



The Republic of Rwanda



Imihigo

2021/2022

Evaluation report

National Institute of Statistics of Rwanda



General Report of Imihigo 2021/2022 Evaluation

September 2022

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P.O. Box 6139, Kigali, Rwanda; Telephone: (250) 252 571 035

E-mail: info@statistics.gov.rw; Website: <http://www.statistics.gov.rw>

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Acronyms

CoK	:City of Kigali
ECD	:Early Childhood Development
EDPRS	:Economic Development and Poverty Reduction Strategy
FGD	:Focus Group Discussions
ICT	:Information Communication Technology
IPAR	:Institute of Policy Analysis and Research
JADF	:Joint Action Development Forum
MIDIMAR	:The Ministry of Disaster Management and Refugees
MIFOTRA	:The Ministry of Public Service and Labour
MIGEPROF	:The Ministry of Gender and Family Promotion
MINAFET	:The Ministry of Foreign Affairs, Cooperation and East African Community
MINAGRI	:The Ministry of Agriculture and Animal Resources
MINECOFIN	:Ministry of Finance and Economic Planning
MINIJUST	:The Ministry of Justice
MINILAF	:The Ministry of Land and Forestry
MINISPOC	:The Ministry of Sport and Culture
MINIYOUTH	:The Ministry of Youth
MITEC	:The Ministry of information technology and communication
MoE	:The Ministry of Environment
MUSA	:Mutual Health Insurance
NISR	:National Institute of Statistics of Rwanda
NST	:National Strategy for Transformation
PPP	:Public-Private Partnerships
RDB	:Rwanda Development Board
RGB	:Rwanda Governance Board
RMPGB	:Rwanda Mines, Petroleum and Gas Board
SDG	:Sustainable Development Goals
SMART	:Specific, Measurable, Achievable, Relevant and Timely
SME	:Small and Medium Enterprise
TVET	:Technical and Vocational Education Training
VUP	:Vision 2020 Umurenge Program

Foreword

Imihigo initiative is one of the home-grown solutions embarked on by the Government of Rwanda to address some of the most pressing challenges that the country faces. The significance of home-grown solutions is in their ability to mobilize Rwandans to take part in their own development and aspirations. When

Rwandans are able to identify with the sets of interventions that are intended to help them solve some of the problems they face, then they are able to not only fully take part as active participants but also to assume ownership of these solutions.

Since its inception in 2006, Imihigo Performance Contracts have served as a powerful tool for driving positive change in the lives of Rwandans. These contracts, signed between government ministers, district mayors, senior executives of various Boards (parastatals), and the Head of State, are aimed at accelerating the realization of the country's development ambitions as outlined in national strategic plans. This close alignment with national development goals, including Vision 2050, the National Strategy for Transformation (NST1), and the Sustainable Development Goals (SDGs), underscores the interconnectedness of Imihigo with Rwanda's broader development agenda.

Generally, the main objective of Imihigo evaluation is to examine whether Imihigo targets have been achieved. In addition, areas of strengths and weaknesses are identified as best practices and lessons to learn from for future improvement.

As this report shows, greater collaboration with stakeholders leads to equally significant improvement in results. We hope that this report will help to shape the future of Imihigo, from planning to the reporting.



Murangwa Yusuf
Director General, NISR



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Summary

In an effort to achieve sustained social and economic development, Rwanda made significant reforms and aspires to become a middle-income country by 2035 and High-Income Country by 2050. This will be achieved through a series of National Strategies for Transformation (NST), underpinned by sectoral strategies focused on achieving the Sustainable Development Goals.

Imihigo has demonstrated to be a strong planning; implementation and monitoring tool to not only deliver the NST1 targets but also to sustain the momentum towards delivering the global and national development goals.

Every year, both central and local government choose from their action plans a number of activities with clear targets to be given a particular attention because they will play a vital role in improving the living conditions and service delivery. These selected activities and/or projects constitute Imihigo or performance contracts.

At the end of every fiscal year, an evaluation is conducted to assess the extent to which the targets were achieved and to identify gaps that can inform potential improvements in Imihigo planning and implementation.

Evaluation Methodology

To track Imihigo achievements, the National Institute of Statistics of Rwanda (NISR) as an independent evaluator conducted two evaluations: the midterm evaluation and the final evaluation. The two evaluations were carried out at different times but their findings were considered during data analysis in the final evaluation.

For the purpose of collecting complete and reliable data, Imihigo evaluation methodology consists of a comprehensive review of Imihigo implementation reports and associated documents, field visit of sampled

Imihigo projects, focus group discussions and interviews with beneficiaries.

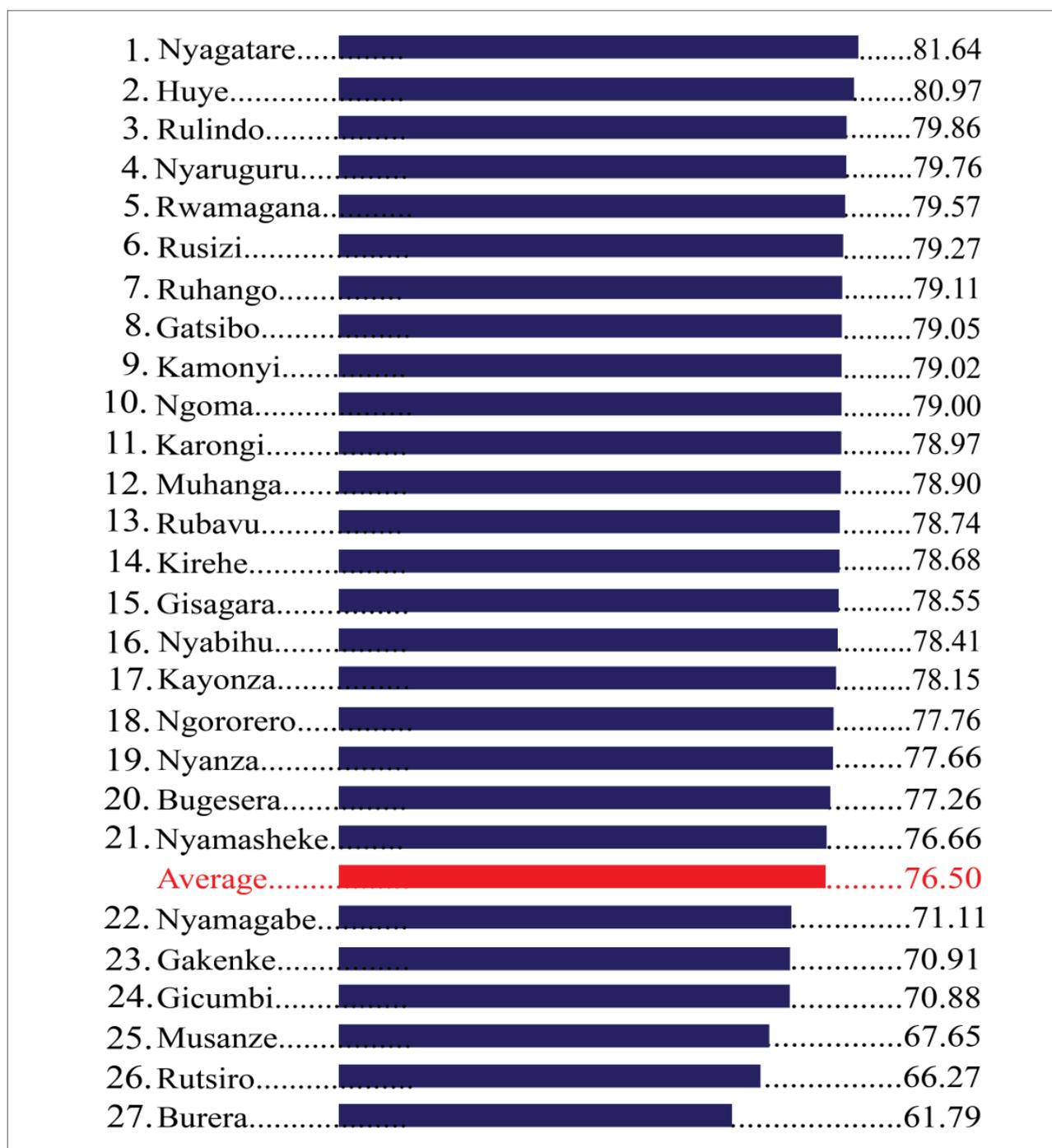
The evaluation process also covers a sample of activities in the annual action plans of implementing institutions.

Performance at Glance

- **Performance of Joint Imihigo:** Joint Imihigo are sector-specific activities or projects that are set and implemented in a partnership between ministries, agencies and districts to deliver certain projects. Of all 2021/2022 Joint Imihigo, Exports registered the highest score of 95.10% while Job Creation registered the lowest performance at 57.44%.
- **Performance of Imihigo at the Central level:** The final evaluation of Imihigo 2021/2022 revealed that Ministries and Boards implemented their Imihigo at 78.70% in Economic Transformation, 73.64% in Transformational Governance Cluster and 73.25% in Social Transformational Cluster.
- **Performance of Imihigo at District level and the City of Kigali:** In 2021/2022, the average of Districts' performance is 76.50%. Only three districts are below 70%. Imihigo of Economic Transformation pillar registered the highest average score of 89.36%; Social Transformation pillar recorded 81.63% while Transformational Governance scored 75.13%.

The City of Kigali implemented its Imihigo at 75.53%. Issues related to human security and transformational leadership were addressed at 66.99% on average by Districts and 66.02% in CoK. The performance of districts is summarized in the graph below.

Figure 1: Imihigo 2021/2022, Districts Scores



Observations

The following are main factors that were identified as key drivers of good performance in implementation process of 2021/2022 Imihigo across all provinces and City of Kigali:

- **Good coordination and engagement of Imihigo Stakeholders:** Strong coordination of various district partners including private sector, nongovernment organizations and citizens is playing a vital role in strategically channeling their contributions in planning and implementation of Imihigo. The role is played mainly by members of Joint Action Development Forums (JADF) and District councils. This resulted in high levels of understanding, ownership and strong commitment to Imihigo achievements;
- **Enhanced mechanisms and innovations for regular monitoring of Imihigo implementation:** Regular monitoring and continuous follow-up of Imihigo implementation at all levels through ICT platforms such as Webex, Zoom and Whatsapp played a vital role mainly in the first quarters of this FY;
- **Strong collaboration and teamwork spirit:** Results show that the implementation of joint Imihigo is the result of close collaboration between all the implementing institutions; the central and local government institutions;
- **Early implementation of procurement plan** and starting the implementation of Imihigo on time to avoid working on pressure at the last minute, “mbikore kare ngereyo ntavunitse”;
- **Innovations culture in the implementation and monitoring of Imihigo:** Use of innovative approaches were used to foster implementation and regular monitoring of Imihigo, especially the ones that needed particular attention. These innovations are for instance the “Tujyanemo Program”, Delivery forum, Wisigara program, crime free village, teen mother’s evening program, igitondo cy’isuku, Tubakarabye bake, kundwa kibondo initiative, Nezererwa kibondo, Ntunsige turajyana, umujyanama week, insina & ikawa ya mutuele, etc...;
- **Competitive spirit:** the culture of Excellence and the attitude of accountability are perceived as one of the driving factors to speed up the implementation of Imihigo.

Besides, the evaluation findings revealed some challenges faced during the 2021/2022 Imihigo implementation.

