1,242.75	1,861.83	2,480.91	3100		Means of verification: Agriculture reports Data Sources:	MINAGRI, RAB and District

											District Administrative Data	
		Quantity of NPK distributed (MT)	MT(Cumulative)	427.645	2000	427.645	820.73	1,213.81	1,606.90	2000	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of KCL Blend distributed (MT)	MT(Cumulative)	300.685	1500	300.685	600.51	900.34	1,200.17	1500	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of lime distributed	MT(Cumulative)	97.8	214	137	156.25	175.5	194.75	214	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of Compost distributed	MT(Cumulative)	0	400	910	100	200	300	400	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of Maize seeds distributed	MT(Cumulative)	256.153	1000	256.153	442.1	628.06	814.02	1000	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Quantity of Soybeans seeds distributed	MT(Cumulative)	21.133	72	22	34.5	47	59.5	72	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Food Basket Sites promoted and operationalized (Ha)	Ha (Cumulative)	0	24,526	0	6,131.5	12,263	18,394.5	24,526	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District

2	Outcome 3.1: De-risking agriculture for increased resilience	Area of rice insured	Ha (Cumulative)	2365.4	12,000	2,365	4,773.7 5	7,182. 5	9591. 25	12,000	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Area maize insured	Ha (Cumulative)	624.50	3000	625	1,218.7 5	1,812. 5	2,406. 25	3,000	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Area of beans insured	Ha (Cumulative)	0	100	10	32.5	55	77.5	100	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
		Area chili insured	Ha (Cumulative)	0	10	0	2	5	8	10	Means of verification: Agriculture reports Data Sources: District Administrative Data	MINAGRI, RAB and District
Priority Area 1.2: Inclusive markets and post-harvest management												
3	Outcome 2.2: Strengthened market linkages and post-harvest infrastructure	Drying shelters	Number (Cumulative)	61	80	61	61	67	73	80	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, RAB and District
		Drying grounds	Number (Cumulative)	72	112	72	72	82	102	112	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, RAB and District

		Number of Cold rooms constructed (Cumulative)	Number	1	2	1	1	2	2	2	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, RAB and District
Priority Area 1.1: Modernization of Agriculture and Animal Resources Production												
4	Outcome 1.2: Modernized animal resources production and productivity	Cows inseminated	Number (Cumulative)	5069	25,000	5100	11,350	17,600	23,850	25,000	Means of verification: Report Data Sources: District Administrative Data	District
		Number of pigs artificially inseminated each year	Number	N/A	150	25	25	25	25	50	Means of verification: Report Data Sources: District Administrative Data	District
		Cattle Vaccinated	Number (Cumulative)	129,875	181,500	129,875	142,781	155,687	168,593	181,500	Means of verification: Report Data Sources: District Administrative Data	District
		Goats Vaccinated	Number (Cumulative)	42,572.00	210,000	42,100	84,075	126,050	168,025	210,000	Means of verification: Report Data Sources: District Administrative Data	District
		Sheep Vaccinated	Number (Cumulative)	2,728	13,000	2,674	5,256	7,838	10,420	13,000	Means of verification: Report Data Sources: District Administrative Data	District
		Dogs/cats vaccinated	Number (Cumulative)	0	600	100	200	350	500	600	Means of verification: Report Data Sources:	District

											District Administrative Data	
		Cattle insured	Number (Cumulative)	1,430	7,000	1,430	2,823	4,216	5,609	7,000	Means of verification: Report Data Sources: District Administrative Data	District
		Pig insured	Number (Cumulative)	456	2,000	500	875	1,250	1,625	2,000	Means of verification: Report Data Sources: District Administrative Data	District
		Poultry insured	Number (Cumulative)	2075	10,000	2100	4075	6050	8025	10,000	Means of verification: Report Data Sources: District Administrative Data	District
		Fish ponds established	Number (Cumulative)	0	50	10	15	25	30	50	Means of verification: Report Data Sources: District Administrative Data	District
		Insured fishponds	0	0	50	10	15	25	30	50	Means of verification: Report Data Sources: District Administrative Data	District
		Insured rabbits	0	1,000	0	100	300	500	800	1,000	Means of verification: Report Data Sources: District Administrative Data	District
		Insured goats	0	2,000	0	800	1,000	1,500	1,800	2,000	Means of verification: Report Data Sources: District Administrative Data	District

		Number of fingerlings produced for aquaculture	0	20,000,000	0	10,000	100,000	1,000,000	10,000,000	20,000,000	Means of verification: Report Data Sources: District Administrative Data	District
		Animal feeds planted (ha) (Cumulative)	Ha	29.5 ha	59 ha	35 ha	41 ha	47 ha	54 ha	59 ha	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Number of forage-model farms established (Cumulative)	Number	59	677	150	300	450	550	677	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, DISTRICT
		Number of slaughterhouses constructed	Number	3	2	0	1	0	0	1	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF
		Number of livestock markets constructed	Number	0	1	0	0	0	1	0	Means of verification: Report Data Sources: District Administrative Data	DISTRICT
		Number of Laboratory and veterinary clinics constructed	Number	2	2	0	1	0	0	1	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF
		Number of Milk Collection Centers (MCCs) constructed (Cumulative)	Number	2	3	2	2	3	3	3	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF

