GRICA STRATEGIC AND ANNUAL ACTION PLANS

ANNEX 1: STRATEGIC PLAN (2026-2031)

Note: Annex 1 translates the GRICA Strategic Plan 2026–2031 into the MoU results framework. Year 1 and Year 5 targets and five-year goal-level budget envelopes follow the Strategic Plan. The Strategic Plan does not specify numeric annual targets for every intervening year; these will be set through approved annual action plans following phase-gate reviews. The budget amounts, expressed in Rwandan francs (RWF), are indicative GRICA strategic-plan envelopes; they are not an MoU-specific MINAGRI allocation, do not represent secured financing, and must not be treated as a commitment by MINAGRI or any prospective partner. GRICA's own Year 1 internal plan remains RWF 663,750,000, with 500 farmers trained, 100,000 trees planted and at least 8 of 12 institutional systems scoring 1 or higher. The eight goal-level budgets total RWF 6,578,500,000; the Strategic Plan separately identifies RWF 796,500,000 for cross-cutting costs and a total five-year organizational envelope of RWF 7,375,000,000. Neither figure is a confirmed joint MINAGRI–GRICA project budget. MoU activities beyond the internal scope require jointly agreed workplans, district prioritization, separate project agreements where required, and confirmed financing.

ANNEX 2 : ANNUAL ACTION PLAN 2026/27

Note: Annex 2 is the proposed FY 2026/2027 joint MINAGRI–GRICA workplan and retains the MoU-level targets (including 1,800 farmers reached/trained and 150 ha of FOBASI supported) separately from GRICA's internally budgeted Phase 1 targets. Baselines shown as zero are provisional planning values and must be validated jointly at inception. Districts and sites are not yet confirmed: implementation locations must be agreed with MINAGRI and the relevant District authorities based on sector priorities, feasibility and capacity. Each activity's budget must be costed and approved in an annual workplan or separate project agreement before implementation; no funding source is treated as secured unless formally confirmed. These MoU targets are complementary, not additional commitments against GRICA's RWF 66,375,000 internal Year 1 budget.

ANNEX 1: STRATEGIC PLAN (2026-2031)

GRICA Strategic Goal / PSTA5 Linkage	GRICA Outcome	Indicator	Baseline (2025/26)	2026/27	2027/28	2028/29	2029/30	2030/31	Means of Verification	Indicative 5-Year Budget (RWF)	Potential / Target Sources of Funds
PHASE 1 — FOUNDATION (2026/27): Climate-Smart Agriculture; Environmental Conservation and Climate Resilience; Institutional Capacity and Governance											
Goal 1 — Climate-Smart Agriculture (PSTA5: modernized crop production)	Farmers adopt climate-smart agricultural practices	Number of farmers trained in CSA	0	500 farmers trained	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	12,000 farmers trained cumulatively	Training registers; attendance sheets; pre/post assessments; field verification	RWF 1,135,750,000	MINAGRI; RAB; IFAD; FAO; EU (potential/targeted; not secured)
Goal 2 — Environmental Conservation and Climate Resilience (PSTA5: resilient production and natural-resource management)	Tree planting and survival monitored	Trees planted / surviving at 12 months	0	100,000 planted / 60,000 surviving at 12 months	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	2,000,000 planted / 1,200,000 surviving at 12 months	Planting/distribution records; site records; cohort survival checks at 12 months; annual MEAL report	RWF 1,224,250,000	FONERWA; REMA; GCF; GEF; UNDP (potential/targeted; not secured)
Goal 3 — Institutional Capacity and Governance (cross-cutting enabler)	Core governance and operating systems established	Number of institutional systems scoring at least 1 on the 0–2 scorecard	0 of 12 operational (validate at inception)	At least 8 of 12 systems score 1 or higher	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	Targets to be set in approved annual action plans after phase-gate review; subject to agreed scope and confirmed financing.	12 of 12 systems operational	Institutional scorecard; approved policies; Board minutes; finance/MEAL records; independent financial review/audit	RWF 634,250,000	Membership fees; targeted development partners (potential/targeted; not secured)
PHASE 2 — EXPANSION (2027/28–2028/29): Food Security and Nutrition; Youth and Women's Economic Empowerment											
Goal 4 — Food Security and Nutrition (Phase 2; PSTA5: food security and nutrition)	Partnerships and feasibility work completed before scaled delivery	Households with improved food security	0	Partnership and feasibility work only	Phase 2 activation subject to Phase 1 gate; target set in approved annual plan	Target set in approved annual plan after phase-gate review	Target set in approved annual plan	10,000 households with improved food security	Feasibility/market assessments; signed agreements; household baseline/endline or monitoring records; annual report	RWF 590,000,000	WFP; FAO; UNICEF (potential/targeted; not secured)
Goal 5 — Youth and Women's Economic Empowerment (Phase 2; PSTA5: inclusive livelihoods)	Partnerships and feasibility work completed before scaled delivery	Number of women and youth beneficiaries supported	0	Partnership and feasibility work only	Phase 2 activation subject to Phase 1 gate; target set in approved annual plan	Target set in approved annual plan after phase-gate review	Target set in approved annual plan	6,000 beneficiaries supported	Beneficiary registers disaggregated by sex/age; training/business support records; follow-up records; annual report	RWF 811,250,000	UN Women; Mastercard Foundation; BDF (potential/targeted; not secured)
PHASE 3 — CONSOLIDATION AND SCALE (2029/30–2030/31): Livestock Development; Skills Development and Employment; Health, Nutrition and WASH											