Challenges of Imihigo implementation in 2021/2022 fiscal year

Many challenges arose during the implementation of Imihigo in 2021/2022 Fiscal Year. The following are key ones:

- ✓ Understaffed organization structures of implementing institutions negatively affected implementation of Imihigo. Vacant positions in implementing institutions take a toll on remaining employees. The work still needs to be completed, which puts extra workload and pressure on other employees. In addition, newly appointed executive committees in districts whose experience in Imihigo Coordination is under development, delayed the implementation of some Imihigo;
- ✓ Delays in delivering the required equipment affected the timely implementation of Imihigo. The case of connections to electricity because of the delay of cash power and transformers is one among others.
- ✓ Epidemic diseases in livestock farming like Rift Valley fever has led to the decline of livestock markets and challenged Districts to implementing the related Imihigo.

Recommendations

- The current level of Planning and implementation coordination should be maintained to ensure that Imihigo are serving the purpose of achieving the transformation that Rwanda is aspiring to;
- The current level of stakeholders involvement in Imihigo (from planning to implementation and reporting) should be maintained and improved;
- Timeframes of Imihigo implementation should be respected to avoid pressures towards the end of the Fiscal Years;
- Gaps in staff structures within implementing institutions should be filled and capacities of new executive committees strengthened for the management of Imihigo implementation;
- Peer learning meetings should be undertaken to facilitate sharing of experience and good practices in planning and implementation of Imihigo.

Chapter 1: General Introduction

The Government of Rwanda (GoR) introduced Imihigo In 2006 as a performance based management tool to strengthen strategic planning, accountability and to improve service delivery in the central and local government. Since then, Imihigo or performance contracts were adopted as a vital tool to implement efficiently and effectively the development programs as well as to improve the quality of public service delivery. Every year, both central and local government select a number of activities or projects from their action plans that will constitute Imihigo. At the end of the fiscal year, an evaluation is conducted to assess the extent to which institutions have achieved their targets. This evaluation is done by The National Institute of Statistics of Rwanda (NISR) since 2017/2018.

1.1. Rationale of Imihigo Evaluation

Imihigo as a tool for planning and implementation of development programs have lived their usefulness that continues to be used as vector towards achievement of country objectives as mentioned in various development policies and programs such as the first National Strategy for Transformation (NST1) whose aim is to achieve high standards of living conditions for all Rwandans by 2023/2024.

Activities to be included in Imihigo or performance contracts are derived from Sector Strategic Plans (SSPs), Districts Development Plans (DDPs), Cabinet resolutions, National Consultations (Umushyikirano), Leadership retreats and grassroots consultations. These activities are clustered in three broad NST1 pillars: social development, good governance and economic development. They (Imihigo) are given a higher priority if compared to other activities in the annual action plans of districts, ministries and boards. The remaining activities in the action plans are also considered. A high attention is given to activities that deal with public service delivery, and other activities that have a greater impact on community well-being and public finance management. Imihigo in ministries and boards are grouped according to clusters they (ministries and boards) belong to. The following table illustrates the way they are grouped.

Table 1: Ministries and Boards in their pillars classification in 2021/2022

	Cluster	Ministries and Boards
Imihigo for Ministries	Economic Cluster	The Ministry of infrastructure (MININFRA), Ministry of trade and Industry (MINICOM), The Ministry of Agriculture and Animal Resources (MINAGRI), The Ministry of Finance and Economic Planning (MINECOFIN), The Ministry of ICT and Innovation (MINICT), The Ministry of Environment (MoE), the Rwanda Development Board (RDB), the Rwanda Mines, Rwanda Petroleum and Gas Board (RMB) and Rwanda Water Resources Board (RWB).
	Social Cluster	The Ministry of Education (MINEDUC), The Ministry of Health (MoH), The Ministry of Sports (MINISPORTS), The Ministry of Public Service and Labor (MIFOTRA), The Ministry in Charge of Emergency Management (MINEMA), The Ministry of Gender and Family Promotion (MIGEPROF), The Ministry of Youth and Culture (MYCULTURE),
	Governance and Justice Cluster	The Ministry of Local Government (MINALOC), The Ministry of Defense (MoD), The Ministry of Justice (MINIJUST), The Ministry of Foreign Affairs, Cooperation and East African Community (MINAFFET), the Rwanda Governance Board (RGB), Ministry of Interior (MININTER), Ministry of National Unity & Civic Engagement (MINUBUMWE)

According to their nature, there are Imihigo that are implemented in a joint manner. The following table presents Institutions grouped in clusters of Joint Imihigo.

Table 2: Institutions in clusters of 2021/2022 Joint Imihigo

Cluster	Ministries and Boards
Agriculture	MINAGRI/RAB, MINALOC, MINICOM, RDB, DISTRICTS and CoK
Energy	MININFRA, MoE, MINEDUC, MINISANTE, MINALOC, DISTRICTS and CoK
Exports	RMB, MINAGRI, RDB, MINICOM, DISTRICTS and CoK
Job Creation	MINALOC, RDB, MINEDUC, MINICOM, MIGEPROF, MYCULTURE, MINECOFIN, MYCULTURE, MoE, MININFRA, MIFOTRA, DISTRICTS and CoK
Service Delivery	MINALOC, RGB, MINICIT, RDB, MIFOTRA, MINIJUST, MINEDUC, MIFOTRA, DISTRICTS and CoK
Social Protection	MINALOC, MINAGRI, MINAGRI, MINUBUMWE, MIGEPROF, MINIJUST, MINEMA, MINEDUC, MINISANTE, MINECOFIN, DISTRICTS and CoK
Urbanization	MININFRA, MINECOFIN, DISTRICTS and CoK

At the end of the fiscal year, an evaluation was conducted to determine the extent to which ministries, boards and districts have achieved their objectives and contributed to improvements in the socio-economic wellbeing of citizens.

1.2. Objectives of Imihigo Evaluation

Generally, the main objective of Imihigo evaluation is to examine whether Imihigo targets have been achieved. In addition, areas of strengths and weaknesses are identified as best practices and lessons to learn from for future improvement. Objectives of Imihigo evaluation are illustrated by the following figure.

Figure 2: Specific objectives of Imihigo evaluation



1.3. Relevance of Imihigo planning, implementation and evaluation

The salient features embedded in Imihigo planning, implementation and evaluation respond to the three pillars, which define the development path of Rwanda, and highlights the correlation of Imihigo achievements and their contribution to intended NST1 strategic outcomes. Specifically, they illustrate the way economic, social and governance objectives and targets are being aligned to national and district priorities and the extent to which national objectives and targets are being achieved at the end of the fiscal year.

The evaluation of Imihigo is effective and plays its role if and only if the following conditions are fulfilled: (1) during the planning process, efforts are made to ensure

that related indicators are Specific, Measurable, Attainable, Relevant and Time Bound (SMART) and (2) during the implementation process, all relevant reports and other supporting documents are properly done and archived for evidence-based evaluation process.

1.4. Consideration of Annual Action Plans

Imihigo are a portion of all activities in the overall annual work plans of districts, ministries and boards. To ensure a holistic evaluation of institutions' work, consideration of action plans allows balancing between prioritization of key development projects and all other activities outlined in action plans. The annual action plan has a considerable weight of 25% in the final score.

1.5. Human Security Issues and Transformational Leadership

The CoK and districts efforts in addressing issues related to “Human Security” and “transformational leadership” are taken into account.

The Human Security issues that were prioritized in this year's evaluation include shelters and toilets for vulnerable households and the proportion of children with acute malnutrition, among others. The districts' efforts to address these issues were evaluated by a task force led by MINALOC.

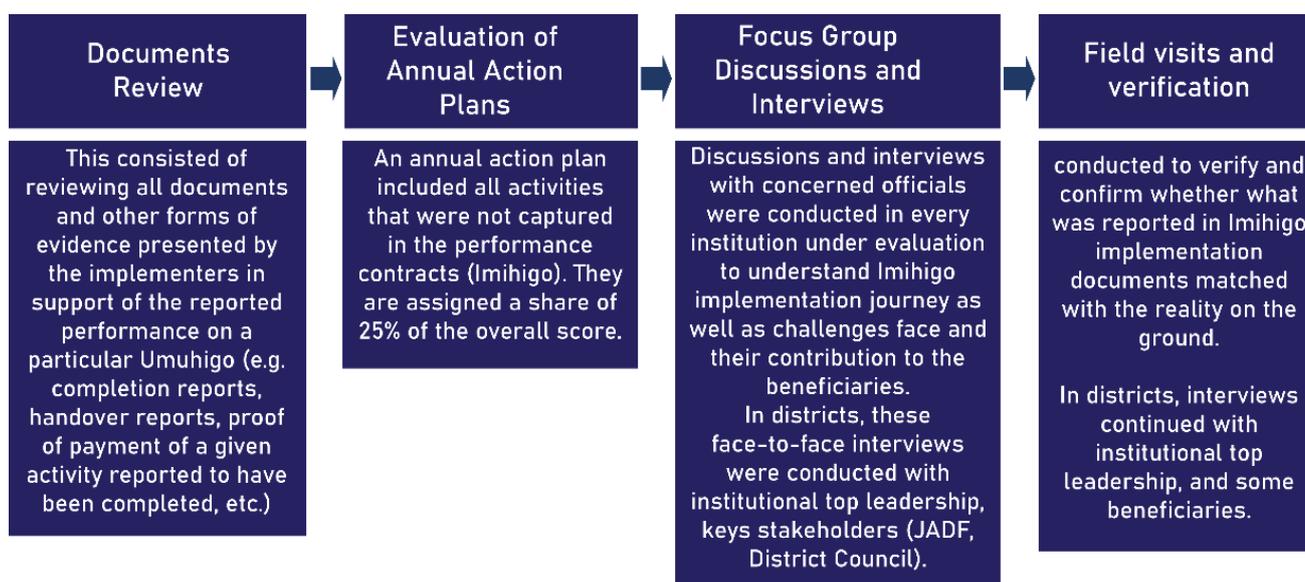
Chapter 2: Methodology of final evaluation of 2021/2022 Imihigo

The final evaluation of 2021/2022 Imihigo followed a methodology that has been refined in 2017/2018 to ensure that achievements against the set Imihigo targets are tangibly and accurately measured. A number of criteria were set to guide the evaluation process. They include assessment of the extent to which the 2021/2022 Imihigo targets were achieved and their alignment to the NST1 objectives.

2.1. Evaluation approach

The evaluation consisted of reviewing Imihigo documents that support achievements; focus group discussions with officials in central government, districts and the City of Kigali (the executive committees, district councils, and members of the Joint Development Action Forum); spot-checks of sampled Imihigo for counter verification at field level; and interviews with beneficiaries. The implementation of annual action plans was also evaluated through sampled activities. The diagram below summarizes each step.

Figure 3: Steps of Imihigo evaluation Methodology



2.2. Imihigo classification and Categories

Imihigo are classified according to the NST1 pillars: Economic Transformation, Social Transformation and Transformational Governance. In addition, Imihigo are grouped in the following types:

- Joint Imihigo: they are specific activities whose targets are jointly pledged by ministries, boards and districts. These are mainly in the following seven

areas: energy, export, urbanization and settlement, agriculture, service delivery, job creation and social protection. They are weighed at 30% and 10% for ministries and districts respectively. This is due to the level of corresponding responsibility.

- Individual Imihigo: they consist of a set of targets whose implementation lies under the full responsibility of a single institution (a Ministry, a Board or a District). For similar reasons, these are weighed at 40% and 30%.