		Number of beehives installed (Cumulative)	Number	-	100	20	40	60	80	100	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF	
Priority Area 1.2: Inclusive markets and post-harvest management													
5	Outcome 2.1: Agriculture exports promoted	Ha of old coffee plantations rehabilitated	Ha	0	412 ha	50ha	100 ha	200 ha	300 ha	412 ha	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NAEB	
		Ha of new coffee trees planted	Ha	53 ha	279 ha	30 ha	60 ha	60 ha	60 ha	69 ha	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NAEB	
		Volume of Fully Washed Coffee produced (T)	Tones	3,246.5 T	2,100 T	420 T	420 T	420 T	420 T	420 T	420 T	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NAEB
		Ha of new Macadamia trees planted (Cumulative)	Ha	50 ha	150 ha	70 ha	70	110 ha	130 ha	150 ha	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF	
SECTOR: PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT													
Priority Area 2:4. Create sustainable and decent jobs													
6	Outcome 4.1: Increased Productive and decent jobs	Number of productive and decent Jobs created	Number	34,152	30,459	4,459	5,000	6,000	7,000	8,000	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF	

		Number of new agro-processing plants established	Number	7	2	0	0	1	0	1	Means of verification: Report Data Sources: District Administrative Data	PSF
		Number of Women and Youth Supported and empowered to create business /through kuremera program	Number	910	1,066	260	26	260	260	260	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RDB
		Number of Model Village income and employment generating project supported	Number	9	59	59	59	59	59	59	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, LODA
		Number of female and male fresh graduates hosted for professional internship	Number	45	1004	30	113	200	287	374	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RDB, PSF
		Number of female and male youth trained through short courses to acquire hands-on skills	Number	949	985	240	197	197	197	197	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RDB, PSF

		Number of MSMEs coached and linked to financial institutions	Number	1,759	1,585	350	300	305	310	320	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RDB, PSF
		Number of New TVET graduates supported with toolkits	Number	949	1181	221	403	240	240	240	Means of verification: Report Data Sources: District Administrative Data	District, RP
		Number of jobs created through CCIs	Number (Cumulative)	0	250	50	50	100	150	200	District Administrative Data	MIFOTRA, MINICOM, RDB, DISTRICT
		Number of Centres of Excellence established and operationalized	Number	0	1	0	0	0	0	1	District Administrative Data	MIFOTRA, MINICOM, RDB, DISTRICT
Priority Area 2:1. Promote exports to regional and international markets												
7		Number of ICPCs extended and upgraded	Number	2	1	0	0	0	1	0	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, PSF
		Number of markets rehabilitated	Number	0	1	0	0	0	1	0	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, LODA
		Number of modern markets constructed (cumulative)	Number	2	4	0	0	1	1	2	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, LODA

		Number of Selling points constructed (cumulative)	Number	7	4	0	0	2	1	1	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, JADF
8	Outcome 2: Increased income among Cooperatives members	% of cooperatives providing dividend to their members(cumulative)	%	NA	50		20	30	40	50	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RCA
		% of cooperatives trained on management & governance	%	53	100	62.4	71.8	81.2	90.6	100	Means of verification: Report Data Sources: District Administrative Data	DISTRICT, RCA
9	Outcome 3: Improved Made in Rwanda program	Number of Made in Rwanda products exhibition conducted	Number	NA	5	1	1	1	1	1	Means of verification: Report Data Sources: District Administrative Data	DISTRICT
SECTOR: ENVIRONMENT AND NATURAL RESOURCES												
Priority Area 3:1: Sustainable Natural Resources Management												
10	Outcome 1.1: Natural Resources Sustainably Managed	Number of new Ha of progressive terraces created with agro forestry trees each year(cumulative)	Ha	1,600	1,800	1,600	1,650	1,700	1,750	1,800	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, LODA

		% of existing progressive terraces rehabilitated	%	83.6	100	85	88	93	97	100	Means of verification: Report Data Sources: District Administrative Data	DISTRICT
		Number of new Ha of radical terraces created with agro forestry trees	Ha	197	220	20	50	50	50	50	Means of verification: Report Data Sources: District Administrative Data	MINAGRI, LODA
		Area of forestry planted	Ha	1,369.3	1,000	100	200	300	200	200	Means of verification: Report Data Sources: District Administrative Data	RWFA, DISTRICT
		Area of agroforestry planted	Ha	4,883	4,000	800	800	800	800	800	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINAGRI, MoE, RAB and RFA
		Area of degraded forestry rehabilitated	Ha	178	150			50	50	50		
		New Km of riverbanks protected with bamboo	Km	61.3	50		20	10	10	10		
		Area of forest managed under the Forest Monitoring and Evaluation System	Ha(cumulative)	0	4700	0	1175	2350	3525	4700	Means of verification: Reports Data Sources: District Administrative Data	RFA, MoE, DISTRICT

		Number of fruit trees planted	Number	52,000	132,509.72	24,000	33,127.43	33.127.43	33,127.43	33,127.43	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINAGRI, MoE, RAB and RFA
		Number of tree nurseries well managed at cell level	Number	13	12	5	5	7	10	12	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Level(%) of compliance to developed land use master plan	%	40	80	45	50	60	70	80	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Number of expropriated parcels registered	Number	NA	1667	No data	350	800	1300	1667	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Number of district emergency command posts established and operational	Number	0	1	0	0	0	0	1	Means of verification: Reports Data Sources: District Administrative Data	District
		<ul style="list-style-type: none"> Forest Landscape Restoration 	Ha	56,278	8,718	1870	512	2,112	2,112	2,112		

