GOVERNANCE AND DECENTRALISATION SECTOR STRATEGIC PLAN 2024 - 2029

Abridged version

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EXECUTIVE SUMMARY

The Governance and Decentralisation Sector Strategic Plan (G&D SSP) will be implemented from 2024 to 2029 as part of Rwanda's Second National Strategy for Transformation (NST 2). This plan aims to accelerate Rwanda's journey towards upper middle-income status by 2035, emphasizing citizen-centred governance, technology-driven, and inclusive development. In line with Vision 2050, the G&D SSP focuses on enhancing governance practices and fostering a knowledge-based economy where all citizens can contribute actively.

The G&D SSP builds on the successes of the previous strategic plan, highlighting improved citizen participation, gender parity in local government, and increased intergovernmental fiscal transfers. Local governments have seen revenue growth, with own source revenues rising from Rwf 60.6 billion in 2018/19 to Rwf 86.5 billion in 2022/23. Enhanced public financial management (PFM) has been demonstrated by clean audit reports for 89.3% of local governments in 2023. Significant infrastructure investments in six secondary cities of Musanze, Muhanga, Huye, Rusizi, Rubavu and Nyagatare and two satellite cities of Rwamagana and Bugesera) have strengthened local economies. Citizen participation rates exceed 90% in citizens' forums, problem-solving-focused interactions, volunteering, and others (RGB, 2023) from an average of 65.63%. However, challenges remain, such as empowering citizens to utilize participation mechanisms effectively and addressing insufficient financial resources and capacity constraints in local government.

The G&D SSP (2024 - 2029) outlines eight strategic priorities aimed at promoting equitable service delivery and sustainable local economic development. These are: Strengthening the institutional framework, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative local economic development (LED); Strengthening multi-sectoral program design, implementation and monitoring focused on human capital development and socio-economic inclusion; Strengthening local government institutional, organisational, and human resource capacities for effective coordination and collaboration; Leveraging digitalisation to broaden access to services, foster inclusivity and strengthen Local Government M&E systems; Strengthening mechanisms for reliable Local Government financing and efficient financial management, including Diversified Own-Source Revenue (OSR); Enhancing the effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability; Strengthening collaboration and coordination between government and civil society to strengthen accountability and enhance the delivery of quality services for socio-economic transformation and Developing and sustaining an enabling environment for vibrant media to effectively contribute to transparency and accountability for national transformation.

Results will be tracked through 50 indicators across three outcomes, focusing on resilient and inclusive local economies developed and sustained, quality and inclusive local government services delivered and sustained, and citizens empowered to

participate in governance and social economic development processes effectively. To attain this, the following key strategic innervations will be implemented: Reform of the public service in both central and local government, and strengthening of its capacities, mainstreaming and operationalisation of sectoral decentralization processes to enhance quality of service delivery, and development of digitally enabled local governments.

1. INTRODUCTION

The Government of Rwanda (GoR) remains focused on an ambitious pursuit of rapid socioeconomic transformation. The ambition is driven by the desire to transform the country from a low-income, predominantly agrarian subsistence economy to a high-income, technology-driven, and values-based economy by 2050. Rwanda also seeks to build a just, equitable and inclusive society in which citizens live in peaceful communities where they enjoy a high quality of life, are economically productive, and play active roles in the governance arena. The country also acknowledges the significance of regional and international cooperation for development and aims to take an active and influential role in decision-making at both regional and global forums.

To achieve this, the Government of Rwanda has initiated the second phase of the National Strategy for Transformation 2024 - 2029 (NST2), a series of medium-term strategies aimed at uniting efforts and accelerating progress towards the goals set for 2050.

In the next medium-term, the G&D sector aims to promote the development of a local government system that is citizen-centred, and transparent and accountable, to ensure equitable service delivery as well as sustainable and transformational local economic development. Specific focus will be on strengthening local government (LG) structures, systems and cultures for enhanced efficiency, quality and sustainability of good service delivery; and building stronger, inclusive and resilient local economies across the country to promote equitable and inclusive growth that improves the quality of life for all Rwandans, with embedded strong cultural values.

The formulation of the SSP involved a thorough, participatory, and iterative stakeholder engagement process coordinated by the SWG Secretariat, incorporating extensive reviews, interviews, discussions, and workshops. The quality was assured and validated by various stakeholders to ensure alignment with the Government of Rwanda's medium and long-term priorities.

2. Sector Situation Analysis

This section highlights the sector overview, key achievements of the previous SSP, constraints and challenges.

2.1 Governance and Decentralisation Sector Overview

The Governance and Decentralisation Sector Strategic Plan (G&D SSP) for 2024-2029 is shaped by the transformational governance mandate of the National Strategy for Transformation (NST2). Its goal is to enhance human capabilities, enabling citizens to actively participate in governance and the development processes. The plan aims to establish modern, efficient, transparent, and accountable decentralized service delivery systems, ultimately fostering a stable, socially cohesive, and values-driven society on the path to higher medium-income status. The sector has seen significant expansion, involving various stakeholders, including line ministries, agencies, media, development partners, and civil society groups and faith based organisations. These entities advocate for citizens' empowerment, gender equality, and women's empowerment.

2.2 Key Achievements of the Previous SSP

Over the past seven years, the G&D sector focused on eight key areas: 1) Citizens' participation, empowerment, and inclusiveness; 2) Strengthening accountability and transparency; 3) Service delivery; 4) Fiscal and financial decentralization; 5) Local Economic Development (LED); 6) Sectoral decentralization; 7) Capacity development for transformational governance; 8) Mainstreaming values and Home-Grown Solutions.

These priorities align with the national vision of centering citizens in governance and development. Remarkable achievements include:

Platforms for citizens' participation have been expanded and are more inclusive, contributing to citizens' empowerment: Citizen participation in forums has risen from an average of 65.63% in 2018 to over 90% in 2023, enhancing empowerment and patriotism.

Considerable progress has been made in the pursuit of gender parity in decision making pertaining to local governance. However, there remain gaps in critical leadership areas: women hold only 30% of mayoral positions and 46% of District Council seats. Clearly, gaps in leadership roles persist.

Local Governments remain central to Rwandans efforts to achieve their long-term aspirations: Local Governments (LGs) are crucial in the implementation of sector policies and programs contributing to economic growth.

Intergovernmental fiscal transfers have increased, and local government's own source revenues expanded: Intergovernmental fiscal transfers and local revenue sources have expanded, with Local Government Own Source Revenue rising from Rwf 60.6 billion in 2018/19 to Rwf 86.5 billion in 2022/23.

Local Governments have significantly improved capacity in public financial management (PFM): The number of LGs receiving unqualified audit reports increased significantly, reflecting enhanced financial management capacity.

The Decentralisation framework created has sustained Local Governments governance and service delivery institutions: The new Decentralisation Policy adopted in 2021 has strengthened local governance despite challenges in implementing reforms.

Rwanda has leveraged Information and Communication Technologies (ICT) to deliver essential services to citizens: Rwanda has leveraged ICT to improve service delivery and citizen satisfaction, though challenges like limited digital literacy among citizens remain.

Local Governments have improved data collection and storage infrastructure following the introduction of multiple automation systems: Automation systems for data collection have improved the evidence base for decision-making.

