

REPUBLIC OF RWANDA



**SOUTHERN PROVINCE
NYAMAGABE DISTRICT**

**Nyamagabe Development Strategy
2018-2024**

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GLOSSARY

Term Name	Definition
Strategy	Refers to a broad term used in public sector research to define how organizations relate to their environment and progress purposely into the future by improving services and performance (Boyne and Walker 2010). In this document strategy means, policies, projects, actions to be undertaken to achieve anticipated results.
Monitoring and Evaluation	Refers to a process of following up a program and evaluating the impact it has on the target population in order to assess the success and gaps in program implementation. It is usually done to ensure whether what is being done is right and is being done in the right way.
Strategy	This is a broad term used in public sector research to define how organizations relate to their environment and progress purposely into the future by improving services and performance (Boyne and Walker 2010).
SWOT Analysis	A description of the general state of affairs affecting development, arising from the natural resources, the human resources, and the progress achieved from past development efforts that are important for the future of the local government.
Joint Action Development Forum	Is a multi-stakeholder platform (home grown) that was put in place to facilitate and promote full participation of citizens in the decentralised and participatory governance and improve service provision processes with representatives from public sector, provide sector and civil society
Stakeholders	Refers to all people, organizations and institutions that are interested and concerned about the development of the Ruhango district aspirations.
Citizen Participation	Refers to the level to which citizens are involved in local decision-making processes.
Value chain.	It is the development of a product or a service from conceptualization phase up until it ends up with the final consumer and where all actors in the value chain work together to add value
Adult literacy	Literacy comprises a set of skills that is reading, writing and numeracy. Adults will be considered literate when they are able to (a) read, write and interpret information and understanding of diverse types of texts in real life situations, and (b) compute and use the four basic mathematical operations, both orally and in writing, (c) to be able to cope with and solve their real-life problems; and (d) to apply the skills learned to income-generation activities and entrepreneurship (GOR,2014).

ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
ANC	Ante Natal Care
ARIs	Acute Respiratory Infections
ART	Anti-Retroviral Treatment
ASRH	Adolescent Sexual and Reproductive Health
CHUB	Butare University Hospital (teaching hospital)
CRC	Citizen Report Card
CORAR	Compagnie Rwandaise d'Assurance et de Reassurance
CSO	Civil Society Organization
DDP	District Development Plan
DDS	District Development Strategy
DHS	Demographic and Health Survey
EAC	East African Community
ECD	Early Childhood Development
CESB	Capacity and Employment Service Board
EDPRS I	Economic Development and Poverty Reduction Strategy
EICV	Household Living Conditions Survey
FONERWA	Environment and Climate Fund
FP	Family Planning
GAR	Gross Access rate
GoR	Government of Rwanda
Ha	Hectare
HC	Health Centre
HF	Health Facilities
HF	Health Financing
HFU	Health Financing Unit
HH	Household
HIV	Human Immuno-Deficiency Virus
HMIS	Health Management Information System
HP	Health Post
HRH	Human Resources for Health
HEI	Higher Education Institutions
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
ITNs	Insecticide- Treated Nets
JADF	Joint Action Development Forum
LED	Local Economic Development
LODA	Local Development Agency
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MFI	Micro-finance Institution
MINAFFET	Ministry of Foreign Affairs
MW	Megawatt
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINILAF	Ministry of Lands and Forestry

MININFRA	Ministry of Infrastructure
MISANTE	Ministry of Health
MoE	Ministry Of Environment
MTN	Mobile Telephone Network
NAR	Net Access Rate
NGO	Non-Government Organization
NAEB	National Agricultural Exports Board
NISR	National Institute of Statistics, Rwanda
NST1	National Strategy for Transformation
NTD	Neglected Tropical Diseases
PFM	Public Financial Management
PRSP	Poverty Reduction Strategy Paper
PSF	Private Sector Federation
RAB	Rwanda Agriculture Board
RDHS	Rwanda Demographic and Health Survey (= DHS)
REMA	Rwanda Environment Management Authority
RTDA	Rwanda Transport Development Authority
SAPs	Service Access Points
SDGs	Sustainable Development Goals
SEN	Special Education Needs
SONARWA	Societe Nationale d'Assurance
SORAS	Societe Rwandaise d'Assurance
SSPs	Sector Strategic Plans
STEM	Science, Technology ,Engineering and Mathematics
SWG	Sector Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
TWG	Thematic Working Group
TVET	Technical and Vocational Education and Training
7YGP	Seven Year Government Programme
U-SACCOs	Umurenge- Savings and Credit Cooperatives
STI	Sexually Transmission Infections
VCT	Voluntary Counseling and Testing
WHO	World Health Organization

EXECUTIVE SUMMARY

The **vision** of Nyamagabe District for the six years to come is: “**Nyamagabe, a home of citizen- centred services, Welfare, high value crops and eco-based industry**”. This vision will really brand the district development through socio-economic development and good governance.

According to article 123 of the Law N° 87/2013 of 11/09/2013 determining the organisation and functioning of decentralized administrative entities, the **mission** entrusted to Nyamagabe District is the following: (1) to implement Government policies adopted; (2) to provide services that are not delivered by other administrative entities; (3) to monitor the administration of Sectors; (4) to plan, coordinate and implement development programs; (5) to maintain infrastructure, handle technical and financial matters; (6) to promote partnership and cooperation with other Districts, cities and other organs; (7) to maintain the safety of people and property in the District; (8) to coordinate planning activities of Sectors; (9) to monitor the implementation of grouped settlement program in the sites indicated and collaborate with Sectors in installing the population in grouped settlements and (10) to put in place programs designed to promote the social welfare

The Overarching goal of Nyamagabe DDS 2018-2024 is “**Championing changes to attain high standards of living of citizens through integrated socio- economic and transformational governance**”.

Goal 1: Build sustainable local economy by availing modern infrastructure and valuing local potentialities. The aim of this goal is to transform the District economy not only by addressing existing economic constraints and but also exploiting available competitive advantages.

Goal 2: Ensure high standards of living for citizens. The main concern of this goal is to ensure quality of life of Nyamagabe District population with emphasis on access to basic needs in terms of health care services, nutrition, education, sanitation and social protection packages aiming at graduation from extreme poverty.

Goal 3: Enhance transformational Governance by strengthening citizen participation, promoting accountability and improving service delivery.