11	Outcome 1:	% exploited mining and quarry sites rehabilitated	%	64.4%	100%	71%	78%	85%	92%	100%	Means of verification: Reports Data Sources: District Administrative Data	RMB, DISTRICT
		% of operating mining and quarry companies with licenses	%	75%	100%	100%	100%	100%	100%	100%	Means of verification: Reports Data Sources: District Administrative Data	RMB, DISTRICT
SECTOR: TRANSPORT												
PRIORITY AREA: Promote easy mobility and efficient transport												
12	Outcome 1: Improved roads network and accessibility	Km of chipseal roads constructed	Km	15.5	10	1	2	2	3	2	Means of verification: Reports Data Sources: District Administrative Data	RTDA/MININFR A, DISTRICT, LODA
		Number of Km of unpaved roads in residential sites created(cumulative)	Km	78	212	32	70	60	30	20	Means of verification: Reports Data Sources: District Administrative Data	RHA, RTDA, District
		Km of District Roads Class I rehabilitated	Km	59.7	45.3	0	0	10	15	20.3	Means of verification: Reports Data Sources: District Administrative Data	RTDA/MININFR A, DISTRICT, RMF, LODA
		Km of District Roads Class I maintained	Km	59.7	45.3	0	0	10	15	20.3	Means of verification: Reports Data Sources: District Administrative Data	RMF, DISTRICT

		Km of District Roads Class II maintained	Km	203	312	312	312	312	312	312	Means of verification: Reports Data Sources: District Administrative Data	RHA, RTDA, District
		% of unclassified District Roads maintained	%	61%	97%	97%	97%	97%	97%	97%	Means of verification: Reports Data Sources: District Administrative Data	RHA, RTDA, District
		Number of km of National Road maintained	Km	109.0	109	109.0	109.0	109.0	109.0	109.0	Means of verification: Reports Data Sources: District Administrative Data	RMF, DISTRICT
		% of Bridges maintained/rehabilitated	%	66%	93%	93%	93%	93%	93%	93%	Means of verification: Reports Data Sources: District Administrative Data	RHA, RTDA, District
		Number of new Bridges constructed/rehabilitated	Number	3	11	3	5	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	LODA, DISTRICT
		Number of new footbridges constructed	Number	2	5	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	B2P, LODA, DISTRICT

SECTOR: ENERGY

Priority Area 6:1. Scale up electrification to achieve universal access

13	Outcome 1.1: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	Number of new km of electrical lines constructed/Extended	Km	63.8	100	30	19	21	20	10	Means of verification: Reports Data Sources: District Administrative Data	REG, DISTRICT, LODA
		Number of new Km of Public lighting constructed	Km	16	30.0	4.0	7.0	9	5	5.0	Means of verification: Reports Data Sources: District Administrative Data	REG, DISTRICT, LODA
		Number of productive use areas connected to electricity (Schools, Health facilities, Administrative offices, Markets, etc)	Number (Cumulative)	6	56	8	17	25	40	56	Means of verification: Reports Data Sources: District Administrative Data	REG, DISTRICT, LODA
		% of households with access to electricity (on-grid and off-grid)	%	52%	100%	70%	80%	85%	95%	100%	Means of verification: Reports Data Sources: District Administrative Data	REG, DISTRICT, LODA
		Number of households connected to electricity (cumulatively)	Number	80,246	123,626	80,746	91,591	102,436	113,281	123,626	Means of verification: Reports Data Sources: District Administrative Data	REG, DISTRICT, LODA
		Number of households using clean non-biomass cooking technologies	Number	320	7650	0	2,000	3650	5650	7650	Means of verification: Reports Data Sources: District Administrative Data	MoE, MINIFRA and DISTRICT

SECTOR: URBANIZATION AND RURAL SETTLEMENT

Priority Area 7:1. Establish initiatives to promote sustainable growth of urban and rural areas

14	Outcome 1.1: Increased access to decent housing and enhanced resilience of communities	Number of new km ravines/stream water drainage system constructed	Number	14	65		23	18	17	7	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, LODA	
		Number of Public buildings with rain water harvesting and reuse infrastructures	Number	Number	360	550			177	155	96	Means of verification: Reports Data Sources: District Administrative Data	RWB, DISTRICT, RHA
		Number of public cemeteries developed and managed	Number	NA	2					2		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		% of HHs in Urban area	%	17	24	33	35	37	39	40		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RHA
		% of HHs in planned grouped settlement	%	67	90	77	80	83	86	88.4		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RHA
		Area of detailed physical plans elaborated and implemented in designated	Ha	2	302	0	25	174	52	51		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RHA

		urban and rural settlements											
		Number of rural dwelling units constructed for relocations from scattered settlements with government support	Number	NA	1,766	NA	0	702	589	475	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RHA	
SECTOR: ICT													
PRIORITY AREA: Increase ICT infrastructures and digital literacy													
15	Outcome 1.1: Increased digital literacy	Number of citizens (15 years old and above) trained in basic digital literacy (cumulative)	Number	22500	228,800	43200	89600	136,000	182,400	228,800	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA	
		% of households owning smartphone	%	36	85	45	55	65	75	85	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA	
		Proportion of households owning a mobile phone	%	78	100	80	85	90	95	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA	