Local Economic Development (LED) continues to be a flagship priority area of the G&D Sector: LED initiatives created 942,324 jobs between 2017 and 2021, contributing to equitable growth.

Civil society organizations play a vital role in governance and citizen empowerment, although their impact needs better documentation. The impact of civil society to shape people's lives and the society at large through different roles was increased from 64.76% in 2017 to 84.24% in 2023.

Vibrant independent media are an important actor and catalyst in promoting civic education, enabling and enhancing citizens' access to information, and compelling local governments to be transparent and accountable: Independent media has evolved, enhancing civic education and accountability, though its effectiveness varies.

HGS were certified and protected both locally and internationally and include; Abunzi Committees, Gacaca, Girinka, Imihigo, Ndi Umunyarwanda, Ubudehe, Umuganda, Umwiherero, Umushyikirano, Kwita Izina. These home grown solutions continued to be a catalyst for national social economic transformation.

Rwanda has strategically expanded its diplomatic reach from 37 missions in 2017 to 47 in 2023, reinforcing the nation's visibility, positioning, and active contribution to sustainable peace, security, and global trade. This expansion has been accompanied by a concerted effort to enhance service delivery to the Rwandan community abroad and deepen bilateral and multilateral partnerships. Through these missions, the country has strengthened its engagement with the international community, fostering strategic collaborations that advance national interests on the global stage.

2.3 Key Constraints and Challenges

The 2020 LODA assessment identified several key constraints and challenges that local governments face in their efforts to achieve progress towards Vision 2050. Major obstacles include insufficient funding, inadequate feedback mechanisms, skills gaps, and difficulties in coordinating efforts across various sectors. The local government structure has remained unchanged over the past decade, which limits its adaptability to urbanization and the evolving needs of growing cities. Additionally, local governments are often overwhelmed with workloads and face staffing shortages, leading to inefficiencies in service delivery.

Citizen participation has notably improved but remains limited particularly in critical areas like policy-making and budgeting, with only 65.6% involvement. Efforts to enhance civic engagement through initiatives such as citizens' assemblies have not produced significant results. There is a pressing need for better civic education and accessible information for marginalized groups, as many citizens feel their needs are overlooked due to financial constraints. Comprehensive civic education programs have been in place since 1996, but gaps in curriculum standardization and delivery methods persist, necessitating trained facilitators to tailor civic education to diverse demographic needs.

Rwanda continues to grapple with socioeconomic challenges, including extreme poverty and low human capital development, which hinder progress in areas like nutrition and youth employment. A dependency mindset among citizens impedes their willingness to work towards self-sustenance, although initiatives like Gira Wigire aim to promote personal responsibility.

Budget constraints prevent LGs from helping the private sector to grow. Furthermore, budget constraints impede local governments' ability to act on identified priorities, because of lack of financial resources and stems from weak own source revenue mobilisation.

Local governments are increasingly faced with unprecedented climate change challenges and disasters which they are not adequately equipped to predict and plan for. This has caused significant loss of life and property, highlighting the need for enhanced disaster preparedness and response mechanisms at the local level to strengthen community resilience.

3.THE STRATEGIC FRAMEWORK

The Governance and Decentralization Sector's framework for 2024-2029 aims to improve service delivery, citizen participation and inclusiveness, improve media participation governance governance and effective handling of citizens complaints. It aligns with the NST2 pillars for economic, social, and governance transformation and provides a roadmap for sector actors to collaborate on key priorities. The framework

identifies leading institutions for strategic delivery and establishes key performance indicators (KPIs) for measuring progress. Overall, it seeks to unify stakeholders towards common long-term objectives, enhancing decision-making and fostering continuous improvement. This 5-year sector strategic plan will contribute to this goal through the following three outcomes.

Outcome 1: Resilient, inclusive local economies are developed and sustained.

Outcome 2: Quality and inclusive local government services are delivered and sustained.

Outcome Outcome 3: Citizens empowered to effectively participate in governance and socio-economic development processes.

To contribute to these transformative outcomes, the strategic framework outlines a set of measurable outputs that will serve as deliverables of the G&D sector.

Outcome 1: Resilient, inclusive local economies are developed and sustained

Output 1.1: Districts publish and utilise local economic potentiality maps and investment profiles to accelerate resilient and inclusive LED.

Output 1.2: Districts and the City of Kigali allocate resources to priority and flagship green and gender-inclusive led projects and activities.

Output 1.3: Bilateral, Regional and Multilateral Cooperation strengthened to enhance Rwanda's socio-economic transformation

Outcome 2: Quality and inclusive local government services are delivered and sustained.

Output 2.1: Enhanced effectiveness and alignment of human capital development projects and programs with local priorities enhanced.

Output 2.2: Enhanced local government capacity, systems, processes, and infrastructure.

Output 2.3: Enhanced reliability, usage and expansion of inclusive digital service delivery.

Output 2.4: Enhanced evidence-based decision-making in local government planning and resource allocation.

Output 2.5: Enhanced LG capacity for increased Own Source Revenue generation.

Output 2.6: Enhanced reliability and flexibility of intergovernmental transfers for effective financing of locally identified priorities.

Output 2.7: Enhanced LG capacity for public financial management.

Outcome 3: Citizens empowered to effectively participate in governance and socio-economic development processes.

Output 3.1: Citizen-led accountability mechanisms developed and institutionalised.

Output 3.2: Improved effectiveness of local government structures in facilitating citizen representation and engagement.

Output 3.3 Mechanisms for promoting cultural values and National Unity strengthened

Output 3.4: Effective participation of CSOs in local governance, transparency and accountability developed and sustained.

Output 3.5: Professional, independent, and profitable media developed and sustained.

3.1 Strategic Priorities

The eight strategic priorities of the G&D SSP for 2024 - 2029 include:

Strengthening the institutional framework, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative Local Economic Development (LED).

Strengthening multi-sectoral program design, implementation and monitoring focused on human capital development and socio-economic inclusion.

Strengthening local government institutional, organisational, and human resource capacities for effective, collaboration, and coordination and collaboration.

Leveraging digitalisation to broaden access to services, foster inclusivity and strengthen Local Government M&E systems.

Strengthening mechanisms for reliable Local Government financing and efficient financial management, including Own Source Revenue (OSR) diversification.

Enhancing the effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability.

Strengthening collaboration and coordination between government and civil society to enhance accountability and delivery of quality services for socio-economic transformation.

Developing and sustaining an enabling environment for a vibrant media to effectively contribute to transparency and accountability for national transformation.

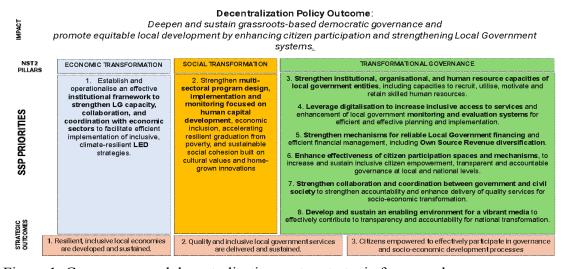


Figure 1: Governance and decentralisation sector strategic framework

3.2 Innovations

Digitally-enabled Local Government Entities: Digitally enabled local government entities are local governmental bodies that leverage digital technologies to enhance their operations, service delivery, and interactions with citizens. This will involve using online platforms, data analytics, mobile applications, and other digital tools to streamline processes, improve transparency, and foster community engagement.

