

CONCEPT PAPER ON IMIHIGO PLANNING AND EVALUATION

1. Background, Definition and Objectives

Rwandan public administration has historically been characterized by a centralized planning approach with minimal participation of the population in decision-making affecting their political, economic and social well-being. The GoR adopted the decentralization policy and strategy in 2000, with commitment to empower local communities to determine their own future to achieve good governance, pro poor service delivery and sustainable development. The aim of this policy was to increase the participation of the population in decision making and to bring services closer to the population. This changed the mission, role and responsibility of central Government from that of a provider of services to that of policy making, monitoring and evaluation, and provision of technical support to local government which is responsible for the implementation of national policies and programs.

The drive to improve the efficiency and effectiveness of essential public service delivery and to empower the people of Rwanda to actively participate in the political, social and economic transformation of Rwanda, has led to an increasing trend towards delegation in the interest of “bottom-up” planning, prioritization and revenue mobilization.

One of the key tools introduced by the GoR in 2006 for reinforcing the local government was the performance-based approach ‘Imihigo’. Through this approach local governments articulate their own objectives which reflect priorities of the local population and develop realistic strategies to achieve these objectives.

This cultural based performance approach was initiated out of the concern of top leadership of the country about the rate and quality of execution of government programs, thus, making the public agencies more effective. It is in that respect, that the President of the Republic, on the 12th of March 2006 while addressing a meeting of members of District Executive Committee with their Executive Secretaries in Murambi, requested that the district leadership prepares an activity program for the remaining part of the year which he would sign with them. In that meeting, H.E the President, pointedly requested a joint evaluation after six months. Since that date, the districts were guided into the preparation of the performance contracts

or Imihigo which were publicly signed on the 4th of April 2006 for the first time. Since 2006 the approach has been used by local government authorities (Village, Cell, Sector, Districts) for setting local priorities, setting annual targets and defining activities to achieve them.

What is 'Imihigo'?

- ✓ Imihigo is as old as pre-colonial Rwanda. Imihigo is a cultural practice in the ancient tradition of Rwanda where an individual would set himself/herself targets to be achieved within a specific period of time and to do so by following some principles and having determination to overcome the possible challenges.
- ✓ In the modern day Rwanda, the Imihigo practice was adopted as a means of planning to accelerate the progress towards economic development and poverty reduction. Imihigo has a strong focus on results which makes it an invaluable tool in the planning, accountability and monitoring and evaluation processes.
- ✓ When elaborating its imihigo or performance contracts, each local government administrative unit determines its own objectives (with measurable indicators) taking into account national priorities as highlighted in the International and National strategic documents such as the MDGs, Vision 2020, EDPRS, District Development Plans (DDPs) and Sector Development Plans. The Imihigo, at both planning and reporting phases, are presented to the public for purposes of accountability and transparency. The Mayors and Province Governors also sign the imihigo or performance contracts with H.E the President committing them to achieving the set objectives.
- ✓ The IMIHIGO process ensures the full participation and ownership of citizens since priorities are developed from grassroots level

Why 'imihigo' (objectives of Imihigo)?

- ✓ To speed up implementation of local and national development agenda;
- ✓ To ensure stakeholder ownership of the development agenda;

- ✓ To promote accountability and transparency;
- ✓ To promote result oriented performance;
- ✓ To instill innovation and encourage competitiveness;
- ✓ To engage stakeholders (citizens, civil society, donors, private sector, etc) in policy formulation and evaluation;
- ✓ To promote zeal and determination to achieve set goals;
- ✓ To instill the culture of regular performance evaluation.

Principles of Imihigo

- ✓ **Voluntary:** It is a choice, however national guidance is necessary to ensure national priorities are matching with local ones;
- ✓ **Ambitious:** You promise/vow to achieve only what you do not already have;
- ✓ **Excellence:** Imihigo is about outstanding performance: something worth of praise.

2. Imihigo planning process

Planning is a key government process which should ensure that national objectives of growth and poverty reduction are attained; it should ensure clear direction and efficient implementation of Government policies, delivery of services and ensuring sustainable development.

This section defines the key elements in planning of imihigo, and the role of different sets of stakeholders.

There is sometimes confusion around understanding the difference between the action plan and imihigo. The action plan is a set of activities supposed to be realized within a determined period, in this particular case a period of one year, **whereas imihigo are a subset of the action plan showing priority activities to be used as a performance measure.**

The action plan may contain additional number of activities of routine nature such as payment of wages and salaries whereas the imihigo are mainly focused on key activities that have a significant impact on economic development and poverty reduction, good governance and social welfare.