Goal 6 — Livestock Development (Phase 3; PSTA5: modernized animal resources)	No full programme delivery in Phase 1; activate only under approved Phase 3 plan	Households with improved livestock	0	Not active under Phase 1	Not active under Phase 2; preparatory work only if approved	Not active under Phase 2; preparatory work only if approved	Phase 3 activation subject to phase gate, Board approval and confirmed financing	2,000 households with improved livestock	Approved annual plan; beneficiary records; livestock service/vaccination records where relevant; field verification	RWF 1,003,000,000	RAB; Heifer International; FAO (potential/targeted; not secured)
Goal 7 — Skills Development and Employment (Phase 3; PSTA5: skills and employment enablers)	No full programme delivery in Phase 1; activate only under approved Phase 3 plan	Youth completing vocational training	0	Not active under Phase 1	Not active under Phase 2; preparatory work only if approved	Not active under Phase 2; preparatory work only if approved	Phase 3 activation subject to phase gate, Board approval and confirmed financing	3,800 youth completing vocational training	Training-provider records; enrolment/completion certificates; sex/age-disaggregated participant records; follow-up records	RWF 545,750,000	TVET; GIZ; Smart Africa (potential/targeted; not secured)
Goal 8 — Health, Nutrition and WASH (Phase 3; cross-sector development outcome)	No full programme delivery in Phase 1; activate only under approved Phase 3 plan	Households reached with health, nutrition and WASH interventions	0	Not active under Phase 1	Not active under Phase 2; preparatory work only if approved	Not active under Phase 2; preparatory work only if approved	Phase 3 activation subject to phase gate, Board approval and confirmed financing	17,000 households reached	Approved annual plan; activity and household registers; WASH/health monitoring records; partner reports	RWF 634,250,000	Ministry of Health; UNICEF; WHO (potential/targeted; not secured)

