



Western Province
Karongi District

KARONGI DISTRICT DEVELOPMENT STRATEGY 2024 - 2029



July 2025

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List of abbreviations

Acronym	Description	Acronym	Description
ANC	Antenatal Care	JADF	Joint Action Development Forum
CBHI	Community Based Health Insurance	M&E	Monitoring and Evaluation
CBT	Cross-Border Trade	MINALOC	Ministry of Local Government
CCA	Crosscutting Area	MINEDUC	Ministry of Education
CNG	Compressed Natural Gas	MINEMA	Ministry in charge of Emergency Management
CRC	Citizen Report Card	MTEF	Medium-Term Expenditure Framework
CWS	Coffee Washing Stations	NAEB	National Agricultural Export Development Board
DDS	District Development Strategy	NCD	Non-Communicable Diseases
DIDIMAC	District Disaster Management Committees	NISR	National Institute of Statistics, Rwanda
DLUP	District Land Use Plan	NST	National Strategy for Transformation
DP	Development Partners	PWD	Persons With Disabilities
DRC	Democratic Republic of Congo	RAB	Rwanda Agriculture Board
EIA	Environmental Impact Assessments	RALGA	Rwanda Association of Local Government Authorities
ESSP	Education Sector Strategic Plan	RTC	Rugabano Tea Company
FDI	Foreign Direct Investment	SACCO	Savings and Credit Cooperative
FFS	Farmer Field Schools	SEDIMAC	Sector Disaster Management Committees
FSP	Financial Service Providers	SSP	Sector Strategic Plan
GoR	Government of Rwanda	STEM	Science, Technology, Engineering and Mathematics
ICPC	Integrated Crafts Production Centers	VUP	Vision Umurenge Programme
ICT	Information and Communications Technology	WASH	Water, Sanitation and Hygiene

Executive summary

Karongi district has set ambitious priorities that are aligned with national and sector growth priorities to achieve inclusive and sustainable development over the next 5 years (2024-2029). To achieve the strategic objectives set under these priorities, the district will attract and channel both public and private investments in tourism, agriculture and agro-processing, trade and cross-border trade, as well as in education, health and governance to improve livelihoods, quality of life and service delivery. A detailed description of Karongi district priorities aligned with SSPs and NST2 priorities can be found in **Table 1 in the Annexure**.

From 2017–2024, Karongi District achieved major milestones through its DDS, with access to electricity rising to 66%, clean drinking water to 78.5%, and CBHI health insurance coverage to 85.1%¹. Agriculture flourished - tea, coffee, and milk productivity increased significantly due to combined public-private investments. A key highlight was the launch of Rugabano Tea Company (RTC), which sources from over 10,000 smallholder farmers² and supports job creation across the value chain. Continued growth is expected through coffee tree rejuvenation, RTC expansion, and further investments in productive sectors to enhance livelihoods, revenue, and employment.

Karongi District continues to face critical development challenges including high poverty rates (38.2%), heavy reliance on unsustainable cooking energy (97.9%), poor waste management (59.8% via home compost heaps), and limited internet access (24.0%)³. Its mountainous terrain and heavy rainfall expose it to frequent environmental disasters, such as mountain slides (10.3%)⁴, affecting infrastructure and land use. While rising demand and access to health, education, and security services are improving human capital, innovative and complementary investment strategies are needed to overcome registered inadequacies and unlock inclusive, sustainable growth over the next five years

The district has designed strategic interventions that will respond to the set objectives and ultimately contribute to the achievement of its priorities. These include rehabilitation of old coffee trees and expansion of tea production and productivity as well as food crops, modernizing agriculture through agro-processing, creating jobs for youth by targeting employment in cultural and creative industries, development of tourism, restoration and sustainable management of forests, construction and maintenance of feeder roads, increasing access to electricity and clean water, improved access and quality of education and health services etc.

The cost of implementing this DDS is estimated at **Rwf RWF 211,969,103,916**. **Social transformation will receive the largest share of 51.84%, economic transformation 41.60%, and transformational governance 6.56%**. Funding will be sourced through partnership with government, DPs, JADF, and enhanced own revenue generation. The district will also continue to create an enabling and favorable environment for the private sector to thrive and contribute to investment in the identified priorities.

¹ EICV7 (2024)

² <https://silverbacktea.org/rtc/>

³ EICV7 (2024)

⁴ Ibid

1 Introduction

Karongi District, located in Rwanda’s Western Province, borders Nyamasheke and Nyamagabe districts to the south, Rutsiro district to the north, Ngororero and Muhanga districts to the northeast, Ruhango district to the east, and Lake Kivu to the west. The district has a population of 373,869 people, covers about 993 square kilometers and comprises 13 sectors, 88 cells, and 537 villages. The district’s development is guided by its District Development Strategy (DDS), which aligns with Sector Strategic Plans (SSPs) and the broader framework of the second National Strategy for Transformation (NST2, 2024–2029). NST2 serves as the national blueprint for advancing Vision 2050, building on the achievements of NST1 and ensuring coherent planning across all levels of government.

Karongi district’s DDS (2024-2029) has therefore been developed within this dynamic national context as a planning framework to prioritize the district’s strategic interventions that will contribute to realization of the broader national goals - cascaded from NST2 and SSPs. To realize these goals, the DDS will prioritise district potentialities identified during district consultative workshops and findings from the RALGA report on district potentialities⁵. These potentialities including energy exploration, agro-processing, mining, tourism, Cross-Border Trade (CBT) etc were marked as latent possibilities the district can exploit or channel investments to foster long-term and sustainable growth.

By deliberately targeting investments in the identified potentialities and scaling registered progress from the previous DDS, Karongi district will achieve its broad objectives aligned with NST2 that include increased agriculture productivity, diversified economy, scaling renewable energy access, improved education quality access and outcomes, expanded access to health services, clean water and electricity, enhanced institutional capacity, accountable governance and improved citizen-centered service delivery.

In the elaboration of this DDS, a participatory approach was adopted which included a wide range of consultations at the district and at central government level. This began with MINALOC evaluations of the previous DDS (2017–2024) and identification of district priorities aligned with NST2. Consultations were conducted through engagements with stakeholders including district authorities and staff, members of the district council, JADF, private sector etc. This extensive stakeholder engagement shaped district priorities and built a foundation for the successful elaboration and collective ownership of the DDS. The list of participants engaged in the DDS elaboration can be found in **Table 5 in the Annex**. A draft DDS was developed and submitted, which was reviewed by MINALOC – providing comments that were revised and addressed. Following the submission of the revised report, a validation meeting was held at the district, which paved the way for the approval and adoption of the DDS to guide the strategic implementation for the next 5 years.

⁵ RALGA (2024) Rural District Potentialities

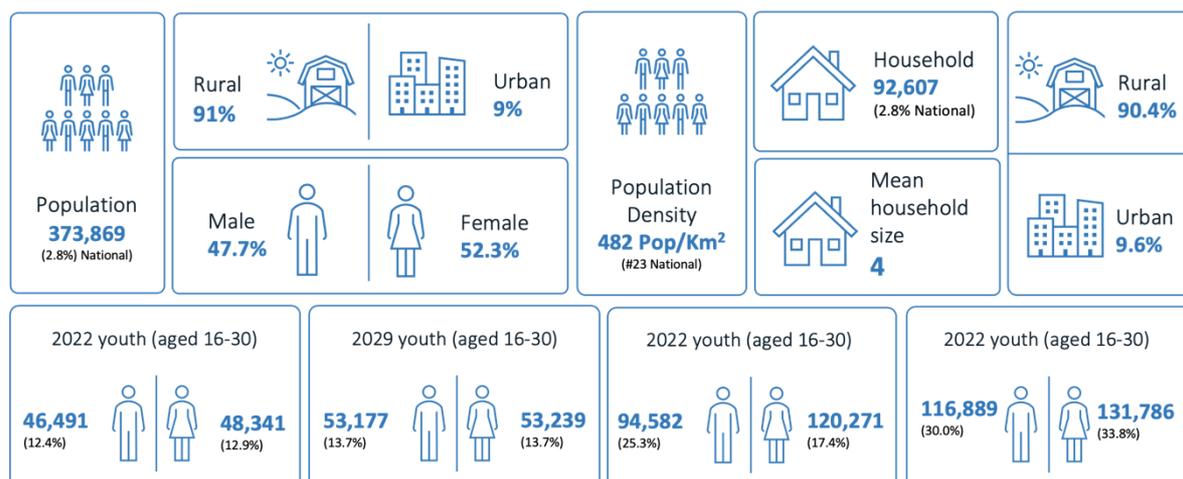
2 District situation analysis

This section of the DDS provides an analysis of the current district state – highlighting key indicators and performance per sector. It proceeds to highlight the key achievements registered during the implementation of the previous DDS (2017-2024), as well as the challenges faced per NST pillar. The section is concluded with an assessment of district potentialities and comparative advantages which identify latent possibilities that can spur development with strategic investment.

2.1 Current state of the district (Profile)

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

Population Dynamics

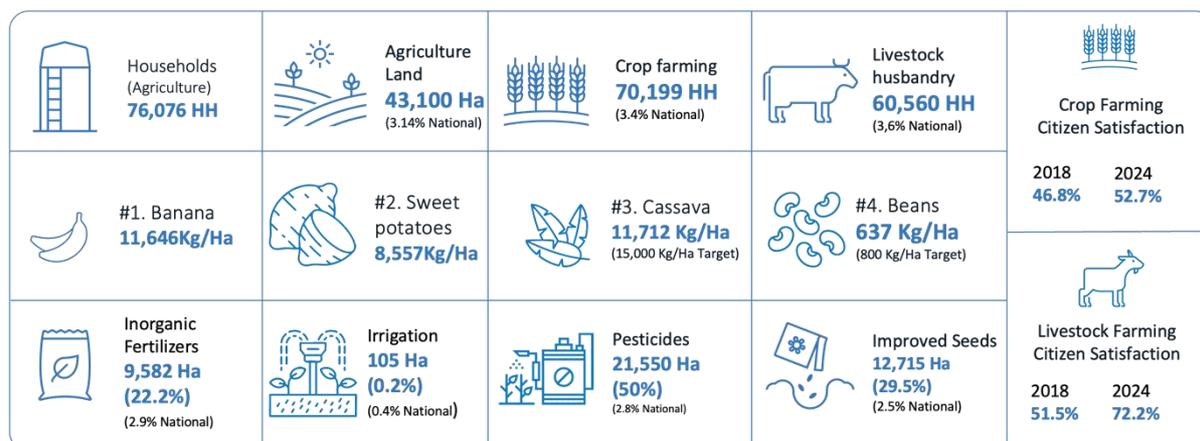


Source: NISR, Rwanda Population and Housing Census 2022

Karongi District faces demographic pressures with youth expected to surpass 63% by 2029, requiring targeted investments in employment, education, and skills development. Its predominantly rural and youthful population places a growing financial strain on the working-age group, underscoring the need for expanded health and education services. Additionally, the district's challenging topography calls for effective implementation of the District Land Use Plan (DLUP) to optimize land as an economic asset.

2.1.1 Economic transformation

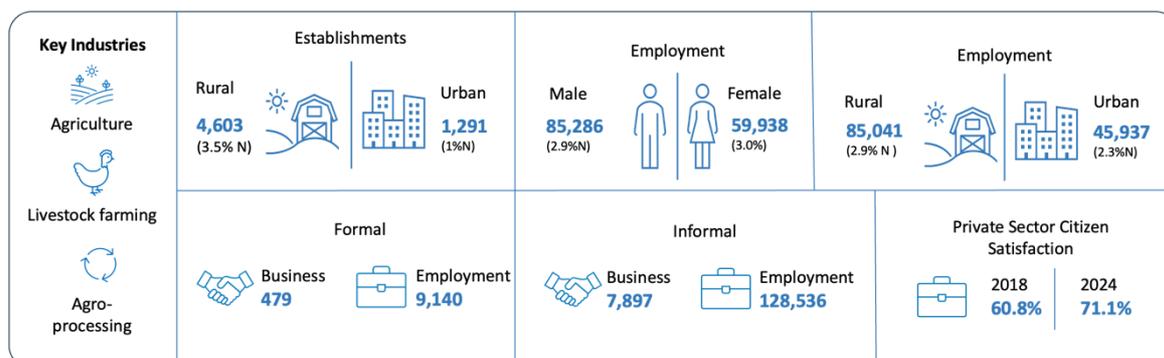
2.1.1.1 Agriculture, Livestock and Fisheries



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

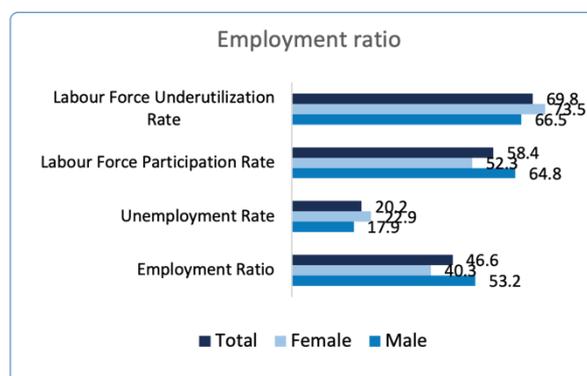
Karongi district has strong agricultural potential, with beans currently exceeding yield targets. However, low adoption of improved seeds and practices limits productivity in other priority crops. Nearly half the district's land is classified as prime farmland (LUCA A), offering a solid foundation for agro-processing and economic growth. Expanding value addition for crops and livestock could generate jobs and reduce poverty. Tea cultivation is a key economic driver, boosted by substantial FDI and the Rugabano Tea Factory, which employs 2,000 people and significantly contributes to Rwanda's export market.

2.1.1.2 Private Sector Development & Youth Employment (PSDYE)



Types of Establishments			
Type	Karongi	District Rank (High)	National
Private sector	5,724	#25	258,280
Cooperative	51	#27	2,496
Public sector	93	#24	3,830
Public Private Partnership	124	#2	2,047
NGO (Rwanda)	70	#11	2,017
International	15	#11	656

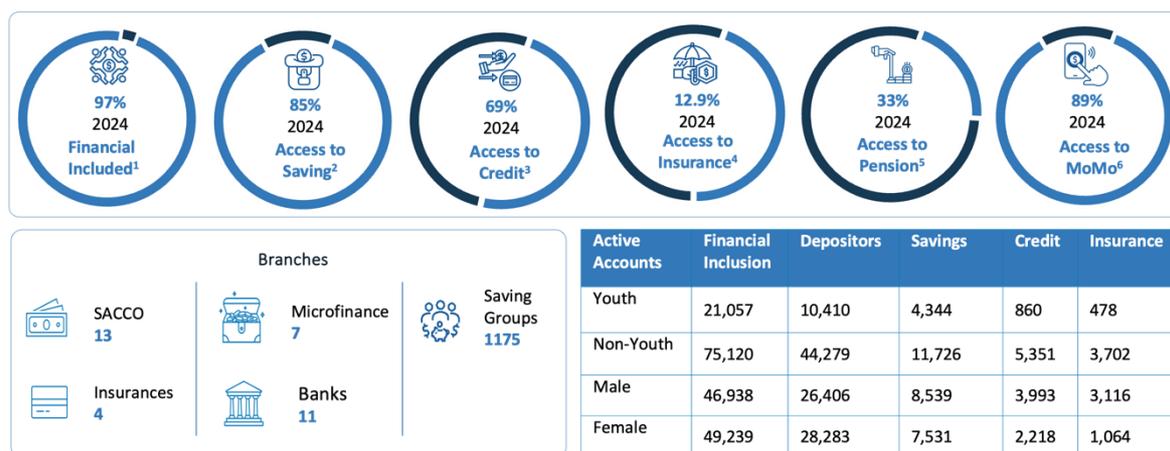
Number of Establishments			
Size	Karongi	District Rank (High)	Rwanda
Micro (1-3)	5,461	#25	241,179
Small (4-30)	323	#18	16,730
Medium (31-100)	101	#11	3,103
Large (100+)	9	#19	537



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

Karongi district faces employment challenges due to limited private sector activity and a persistent gender gap in labor force participation, driven by unequal access to training, capital, and childcare. To stimulate economic growth, the district aims to expand tourism, building on assets like the Congo Nile Trail and investing in upscale destinations and professionalizing the fishing industry for sustainable practices and value addition. Informal cross-border trade remains a key livelihood source, especially for women, highlighting its importance in future employment strategies.