Some of the key questions to consider before including/selecting activities in imihigo;

1. Will the activity impact positively on the welfare of the local population (water access, transport, energy access, schools, etc)?
2. Does it create jobs (employment) for the local population?
3. Does it create opportunities for income generation to the population/local government?
4. Does it have an impact on poverty reduction?
5. Is it a priority for the locals in the area?
6. Does the activity have synergy with development of other areas (an activity may have potential to impact development in neighboring areas)?
7. Is the activity sustainable or are the results sustainable?
8. Is there ownership of the local population for the activity?
9. Does it help to achieve the national targets/is it linked to international and national priorities, programs or policies (MDGs, EDPRS, Vision 2020)?
10. Can the activity produce quality results/outputs with minimum resources?
11. Can it improve the way services are delivered or reduce costs?
12. Does the activity promote social cohesion (unity, reconciliation, etc)?
13. Does the activity reduce social disturbances (insecurity, drug abuse, prostitution, environmental degradation, conflicts, corruption, etc)?
14. Does it address key cross cutting issues (gender, HIV/AIDS, environment, social inclusion and youth)?
15. Have the source of funds for implementation been determined?
16. Is it realistic (can it be achieved)?

- ✓ Activities that answer positively most of the questions outlined above should be given priority consideration.

Who prepares/plans the Imihigo for Local Governments and Provinces?

The imihigo are a result of a participatory process of identifying and implementing priorities from the grassroots to the national level and vice versa. In the process of identifying the priorities, each level demonstrates its contribution to achievement of development goals.

Table 1: Preparation and adoption of Imihigo

Level	Who prepares?	Who adopts?
Individual	Individual	Individual/Head of the household
Family	Family	Head of the household
Village	Village Executive Committee	Cell Executive Secretary
Cell	Cell Executive Secretary	Cell Council and Sector Executive Secretary
Sector	Community Development Committee (CDC) and Sector Executive Secretary agreed with the Sector Joint Action Development Forum (JADF)	Sector Council and District Executive Committee
District	Community Development Committee (CDC), District Joint Action Development Forum (JADF) and District	District Council and Governor of Province or Mayor of KC

Level	Who prepares?	Who adopts?
	Executive Committee	(technical input/guidance will be provided by Quality Assurance Technical Team)
Province/Kigali City	Governor of Province or Mayor of KC assisted by Province Executive Secretary	Province Coordination Committee (Governor, Donors, Mayors, District Executive Committees), Council for Kigali City (technical input/guidance will be provided by Quality Assurance Technical Team)

Steps for preparation of imihigo

Step 1: Identification of national priorities by central Government

- Each line ministry identifies national priorities (MDGs, Vision 2020, EDPRS, GoR Programmes and policies, Leadership retreat resolutions, National Dialogue, Cabinet resolutions) to be implemented at local levels for which they have earmarked resources that they will transfer to local governments;
- Where they do not have earmarked resources, line ministries should identify how the resources, whether financial or non-financial, can be mobilized (national and local);
- Central government consolidates the priorities paying special attention to areas of quick wins, synergy and avoiding duplication

Step 2: Communication of national priorities to local government

- The list of central government priorities is communicated and discussed with local government leaders in the forum of Central and Local Government.

Step 3: Identification of local priorities

- Districts consult their respective DDPs,
- Consultative meetings with different stakeholders are held at Province/Kigali City, districts, sector, cell and village levels to discuss and consolidate the emerging priorities.

Step 4: Preparation and approval

- Districts consult their respective DDPs and National priorities as communicated in the forum/meeting between Central and Local Governments;
- Consolidation of local and national priorities at district level;
- Discussion of draft (for District and Province/VK) with Quality Assurance Technical Team (MINALOC and MINECOFIN)
- Presentation of priorities to stakeholders
- Approval of priorities