		Number of Cell connected to speed-based internet	Number	57	2	0	0	1	1	0	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA
		% of cells and sectors received scanners	%	18	100	0	0	80	98	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA
		Number of schools with fully equipped smart classrooms	%	46	60	0	0	51	56	60	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA
		% of adults male and female trained in digital literacy	%	40	80	0	65.8	70.6	75.4	80	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, RISA
SECTOR: FINANCIAL SECTOR DEVELOPMENT												
Priority Area 4:1. Strengthen Domestic Savings & Expand Financial Inclusion												
16	Outcome 1.1: Increased national savings to reduce dependence on external financing	Number of new Savers in Ejo Heza long-term saving scheme	Number	116,467	132,165	19,903	23,168	26,433	29,698	32,963	Means of verification: Reports Data Sources: District Administrative Data	MINECOFIN, BNR, RSSB, DISTRICT
		Amount of money contributed to Ejo Heza long-term saving scheme (rwf)	Francs	1,574,940,192	2,110,259,021	300,000,000	357,300,000	414,468,000	480,782,880	557,708,140.8	Means of verification: Reports Data Sources: District Administrative Data	MINECOFIN, BNR, RSSB, DISTRICT

		Number men and women accessed loans through VUP/FS	Number	5,567	4604	964	910	910	910	910	Means of verification: Reports Data Sources: District Administrative Data	MINALOC, LODA, DISTRICT
		Percentage of funds provided through financial services recovered	%	77%	80%	80%	80%	80%	80%	80%	Means of verification: Reports Data Sources: District Administrative Data	MINALOC, LODA, DISTRICT

SOCIAL TRANSFORMATIONAL PILLAR

SECTOR: EDUCATION

Priority Area 9:1. Ensure timely enrolment and progression through education levels

	Outcome 1.1: Increased net enrollment	Net enrolment rate in preprimary	%	50	62	53	56	60	63	65	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Pupil-to-classroom ratio	Ratio	47:1	30:1	46:1	44:1	36:1	33:1	30:1	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		% of female and male children completing pre-primary Programme	%	NA	65	53	56	60	62	65	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of ECD upgraded to offer pre-primary teachings & PCR	Number	14	40	14	20	35	55	40	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		% of students fed at school	100	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC

		% of P1 students attended pre-primary	%	30	80	62	65	68	72	80.0	Means of verification: Rep	MINEDUC, DISTRICT,
		% of Dropout rate decrease in primary	%	5.6	3.9	5	4.8	4.5	4.1	3.9	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Repetition rate in Primary school decreased	%	30.2	25.4	24	20	18	16	15	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		% of students fed at school	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		% of Schools connected to clean water	%	-	100	79	87	90	95	100	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		% of schools connected to electricity	%	-	100	92	95	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Percentage of teenage mothers who reintegrated to school	%	30%	80%	40%	50%	80%	70%	80%	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF See Good Governance
		Outcome 1.1: Proficiency levels in pre-primary and primary numeracy and literacy improved.	Number	4,483	20,000	3,500	7,500	11,500	15,500	20,000	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
Priority 9.3: Scale up access to market relevant education in basic TVET and higher education.												

	Outcome3.1: Enhanced access to quality education in basic TVET (from 38.7 per cent to 60 per cent)	Number of TVET Classrooms constructed	Number	12	53	0	0	15	35	53	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of new schools with standard workshops	Number	3	10	0	2	2	4	2	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
Priority area 9.4: Enhancing demographic dividend through ensuring access to quality education												
	Outcome 4.1: Access to High Quality school infrastructures	Number of constructed/rehabilitated classrooms to reduce distance, over crowding , single shift at Primary, general secondary and TSS	Number	1460	1525	14	10	448	545	508	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of Schools connected to clean water	Number	101	120	101	115	120	0	0	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of schools connected to Electricity	Number	110	120	5	5	0	0	0	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of girls rooms constructed(cumulative)	Number	48	120	65	84	100	110	120	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC

		Number of School Libraries constructed	Number	20	100	0	20	30	30	20	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of manufactured desks to reduce desk - student ratio at 2:1	Number	53000	16645	2630	3515	3500	3500	3500	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of water tanks provided to schools	Number	300	502	108	94	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of dining halls constructed for day schools	Number	1	16	1	2	3	5	5	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of teacher' offices constructed for schools	Number	46	74	0	10	20	30	14	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of standards playgrounds constructed for Schools	Number	20	51	0	1	20	20	10	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of new computer labs established	Number	31	14			5	6	3	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC

		Number of science labs established	Number	9	18	3	2	4	4	5	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Number of schools with standard dormitories	Number	4	3	1	2	0	0	0	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
Priority 5 : Enhance ICT integration in education at all levels.												
	Outcome 5.1: Increased use of ICT in teaching and learning at all levels.	Comprehensive Assessment and Inspection data recorded into CAMIS	%	80	100	100	100	100	100	100%	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
		Education information recorded into the SDMS system with accuracy	%	100	100	100	100	100	100	100%	Means of verification: Reports Data Sources: District Administrative Data	MINEDUC, DISTRICT, MINECOFIN, MINALOC
SECTOR: HEALTH												
Priority Area 10:1. Continuously Improving the Access to and Quality of Health Services through Primary Health Care												
18	Outcome 1.1: Attained universal health coverage of essential health services	Number of Health post Upgraded to second generation	Number	1	12	2	3	3	3	1	Means of verification: District Annual activity report Data Sources: District Administrative Data	MOH, RBC. District, SFH Rwanda
		Number of Health centers renovated	Number	3	3	1	2	0	3	0	Means of verification: District Annual activity report Data Sources: District Administrative Data	MOH, RBC. District, SFH Rwanda
		Number of renovated Hospitals	Number	2	1	0	1	0	0	0	Means of verification: District Annual activity report	MOH, RBC. District, SFH Rwanda