The strategy focuses on closing infrastructure capacity gaps, notably unreliable electricity, internet affordability, inadequate coverage of basic infrastructure for ICT

services in some areas, and more importantly raise the level of digital literacy (such as self-application) among citizens. Hence improve service efficiency, enhance transparency, increase engagement, improve decision making, save on costs, time, and improve accessibility.

Capacity development: This refers to improving an entity's ability to fulfil its functions and adapt to change, encompassing three dimensions: institutional, organizational, and individual. With institutional capacity, the strategy entails focusing on restructuring the governing structures, as well as conducting legal and regulatory reforms and transparency to enhance service delivery. On organizational capacity, the strategy will focus on enhancing performance and efficiency through constructing administrative offices and logistics. While individual capacity development will be enhanced through equipping personnel with relevant skills and competencies.

Citizen participation, inclusiveness, and accountability: The principal of leaving no one behind is embedded within all the priority areas of the strategy. Hence it will focus among things on: Strengthening regular multi-stakeholder and cross-sectoral dialogue through the sector working group and JADF (civil society, private sector, and development partners) to enhancing participatory governance practices and service delivery.

Strengthening media capacity to enhance citizens' access to information, and compelling local governments to be transparent and accountable.

Enhancing the efficiency and effectiveness of existing citizen participation platforms and feedback mechanisms for transparency and accountability.

Scaling up of local initiatives: The strategy entails documenting, disseminating and scaling up local innovations and voluntary initiatives such as HGS for socio-economic transformation.

Sector Coordination: This involves distributing authority, responsibilities, and resources among various governmental and organizational levels to improve public service delivery. In this SSP, the focus will include developing a comprehensive sector decentralization implementation strategy in line with the prime minister's order on sectoral decentralization, which was gazetted in May 2024. The order assigns clear roles in coordinating the decentralization process. This seeks to ensure cohesive efforts across ministries in order to foster efficient implementation and enhance cooperation with local decentralized entities.

Umuganda: The contribution of Umuganda to national development needs to be maximised. To enhance its role, the new SSP seeks to strengthen Umuganda to maximise its contribution, by, among other measures, organising and recognising the contribution of professionals.

4.Mainstreaming Climate Change, Gender and Other Cross-cutting issues

This section entails cross cuttings areas such as environment, gender, HIV Aids, disability and social inclusion etc....

4.1. Mainstreaming Environment and climate Change in governance and decentralisation

Rwanda is proactively addressing the impacts of climate change through the 2022 Green Growth and Climate Resilience Strategy, which aims to transform the country into a developed, climate-resilient, and low-carbon economy by 2050. The strategy focuses on achieving energy security, sustainable land use, water resource management, social protection, improved health, and disaster risk reduction.

Mainstreaming climate into governance and decentralisation in Rwanda will involve integrating climate change considerations into all levels of decision-making processes, from national policies to local initiatives. Local governments will be encouraged to integrate climate change considerations into their plans across all sectors. This will involve incorporating climate adaptation and mitigation measures into existing policies and developing new ones focused on sustainability. Decentralised governance structures will also be encouraged to implement local regulations tailored to national climate challenges. To align with capacity strengthening goals, districts will invest in building the capacity of local authorities and communities to understand and address climate change. This will include providing training, resources, and technical assistance to support climate-resilient decision-making at the local level.

Establishing robust data collection and monitoring systems is essential for tracking progress on climate change goals and identifying areas for improvement. Decentralised entities will leverage digitalization to aggregate local data and knowledge to inform decision-making and measure the effectiveness of climate policies within districts. The Governance and Decentralization SSP will also complement efforts to re-green PFM at local level through re-greening goals and objectives set out in the PFM SSP. By mainstreaming climate considerations into governance and decentralisation, districts will strengthen the country's ability to better address the urgent challenges posed by climate change and transition to a more sustainable and resilient future. As part of building community resilience, the G&D sector will work collaboratively with national environment authorities and Meteo Rwanda to ensure that timely weather data are appropriately packaged and disseminated to citizens through local government structures up to village levels. It will also ensure that citizens and local authorities and other stakeholders (business entities, schools, etc.) are sensitized and supported to integrate weather and climate information into all socioeconomic activities to enable them adapt to changing climate conditions.

The G&D sector will also work collaboratively with Rwanda Housing Authority (RHA), MoE, REMA and other relevant institutions, to develop guidelines and

facilitate mobilization and sensitization of citizens on social and economic benefits of living in organized green model settlements, primarily targeting those in zones that are considered to be highly prone to climate-related hazards. All LED and other infrastructure projects will be subjected to environmental screening and, depending on the scale of potential impacts, full environmental and social impact assessments (ESIA) will be undertaken. The capacity of local governments will be strengthened to enhance their effectiveness at supervising and monitoring, and to ensure that ESIA processes are followed and resettlement action plans (RAPs) are implemented.

4.2. Mainstreaming Gender and Family Promotion

Rwanda is recognized as a leader in gender equality and women's empowerment. Women currently hold 61 percent of the seats in the lower house of Parliament, and 50 percent of the national executive (cabinet). While these efforts signify the tremendous progress made in women's empowerment and in the pursuit of gender equality, challenges still remain, particularly in areas of socio-economic equality and cultural change at community level.

Mainstreaming Gender Equality and Social Inclusion (GESI) into governance and decentralization in Rwanda will entail a comprehensive approach aimed at integrating principles of equality and inclusivity across all levels of decision-making and policy implementation. This will involve the development of robust policy frameworks that explicitly address GESI concerns, including gender-responsive budgeting, sustaining efforts to prevent sexual and gender-based violence (SGBV) at all levels, and ensuring representation of socially disadvantaged groups. These include Persons with Disabilities (PWDs), historically marginalised populations, persons living with HIV/AIDS, and Orphans and Vulnerable Children (OVCs), among others. For instance, districts will need to effectively design and implement gender-based strategies (GBS), focusing on equitable resource allocation and tailored initiatives that address the unique needs of women.

Enhancing female participation in Local Economic Development (LED) will be pursued through targeted interventions such as providing access to finance, entrepreneurship training, and availing market opportunities specifically for women. Efforts to promote GESI mainstreaming will also entail measures to increase women's participation in local governance platforms, enhance inclusive service delivery, and strengthen local governance structures. Empowering districts and civil society organizations (CSOs) to address GESI issues within their jurisdictions will be key, alongside establishing monitoring and evaluation mechanisms to track progress and ensure accountability.

Institutional structures comprising the national gender machinery (NGM) will be co-opted and fully engaged in the priority setting, resource allocation and implementation process. The Ministry of Gender and Family Promotion (MIGEPROF) and the Gender Monitoring Office (GMO) are already active members of the SWG, while the National Women's Council (NWC/CNF) structures are

embedded in the Local Government councils at all levels from district, sector and cell levels. These structures will be capacitated to ensure that the sector considers and appropriately integrates accountability of the sector in implementation of relevant gender and family promotion targets.