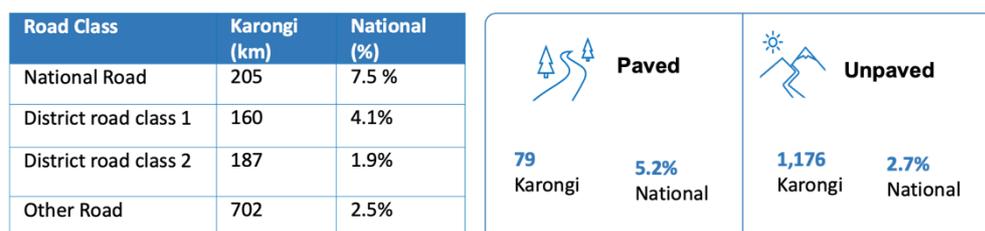
2.1.1.3 Financial Sector Development (FSD)



Source: AFR (2024); FinScope Survey Data Aggregated to District Level, BNR (2023); Saving Groups Data, BNR (2025); Financial Inclusion

Karongi district hosts numerous Financial Service Providers (FSPs), offering strong potential to expand financial access. However, financial inclusion remains low, with under 45% of the working-age population engaged, and only 2.8% accessing loans, most of whom are not youth. This underscores the need for targeted financial literacy and management programs to develop inclusive, tailored financial products that resonate with diverse community segments, especially young people.

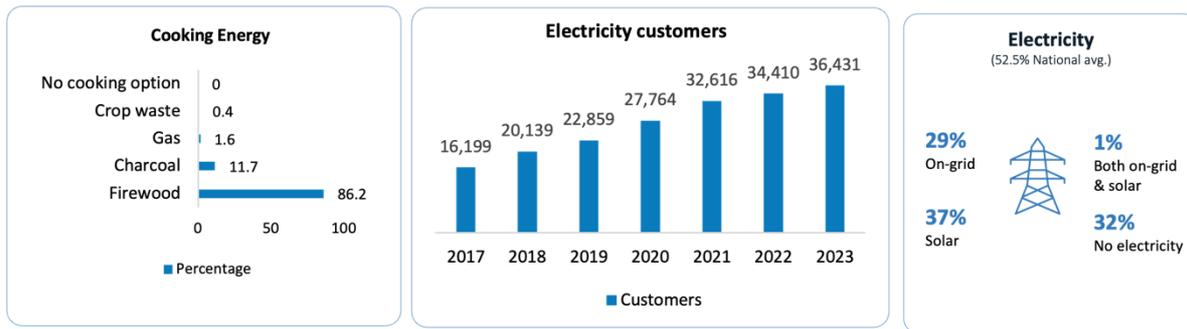
2.1.1.4 Transport



Source: RTDA, NLA (2023-2050), District land

Karongi district's masterplan prioritizes transport infrastructure to drive trade and economic growth. Despite topographical challenges that make road development costly, strategic projects like the Kivu Belt Road and feeder roads aim to improve access and market connectivity. Additionally, proposed maritime infrastructure on Lake Kivu including a port at the cross-border market with capacity to serve around 300,000 passengers annually, will support tourism and regional integration.

2.1.1.5 Energy



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

High dependence on firewood for cooking energy. In addition, there is competition with the tea industry which also consumes a significant amount of firewood in drying of the green leaf.

2.1.1.6 Urbanization and Rural Settlement

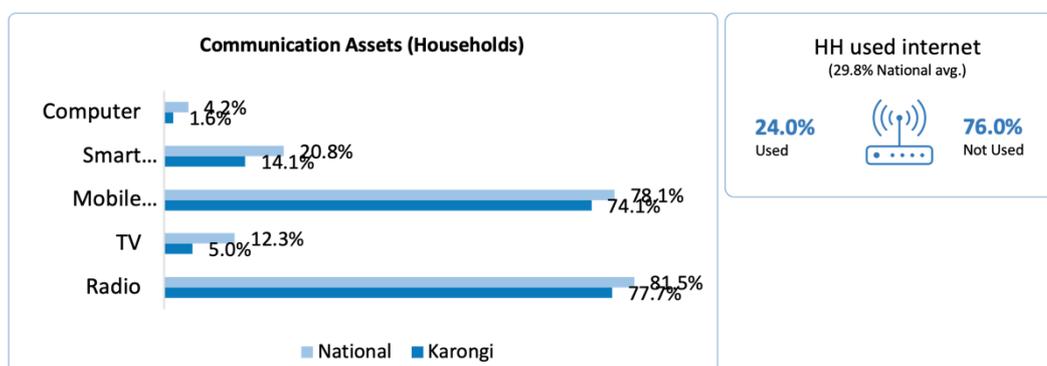


Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), Statistical Yearbook

Karongi district faces challenges in urban development due to inadequate infrastructure financing. However, with 60% of households already living in planned settlements and 126 rural sites prepared for future growth, the district has a strong foundation to build on. Its strategic location and resource endowment position Karongi as a potential hub for agro-processing, mining, tourism, and cross-border trade with Eastern DRC.

2.1.1.7 Information and Communications Technology (ICT)

Communication Assets (Households)

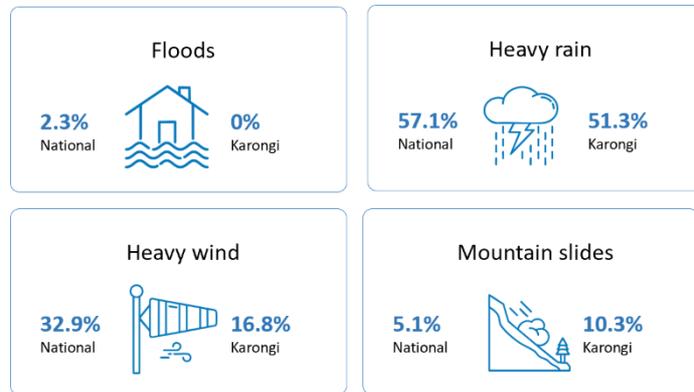


Source: NISR (2022), Rwanda Population and Housing Census; RGB (2018 and 2024), Citizen Report Card

High mobile phone and radio ownership enhances access to information. However, limited access to digital devices such as computers and smartphones hinders access, restricts real-time access to online services, and highlights challenges related to digital devices affordability and inclusion.

2.1.1.8 Environment and Natural Resources

Climate Vulnerability Assessment



Source: REMA (2018) Rwanda Climate Vulnerability Assessment ⁶

Karongi district is highly vulnerable to climate hazards like floods and landslides, largely due to its poor agriculture practices and limited adaptive capacity. These risks threaten productivity and infrastructure, despite ongoing resilience efforts.

2.1.2 Social transformation

2.1.2.1 Water and Sanitation

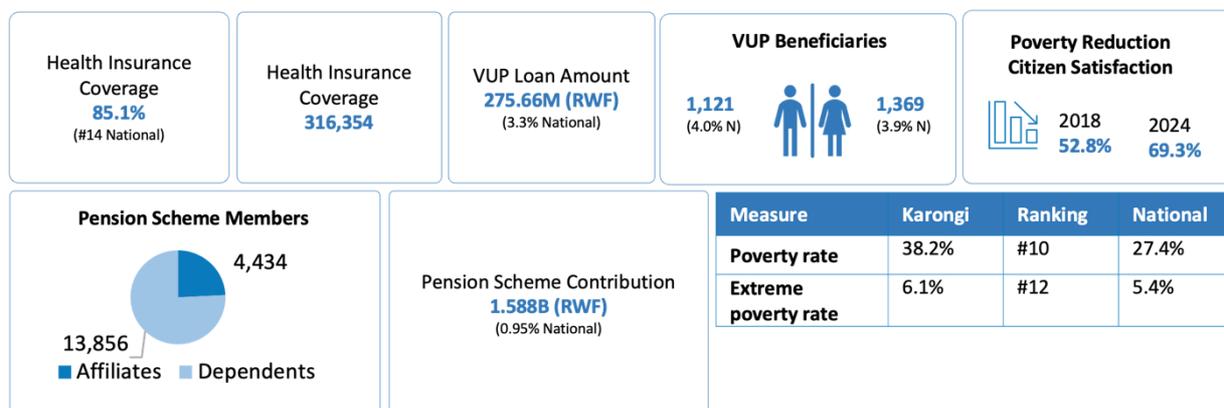


Source: NISR (2022), Rwanda Population and Housing Census; RGB (2018 and 2024), Citizen Report Card

⁶ **Exposure** – the frequency and intensity of climate-related hazards such as floods, droughts, and landslides.
Sensitivity – the extent to which climate impacts can affect the livelihoods, health, and infrastructure of communities.
Impact – the direct and indirect effects of climate hazards on agriculture, water resources, health, and overall socio-economic conditions.
Adaptive capacity - the availability of resources, technology, and knowledge to implement effective adaptation strategies.
Vulnerability - the degree to which a system is susceptible to, or unable to cope with, adverse effects of climate change. It is a function of exposure, sensitivity, and adaptive capacity

Access to clean water and citizen satisfaction with sanitation has improved significantly but waste management is still highly unstructured and needs attention to avert public health issues.

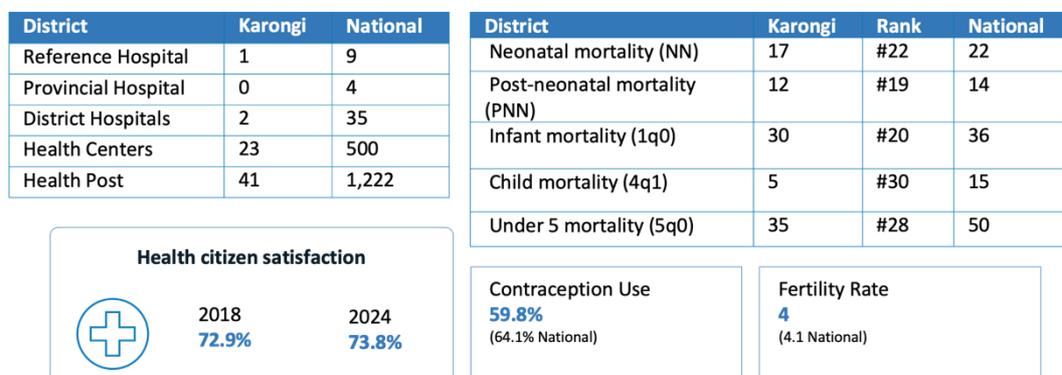
2.1.2.2 Social Protection



Source: NISR (2022), Rwanda Population and Housing Census; NISR (2024), Statistical Yearbook; RGB (2018 and 2024), Citizen Report Card⁷, EICV 7⁸

Karongi district's high poverty rate, ranking #10 nationally, highlights a strong need for social protection interventions. National schemes such as CBHI, the Pension Scheme, Girinka, and VUP, provide a foundation for further development. There is potential to expand coverage and improve benefits within these programs to reach more vulnerable populations and increase their impact.

2.1.2.3 Health



Source: NISR (2019-2020), Demographic and Health Survey; MoH (2022); RGB (2018 and 2024), Citizen Report Card

Karongi district generally performs well in health outcomes compared to the national average, reflecting strong implementation. However, gaps persist due to insufficient cell-level healthcare facilities and a high nurse-to-population ratio. The Health Sector Strategic Plan's

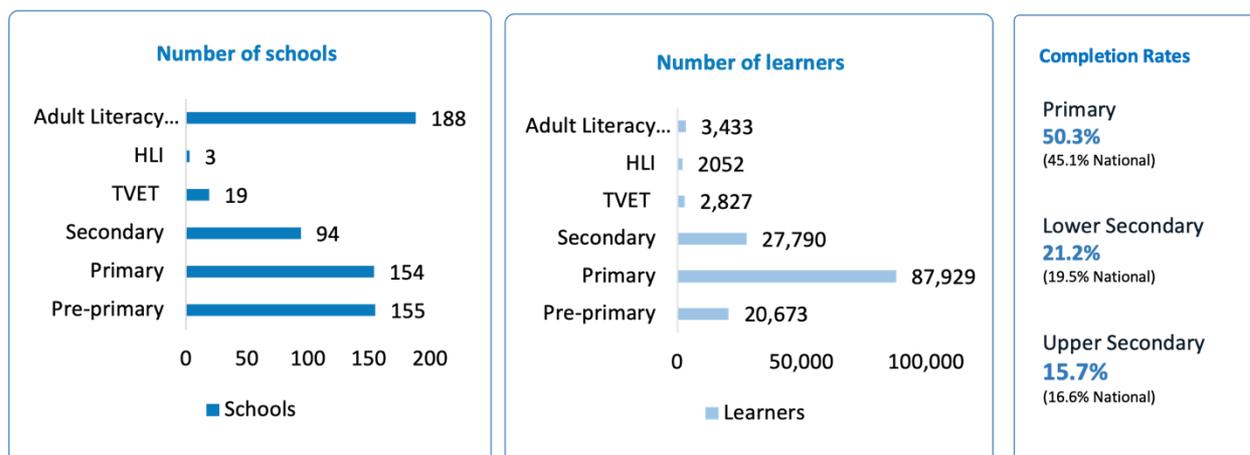
⁷ **Affiliates:** individuals who are registered and contribute to the various schemes managed by RSSB, such as pension, medical insurance, and community-based health insurance

Dependents: family members of the affiliates who are eligible for coverage under the affiliate's RSSB schemes.

⁸ poverty line for overall poverty is RWF 560,127 per adult equivalent per year; for extreme poverty, it is the food poverty line of RWF 356,432

focus on strengthening Primary Health Care offers a framework to help address these service delivery challenges.

2.1.2.4 Education



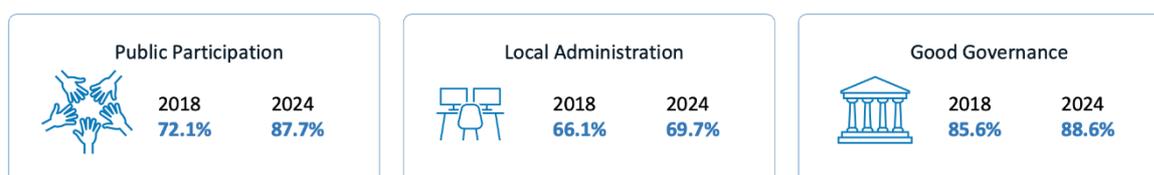
Source: NISR (2022), Rwanda Population and Housing Census; MINEDUC (2024), School Census; RGB (2018 and 2024), Citizen Report Card

The district faces education infrastructure challenges, including overcrowded classrooms, insufficient school materials, and 20% of schools lacking on-grid electricity, which hinders ICT integration. The Education Sector Strategic Plan (ESSP) 2024–2029 focuses on education for socioeconomic development and provides a framework for investment and reform. With Karongi's emphasis on agriculture, agro-processing, and tourism, there is an increasing demand for a skilled workforce, highlighting the need for relevant and quality education.