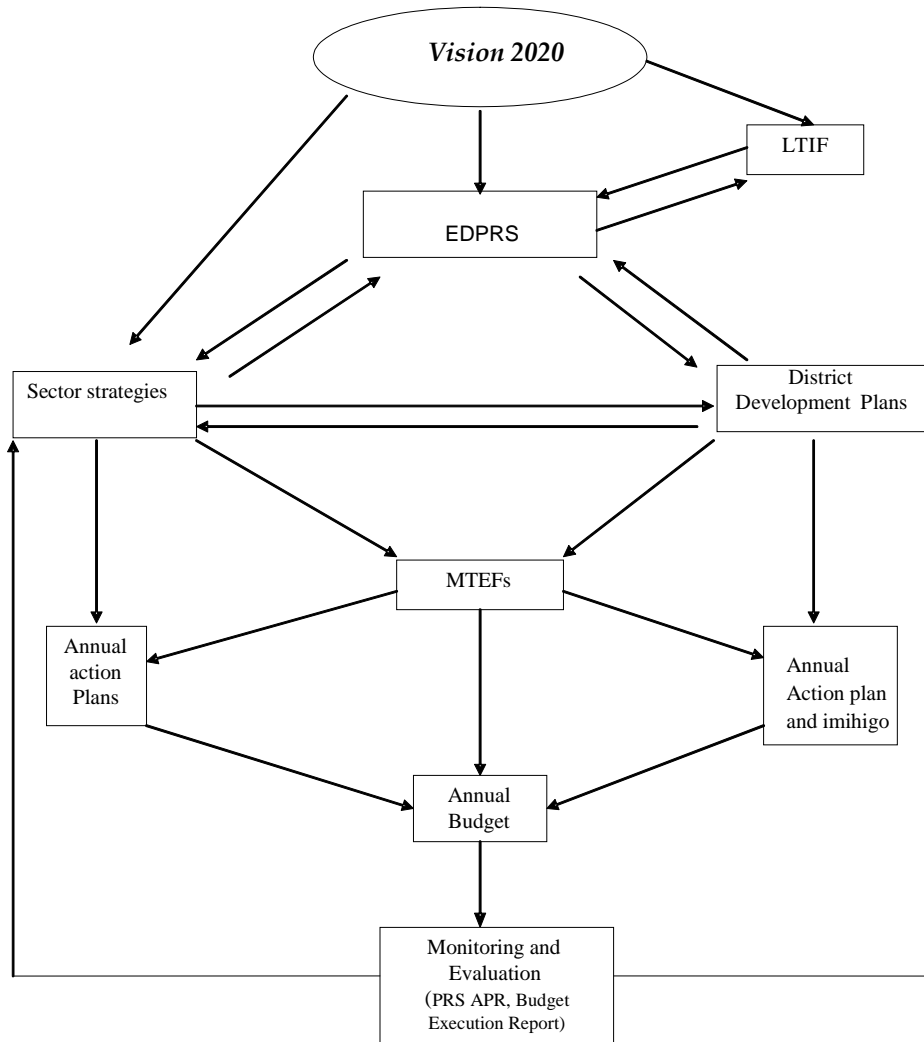
A Quality Assurance Technical Team will be set up to assist the districts and provinces/Kigali City in preparing tangible imihigo that respond to national targets. The Quality Assurance Technical Team will be composed of PRIMATURE, MINALOC and MINECOFIN and will give regular feedback to district planners during the process of preparation of imihigo.

It is crucial that local government plans do not remain theoretical, but are actually implemented. Plans need to be realistic, taking into account the cost of delivering services, and likely available resources. It is important to ensure that activities or priorities in the action plan are adequately taken into consideration when preparing the budget.

For the purpose of monitoring and evaluation, it is important to clearly identify indicators, targets and outputs in the planning process. As much as possible central government should try to disseminate indicators and targets of interventions/activities planned to local governments that are consistent with national targets and the resources earmarked to local government for implementation. Targets should be discussed and agreed with local government whereas indicators have to be taken into consideration in each district plan and Imihigo.

It is important that the imihigo planning process takes into account cross cutting issues such as gender, HIV/AIDS, environment, social inclusion and youth. It is important that decision makers discuss these issues and involve the relevant stakeholders.

Linkage of District plans to National Planning and Budgeting



Although local governments prepare their own plans and budgets, they need to reflect priorities and objectives set out in national policies, plans and budgets. Consequently, the local government planning and budget cycle has to fit into the national planning and budgeting cycle.

The overall planning instruments in Rwanda are the Vision 2020 and the Economic Development and Poverty Reduction Strategy (EPDRS), which set out government's national objectives and strategies for developing the country and reducing poverty.

The Medium-Term Expenditure Framework, and the supporting National Budget Framework Paper process, is a three year rolling budget system at the Central Government level, which constitutes the interface between Government's EDPRS and the budget allocations in the same way as the District Budget Framework Paper and MTEF links the DDP to the budget.

Government ensures that these national priorities are reflected in Local Government budgets through the allocation and transfer of earmarked grants to Local Governments, and through the preparation of policy guidelines to local government for service provision. In addition central government ministries have an important role in monitoring and supporting local governments in the implementation of programmes and services.

Imihigo monitoring and evaluation process

Monitoring is “the ongoing, systematic collection of information to assess progress towards the achievement of objectives, outcomes and impacts. It can signal potential weaknesses in programme design, allowing adjustments to be made. It is vital for checking any changes (positive or negative) to the target group that may be resulting from programme activities“. It is usually an internal management activity conducted by the implementing agency. (OECD-DAC, 2002)

Evaluation is “the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development

efficiency, effectiveness, impact and sustainability. (OECD-DAC, 2002). Evaluations tend to look at impact and sustainability.

The imihigo being part of the action plan also require monitoring and evaluation. The monitoring of the action plan and imihigo at local government level is done by the Executive committee. Table below shows imihigo accountability: who prepares, who monitors and who evaluates Imihigo.