In addition to these two categories, Imihigo are also set in two groups based on the utilization of their progressive implementation. They are Output Imihigo and Outcome Imihigo as described below:

- Output Imihigo: they constitute activities that cannot be put to use unless they have achieved completion (e.g. construction of bridges, houses, hospitals, markets, etc.). They are given a score of 100% if completed on time as planned, otherwise they are given 0%;
- Outcome Imihigo: these are activities that can be put to use progressively as they get implemented (e.g. terraces, connectivity to electricity, access to health insurance, etc.). They are evaluated based on the progressive level of achieved results at the time of the verification.

2.3. Evaluation Modalities and Scoring

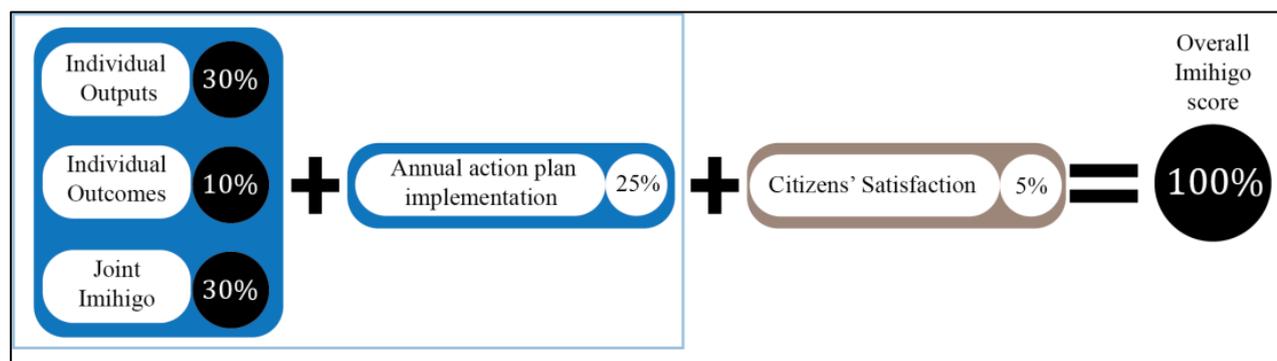
The evaluation modalities summarizing the above methodology are presented in Table 3 below.

Table 3: Evaluation Modalities

	Evaluation component	Evaluation modalities		
		For Districts	For Ministries	
Output indicators	Completeness of Umuhigo	1: Completed 0: Not completed	1: Completed 0: Not completed	
	Quality of Umuhigo	1: Excellent 0.75: Above average 0.50: Average 0.25: Below average	1: Excellent 0.75: Above average 0.50: Average 0.25: Below average	
		Timeliness of Umuhigo	1: Completed 0: Not completed	1: Completed 0: Not completed
		Outcome indicators	Full score for achieved target or above. Proportionately to what extent the progress has been made in case target not achieved	Full score for achieved target or above; Proportionately to what extent the progress has been made in case target not achieved
Citizens' satisfaction	Proportionately to what extent progress has been made	Proportionately to what extent progress has been made		
Citizens' participation	Proportionately to what extent progress has been made	Not Applicable		
Annual action plan implementation and budget	Proportionately to what extent activities are implemented and budget execution	Proportionately to what extent activities are implemented and budget execution		

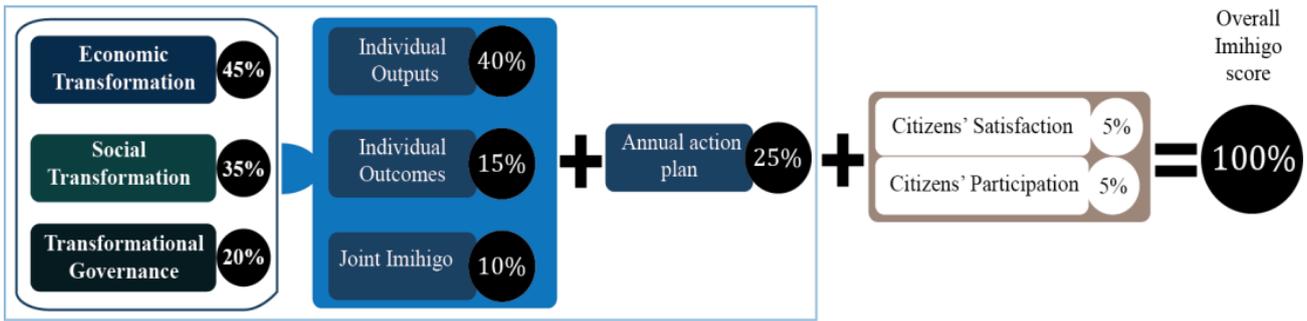
The Scores of “citizens’ satisfaction” and “citizen participation” are taken from the Citizen Report Card conducted each year by RGB. Figure 4 and Figure 5 summarize the scoring approaches.

Figure 4: Ministries and Boards Imihigo Evaluation



Note: Annual action plans for ministries or boards with no Joint Imihigo were evaluated at 30%.

Figure 5: Districts Imihigo Evaluation



The final Imihigo scoring process in CoK and districts includes their achievements in addressing issues that negatively affect human security and transformational leadership. These components are scored by the task force joint secretariat led by MINALOC. The Final Scoring formula is illustrated in Figure 6.

Figure 6: Districts Imihigo Evaluation Final Score



Chapter 3: Evaluation Findings

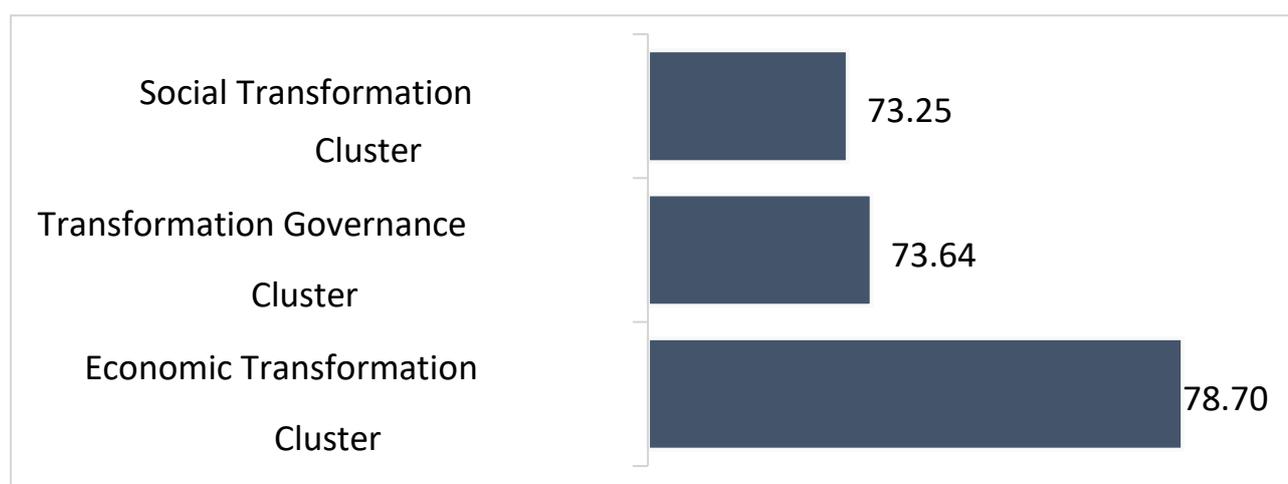
This chapter summarizes findings of the evaluation of 2021/2022 Imihigo. The related scores are presented in the following sections: the first section presents scores of the central government (19 ministries and 4 Boards), the second section talks about implementation performance of Joint Imihigo, the third section presents the evaluation of the City of Kigali performance, while the fourth section presents the performance of other 27 districts.

3.1. Imihigo Evaluation in the Central Government

Ministries and Boards were evaluated according to their respective clusters as summarized in Table 1.

The best performing cluster is Economic Transformation cluster with 78.70%. The least performance was observed in Social Transformation cluster with 73.25%.

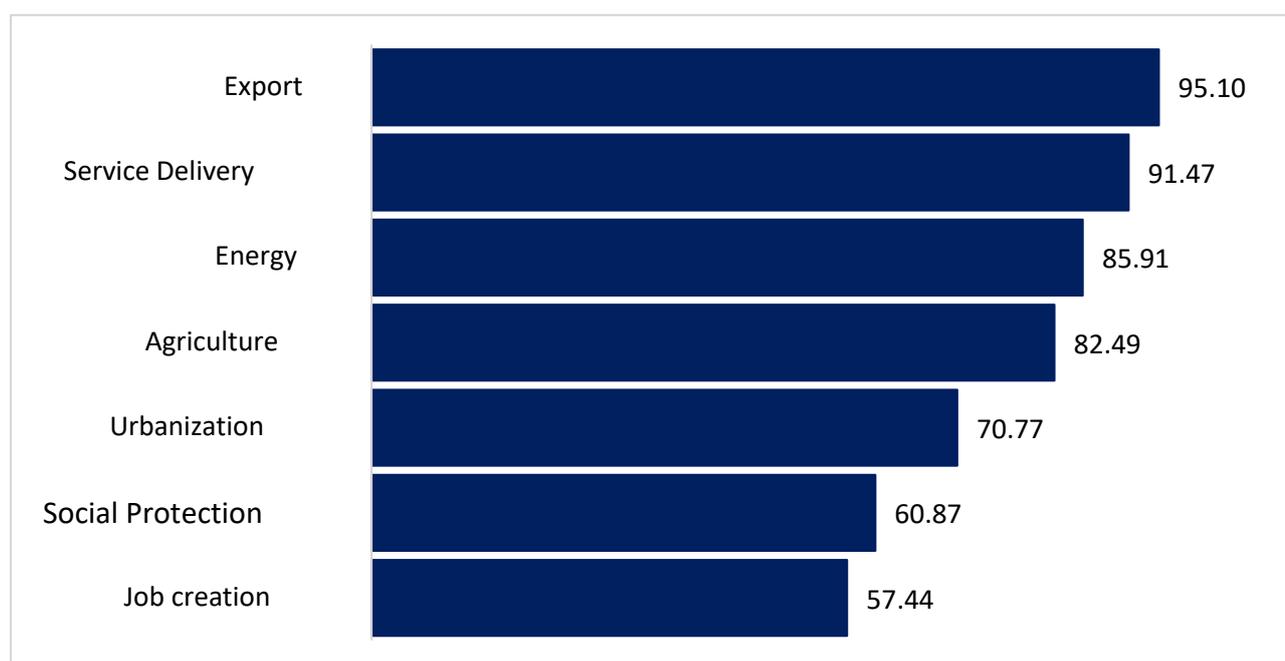
Figure 7: Scores (%) Central level Performance 2021-2022



3.2. Performance in Joint Imihigo

The evaluation of 2021/2022 joint Imihigo implementation shows that the group of Export Imihigo registered the highest score with 95.10% while Job Creation registered the lowest score with 57.44%. Scores of Joint Imihigo are illustrated in the Figure 8.

Figure 8: Scores (%) of Joint Imihigo in 2021/2022



3.3. Imihigo Evaluation in the City of Kigali

The performance of the City of Kigali (CoK) is summarized in the following table:

Table 4: Scores (%) of CoK in Imihigo 2021/2022 by pillars

Social Transformation	84.07
Economic Transformation	73.81
Transformational Governance	63.20
Human Security Issues and Transformational Governance	66.02

The overall score for the City of Kigali is 75.53%. The findings show the Social Transformation as the pillar where the City of Kigali performed well with 84.07%, the Economic Transformational pillar performed at 73.81% and the Transformational governance at 63.20%.