2.1.3 Transformational governance

2.1.3.1 Governance and Decentralization

Citizen Report Card (CRC) scores



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

Enhanced Engagement: The 2024 CRC highlights significant improvements in citizen participation.

Efficiency in Local Administration: Local administration has become more responsive to citizen needs, with streamlined processes and better service delivery

2.1.3.2 Justice, Reconciliation, Law and Order (JRLO)

Citizen Report Card (CRC) scores



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

Streamlined Judicial Processes: Efforts to streamline judicial processes have continued, maintaining high satisfaction levels among citizens. However, challenges remain in ensuring timely justice for all, indicating areas for further enhancement.

2.2 Karongi DDS 2017-2024 Performance

In 2024 the Ministry of local government (MINALOC) conducted assessments of the DDS for the period 2017-2024. These assessments typically focused on various aspects such as alignment with national policy frameworks, implementation progress, challenges faced, and recommendations for improvement.

2.2.1 Achieved milestones

From the DDS (2017-2024) assessments undertaken by MINALOC and consultations during the elaboration of this DDS, the following key achievements were recorded⁹ under each NST1 pillar.

2.2.1.1 *Economic transformation pillar*

- **Increased agricultural productivity** contributed to job creation and revenue generation.
 - **Made dry tea production increased from 2,675 tons per year to 3,400 tons¹⁰ per year.**
 - **Washed coffee production increased from 520 tons per year to 560 tons¹¹ per year.**
 - **Milk production increased from 529,512 liters per year to 2,416,500 liters¹² per year.**
 - **Based on an agreement between the Government of Rwanda (GoR) and Luxmi Tea Co. Pvt. Ltd**, Karongi district realized significant investment in the tea sector with the setting up of the Rugabano tea factory that has the capacity to process 1 million kgs of made tea per year¹³, and employs over 1,800 workers.
- **Rehabilitated 40Km of feeder roads¹⁴** connecting to various production sites like tourism, settlement areas, schools and agriculture sites.
- **Constructed five Integrated Crafts Production Centers (ICPCs)¹⁵**. These centers provide sufficient space and modern facilities for trained youth to apply their skills like woodworking, tailoring, hence creating employment opportunities for youth.
- **Increased access to electricity from 23.2% to 66%¹⁶ between 2017 and 2024.** Through various interventions and strategic investments in electricity generation and distribution, the district registered significant improvement in access to electricity both for households and productive users.

⁹ All data presented in this section has been taken from MINALOC assessments (district data sheets) and consultations with Karongi district officials

¹⁰ MINALOC DDS evaluations (2017-2024)

¹¹ Ibid

¹² Ibid

¹³ New tea factory inaugurated in karongi district

<https://www.minagri.gov.rw/updates/news-details/new-tea-factory-inaugurated-in-karongi-district>

¹⁴ MINALOC DDS evaluations (2017-2024)

¹⁵ Ibid

¹⁶ EICV7

2.2.1.2 Social transformation pillar

- **Constructed and rehabilitated 1,000 classrooms across the district**¹⁷ This contributed to the reduction of overcrowding in classrooms and increased education outcomes for students.
- **Constructed and rehabilitated water infrastructure leading to increased access to clean water by the citizens to 78.5%**¹⁸ of the population and contributed to a reduction in water-related health diseases like cholera.
- Recorded improvement in key health indicators that included.
 - Increase in CBHI health cover to 85.1%¹⁹.
 - Health centers offering full NCD package increased from 2 to 3 over the previous DDS period²⁰.

2.2.1.3 Transformational governance pillar

- Constructed 1 genocide memorial site with the aim of preserving history and enhancing national unity²¹.
- **Rehabilitated 40 cell offices**²² which have enhanced access to services by the population.

2.2.1.4 Cross cutting areas

- Constructed ICPCs that were instrumental in increasing employment opportunities for youth.
- Supported PWD teams by financing amputee football and sit ball teams.
- PWDs cooperatives were also supported to enhance their livelihoods with Rwf of 4 million funding.
- Support for women cooperatives. In collaboration with partners like Profemme Twese Hamwe, UN Women and CNF Nationale, the district provided financial support exceeding 55.9 million to 11 women cooperatives.

2.2.2 Challenges faced

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

2.2.2.1 Economic transformation pillar

- **High soil acidity with PH levels ranging between 4.5 – 5.5.**²³ While such soils are suitable for cash crops like tea, coffee, and macadamia, they are deficient in critical nutrients that support traditional food crops which are traded locally and contribute to food security and livelihoods.
- **Land in Karongi district is categorized under Land Use Category C (LUCA C)**²⁴ and characterized by small portions of fragmented land used for subsistence agriculture due to its mountainous topography²⁵. Such a landscape is challenging to practice commercial agriculture (including mechanization) and susceptible to climate related disasters like landslides and soil erosion.

¹⁷ MINALOC DDS evaluations (2017-2024)

¹⁸ EICV7

¹⁹ Ibid

²⁰ MINALOC DDS evaluations (2017-2024)

²¹ Ibid

²² Ibid

²³ Karongi District Land-Use Plan, 2024

²⁴ National Land Use and Development Masterplan, (NLUDMP, 2020-2050)

²⁵ Karongi District Land-Use Plan, 2024

- **Limited adoption to agriculture inputs.** Consultations with district officials indicated that there is still a low level of adoption to agriculture inputs and extension services that support farmers improve their agriculture practices and increase yield.
- **Low connectivity due to undeveloped feeder roads** that are crucial for linking producers / farmers to markets. Undeveloped feeder roads affect delivery times of products including food crops, fish, tea etc - in turn affecting the quality, price and earnings.

2.2.2.2 *Social transformation pillar*

- **Climate change vulnerability and associated wastage of infrastructure due to soil erosion, landslides and floods.** Over 5,000 hectares (Ha) of land in Karongi district is classified as “Extremely high” erosion risk²⁶ especially during heavy rainfalls which affects infrastructure aimed at extending services (health, education, transport) to the citizens.
- **High staff turnover and low staffing as reported by district officers** affect the level and quality of service delivery. This was reported in the consultations and is due to low salaries and low urbanization levels that don't attract workers from other parts of the country.

2.2.2.3 *Transformational governance pillar*

- **Limited budget.** The district consistently generates revenues below its expenditure requirements.
- **Low citizen participation in district programmes** like inteko z'abaturatione, imigoroba y'imiryango etc undermines the effectiveness, ownership, sustainability of interventions and limit effectiveness of service delivery.
- **Regional instability** in DRC may at times pose security threats and, in some instances, cause an influx of refugees that strains the limited district resources. Insecurity across the border also affects the demand market in DRC, affecting potential markets.

2.3 Lessons learned

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

- To address the limited budget for many of the development programmes, the district highlighted the **importance of strategically engaging the private sector to ensure they lead and invest** in projects to ensure sustainability of interventions and programmes.
- **Assessing projects prior to implementation.** These will include both Environmental Impact Assessments (EIA), stakeholder consultations etc that will ensure efficient utilization of developed assets / structures as well as limit negative impacts to the environment.
- **Enhance citizen engagement and communication** to increase the effective implementation, ownership and sustainability of programmes.
- **Need for reforestation due to the district's susceptibility to landslides, soil erosion and floods.** Karongi district has a hilly topography and high dependence on firewood / charcoal for cooking energy. This has eroded the forest cover exposing the slopes to soil erosion. Therefore, the district recognizes the need to increase forest cover through planting and managing existing forests profitably and sustainably.
- **Mainstream CCAs like gender, disability in planning and implementation.** Karongi district identified the need to mainstream CCAs in planning and implementation of this DDS to attain inclusive, equitable and sustainable growth.

²⁶ The State of Soil Erosion Control in Rwanda (Rwanda Water Board, 2022)

2.4 Assessing district potentialities

The National Strategy for Transformation 2 (NST2) of Rwanda outlines various strategic goals and priorities for the country's development from 2024 to 2029. While the strategy doesn't explicitly define "opportunities" and "potentialities," it does emphasize the importance of leveraging both to drive national growth and transformation. It is important to understand the difference given that exploiting both will be critical to the district in delivering on its development outcomes and contributing to achieving the NST2 outcomes.

- **Opportunities** in the context of NST2 generally refer to specific, actionable prospects that can be seized to achieve immediate or short-term gains. These might include investment opportunities, new markets, technological advancements, or policy changes that can be capitalized on to drive economic growth and development.
- **Potentialities**, on the other hand, are more about the inherent capabilities or latent possibilities that can be developed over time. These include the country's natural resources, human capital, and infrastructural capacities that, with the right investments and policies, can be harnessed to achieve long-term sustainable growth.

2.4.1 Karongi District Potentialities

With the above understanding, consultations with Karongi District stakeholders and a review of the available literature, particularly the RALGA (2024)²⁷ report on rural district potentialities, highlighted unique potentialities that the district will aim to attract investment into. These are expected to have positive effects on job creation and income generation. Below is a detailed description of selected Karongi district potentialities and their expected impact.

Table 1: Karongi district potentialities

Potentiality	Description	Justification	Anticipated impact
Soil type and fertility	Karongi District has significant agricultural potential due to its fertile soil and favorable climate.	<ul style="list-style-type: none"> •Diverse soil PH levels support a variety of crops. Potential for the expansion of high value crops such as tea, coffee, bananas, irish potatoes and macadamia. 	<ul style="list-style-type: none"> •By expansion of commercial crops (coffee, tea, macadamia and bananas) farmers in karongi would benefit from increased income and improved livelihoods.
Mining and Quarrying	Several exploitable mineral deposits have been identified in the district.	<ul style="list-style-type: none"> •Exploitable mineral deposits include sand, clay, and stones for the fast-growing construction sector •Deposits of wolfram, gold, coltan, cassiterite and industrial minerals have been identified. 	<ul style="list-style-type: none"> •Export of minerals has the potential to attract critical FDI, jobs, technology and skills to the sector. •Value addition to construction materials can create jobs and increase the value in the quarrying industry.

²⁷ RALGA (2024) Rural District Potentialities

Energy	High concentration of methane and carbon dioxide in lake Kivu presents the potential to expand the generation of electricity and gas for commercial and domestic use.	<ul style="list-style-type: none"> •Contour Global has invested \$142 million in KivuWatt project and currently produces 26.2 MW with plans to produce 100 MW in its second phase. Symbion Power plans to supply 56 MW of power to Rwanda's grid under a 25-year concession. •Gasmeth Energy Limited has committed over \$400 million to the construction and maintenance of a gas extraction and compression project. 	<ul style="list-style-type: none"> •Exploiting the methane reserves would generate electricity that is vital to attract value added industries which in turn would generate jobs and attract investment. •Compressed Natural Gas (CNG) can be used for cooking in households and commercial areas, providing a cleaner and more efficient alternative to wood and charcoal, hence reducing deforestation.
Agro processing	The district has significant agriculture productive capacity to support agro processing	<ul style="list-style-type: none"> •With the combination of access to electricity and the low level of value-added to the agricultural produce the district has significant potential to expand processing capacity 	<ul style="list-style-type: none"> •Value addition would help reduce postharvest losses, increase incomes and support the transition to higher value and productive jobs and livelihoods
Tourism	The district is endowed with natural attractions like Lake Kivu, Islands and hillsides, Ndaba rock (Urutare rwa Ndaba), ibigabiro bya Rwabugiri, Musaho, Bwakira tourism site, Crete Congo-Nile, Nyungwe national park, environmental museum	<ul style="list-style-type: none"> •The district has stunning landscapes, natural and historic attractions that have thus far not been fully exploited. •The district is part of the Kivu belt that is popular for eco-tourism and adventure travel. •Karongi District Land Use Plan identifies key interventions to develop eco-tourism destinations including the development of Lake Kivu shore, Ndaba rock among others. 	<ul style="list-style-type: none"> •Tourism can create jobs across various sectors, such as hospitality, transportation, and retail, significantly reducing unemployment and improving living standards. •Small businesses, including shops, eateries, and service providers, can see a direct increase in sales due to the influx of tourists, boosting the local economy and encouraging entrepreneurship.
Cross-Border Trade (CBT)	In 2022, approximately 80% of informal CBT in Rwanda took place in the Western province. CBT infrastructure plays a significant role in linking producers and exporters, creating employment opportunities and presents a basis / rationale for increased production	<ul style="list-style-type: none"> •Karongi district's proximity to DRC's North Kivu region presents a market for goods and services that hasn't been fully capitalized. 	<ul style="list-style-type: none"> •Improved CBT conditions would create opportunities for goods / services to be traded with neighbouring DRC, hence contributing to employment and revenue generation. This has the potential to uplift / empower women and youth since most of the cross-border traders are women. •Enhanced value addition for highly demanded products (eg) small livestock and other agri-produce can generate more revenue and create employment opportunities.

<p>Conservation / forests management</p>	<p>The demand for firewood is fueling rapid deforestation and in turn soil erosion and siltation of the rivers and marshlands</p>	<ul style="list-style-type: none"> • Significant global funding is available to address conservation and climate adaptation initiatives. • Existing national frameworks within which the district can access green financing to undertake rehabilitation projects (Rwanda Green Fund) 	<ul style="list-style-type: none"> • By tackling conservation challenges, Karongi District can enhance its conservation efforts and ensure long-term environmental sustainability. • Conservation also has the potential to create jobs and support the development and sustainability of the nascent tourism industry. • Job creation potential in the apiculture industry for women and PWDs, providing alternative sources of livelihoods and income.
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2.4.2 Karongi District Comparative Advantage

Comparative advantage at the district level refers to the unique strengths and resources that a specific district possesses, which allow it to produce certain goods or services more efficiently than other districts. For example, a district with fertile land and favorable climate conditions might have a comparative advantage in agriculture, while another district with advanced technological infrastructure might excel in manufacturing or services. By focusing on their respective strengths, districts can trade with each other to meet their needs more efficiently than if they tried to produce everything locally. From the review of the literature, national datasets and consultations with district stakeholders, the following were identified as Karongi district's areas of comparative advantage.