											Data Sources: District Administrative Data	
		Average implementation of capacity building plan for every health facility	%	65%	90	80	82	86	98	90	Means of verification: District Annual activity report Data Sources: Hospital Reports	MOH, RBC. District, SFH Rwanda
		% of community health workers performing assigned services over 90%	%	50	95	80	85	90	93	95	Means of verification: District Annual activity report Data Sources: Hospital Reports	MOH, RBC. District, SFH Rwanda
		Proportion of female and male persons diagnosed with HIV infection receiving sustained ART	%	90	95	92	93	94%	95	95	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. Hospitals
		TB Effective treatment success rate	%	85	90	85	86	88	89	90	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. Hospitals
		Number of realized campaigns at the health center level to fight against non-communicable diseases	Number	8	88	68	70	78	82	88	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. District & affiliated institutions
		% of women using modern	%	61.1	70	63	65	67	69	70	Means of verification: HMIS System	MOH, RBC, District &

		contraceptives prevalence rate									Data Sources: HMIS Report	affiliated institutions
		% of female and male Children 12-23 months fully immunized	%	95	98	96	97	97	98	98	Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, District & affiliated institutions
		% of female and male persons reached by campaigns against STI	%	62	80	70	73	77	80	80	Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, District & affiliated institutions
		Number of less or over 18 years of age female and male people participate in voluntary check-up at least once a year	Number	35,000	60,000	45000	49000	52000	53000	55000	Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, District & affiliated institutions
		Number of ambulances purchased to increase the ratio of population using ambulance	Number	6	14	10	0	1	2	1	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, District
		Number of accommodations constructed	Number	6		0	0	1	1	0	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, District, Development partners
		Number of Health workforce increased	Number	511	630	570	590	610	620	630	Means of verification: Hospital Annual activity reports Data Sources:	MOH, District

											Hospital Reports	
	% of women attending ANC1 in first Trimester	%	65	82	70	75	78	80	82		District Administrative Data	DISTRICT
	% of pregnant women attending at least four ANC visits.	%	61	70	63	65	67	68	70		Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, NCDA, District & affiliated institutions
	Maternal mortality ratio (maternal deaths per 100,000 live births)	Rate	32	15	30	28	20	18	15		Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, District & affiliated institutions
	% of delivery at the health Facility level	%	99.8	99	96	99	99	99	99		Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, District
	Percentage of currently married women with unmet need of family planning	%	NA	8	NA	11	10	9	8			MOH, RBC, District
	% of Children fully immunized	%	97.8	100	98	98.5	99	99.5	100		Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, District & affiliated institutions
	Under-five mortality rate (deaths per 1,000 live births)	Ratio	29	18.7	24	22	20	19	18.7		Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, NCDA, District
	Neonatal mortality rate	Rate	5.5	5	5.4	5.3	5.2	4.9	4.4		Means of verification:	MOH, RBC, NCDA, District

		(neonatal deaths per 1,000 live births)									Hospital Annual activity reports Data Sources: Hospital Reports	
		Infant Mortality Rate/1000 live births	Rate	10.2	5	9	8	7	6	5	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, NCD, District & affiliated institutions
		% of people living with HIV who know their HIV status (to be assessed at central level)	%	94	100	94	95	98	99	100	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, NCD, District & affiliated institutions
		Proportion (%) of eligible population with mental and neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy)	%	NA	40	NA	15	25	35	40	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, NCD, District & affiliated institutions
		Probability of dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases (to be	Rate	NA	8	NA	11	10	9	8	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, NCD, District & affiliated institutions

		assessed at national level)										
		Teenage pregnancy rate (per 1,000 teens)	Rate	53	15	38	24	18	16	15	Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, NCD, District & affiliated institutions
		Proportion of health facilities with available health products among essential according to level of care	Number	90	95	91	92	93	94	95	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. District, Development partners
		Proportion of female and male persons diagnosed with HIV infection receiving sustained ART	%	96	97	97	97	97	97	97	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. Hospitals
		Malaria incidence per 1,000 persons	%	10	0	8	6	4	2	0	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. Hospitals
		% of births attended by skilled health professionals	%	99.7	99.8	99.8	99.8	99.8	99.8	99.8	Means of verification: HMIS System Data Sources: HMIS Report	MOH, RBC, District & affiliated institutions
		Completeness rate of medical and non-medical equipment	%	75	90	80	84	88	89	90	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC. District, Development partners
		% of HF fully digitalized	%	85	100	90	92	95	98	100	Means of verification: Hospital Annual activity reports	MOH, RBC. District,

											Data Sources: Hospital Reports	Development partners
		% of HF connected to clean water	%	85	100	90	95	98	99	100	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, District, Development partners
Priority Area 10:2. Improving Child Nutrition												
19	Outcome 2.1: Reduced stunting in under five children	Percentage of eligible mothers and infants in the first 1,000 days benefitting nutrition-sensitive Support Grant	%	90	100	94	96	98	100	100	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, LODA, NCDA, District
		Supplement female and male vulnerable eligible children with malnutrition supplement foods, especially one cup of milk per child	%	95	100	96	97	98	100	100	Means of verification: Hospital Annual activity reports Data Sources: Hospital Reports	MOH, RBC, LODA, NCDA, District
		Prevalence of stunting among children 6–24 months	Rate	17.9	14	16.5	15	14.5	14.2	13.4	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, LODA, NCDA, District
		Prevalence of stunting among under five children	Rate	31.6	14.9	20	18	16	15	12.9	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, LODA, NCDA, District