Main challenges to be addressed by the DDS

The challenges that hinder the economic, social development and governance of Nyamagabe district are the following:

Low productivity of agricultural and animal production

The average size of land cultivated by household is 0.60 ha in Nyamagabe against 0.59 ha at the national level. This lack of enough land for agriculture leads to over-exploitation of small land using traditional techniques. High soil acidity and high altitude areas of Nyamagabe District experience landslides resulting in land degradation and low agricultural production.

Moreover, this predominant subsistence agriculture is practiced on small sized land and rain-fed because, only 0.9% of cultivated area is irrigated against 4.0% at national level. The use of agricultural inputs is still low. Fertiliser use rate stands at 52% in 2013/14. Land-use consolidation is at 1.9% while it is at 15.7% at national level and this situation impacts adversely on the agricultural production.

Insufficient Processing and integrated value addition for agricultural production:

Nyamagabe district is favorable for both export crops (Tea and Coffee) and food crops (Wheat and Irish potatoes). Among existing 2 Tea factories, Mushubi Tea Factory is working under capacity; value addition of coffee is not integrated at all while a considerable gap is found in processing and value addition for Pigs, Honey, Irish potatoes and Wheat.

Small scale private Sector and its concentration in urban areas

Private Sector in Nyamagabe district is constrained by its small scale where micro businesses represent 90.8% of all businesses. Moreover, most of these micro-businesses are found in urban rather than rural areas.

Limited access to electricity and poor road conditions

Limited access to electricity is a limiting factor to economic growth especially industrial activities and other diversified income generating activities. Nyamagabe District has a thick road network but suffers from unsatisfactory road maintenance and poor service delivery in both public and private institutions operating in transport.

Low level of urbanization, scattered and unplanned settlements in rural areas

The urbanization rate of Nyamagabe is very low and the population living in the urban area is still very low. According to Rwanda 4th Population and Housing Census (2012), the urban population of Nyamagabe District is around 7.3%. Twelve out of its seventeen administrative sectors are entirely rural. The town of Gasaka and Tare suffers from urban planning high cost due to the steep slope which leads to low investment in construction.

Limited access to and use of ICT

In Nyamagabe District, the use of computer is very limited. According to EICV4, only 1.1% of Households own computer and the rate of internet usage is 2.8% against 3.9% at national level. However, 46.6 % of households own Mobile phones, 54.8 % own radios, 2.8% HHS use TV

Insufficient access to clean water and sanitation

The situation is that 20.1% of HHs in Nyamagabe District still drinks water from unimproved drinking water source: 4.6% use surface water from rivers, 11.6% drink water from unprotected springs and 2.2% use water from unprotected well and 1.7% drink water from other sources.

In Sanitation sub-sector, 83.7 of HHs in Nyamagabe District use improved latrines made of pit latrines with solid slab and only 0.4 % use flush toilet. In Nyamagabe District 9.4 percent of HHs use pit latrines without slab and 6.9% do not have toilets.

Inadequate exploitation of quarries and wood

Nyamagabe District faces overexploitation of forest resources due to very high reliance over biomass energy. According to EICV4, 93.7% of households utilise biomass energy for cooking. In addition to this wood remains the widely material used in construction of houses, 71.3% of houses have their walls made of tree poles and mud.

High Poverty rate among the population

According to EICV 4, Nyamagabe District counts 41.5% of the district population living under poverty line while 13 % lives under extreme poverty against respectively 39.1% and 16.3% at the national level. An average of 10% of children is orphans living without one or two parents.

Low literacy rate

Nyamagabe district has low rate of literacy. 69.3% of Nyamagabe Population can read and write which means that at least 31.7% of the population needs accelerated literacy programmes to be able to read and write.

Insufficient geographical accessibility of health care services

According to DHS5 conducted in 2014, around 48.6% of women aged 15-49yrs have serious problems in accessing health care for themselves when they are sick due to the distance to reach the health facility. The District faces the challenge related to insufficient number of health staff (doctors and nurses) per inhabitant. More to this, Nyamagabe District records 4% of teenage pregnancy and motherhood.

High stunting rate among children under 5 years old

The level of stunting in Nyamagabe is 51.8 percent compared to 38 percent of stunted children at national level. 4 percent of children under age 5 are wasted (too thin for their height) in Nyamagabe compared to 2% at national level. At least 10% of children under age 5 in Nyamagabe District are underweight (low weight-for-age) compared to 9 % at national level.

Lack of modern sports and cultural infrastructure

In Nyamagabe district, infrastructure and facilities for different sports domains are still inadequate which limits participation by different demographic groups. With regard to culture, the District suffers from the lack of infrastructure for cultural expression like theatres, cinema halls, showrooms, libraries etc).

Insufficient citizen participation and engagement in development

Participation through decision making and demanding for accountability from leadership is still low. Areas which involve accountability by leaders and citizen participation in prioritizing, planning, and budgeting rank lowest, yet these are the kingpins for participation.

Weaknesses in service delivery

The level of citizen satisfaction with service delivery is still low, the District is still facing limited transparency and accountability and substandard administrative building where 67/92 cells of Nyamagabe district (72.8%) are not served with electrical lines. The District has a number of unexecuted Gacaca judgments and Citizen Report Card 2016 revealed that there is a high injustice and corruption incidence in some of the public institutions especially in decentralised entities, Abunzi are judged to be poorly empowered even though they deal with a huge number of the civil dispute cases in the District.

Weaknesses in Public finance management

The share of District own revenues is still low and only represents 6.04 % of the total budget.

The district has 3 internal auditors that are responsible for advising the district and its affiliated institutions (159 NBAs) but 69 primary schools (43.4% of NBAs) do not have professional staff responsible for financial management.