3.4. Imihigo Evaluation at the District level

The average score of other 27 districts is 76.50% (Imihigo of the City of Kigali are not included). Twenty-one districts implemented their Imihigo at a score that is above the average. The best performer in 2021/2022 is Nyagatare District, while the least one is Burera District. The different scores of Imihigo implementation performance by districts are visualized on the following figure (map).

Figure 9: Imihigo Implementation performances by districts, 2021/2022

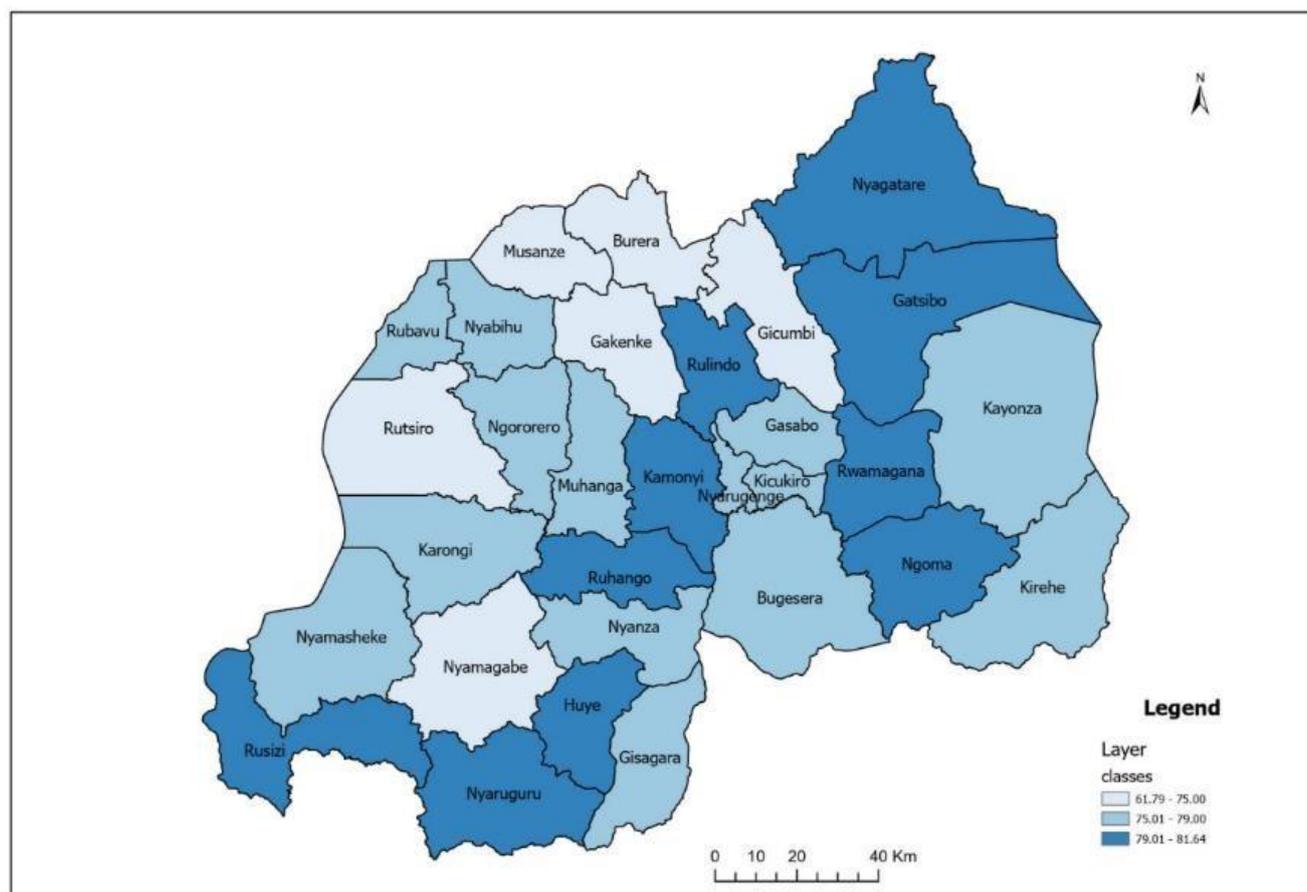


Table 5: Districts and their Imihigo and performance in 2021/2022

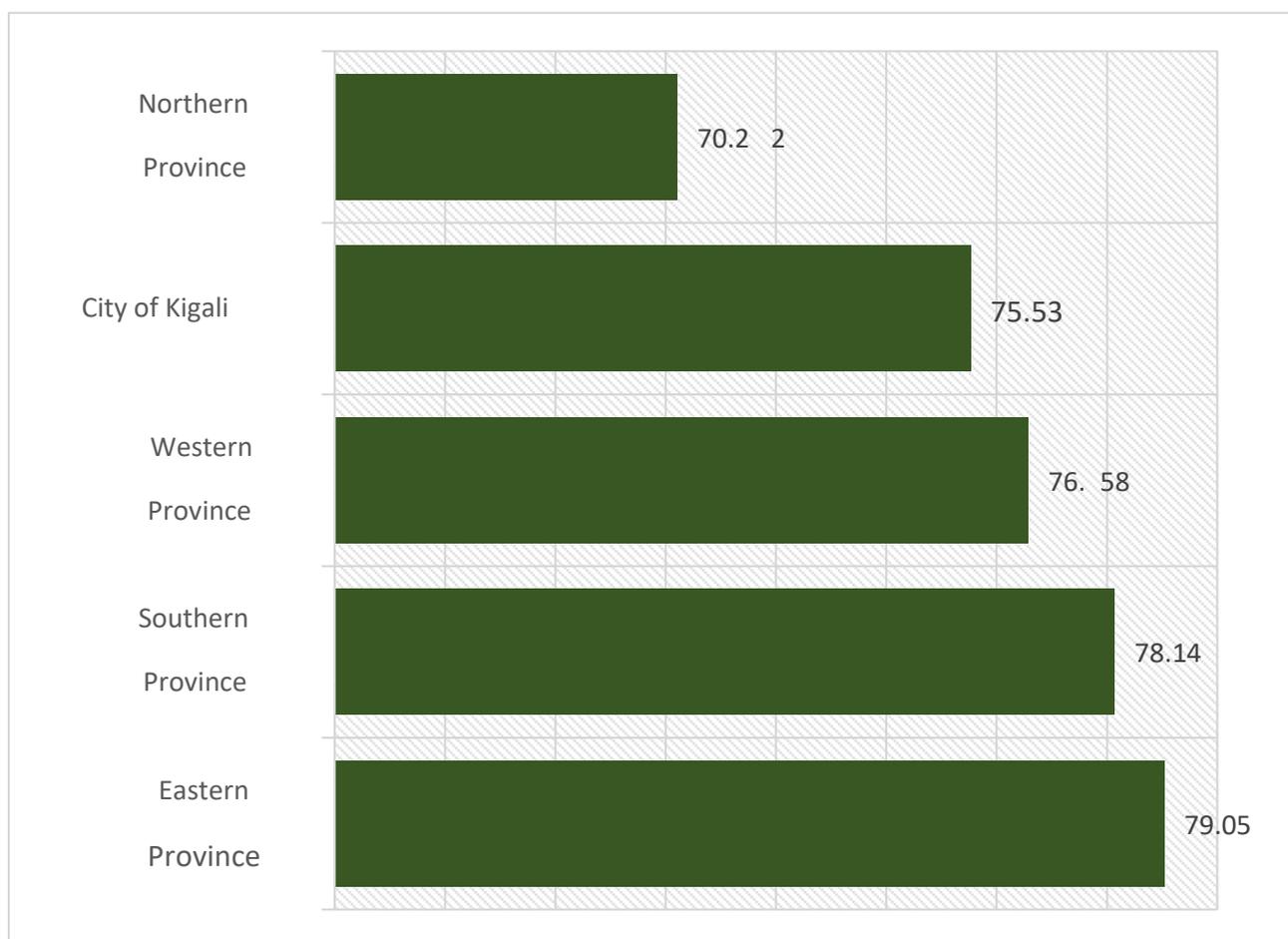
Rank	District	Number of Imihigo	Final Score (%)
1	Nyagatare	105	81.64
2	Huye	90	80.97
3	Rulindo	97	79.86
4	Nyaruguru	88	79.76
5	Rwamagana	92	79.57
6	Rusizi	94	79.27
15	Gisagara	95	78.55
16	Nyabihu	85	78.41
17	Kayonza	105	78.15
18	Ngororero	86	77.76
19	Nyanza	89	77.66
20	Bugesera	94	77.26

7	Ruhango	96	79.11	21	Nyamasheke	100	76.66
8	Gatsibo	99	79.05	22	Nyamagabe	92	71.11
9	Kamonyi	88	79.02	23	Gakenke	83	70.91
10	Ngoma	86	79	24	Gicumbi	90	70.88
11	Karongi	96	78.97	25	Musanze	83	67.65
12	Muhanga	85	78.9	26	Rutsiro	87	66.27
13	Rubavu	89	78.74	27	Burera	88	61.79
14	Kirehe	95	78.68		Average	91.74	76.50

The evaluation findings noticed that all Provinces are represented in the six top districts.

Grouped in their respective provinces, it is observed that districts in the Eastern province scored the highest score with 79.05%, while the Northern Province registered the lowest score (70.22%). Average scores of provinces are illustrated on the figure 10 below.

Figure 10: implementation of 2021/2022 Imihigo, Districts in their Provinces



3.4.3. Key drivers of good performance in 2021/2022 Imihigo

The following are main factors that were identified as key drivers of good performance in Imihigo implementation process across all provinces and City of Kigali are:

➤ **Good coordination and engagement of Imihigo Stakeholders:**

Strong coordination of various district partners including private sector, non-government organizations and citizens is playing a vital role in strategically channeling their contributions in planning and implementation of Imihigo. The role played mainly by members of Joint Action Development Forums (JADF) and District councils. This resulted in high levels of understanding, ownership and strong commitment to Imihigo achievements;

➤ **Enhanced mechanisms and innovations for regular monitoring of Imihigo implementation:** Regular monitoring and continuous follow-up of Imihigo implementation at all levels through ICT platforms such as Webex, Zoom and Whatsapp played a vital role mainly in the first quarters of this FY when COVID-19 measures, reduced movements and physical meetings were still restricted.

➤ **Strong collaboration and teamwork spirit:** Results show that the implementation of joint Imihigo is the result of close collaboration between all the implementing institutions; the central and local government institutions.

✓ **Early implementation of procurement plan and starting the implementation of Imihigo on time to avoid working on pressure on the last minute, “mbikore kare ngereyo ntavunitse”;**

✓ **Innovations culture in the implementation and monitoring of Imihigo:** Use of innovative approaches were used to foster implementation and regular monitoring of Imihigo, especially the ones that needed particular attention. These innovations are for instance the “Tujyanemo Program”, Delivery forum, Wisigara program, crime free village, teen mother’ s evening program, igitondo cy’isuku, Tubakarabye bake, kundwa kibondo initiative, Nezererwa kibondo, Ntunsige turajyana, umujyanama week, insina & ikawa ya mutuele, etc;

✓ **Competitive spirit:** the culture of Excellence and the attitude of accountability are perceived as one of the driving factors to speed up the implementation of Imihigo.

Besides, the evaluation findings revealed some similar challenges faced during the 2021/2022 Imihigo implementation.