		Number of nutritional centers revamped	Number	0	2			1		1	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, District, Development partners
		Number of Community-based ECDs Facilities established	Number	14	59	30	37	43	51	59	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, LODA, NCDA, District
		Percentage of implementation of annual plans for elimination of malnutrition		75	100	78	84	90	95	100	Means of verification: District Annual activity report Data Sources: District Administrative data	MOH, RBC, LODA, NCDA, District
SECTOR: SOCIAL PROTECTION												
Priority Area 11:1. Promote graduation by creating an enabling environment for income opportunities												
	Outcome 1.1: Enhanced households' empowerment to sustainable graduate out of poverty.	Number of Vulnerable HHs under VUP/ePW for graduation	Number	2026	1025	1023	1025	1025	1025	1025	Means of verification: Report Data Sources: District Administrative data	MINALOC LODA DISTRICT
		% of the population in poverty	%	45.6	%	30	20	10	5	1	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		Number of recipients receiving Direct Support/subsistence allowance (sex disaggregated)	Number	3,664	1837	1837	1837	1837	1837	1837	Means of verification: Report Data Sources: District Administrative data	MINALOC LODA DISTRICT

		Number of individuals benefiting from old age, disability, and child grants under the Lifecycle approach (sex disaggregated)	Number	2725	2808	2723	2808	2808	2808	2808	Means of verification: Report Data Sources: District Administrative data	MINALOC LODA DISTRICT
		Number of vulnerable male and female HHs receiving safety nets (HBECD)	Number	1547	1547	1547	1547	1547	1547	1547	Means of verification: Report Data Sources: District Administrative data	MINALOC LODA DISTRICT
		Number of male and female directly and indirectly benefiting from the project climate-smart public works projects	Number	2,522	3096	3258	3096	3096	3096	3096	Means of verification: Report Data Sources: District Administrative data	MINALOC LODA DISTRICT
		% of the population in extreme poverty	%	25.6	0	20.48	15.35	10.24	5.12	0	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% of targeted participants through Social Registry Information System (both government and non-government organizations)	%	NA	100	NA	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT

		Number of targeted graduation participants receiving package	Number	50,911	36,464	10,993	12,000	12,000	13,471	134,71	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% of graduation participants have graduated (with resilience) after completing a two-year cycle (gender disaggregated)	%	0	100	86	0	100	0	100	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		Annual joint graduation action plan developed, and implementation monitored	Number	0	1	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% increase of coverage of comprehensive safety nets and lifecycle support	%	4	20	8	10	14	17	20	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% increase of mandatory social security and insurance schemes in the formal sector	%	3	20	6	13	15	18	20	Means of verification: Reports Data Sources: District Administrative Data	MINALOC DISTRICT
		% of eligible population covered by CBHI	%	100.2	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINALOC DISTRICT

		% of vulnerable people without decent shelter reduced	%	80	17	67.4	54.8	42.2	29.6	17	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		Proportion of targeted households with children under 2 years received nutrition sensitive social safety nets	%	18	90	35	43	60	75	90	Means of verification: Reports Data Sources: District Administrative Data	MOH/RBC, SECTORS, HFs, DISTRICT & Partners
		% of children between 3-6 attending Community Based ECD facilities	%	99.1	95	95	95	95	95	95	Means of verification: Reports Data Sources: District Administrative Data	MOH/RBC, SECTORS, HFs, DISTRICT & Partners
		% of eligible GBV victims received reintegration support and reintegrated into safe family and community environments.	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MOH/RBC, SECTORS, HFs, DISTRICT & Partners
		% of rehabilitated people receiving reintegration package (psychosocial support & economic support).	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MOH/RBC, SECTORS, HFs, DISTRICT & Partners

		% of identified street children integrated into families	%	100	100	80	85	90	95	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		% of operational NCPD Committees	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINECOFIN MINALOC NCPD DISTRICT
		Percentage of identified child protection cases handled by District (Cases from IZU, 711 hotline and other channels)	%	100%	100%	100%	100%	100%	100%	100%	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF
		Level of operationalization of Child Labour Elimination and Prevention Committee at District, Sector, Cell and Village level	%	100%	100%	100%	100%	100%	100%	100%	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF
		Number of National Children Summit held	Number	5	5	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF
		Number of Para social workers trained and Evaluated	Number	516	516	516	516	516	516	516	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% of eligible vulnerable HHs	%	100	100	100	100	100	100	100	Means of verification: Reports	MINALOC LODA

		provided Direct Support									Data Sources: District Administrative Data	DISTRICT
		% of eligible vulnerable HHs provide Other Social assistance	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINALOC LODA DISTRICT
		% of eligible genocide survivors supported with Direct support	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINUBUMWE MINICOFIN DISTRICT
		Number of vulnerable genocide survivors supported with Income Generating Activities	Number	0	490	98	98	98	98	98	Means of verification: Reports Data Sources: District Administrative Data	MINUMUMWE MINECOFIN DISTRICT
		% of eligible PwDs supported with assistive devices	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	NUDOR,WORLD VISION,UQDR, Prison Fellowship, NCPD and RBC
		% of HHs with Human Security Issues supported	%	50	100	60	70	80	90	100	Means of verification: Reports Data Sources: District Administrative Data	MINALOC DISTRICT
		Number of genocide survivors supported with shelter	Number	46	106	16	26	46	80	106	Means of verification: Reports Data Sources: District Administrative Data	MINUBUMWE MINICOFIN DISTRICT