Major interventions in economic transformation pillar

- 1000 TVET graduates provided with startup tools and development of 5600 bankable projects to be financed through BDF
- Construction of Tea processing plant, 5 coffee washing stations, coffee Milling plant and coffee roasting plant
- Construction and operationalization of 1 stone processing unit
- Development of 1 feeder lot for Pigs and Construction of Pig processing plant
- Construction of 66 km of roads (Construction of 6 km of asphalt roads, 10 Km of roads with Stone paved and 50 Km of earth roads in urban settlement sites)
- Regular maintenance of 487 Km of unpaved roads, rehabilitation of 250 Km of unpaved roads and construction of 15 bridges related to District roads
- Development of 5 new IDP model villages
- Extension of existing electrical lines (418 Km) and Installation of stand alone solar energy supply systems to 17 306 HHs and connection of Musange, Mugano and Nkomane sectors to electricity (On and off grid solutions)
- Rehabilitation of 120 km of existing water supply systems and construction of 258.5 Km of water supply systems
- Development of Marshland and installation of irrigation systems on 300 Ha, hillside irrigation on 1000 Ha and assist Farmers in small scale irrigation program
- Plantation of coffee on 1000 Ha and Tea on 1200 Ha
- Construction of radical terraces (1200 Ha), progressive terraces (3000 Ha) and Protection of 90 km of Nyabarongo catchment (Rukarara, Mbirurume and Mwogo rivers)

Major interventions in Social transformation pillar

- Rehabilitation of Kaduha hospital, extension of 4 Health Centers and construction of 56 Health Posts and connection of all health Centers to LAN & Internet
- Construction of 6 Model ECD Centers
- Construction of 25 computer labs, 18 Smart classrooms and support schools with 1200 computers
- Construction and provision of equipments to 6 TVET schools for operationalization
- Construction of 74 classrooms at primary level and replacement of 114 old classrooms at primary level
- Maintenance of 254 classrooms at primary level and construction of 316 toilets

- Provision of annual Direct support to 5644 poor and vulnerable households
- Implementation of C/PW projects and employment of 6 489 poor households annually
- Distribution of 8842 cows under Girinka Program

Major interventions Transformational Governance pillar

- Construction of 4 Cells offices and maintenance of 17 Sectors' offices
- Construction of 4 Ubutore Centers and Organisation of urugerero ruciye ingando and National service
- Upgrading 4 genocide memorial sites
- Operationalization of tare Transit center

The total planned budget for six years is 224,829,133,380 Frw. The first fiscal year represents 7% of the total while the last year represents 18 %. The fourth fiscal year 2021/2022 has the highest share of the total budget with 49,926,907,284 frw representing 22%.

1. INTRODUCTION

This introductory chapter briefly presents the context and the purpose of Nyamagabe District Development Strategy (DDS), brief process and the methodology undertaken to elaborate the DDS. It also presents a short description of the contents of each chapter.

1.1 General Introduction

In the course of the elaboration of the National Strategy for Transformation (NST1) and Vision 2050, Districts are required to develop inclusive 6-years Development strategies that will guide different actors in the District development over a medium term (2018/19-2023/24). The elaboration of the District Development Strategy will generate sustainable strategies that will be inspired by and aligned with the various national policies such as National Strategy for Transformation, Vision 2020 and other international commitments such as EAC Vision 2050, Africa Agenda 2063, SDGs, and Paris Climate agreement.

1.2 Context and Purpose of the DDS

Rwanda has committed to shift from a low to middle income country by 2020. The vision 2020 has been converted into action of series of medium term strategic plans (PRSP I, covering the period from 2001-2006, EDPRS I, covering the period 2007-2012 and EDPRS II covering the period 2013-2018. At local level related District development plans (DDP 1) covering the period 2007-2012 and DDP 2 for the period 2013-2018) have been elaborated and implemented.

As Vision 2020 remains with less than 2 years and EDPRS 2 as well as related strategies (SSPs and District Development Plans (2013-2018) will end in June, 2018, a new Vision 2050 and its medium term implementation strategy now approved as the National Strategy for Transformation (NST-1) are under preparation.

The presidential elections of 2017 resulted in a new 7-year Government Program which has been merged with NST-1 and adopted by the Cabinet on and presented to the Parliament by the Right Honorable Prime Minister on the 26th September, 2017.

The national objective during the next seven years is to provide the **platform for accelerated transformation** on the pathway to the prosperity sought by Vision 2050 which aspires to take Rwanda beyond high income to high living standards with an aim to attain upper middle-income country status by 2035 and high-income status by 2050 (MINECOFIN, 2016). It will focus on five priorities¹:

1. High quality and standards of life
2. Developing Modern Infrastructure and livelihoods
3. Transformation for prosperity
4. Values for Vision 2050
5. International cooperation and positioning

This document is, therefore, Nyamagabe District Development Strategy. It is aligned to the national orientation and priorities included in the Vision 2050, 7 years Government Program (7YGP) now merged with the National Strategy for Transformation, Sustainable Development Goals (SDGs), EAC Vision 2050, Africa Agenda 2063, Sector Strategic Plans and Local Economic Strategy “LED” 2017-2023 approved by the district council in its session of 26th August, 2017.

¹MINECOFIN, 2017: 7 Years Government Programme: National Strategy for Transformation (NST 1). Draft document 13th September 2017

The District Development Strategy “DDS 2018-2024” has been conceived as an instrument to achieve the national goals of Vision 2050 in order to provide high quality livelihoods and living standards to Rwanda citizens. The figure below demonstrates the development planning framework of both Vision 2050 and NST 1 and the place of the Sector Strategic plans and DDS.