3.4.4. Challenges of Imihigo implementation in 2021/2022 fiscal year

Many challenges arose during the implementation of Imihigo in 2021/2022 Fiscal Year. The following are key ones:

- ✓ Understaffed organization structures of implementing institutions negatively affected implementation of Imihigo. Vacant positions in implementing institutions take a toll on remaining employees. The work still needs to be completed, which puts added workload and pressure on other employees. In addition, newly appointed executive committees in districts whose experience in Imihigo Coordination is under development, delayed the implementation of some Imihigo;
- ✓ Delays in delivering the required equipment affected the timely implementation of Imihigo. The case of connections to electricity because of the delay of cash power and transformers is one among others.
- ✓ Epidemic diseases in livestock farming like Rift Valley fever has led to the decline of livestock markets and challenged Districts to implementing the related Imihigo.

Chapter 4: Recommendations

- The current level of Planning and implementation coordination should be maintained to ensure that Imihigo are serving the purpose of achieving the transformation that Rwanda is aspiring to;
- The current level of stakeholders involvement in Imihigo (from planning to implementation and reporting) should be maintained and improved;
- Timeframes of Imihigo implementation should be respected to avoid pressures towards the end of the Fiscal Years;
- Gaps in staff structures within implementing institutions should be filled and capacities of new executive committees strengthened for the management of Imihigo implementation;
- Peer learning meetings should be undertaken to facilitate sharing of experience and good practices in planning and implementation of Imihigo.

Annex 1

Provincial profile**A. Eastern province**

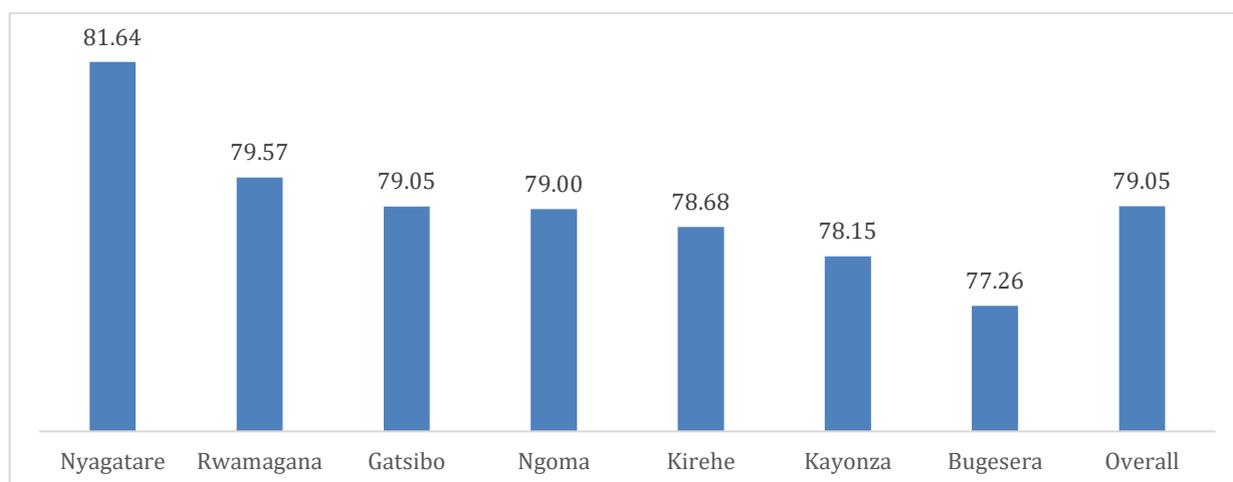
In the 2021/2022 financial year, the Eastern Province of Rwanda undertook a comprehensive set of 676 Imihigo, which are essentially performance contracts aimed at driving development and improvement in the region. These Imihigo were spread across three key pillars: Economic Transformation Pillar with 190 Imihigo, Social Transformation Pillar: totaling 374 and Transformational Governance Pillar consisting of 112 Imihigo.

In terms of tracking progress and measuring success, the Imihigo were associated with specific indicators: Output Indicators: There were 127 output indicators represented 18.7% of the total and Outcome Indicators were 549 in total representing 81.2% of the total imihigo

Key findings in eastern province

District	Number of Signed Imihigo			Average Implementation progress per District
	Output	Outcome	Total	%
Nyagatare	27 (25.7)	78 (74.3)	105	81.64
Rwamagana	16 (17.4)	76 (82.6)	92	79.57
Gatsibo	15 (15.15)	84 (84.85)	99	79.05
Ngoma	9 (10.05)	77 (89.5)	86	79
Kirehe	17 (17.9)	78 (82.1)	95	78.68
Kayonza	28 (26.7)	77 (73.3)	105	78.15
Bugesera	13 (13.8)	81 (86.2)	94	77.26
Total	125 (18.5)	551(81.5)	676	79.05

Eastern Province' Performance in 2021/2022 Imihigo



The overall score in Eastern Province was 79.05%. The highest score is in Nyagatare district with 81.64% while the lowest score was observed in Bugesera district with 77.26%.

1. Nyagatare District

In the 2021-2022 Imihigo evaluation for Nyagatare District, there were a total of 105 Imihigo. Out of these, 27 were categorized as Outputs Imihigo, representing 25.7% of the total. Nyagatare District achieved 69 out of the 105 Imihigo at 100%, indicating a strong performance with a success rate of 65.71%. Additionally, 29 Imihigo were implemented between 99 and 50%, representing 27.6% of the total. These results reveal a substantial effort in meeting performance contract goals.

Nyagatare District was notably ranked as the top-performing district with a score of 81.64% in the Imihigo implementation evaluation.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv.	Joint	100	99-75	75-50	50-1	0	100	99-75	74-50	50-1	0
Ec.	32	7	6	7	12	9	3	1	0	0	11	0	6	2	0
Soc.	56	5	5	26	20	5	3	0	0	2	33	8	4	1	0
Gov.	17	4	0	5	8	3	0	0	0	1	8	2	2	1	0
Total	105	16	11	38	40	17	6	1	0	3	52	10	12	4	0

This achievement can be attributed to several key drivers and best practices employed by the district:

Collaboration with Partners: Nyagatare District actively collaborated with various partners, including Ministries, District council, JADF (Joint Action Development Forum), and other stakeholders. This collaborative approach likely contributed to effective resource mobilization and support for Imihigo initiatives.

Regular Monitoring: The district implemented regular monitoring mechanisms for Imihigo, involving all relevant organs and stakeholders. This proactive approach likely helped in identifying and addressing issues in a timely manner.

Dissemination Tools: Nyagatare District used various tools for disseminating information and progress updates to the grassroots level. Dashboards, Situation rooms, and other communication methods likely ensured that everyone involved was well-informed about the Imihigo goals and progress.

Quality Assurance: The use of a quality assurance team at the district level ensured the high quality of Imihigo documents and likely contributed to the successful implementation of initiatives.

Early Procurement Planning: The district's practice of early implementation of procurement plans helped avoid last-minute pressures and delays, ensuring that projects were executed smoothly.

Proper Coaching and Guidance: Nyagatare District provided proper guidance and coaching to ensure the quality of Imihigo documents, contributing to successful execution at all levels.

Community Involvement and Mobilization: Engaging the community through initiatives like Inteko z'abaturage, Umuganda, Car Free day sports, and the Tujyanemo program likely fostered a sense of ownership and collaboration, ensuring that everyone worked together to achieve Imihigo goals on time.

2. Rwamagana District

In the 2021/2022 Imihigo evaluation for Rwamagana District, there were a total of 92 Imihigo, consisting of 16 in the Outputs category and 76 in the Outcomes category. Impressively, Rwamagana District achieved 71 of these Imihigo, representing a commendable 77.1% success rate. However, 21 Imihigo were not achieved, accounting for 22.9% of the total.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	26	7	0	5	14	5	1	0	0	1	14	3	2	0	0
Soc.	51	4	4	27	16	4	4	0	0	0	36	3	4	0	0
Gov.	15	1	0	8	6	0	0	0	0	1	12	1	1	0	0
Total	92	12	4	40	36	9	5	0	0	2	62	7	7	0	0

The key drivers of success in Rwamagana District included the establishment of a Data Centre at the District Level and Imihigo rooms at the Sector Level, enabling regular monitoring and follow-up on key indicators. Additionally, effective provincial and district coaching and advocacy, as well as early procurement plan publication, played significant roles in achieving these positive results.

3. Gatsibo District

In the 2021-2022 Imihigo evaluation for Gatsibo District, there were a total of 99 Imihigo, categorized into 15 Imihigo Outputs and 84 Imihigo Outcomes. Notably, Gatsibo District achieved 69 out of the 99 Imihigo, demonstrating a success rate of 69.69%. However, 30 Imihigo were not achieved, accounting for 30.31% of the total.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	29	8	2	6	13	8	1	0	0	1	12	4	2	1	0
Soc.	54	1	3	32	18	2	2	0	0	0	34	7	8	1	0
Gov.	16	1	0	7	8	0	0	0	0	1	13	2	0	0	0
Total	99	10	5	45	39	10	3	0	0	2	59	13	10	2	0

4. Ngoma District

In the 2021-2022 Imihigo evaluation for Ngoma District, there were a total of 86 Imihigo, categorized into 10 Imihigo Outputs and 76 Imihigo Outcomes. Ngoma District achieved 37 out of the 86 Imihigo, representing a success rate of 43%, while 49 Imihigo were not achieved, accounting for 56.9% of the total. The evaluation also shows the performance in different clusters.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	18	2	0	3	13	2	0	0	0	0	5	6	2	3	0
Soc.	52	3	3	27	19	1	3	1	0	2	22	6	15	2	1
Gov.	16	2	0	7	7	0	1	0	0	1	7	5	1	1	0
Total	86	7	3	37	39	3	4	1	0	3	34	17	18	6	1

5. Kirehe District

In the 2021-2022 Imihigo evaluation for Kirehe District, there were a total of 95 Imihigo, consisting of 17 Imihigo Outputs and 78 Imihigo Outcomes. Kirehe District achieved 52 out of the 95 Imihigo, reflecting a success rate of 54.73%, while 43 Imihigo were not achieved, accounting for 45.26% of the total.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	31	8	1	7	15	8	1	1	0	0	10	6	2	3	0
Soc.	49	4	2	26	17	2	1	1	0	1	26	8	9	1	0
Gov.	15	2	0	5	8	0	0	0	0	2	6	4	2	1	0
Total	95	14	3	38	40	10	2	2	0	3	42	18	13	5	0

6. Kayonza District

In the 2021-2022 Imihigo evaluation for Kayonza District, there were a total of 105 Imihigo, comprising 28 Imihigo in the Outputs category and 77 Imihigo in the Outcomes category. Kayonza District achieved 46 out of the 105 Imihigo, representing a success rate of 43.80%, while 59 Imihigo were not achieved, accounting for 56.19% of the total.

Kayonza District															
Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)			Outcome (Cat. 2)	Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	<75-50	<50-1	0	100	99-75	75-50	50-1	0
Ec.	32	11	0	6	15	3	6	2	0	0	14	6	1	0	0
Soc.	56	8	6	28	14	6	4	1	0	3	17	16	8	1	0
Gov.	17	3	0	7	7	0	0	2	0	1	6	5	2	1	0
Total	105	22	6	41	36	9	10	5	0	4	37	27	11	2	0

7. Bugesera District

In the 2021-2022 Imihigo evaluation for Bugesera District, there were a total of 94 Imihigo, comprising 13 Imihigo in the Outputs category and 81 Imihigo in the Outcomes category. Bugesera District achieved 48 out of the 94 Imihigo, representing a success rate of 51.06%, while 46 Imihigo were not achieved, accounting for 48.93% of the total.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	21	4	0	6	11	2	1	1	0	0	9	7	0	1	0
Soc.	58	3	5	29	21	4	2	0	0	2	24	13	10	3	0
Gov.	15	1	0	5	9	0	0	0	0	1	9	2	2	1	0
Total	94	8	5	40	41	6	3	1	0	3	42	22	12	5	0

Key Drivers for Performance:

- Inzu y'Umujyanama (House of Council):** This initiative involves District council members contributing and participating in the construction of smart houses to address human security issues.
- Crime-Free Village:** This aims to address various social issues such as drug dealing, drug abuse, prostitution, drunkenness, theft, gender-based violence, and fights. It's achieved through improved security and order at the village and isibo (neighborhood) levels, with active citizen participation.
- Motorcycles per Cell ES (Executive Secretary):** Some districts mobilized funds to provide motorcycles to Cell Executive Secretaries. This helps expedite data collection and facilitates better mobilization for Imihigo (performance contracts) and service delivery.