Table 2: Imihigo Monitoring and Evaluation

Level	Imihigo preparation	Monitoring	Evaluation
Village	Village Executive Committee	Executive Committee of Village	<ul style="list-style-type: none"> Executive Council of Village and Executive Secretary of the Cell
Cell	Cell Executive Secretariat	Cell Executive Secretariat	<ul style="list-style-type: none"> Cell Council and Sector Executive Secretary
Sector	Community Development Committee (CDC) and Sector Executive Secretary agreed with the Sector Joint Action Development Forum (JADF)	Community Development Committee (CDC) and Sector Executive Secretary agreed with the Sector Joint Action Development Forum (JADF)	<ul style="list-style-type: none"> Sector Council and District Executive Committee
District	Community Development Committee (CDC) and District Executive Committee agreed with District Joint Action Development Forum	<ul style="list-style-type: none"> Community Development Committee (CDC) and District Executive Committee agreed with the District Joint Action 	<p>On a semester basis, the evaluation team consists of;</p> <ol style="list-style-type: none"> Representative from Ministry of Local Government (MINALOC)

Level	Imihigo preparation	Monitoring	Evaluation
	(JADF)	Development Forum (JADF) <ul style="list-style-type: none"> • Governor of Province or Mayor of KC 	<ol style="list-style-type: none"> 2. Representative from Prime Minister's office (PRIMATURE) 3. Representative from Ministry of Finance and Economic Planning (MINECOFIN) 4. Representative from RALGA (association of districts) 5. Representative from Province/Kigali City (Executive Secretary or in charge of imihigo) 6. Representative from National Decentralization Implementation Secretariat (NDIS)
Province/Kigali City	Province Executive Secretary	Ministry of Local Government	<ol style="list-style-type: none"> 1. PRIMATURE 2. MINALOC 3. MINECOFIN

Assessment and Evaluation of imihigo at local levels below the sector level will be managed by the District. This will entail setting up the planning, reporting and evaluation guidelines and timelines consistent with the higher level framework.

Reporting

Reporting on imihigo will be done on a quarterly basis (after 3 months) in harmony with the reporting timelines of the EDPRS. The quarterly reports will show the progress on implementing imihigo and action plan to enable management of the respective levels take decisive action to ensure that targets are on track and are implemented accordingly.

An assessment of the progress in implementing imihigo will be done in the first 6 months (first semester), while an evaluation will be done once, at the end of the fiscal year. Both the assessment and evaluation will be led by a national assessment/evaluation team whose composition is shown in table 2 above.

When preparing the reports, particular attention should be paid to:

- Identifying the types of data required; this can be collected from the imihigo and action plan;
- Determining appropriate data collection techniques that are timely and accurate. This should be done in liaison with the statistics officer at the local government;
- Verification of information/data. All information/data on progress on implementation of targets and activities should be cross-checked for accuracy. This may include field visits where necessary and verification of data provided in reports received;
- Analysis of information. Careful analysis of the information should be made to highlight areas of weakness and gaps in implementation. Reference should also be made to remedial measures that were taken.
- Recommendations. From the analysis of gaps in implementation, proposed solutions should also be clearly outlined as well as the way forward.

Methodology

The methodology to be used in evaluation of imihigo will include the following:

- Members of the evaluation team for each Province/VK mentioned in Imihigo accountability table will be established. Terms of reference for the evaluation team will also be disseminated to all team members beforehand to ensure proper understanding of the exercise.
- The members of the evaluation team should have the required competencies in planning, monitoring and evaluation (DG, Coordinator and Experts). The methodology for the evaluation (including scoring) will have been developed and communicated to local government in advance of the evaluation exercise. The evaluation will use a standard evaluation template developed against imihigo of each district.
- The evaluation team after analyzing the imihigo reports will select based on their judgment, what activities they would like to visit on the field for verification and assessment purposes.
- The Executive Committee of the District working with Province officials has to facilitate the team to ensure that the work is completed accordingly.
- After the field visits and verification of selected activities, the team will score/assess performance against imihigo targets and make a report. Special mention will be made of districts which implemented activities with high impact on economic growth and poverty reduction.

Scoring

The evaluation team will score and grade the imihigo performance according to the following structure.

Percentage (%) implementation of completed activities	SCORE
90-100	10
80-89	9
70-79	8
60-69	7
50-59	6
40-49	5
30-39	4
20-29	3
10-19	2
5-9	1
0-5	0

- Where there is no evidence (means of verification) the activity will be scored as not accomplished and gets a nil (0) score
- When the scoring is complete, the scores will be weighted according to the following structure to get a combined total score of 100%
 - Economic 60%
 - Social 30%
 - Governance (including justice) 10%

- Activities under each pillar form a combined total score of 100 which is then adjusted to the equivalent weight of the pillar e.g. the economic pillar total score will be converted to a combined score of 60.

Example: = Economic Score X 60

100

- The score for an activity that is jointly implemented by two or more districts will be evaluated for what is included in each districts imihigo as a target. If there is complete sharing of the responsibility for implementation, the score will be equally assigned.