The GoR is deliberately promoting cohesion and stability at family level because the family is the key unit where responsible citizens are raised, nurtured and protected. As such, several home-grown solutions around family cohesion and stability, such as Umugoroba w'ababyeyi (Parents' informal evening meetings) have been developed and activated with the support of Local Government structures. Imihigo (Performance contracts) have also been extended to family level in recognition of the family unit as the lowest level of governance, where development and accountability must start from. These initiatives and their role in helping to resolve family and community conflicts, mobilising and ensuring economic productivity of all citizens, and creating productive spaces for childhood development and promotion of national identify and nurturing Rwandan values, will be prioritised under the G&D sector.

4.3. Disability and Social Inclusion

The G&D sector will support Local Governments to develop tools, skills and other mechanisms to integrate national strategies for disability inclusion in the design of projects and intervention programs.

Three key areas of opportunity for the G&D sector to enhance inclusion of persons with disabilities (PWDs) and other socially disadvantaged groups are i) participation/representation in governance structures – where PWDs have parallel structures which are also linked to local councils at respective levels; ii) LED where a special window for PWDs participation will be strengthened to ensure meaningful participation of PWDs; and iii) monitoring and evaluation frameworks where all key indicators, monitoring and reporting tools will be restructured to ensure data is disaggregated by disability or social groups. This will ensure that the impact of sector activities on PWDs and other socially disadvantaged groups is progressively monitored and timely decisions that are disability-sensitive made to correct any deviations. Ensuring that LED initiatives are inclusive will involve specific empowerment measures and accompaniment support for economic opportunities to translate into enhanced livelihoods for PWDs and other socially disadvantaged groups and their families. Addressing the inclusion of marginalized groups in LED also demands an emphasis on digital service delivery. Ensuring that digital platforms are accessible to all, including PWD, and providing digital literacy programs to bridge the digital divide and enhance participation in the digital economy.

Capacity-building initiatives will be implemented to equip local government officials, and community leaders with the necessary skills to implement inclusive policies effectively. Additionally, collecting and analyzing disaggregated data will be crucial for understanding the specific needs and challenges faced by different segments of the population, informing evidence-based policy formulation and resource allocation.

4.4 Mainstreaming HIV/AIDS, Non-Communicable Diseases and Nutrition

Rwanda's strategic investment in human capital as its most important resource and its citizens as the centre of focus for all development interventions will only be meaningful and bear sustainable fruits if the population are able to live long, healthy, productive and happy lives. This require that prevention and control measures for HIV/AIDS and the non-communicable diseases (NCDs) as well as promotion of good nutrition, are effectively integrated into the G&D sector programs.

The G&D sector will collaboratively work with the relevant national Institutions – particularly the Ministries responsible for Health (MoH), Education (MINEDUC), Agriculture (MINAGRI), children affairs, gender and family promotion (MINEGROF), among others, and their partners and stakeholders, to develop appropriate tools, equip implementing entities and ensure that structures, platforms and resources at the disposal of the sector are utilised to promote healthy living through HIV/AIDS prevention and control, prevention of NCDs through lifestyle changes, and control of malnutrition and related consequences (such as child stunting which is presently high at 33%-DHS 2020). The latter may result in low human development outcomes if it is not effectively addressed.

4.5 Mainstreaming Technology, Digitization, and Innovation

The GoR recognises the potential catalytic role of digital technologies in the country's transformation process. Over the last two decades, the Government has invested heavily in expanding and modernising infrastructure for digital technologies and their use in resolving governance and service delivery challenges in health care, education, agriculture and e-commerce, public financial management and governance, and strategic engagement with citizens and partners, among others. Technology, digitisation and innovation (TDI) has been identified as a key cross-cutting area (CCA) under NST 2. It will be mainstreamed across all G&D sector priorities, plans and budgets in order to fully adopt and effectively utilise them as a principal modus operandus to deliver services in a more efficient, effective and consistent way. For the G&D sector, digitalisation is already outlined among key sector priority intervention areas. Technological diffusion, digitisation and innovation will be integrated in the sector priorities and delivery processes in the following ways:

Expanding E-Government Services: Existing portals and platforms for e-gov services (Irembo, etc) will be expanded and the operational platforms upgraded to provide fast seamless integrated service delivery to citizens, and ensure simplicity to assure easy access by all citizens including PWDs. Service support centres at cell levels will facilitate citizens to easily interact with the digital platforms all the time, and, where they have issues, they can get supported at service centres close to them.

Digital tools for cost-effective citizens mobilisation, information dissemination and feedback: Platforms for engaging with citizens on service delivery, empowerment through information dissemination and awareness creation regarding policies and opportunities for participation will be rolled out and continuously improved to ensure effectiveness;

Deploying digital tools, technologies and innovation to address citizens' issues in efficient and transparent way, bypassing traditional ways that may not work as reliably as expected. Digital tools will be deployed to promote transparent and accountable governance practices in engaging citizens and stakeholders.

Promoting Data-Driven Decision Making: Digital tools and technological platforms will be deployed to assist in generating and analysing timely data on the basis of which to review or formulate new policies that are citizen-centred while fast-tracking cost-effective transformation towards the country's 2050 aspirations. The G&D sector will develop and use a web-based integrated monitoring, evaluation and reporting framework to access reliable information in a timely manner. It will also build a comprehensive database to enable it entrench a long-term data systems maintenance framework.

4.6 Regional integration

Decentralization and local governance can facilitate regional integration by empowering communities and local government authorities to formalize the economic and social integration activities that they already do through cross-border trade and social interactions. The G&D sector will build on recent efforts and previous achievements to invest in cross-border trade and economic infrastructure, such as cross-border markets, and foster social cohesion through cross-cultural exchanges and joint social development activities. Local Governments will be supported to mobilize and sensitize citizens to make cross-border mobility safe, secure, and beneficial by fostering peace and collaborative initiatives.

To further support these objectives, the following policy measures will be implemented:

Sensitization of Informal Cross-Border Traders: Targeting youth and women, efforts will be intensified to sensitize informal cross-border traders about the benefits of regional integration within the frameworks of the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA). This initiative aims to help them explore and maximize opportunities for employment and economic growth.

Grassroots Participation and Engagement: The participation and engagement of Rwandan citizens in regional economic communities will be encouraged at the grassroots level. This will be facilitated through the use of existing governance structures at the local level, ensuring that local voices are heard and incorporated into the broader regional integration agenda.

5.MONITORING AND EVALUATION

5.1 Structure of the G&D Monitoring and Evaluation Framework

The Monitoring and Evaluation (M&E) Framework for the G&D Sector will be linked to the overall M&E Framework for the NST-2 coordinated by MINECOFIN. The structure, key components and tools will comprise of the following:

Monitoring and Evaluation Matrix: Through the Results Matrix tool (Annex 2) which provides guidance on the outputs, the indicators and annualized targets, as well as the source of information and the responsible entity to collect data and report. Where Annual action plans will be structured on a quarterly basis to enable implementation of activities to generate results that are clearly linked to the adequacy and timely release of resources. Progress towards results will be monitored, measured and reported through the following:

Quarterly Performance Reports: Will provide a narrative of what has been done and a good estimation or quantitative calculation of the progress towards the annual target for each indicator. The quarterly Sector report will consolidate the quarterly report of all sector implementing entities and present a synthesis of where the sector is in terms of expected results for the quarter, whether some planned activities were re-prioritised.

Joint Sector Review: The bi-annual JSR linked with planning and budgeting process will be undertaken to review the progress made by the sector towards sector targets as well as sector contribution towards NST-2 targets and other key areas such as the SDGs.