		Number of shelters rehabilitated for vulnerable genocide survivors	Number	0	855			55	400	400	Means of verification: Reports Data Sources: District Administrative Data	MINUMUMWE MINECOFIN DISTRICT
		% of eligible vulnerable PWDs supported with medical care	%	95	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	WORLD VISION, SAVE THE CHILDREN NUDOR, NCPD AND DISTRICT
		% of eligible vulnerable PWDs supported with inclusive and special needs education	%	15	80(of 30 persons)	66	80	80	80	80	Means of verification: Reports Data Sources: District Administrative Data	MINALOC, MINECOFIN, NCPD AND DISTRICT
Priority Area 11:3. Prevent people from falling into poverty by providing income security and insurance mechanisms to safeguard individuals and families from shocks												
21	Outcome 1.1: Promoted preparedness for Disasters among citizens	Number of Campaigns will conduct for prevention of disaster	Number	4	20	4	4	4	4	4	Means of verification: Reports Data Sources: District Administrative Data	MINEMA DISTRICT
		HHs with Human Security Issues supported	Number	181	2,522	346	472	544	570	590	Means of verification: Reports Data Sources: District Administrative Data	MINALOC DISTRICT
		% of eligible vulnerable disaster victims supported	%	85	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	MINEMA DISTRICT
		Percentage of District	%	100	100	0	0	60	80	100	Means of verification: Reports	MINEMA AND DISTRICT

		Disaster Management Plan implementation										Data Sources: District Administrative Data	
		Level (%) of community engagement in disaster risk resilience at National and Local Level	%	50	75	55	60	65	70	75		Means of verification: Reports Data Sources: District Administrative Data	MINEMA AND DISTRICT
SECTOR: WATER AND SANITATION													
Priority Area 12:1: Scale up drinking water access to all villages countrywide													
22	Outcome 1.1: Increased access to drinking water	Number of Km of new water lines constructed	Km	183	240	104	93	9	14	20		Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		Number of Km of existing water lines rehabilitated/extended	Km	64	109	37	19	13	24	16		Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		% of households with access to clean water	%	78	100	87	90	95	98	100		Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		Number of new public toilets constructed	Number	4	9	3	1	2	2	1		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, JADF

		% of male and female headed HH with improved toilets	%	71	100	80	85	90	95	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, POPULATION
		Number of transitional waste collection sites	Number	NA	9	3	1	2	2	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Number of villages with access to clean water	Number	300	516	300	400	450	500	516	Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		Number of schools with access to clean drinking water	Number	100	120	100	110	120		120	Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		Number of health facility with access to clean drinking water	Number	63	67	63	64	65	66	67	Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
		Nonfunctional water supply systems rehabilitated	Number	2	7	2	4	5	6	7	Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
23	Outcome 1.2: Increased access to sanitation services	Percentage of population with improved sanitation services	%	70	100	73	80	85	90	100	Means of verification: Reports Data Sources: District Administrative Data	WASAC, DISTRICT
TRANSFORMATIONAL GOVERNANCE PILLAR												
SECTOR: GOVERNANCE AND DECENTRALIZATION												

Priority Area 13:1. Strengthen institutional framework, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative Local Economic Development (LED)

24	Outcome 1.1: Improved governance, service delivery and accountability in Local Government	Number of District Head Quarter Offices Constructed	Number	NA	1	0	0	1	0	0	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC	
		Number of Cells Offices rehabilitated	Number	34	5	1	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		% of Citizens' demands/complaints received and timely resolved by Local Government	%	95	95	95	95	95	95	95	95	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		% of new elected local Government Leaders trained	%	100	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		District, Sector, Cell and Village Councils operationalization rate (%)	%	100	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		Number of sessions of Citizens engagement in planning and decision making	Number	5	5	1	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		Percentage of Online services delivered by Local Government	%	NA	98	98	98	98	98	98	98	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC

		within the set timeframe										
		Percentage of Civil registration events (Births, Deaths, Marriage, Divorce) occurring at health facilities and community timely recorded in NCI-CRVS	%	99	99	99	99	99	99	99	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		% of local Government services revised and disseminated through Standard service Charter	%	95	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		% of JADF activities Coordinated	%	95	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		Percentage of LED projects developed and implemented from District and CoK potentiality maps (Cumulative)	%	85	92			90		92	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		Percentage increase of JADF contribution to	%	85	92.5	86	88	90	91	92.5	Means of verification: Reports	DISTRICT, MINALOC

		district development budget									Data Sources: District Administrative Data	
		Number of twinning arrangements initiated at district	Number	NA	1					1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC
		Percentage of citizens satisfied with complaints solving by LGs	%	78.9	95	77.4	82.3	82	84	95	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of quality-of-service delivery	%	85	90	85	86	88	89	90	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of citizen satisfied with their participation in elaboration of district plan, Imihigo and Budget	%	72	90	80	83	86	88	90	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of women elected in local government councils (district, sector, cell, village level)	%	41.2	50		40	45	48	50	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT

		% of Itorero operationalization at primary, secondary schools and villages	%	100	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Proportion of youth enrolled in Voluntary National Service (Urugerero)	%	84	84	80	81	82	83	84		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Level of operationalization of National Women Council Committees at District, Sector, Cell and Village level	%	100	100	100	100	100	100	100		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF
		Number of Governance months conducted	Number	1	5	1	1	1	1	1		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINALOC