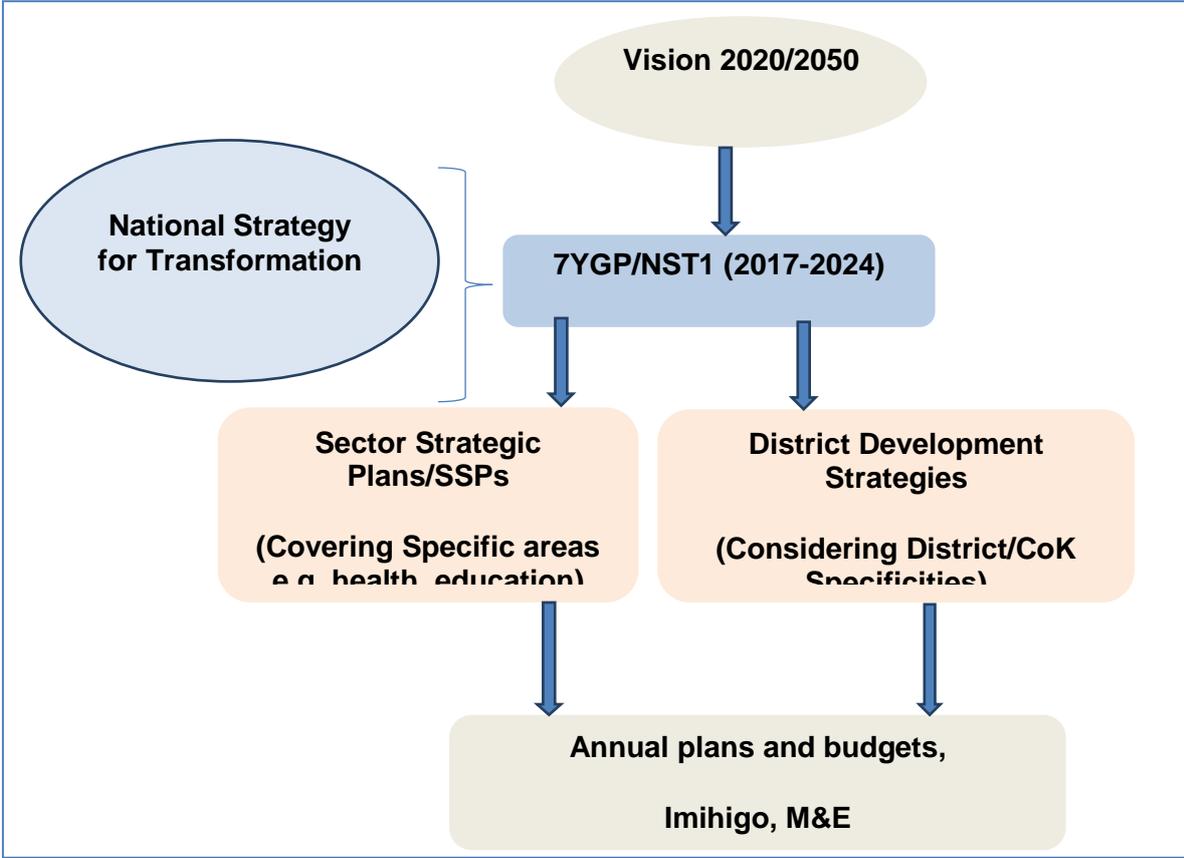


Figure 1: The Development Planning Framework for Vision 2050 and NST1

Source: MINECOFIN, 2017

It is in the aforementioned process that the Nyamagabe District was required to develop comprehensive 6 years’ development strategy (DDS) that will guide actors in the District over the medium term.

The overarching goal of the District Development Strategy “DDS” 2018-2024 is **“Championing changes to attain high standards of living of citizens through integrated social and economic transformation and transformational governance”**

1.3 Elaboration Process of DDS

The Elaboration of the DDS was done in alignment with the National Strategy for Transformation (NST1) in the backdrop of Pillars “Economic Transformation, Social Transformation and Transformational Governance”; hence contributing to the achievement of the Vision 2020 remaining tasks as well as the implementation of the first four years of the Vision 2050, the target being to achieve an upper-middle income by 2035 with an annual Gross Domestic Product (GDP) per capita income of 4,035\$ and High-income Country by 2050 with 12,476\$ of GDP per capita.

The elaboration process followed the methodological framework and guidelines developed by the Ministry of Finance and Economic Planning (MINECOFIN). The Participatory approach was used to involve the population and stakeholders in order to create a spirit of ownership. In this regard, secondary data was collected through desk review of existing information extracted from different documents such as Nyamagabe DDP 2013-18, LED Strategy, Nyamagabe District Potentialities, Nyamagabe Town Master Plan, and Local Community Priorities; together with National Strategies such as the NST1, Vision 2020, Vision 2050 as well as the regional and global commitments among others.

On the other hand, primary data was collected through an iterative process of awareness creation, consultative meeting sessions, training workshops with the District involved actors and stakeholders. Participatory planning process involved the population at village level to get citizens' needs, the Cells' councils to get Cells 'aggregated priorities and Sectors 'council to get the Sector's aggregated priorities. Trained Trainers (TOTs) and other individuals mainly District and sector staffs collected the population's views through public meetings in all 536 villages held on 27th May, 2017 after monthly community works "Umuganda". The output of these meetings was "**Citizens' needs at village levels**". The Citizens' needs from villages informed the citizens' needs at cells levels and the cells' councils approved "**Cell - Wide Priority List**" for each Cell. At Sector level, the priorities from Cells informed the Sector priorities then approved by the sectors' councils as "**Sector - Wide Priority lists**" which provided the baseline on citizens' priorities for consideration in the DDS elaboration process. Other different stakeholders including private sector and ccivil society have been fully included in the elaboration process.

1.4 Short Description of the Contents of each Chapter of the DDS

The DDS is divided into seven chapters as follows;

Chapter one constitutes an introduction and presents the elaboration process and the structure of the DDS;

Chapter twodiscusses the overview of the district, the current status, challenges, opportunities and economic potentialities;

Chapter three shows how the DDS is aligned with the NST-1 and the Sector Strategic Plans and how it integrates cross-cutting areas;

Chapter four discusses the strategic framework for the next six years based on the challenges and priorities identified from the EDPRS2 self-assessment and DDP implementation report and EICV4 and DHS 5 results;

Chapter five discusses the implementation of the district development plan,

Chapter six presents the Monitoring and evaluation of the district strategic objectives highlighted in chapter four

Finally, chapter seven is all about the costing and financing of the district development strategy.

2. OVERVIEW OF THE DISTRICT

This chapter provides general overview of the district. It looks at general information like physical and human geographic features. The chapter summarises the progress made by the District in the implementation of the DDP in economic, social, governance and justice pillars.

While highlighting key issues to be addressed and this chapter also contains the priorities for the next coming six years.

2.1 District Profile

2.1.1 Geography

Location and area

Situated in the South-West of the Southern Province, the District of Nyamagabe is one of the 8 Districts comprising the Southern Province. It is surrounded by the Districts of Karongi and Ruhango in the North, Nyanza and Huye in the East, Nyaruguru in the South, Rusizi and Nyamasheke on the West. Nyamagabe District has 1090 Km² subdivided into 17 administrative Sectors, 92 Cells and 536 Villages (Imidugudu).

Topography

Nyamagabe District has an average altitude varying from 1800 to 2700 meters. It has uneven altitude with some summits going beyond 3000 meters high. The altitude and rains increase as and when one approaches Congo-Nil Crater. Nyamagabe District relief is characterized by jagged and irregular slopes ranging from 60° to 120° making soils susceptible to soil erosion and degradation (Nyamagabe DDP(2013-2018)).

Hydrography

The hydrograph of Nyamagabe District is subdivided into two main basins: On one hand there are Mbirurume and Rukarara rivers in the North. On the other hand, is the river Mwogo in the South with Gihimbi, Nyamugali and Nkungu as affluents. Nyamagabe District hydrography is equally characterized by several seasonal rivers.