- **Agriculture - tea cultivation** – Karongi district has ideal climatic and soil conditions suitable for tea growing and this has attracted private factories that contribute to job creation and revenue generation. Karongi district's DLUP has further identified more than 11,000 ha for expansion of tea cultivation. This therefore presents an opportunity for further development and investment in the sector. However, there is a need to increase investment in supportive infrastructure like feeder roads that connect tea farms to the factories, sensitize farmers on good tea farming practices to ensure tea quality and continue to attract premium prices.
- **Agriculture – coffee cultivation** – Karongi is one of the coffee growing zones in Rwanda. There are 11 Coffee Washing Stations (CWS)²⁸ managing more than 2 million coffee trees. Nevertheless, the existing coffee trees are very old and are not productive²⁹. NEAB is keen to rejuvenate coffee production in the Western Province and in Karongi district. The soil and climate in the district are well suited to coffee production. Additionally, the farmers active in growing coffee are old and hence a new generation will have to be attracted / incentivized to cultivate this cash crop. NAEB has also outlined a programme of support that will provide coffee farmers with free high-yielding RAB C15 coffee seedlings, which begin to yield after just 1.5 years of planting. Additionally, farmers will receive fertilizers at no cost and regular training on new farming techniques through Farmers Field Schools (FFS) to further boost production.
- **Agriculture – fishing** – Karongi district borders Lake Kivu, the largest water body in Rwanda and habitat to various fish species that are demanded locally and regionally. Lake Kivu yielded an estimated 19,479 tons of fish in 2021/2022. Karongi is estimated to have contributed roughly 20% of this production.³⁰ Efforts by RAB including distribution and enforcing usage of legal fishing gear have contributed to the increase in fish stock.³¹ Fishing value chain provides opportunities for job creation to women and youth in boat manufacturing and repairing, fishermen, traders etc. Overfishing, low quality fish production, high cost of fish farming, poor transport facilities, water pollution, limited value addition³² etc continue to affect this industry and must be addressed to ensure an efficient fisheries sub-sector.
- **Energy Production – energy intensive industries:** Karongi District's proximity to Lake Kivu has given it access to significant methane and carbon dioxide deposits that have attracted investment in electricity and gas production since 2011. Investment by Contour Global in KivuWatt project is currently producing 26MW³³ and is planning to

²⁸ Karongi District Land-Use Plan, 2024

²⁹ NAEB boosts the sustainability of Rwanda coffee industry by producing new prolific seedlings to replace old trees - <https://www.naeb.gov.rw/1/updates/news-detail/naeb-boosts-the-sustainability-of-rwanda-coffee-industry-by-producing-new-prolific-seedlings-to-replace-old-trees>

³⁰ Karongi District Land-Use Plan, 2024

³¹ How Legal Fishing Gears improved Sambaza Fishing in Lake Kivu <https://www.rab.gov.rw/1-1/news-details/how-legal-fishing-gears-improved-sambaza-fishing-in-lake-kivu>

³² Karongi District Land-Use Plan, 2024

³³ <https://www.reg.rw/what-we-do/projects/project-details/view/kivuwatt-project-phase-i/>

increase to 100MW. With support from GoR, the district has also registered investment in gas extraction, processing and compression (Gasmeth)³⁴. The investments in energy are contributing to job creation and urbanisation. With few districts in Rwanda hosting energy production plants, Karongi will gain a comparative advantage in energy production, enhancing its ability to attract energy-intensive industries.

- **Tourism** - the district has many touristic sites including historical, cultural, educational, and adventurous sites. Access to lake kivu and numerous islands that are ideal for birdwatching, lake tours, island visits and hiking³⁵ - naturally offer it a comparative advantage and justify investments in the sub-sector for job creation.
- **Cross border trade** – The district is located next to DRC and as such would have a natural comparative advantage in cross border trade. Most of the informal CBT in Rwanda takes place in the Western Province in Rusizi and Rubavu districts. However, Karongi's strategic location (mid-way between the two districts) and its proximity to Ijwi island (DRC) presents an opportunity for the district to be a key trade route linking parts of North Kivu to Rwanda. There are existing CBT markets in Karongi that operate on a weekly basis mainly trading livestock, but this hasn't been fully utilized – increasing agriculture / livestock productivity would contribute to their efficient utilization and generation of employment opportunities.

3 Strategic framework

3.1 Priorities, interventions and alignment with NST2 and SSPs

The Second National Strategy for Transformation (NST2), covering the period from 2024 to 2029, outlines five key priority areas to drive Rwanda's development. These priorities are designed to build on the achievements of the first National Strategy for Transformation (NST1) and align with Rwanda's Vision 2050, aiming for sustainable economic growth and high quality of life for all citizens³⁶. The DDS is designed to implement national priorities at the district level, ensuring that local development strategies contribute to the broader national goals.

karongi DDS strongly aligns with the medium-term national priorities (NST2), sector priorities (SSPs), as well as with the broader Vision 2050 to ensure long-term and sustainable development. The district has prioritized key sectoral areas and designed specific interventions to realize progress per economic pillar as highlighted in NST2. Below is a summary of how the district has

³⁴ Rwanda signs over \$USD 400 million deal with Gasmeth energy to extract and process methane gas from Lake Kivu
<https://rdb.rw/rwanda-signs-over-usd-400million-deal-with-gasmeth-energy-to-extract-and-process-methane-gas-from-lake-kivu/>

³⁵ Karongi District Land-Use Plan, 2024

³⁶ GoR (2024) 2nd National Strategy for Transformation (NST2) 2024 – 2029

aligned its priorities and interventions to national priorities and objectives, and a detailed description is attached as **Table 2 in the Annexure.**

Table 2: Summarized table showing alignment between Vision 2050, NST2 priorities, SSPs, DDS priorities and DDS interventions

Pillars	Relevance / link to Vision 2050	NST2 priority areas	Sector Priority Areas	DDS PA	DDS interventions
Economic transformation	Agriculture				
	Pillar3: Agriculture for wealth creation Objective: Modern and market-oriented agriculture	1.1.1 Climate-resilient, productive and modernized agri-food systems [4.1]	<ul style="list-style-type: none"> ● Increase productivity of priority crops by 50% 	<ul style="list-style-type: none"> ● Increase agriculture productivity ● Improve livestock productivity ● Increase export crops productivity 	<ul style="list-style-type: none"> ● Consolidate land with priority crops (32,000ha) ● Mobilize farmers to use improved seeds and fertilizer ● Conduct soil tests
	PSDYES				
	Pillar1: Human development Objective: Access to affordable high-quality education	<ul style="list-style-type: none"> ● 1.2.1 Industrial development and Export Promotion [4.2] ● 1.2.2 High end, eco-friendly and diversified tourism [4.3] 	<ul style="list-style-type: none"> ● Strengthen and promote the cultural and creative industry Ecosystem ● Build a vibrant and professional sports industry 	<ul style="list-style-type: none"> ● Promote tourism ● Create productive jobs and promote entrepreneurship for economic development 	<ul style="list-style-type: none"> ● Mobilize and train entrepreneurs / cooperatives (coaching MSMEs) ● Support TVET graduates ● Construct and operationalize ICPCs
	CENR				
Pillar3: Agriculture for wealth creation Objective: Modern and market-oriented agriculture	1.3.1 Building resilience to climate change and sustainable management of the environment and natural resources [4.10]	<ul style="list-style-type: none"> ● Sustainable Natural Resources Management ● Environmental management, low carbon economy and resilience to climate change 	<ul style="list-style-type: none"> ● Promote Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy 	<ul style="list-style-type: none"> ● Protection of river / lake banks ● Plantation of new forests and maintain existing ones / rehabilitate degraded forests 	
ENERGY					
Pillar2: Competitiveness and integration Objective: Higher investment	1.6.1 Renewable & clean energy transition & universal access to electricity (Sector:	<ul style="list-style-type: none"> ● Scale up electrification to achieve universal access ● Scale up the adoption of clean and efficient 	<ul style="list-style-type: none"> ● Increase access to electricity ● Scale adoption of clean cooking technology 	<ul style="list-style-type: none"> ● Extend electricity to schools, health facilities and public institutions and the community 	

		Infrastructure Energy) [4.4]	- biomass cooking technologies		<ul style="list-style-type: none"> • Extend telecommunication network
URBANISATION AND RURAL SETTLEMENT					
	Pillar2: Competitiveness and integration Objective: Higher investment	1.7.1 Enhanced urbanization and settlements for agglomeration benefits [4.7]	<ul style="list-style-type: none"> • Establish initiatives to promote sustainable growth of urban and rural areas 	<ul style="list-style-type: none"> • Accelerate sustainable urbanization 	<ul style="list-style-type: none"> • Developing physical plan in Bwishyura and Rubengera • Mobilization of stakeholders and renovation of centers
FSD					
	Pillar2: Competitiveness and integration Objective: Modern and innovative services sectors driving transformative growth	1.4.1 Resilient and broadened financial sector for private sector growth [4.9]	<ul style="list-style-type: none"> • Strengthen Domestic Savings & Expand Financial Inclusion • Expand Financial Access for the Private Sector 	<ul style="list-style-type: none"> • Increase financial inclusion and promote Saving culture 	<ul style="list-style-type: none"> • Set up district SACCO • Mobilize people to save with Ejo Heza LTSS • Mobilize adults to work with financial institutions
ICT					
	Pillar1: Human development Objective: Access to affordable high-quality education	1.8.1 Digital transformation [4.8]	<ul style="list-style-type: none"> • Foster digital transformation across key economic sectors 	<ul style="list-style-type: none"> • Increase ICT infrastructures and digital literacy 	<ul style="list-style-type: none"> • Provide training and capacity building to District staff • Conducted ICT campaigns at Sector level
TRANSPORT					
	Pillar4: Urbanization and agglomeration Objective: Ease of mobility and efficient transport	1.5.1 Enhanced transport connectivity for economic growth and trade [4.6]	<ul style="list-style-type: none"> • Develop transport infrastructure and services to facilitate economic growth and trade 	<ul style="list-style-type: none"> • Improve transport infrastructure (road and maritime) 	<ul style="list-style-type: none"> • Construct road infrastructure (national and feeder roads) • Construct footbridges • Construct a modern vehicle park • Develop physical plans
EDUCATION					

Social transformation	Pillar1: Human development Objective: Access to affordable high-quality education	2.1.1 Improve the quality and market relevance of education [5.1]	<ul style="list-style-type: none"> ● Ensure timely access to quality education in basic education ● Scale up access to market -relevant Education in Basic TVET and Higher Education 	<ul style="list-style-type: none"> ● Improve access and quality of education at all levels 	<ul style="list-style-type: none"> ● Rehabilitation of old classrooms ● Construct new classrooms ● Construct school dining halls 	
	HEALTH					
	Pillar1: Human development Objective: Access to affordable, high-quality and specialized health care	2.2.1 Enhanced quality of health, strengthened health systems, and reduced stunting (Health Sector - including nutrition [5.2])	<ul style="list-style-type: none"> ● Continuously Improving the Access to and Quality of Health Services through Primary Health Care 	<ul style="list-style-type: none"> ● Improve access to quality Health services ● Reduce stunting ● Improve maternal and child health 	<ul style="list-style-type: none"> ● Distribute mosquito nets ● Sensitize parents (mothers') on the need for ANC visits ● Sensitize community on contraception usage 	
	SOCIAL PROTECTION					
	Pillar1: Human development Objective: Comprehensive social safety nets	2.3.1 Enhanced graduation from poverty and increased resilience	<ul style="list-style-type: none"> ● Promote graduation by creating an enabling environment for income opportunities 	<ul style="list-style-type: none"> ● Enhance graduation from poverty and extreme poverty and promoting resilience 	<ul style="list-style-type: none"> ● Distribute productive assets to vulnerable HHs (animals) ● Construct houses for vulnerable persons ● Assist disaster victims 	
WATER AND SANITATION						
Pillar4: Urbanization and agglomeration Objective: Universal access to quality services and amenities	<ul style="list-style-type: none"> ● 2.4.1 Increased access to Water for socioeconomic development [4.5] 	<ul style="list-style-type: none"> ● Scale up drinking water access to all villages countrywide ● Increase access to Sanitation, and Hygiene (WASH) services for improved wellbeing 	<ul style="list-style-type: none"> ● Increase access to clean water 	<ul style="list-style-type: none"> ● Construct water supply systems ● Connect schools and health facilities to clean water ● Construction of modern landfill 		
Transformational governance	GOVERNANCE AND DECENTRALIZATION					
	Pillar4: Accountability and	3.1.1 Enhance citizen-centered local development and	<ul style="list-style-type: none"> ● Strengthen local government institutional, organizational, and 	<ul style="list-style-type: none"> ● Strengthen Capacity, Service Delivery and Accountability of Public Institutions 	<ul style="list-style-type: none"> ● Construct district offices (Head offices, sector, cell etc) 	

capable state institutions Objective: Enhanced service delivery	effective service delivery [6.2]	human resource capacities for effective coordination and collaboration and implementation of citizen-centered service delivery	<ul style="list-style-type: none"> ● Increase citizens participation and engagement in development 	<ul style="list-style-type: none"> ● Upgrade Mwendu transit center ● Train new recruited staff and provided equipment
JRLO				
Pillar4: Accountability and capable state institutions Objective: Enhanced service delivery	<ul style="list-style-type: none"> ● 3.2.1 Enhanced Rule of Law ● 3.2.2 Strengthen Accountability [6.3] ● 3.2.3 National Unity, Resilience, culture and values [6.4] 	<ul style="list-style-type: none"> ● Improve justice service delivery and reduce case backlogs ● Strengthen transparency and accountability ● To promote and uphold Rwandan identity and social healing ● To Sustain Peace and Security 	<ul style="list-style-type: none"> ● Strengthen Justice, law and order ● Establish sustainable mechanisms for resolving citizens' complaints 	<ul style="list-style-type: none"> ● Capacity building of Umugoroba w'Imiryango Committees ● Decentralize MAJ services to sector level ● Recruit staff ● Sensitize population to participate in citizen forums
SPORT AND CULTURE				
Pillar4: Accountability and capable state institutions Objective: Enhanced service delivery	3.3.1 Fostering National Unity, Resilience, culture and values [6.4]	<ul style="list-style-type: none"> ● Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage 	<ul style="list-style-type: none"> ● Reinforce Rwandan culture and values as a foundation for unity 	<ul style="list-style-type: none"> ● Promoting social cohesion (trust among Rwandans, Tolerance, Solidarity, conviviality and friendship, etc)
PFM				
Pillar4: Accountability and capable state institutions Objective: Enhanced service delivery	3.4.1 Strengthen Accountability [6.3]	<ul style="list-style-type: none"> ● Increase compliance with PFM rules and improve oversight of value-for-money 	<ul style="list-style-type: none"> ● Enhance effective Public Financial Management 	<ul style="list-style-type: none"> ● Recruit new staff ● Capacity building of district staff ● Distribute office equipment ● Increase compliance with laws and

					regulations related to decentralized taxes
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To enhance economic transformation, the strategy focuses on modern, climate-smart agriculture, improving export crop productivity, job creation, environmental sustainability, clean energy access, urbanization, and inclusive digital and financial services etc. The strategy further considers investment in tourism infrastructure, and agro-processing as key components that will spur growth and economic development. These efforts are embedded in the DDS through targeted interventions—such as ICT capacity building, construction of energy and transport infrastructure, SACCO expansion, and environmental rehabilitation to ensure Karongi’s transformation is both inclusive and nationally integrated.

To deliver on the social transformation pillar, the DDS has paid keen emphasis on improved service delivery in education, health, social protection, and WASH. In education, the district aims to enhance quality and accessibility through infrastructure upgrades, inclusive teaching, adult literacy expansion, and increased STEM engagement to support NST2’s market-relevant, ICT-integrated education goals. Interventions in the health sector include improved maternal and child health, nutrition, and healthcare coverage, health center and hospital construction and ANC sensitization. On the other hand, poverty graduation, disaster support, improved and universal access to clean water are also prioritized to ensure a healthy and meaningfully engaged population to contribute to development in the district.

To promote good governance in the district, the DDS has prioritized strengthening capacity through training and equipping district staff with necessary tools, construction of district offices, Mwendu transit center, and enhancing participation of stakeholders in district operations through operationalizing platforms like JADF open days. Karongi district will also focus on promoting social cohesion, and enhancement of public financial management through strengthening audit compliance.