Table showing grading of average of scores of implementation of imihigo in administrative entities

Administrative entities	Average score of implementation of imihigo (%)	Grade and Traffic light rating
	90-100	Achieved
	50-89	Partially Achieved
	0- 49	Not Achieved

Green (G) Achieved – at least 90% of progress towards target from baseline; indicates that either the activity has been completed satisfactorily or will be completed within the timeframe.

Yellow (Y) Partially achieved – at least 50% to 89% progress towards target from baseline, indicates that the target has not been achieved to a satisfactory level; but that it is still possible to achieve the target if appropriate actions are taken

Red (R) Not achieved; less than 50% of progress towards target from baseline or absence of reporting, indicates that the target is unlikely to be achieved even with concerted action; either because of internal mismanagement or outside factors;

Feedback and dissemination

As was evidenced in the planning stage, stakeholder participation is quite important, similarly during the reporting and evaluation phases, the same principle is maintained. After compilation of the report on imihigo implementation by the responsible planning and monitoring and evaluation officials, the local government entity will present it to stakeholders including citizens, civil society, donors and others, to show progress made and to jointly develop a way forward. This can be done utilizing the already existing Joint Action Development Forums (JADF) as validation forums for the imihigo performance report before it is sent to the higher administrative unit.

Once the evaluation team has completed its task of evaluation it is important that they give feedback to planners on their assessment report through the Quality Assurance Technical Team (QATT) on how the emerging issues need to be addressed in the preparation of the imihigo for the next period. There should be emphasis on ensuring that incomplete actions are carried forward and that they are reflected in consequent budgets.

The report showing assessment methodology and results will be available on the website of MINALOC and MINECOFIN for all stakeholders to access easily. The ceremony for signing the new performance contract and presenting the official evaluations for the completed period will then follow. In this forum, Governors of province, Mayor of Kigali City and district mayors will sign their Imihigo with the President of the Republic and hence re-launch the cycle.

ANNEX 1: PLANNING TEMPLATE

	PILLAR: ECONOMIC DEVELOPMENT						
Objective	Activity	Indicator	Baseline	Target	Timeframe	Means of Verification	Cost
	PILLAR: SOCIAL						
	PILLAR: GOVERNANCE (INCLUDES JUSTICE)						

ANNEX 2: EVALUATION TEMPLATE

PILLAR: ECONOMIC DEVELOPMENT							
Objective	Activity	Indicator	Baseline	Target	Means of Verification	Score	observation
PILLAR: SOCIAL							
PILLAR: GOVERNANCE (INCLUDES JUSTICE)							

ANNEX 3: PROPOSED PLANNING (IMIHIKO) CALENDAR FOR NATIONAL AND LOCAL GOVERNMENT

MONTH	National priority setting and strategic planning	INSTITUTION		
		MINECOFIN	Line ministries	Province/VK and District
July				2nd Field visit/ Evaluation Reporting and signing of Imihigo
August		Participate in the validation of the Gov't action plan	Participate in the Validation of GoR action plan	
September		Participation in JDRs and JSRs	Joint Sector Reviews and	

		Consolidation JDR/JSR summaries from all sectors and districts	Submission of JSR reports to MINECOFIN	
October		Preparation of JBS and PFM reviews	Participation in JBS and PFM reviews	Organize JADF/Joint District Reviews meetings at districts and sector Levels
		Participate in JADF meetings		1st quarter Imihigo implementation report
		Identify key national priorities (Sector priorities)		
		EDPRS annual Progress Report		
		EDPRS quarterly report		
November		Participation in the preparation of SIPs	Preparation of SIPs	Preparation of District SIPs including Ministries Priorities
		Participate in the preparation of District SIPs		
December		Preparation and participate in the network of planners	Participate in the meeting of the network of planning and budget officers	
January		Consolidate EDPRS 2nd quarter report	Prepare EDPRS second Quarter report	Organize JADF meetings at districts and sector Levels

				District Imihigo second quarter implementation report
February	Participate in mini JSRs and update EDPRS RPM/CPAF	Organize mini JSRs and update EDPRS RPM/CPAF	Preparation of Joint Budget Support (JBS) reviews	Organize mini JADF/JDR
				First field visit/semi annual assessment
March	Finalize EDPRS Biannual progress report for the current fiscal year			Update District Development Plans (DDPs)
April	Participate in update of SSPs and DDPs	Update Sector Strategic Plans (SSPs)		
May	Provide guidance and technical assistance in preparation of action plan and Imihigo	Participate on Imihigo annual evaluation and preparation of new Action plan and Imihigo		Organize JADF meetings at districts and sector Levels
June	Participate in Imihigo Annual evaluation			Prepare Imihigo annual report and prepare the new action plan & Imihigo