Soil

Nyamagabe District soils are generally acidic in nature with a PH ranging from 3.6 - 5. This generally implies a very poor soil which is saturated with aluminium cations implying its low agricultural productivity unless organic and mineral fertilizers are added (Nyamagabe DDP(2013-2018)). Marshlands in Nyamagabe district occupy 681.6 Ha.

Flora and fauna

Around 44.8% (48 864 Ha/109 000 Ha) of Nyamagabe district area is covered by forests. Nyungwe National Park is a natural forest and covers a surface area of 91138 Ha and 44 900 Ha (49.2%) of which are found in Nyamagabe District. Nyungwe forest exercises considerable influence on local and regional bio-climatic conditions. It acts as a sponge, which retains water and releases it slowly during the dry season hence ensuring hydrologic functioning and regulation.

Nyungwe National Park in Nyamagabe District is home of a diversity of wild animals mainly primates and a multitude of birds. Nyungwe National Park contains a multitude of ligneous forests including *Prunus Africana* with *Albizia gumifera* (Umusebeya), *Entendrophragma excelsum* (Umuyove), *Podocarpus Milangianis* (Umuhurizi), *Polyscias falva* (Umwungu) and so on.

Climate

Nyamagabe district is part of Creter Congo- Nil chain with an altitude varying between 1800m and 2700m. The climate is characterized by a rainfall ranging from 1300 mm and the temperature varying between 11⁰C and 18⁰C. Four main seasons occur during the year:

- 2 dry Seasons (from June to August and from mid-December to January),
- 2 rainy seasons (From September to mid-December and from February to May).

2.1.2 Socio-Economic Environment

2.1.2.1 Demography

According to the 4th Rwanda population and housing census conducted in 2012, Nyamagabe District is the 12th and the 1st populated district respectively in Rwanda and the Southern Province. The population of Nyamagabe district is 341,491 (161 219 male and 180 272 female) who live in 76,489 households out of which 31.1% headed by women.

The share of women to the total population of the district is 52.8% (0.4% above the provincial average and 1% above national average). The density of the population in the district is strictly low 313 Inhabitants per square Km, this is justified by the fact that 48 864 Ha (41% of the total land) is covered by forests. Analysing the age of the population, the population belonging to 0 to 15 years old represents 44.5% of the entire population of the district while the population aged 65 years old and above represents 4%.

Table 1: Distribution of the resident population of Nyamagabe District, per Sector

	Both sexes	Male	Female	% of female	% of the total population	Density (Inhabitants per square km)
Rwanda	10,515,973	5,064,868	5,451,105	51.8		415
Southern Province	2,589,975	1,233,754	1,356,221	52.4		434
Nyamagabe	341,491	161,219	180,272	52.8	100	313
Buruhukiro	23,086	10,848	12,238	53	6.8	147
Cyanika	24,549	11,622	12,927	52.7	7.2	207
Gasaka	41,522	20,810	20,712	49.9	12.2	1027
Gatare	15,476	7,292	8,184	52.9	4.5	241
Kaduha	20,614	9,666	10,948	53.1	6	276
Kamegeri	13,579	6,294	7,285	53.6	4	416
Kibirizi	21,479	10,140	11,339	52.8	6.3	436
Kibumbwe	12,518	5,740	6,778	54.1	3.7	256
Kitabi	25,463	12,002	13,461	52.9	7.5	265
Mbazi	11,876	5,537	6,339	53.4	3.5	355
Mugano	18,152	8,593	9,559	52.7	5.3	244
Musange	18,680	8,818	9,862	52.8	5.5	297

Musebeya	18,689	8,654	10,035	53.7	5.5	352
Mushubi	12,777	5,860	6,917	54.1	3.7	352
Nkomane	16,362	7,578	8,784	53.7	4.8	207
Tare	22,765	10,599	12,166	53.4	6.7	511
Uwinkingi	23,904	11,166	12,738	53.3	7	264

Source: NISR, Rwanda 4th Population and Housing Census, 2012,

2.1.2.2 Main economic activities in the district

Agriculture is the main economic activity in Nyamagabe District. According to EICV4, 88.8% of the population is economically active against 87.4% at the national level while inactive among the persons aged 16+ is 11.2% compared to 13% of the population at the national level. In comparison with EICV3 the labour force participation rate increased by 6.2% from 82.6%. The main usual job is agriculture with 71.1% of Nyamagabe district population against 68% at the national level. The majority of the population (56.5%) works on their own farm against 55% at the national level while employees in non-agriculture jobs represent 17.1% compared to 21% at the national level.

Main food crops grown in Nyamagabe District according to their order of importance are dry beans, Irish potatoes, Wheat, Maize, Sorghum, Cassava, peas, and banana. Major cash crops grown in Nyamagabe District are Tea and coffee. Tea is grown mainly in the western part of the District close to Nyungwe National Park in Nkomane, Gatare, Buruhukiro, Uwinkingi, Kitabi and Tare Sectors whereas coffee is mainly grown in Cyanika, Gasaka, Kamegeri, Kaduha, Kibilizi, Kibumbwe and Mbazi Sectors. Main fruit and vegetables cultivated in Nyamagabe District are fresh beans, Avocado, Maracuja and in general, 80 % of households in Nyamagabe district raise livestock.

With regard to Post-harvest facilities to cope-up with agricultural produce loss, Nyamagabe District possesses 3 Post harvest facilities comprised of two (2) Maize drying grounds and one Cassava drying ground. There are eight (8) small scale community agro-processing units including 1 fruit processing unit, 1 Pig processing plant, 2 Milk Collection Centres, 2 Maize processing units, 1 Honey collection and packaging unit and 1 Mushroom tube production unit.

The secondary sector in Nyamagabe District is in general dominated by agro-processing units such as tea processing (2 plants), coffee washing stations (9 CWSs) and Wheat processing plant. Additionally, one Wood processing plant is operational in partnership with foreign private company named New Forest Company.

The District commercial activities are largely concentrated in Nyamagabe town and some trading centres. Markets of Musebeya, Gasarenda, Kaduha, Miko, Nyarusiza, and Masizi are in good conditions. Kitabi and Gasaka selling points serve the community as local market facilities. A modern market is under construction in Gasaka Sector and the level of its completion is at 45%

Currently five (5) commercial banks operate in Nyamagabe District and those are Bank of Kigali, ECOBANK, Banque Populaire du Rwanda SA, Urwego Opportunity Bank and COGEBANQUE. In addition, there are micro-finance institutions like UCT, Vision Finance, RIM SA, 17 Umurenge SACCOs, COOPEC Twizigamire and COOPEC Umutanguha. There are also three (3) insurance companies (SORAS, SONARWA and CORAR). According to the

Demographic and Health Survey (2016), 47.5% of Households in Nyamagabe District possess at least one savings account against 46.1% at the national level.