3.2 Strategic alignment with district potentialities

Mapping potentialities with targeted interventions is a critical exercise in strategic development planning. It allows stakeholders to align a district’s unique strengths such as natural resources, cultural heritage, human capital, or geographic advantages with specific, actionable initiatives that can unlock sustainable growth. Karongi district has identified and mapped potentialities that can be exploited to generate economic returns. These include diverse soil fertility and favorable climate that supports cultivation of traditional cash crops and food crops, energy exploitation for gas and electricity that is supported by presence of methane deposits in Lake Kivu, as well as tourism etc. A detailed mapping of the strategic alignment with district potentialities can be found in **Table 4 in the Annexure**.

3.3 Mainstreaming CCA

This section provides a brief description of the identified Crosscutting Areas (CCA) in NST2, district specific implications where data is available and how these CCA will be mainstreamed in the DDS – with identified measurable indicators. This further highlights the district’s commitment to ensuring achievement of inclusive and sustainable development.

3.3.1 Capacity Development

To successfully implement this DDS in alignment with national priorities under the NST2, Karongi district will pay key emphasis on capacity building. This is in recognition of the vital role of empowered local institutions and communities to deliver services and programmes effectively and efficiently through strengthened human resources elements. Key mainstreaming interventions/indicators include **training of district staff (ICT, PFM etc), training animal health workers, training farmers in climate-smart agriculture etc.**

3.3.2 HIV/AIDS and Non-Communicable Diseases

Karongi District faces notable health challenges with HIV/AIDS prevalence rates ranging between 2.84% - 3.66%, above the national average of 2.7%³⁷. The district also faces rising concerns of Non-Communicable Diseases (NCDs) like diabetes. Efforts have been made to address the challenges, but more attention and action is needed hence the deliberate design of this DDS to mainstream HIV/AIDS and NCDs indicators to ensure continued focus on combating these health issues. Some of the indicators include **construction of mental health hospitalization wards, ANC visits conducted by pregnant women, doctor and nurse to population ratio, population using modern contraceptives etc.**

3.3.3 Disability and Social Inclusion

Karongi has a disability prevalence rate of persons aged 5 years and above of 3.8% with women with disabilities being slightly more represented than men.³⁸ Challenges in inclusive education, employment, and data systems persist. Nationally, the deficit in inclusive education has led to high levels of youth with disabilities not accessing formal education or never completing primary school (81%³⁹). This is a contributory factor to only 16.5% of persons with disabilities being employed nationally and 79% out of the labor force⁴⁰, and calls for action by all stakeholders to address the concern. To mainstream disability and social inclusion, the district will focus on indicators like **teachers trained on delivering inclusive education, supporting PWD cooperatives, PWDs covered by social protection, supporting PWDs sports teams etc.**

3.3.4 Gender and family promotion

Karongi district is committed to advancing gender equality and empowering families by addressing disparities across all sectors. Despite a slight female majority and rising school attendance among girls, gaps remain in adult literacy (women (73.8%) lag males (79.0%)⁴¹). Other challenges include limited access to financial services – with women remaining more reliant on informal saving mechanisms compared to men (36% Vs 40.6%⁴²), fewer employment opportunities, and low agricultural support for female-headed households with only 12.5% of female-headed households belonged to the Twigire Muhinzi/Mworozi farmer extension groups compared to 22.4% of male-headed households⁴³. The district also grapples with persistent gender-based violence (physical violence against women rose from 12.5% to 24.1%, and sexual violence decreased slightly from 11.3% to 10.7%⁴⁴), though progress has been made in maternal health, reproductive services, and political representation. The DDS outlines targeted mainstreaming indicators across pillars, including **cases received and handled by MAJ, conducting legal aid weeks targeting women, children, PWDs, prevention and reduction of drug abuse, etc.**

3.3.5 Environment and climate change

Karongi District experiences a tropical high-altitude climate with well-defined rainy and dry seasons and average temperatures ranging from 16°C to 21.5°C, that are suitable for

³⁷ HIV, STIs and viral Hepatitis programs annual report, RBC (2022-2023)

³⁸ Rwanda Population and Housing Census, 2012 & 2022

³⁹ FINSCOPE, 2020 – Thematic Report on Persons with Disabilities

⁴⁰ NISR Labour Force Survey, 2023

⁴¹ NISR (2022) Rwanda Fifth Population and Housing Census

⁴² FINSCOPE, 2020

⁴³ Agriculture Household Survey, 2020

⁴⁴ RDHS2014/15 & RDHS 2019/2020 Dataset, 2022

agriculture and livestock production⁴⁵. Approximately 30% of the district's land is under forest cover, a mix of natural forests and plantations. Thanks to afforestation initiatives, forest cover has increased by 12% over the past decade⁴⁶. However, deforestation remains a pressing challenge. Targeted reforestation in degraded areas is essential to achieving sustainable forest management and mitigating environmental degradation. To mainstream environment and climate change, the following key indicators will be tracked, **hectares of planted forests maintained, land covered by agroforestry trees, number of tree nurseries well managed at cell level etc.**

3.3.6 Disaster Management

The district level disaster management framework is coordinated by MINEMA and involves District Disaster Management Committees (DIDIMACs) and Sector Disaster Management Committees (SEDIMACs). These oversee the risk assessment, preparedness and planning, early warning systems, and community engagement through Community Based Disaster Risk Management (CBDRM). Such structures foster extensive participation of stakeholders in the identification and implementation of mitigation strategies. To enhance effectiveness, Karongi district will mobilize resources through partnerships, oversight of mining and quarrying activities and invest in resilient infrastructures. Key indicators to track in the implementation of this DDS include **the percentage of mines and industrial quarries complying with mining and environmental standards, area under radical and progressive terraces established etc.**

3.3.7 Regional integration and international positioning

Regional Integration and International positioning of Rwanda is emphasized in NST2 through boosting cross-border trade in districts like Karongi by removing non-tariff barriers, improving infrastructure, and ensuring regulatory compliance to expand market access and promote peace and security. Bwishuya, the key (CBT) trade hub in Karongi plays a critical role in implementing the National Cross Border Trade Strategy. Initiatives like **port construction, CBT infrastructure upgrading, capacity development of local security organs** are some of the key indicators that will be tracked by this DDS to ensure mainstreaming of this CCA.

4 Monitoring and Evaluation

4.1.1.1 Importance of M&E

Monitoring and Evaluation (M&E) plays a vital role in the implementation of Karongi District Development Strategies (DDS) by ensuring that development efforts are effectively tracked, assessed, and aligned with national priorities under NST2. It enables the district to measure progress toward set goals, make informed decisions based on reliable data, and adjust strategies where necessary. M&E also enhances accountability and transparency by tracking the use of public resources and evaluating performance of the district. Furthermore, it fosters continuous learning and improvement by identifying successes and challenges, thereby guiding better planning and service delivery. Through participatory tools like community scorecards, M&E also strengthens citizen engagement and ensures that development is responsive to local needs.

4.1.1.2 Approach to assessing and tracking progress in the DDS

To draft and inform the evaluation of this DDS, the following approach has been adopted in alignment with the NST2 evaluation.

⁴⁵ Karongi District ESMP, 2019

⁴⁶ MoE, Forest Cover Mapping, 2019

- This DDS elaboration kicked off with MINALOC evaluation of the previous DDS (2017-2024) where the district reviewed its achievements against the targets. This assessment and other evaluations including NISR, MINEDUC, and district evaluations formed the basis for the DDS baseline. Through this exercise, the district identified priorities for the next 5 years aligned with national and sector priorities.
- In line with the NST2 evaluation framework, and gaps identified in the implementation of the previous DDS, the district plans to conduct a mid-term evaluation of this DDS in 2026 - 2027 and help inform progress or required adjustments to the strategy – hence allowing the strategy to be more flexible and responsive to time realities.
- Finally, the district will conduct an endline evaluation of the DDS in 2028 - 2029 – the end period of this DDS implementation to measure actual achievements against the targets and set the scene for development of the subsequent DDS.

4.1.1.3 M&E framework

A detailed M&E framework with specific indicators, targets, verification means, measurement units, and reporting responsibilities was developed to support tracking the DDS implementation and for evaluation purposes. The M&E framework can be found in **Table 4 in Annex.**

4.1.2 Implementation framework

Karongi DDS is designed to deliver impactful and inclusive development in line with NST2. The framework encompasses evidence-based planning, service delivery and people centered governance.

Local leadership

The DDS implementation will be led and overseen by the district Planning, Monitoring and Evaluation unit (DPME) in coordination with sector departments at the district. Annual activity prioritization will be linked to the district's Medium-Term Expenditure Framework (MTEF) to guide resource allocation and budgeting. Clear targets, timelines and responsible parties have been highlighted in the M&E framework, and these will be based on to measure success. The District Executive Committee, Mayor and Vice Mayors will provide strategic guidance during the implementation of the DDS.

Integration with planning and Imihigo

Interventions will be cascaded into Karongi's annual action plans and performance contracts. This ensures that strategic ambitions are reflected in day-to-day operations and monitored through existing accountability systems. M&E will be carried out using tools like the Monitoring and Evaluation Information System (MEIS), District Planning and Reporting System (DPRS). Progress will be reviewed quarterly and annually, with adaptive management approaches to refine strategies as needed. Community feedback mechanisms like scorecards and citizen report cards will reinforce transparency and inclusiveness.

Resource mobilization and stakeholder engagement

To support effective implementation, robust resource mobilization efforts will be undertaken including enhancing local revenue generation, strategic partnerships with development partners, CSOs, NGOs, and the private sector (JADF). These engagements will be bolstered by regular partner engagement, joint planning, and MoUs to ensure accountability. The district will actively seek and target funding from government programmes, and other partners aligning their support with priority interventions. Furthermore, the district will seek and ensure the active participation and contribution of the population in the implementation of this DDS through community contributions eg) Umuganda.

This strategic, carefully designed approach will ensure that Karongi's development ambitions are achievable, measurable, and based on strong partnership and citizen ownership.

4.1.3 Risk matrix

Karongi DDS risk matrix will be used to assess and identify risks that may hamper the implementation of the strategy. The risk matrix includes the following.

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

Table 3: Risk matrix for Karongi DDS

Identified risk	Risk analysis			Mitigating factor
	Cause	Likelihood	Impact	
Stakeholder dis-engagement	Failure to involve stakeholders in planning and execution of district initiatives	Very likely	High	<ul style="list-style-type: none"> ● Mobilize all possible stakeholders to be part of DDS preparation and implementation in all levels of administration
Lack of sufficient funding for all district strategic initiatives	Failure to implement the identified strategic priorities	Unlikely	High	<ul style="list-style-type: none"> ● Prioritization of strategic interventions based on available resources ● Strengthen Resource mobilization at the district level ● Promote efficient use of available resources
Public Health emergencies such as pandemic	New or resurgence of pandemic diseases may slow down the DDS	Likely	High	<ul style="list-style-type: none"> ● Strengthening partnerships with health agencies to anticipate and respond to pandemics proactively
Private Sector & CSO dis-engagement	Limited involvement of the Private Sector and Civil Society in the district development project	Likely	High	<ul style="list-style-type: none"> ● Strategically mobilize internal and external investors ● Provide incentives to attract private investment in the DDS plans

Costing

The successful implementation of the DDS necessitates a comprehensive and realistic costing framework. This section outlines the financial requirements for achieving strategic objectives and interventions over the five-year planning period.

Costing for the DDS has been meticulously undertaken at the intervention level, providing a detailed breakdown of the financial resources required for each strategic action. The total estimated budget for the entire five-year DDS implementation is **RWF 211,969,103,916**. The breakdown of the total budget needed for each year across the five years is as follows:

- Year 1: RWF 25,802,440,246
- Year 2: RWF 24,083,324,345
- Year 3: RWF 56,703,944,714
- Year 4: RWF 59,545,556,897
- Year 5: RWF 45,833,837,714

Funding for the DDS will be sourced from a diversified portfolio including government allocations, grants from development partners, PPPs and the district's own revenue. This multi-pronged approach aims to ensure financial sustainability and reduce dependency on single funding streams. The detailed costing framework can be found in **the attached excel sheet**.

Conclusion

This DDS serves as a blueprint for translating the district priorities into actionable, measurable and achievable goals aligned with the national development goals. By addressing pressing challenges like youth unemployment, poor and insufficient infrastructure, limited access and quality of services, the DDS will promote coordinated allocation of resources to achieve sustainable and inclusive growth. The strategic priorities and interventions stated in the DDS provide a roadmap for transforming key sectors.

The success of the DDS hinges on collective ownership and active participation from all stakeholders including youth, communities, civil society, the private sector, and government institutions. These must work collaboratively to unlock the district's potential. With strong collaboration, innovative approaches, and sustained commitment, Karongi is well-positioned to turn challenges into opportunities and drive resilient, inclusive development over the next five years.

Annex

M&E matrix

Table 4: Karongi district DDS M&E matrix

DDS outcome	Indicators	Units	Baseline (23/24)	Endline target (28/29)	Annual targets					Means of verification and data sources	Responsible for reporting
					24/25	25/26	26/27	27/28	28/29		
Pillar 1: Economic Transformation											
SECTOR: Agriculture											
Priority Area 1: Increase agricultural productivity											
Outcome: Increased crop production and productivity	Ha of Land consolidated with priority crops	Ha	34,583	32,000	34,560	34,500	33,600	33,000	32,000	Reports and Field visits	District, NISR, MINAGRI
	Ha of banana plantation rehabilitated	Ha	1,445	2,070	1,400	0	1,800	2,000	2,070	Reports and Field visits	District, NISR, MINAGRI
	Ha of Land Consolidated of irish potatoes	Ha	2180	4303	2180	2139	3904	4099	4303	Reports and Field visits	District, NISR, MINAGRI
	Ha under small scale and hillside irrigation	Ha	357	83	0	0	40	43	0	Reports and Field visits	District, NISR, MINAGRI

Tons of Lime distributed and used	Tons	23,383	8,770	1,754	1,754	1,754	1,754	1,754	1,754	Reports and Field visits	District, NISR, MINAGRI, RAB
Tons of DAP distributed and used	Tons	5,150	3,830	700	730	750	800	850	850	Reports and Field visits	District, NISR, MINAGRI, RAB
Tons of UREA distributed and used	Tons	2,961	2,240	400	420	450	470	500	500	Reports and Field visits	District, NISR, MINAGRI, RAB
Tons of NPK distributed and used	Tons	1,457	1,140	200	220	230	240	250	250	Reports and Field visits	District, NISR, MINAGRI, RAB
Tons of blends distributed and used	Tons	86	145	12	14	18	51	50	50	Reports and Field visits	District, NISR, MINAGRI, RAB
Tones of organic fertilizers used	Tons	12,969.70	14,300	2,000	2,400	3,000	3,400	3,500	3,500	Reports and Field visits	District, NISR, MINAGRI, RAB
Tones of climate resilient biofortified beans seeds provided	Tons	0.3	1.5	0.2	0.3	0.5	0.3	0.2	0.2	Reports and Field visits	District, NISR, MINAGRI, RAB
Number of cuttings of climate resilient yellow sweet	Number	320,000	1,066,153	222,600	222,600	220,953	200,000	200,000	200,000	Reports and Field visits	District, NISR, MINAGRI, RAB

	potatoes seeds distributed										
	Tons of maize improved seeds provided	Tons	95	120	95	100	110	115	120	Reports and Field visits	District, NISR, MINAGRI, RAB
	Quantity of beans produced	T/ha	2.5	3	2.6	2.7	2.8	2.9	3	Reports and Field visits	District, NISR, MINAGRI, RAB
	Quantity of maize produced	T/ha	1.2	2	1.3	1.4	1.6	1.8	2	Reports and Field visits	District, NISR, MINAGRI, RAB
	Quantity of Irish potatoes produced	T/ha	14.2	18	14.5	15	16	17	18	Reports and Field visits	District, NISR, MINAGRI, RAB
	Quantity of cassava produced	T/ha	23	28	24	25	25.5	26	28	Reports and Field visits	District, NISR, MINAGRI, RAB
	Ha of cassava cuttings multiplied	Ha	N/A	70	10	10	20	10	20	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of Farmers practicing integrated pest management (IPM)	Number	63	700	100	120	140	160	180	Reports and Field visits	District, NISR, MINAGRI, RAB