IBIKORWA BY'IMIHIGO N'IBIPIMO BYABYO BYAKWIBANDWAHO

1. IBIKORWA BY'UBUKUNGU BYAKWIBANDWAHO MU ITEGURWA RY'IMIHIGO Y'INZEGO Z'IBANZE

N ⁰	IBIKORWA (ACTIVITIES)	IBIPIMO (INDICATORS)
UBUHINZI N'UBWOROZI/AGRICULTURE		
1	Guhuza imirima (Land consolidation)	-Ubuso bw'ubutaka bw'ahahujwe ku bihingwa byatoranijwe mu Karere
2	Kurwanya isuri	% ry'ubuso burwanyijeho isuri
3	Gukoresha inyongeramusaruro mu buhinzi (amafumbire, imbuto z'indobanure)	% ry'abahinzi bakoresha inyongeramusaruro
4	Kongera Umusaruro (Productivity) kuri buri gihingwa cyatoranyijwe	-Ingano y'umusaruro ku bihingwa by'ingenzi -Toni zasaruwe kuri hegitari
5	Kugeza gahunda ya Girinka ku miryango ikennye	-Umubare w'imiryango ikennye yorojwe inka
6	Gukingira amatungo	% ry'amatungo yakingiwe
7	Kuvugurura amatungo	-Umubare w'inyana z'imvange zavutse
8	Gukusanya umusaruro w'amata	-Umubare na capacity by'amakusanyirizo y'amata
INGANDA/INDUSTRIES		
9	Guteza imbere inganda nto n'iziciriritse zitunganya umusaruro w'ubuhinzi n'ubworozi	-Umubare w'inganda zitunganya umusaruro wo mu buhinzi n'ubworozi n'umusaruro wazo.
10	Izindi nganda (Zongera agaciro)	-Umubare w'inganda zatangiye n'umusaruro wazo.
SERIVISI/SERVICES		
11	Guteza imbere centre z'ubucuruzi	-Umubare wa transactions zikozwe hamwe na Business Development Services (BDS) na Trade points

		-Umubare wa centre zifite isoko rya kijyambere
12	Guteza imbere kwihangira imirimo	-Umubare w'imirimo mishya yahanzwe itariyo mu buhinzi -Umubare wa ba rwiyemezamirimo bashya bafite ibyangombwa (formally registered)
13	Gushishikariza abaturage gukorana n'ibigo by'imari.	- % ry'abakorana n'ibigo by'imari n'amakonti mashya yafunguwe. - % ry'inguzanyo zatangwe muri productive sectors (ubuhinzi, inganda, ubworozi, ubucuruzi, ubukorikori)
14	Gushyiraho Umurenge SACCO mu mirenge itarimo ibigo by'imari	-Umubare wa SACCO zatangijwe ku Mirenge kandi zikora
15	Kugaragaza no gutunganya ahantu nyaburanga hakorerwa ibikorwa by'ubukerarugendo	-Umubare w'ahantu nyaburanga hatunganyijwe
16	Guteza imbere ihunikwa ry'umusaruro	-Umubare w'ibigega bihumika, n'umusaruro urimo na capacity yabyo
	KWIHANGIRA IMIRIMO/ENTREPRENEURSHIP	
17	Kworohereza abashoramari no gukora inyigo ya opportunities zo gushoramo imari mu karere	-Umubare w'abashoramari bashyashya -Umubare wa za DIGs (District Investment Groups) zatangijwe n'ibyo zimaze gukora.
18	Gukangurira amashyirahamwe kwibumbira mu ma Koperative	-Umubare w'amakoperative afite ubuzima gatozi kandi akora
19	Gushyigikira itangizwa n'imikorere ya COJAAD	-Umubare w'abanyamuryango ba COOJAD, amafaranga yabikijwe n'inguzanyo zimaze gutangwa
20	Guteza imbere PPPs (Public Private Partnership)	-Umubare wa Public Private Partnership (PPPs) zatangijwe
21	Kunoza imikorere y'ibigega by'abagore no kubihindura ibigo by'imari biciriritse	-% ry'amafaranga y'imyenda yishyujwe -Umubare w'ibigo by'imari byatangijwe