SECTOR: JUSTICE, RESILIENCE, LAW AND ORDER

Priority Area 14:1. Improve service delivery and reduce case backlogs

25	Outcome 1.1: Improved service delivery through universal access to quality justice and enhanced rule of law, Accountability and Business competitiveness	% of received courts Judgments executed	%	85	85	85	85	85	85	85	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		% of cases received and settled by mediation committees " Abunzi"	%	98	99.7%	99.7 %	99.7%	99.7 %	99.7 %	99.7%	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Number of Legal Aid week organized for vulnerable people including PWDs,	Number	NA	8		2	4	6	8	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST

		Children, Pregnant women, Refugees...										
		Level of Citizen satisfaction with legal aid services	%	NA	91.4		85.4	87.4	89.4	91.4	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Level of citizen satisfaction with MAJ effectiveness	%	83		75	77	79	81	83	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		% of cases received and settled by MAJ Staff	%	98	98	95	95	95	95	95	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Number of cases (disaggregated by gender, disability, age and type) received and handled by MAJ	Number	NA	970	814	853	892	931	970	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST

		Number of people reached in anti-corruption and anti-injustice dialogues	Number	NA	166,350		16,135	32,270	99,310	166,350	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		% of Government funds recovered from recoverable won cases	%	85	85	85	85	85	85	85	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		% of court cases affecting the district monitored	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Number of sensitization campaigns for prevention and fight against injustice and corruption	Number	5	5	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT
Priority Area 14:5. To sustain Peace and Security												

26	Outcome 1.1: Enhanced Peace and Security	% of Villages in which community-based rehabilitation is effectively operational	%	98	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Number of security operations conducted	Number	96	576	192	288	384	480	576	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
		Number of operational District transit centers	Number	1	1	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINIJUST
Priority Area 14:3. To promote and uphold Rwandan identity and social healing												
27	Outcome 1.1: Enhanced unity and Resilience among Rwandans	% Secondary/TVET Schools and Villages with operational Unity and resilience clubs	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRCT, MINUBUMWE

		Number of "Ndi Umunyarwanda " interaction sessions organized	Number	8	15	2	4	9	12	15	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE
		Number dialogues conducted during Unity and resilience month	Number	NA	10		1	6	8	10	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE
		Number of social healing and reintegration sessions conducted	Number	NA	20		8	12	16	20	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE
		Number of Community Policing actors trained including youth volunteers (Cumulative)	Number	NA	73,450		29,380	44,070	58,760	73,450	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE
		Number of District Genocide memorial sites maintained	%	1	7	1	1	2	2	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE

		Number of District Genocide memorial sites constructed	%		1			1				Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINUBUMWE
SECTOR: YOUTH, SPORT AND CULTURE													
Priority Area 15:1. Build a vibrant and professional sports industry													
28	Outcome 1.1: Empowered youth male and female	Number of Youth coached and financially supported	Number	1,335	1,400	280	280	280	280	280		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Number Youth Centers rehabilitated and extended	Number	NA	1	1	0	0	1	0		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Number of youth talents detection sessions conducted	Number	5	5	1	1	1	1	1		Means of verification: Reports Data Sources: District Administrative Data	DISTRICT

		Number of Young investors/ Start-Ups completion sessions conducted	Number	NA	5	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of graduates from rehabilitation Centers reintegrated into community	%	97.5	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NRS
		Level of operationalization of National Youth Council Committees at District, Sector, Cell and Village level	%	95	98	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NYC
		Percentage of villages in the district with operational Umugoroba w'Imiryango	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NCDA, MIGEPROF
29	Outcome 1: Strengthened recreational activities and sports for all	Number of sport facilities in bad conditions upgraded	Number	8	3			1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE

		Number of Sports Facilities at Community level and Umurenge availed	Number	0	3			1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Number of mass sport sessions conducted at District, Sector and Cell level	Number	60	60	12	12	12	12	12	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Number of sport competitions conducted for talents detection and promotion	Number	5	5	1	1	1	1	1	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
Priority Area 15:2. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage												
30	Outcome 1: Increased innovations and sustainability across Home Grown Solutions	% of Villages and schools in which Itorero is effectively operational	%	95	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Proportion of male and female youth (S.6 finalist) participated in Voluntary National Service (Urugerero)	%	75%	75%	75%	75%	75%	75%	75%	75%	Means of verification: Reports Data Sources: District Administrative Data

		% Youth in active Voluntarism	%	NA	75%	75%	75%	75%	75%	75%	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, NYC
		Number of community works/Umuganda organized	Number	12	60	12	12	12	12	12	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Completion and Operationalization rate of Igihangony'Urungano infrastructure	%	75	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MYCULTURE
		Number of schools with effectively operational Itorero structures	Number	120	120	120	120	120	120	120	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Number of Villages with effectively operational Itorero structures	Number	516	516	516	516	516	516	516	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT

SECTOR: PUBLIC FINANCE MANAGEMENT

Priority Area 16.1: Increase compliance with PFM rules and oversight of value-for-money

31	Outcome 1.1: Enhanced effective Public Financial Management System	% of NBAs Accountants trained	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT, MINECOFIN
		Amount of tax collected	Frw	623,413,299	721,708,106	625,981,997	641,005,565	656,389,698	704,793,072	721,708,106	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Number of Financial reports produced	Number	12	60	12	12	12	12	12	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of Auditor general's recommendations implemented	%	62	80	73	75	75	75	75	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT
		Percentage of District NBAs assessed using peer review-peer learning approach	%	100	100	100	100	100	100	100	Means of verification: Reports Data Sources: District Administrative Data	DISTRICT