	Number of maize drying grounds constructed	Number	7	3	0	0	1	1	1	Reports and Field visits	District, NISR, MINAGRI, RAB
	Ha of Irish potatoes seeds multiplication	ha	15	20	15	20	20	20	20	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of Macropropagations of banana	Number	N/A	2	0	1	1	0	0	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of warehouses for Irish potatoes multiplication constructed	Number	6	3	0	0	1	1	1	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of cold rooms constructed	Number	1	1	0	0	0	0	1	Reports and Field visits	District, NISR, MINAGRI, RAB
	Ha of beans under insurance	Ha	N/A	40	28	30	35	38	40	Reports and Field visits	District, NISR, MINAGRI, RAB
	Ha of maize under insurance	Ha	N/A	50	28	30	35	40	50	Reports and Field visits	District, NISR, MINAGR, RAB
	Ha of Irish potatoes under insurance	Ha	N/A	30	7	12	15	20	30	Reports and Field visits	District, NISR, MINAGR, RAB

Priority Area 2: Increase livestock productivity											
Outcome: Increased livestock/animal production and productivity	Number of cows inseminated	Number	21,609	17,730	2,229	3,875	3,875	3,875	3,876	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of pigs inseminated	Number	300	5,000	500	750	1,000	1,250	1,500	Reports and Field visits	District, NISR, MINAGRI, RAB
	Exotic male goats introduced and distributed at village level	Number	57	88	0	0	30	30	28	Reports and Field visits	District, NISR, MINAGRI, RAB
	Domestic animals (cattle) vaccinated against diseases (blackquarter, lumpy skin disease, Rift valley Fever and Brucellosis)	Number	N/A	55,683	55,683	55,683	55,683	55,683	55,683	Reports and Field visits	District, NISR, MINAGRI, RAB
	Domestic animals vaccinated against diseases (Goats)	Number	N/A	36,600	36,600	36,600	36,600	36,600	36,600	Reports and Field visits	District, NISR, MINAGRI, RAB
	Domestic animals vaccinated against diseases (Pigs)	Number	N/A	32,125	32,125	32,125	32,125	32,125	32,125	Reports and Field visits	District, NISR, MINAGRI, RAB

	Domestic animals vaccinated against diseases (Sheep)	Number	N/A	2,500	2,500	2,500	2,500	2,500	2,500	Reports and Field visits	District, NISR, MINAGRI, RAB
	Domestic animals vaccinated against diseases (Cats & Dogs)	Number	N/A	692	692	692	692	692	692	Reports and Field visits	District, NISR, MINAGRI, RAB
	Ha planted with improved fodders	Ha	5	33	0	2	9	10	12	Reports and Field visits	District, NISR, MINAGRI, RAB
	Improved bee hives distributed to beekeepers	Number	260	100	0	25	25	25	25	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of new fish farming Floating cages installed and operational	Number	127	50	0	0	10	20	20	Reports and Field visits	District, NISR, MINAGRI, RAB
	Number of groups or cooperatives supported with fishing nets (Imiraga y'icyerekezo) and accessories	Number	5	23	3	7	7	3	3	Reports and Field visits	District, NISR, MINAGRI, RAB
	Animal health workers trained	Number	N/A	500	37	143	150	120	50	Reports and	District, NISR,

										Field visits	MINAGRI, RAB
	Farmers trained in good animal husbandry practices	Number	47	1,105	221	221	221	221	221	Reports and Field visits	District, NISR, MINAGRI, RAB
	Campaigns on animal health services conducted	Number	N/A	55	11	11	11	11	11	Reports and Field visits	District, NISR, MINAGRI, RAB
	Farmers trained in climate-smart agriculture	Number	N/A	2,700	400	300	400	600	1,000	Reports and Field visits	District, NISR, MINAGRI, RAB
	FFS facilitators that receive facilitation fees	Number	38	34	34	34	34	34	34	Reports and Field visits	District, NISR, MINAGRI, RAB
	Farmer promoters receiving incentives	Number	537	537	537	537	537	537	537	Reports and Field visits	District, NISR, MINAGRI, RAB
	Fish produced	MT	70	500	300	300	300	400	500	Reports and Field visits	District, NISR, MINAGRI, RAB
	Milk collection centers constructed	Number	1	2	0	0	0	1	1	Reports and Field visits	District, NISR, MINAGRI, RAB
	Livestock insurance awareness	Number	6	20	4	4	4	4	4	Reports and	District, NISR,

	campaigns conducted									Field visits	MINAGRI , RAB
	Number of pigs insured	Number	324	1,150	450	175	175	175	175	Reports and Field visits	District, NISR, MINAGRI , RAB
	Number of chickens insured	Number	N/A	7,000	2,870	1,032	1,032	1,032	1,034	Reports and Field visits	District, NISR, MINAGRI , RAB
	Number of cows insured	Number	654	3,850	770	770	770	770	770	Reports and Field visits	District, NISR, MINAGRI , RAB
Priority area 3: Increase export crops productivity											
Outcome: Increased production of export crops	Ha of tea planted	Ha	3,400	1,500	300	300	300	300	300	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Tons of made tea produced	Tons	3,800	4,200	4,000	4,010	4,050	4,100	4,200	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Area covered by coffee plantation increased	Ha	1,500	570	90	100	110	130	140	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Number of old coffee trees replaced	Number	N/A	395,000	50,000	55,000	70,000	95,000	125,000	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Area planted with macadamia	Ha	68	22	0	5	6	7	4	Reports and	District, NAEB,

										Field visits	MINAGRI , RAB
	Greenhouses constructed	Number	30	15	5	0	5	0	5	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Tea produced	T/ha	6	8	6.4	6.8	7.2	7.6	8	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Washed coffee produced	T/ha	500	726	520	550	600	650	726	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Kg /Tree of coffee produced	Kg/tree	2.6	4	2.88	3.16	3.44	3.72	4	Reports and Field visits	District, NAEB, MINAGRI , RAB
	Ha of vegetables planted	Ha	250	500	280	300	350	400	500	Reports and Field visits	District, NAEB, MINAGRI , RAB
SECTOR: PSDYE											
Priority area 1: Promote tourism											
Outcome: Increased economic opportunities in urban and rural areas	Number of CCIs projects supported	Number	N/A	20	0	0	6	6	8	Reports and Field visits	District, RDB, MINICOM , PSF
	Number of jobs created through CCIs increased	Number	N/A	1,500	0	0	500	500	500	Reports and Field visits	District, RDB, MINICOM , PSF

	Construct Karongi tourism information center	Number	N/A	1	0	1	0	0	0	Reports and Field visits	District, RDB, PSF
	Promotion of cultural troupes	Number	N/A	3	0	1	1	1	0	Reports and Field visits	District, RDB, PSF
	Construction of NDABA and RWABISUKA ECOPARK	Number	N/A	1	0	0	1	0	0	Reports and Field visits	District, RDB, PSF
	Completion rate of the development of the sports academy center	%	N/A	100	0	30	30	40	0	Reports and Field visits	District, RDB, PSF
	Number of sports clubs supported	Number	4	4	4	4	4	4	4	Reports and Field visits	District, PSF
	Number of sport playgrounds upgraded at cell level	Number	84	18	0	0	6	6	6	Reports and Field visits	District, PSF
	Installation of Open water swimming Arena no Lake KIVU	Number	0	1	0	0	0	1	0	Reports and Field visits	District, PSF
	Installation of SAKINNYAGA Hiking site	Number	0	1	0	1	0	0	0	Reports and Field visits	District, PSF

	Promotion of Visit KARONGI(docu mentary film,website,...)	Num ber	0	3	0	0	1	0	0	Reports and Field visits	District, PSF
Priority area 2: Create productive jobs and promote entrepreneurship for economic development											
Outcome 1: Increased number of Rwandans with appropriate skills tailored to labour market demands	Number of jobs created through employment mainstreaming	Num ber	44,873	36384	7084	7100	7300	7400	7500	Reports and Field visits	District, RDB, MINICOM , MIFOTR A, PSF
	Number of youth benefiting from workplace learning initiatives (new)	Num ber	N/A	979	45	214	240	240	240	Reports and Field visits	District, RDB, MINICOM , MIFOTR A, PSF
	Number of TVET Graduates provided with toolkits	Num ber	626	250	50	50	50	50	50	Reports and Field visits	District, PSF
	Number of Village Model Projects supported with funds	Num ber	13	537	88	537	537	537	537	Reports and Field visits	District, LODA, PSF
	Number of Integrated Craft Production Centers (ICPC)/Agakiriro constructed	Num ber	3	3	0	1	1	0	1	Reports and Field visits	District, LODA, PSF

	Cooperatives trained	Number	182	80	0	20	20	20	20	Reports and Field visits	District, LODA, RCA
	Cooperatives audited/Inspected	Number	34	31	31	31	31	31	31	Reports and Field visits	District, LODA, RCA
	MSMEs supported to access finance	Number	3,119	1,050	210	210	210	210	210	Reports and Field visits	District, LODA, Financial institutions
Outcome 2: Developed trade infrastructure	Touristic sites developed	Number	N/A	3	0	1	1	1	0	Reports and Field visits	District, RDB, PSF
	Number of Centre of Excellences established and operationalized	Number	0	1	0	0	0	0	1	Reports and Field visits	District, LODA
	Animal feed production units constructed	Number	0	1	0	1	0	0	0	Reports and Field visits	District, MINICOM, PSF
	Markets constructed	Number	3	1	0	1	0	0	0	Reports and Field visits	District, MINICOM, PSF
	Animal markets constructed	Number	2	1	0	0	0	0	1	Reports and	District, MINICOM, PSF

										Field visits	
	Slaughterhouses constructed	Number	2	1	0	0	1	0	0	Reports and Field visits	District, MINICOM, PSF
	Existing Markets Rehabilitated/Upgraded	Number	1	2	0	0	1	1	0	Reports and Field visits	District, MINICOM, PSF
	CBT infrastructure upgraded	Number	1	1	0	0	1	0	0	Reports and Field visits	District, MINICOM
SECTOR: CENR											
Priority area: Promote Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy											
Outcome 1: Sustainable Management of Natural Resources and Environment ensured	Km of river and lake banks protected	Km	833	100	20	20	20	20	20	Reports and Field visits	District, RWB, REMA
	Percentage of mines and industrial quarries complying with mining and environmental standards	%	25	50	27	30	35	40	50	Reports and Field visits	District, RWB, REMA, MINICOM
	Ha of degraded watershed ecosystems rehabilitated	Ha	N/A	30	0	0	15	0	15	Reports and Field visits	District, RWB, REMA

	Area under Radical terraces	Ha	5,160.27	2,824	63	690.25	690.25	690.25	690.25	Reports and Field visits	District, MINAGRI	
	Area under progressive terraces established	Ha	30,667.22	22,765	500	5,566.25	5,566.25	5,566.25	5,566.25	Reports and Field visits	District, MINAGRI	
Outcome 2: Increased sustainability and profitability of forestry management	Ha of planted forests maintained	Ha	N/A	100	20	20	20	20	20	Reports and Field visits	District, REMA, RFA	
	Ha of afforested area/Woodlot	Ha	24,065	363	107	56	50	50	100	Reports and Field visits	District, REMA, RFA	
	Ha of forest cover restored/rehabilitated	Ha	55.15	325	70	45	50	60	100	Reports and Field visits	District, REMA, RFA	
	Land covered by agroforestry trees	Ha	39,757.35	6,668	800	1,467	1,467	1,467	1,467	Reports and Field visits	District, REMA, RFA, MINAGRI	
	Number of fruit trees planted	Number	108,365	219485	35354	48000	45377	45377	45377	Reports and Field visits	District, REMA, RFA, MINAGRI	
	Area of forests sustainably managed (promoted	Ha	N/A	500	100	100	100	100	100	100	Reports and Field visits	District, REMA, RFA

	indigenous species)										
	Area of forest managed under the Forest Monitoring and Evaluation System	Ha	N/A	4,200	840	840	840	840	840	Reports and Field visits	District, RFA
	Number of tree nurseries well managed at cell level	Number	N/A	352	70.4	70.4	70.4	70.4	70.4	Reports and Field visits	District, RFA
	Percentage level of compliance to developed land use master plans	%	N/A	100	100	100	100	100	100	Reports and Field visits	District, RHA, NLA
	Number of Ha of site physical plan elaborated	Number	N/A	571	114.2	114.2	114.2	114.2	114.2	Reports and Field visits	District, RHA, NLA
	Number of expropriated parcels registered	Number	N/A	1,667	333.4	333.4	333.4	333.4	333.4	Reports and Field visits	District, RHA, NLA
SECTOR: Transport											
Priority area: Improve transport infrastructure (road and maritime)											
Outcome 1: Developed road transport	Km of national roads constructed	Km	N/A	22.1	22.1	0	0	0	0	Reports and Field visits	District, RTDA

infrastructure	Kibuye-Kiziba Refugee Camp (NR Section)	Km	N/A	14.5	0	14.5	0	0	0	Reports and Field visits	District, RTDA
	Construction of Karongi -Town chip seal road	Km	N/A	10	0	0	3	4	3	Reports and Field visits	District, RTDA
	Construction of Kayenzi-Birambo-Kirinda chip seal road	Km	N/A	33	0	0	10	13	10	Reports and Field visits	District, RTDA
	Construction of Road NYANGE – MURUNDI– KIRINDA – NYABUKONO	Km	N/A	32	0	0	10	12	10	Reports and Field visits	District, RTDA
	Feeder Roads to Rugabano Tea Factory	Km	N/A	26.74	0	0	6.74	10	10	Reports and Field visits	District, RTDA
	Feeder Roads to Gisovu Tea Factory	Km	N/A	28.49	0	0	8.49	10	10	Reports and Field visits	District, RTDA
	Number of km of feeder Roads constructed	Km	N/A	103	0	0	34	34	39	Reports and Field visits	District, RTDA
	Roads maintained	%	100	100	100	100	100	100	100	Reports and Field visits	District, RTDA

	Number of footbridges constructed	Number	20	21	0	10	5	6	0	Reports and Field visits	District, LODA, Bridge to prosperity
	Number of Modern vehicle park constructed	Number	1	1	0	0	0	0	1	Reports and Field visits	District, PSF
	Number of petrol stations constructed	Number	7	1	0	0	0	0	1	Reports and Field visits	District, PSF
Outcome 2: Developed marine transport infrastructure	Number of Ports constructed	Number	N/A	1	0	0	1	0	0	Reports and Field visits	District, MINICOM, RTDA
SECTOR: Energy											
Priority area 1: Increase access to electricity											
Outcome 1: Improved electricity infrastructure	Completion rate of 220KV Karongi substation phase 2	%	89	100	89	93	97	99	100	Reports and Field visits	District, REG, EDCL
	Number of Kilometers of MV Lines constructed	Km	170.4	265.88	169.83	96.05	0	0	0	Reports and Field visits	District, REG, EDCL
	Number of Kilometers of LV Lines constructed	Km	315.545	925.09	875.06	0	0	50.03	0	Reports and Field visits	District, REG, EDCL