ANNEX 2 : ANNUAL ACTION PLAN 2026/27

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 1.1 Agricultural land management and production models improved	Hectares in FOBASI supported by GRICA	0	150 ha of FOBASI supported by GRICA during FY 2026/2027.	Identify priority Food Basket Sites (FOBASI), deploy GRICA advisory teams, and support the development and implementation of site-level production and sustainable land management plans.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 1.2 Promotion and implementation of Climate-Smart Agriculture	Number of farmers directly trained and reached on conservation agriculture	0	1,800 farmers trained or reached during FY 2026/2027.	Train frontline extension agents and farmers on conservation agriculture practices, focusing on minimum tillage, maintenance of soil cover, and crop rotation.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 1.3 Access to agricultural inputs for climate-resilient production improved	Number of GRICA companies adopting bundled service model	0	At least one GRICA company adopts and operationalizes the bundled agricultural advisory service business model in FOBASI	Facilitate sustainable access to quality and affordable climate-resilient agricultural inputs through strengthened farmer–agro-dealer–private sector linkages and targeted extension support.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 1.4 Plant health management enhanced	Number of FOBASI sites receiving plant health advisory support	0	Plant health advisory package applied in 12 FOBASI sites.	Integrate plant health advisory services, pest surveillance, integrated pest management (IPM), and safe input-use practices into a comprehensive bundled advisory service package.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 1.5 Mechanization and labour-saving technologies promoted	Number of farmers and service providers coached	0	2,000 farmers and 20 service providers coached.	Conduct practical demonstrations on agricultural mechanization, safe pesticide application equipment, and labour-saving technologies to promote efficient, safe, and sustainable farming practices.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 2.1 Capacity building of farmer organizations in agribusiness	Income increase among participating farmers; business plans developed	0	Participating farmers record at least 10 percent income increase by end of FY 2026/2027.	Train FOBASI cooperatives in agribusiness planning, financial management, collective marketing, and value-chain integration to strengthen their business performance and market competitiveness.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 2.2 Post-harvest handling for reduced losses improved	Post-harvest loss rate in GRICA-supported FOBASI	0	Post-harvest loss rate reduced or maintained at 15 percent in targeted FOBASI value chains.	Train farmers and cooperatives in FOBASI on improved harvesting, drying, sorting, grading, storage, and aggregation practices to reduce post-harvest losses and improve product quality and market value.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 2.3 Agriculture commodity safety and quality increased	Number of sites applying commodity safety and quality package	0	10 FOBASI sites apply commodity safety and quality advisory package.	Integrate commodity safety, quality control, traceability, and aflatoxin prevention measures into comprehensive post-harvest advisory packages.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 2.4 Food security and nutrition improved	Percentage increase in production of priority crops	0	5 percent increase in production of priority crops in supported FOBASI.	Support increased production of priority crops through proximity-based advisory services, climate-smart agricultural practices, improved access to inputs, and regular farmer follow-up.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 2.5 Households supported in nutrition-sensitive production	Number of households reached	0	1,400 households reached with nutrition-sensitive advisory messages.	Integrate nutrition-sensitive production messages into advisory services, promoting biofortified crops, vegetables, fruits, and animal-source foods to improve household nutrition and dietary diversity.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 2.6 Cross-cutting market learning and knowledge exchange	Number of learning events held	0	5 learning and market events supported by GRICA.	Organize learning events, field/open days, crop variety demonstrations, workshops, conferences, and study tours to facilitate knowledge sharing, innovation uptake, and peer learning.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.1 Demand-driven research and technology transfer	Number of demonstration plots established	0	1,000 demonstration plots established during FY 2026/2027.	Establish on-farm demonstration plots and model farms to facilitate technology transfer, practical learning, innovation adoption, and peer-to-peer knowledge sharing.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 3.2 Strengthening Customized Agriculture Extension System	Number of extension materials produced and distributed	0	600 CA-integrated extension materials produced and distributed.	Develop harmonized conservation agriculture training packages and digital extension materials to strengthen knowledge dissemination and support consistent delivery across the national extension system.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.3 Customized Agriculture Extension System enhanced	Number of districts implementing CAES with GRICA support	0	CAES implementation initiated in 5 districts.	Operationalize CAES in priority districts through geographic zoning, standardized service packages, advisor contracting, and systematic performance monitoring.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.4 Technical capacity, education and skills developed	Number of GRICA members trained	0	20 GRICA members trained during FY 2026/2027.	Train GRICA members on agricultural advisory services, continuing professional development (CPD), technical modules, ethical standards, and professional conduct.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.5 Access to agriculture finance increased	Percentage increase in loans accessed by farmers	0	5 percent increase in loans accessed by farmers in GRICA-supported FOBASI.	Support FOBASI farmers in accessing finance through business planning, financial literacy training, and linkages with appropriate financial institutions.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 3.6 Agriculture insurance scheme strengthened	Percentage increase in farmers enrolled in insurance schemes	0	5 percent increase in insurance enrolment in GRICA-supported FOBASI.	Increase farmer enrolment in agricultural insurance schemes and strengthen advisors' capacity in insurance advisory services, claims guidance, and dispute resolution.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.7 Affordable digital technologies developed	Number of digital extension content packages developed	0	4 digital extension content packages developed.	Develop digitalized, context-specific extension content on farming systems, focusing on productivity enhancement, climate risk management, and resilience-building practices.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.8 Digital competencies developed	Number of business models developed	0	1 additional last-mile delivery business model developed.	Develop a sustainable last-mile delivery business model for efficient distribution of agricultural knowledge, advisory services, and inputs.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.9 Sustainable business models for digital systems and platforms developed	Number of policy advocacy events organized	0	1 policy advocacy event held during FY 2026/2027.	Organize policy advocacy events to promote the adoption and scale-up of private sector-led agricultural extension models.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 3.10 Agri-food systems coordination and value chains developed	Number of policy advocacy events organized	0	1 policy advocacy event held during FY 2026/2027.	Organize policy advocacy events to promote the adoption and scaling of private sector-led agricultural extension models.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.11 Institutional reforms for effective implementation enhanced	Consultation process initiated and concept package prepared	0	Concept note and consultation process initiated for draft law and professional forum.	Initiate stakeholder consultations and legal preparations for establishing the Rwanda Forum for Agricultural Extension and Advisory Service Professionals and the proposed professional council.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.
Output 3.12 Capacity for planning and knowledge management enhanced	Number of required plans and reports submitted on time	0	Annual plan, 4 quarterly reports and annual performance report submitted.	Prepare and submit the FY 2026/2027 Annual Action Plan, quarterly activity plans, budgets, quarterly progress reports, and annual performance report.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.

MoU Output / PSTA5 Linkage	Indicator	Baseline*	FY 2026/2027 Target	Activities to Deliver Output	Area of Intervention (Districts / Sites)	Budget (subject to approval)	Sources of Funds (subject to confirmation)
Output 3.13 Capacity for planning and knowledge management enhanced; resource mobilization	Number of proposals or partnerships developed	0	2 resource mobilization proposals or partnerships developed.	Develop joint resource mobilization proposals to secure funding for CAES, CPD, digital extension services, demonstration plots, and field-based advisory services.	District(s) and FOBASI sites jointly selected with MINAGRI and relevant District authorities after priority review; to be confirmed.	To be costed and approved in an annual workplan/separate project agreement before implementation; subject to confirmed financing.	MINAGRI programme resources, GRICA resources and/or donor/development-partner funds, only as separately agreed and confirmed.