Employment status

According to the Labor Survey report(2017), in Nyamagabe District the rate of labor force participation is 55.0% and the rate of unemployment is 10.3% considering the new international standard definitions of labour force and unemployment adopted in 2013.

2.1.2.2 Utilities and amenities in Nyamagabe district

Urbanization and Settlement

Housing remains one of the major important aspects in human settlements. According to EICV4, the district of Nyamagabe made a profound progress in improving housing conditions whereby the number of population living in Umudugudu is 66.6% and Isolated rural housing stands at 25 % which is quite similar to the national status with 25.5% of isolated rural Housing. On other hand, unplanned clustered rural housing is at 4 whereas unplanned urban housing stands at 4.4% according to the same souce.

Access to Water and sanitation

Water supply and sanitation play a critical role in socio-economic development of the citizens. According to EICV4 Nyamagabe District records 79.9% of households that access safe and clean drinking water. According to EICV4, about 64.1% of households rely on protected springs for water consumption, whereas 13.3% use public standpipe and the rest 26% use piped in dwelling/yard. Furthermore, EICV4 shows the progress observed in the average mean time used to reach to improved water source stands at 9.5Min nd it is quite shorter than the mean time of the whole country which is at 11.2 Min.

Regarding the Access to Improved Sanitation in Nyamagabe District, 83.7% of district population has access to improved sanitation against 83.4 % of the population that access improved sanitation at the national level. Among the District population, the majority use pit latrines with solid slab (83.3%) and 0.4% use flush Toilet, 9.4 use pit latrine and 6.9% has no toilet facilities which is a high score compared to national situation (6.1%).

Waste management

Waste management remains a problem where 17.5% of Households throw their domestic wastes in bushes or field and only 78.0% have composts. This is relatively lower than national level where respectively 31.1% throw their wastes in bushes and 59.4% of Households use compost. In the town, the rate of Households who use public rubbish is 0.0% compared to national level of 5.0% (EICV4).

Rainwater harvesting systems

Water is essential natural resource for human survival and development. In general, access to safe drinking water has a direct impact on the population's quality of life, health, and productivity. Households can now reach an improved drinking water source more quickly than they could three years ago. Furthermore, the EICV4 presents data on households with rainwater management system. Results show that 6.2% of households in Nyamagabe have a way of managing rainwater compared to 17.4% at the national level.

Energy

In Nyamagabe District, the major source of energy is (by order of importance): Batteries, Firewood, Electricity, Candle, Solar energy lantern and oil lamp (EICV4, 2013- 2014). In terms of lighting, the majority of the population (61.7%) use Batteries as source of light which is relatively higher compared to national level which has 44.2 %. Other alternative sources of light used in the district include Firewood (16%), oil lamp (2.5%) Electricity (5.9%) Candle (5.8%) Lantern (3.0%) Solar Panel (4.4%) and others (0.6%).

In comparison between EICV3 and EICV4, the district made a tremendous progress switching to new and improved sources of light by increasing the usage rates of electricity from 2.8% to 5.9% and Batteries from 30.6% to 61.7% and has reduced the number of population using lantern from 19.6% to 3.0%.

On another hand, Cooking fuel is dominated by Fire wood which has a rate of about 93.3% compared to 83.3% at the national level. This rate has slightly reduced by 3.5% from 96.8% in the EICV 3 as a result of increased use of other fuel sources such as Crop waste.

Transport

Nyamagabe District is crossed by a single tarmacked road Huye-Nyamagabe-Ruzisi, and has 439 Km of Murrum roads that need regular maintenance due to district relief characterized by high slopes. The District counts three (3) Transport companies (VOLCANO Express, HORIZON Express, Rugali Express) operate cross wide the District. Motorcyclists and cyclists help in internal movements of both goods and people.

The ownership of transportation assets also increased whereby ownership of bicycles motorcycles and Vehicles which was at 5.8%, 0.4%, 00% in EICV3 reached to 7.6%, 1%, 0.4% Respectively in EICV4. Furthermore, in the context of walking distance, 59.5% of the households can access the nearest road in 0-19 minutes 25.7% in 20-59 minutes and 9.6% in 60-119 Min and 4.4 % reach there in over 120 Min. At national level, 87.9% of Rwandan households can access road in 0-19 minutes, 9.3% walk 20-59 minutes, while 1.8% walk 60-119 to the nearest all-weather road.

In relation to transport infrastructure, usage and perception of change in quality, Nyamagabe shows good improvement based on EICV3 and EICV4. Given that, the usage rates for regularly used all weather roads stands 81.9% at the national level, Nyamagabe has made a good progress by increasing the regularly usage rate of all-weather-roads from 51.9% in EICV3 to 93.1% recorded in EICV4. In terms of satisfaction and perception of change in quality of the roads network, 49.2% of the users feel that the quality of roads does not change and only 47% feel some improvement while 3.6 % feel that it is declining. The situation is similar countrywide because 58.8% don't feel any improvement in road quality compared to 35% who do feel some improvement and 5.9% who feel that it is declining. Likewise, 76.9 % of the district households are not satisfied with their nearest roads compared to 23.1% of household's national wide.

Information, Communication Technology (ICT)

Telecommunication is facilitated by MTN, Airtel and Tigo Networks. Around 2.8% of district households use TV, 54.8% use radios, 2.8 use DVD/Video player while 46.6% use mobile phones. The ownership of computers is 1.1% and the rate of internet usage is 2.8%. (EICV4). Computer literacy rate, which is 4.2%, has generally risen compared to previous rate where it was at 1.9 % in EICV3.

2.1.3 Social features of Nyamagabe District

2.1.3.1 Health

Nyamagabe District has now 41 health facilities including 2 hospitals, 1 District Pharmacy, 19 health centers and 19 Health Posts. There exist also 3 private medical pharmacies, 1 medical clinic and 4 dispensaries.

Each sector of Nyamagabe district has its own Health Center. Only Gasaka Sector has 2 health centers. All private health facilities are in urban areas. All the 3 private medical pharmacies, 1 medical clinic and 1 private dispensary are located in Nyamagabe town and 1 private dispensary in Cyanika, 1 in Tare and 1 in Kitabi.