4. **Teen Mother's Evening Program:** This program empowers teenage mothers to become self-reliant single parents and aims to reduce teenage pregnancies.
5. **Data Centre at District Level and Imihigo Rooms at Sector Levels:** These facilities likely support data management and the monitoring of performance contracts at various administrative levels.
6. **Regular Monitoring and Follow-Up:** This involves monitoring key performance indicators and ensuring they are regularly updated.
7. **Provincial Coaching and Advocacy:** This likely involves providing coaching and support at the provincial level to improve performance and advocate for positive change.

Areas of Improvement:

1. **Inaccurate Reporting:** Some reported data is not supported by facts, particularly related to the number of beneficiaries. Examples include the number of adults trained in literacy centers and the number of extremely poor households supported through social protection.
2. **Incomplete or Partial Construction/Rehabilitation:** There are issues with reporting on the construction of houses for vulnerable households and the rehabilitation of sanitation facilities (toilets) that are not fully completed.
3. **Reporting Out of Scope:** Some reports include data and names that are not relevant to the evaluation year or are not found in the reported villages/sites. Examples include cooking stoves, teenage mothers reintegrated into schools, former delinquents reintegrated into the community, productive jobs created, and coaching for Micro and Small Enterprises (MSEMs) and startups.

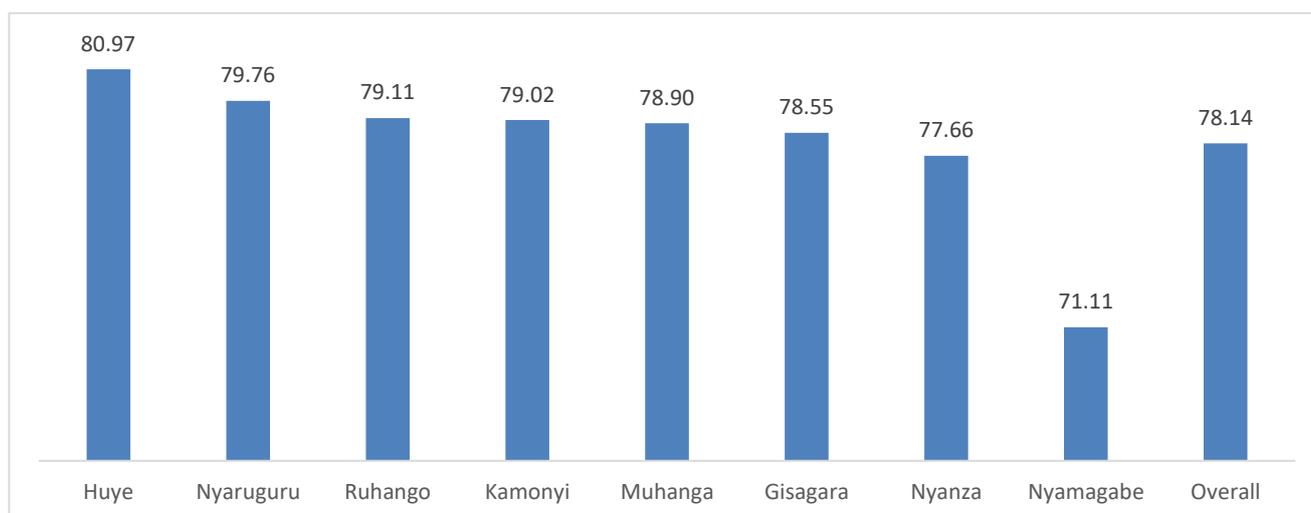
B. Southern Province

The southern province has 8 districts namely Gisagara, Huye, Kamonyi, Muhanga Nyamagabe, Nyanza, Nyaruguru and Ruhango. In 2021/2022 financial year, Southern Province had a total number of 723 Imihigo, of which 188 were under the economic transformation pillar, 410 under the social transformation pillar and 125 in the transformational governance pillar that include 98 output and 625 outcome indicators representing 13.5% and 86.4% respectively.

a) Key findings in Southern Province

District	Number of Signed Imihigo			Average Implementation progress per District
	Output	Outcome	Total	
Huye	13 (14.5)	77 (85.5)	90	80.97
Nyaruguru	14 (15.9)	74(84.1)	88	79.76
Ruhango	14 (14.6)	82(85.4)	96	79.11
Kamonyi	9 (10.2)	79 (89.8)	88	79.02
Muhanga	13 (13.6)	72 (89.4)	85	78.90
Gisagara	13 (13.7)	82 (86.3)	95	78.55
Nyanza	9(10.1)	80(89.9)	89	77.66
Nyamagabe	13 (14.1)	79 (85.9)	92	71.11

Southern Province' Performance in 2021/2022 Imihigo



The overall score of the Southern Province was 78%. Huye district has the highest score with 80.97%, while the lowest score was in Nyanza district with 77.7%.

8. Huye District

In the fiscal year, Huye District had a total of 90 Imihigo, consisting of 13 Imihigo Outputs and 77 Imihigo outcomes. Impressively, 65 of these Imihigo were successfully achieved at 100%, demonstrating a strong commitment to meeting their performance contract goals. However, 35 Imihigo fell short of full completion, representing 30% of the total.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	25.00	4	2	5	14	6	0	0	0	0	13	4	2	0	0
Soc.	50	4	2	27	17	5	1	0	0	0	30	8	3	3	0
Gov.	15	1	0	5	9	0	0	0	0	1	11	1	2	0	0
Total	90	9	4	37	40	11	1	0	0	1	54	13	7	3	0

9. Nyaruguru District

Nyaruguru District had 88 imihigo, which included 14 Imihigo Outputs and 74 Imihigo outcomes. In Nyaruguru District 59 out of 88 were achieved at 100 while 29 Imihigo were not been achieved.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	27.00	4	3	4	16	5	1	1	0	0	15	3	1	1	0
Soc.	45.00	1	4	24	16	2	0	1	0	2	27	6	6	1	0
Gov.	16.00	2	0	5	9	1	0	0	0	1	9	3	0	0	0
Total	88.00	7	7	33	41	8	1	2	0	3	51	12	7	2	0

10. Ruhango District

Ruhango District had 96 imihigo, which included 14 Imihigo Outputs and 82 Imihigo outcomes. In Ruhango District 26 out of 96 were achieved at 100 while 70 Imihigo were not achieved representing 27% and 73%.

Clusters		Total Indicators Signed					Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		100	Output (Cat. 1)				Outcome (Cat. 2)					
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0	
Ec.	25	2	1	10	12	1	2	0	0	0	7	8	6	1	0	
Soc.	53	2	6	29	16	1	2	1	0	4	10	28	7	0	0	
Gov.	18	3	0	6	9	0	0	2	0	1	7	7	1	0	0	
Total	96	7	7	45	37	2	4	3	0	5	24	43	14	1	0	

11. Kamonyi District

Kamonyi District had 88 imihigo, which included 9 Imihigo Outputs and 79 Imihigo outcomes. In Kamonyi District 45 out of 88 were achieved at 100 while 43 Imihigo were not achieved representing 51.1% and 48.9%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	24	5	0	7	12	3	1	0	1	0	15	4	0	0	0
Soc.	50	0	3	29	18	0	0	2	0	1	20	16	6	3	2
Gov.	14	1	0	5	8	0	0	0	0	1	6	5	1	0	1
Total	88	6	3	41	38	3	1	2	1	2	41	25	7	3	3

12. Muhanga District

Muhanga District had 84 imihigo, which included 9 Imihigo Outputs and 75 Imihigo outcomes. In Muahanga District 57 out of 84 were achieved at 100 while 31 Imihigo were not achieved representing 67.8% and 32.2%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	17	1	0	3	13	1	0	0	0	0	11	4	1	0	0
Soc.	51	2	5	32	12	5	0	2	0	0	28	11	4	1	0
Gov.	16	1	0	6	9	0	0	0	0	1	12	2	1	0	0
Total	84	4	5	41	34	6	0	2	0	1	51	17	6	1	0

13. Gisagara District

Gisagara District had 95 imihigo, which included 13 Imihigo Outputs and 75 Imihigo outcomes. In Gisagara District 57 out of 95 were achieved at 100 while 31 Imihigo were not achieved representing 60% and 40%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	27	3	0	8	16	3	0	0	0	0	16	6	1	1	0
Soc.	54	5	4	31	14	6	1	0	0	2	35	7	2	0	1
Gov.	14	1	0	5	8	0	0	0	0	1	11	1	0	1	0
Total	95	9	4	44	38	9	1	0	0	3	62	14	3	2	1

14. Nyamagabe District

Nyamagabe District had 92 imihigo, which included 13 Imihigo Outputs and 79 Imihigo outcomes. In Nyamagabe District 57 out of 92 were achieved at 100 while 31 Imihigo were not achieved representing 61.9% and 38.1%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	18	2	0	2	14	0	1	1	0	0	10	3	2	1	0
Soc.	57	6	4	28	19	5	3	0	0	2	32	6	8	0	1
Gov.	17	1	0	7	9	0	0	0	0	1	11	3	1	0	1
Total	92	9	4	37	42	5	4	1	0	3	53	12	11	1	2

15. Nyanza District

Nyanza District had 89 imihigo, which included 9 Imihigo Outputs and 80 Imihigo outcomes. In Nyanza District 57 out of 89 were achieved at 100 while 31 Imihigo were not achieved representing 64% and 36%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	24	3	0	6	15	2	1	0	0	0	12	3	3	2	1
Soc.	50	1	4	28	17	2	1	0	0	2	29	11	4	0	1
Gov.	15	1	0	7	7	0	0	0	0	1	5	9	0	0	0
Total	89	5	4	41	39	4	2	0	0	3	46	23	7	2	2

Province Key Drivers for Performance:

- Stakeholder Engagement:** Engaging citizens, civil society, donors, and the private sector in various initiatives.
- Collaboration with District Partners:** Working closely with District partners, including CG (Central Government), JADF (Joint Action Development Forum), and DC Citizens.
- Competitive Teamwork and Culture of Excellence:** Promoting a competitive and teamwork spirit, along with a culture of excellence within the District.
- Innovative Monitoring Approaches:** Using innovative approaches to regularly monitor the implementation of Imihigo (performance contracts).
- Supporting Graduates:** Assisting graduates in income-generating activities, likely to improve their livelihoods.
- Bye Bye Urukwi Program:** Providing vouchers for cooking gas to rural residents to reduce reliance on biomass and protect the environment.
- Nkundira Wige Initiative:** Reducing school dropouts through support for school feeding programs and changing the mindset of parents.
- Kundwa Kibondo Initiative:** Reducing malnutrition and stunting through the commitment of Community health workers.
- Inka Kuri Buri Rugo Program:** Supporting nutrition and agriculture through the use of organic fertilizers from cows.
- Community Engagement Programs:** Programs like Tujyanemo, Nkore Kare Ngereyo Ntavunitse, and Ubutore culture, where leaders lead by example.