Annual Imihigo Evaluation Reports: Imihigo (performance contracts) derive from the high impact priorities identified from citizens and leaders that could turn-around the community if fast-tracked and implemented with or outside the normal administrative and planning processes. The Imihigo indicators are aligned with and integrated into to the G&D Sector M&E frameworks.

Mid-term and End line Review Reports: The implementation and progress towards the SSP targets will be reviewed in the third year of implementation (at mid-term) while the final review report in the last quarter of fifth year. The MTR results will be discussed in the JSR that follows for the SWG and stakeholders to appreciate what has been achieved, which targets the sector is likely to achieve and which targets it is unlikely to achieve. The Final MTR report will be approved by the SWG leadership and MINECOFIN before its shared with the wider public. The evaluations will be externally undertaken to benefit from independent analysis. Figure 2 below summarises the schema of the G&D M&E Framework with critical stages and decision-making points.

Conduct Periodic research and assessment studies: Regular assessments and research will be conducted to track the progress of the SSP implementation and they include; Labor force survey, RGS, CRC, RMB, RCSB and National Unity barometer among others.

5.2 Data requirements, Data Sources and Analytical Work

The NST-2 lays emphasis on data-driven planning and evidence-based performance reporting of the results. In order to enable effective reporting, the Sector leadership will implement mechanisms to ensure that:

Prioritising statistical data infrastructure and reporting capacities: the SWG will ensure that adequate resources are allocated to all implementing entities to collect accurate timely data and share it in ways and platforms that make data access cost-effective.

Standardisation of data collection and reporting formats will be enforced to ensure that districts and other actors within the sector report fairly uniformly to enable integration and comparative analysis. M&E Focal points in all institutions within the SWG (including CSOs) will be identified, trained and oriented appropriately.

5.3 Leveraging Digital infrastructure to collect and share data

The G&D sector will develop an integrated web-based M&E system that allows real time data update from multiple sources (including Local Governments) and wide access through a quality-assured system. Verified data it will be uploaded on MINALOC and MINECOFIN websites and made available for internal reporting as well as use by other sectors and stakeholders.

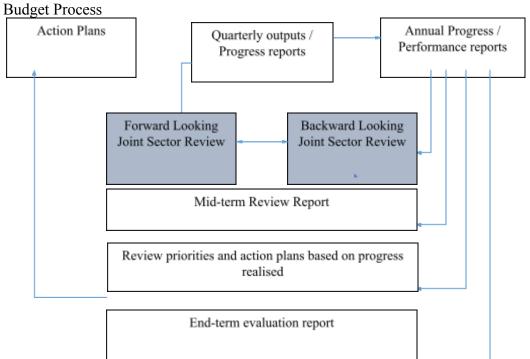


Figure 2: Schematic Structure of the M&E Framework Linked to Action Planning &

CONCLUSIONS

The Governance and Decentralisation Sector Strategic Plan (G&D SSP) for 2024-2029 marks a significant advancement in Rwanda's journey toward achieving upper middle-income status by 2035. This plan builds upon the successes of previous initiatives while emphasizing a citizen-centric approach that utilizes technology to foster inclusive development. By focusing on the needs of and participation by its citizens, the G&D SSP aims to create a more engaged and empowered population, ensuring that development efforts are both effective and sustainable.

Reflecting on key achievements and challenges, the G&D SSP highlights progress in areas such as citizen participation, gender parity, and local government revenue generation. These accomplishments illustrate the effectiveness of prior strategies; however, challenges remain. Empowering citizens for effective participation and addressing financial constraints within local governance structures are critical issues that require ongoing attention and innovative solutions to ensure continued progress.

The G&D SSP outlines eight strategic priorities that are designed to address these challenges and set a clear direction for the future. These priorities include strengthening institutional frameworks for climate-resilient development, enhancing multi-sectoral programs focused on human capital and socio-economic inclusion, and building local government capacities. Additionally, the plan emphasizes the importance of leveraging digitalization to improve service access and monitoring, ensuring effective financial management, enhancing citizen participation, promoting collaboration between government and civil society, and supporting media development for increased transparency and accountability.

To measure the success of the G&D SSP, 50 indicators will track progress on building resilient local economies and empowering citizen participation. Key innovations such as public service reforms, scaling up local innovations and voluntary initiative for socioeconomic transformation, and digital governance will play a pivotal role in achieving these goals.

This strategic plan aims to improve service delivery, citizen participation and inclusiveness while contributing to the broader objectives of the National Strategy for Transformation (NST 2) and Vision 2050.

The successful implementation of this G&D SSP will require collaboration, cooperation, synergy and coordination of key stakeholders involved in the sector.

ANNEXES

Annex 1: G&D SSP Theory of Change: Priority Areas; Outcomes; and Major Interventions

G	G&D SSP Priority Areas (PA) Outcomes										
T	Transformational Governance Pillar										
6	6.2 Enhance citizen-centered local development and effective service delivery [Sector. Governance and Decentralization]										
99999	Goal 1: Increase quality of service delivery from 78.28% to 90%. Goal 2: Increase citizens satisfied with local government services from 85% to 95% Goal 3: Increase Citizen Participation and Inclusiveness from 84% to above 90% Goal 4: Increase Labour force participation rate (LFPR) disaggregated by district from 59.5% to 63.5% Goal 5: Increase citizen satisfied with complaint management & handling from 72.5% to 86% Goal 6: Services fully decentralization across sectors from 40% to 60% Goal 7: Increase level of impact and Effectiveness of CSOs, Media and FBOs in mobilizing citizens for participation from 84.2% to 90.3% Goal 8: Increase level of Media participation in governance from 84.4% to 90.5%										
0	utcome 1: Resilient, inclusive	e local economies are developed and sustained									
		nstitutional framework, collaboration, and coordination for inclusive, climate-resilient, and I Economic Development (LED)									
	Output 1.1: Publish and Utilise Local Economic Potentiality Maps and Investment Profiles	Facilitate Districts and City of Kigali to update, publish and utilise local economic potentiality maps and investment profiles to accelerate resilient and inclusive LED.									
	3.1.2	Build and strengthen the capacity of local economic institutions (cooperatives, SACCOs etc) to add value local economic output									