	Kilometers of Public light constructed on new roads	Km	75.65	115	0	0	40	35	40	Reports and Field visits	District, REG, EDCL
	Completion rate of extracting gas Industries constructed	%	5	100	0	0	10	30	60	Reports and Field visits	District, REG, EDCL
	Number of Km of public light maintained	Km	75.65	86	0	0	0	40	46	Reports and Field visits	District, REG, EDCL
Outcome 2: Increased universal access to electricity	Number of Productive users connected	Number	215	58	0	0	0	18	40	Reports and Field visits	District, REG, EDCL
	Number of commercial centers connected to electricity (cumulative)	Number	105	151	130	151	0	0	0	Reports and Field visits	District, REG, EDCL
	Number of cells connected	Number	N/A	21	3	1	5	6	6	Reports and Field visits	District, REG, EDCL
	Percentage of Public buildings protected with lightning arresters	%	N/A	90	0	40	50	0	0	Reports and Field visits	District, REG, EDCL, PSF
Priority area 2: Scale adoption of clean cooking technology											

Outcome: Increased adoption of clean cooking technology	Percentage of HHs using improving cooking technologies (Cooking stoves & Gas) (cumulative)	%	34.417	60	38	43	48	53	60	Reports and Field visits	District, PSF
SECTOR: Urbanization and rural settlement											
Priority area: Accelerate sustainable urbanization											
Outcome 1: Enhanced planned settlements	Area of detailed physical plans elaborated and implemented in designated urban and rural settlements	Ha	N/A	151	0	0	50	50	51	Reports and Field visits	District, LODA, RHA, MININFR A
	Number of commercial centers upgraded (Mubuga, Birambo, Shyembe)	Number	N/A	3	0	0	1	1	1	Reports and Field visits	District, LODA, RHA, MININFR A
	Number of improved cemeteries	Number	19	17	0	0	17	0	0	Reports and Field visits	District
	Percentage of land registered to the government on land purchased	%	25	100	100	100	100	100	100	100	Reports and Field visits

	through public interest										
Outcome 2: Increased construction of housing units	Number of social housing units constructed to facilitate relocations from HRZ	Number	N/A	250	0	50	30	70	80	Reports and Field visits	District, LODA, RHA, MINEMA
	Number of rural dwelling units constructed for relocations from scattered settlements with government support	Number	N/A	1,177	0	0	702	0	475	Reports and Field visits	District, LODA, RHA
SECTOR: ICT											
Priority area: Increase ICT infrastructures and digital literacy											
Outcome: Increased digital adoption	Number of citizens trained in basic digital literacy skills (15years above)	%	N/A	100	60	70	80	90	100	Reports and Field visits	District, MINICT
	% of households owning smartphones	%	36	85	45	55	65	75	85	Reports and Field visits	District, MINICT, RISA
	Proportion of households owning a mobile phone	%	78	100	80	85	90	95	100	Reports and Field visits	District, RISA
SECTOR: Financial sector development											
Priority area: Increase financial inclusion and promote Saving culture											

Outcome: Enhanced long-term savings and innovative financing mechanisms	Number of savers enrolled in long-Term Saving Scheme (EJOHEZA) increased	Number	92,305	90,000	14,500	15,000	19,000	22,000	19,500	Reports and Field visits	District, RSSB, BNR, MINECO FIN
	Number of district SACCOs set up	Number	0	1	0	0	0	0	1	Reports and Field visits	District, BNR, MINECO FIN
	Number of Umurenge SACCOs automated	Number	0	13	0	0	0	0	13	Reports and Field visits	District, BNR, MINECO FIN
	% of adults who have accounts in Umurenge SACCO	%	49.7	64	52	55	58	0	64	Reports and Field visits	District, BNR
Pillar 2: Social transformation											
SECTOR: Education											
Priority area: Improve access and quality of education at all levels											
Outcome 1: Improved quality of education in primary and secondary	Number of classrooms constructed and rehabilitated	Number	3119	205	26	52	49	45	33	Reports and Field visits	District, MINEDU C
	Percentage of primary school levels in single shift increased	%	86.44	100	90	92.5	95.5	97.5	100	Reports and Field visits	District, MINEDU C
	Number of new latrines constructed in schools	Number	4,357	464	64	100	100	100	100	Reports and Field visits	District, MINEDU C

	Number of schools with Trained teachers on delivering inclusive education increased (cumulative)	Number	157	194	162	171	180	187	194	Reports and Field visits	District, MINEDU C, REB
	Number of school libraries equipped with material	Number	13	47	7	10	5	8	4	Reports and Field visits	District, MINEDU C
	Schools of excellence constructed	Number	5	5	1	1	1	1	1	Reports and Field visits	District, MINEDU C
	Number of schools equipped with laboratory equipment	Number	13	34	6	6	6	6	10	Reports and Field visits	District, MINEDU C
	Provision of school feeding and capitation grant to schools	%	100	100	100	100	100	100	100	Reports and Field visits	District, MINEDU C
Outcome 2: Increased education outcomes	% of P1 students attended pre-primary	%	26.9	65	35	40	50	55	65	Reports and Field visits	District, MINEDU C
	Net enrolment rate in pre-primary	%	60.7	90	70	75	80	82	90	Reports and Field visits	District, MINEDU C

	Net enrolment rate in primary	%	92.4	99.5	98.2	98.5	98.7	99	99.5	Reports and Field visits	District, MINEDU C
	% of Dropout rate decrease in primary	%	5.3	3.9	5.1	4.8	4.5	4.2	3.9	Reports and Field visits	District, MINEDU C, NESA
	Repetition rate in Primary school decreased	%	32	15	30	25	22	20	15	Reports and Field visits	District, MINEDU C
	Net enrolment rate in lower secondary school	%	62.6	80	70	72	75	77	80	Reports and Field visits	District, MINEDU C
	Net enrolment rate in upper secondary school	%	63.5	80	72.3	75	77	79	80	Reports and Field visits	District, MINEDU C
Outcome 3: Enhanced access to TVET and sciences education	% of graduates from sciences (Exact séances) increased	%	57	80	63	67	71	75	80	Reports and Field visits	District, MINEDU C, REB, NESA
	% of graduates from TVET increased	%	33.6	60	40	45	50	55	60	Reports and Field visits	District, MINEDU C, RB, RTB, NESA
Outcome 4: Increased ICT integration	Comprehensive Assessment and Inspection data recorded	%	64	100	72	80	90	95	100	Reports and Field visits	District, MINEDU C

in education	(CAMIS & QAMIS)										
	Percentage of ICT equipment in schools increased	%	37.66	60	40	46	51	56	60	Reports and Field visits	District, MINEDU C
SECTOR: Health											
Priority area 1: Improve access to quality Health services											
Outcome 1: Improved healthcare services	Number of Dental chairs	Number	N/A	3	0	0	1	1	1	Reports and Field visits	District, MoH, RBC
	Number of ambulances purchased	Number	15	3	0	0	1	1	1	Reports and Field visits	District, MoH, RBC
	Number of health facilities provided with medical and non-medical high needed equipment	Number	N/A	1	0	0	0	1	0	Reports and Field visits	District, MoH, RBC, Partners
	Completion rate of construction Kibuye referral Hospital phase 2	%	N/A	100	0	0	100	0	0	Reports and Field visits	District, MoH, RBC, Partners
	Number of hospitalization ward for mental health cases constructed in Kirinda Hospital	Number	N/A	1	0	0	0	1	1	Reports and Field visits	District, MoH, RBC, Partners

	Number of Maternity wards constructed at Kirinda Hospital	Number	1	1	0	0	1	0	0	Reports and Field visits	District, MoH, RBC, Partners
	Number of maternities constructed at health center - Mwendo, Bigugu and Kirinda HC	Number	20	3	0	0	1	1	1	Reports and Field visits	District, MoH, RBC, Partners
	Number of Health Centers rehabilitated	Number	5	2	0	0	1	1	0	Reports and Field visits	District, MoH, RBC, Partners
	Number of Health Posts upgraded to second generation	Number	2	4	2	1	1	0	0	Reports and Field visits	District, MoH, RBC, Partners
	Number of public toilets constructed at health centers	Number	16	6	0	1	2	2	1	Reports and Field visits	District, MoH, RBC, Partners
	Number of Health Centers upgraded (Medicalise: HC with a Doctor and appropriate equipment and infrastructure) – Musango /	Number	N/A	2	0	0	1	1	0	Reports and Field visits	District, MoH, RBC, Partners

	Rwankuba Sector										
	Number of Health Post connected to electricity	Number	18	41	0	7	5	5	6	Reports and Field visits	District, MoH, RBC, Partners
	Proportion of health facilities with tracer health products among essential according to level of care	Number	95	95	95	95	95	95	95	Reports and Field visits	District, MoH, RBC, RMS, Partners
Outcome 2: Enhanced disease control and prevention	Proportion of Malaria incidence per 1000 population	rate	72/1000	30/1000	65/1000	55/1000	45/1000	35/1000	30/1000	Reports and Field visits	District, MoH, RBC, Partners
	Malaria mortality rate	%	0.9	0.4	0.8	0.7	0.6	0.5	0.4	Reports and Field visits	District, MoH, RBC, Partners
	% of eligible population covered by CBHI	%	90	100	100	100	100	100	100	Reports and Field visits	District, MoH, Partners
	Teenage pregnancy rate (per 1,000 teens)	rate	5	4.5	5	4.9	4.8	4.7	4.5	Reports and Field visits	District, MoH, RBC, Partners
	Proportion (%) of eligible population with mental and	%	25	33	25	25	25	28	33	Reports and Field visits	District, MoH, RBC, Partners

	neurological disorders who received mental health services (psychosis, depression, bipolar disorder and epilepsy)										
	% of population using modern contraceptives	%	55.7	65	58	60	63	64	65	Reports and Field visits	District, MoH, RBC, Partners
Outcome 3: Improved healthcare workforce	Doctor / population ration (GP and Specialist)	Ratio	1/11,863	1/11,000	1/11,692	1/11,519	1/11,346	1/11,173	1/11,000	Reports and Field visits	District, MoH, RBC, Partners
	Nurse/population ratio	Ratio	1/1,267	1/800	1/1,050	1/950	1/900	1/850	1/800	Reports and Field visits	District, MoH, RBC, Partners
	Midwife/pop ratio (women aged 15- 49)	Ratio	1/1,804	1/1,500	1/1,750	1/1,700	1/1,600	1/1,500	1/1,500	Reports and Field visits	District, MoH, RBC, Partners
	Lab technicians/ pop ratio	Ratio	1/7,789	1/5,000	1/7,750	1/7,700	1/7,600	1/6,000	1/5,000	Reports and Field visits	District, MoH, RBC, Partners
	Number of Dental Therapist in Health Center	Number	N/A	3	0	1	1	1	0	Reports and Field visits	District, MoH, RBC, Partners
Priority area 2: Reduce stunting											

Outcome: Reduced malnutrition among children	Prevalence of stunting among under five children	%	32.4	15	25	22	19	16	15	Reports and Field visits	District, MoH, RBC, Partners
	Number of ECD facilities established	Number	15	40	15	19	24	34	40	Reports and Field visits	District, Partners
	Percentage of children 3-6 years per Village attending ECD	%	95	98	95.5	96	97	97.5	98	Reports and Field visits	District, Partners
	% of children with acute malnutrition	%	85	85	85	85	85	85	85	Reports and Field visits	District, MoH, RBC, Partners
	Percentage of under 5 years Children screened for acute malnutrition	%	95	95	95	95	95	95	95	Reports and Field visits	District, MoH, RBC, Partners
	% of infant initiated with breastfeeding within the first hour and exclusively breastfeed for six months	%	97.3	98	97.4	97.5	97.7	97.9	98	Reports and Field visits	District, MoH, RBC, Partners
	Number of Nutrition week	Number	4	4	1	1	1	1	0	Reports and	District, MoH,

	campaign conducted									Field visits	RBC, Partners
	Percentage of parents with children aged 0-35 months benefiting from early child stimulation and positive parenting services through home visitations by CHWs	%	95	95	95	95	95	95	95	Reports and Field visits	District, MoH, RBC, Partners
	% of ECD settings meeting the minimum quality standards for accreditation	%	88	98	90	92	94	96	98	Reports and Field visits	District, MoH, RBC, Partners
	Percentage of health facilities complying with storage standards of nutrition commodities (FBF, milk and Ongera)	%	100%	100%	100%	100%	100%	100%	100%	Reports and Field visits	District, MoH, RBC, Partners
Priority area 3: Improve maternal and child health											
Outcome: Enhanced maternal	% of women attending ANC1 in first Trimester	%	48	65	57	59	61	63	65	Reports and	District, MoH,

and child healthcare										Field visits	RBC, Partners
	% of pregnant women attending at least four ANC visits	%	34	55	39.2	44.4	50	52	55	Reports and Field visits	District, MoH, RBC, Partners
	Maternal mortality ratio (maternal deaths per 100,000 live births)	rate	21	19	21	20.5	20	19.5	19	Reports and Field visits	District, MoH, RBC, Partners
	% of delivery at the health Facility level	%	95	98	96	97	97.5	98	98	Reports and Field visits	District, MoH, RBC, Partners
	% of Children fully immunized	%	95	95	95	95	95	95	95	Reports and Field visits	District, MoH, RBC, Partners
	Under-five mortality rate (deaths per 1,000 live births)	ratio	20	19	20	20	19	19	19	Reports and Field visits	District, MoH, RBC, Partners
	Neonatal mortality rate (neonatal deaths per 1,000 live births)	rate	13	12	13.8	13	12.5	12	12	Reports and Field visits	District, MoH, RBC, Partners

SECTOR: Social protection

Priority area: Enhancing graduation from poverty and extreme poverty and promoting resilience

Outcome 1: Reduced levels of poverty	% of the population in poverty	%	38.2	12	38.2	37	24	20	12	Reports and Field visits	District, LODA, Partners
	% of the population in extreme poverty	%	6.1	5	6.1	5.8	5.5	5.3	5	Reports and Field visits	District, LODA, Partners
	Graduation committee meetings conducted on a quarterly basis	Number	N/A	5	1	1	1	1	1	Reports and Field visits	District, LODA, Partners
	% of targeted participants through Social Registry Information System (both government and non-government organizations)	%	N/A	100	100	100	100	100	100	Reports and Field visits	District, LODA, Partners
	Number of targeted graduation participants receiving a full package	Number	N/A	33,806	-	-	10880	-	33,806	Reports and Field visits	District, LODA, Partners
	Rewarding ceremonies conducted for households	Number	N/A	5	1	1	1	1	1	Reports and Field visits	District, LODA, Partners

	graduating from poverty										
	% of graduation participants have graduated (with resilience) after completing a two-year cycle (gender disaggregated)	%	N/A	70	70	70	70	70	70	Reports and Field visits	District, LODA, Partners
	Annual joint graduation action plan developed, and implementation monitored	Number	N/A	1	1	1	1	1	1	Reports and Field visits	District, LODA, Partners
	% annual increase of contribution from JADF members to graduation programs	%	N/A	5	5	5	5	5	5	Reports and Field visits	District, LODA, Partners
Outcome 2: Increased provision of support for vulnerable households	Vulnerable genocide survivors linked to IGAs	Number	100	500	100	100	100	100	100	Reports and Field visits	District, LODA, Partners
	Number of genocide survivors supported with shelter	Number	1851	336	24	10	82	220	-	Reports and Field visits	District, LODA, Partners