22	Guteza imbere imirimo y'ubukorikori	-Umubare w'ibigo bifasha (guhugura/gushaka isoko) abanyabukorikori -Umubare w'amakoperative y'ubukorikori akora neza
	KOROHEREZA ISHORAMARI/INVESTMENT ENVIRONMENT	
23	Gukora urutonde rw'abasoreshwa buri mwaka no kubasoresha nk'uko biteganywa n'amategeko	-Umubare w'amafaranga yinjiye ugereranyije n'itego
24	Korohera abashoramari	-Umubare w'iminsi isabwa kugira ngo umuntu abone ibyangombwa byo gutangiza imirimo -Umubare w'iminsi isabwa kugira ngo umuntu abashe kwishyura imisoro n'amahoro - Umubare w'iminsi isabwa kugira ngo umuntu ahabwe ibyangombwa byo kubaka
26	Guteza imbere ikoranabubuhanga ku nzego z'ibanze	-Umubare wa telecentres zikora -Umubare w'abitabiriye telecentres
27	Gutura mu Midugudu	-% ry'abaturage batuye mu midugudu
28	Gukora ibishushanyo mbonera by'imijyi na centre z'ubucuruzi	-Umubare w'ibishushanyo mbonera byakozwe -Umubare w'abatuye hakurikijwe ibishushanyo mbonera
29	Gukoresha ingufu ziturutse ku mirasire y'izuba	-Umubare w'ibigo bifite amashanyarazi y'imirasire y'izuba (Amashuri, ibigo nderabuzima, ibiro by'ubuyobozi)
30	Guteza imbere ingufu z'amashanyarazi	- % ry'ingo zifite amashanyarazi
31	Gusana/ kubaka imihanda n'amateme	-Km z'imihanda yahanzwe -% ry'imihanda y'akarere ifashwe neza
32	Kwandika ubutaka n'indi mitungo itimukanwa	-% ry'ubutaka bwanditswe -% ry'imitungo yanditwe (property registration)

IBIDUKIKIJE/ENVIRONMENT		
33	Gukangurira abaturage gukoreshya amashyiga ya Rondereza	% ry'ingo zikoresha Rondereza
34	Gukangurira abaturage gukoresha biogas	-Umubare w'ibigo bikoresha biogas (amashuri, gereza, ibigonderabuzima) -Umubare w'ingo zifite biogaz
35	Gutera ibiti	% ry'ubuso buteweho amashyamba
36	Kubungabunga urusobe bw'ibinyabuzima/protected areas (inkengero z'inzuzi n'ibiyaga, parc,...)	% ry'ubuso bw'ahantu harinzwe mu kurengera ibinyabuzima (biodiversity)

2. IBIKORWA BY'IMIBEREHO MYIZA BYAKWIBANDWAHO MU ITEGURWA RY'IMIHIHO Y'INZEGO Z'IBANZE

N⁰	IBIKORWA (ACTIVITIES)	IBIPIMO (INDICATORS)
UBUREZI/EDUCATION		
1	Crèche	-Umubare w'ibigo bihari n'abana barererwamo
2	Gushyiraho amashuri y'inchuke/amasomero muri buri kagari	-% ry'abana biga amashuri y'inshuke bakwije imyaka (imyaka 2 kugeza kuri 6) - % ry'abaturage bazi gusoma, kwandika no kubara (imyaka 15-24)
3	Gushishikariza ababyeyi uburezi bw'abana	-% ry'abana bakwije imyaka biga (net enrollment rate) -% ry'abarangiza amashuri abanza (completion rate) -% ry'abata ishuri (drop out) % ry'abarangiza icyiciro cya mbere cy'amashuri yisumbuye (transition rate to upper secondary) -Umubare w'abana biga mu mashuri y'imyuga (professional centres)

4	Gufasha abana batishoboye kwiga	-Amafaranga yakusanyijwe mu kigeza cy'uburezi -Umubare w'abana batishoboye bakeneye gufashwa
5	Guteza imbere ubumenyi n'ikoranabuhanga mu burezi	-Umubare w'abana bafite mudasobwa (one laptop per child) -Umubare w'ibigo byigisha science bifite laboratories
6	Kongera umubare w'ibyumba by'amashuri	-Ubucucike bw'abana mu cyumba cy'ishuri (amashuri abanza na 9YBE)
	UBUZIMA/HEALTH	
7	Gushishikariza abaturage kwitabira ubwishingizi mu kwivuza	% rw'abaturage bafite ubwishingizi mu kwivuza
8	Gukangurira abaturage kuboneza urubyaro	% ry'abakurikiza gahunda yo kuboneza urubyaro;
9	Gukangurira abagore batwite kwisuzumisha buri gihembwe mbere yo kubyara	% ry'abagore bisuzumisha byibura 4 mbere yo kubyara
10	Gukangurira abagore batwite kubyarira kwa muganga	-% ry'abagore babyarira kwa muganga -Umubare w'abagore bapfuye batwite cyangwa kubera impamvu zo kubyara
11	Gukangurira abaturage gukingiza abana	-% ry'abana bakingiwe (inkingo zose)
12	Gutangiza <i>Integrated Management of Child illness</i> (IMCI) mu Midugudu	-Umubare w'abana bapfuye bari muni y'imyaka 5. (/1000) -% ry'imidugudu yatangiye IMCI
13	Kurwanya SIDA (Kwipimisha ku bushake)	-Umubari wa VCT zikora -Umubare w'abantu bipimishije SIDA ku bushake
14	Kurwanya imirire mibi y'abana bari muni y'imyaka 5	-% ry'abana bagaragaraho imirire mibi -% ry'ingo zifite akarima k'igikoni
15	Gukangurira abaturage isuku n'isukura	-Umubare w'ingo zifite ubwiherero (bukwije standards) -Umubare w'ibyumba by'ubwiherero rusange byubatswe
16	Kongera no kuvugurura inyubako z'ubuvuzi (ibitaro, ibigo nderabuzima, poste z'ubuzima)	-% ry'abaturage batuye kure y'ibigo by'ubuvuzi (+5km)