75% of the district population is covered by health insurance against 90% of the population at national level. The fertility rate is 3.6 % in Nyamagabe district which is lower compared to the national average evaluated at 4.2%; the national target is to achieve 3%. The results of the DHS 5 show that 88 percent of births were assisted by a skilled health provider in the Nyamagabe District against 91% at national level. At the same time, 62 % of women and 75% of men age 15-49 have comprehensive knowledge about HIV/AIDS compared to 67 percent of women and 69 percent of men at national level. Overall, HIV prevalence in Nyamagabe district is 2.4 percent among women and 2.0 percent among men as compared to 3.6 percent among women and 2.2 percent among men age 15-49 at national level.

According to RDH5, the use of Insecticide Treated Nets (ITNs) in Nyamagabe District stands at 66 percent of the households against 61 per cent ITN usage at the national level and the use of mosquito nets by children under age 5 in Nyamagabe District is 59 per cent against 68 per cent of children under age at national level.

The proportion of married women who are using family planning methods is at 64% in Nyamagabe, among them 57 % of them use any modern method, and 7 % of them are using any traditional method. These figures are relatively the same at the national level.

The unmet needs for family planning account for 13.0% in Nyamagabe district compared to 19% at the national level (MINISANTE, 2016). It is important to notice the increased up-take of family planning for women aged 15-49 years. The percentage of women using contraceptive methods is 64% against 48% countrywide and the demand for family planning in Nyamagabe is currently 77 Percent against 72 Percent at the national level.

As far as nutritional status of children under-five years is concerned, RDHS5 shows that, 51.8% of children under age 5 are stunted (too short for their age), compared to 38 percent of stunted children at national level. On another hand, 4 percent of children under age 5 are wasted (too thin for their height) compared to 2 at national level while 10 percent of children under age 5 are Underweight compared to 9 Percent underweight (low weight-for-age) at national level.

According to the same source, in Nyamagabe District, Neonatal mortality is 15 deaths per 1,000 live births compared to 20 deaths per 1,000 live births at national level. 21 of every 1,000 babies born in Nyamagabe District do not survive to their first birthday compared to 32 deaths per 1,000 at the National level. The Under-5 mortality in Nyamagabe is 52 deaths per 1,000 live births compared to 50 deaths per 1,000 live births at the national level. The Maternal mortality rate is 210/100,000. Only 42.9% of pregnant women in Nyamagabe District receive 4 antenatal consultation standard visits against 44% at the national level (MINISANTE, 2016)

2.1.3.2 Education

In Nyamagabe District, the net primary school enrolment rate is 89.3% in EICV4 compared to 87.9 % observed in EICV3, net secondary school enrolment is 20.9 % against 23% at national level. Access to technical/vocational and tertiary education is still low, as the number of the population who are enrolled in technical/vocational education grew slightly from 2.06% in EICV3 to 2.46% in EICV4. In the last 3 years, the proportion of the population aged 16-30 years attending a tertiary education in Nyamagabe district increased from 0.8% in EICV3 to 2.3% in EICV4 as compared to country's level with 2% in EICV3 to 3% in EICV4.

The literacy rate for persons aged 15-24 years is 87.1 % against 86.2% at the national level. The adult literacy rate is at 69.3 % against 72.1 % at the national level.

The average children in primary school dropped by about 5% in the last 3 years with a most considerable decrease observed in rural areas (from 35% in EICV3 to 30% in EICV4). User satisfaction and facilities is high in Nyamagabe as the households contented with the education services they receive stand at 95.0% compared to 90% at national level.

2.1.3.4 Social protection and poverty level

The district of Nyamagabe implements different national programmes favoring the vulnerable groups and the poorest people of the district as identified above. Among other programmes implemented at district level include the vision 2020 Umurenge (VUP) with its three pillars of public works for the poor who are able to work, direct supports for very poor households without labour capacity and financial services such as the Ubudehe Credit Scheme.

In addition to the VUP, there are more other national social assistance schemes implemented at the district level such as the Genocide Survivors Support and Assistance Fund (FARG), the Rwanda Demobilization and Reintegration Commission (RDRC), the One cow per poor family, the free basic education, the subsidized subscriptions for mutual health insurance, and many others.

Under Girinka Programme, 3.1% of households have received one cow compared to 6.6 % who received cattle under other programmes operating in the District.

Nyamagabe district has made a tremendous step in poverty reduction from 2011 to 2014. EICV3 and EICV4 have revealed that the poverty in Nyamagabe district has been reduced from 73.3% to 41.5% while the incidence of extreme poverty has been reduced from 45.2% to 13% during the same period.

On one hand, the progress made is good since the incidence of extreme poverty at district level (13%) is lower than the incidence of extreme poverty at National level (16.3%). On the other hand, the analysis reveals that there is a lot to do in order to reduce poverty among the district population since its incidence level is still higher than the incidence level both at province and national levels. District poverty incidence is 41.5% while it is 38.4% and 39.1% respectively at province and national levels. It is worth mentioning that according to EICV4, Nyamagabe district is ranked the 16th poorest district in Rwanda and 6th in Southern province.

2.1.3.5 Gender and family promotion

In terms of education and training, in Nyamagabe District the proportion of men who attained primary school is slightly higher to that of women. It is respectively 70% and 64% compared to 66 percent and 71 percent, respectively at national level. At the secondary education and higher levels, the proportions are 12 percent and 1 percent for both women and men compared to 13

and 2 at the National level. The proportion of women who have no education is 24% against 16 % for men compared to respectively 19% and 13% at the National level (DHS5, 2014-2015).

As regard to control over resources by women within the household, fourteen percent of women in Nyamagabe and in the South Province compared to 12 percent at the national level reported that decisions regarding how their earnings are spent are made mainly by their husbands.

Concerning the attitude toward wife beating, RDHS5 indicated that in 63 per cent of women in Nyamagabe and 41 percent at national level believe that wife beating is justified for at least one of the specified reasons. Men are least likely to agree that a man is justified in beating his wife for at least one reason with 25 Percent in Nyamagabe and 17 percent at national level.

In addition to this, the proportion of young women age 15-19 that have begun their child bearing in their teenage in Nyamagabe District are 4 percent compared to 7 percent at the national level.

2.2 Overview of District Achievements during DDP Implementation

The following paragraphs provide the progress made by Nyamagabe District under economic transformation, social transformation and Transformational Governance pillars.