No % of vulnerable people without decent shelter reduced	%	50	80	50	60	70	75	80	Reports and Field visits	District, LODA, Partners
Proportion of targeted households with children under 2 years received nutrition sensitive social safety nets	%	90	90	90	90	90	90	90	Reports and Field visits	District, LODA, Partners
Number of cows distributed to vulnerable households	Number	6,736	5,783	600	1,200	1,500	1,700	783	Reports and Field visits	District, LODA, Partners
Number of goats distributed to vulnerable households	Number	285	4,400	300	1,200	1,300	1,500	100	Reports and Field visits	District, LODA, Partners
Number of pigs distributed to beneficiaries' households	Number	222	3,518	372	700	1,000	1,200	246	Reports and Field visits	District, LODA, Partners
Number of chickens distributed to beneficiaries' households	Number	N/A	25,600	3,000	5,000	6,000	6,000	5,600	Reports and Field visits	District, LODA, Partners
Number of sheep	Number	99	2,103	0	400	700	800	203	Reports and	District, LODA,

	distributed to beneficiaries' households									Field visits	NCPD, NUDOR, Partners
	Operationalization rate of PWD committees	%	75	100	75	100	100	100	100	Reports and Field visits	District, LODA, Partners
	Cooperatives of PWDs supported	Number	4	28	4	4	8	6	6	Reports and Field visits	District, LODA, RCA, NCPD, Partners
	% of older people, PWDs and children covered by social protection	%	80	100	80	85	90	95	100	Reports and Field visits	District, LODA, NCPD, Partners
	Number of DDMAC meetings conducted on a quarterly basis	Number	20	20	4	4	4	4	4	Reports and Field visits	District, Partners
Outcome 3: Enhanced disaster response	% of households affected by shocks receive support	%	N/A	100	100	100	100	100	100	Reports and Field visits	District, LODA, Partners
	Percentage of District Disaster Management Plan implementation	%	N/A	100	30	40	60	80	100	Reports and Field visits	District, LODA, Partners
SECTOR: Water and sanitation											
Priority area: Increase access to clean water											

Outcome 1: Increased access to clean drinking water	% of households with access clean water	%	91	100	92	95	97	97	100	Reports and Field visits	District, LODA, WASAC, Partners
	Number of public institutions connected to clean water	Number	156	37	17	15	5	0	0	Reports and Field visits	District, LODA, WASAC, Partners
Outcome 2: Increased sanitation services	% of waste management increased	%	75	100	80	85	90	95	100	Reports and Field visits	District, LODA, WASAC, Partners
	Number of HHs and public institutions with rainwater harvesting system	Number	28,251	66,481	13,297	13,296	13,296	13,296	13,296	Reports and Field visits	District, LODA, WASAC, Partners
	Number of fecal sludge/sewerage system treatment plants constructed and operational	Number	N/A	1	0	0	0	0	1	Reports and Field visits	District, LODA, WASAC, Partners
	Construction of Kivu belt water supply system	%	N/A	100	50	90	100	100	100	Reports and Field visits	District, WASAC
	km of water network constructed	Km	998	177	177	-	-	-	-	Reports and Field visits	District, WASAC

	upgraded/rehabilitated										
	Number of modern landfills constructed and operational	Number	N/A	1	0	0	0	0	1	Reports and Field visits	District, LODA, WASAC, Partners
Pillar 3: Transformational governance											
SECTOR: Governance and Decentralization											
Priority area 1: Strengthen capacity, service delivery and accountability of public Institutions											
Outcome: Increased citizen satisfaction derived from services public services	Number of Cell offices Rehabilitated	Number	76	12	3	0	3	3	3	Reports and Field visits	District
	Number of sector offices Rehabilitated	Number	1	1	0	0	0	0	1	Reports and Field visits	District
	Percentage of newly recruited staff provided with Induction courses	%	100	100	100	100	100	100	100	Reports and Field visits	District
	Percentage of District staff provided with office equipment	%	100	100	100	100	100	100	100	Reports and Field visits	District
	Number of governance inspections at District, Sector and Cell levels	Number	2	10	2	2	2	2	2	Reports and Field visits	District, MINALOC, MINIJUST
	Number of public toilets at	Number	42	46	3	10	10	10	13	Reports and	District

	Cell Offices constructed									Field visits	
	Percentage of citizen satisfied with their participation in elaboration of district plan, Imihigo and Budget	%	60	80	70	73	75	78	80	Reports and Field visits	District, MINIJUS T, MINALOC, RGB
	Percentage of women elected in local government councils (district, sector, cell, village level)	%	30	50	30	35	40	45	50	Reports and Field visits	District, NWC, GMO, MINIJUS T
	Percentage increase of JADF contribution to district development budget	%	40	92.5	70	80	90	91	92.5	Reports and Field visits	District, JADF
	Percentage of citizens satisfied with complaints solving by LGs	%	76	85	77	78	80	83	85	Reports and Field visits	District, RGB
	Percentage of citizens satisfied with local government services	%	91	95	92	93	94	95	95	Reports and Field visits	District, RGB

Priority area 2: Increasing citizens participation and engagement in development												
Outcome: Increased citizen participation in governance and development	Number of accountability days organized at District and Sector levels	Number	2	10	2	2	2	2	2	2	Reports and Field visits	District, GMO, RGB
	Percentage of citizens participating in different elections in free and fair atmosphere	%	99.8	100	100	100	100	100	100	100	Reports and Field visits	District
	Percentage of LED projects developed and implemented from District potentiality maps	%	N/A	90	90	90	90	90	90	90	Reports and Field visits	District, LODA
	Number of jobs created by green, gender-inclusive LED projects implemented in districts	Number	N/A	30,000	6,000	6,000	6,000	6,000	6,000	6,000	Reports and Field visits	District, LODA, GMO, NWC
SECTOR: Justice, Reconciliation, Law and Order												
Priority area 1: Strengthen Justice, law and order												
Outcome: Increased decentraliz	Number of MAJ Services performed at sector level	Number	N/A	13	0	13	0	0	0	0	Reports and Field visits	District, LODA, MINIJUST

ation of services	Number of JRLOS Committees operationalized	Number	4	4	0	1	1	1	1	Reports and Field visits	District, MINIJUST
	Percentage of Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining)	%	N/A	100	100	100	100	100	100	Reports and Field visits	District, MINIJUST
	Increased rate of participation in community work	%	100	100	100	100	100	100	100	Reports and Field visits	District
	Increased monetary value of community work	Number	570,000	3,250,000	650,000	650,000	650,000	650,000	650,000	Reports and Field visits	District
	% Rate of National women council operationalized	%	100	100	100	100	100	100	100	Reports and Field visits	District, NWC
	National women council meeting sessions supported	Number	2	10	2	2	2	2	2	Reports and Field visits	District, NWC
	% Rate of National women	%	100	100	100	100	100	100	100	Reports and	District, NWC

	council's annual performance contracts successfully achieved									Field visits	
	% Rate of National Youth Council operationalized	%	100	100	100	100	100	100	100	Reports and Field visits	District, NYC
	Increasing support to the National youth council to achieving their annual performance contracts	%	100	100	100	100	100	100	100	Reports and Field visits	District, NYC
	% Rate of National Youth Council's annual performance contracts successfully achieved	%	100	100	100	100	100	100	100	Reports and Field visits	District, NYC
Priority area 2: Establishing sustainable mechanisms for resolving citizens' complaints											
Outcome: Enhanced security and unity among Rwandans	Number of Genocide memorial sites merged, preserved and conserved	Number	15	3	0	1	1	1	0	Reports and Field visits	District, MINIBUM WE, RGB

Status of Unity and reconciliation	%	94.7	100	100	100	100	100	100	100	Reports and Field visits	District, MINIBUM WE, RGB
Number of DASSO Increased	Number	131	275	55	55	55	55	55	55	Reports and Field visits	District
Number of professional local patrols formed per village	Number	15	70	14	14	14	14	14	14	Reports and Field visits	District
Equipment for local security patrol bought	Number	1	14	2	3	3	3	3	3	Reports and Field visits	District
Number of public buildings with surveillance cameras operationalized	Number	1	13	2	2	3	3	3	3	Reports and Field visits	District
Preventing and fighting against human trafficking	%	N/A	100	100	100	100	100	100	100	Reports and Field visits	District, MINIBUM WE, RGB
Capacity building of Local security organs	%	95	100	100	100	100	100	100	100	Reports and Field visits	District
% prevention and reduction of drug abuse	%	89	99.7	99.7	99.7	99.7	99.7	99.7	99.7	Reports and	District, MOYA, NYC

										Field visits	
	Number of Citizen forums (Inteko z'Abaturage) operationalized	Number	48	48	48	48	48	48	48	Reports and Field visits	District, MINALOC
	Proportion of teenage mothers who were reintegrated to school	%	45	45	45	45	45	45	45	Reports and Field visits	District, MINALOC, MIGEPROF
	Percentage of identified GBV and child abuse victims reached Isange One Stop Center received reintegrated services/ support	%	60	60	60	60	60	60	60	Reports and Field visits	District, MINALOC, MIGEPROF
	Level of operationalization of Child Labor Elimination and Prevention Committee at District, Sector, Cell and Village level	%	100	100	100	100	100	100	100	Reports and Field visits	District, MINALOC, MIGEPROF
	Percentages of delinquents benefitted from	%	100	100	100	100	100	100	100	Reports and	District, MINALOC,

	preliminary rehabilitation									Field visits	MIGEPR OF
	Percentage of identified street children reunified with families	%	100	100	100	100	100	100	100	Reports and Field visits	District, MINALOC, MIGEPR OF
	Number of Umugoroba w'Imiryango operationalized	Number	12	48	48	48	48	48	48	Reports and Field visits	District, MINALOC
	Percentage of identified child protection cases from July 2025 to June 2026 handled by District (Cases from IZU, 711 hotline and other channels).	%	90	90	90	90	90	90	90	Reports and Field visits	District, MINALOC, MIGEPR OF
	Number of Legal Aid week organized for vulnerable people including PWDs, Children, Pregnant women, Refugees	Number	4	4	4	4	4	4	4	Reports and Field visits	District, MINIJUST, MAJ, Partners
	Level of Citizen satisfaction with	%	N/A	91.4	70	80	87.4	88	91.4	Reports and	District, MINIJUST

	legal aid services									Field visits	T, MAJ, Partners
	Level of citizen satisfaction with MAJ effectiveness	%	N/A	83	60	70	79	81	83	Reports and Field visits	District, MINIJUST, MAJ, Partners
	Number of cases (disaggregated by gender, disability, age and type) received and handled by MAJ	Number	N/A	879	500	600	808	850	879	Reports and Field visits	District, MINIJUST, MAJ, Partners
	Number of people reached in anti-corruption and anti-injustice dialogues	Number	N/A	6,204	1,240	1,240	1,240	1,241	1,243	Reports and Field visits	District, MINIJUST, MAJ, Partners
	Number of Ndi Umunyarwanda sessions conducted in different groups	Number	4	20	4	4	4	4	4	Reports and Field visits	District, MINIJUST, Partners
	Number dialogues conducted during Unity and resilience month	Number	4	20	4	4	4	4	4	Reports and Field visits	District, MINIJUST, Partners
	Number of social healing and reintegration	Number	4	20	4	4	4	4	4	Reports and Field visits	District, MINIJUST, Partners

sessions conducted											
Number of Community Policing actors trained including youth volunteers	Number	N/A	30,866	6,173	7,173	6,173	5,673	5,674	Reports and Field visits	District, MINIJUST, Partners	
% of Disputes handled by Abunzi Committees against total received	%	99	99	99	99	99	99	99	Reports and Field visits	District, MINIJUST, Partners	
% of courts judgements executed	%	85	85	85	85	85	85	85	Reports and Field visits	District, MINIJUST	
Percentage of government funds recovered from recoverable won case (Amount of public Asset Recovery Increased)	%	85	85	85	85	85	85	85	Reports and Field visits	District, MINIJUST	
Proportion of youth enrolled in Voluntary National Service (Urugerero)	%	75	95	75	85	93.5	94	95	Reports and Field visits	District, NYC	
SECTOR: Sports and culture											
Priority area: Reinforce Rwandan culture and values as a foundation for unity											

Outcome: Enhanced culture, values, and norms among Rwandans	Number of villages with effectively operational Itorero structures	Number	537	537	537	537	537	537	537	Reports and Field visits	District, NIC, MINALO, Partners
	Number of schools with effectively operational Itorero structures	Number	189	189	189	189	189	189	189	Reports and Field visits	District, NIC, MINALO C, Partners
	Itorero operationalization in primary, secondary/TVET & Higher Education	%	100	100	100	100	100	100	100	Reports and Field visits	District, NIC, MINALO C, Partners
	Number of PWD sports teams supported	Number	3	4	4	4	4	4	4	Reports and Field visits	District, NCPD, Partners
	Number of public libraries available	Number	1	5	1	0	0	2	2	Reports and Field visits	District, Partners
	Number of Village Knowledge hubs equipped	Number	13	13	0	4	3	3	3	Reports and Field visits	District, Partners
	SECTOR: PFM										
Priority area: Enhance effective Public Financial Management											

Outcome: Improved public finance managem ent	Percentage of implementation of OAG audit recommendation	%	79	80	80	80	80	80	80	Reports and Field visits	District, OAG
	Percentage of NBAs audited (cumulative)	%	21	80	40	60	70	75	80	Reports and Field visits	District, OAG
	Unqualified audit opinions allowed by the OAG	Number	2	3	3	3	3	3	3	Reports and Field visits	District, OAG
	Number of PFM Meetings conducted	Number	4	12	12	12	12	12	12	Reports and Field visits	District, OAG
	Number of District Staff trained (ICT, PFM, Planning and Budgeting process, corruption prevention regulations, Human Resource Management laws and regulations)	Number	331	452	452	452	452	452	452	Reports and Field visits	District
	Amount of district own revenues	RWF	1,120,096,783	1,775,364,980	1,213,696,408	1,314,993,110	1,466,083,801	1,611,176,311	1,775,364,980	Reports and	District, RRA

	collected (cumulative)										Field visits	
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List of consulted stakeholders

Table 5: List of stakeholders consulted in Karongi DDS elaboration

Institution	Service/Unit	Position
District Government	District Executive committee	Vice mayor economic affairs
	District Executive committee	Vice mayor social affairs
	District Executive council	Secretary good governance commission
	Education unit	Director of education
	Education unit	Education officer
	Health unit	Director of health
	Health unit	Planner – health unit
	Agriculture and Natural Resource Unit	Director of agriculture
	Good governance unit	Director of good governance
	Good governance unit	JADF officer
	Good governance unit	Youth Center coordinator
	Planning, Monitoring and Evaluation Unit	Director of planning
	Planning, Monitoring and Evaluation Unit	Monitoring and Evaluation officer
	Social Development Unit	Social protection officer
	Business development and employment unit	BDEU officer
	Infrastructure One Stop center	OSC officer