11. **Delivery Forums and Isaha y’Imihigo:** Regularly monitoring Imihigo progress through forums and meetings.
12. **Wisigara Mpari Program:** Unclear without additional context.
13. **Igitondo Cy’Isuku:** Unclear without additional context.

Areas of Improvement:

1. **Inaccurate Reporting:** Some reported data is not supported by facts, such as the number of adult people trained and awarded certificates in adult literacy centers and the number of extremely poor households supported through social protection.
2. **Incomplete or Partial Construction/Rehabilitation:** Issues with reporting on the construction of houses for vulnerable households and the rehabilitation of sanitation facilities (toilets) that are not fully completed.
3. **Reporting Out of Scope:** Some reports include names and data that are not relevant to the evaluation year or are not found in the reported villages/sites during field visits. This includes data related to cooking stoves, teenage mothers reintegrated into schools, former delinquents reintegrated into the community, productive jobs created, and coaching for Micro and Small Enterprises (MSEMs) and startups.

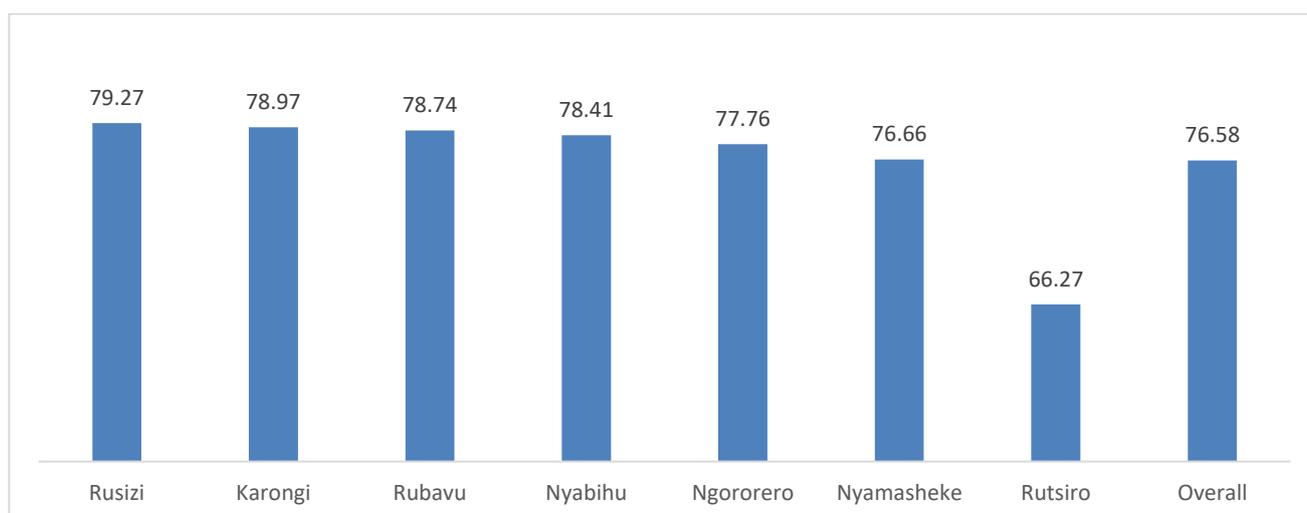
C. Western Province

The Western Province has 7 districts namely Karongi, Ngororero, Nyabihu, Nyamasheke, Rubavu, Rusizi and Rutsiro. In 2021/2022 financial year, Western Province had a total number of 637 Imihigo, of which 147 were under the economic transformation pillar, 376 under the social transformation pillar and 114 in the transformational governance pillar that include 94 output and 543 outcome indicators representing 14.8% and 85.2% respectively.

Key findings in Western Province

District	Number of Signed Imihigo			Average performance per District
	Output	Outcome	Total	%
Rusizi	11 (11.7)	83 (88.3)	94	79.29
Karongi	19 (19.8)	77 (80.2)	96	78.97
Rubavu	14 (15.7)	75 (84.3)	89	78.74
Nyabihu	11 (13)	74 (87)	85	78.41
Ngororero	8 (9.3)	78 (90.7)	86	77.76
Nyamasheke	22 (22)	78 (78)	100	76.66
Rutsiro	10 (11.5)	77 (88.5)	87	66.27
Total	94	543	637	76.58

Western Province' Performance in 2021/2022 Imihigo



The overall score of the Western province was 76.6%. The highest performance was in Rusizi district with 79.3%, while the lowest was in Rutsiro district with 66.3%.

16. RUSIZI District

Rusizi District has 94 Imihigo that included 11 Outputs and 83 outcomes Imihigo categories. In Rusizi District, 63 imihigo out of the 94 were achieved at 100 while 31 imihigo were not achieved representing 67.02 and 32.98% respectively.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	22.00	0	1	6	15	1	0	0	0	0	14	4	2	1	0
Soc.	56.00	1	7	31	17	5	1	0	0	2	35	8	5	0	0
Gov.	16.00	2	0	6	8	1	0	0	0	1	7	4	3	0	0
Total	94.00	3	8	43	40	7	1	0	0	3	56	16	10	1	0

17. Karongi District

Karongi District has 96 Imihigo that included 19 Outputs and 77 outcomes Imihigo categories. In Karongi District, 73 imihigo out of the 96 were achieved at 100 while 23 imihigo were not achieved representing 76.04 and 23.95% respectively.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	23	3	0	2	18	2	0	1	0	0	17	1	1	1	0
Soc.	58	8	6	25	19	10	0	1	0	3	34	5	5	0	0
Gov.	15	2	0	5	8	1	0	0	0	1	9	4	0	0	0
Total	96	13	6	32	45	13	0	2	0	4	60	10	6	1	0

18. Rubavu District

Rubavu District has 89 Imihigo that included 14 Outputs and 75 outcomes Imihigo categories. In Rubavu District, 59 imihigo out of the 89 were achieved at 100 while 30 imihigo were not achieved representing 66.30 and 33.70% respectively.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	22	1	3	3	15	3	0	1	0	0	13	1	5	0	0
Soc.	51	2	5	29	15	2	2	2	0	1	31	3	6	3	0
Gov.	16	3	0	6	7	1	0	0	0	2	9	3	1	0	0
Total	89	6	8	38	37	6	2	3	0	3	53	7	12	3	0

19. Ngororero District

Rubavu District has 86 Imihigo that included 8 Outputs and 78 outcomes Imihigo categories. In Rubavu District, 51 imihigo out of the 86 were achieved at 100 while 35 imihigo were not achieved.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	<75-50	<50-1	0	100	99-75	75-50	50-1	0
Ec.	20	1	1	4	14	2	0	0	0	0	12	2	3	1	0
Soc.	49	1	4	29	15	3	0	0	0	2	22	8	3	1	0
Gov.	17	1	0	5	11	0	0	0	0	1	12	2	1	1	0
Total	86	3	5	38	40	5	0	0	0	3	46	12	7	3	0

20. Nyamasheke District

Nyamasheke District has 100 Imihigo that included 21 Outputs and 79 outcomes Imihigo categories. In Nyamasheke District, 63 imihigo out of the 100 were achieved at 100 while 37 imihigo were not achieved.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	24	3	1	6	14	4	0	0	0	0	14	3	2	1	0
Soc.	60	9	6	26	19	7	3	0	0	5	28	12	5	0	0
Gov.	16	2	0	6	8	0	1	0	0	1	10	4	0	0	0
Total	100	15	6	37	42	11	4	0	0	6	52	19	7	1	0

21. Rutsiro District

Rutsiro District has 87 Imihigo that included 10 Outputs and 77 outcomes Imihigo categories. In Rutsiro District, 54 imihigo out of the 87 were achieved at 100% while 18 were not achieved at 100% and 5 failed.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	17	1	0	2	14	1	0	0	0	0	8	4	4	0	0
Soc.	53	2	4	24	23	1	1	0	0	4	36	4	5	2	0
Gov.	17	3	0	7	7	1	1	0	0	1	7	2	4	1	0
Total	87	6	4	33	44	3	2	0	0	5	51	10	13	3	0

22. Nyabihu District

Nyabihu District has 87 Imihigo that included 11 Outputs and 76 outcomes Imihigo categories. In Nyabihu District, 63 Imihigo out of the 87 were achieved at 100 while 24 Imihigo were not achieved representing 72.41 and 27.60 % respectively.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	74-50	49-1	0
Ec.	19	0	2	3	14	2	0	0	0	0	13	1	2	1	0
Soc.	52	3	4	29	16	2	3	0	0	2	36	2	7	0	0
Gov.	16	2	0	7	7	0	1	0	0	1	10	4	0	0	0
Total	87	5	6	39	37	4	4	0	0	3	59	7	9	1	0

Key Drivers for Performance:

- 1. Close Collaboration with District Stakeholders:** Emphasizing the importance of working closely with district stakeholders to achieve performance goals.
- 2. Tourism Investment Opportunities:** Recognizing the tourism investment opportunities available in Western Province, which could boost economic development.
- 3. Investment Opportunities in Tea Production and Mining:** Exploring investment opportunities in tea production and the mining sector as potential drivers of economic growth.

4. **Imihigo Implementation Competition:** Encouraging competition among different sectors in the implementation of Imihigo (performance contracts) to improve overall performance.

Innovations:

The Western Province has introduced various innovations to enhance performance:

- **Ikimina Cy'Umudugudu:** Weekly meetings of local government officials, fostering communication and collaboration.
- **Ntunsige Turajyana:** Unclear without additional context.
- **Insina & Ikawa Ya Mutuele:** Unclear without additional context.
- **Igitondo Cy'Isuku:** Unclear without additional context.
- **Tubakarabye Bake:** Unclear without additional context.
- **Ntukabure Amata Duhari:** An innovation aimed at reducing malnutrition and stunting by providing milk to children attending Early Childhood Development Centers (ECDs).

Areas of Improvement:

a. Addressing Inaccurate Reporting:

- **Data Verification Mechanism:** Implement a robust system for verifying reported data. This can include spot-checks, audits, or third-party assessments to ensure the accuracy of reported information. Establish clear protocols for data verification and validation.
- **Training and Capacity Building:** Provide comprehensive training and guidance to data collectors and reporting teams on accurate data collection and reporting techniques. Emphasize the importance of data accuracy and the consequences of inaccurate reporting.
- **Feedback and Transparency:** Foster transparency by establishing a feedback mechanism that allows beneficiaries and stakeholders to report any discrepancies or inaccuracies in the data. Ensure that feedback channels are easily accessible and well-promoted.

b. Completing Construction and Rehabilitation Projects:

- **Project Management Tools:** Utilize project management tools and software to effectively track the progress of construction and rehabilitation projects.

Ensure that project managers have access to these tools and are trained in their use.

- **Regular Monitoring and Reporting:** Conduct regular project status meetings to monitor progress, identify potential delays, and report on the status of each project. Encourage project managers to provide timely updates and flag any issues.
- **Contingency Planning:** Develop contingency plans for potential project delays or disruptions. These plans should include strategies for addressing unforeseen challenges and should be well-documented.

c. Ensuring Scope Alignment:

- **Clear Scope Definition:** Clearly define the scope of data to be collected and reported for each evaluation year in reporting guidelines. Ensure that all stakeholders have a common understanding of what data is relevant for reporting.
- **Review Process:** Establish a robust review process for reports before final submission to verify that they adhere to the defined scope. Validate data against predefined criteria and document the review process.

d. Ensuring Timely Implementation:

- **Project Planning:** Begin projects with detailed planning that includes clear timelines and milestones. Ensure that all stakeholders understand the importance of adhering to these timelines and the potential impact of delays.
- **Monitoring and Accountability:** Assign responsibility for project timelines to specific individuals or teams and clearly communicate these responsibilities. Hold regular meetings to review progress, identify deviations from the schedule, and take corrective actions.
- **Resource Allocation:** Ensure that resources, such as funding, materials, and manpower, are allocated in a timely manner to prevent delays due to resource constraints. Implement a resource allocation process that aligns with project schedules.