	Review and restructure the Integrated Development Program (IDP) to effectively contribute to the welfare of							
	citizens							
	Support all 27 districts and CoK to operationalise the new and/or updated comprehensive LED strategies based on local potentialities.							
Output 1.2: Adequate Resources Allocated to and Utilised for Flagship Green	Support districts to mobilise and facilitate the private sector to drive green and gender-transformative LED initiatives within districts.							
and Gender-transformative Led Projects	Support implementation of innovative green investments in LED to accelerate graduation out of poverty							
	Strengthen Bilateral, Regional and Multilateral Cooperation to enhance Rwanda's socio-economic transformation by forging and formalising high impact partnerships.							
	Scale up mobilisation and engagement of Rwandan Community Abroad (RCA) to participate in National development efforts.							
	Review and restructure Umuganda to maximise its contribution to the national development							
Outcome2. Quality and inclus	ive local government services are delivered and sustained							
SSP Priority 2: Strengthen nand socio-economic inclusion	nulti-sectoral program design, implementation and monitoring focused on human capital development on.							
Output 2.1: Enhanced effectiveness and alignment of human capital development	Enhance effectiveness and alignment of human capital development projects and programs with locally identified priorities by establishing a comprehensive multi-sectoral coordination framework							
projects and programs with local priorities	Operationalize sectoral decentralization policies and strategies to enhance quality of service delivery							
	Support capacity-building initiatives to equip key stakeholders with requisite skills for effective collaboration,							

	communication, and coordination.										
	Develop profiles for all localised home-grown solutions and articulate user-friendly guidelines for mainstreaming them into socio-economic development initiatives.										
	Document, disseminate and scale up local innovations and voluntary initiatives (HGS) for socio-economic transformation.										
SSP Priority 3: Strengthen local government institutional, organisational, and human resource capacities for effective, collaboration, and coordination											
Output 2.2: Enhanced Local Government Systems, Processes and Infrastructure	Strengthen local government capacity by creating enabling environment and infrastructure such as office space, furniture, ICT equipment, and internet connectivity.										
Capacity	Functional review of local government organizational structure and human resource development framework to identify gaps and align terms of service, working conditions and incentives.										
	Upgrade and develop citizen complaint management systems, and coordinate the operationalisation of citizen complaint handling mechanism.										
	Strengthen the quality of service delivery to the community through sensitising private service providers such as Hospitality, travel and tourism, financial services and others.										
	Reinforce regular monitoring of service delivery through conducting service delivery assessments, governance and home grown solutions (HGS) research.										
	Design and operationalise mechanisms for regular assessment and feedback loops that ensure alignment between central government-initiated programmes and poverty graduation goals.										
	Reinforce community policing, DASSO operations and Irondo (community neighbourhood) patrol.										

Review the Develop a new LG capacity building strategic framework for LG capacity building and establish a reliable LG Capacity Development Fund to ensure availability and efficient utilisation of LG capacity building resources. Strengthen the capacity of local government to improve talent attraction, management, utilisation, and retention. Support the establishment and operationalization of the Local Governance Institute in a Tripartite Collaborative Framework for Continuous Professional Development (CPD). SSP Priority 4: Leverage digitalization to broaden access to services, foster inclusivity and strengthen Local Government M&E systems. Identify and assess additional decentralised services to be digitalised. Output 2.3: Enhanced reliability, usage and expansion of inclusive digital Develop and implement a roadmap for Local Government services to be fully digitised service delivery Deploy and integrate Information and Communication Technologies to improve efficiency and effectiveness of service delivery. Boost investment in ICT infrastructure to ensure that all local government entities have access to reliable and modern technology. Establish and Implement mechanisms to create and accelerate availability of service access points. Equip citizens with digital skills and tools to bridge digital divides and enhance inclusive access to local government services. Support development and operationalisation of an automated LG results-based, outcome-focused monitoring and evaluation system. Develop and strengthen systems and mechanisms that promote production and use of data to drive

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	evidence-based decision-making in planning, budgeting, implementation, monitoring and evaluation. SSP Priority 5: Strengthen mechanisms for reliable Local Government financing and efficient financial management, including Own Source Revenue (OSR) diversification. Output 2.4: Enhanced evidence-based decision-making in local government planning and resource allocation. Support development, integration and operationalization of an automated LG results-based, outcome-focused monitoring and evaluation systems. Develop and strengthen research programs, systems and mechanisms that promote production and use of data to drive evidence-based decision-making in planning, budgeting, implementation, monitoring and evaluation (including digital situation room, RGS, CRC, RMB, RCSB and SD Assessments). Output 2.5: Enhanced LG capacity for Own Source Revenue (OSR) Enhancement Revenue (OSR) Enhancement Roll out Computer Assessment Mass Appraisal model for property tax valuation to all secondary and satellite cities. Develop framework and capacity for local government PPPs and borrowing mechanisms Output 2.6: Enhanced Reliability and Flexibility of Intergovernmental Transfers for Effective Elements of Support implementation of initiatives that enhance governmental fiscal transfer mechanisms to increase districts' discretionary spending.											
	evidence-based											
	government planning and	data to drive evidence-based decision-making in planning, budgeting, implementation, monitoring and										
		Support all districts to develop and operationalize OSR strategies.										
		Develop framework and capacity for local government PPPs and borrowing mechanisms										
	Reliability and Flexibility of											
	for Effective Financing of Locally Identified Priorities	Support development and operationalization of a framework for gradually upgrading potential non-budget entities to budget entities.										
	Output 2.7: Improved Local government capacities in PFM	Upgrade and scale-up knowledge and skills of local government personnel in strategic public financial management functions, public investments and resources mobilization.										
		Organize stakeholders' engagement to jointly resolve PFM issues										
		Strengthen Public Financial Management systems and capacities at Districts and non-budget entities.										

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		Strengthen the PFM capacity of sub-national non-budget entities to prudently manage public resources.									
C	utcome 3: Citizens empowered to effectively participate in governance and socio-economic development processes.										
	SSP Priority 6: Enhance effe	ectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and									
	Output 3.1: Citizen-led accountability mechanisms developed and institutionalized	Enhance the efficiency and effectiveness of existing citizen participation platforms, spaces and Mechanisms by mapping, reviewing and evaluating and restructure them to become more effective with clear performance benchmarks.									
		Review &implement effective feedback mechanisms to support problem-solving and improve citizen-led accountability mechanisms.									
		Develop and disseminate tools on "the concept of civic engagement" and citizen participation guidelines including a shared definition of citizen participation.									
		Develop and implement a comprehensive national civic education Program integrating national values, unity and social cohesion, personal leadership and community development.									
		Enhance the existing feedback mechanisms for effective citizen participation									
	Output 3.2: Improved effectiveness of local	Establish appropriate frameworks for decentralized bottom up and inclusive local planning.									
	government structures in facilitating citizen representation and engagement	Assess the performance of Local Government Councils (at city, district, and lower levels) as structures for citizens' representation.									

	Review, restructure and strengthen the existing women empowerment initiatives
	Design and implement a comprehensive, systematic, and sustainable, citizen-centred civic education and awareness raising program that takes contextual dynamics into account.
	Put in place mechanisms to enhance collaboration and partnership with non-state institutions in areas of civic education focusing on issues of accountability, citizens' participation, and local development.
	Enhance LG efficacy in promoting citizen consultation and feedback by investing in capacity building initiatives and securing resources for utilization of appropriate CP tools and mechanisms.
	Enhance LG capacity to integrate adapted and certified home-grown solutions in addressing governance and socio-economic development challenges.
Output 3.3: Mechanisms for promoting cultural values	Strengthen national unity, resilience, and community-based healing by institutionalizing Rwandan culture and values into civic education (Ndi Umunyarwanda, Itorero, etc.).
and National Unity strengthened	Coordinate the operationalization of itorero at primary, secondary schools and villages
	Enhance the effectiveness and efficiency of urugerero
	ollaboration and coordination between government and civil society to strengthen accountability and services for socio-economic transformation.
Output 3.4: Effective participation of CSOs in local governance, transparency and	Map and review CSOs comparative advantages and facilitate alignment of their resources and capacities to foster more strategic and sustained collaborations aligned with district priorities.
accountability sustained	Institutionalize regular multi-stakeholder and cross-sectoral dialogue convening government, civil society, private sector, and development partners to strengthen coherence, coordination and build trust for enhanced participatory governance practices.