		-Umubare w'ibigo bishya by'ubuvuzi byubatswe -Umubare w'ibigo by'ubuvuzi byavuguruwe/byaguwe
17	Kongerera ibigo by'ubuvuzi ubushobozi	-Umubare w'ingobyi zihari (ambulance) -Farumasi ya district ikora neza
	GUFASHA ABATISHOBOYE/SOCIAL PROTECTION	
18	Gukura abanyarwanda mu bukene bukabije hakoreshejwe gahunda za Leta (VUP, HIMO, UBUDEHE, GIRINKA, ...)	-% y'abaturage bavuye mu byiciro bibiri bya nyuma by'ubukene bajya mu cyisumbuye mu mibereho
19	Kubakira abatishoboye	-Umubare w'abatishoboye badafite aho baba (Homeless) -Umubare w'amazu yubatswe

3. IBIKORWA BY'IMIYOBORERE MYIZA BYAKWIBANDWAHO MU ITEGURWA RY'IMIHIGO Y'INZEGO Z'IBANZE

N ⁰	IBIKORWA (ACTIVITIES)	IBIPIMO (INDICATORS)
	UBUYOBOZI/DECENTRALISATION	
1	Kubaka ubushobozi bw'inzego z'ibanze	-Umubare w'imirenge/utugari dufite biro -Umubare w'ibiro byubatswe (w'imirenge/utugari) -Umubare w'utugari dufite mudasobwa
2	Kubaka inzego z'Itorero n'imikorere inoze y'Intore mu Midugudu no mu Mirenge	-Umubare w'Intore zahuguwe
3	Gutegura no gukoresha neza amatora	% ry'abitabiriye amatora

4	Kunoza gahunda y'umiganda	-% ry'abitabira umuganda -Agaciro k'ibikorwa by'u muganda
	UBUTABERA/JUSTICE	
5	Gukemura ibibazo by'abaturage	-% ry'ibibazo byakemuwe
6	Kurwanya ruswa, imicungire mibi y'abakozi n'amafaranga, amakimbirane n'umutekano muke (Corruption, Conflict Crime)	-Umubare w'ibyaha bya ruswa by'akiriwe -% ry'ibyaha bya ruswa bya kurikiranwe
7	Kurangiza imirimo ya Gacaca	-Umubare w'imanza zaciwe muri buri rwego -% ry'imanza zo mu rwego rwa I&II zarangijwe
8	Gukurikirana ibikorwa by'abunzi	-% ry'imanza zaciwe -% ry'imanza zarangijwe
9	Gukurikirana ibikorwa by'abatigiste	- % ry'abakatiwe bari muri TIG bagomba gukora hakurikijwe umubare wabo bose -Umubare w'abarangije igihano nsimbura gifungo -Agaciro k'ibikorwa by'abatigiste
10	Kurangiza imanza zaciwe burundu n'ubutabera	-% ry'imanza zarangijwe
	UMUTEKANO/SECURITY	
11	Kunoza imikorere ya LDF na CPCs	-Umubare wa LDF NA CPCs zahuguwe
12	Kubonera za gereza ubutaka buhingwa no kongera umusaruro w'ibikorwa byazo	-Umubare wa ha z'ubutaka zahawe gereza mubikorwa by'ubuhinzi/ubworozi -Umusaruro wavuye mu bikora by'abagororwa n'imfungwa mu RWF
13	Kurwanya ibiyobyabwenge, uburara, ubuzererezi n'ubwamanzi	- Umubare w'abana bo mumuhanda bashubijwe mu buzima busanzwe

		-Umubare w'ibigo by'urubyiruko bikora (Youth Friendly centres) -Umubare wa za clubs zirwanya ibiyobyabwenge (uburara, ubuzererezi)
	IMICUNGIRE Y'UMUTUNGO/PUBLIC FINANCE MANAGMENT	
14	Gukora Joint District Reviews	-% ry'ibikorwa byagezweho byo muri Action Plan (District performance) -% ry'ishyirwa mu bikorwa y'ingengo y'imari
15	Ishyirwa mu bikorwa rya gahunda y'itangwa ry'amasoko	-% ry'amasoko yatangiwe igihe kandi akurikiza amabwiriza y'itangwa ry'amasoko ya Leta
16	Kwishyura imyenda	-Umubari w'imyenda -% ry'imyenda yishyuwe