Strengthening Reporting Systems:

- **strengthen cells reporting system:** Enhance the reporting system by implementing a robust and efficient reporting platform that allows for

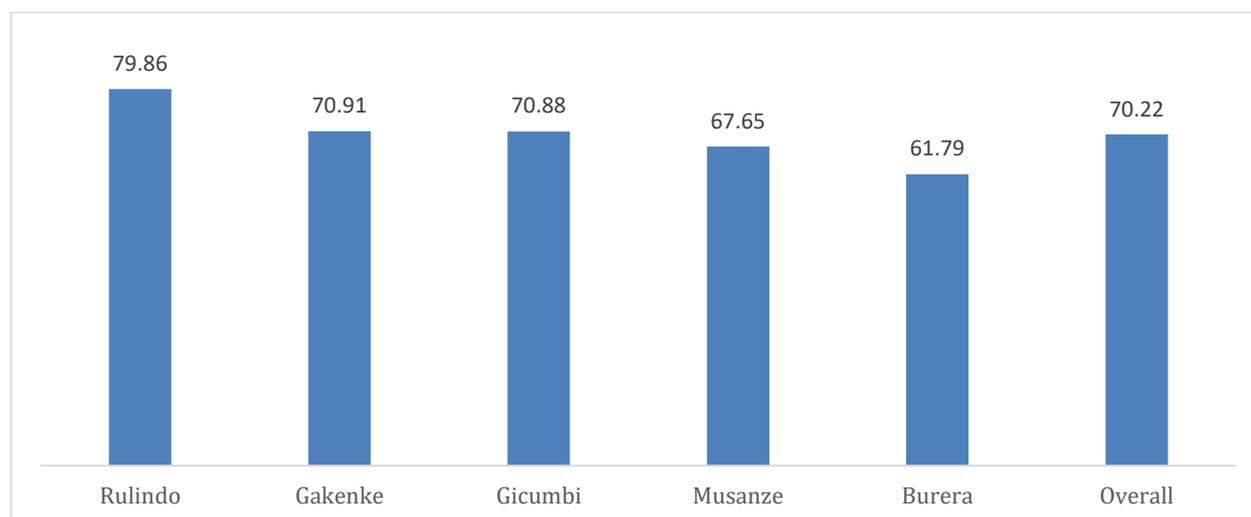
accurate and timely data collection and reporting. Ensure that users are trained in using the system effectively.

- **Peer Learning and Collaboration:** Foster collaboration with other districts to facilitate peer learning and the exchange of best practices in project implementation and reporting. Organize knowledge-sharing sessions and workshops to improve overall performance.

D. Northern Province

Northern Province' Performance in 2021/2022 Imihigo

The overall average of Northern Province was 70%. The highest performance was observed in Rulindo district, while the lowest was in Burera district with 62%.



23. Rulindo District

In the evaluation findings for Rulindo District, there were a total of 97 Imihigo in the 2021-2022 fiscal year.

In the Economic (Ec.) cluster, there were 24 indicators, with 5 in the Output category and 19 in the Outcome indicators. Among the Output indicators, 3 achieved 100%, and 2 failed. For the Outcome indicators, 13 reached 99-75%, 5 were in the 75-50% range, and 1 was below 50%.

In the Social (Soc.) cluster, there were 56 indicators, with 2 in the Output category and 45 in the Outcome category. None of Output indicators achieved 100%, and 19 Outcome indicators also had 100%.

Within the Governance (Gov.) cluster, there were 17 indicators, with 2 in the Output category and 15 in the Outcome category. 8 outcome achieved 100%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv.	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	24	3	2	5	14	3	2	0	0	0	13	5	1	0	0
Soc.	56	5	6	25	20	7	3	0	0	1	19	17	7	2	0
Gov.	17	2	0	6	9	0	1	0	0	1	8	5	2	0	0
Total	97	10	8	36	43	10	6	0	0	2	40	27	10	2	0

24. Gicumbi District

In the 2021-2022 fiscal year, Gicumbi District implemented a total of 90 Imihigo (performance contracts). Out of these, 60 were successfully achieved at a 100% completion rate. However, 30 Imihigo not achieved at 100%

These Imihigo were evaluated across different clusters: Economic (Ec.), Social (Soc.), and Governance (Gov.). In the Economic cluster, there were 19 indicators all Outcomes with 14 out of 19 had 100% range. Furthermore, there were 3 indicators for Outputs and 2 indicators for Outcomes across all clusters that did not surpass the 50% mark.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	19	0	0	6	13	0	0	0	0	0	14	5	0	0	0
Soc.	56	1	6	27	22	4	1	0	0	2	35	10	3	1	0
Gov.	15	1	0	5	9	0	0	0	0	1	6	6	1	1	0
Total	90	2	6	38	44	4	1	0	0	3	55	21	4	2	0

25. Burera District

In the 2021-2022 fiscal year, Burera District had a total of 88 Imihigo (performance contracts). Among these, 42 were successfully implemented at 100%, showcasing a notable achievement. However, 46 Imihigo were implemented at less than 100%, indicating areas where further improvements are needed.

In the Economic cluster, there were 17 indicators with only 1 Output and 16 Outcome indicators. None of the Output indicators achieved 100%, and only 4 out of 16 Outcome indicators reached 100%. Overall, out of the 88 Imihigo in Burera District, 13 were in the Output category, and 4 of them failed to achieve 100%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	17	1	0	5	11	0	0	0	0	1	4	5	6	1	0
Soc.	55	6	4	28	17	6	2	0	0	2	25	11	8	0	1
Gov.	16	2	0	5	9	1	0	0	0	1	6	5	1	2	0
Total	88	9	4	38	37	7	2	0	0	4	35	21	15	3	1

26. Musanze District

In the 2021-2022 fiscal year, Musanze District implemented a total of 83 Imihigo (performance contracts). Among these, 39 were successfully implemented at 100%, while 44 Imihigo were implemented at less than 100%, indicating areas where further improvements are needed.

The Imihigo were assessed based on different clusters: Economic (Ec.), Social (Soc.), and Governance (Gov.). In the Economic cluster, there were 15 indicators, with 1 Output and 14 Outcome indicators. 8 Outcome indicator reached 100%, while none of the Output indicators achieved 100%.

In the Social cluster, there were 51 indicators, with 8 Outputs and 43 Outcomes. Among these, 2 Output indicators achieved 100%, and 23 Outcomes reached the 99-75% range.

Within the Governance cluster, there were 17 indicators, with 3 Outputs and 14 Outcomes. One Output indicator reached 100%, while 6 Outcomes achieved 100%.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	15	1	0	4	10	0	0	0	0	1	8	3	0	3	0
Soc.	51	3	5	26	17	2	1	1	0	4	23	10	7	3	0
Gov.	17	3	0	5	9	1	1	0	0	1	6	1	7	0	0
Total	83	7	5	35	36	3	2	1	0	6	38	14	14	6	0

27. Gakenke District

In the fiscal year 2021-2022, Gakenke District had a total of 83 Imihigo initiatives. Remarkably, 52 of these Imihigo were successfully implemented at a 100% completion rate. However, 12 Imihigo fell short of full completion, and 3 outputs did not meet their targets.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	15	0	0	4	11	0	0	0	0	0	11	2	1	1	0
Soc.	53	8	3	25	17	2	7	0	0	2	31	7	3	1	0
Gov.	15	1	0	7	7	0	0	0	0	1	8	3	2	1	0
Total	83	9	3	36	35	2	7	0	0	3	50	12	6	3	0

E. CoK

CoK District has 118 Imihigo that included 35 Outputs and 83 outcomes Imihigo categories. In CoK District, 67 imihigo out of the 118 were achieved at 100 while 51 imihigo were not achieved representing 56.77 and 43.22% respectively.

Clusters		Total Indicators Signed				Indicators Status After Evaluation									
		Output (Cat. 1)		Outcome (Cat. 2)		Output (Cat. 1)					Outcome (Cat. 2)				
		Indiv.	Joint	Indiv	Joint	100	99-75	75-50	50-1	0	100	99-75	75-50	50-1	0
Ec.	37	16	3	4	14	11	3	0	0	5	10	4	3	0	1
Soc.	64	6	9	29	20	9	2	0	0	4	32	8	5	1	3
Gov.	17	1	0	8	8	0	0	0	0	1	5	7	1	3	0
Total	118	23	12	41	42	20	5	0	0	10	47	19	9	4	4

Key Observations and Findings in CoK:

Factors of Success:

The success factors identified included high stakeholder engagement encompassing citizens, civil society, donors, and the private sector, effective collaboration with district partners, a spirit of teamwork among district leadership and staff, timely implementation of procurement plans, a culture of excellence, accountability, and transparency, as well as robust monitoring and district coaching.

Innovative Monitoring Approaches:

Innovative approaches were employed to monitor Imihigo implementation, such as the Tujyanemo Program, which is a Public Private Partnership focusing on Imihigo elaboration, implementation, and citizen engagement through the Menya Imihigo platform. Other initiatives included the Yisigara mpari program for peer assistance, crime-free village campaigns, programs empowering teen mothers, community cleaning initiatives, and efforts to promote early childhood education and combat malnutrition.

Common Challenges:

Common challenges observed across districts and CoK included delays in procurement processes, lengthy fund negotiations, budget constraints, price fluctuations for raw materials, climate change impacts, livestock epidemic diseases, challenges in joint Imihigo implementation, and staff turnover.

Recommendations for Improvement:

Recommendations put forth include maintaining ambitious and transformative Imihigo targets, enhancing monitoring at the cell and sector levels to bolster data trustworthiness, sustaining stakeholder involvement, increasing gender-disaggregated data, and aligning urban Imihigo with CoK priorities and NST1 targets, particularly those related to improving transport services and affordable housing projects. These insights provide valuable guidance for future Imihigo initiatives in Rwanda.

Annex 2

Imihigo Evaluation Oversight & Guidance

MURANGWA Yusuf, Director General, NISR

MURENZI Ivan, Deputy Director General, NISR

Imihigo Evaluation Technical Coordination & Supervision

NYIRIMANZI Jean Claude, Ag. Director, NISR SMRP

ISHIMWE Caroline, Imihigo evaluation Team Leader, NISR SMRP

Imihigo Evaluation Technical Team

NZABAMWITA Fidele, Imihigo evaluation Officer, NISR SMRP

SEMANA Gilbert, Imihigo evaluation Officer, NISR SMRP

KAMBOGO Francois, Statistician, NISR SMRP

UWITONZE Claudine, Imihigo Evaluation Researcher, NISR SMRP

MUGENZI Gilbert, Statistician, NISR SMRP

KAMANZI Jean Philbert, Statistician, NISR DES

MUDENGE Modeste, Statistician, NISR DES

RWAYITARE Bosco, Statistician, NISR DES

HIITIMANA Dieudonne, Statistician, NISR DES

KATO Denis, Statistician, NISR DES

MWANGABWOBA Janvier, Statistician, NISR DES

ISHIMWE Caroline, Imihigo evaluation Team Leader, NISR SMRP