	Strengthen JADF to enhance stakeholder coordination and active participation of Public, CSOs, FBOs and private sector in local development planning, budgeting and implementation processes									
	Facilitate non-state institutions to integrate the principles of the decentralization policy into their interventions and engagement with citizens									
	Reinforce collaboration and coordination frameworks (Clusters, Joint Action Development Forum, Sector Working Groups, Citizen Assemblies, etc.) for more effective decision-making, planning, and implementation of development program									
	Strengthen the capacity of CSOs, and FBOs for effective participation in local governance, transparency and accountability									
	SSP Priority 8: Develop and sustain an enabling environment for a vibrant media to effectively contribute to transparency and accountability for national transformation.									
Output 3.5: Professional, independent, and profitable media developed and	Amend media-related laws and regulatory guidelines considering advances in digital technology, and emerging media.									
sustained	Establish emerging media monitoring frameworks.									
	Consolidate and enhance government media oversight under a coherent mechanism.									
	Develop and operationalize a professional development mechanism for media practitioners and strengthen the accreditation system.									
	Develop and Implement policies and incentives to enhance the financial viability of the media sector.									
	Establish an African Media and Design Centre (Media Park), which would serve as a broad-ranging economic zone for the production of media content while supporting research and innovation around media and digital literacy.									

Capacity building support for media practitioners and local government to enhance citizens' access to information.

Annex 2: G&D SSP Monitoring and Evaluation Framework

SSP RESULTS	INDICATOR	LIMIT	BASELI		ANNUAL TAP		TARGETS		RESPONSIBL	DATA	MEANS OF	
35F RESULTS	INDICATOR	UNIT	NE	24/25	25/26	26/27	27/28	28/29	E	SOURCES	VERIFICATION	
are developed and sustained	Labour force participation rate (LFPR) disaggregated by district	%	59.5	60	61	62	63	63.5	LNISR		Document review	
	Percentage of Profitable MSMEs disaggregated by district	%	TBD	TBD	TBD	TBD	TBD	TBD	INISR		Document review	
SSP Priority 1: Strengthen in Development (LED).	SSP Priority 1: Strengthen institutional framework, collaboration, and coordination for inclusive, climate-resilient, and gender-transformative Local Economic											
Output 1.1: Districts & CoK publish and utilise local economic potentiality maps	Number of Districts and CoK with updated and published local economic potentiality maps and investment profiles	#	0	28	28	28	28	178	,	IReports	Administrative document review	
and investment profiles to accelerate resilient and inclusive LED.	Percentage of LED projects developed and implemented from District and CoK potentiality maps	%	44	54	64	74	84	90		Annual Reports	Administrative document review	

Output 1.2: Districts & CoK allocate resources to priority and flagship green and gender-inclusive led projects	Proportion of projects on green and gender-transformative projects disaggregated by districts	%	TBD	100	100	100	100	100	MINALOC, MINECOFIN,	IFMIS, LODA Annual Reports, District Reports	Administrative document review
and activities.	Number of green and gender-inclusive flagship projects implemented by districts through partnerships with private sector and other entities.	#	33	15	15	15	15	15	MINALOC, MINECOFIN,	IFMIS, LODA Annual Reports, District Reports	Administrative document review
	Number of jobs created by green, gender-inclusive LED projects implemented in districts	#	209,353	90,000	90,000	90,000	90,000	90,000	Districts	Quarterly LFS Districts Imihigo Reports	Administrative document review
Output 1.3: Bilateral, Regional and Multilateral Cooperation strengthened to enhance Rwanda's	Number of Cooperation agreements including twinning arrangements signed to support local economic development	#	46	1	1	1	1	51	MINAFETT/M INALOC	Quarterly LFS Districts Imihigo Reports	Administrative document review
socio-economic transformation.	Number of development cooperation projects/programs operationalized at District level	#	48	52	56	60	64	68	LODA, MINAFFET	Annual report	Administrative document review
Output 1.4: Mobilisation and engagement of Rwandan Community Abroad (RCA)	Number of local development initiatives implemented through collaboration with Rwandan Community Abroad (RCA)	#	5 (2017-202 3)	2	2	2	2	15	MINAFETT	Annual report	Administrative document review
scaled up to participate in National development efforts	Value of resources contributed by Rwandan Community Abroad (RCA) to support local development initiatives	Amou nt (Rwf)	1,142,258 ,033	1,642, 258,03 8	2,142, 258,03 8	2,642, 258,0 38	3,142, 258,0 38	3,642, 258,0 33	MINAFFET, NISR	ADMINSITRATI VE DATA	ANNUAL REPORT
Outcome 2: Quality and inclusive local government services are delivered and	Percentage of quality-of-service delivery	%	78.28	80	82.5	84.5	87		MINALOC, RGB	Rwanda governance Score card	National document review
sustained	Percentage of citizens satisfied with local government services	%	85 (CRC 2023)	87	89	91	93	95	MINALOC, RGB	Citizens Report Card	National document review
	Total tax as a percentage of GDP	%	15	15.5	15.8	16	16.5		MINALOC, NISR	National GDP Account	National document review
	Percentage share of district's locally generated resources allocated to locally prioritised development needs. nulti-sectoral program design, implementation	%	TBD	TBD	TBD	TBD	TBD		MINALOC	District Reports	National document review

Output 2.1: Enhanced effectiveness and alignment of human capital development	Level of operationalisation of coordination frameworks for sustainable graduation out of poverty at all levels	#	0	20	40	60	80	100	MINALOC	District action plan implementation Reports	SPIU analysis of district administrative data
projects and programs with local priorities	Number of collaborative, climate-responsive and gender-transformative poverty reduction projects financed and launched at District, Sector and Cell levels and their impact.	#	TBD	TBD	TBD	TBD	TBD	TBD	MINALOC	District action plan implementation Reports	SPIU analysis of district administrative data
SSP Priority 3: Strengthen le	ocal government institutional, organisationa	al, and	human re	esource	сарас	ities fo	r effec	tive, co	ollaboration, a	and coordinatio	n
Output 2.2: Enhanced local government capacity, systems, processes, and	Percentage of local government staff satisfied with implementation of District capacity development interventions.	%	51	61	71	81	90	90	MINALOC, RALGA,	LG Capacity development report	Administrative data
infrastructure	Level of Implementation of Local Government Capacity Development Strategy	%	60	65	70	75	78	80	MINALOC	MINALOC administrative reports	Administrative data
	Local government staff turnover rate (District, Sector, Cell)	%	25	20	15	10	5	2	MINALOC, MIFOTRA	District Reports	SPIU analysis of district administrative data
	Number cells equipped with required staffing, equipment and infrastructure to serve as a specialised centre of service delivery.	#	1036	1286	1550	1800	2000	2148	MINALOC, MIFOTRA	District Reports	SPIU analysis of district administrative data
	Proportion of population who perceive personal and property safety	%							MINALOC, RGB	RGS	Document Review
SSP Priority 4: Leverage dig	gitalisation to broaden access to services, fo	ster i	nclusivity	and str	rengthe	en Loca	al Gove	rnmen	t M&E systen	ıs.	
Output 2.3: Enhanced reliability, usage and	Proportion of decentralised services fully digitised	%	87.78	90	93	95	98	100	MINALOC, MINICT,	Irembo Reports	Administrative data
expansion of inclusive digital service delivery	Percentage of self-application of services delivered via Irembo	%	7.6	15	25	35	45	53.8	MINALOC, MINICT,	Irembo Reports	Administrative data
	Percentage of citizens satisfied with digitised public services (gender, location and disability)	%	72.8	80	85	90	93	95	MINALOC, RGB,	Citizen Report Card	CRC
Output 2.4: Enhanced evidence-based decision-making in local government planning and resource allocation	Number of districts &CoK on-boarded to the consolidated LG M&E information system.	#	0	28	28	28	28	28	MINALOC, NISR,	District Reports	Administrative data

	Percentage of key performance indicators updated by Districts	%	KPI mapped, and System develope d	20	80	95	95	95	MINALOC, NISR,	District Reports	administrative data	
SSP Priority 5: Strengthen mechanisms for reliable Local Government financing and efficient financial management, including Own Source Revenue (OSR) diversification.												
	Extent of implementation of OSR strategies by local governments	#	0	40	50	60	70	80	MINECOFIN, MINALOC	LGs Reports	National document review	
Output 2.5: Enhanced LG capacity for increased Own Source Revenue (OSR) generation	Percentage Annual increase of Local Governments' Own Source Revenues	%	From (74.9B in 2021/22 to 86.5B in 2022/23) 15.5	20	24	28	32	136	MINALOC, MINECOFI,	RRA Annual Report	National document review	
Output 2.6: Enhanced reliability and flexibility of intergovernmental transfers for effective financing of locally identified priorities	Number of legal, policy and institutional mechanisms introduced and operationalised to enhance effectiveness of intergovernmental transfers	#	TBD	TBD	TBD	TBD	TBD	TBD	MINECOFIN, MINALOC,	MINECOFIN Financial Reports, District Reports	Subnational GoR PEFA assessment; Roadmap for PM order Implementation	
·	Proportion of inter-governmental transfers that are unconditional	#	TBD	TBD	TBD	TBD	TBD		MINECOFIN, MINALOC	MINECOFIN Financial Reports, District Reports	Subnational GoR PEFA assessment	
Output 2.7: Enhanced local government capacity in Public Financial Management	Number of Local Government entities (Districts & CoK) obtaining unqualified opinion with breakdown for audit compliance, value for money and financial statements.	#	Compliance: 6 Value for Money:0 Financial audit:25	Complia nce:10 Value for Money:4 Financia I audit:27 & CoK	Complia nce:13 Value for Money: 8 Financia I audit:27 & CoK	0	Complia nce:18 Value for Money: 12 Financi al audit: 27 & CoK	Complia nce:20 Value for Money: 15 Financi al audit:27 & CoK	MINALOC, OAG	OAG Report	SPIU analysis of OAG report	
	Percentage of previous audit recommendations implemented by Local Governments (Districts and /CoK).	%	67	70	74	78	81	83.5	MINALOC	OAG Reports	National documents review	

Outcome 3: Citizens empowered to effectively participate in governance and socio-economic development processes.	Percentage of citizen participation and inclusiveness	%	84	86	88	89	90		MINALOC, RGB	RGS	National document review
	Level of impact and effectiveness of CSOs and FBOs in mobilising citizens for participation	%	84.2	85	86.5	87.3	89.8	90.3	MINALOC, RGB	RGS	National document review
	Level of Media participation in governance	%	84.4	85.7	87	88.2	89.3		MINALOC, RGB	Rwanda Governance Scorecard	National document review
SSP Priority 6: Enhance effe	ectiveness of existing citizen participation s	paces	and mech	nanism	s to str	engthe	n trans	parend	cy and accour	ntability.	
Output 3.1: Citizen-led accountability mechanisms developed and institutionalised	Percentage of population that perceive the district administration as transparent, accountable and citizen oriented	%	89.2	90	91	92	93	95	MINALOC, LODA	District Reports	SPIU analysis of district reports
	Number of Districts & CoK with published climate responsive annual budget performance reports.	#	TBD	28	28	28	28	28	MINALOC, LODA	District Reports	SPIU analysis of district reports
	Number of new home-grown solutions assessed, and certified	#	13	2	2	2	2	2	RGB	RGS	National document review
	Number of districts with gender-responsive district action plans and annual performance contracts (Imihigo)	#	8 (GMO Report 2022/23)	20	20	28	28	28	MINALOC, GMO	GMO Annual Report	Administrative report
	Number of districts with participatory developed climate-related capital investment plans that are incorporated in LODA project pipelines and national budgets	#	TBD	28	28	28	28	28	MINALOC, LODA	District Reports	SPIU analysis of district reports
Output 3.2: Improved effectiveness of local government structures in	Percentage of citizens satisfied with participation in decision-making process	%	87.3 (CRC 2023)	88	89	90	91.5	92.5	MINALOC, RGB	Citizen Report Card	National document review
facilitating citizen representation and engagement	Percentage of women elected in local government councils (district, sector, cell, village level)	%	46 (RGS report 2023)	47	48	49	49.5	50	MINALOC, RGB	Rwanda Governance Scorecard	National document review

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Output 3.3: Mechanisms for promoting cultural values and National Unity strengthened	% of Itorero operationalisation at primary, secondary schools and villages	%	Schools (100), Villages (99)	100	100	100	100	100	MINUBUMW E	MINUBUMWE REPORT	Administrative Report
	Proportion of youth enrolled in Voluntary National Service (<i>Urugerero</i>)	%	63.8	70	77	83	90	95	MINUBUMW E	MINUBUMWE REPORT	ADMIN REPOR
	Level of shared sense of national identity	%	92	92	92	93.5	93.5	95	MINUBUM WE	National Unity Barometer	92
SSP Priority 7: Strengthen o	collaboration and coordination between gov	ernme	nt and civ	il socie	ety to s	trength	en acc	ountal	oility and enha	ance delivery o	f quality
services for socio-economic											
Output 3.4: Effective participation of CSOs in local governance, transparency and accountability developed and sustained	Level of Enabling environment for CSOs	%	73.08 (CS B 2023)	75	79	83	87	90	RGB, MINUBUMW E	Rwanda Civil Society Barometer	National document review
	Percentage of CSO Participation and Inclusiveness	%	86.86 (RCSB 2023)	87	88	89	90	90	RGB, MINUBUMW E	Rwanda Civil Society Barometer	National document review
SSP Priority 8: Develop and transformation.	sustain an enabling environment for a vibr	ant me	edia to effe	ectively	contri	bute to	transp	arency	and account	ability for natio	nal
Output 3.5: Professional, independent, and profitable media developed and sustained	Percentage of people who perceive there is Media freedom	%	93.7 (RMB 2021)	94	94.3	94.6	95	95		Rwanda Media barometer (RMB)	National document review
	Level of effectiveness of media self-regulation practices.	%	67.6 (RMB 2021)	70	75	80	80	80	MINALOC, RGB	RMB	National document review
	Percentage of media practitioners who accessed professional trainings	%	59.6 (RMB 2021)	61	64	67	70	70	MINALOC, RGB	RMB	National document review
	Percentage of media coverage	%	73.1 (RMB 2021)	74	75	76	77	77.2	MINALOC, RGB	RMB	National document review