2.2.1 Achievements in Economic transformation

Under the economic cluster the DDP covers the achievements in eight (8) Sectors and those are Agriculture, infrastructure (Transport, Water and Sanitation, markets infrastructure), Urbanization and Settlement, financial sector, ICT, Energy and industry as well as Environment and Natural resources.

2.2.1.1 Agriculture

At least 454.6 Ha of Marshland have been rehabilitated. They are distributed and located in Mushishito with 102 ha; Rwondo with 64 Ha, Muzirantwago: 89 Ha, Cyogo: 54.6 and Rukarara: 40 Ha) and 17 fish ponds have been created in Kamegeri sector. Much emphasis has been put on land consolidation to get enough space for crop intensification. The following table shows the efforts made on land consolidation and productivity of food crops

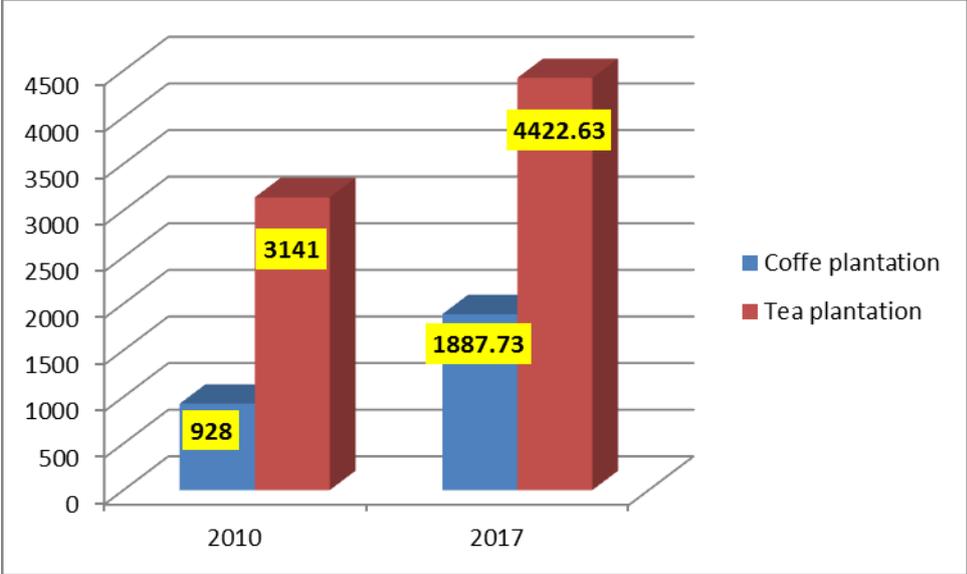
Table 2: Consolidated land and productivity of key food crops

Item	Baseline (2010-2011)	Planned targets	Current Situation (June, 2017)
Consolidated land for maize	3 000 ha	9,858 ha	9 858 ha
Consolidated land for Irish potatoes	9 438 ha	16,968 ha	15 599 ha
Consolidated land for beans	10 196 ha	16,528 ha	16 799 Ha
Consolidated land for Wheat	4278 ha	12,641 ha	11 692.6 ha
Use of chemical fertilizers	27kg/ha		45kg/ha
Irish potato productivity	12t/ha	30.4 t/ha	29.5t/ha
Beans productivity	0.8t/ha	1.7t/ha	1.5t/ha
Maize Productivity	1.5t/ha	3.8t/ha	3.8t/ha

Source: Nyamagabe District, 2017

The main export crops in Nyamagabe are coffee and tea. The figures below show that the area covered by coffee increases from 928 Ha in 2010 to 1 887.73 Ha in 2017 which means that new 959.73 Ha of coffee have been planted while the area covered by Tea increased from 3 141 Ha in 2010 to 4 422.63 ha in 2017 which means an increase of 1 281.63 new Ha planted with Tea.

Figure 2: Area of Land covered by Coffee and Tea 2010-2017



Source: Nyamagabe District, 2017

In order to reduce harvest losses and add value to agricultural produce, the number of Post-harvest facilities has also increased as contained in the following table.

Table 3: Post harvest and storage facilities in Nyamagabe District

Item	Baseline (2010-2011)	Current Status (2017)
Post-harvest facilities(ubwanikiro)	0	6
Warehouses	4	12
Tea factories	1	2
Coffee washing stations	6	9
Wheat processing unit	0	1
Milk Collection Centers	0	2
Honey Collection centers	1	3

Source: Nyamagabe District, 2017

In Girinka Program 8 708 cows have been distributed to poor eligible households.

2.2.1.2 Transport sector

At least 3 companies (HORIZON Express, VOLCANO Express and Rugali Express) help the community to move in and out the district. The tarmac road Crete-Kongo Nili (30 Km) tarmac road has been constructed and 112.5 km of earth roads have been rehabilitated. They include the following Gasarenda-Gisovu road: 56 Km, Bisharara-Gatare: 18 Km, Kibilizi-Kibumbwe: 8.5 Km and Gasaka-Musange: 30 Km

Around 12. 5 Km of earth roads have been upgraded using cobble stones and 8 Bridges have been rehabilitated including Rukarara bridge in Musange Sector, Rukarara Bridge in Kaduha Sector, Mbirurume bridge in Mugano sector, Muganza bridge in Kitabi Sector, Gasave in

Kamegeri sector and Kato in Gasaka sector, Mwogo in Tare sector and Rwondo in Nkomane sector.

2.2.1.3 Water and Sanitation

During the implementation of the DDP 2013-2018, a total of 107.9 Km of waterlines have been constructed and supply safe drinking water to 26, 628 new individuals. The table below provides the detail on waterlines constructed.

Table 4: Constructed waterlines, location, length and number of beneficiaries

Name of Waterline	Location	Length	Number of beneficiaries
Mutengeri- Nyarwungo-Musaraba	Nkomane	33km	7010
Aep Cyeru	Kibumbwe	16km	4164
Jenda-Kayogoro	Musange	8km	1987
Gakoma-Kabuga	Kibilizi	5km	2431
Nyensayo-Mugote & Rubego-Nyabisindu	Kaduha	7km	1579
Mutakara-Mukufi	Musange	18km	4334
Gaseke-Nyarusiza	Kamegeri	5.3km	1654
Rwuya-Remera-Nyakibyeyi	Kibilizi	6km	941
Aep Mutiwinyamagabe	Mbazi	6.6 km	1801
Nyarusiza-Nyarusange-Gitwa	Kamegeri	3km	727

Source: Nyamagabe District, Self-assessment report, 2017

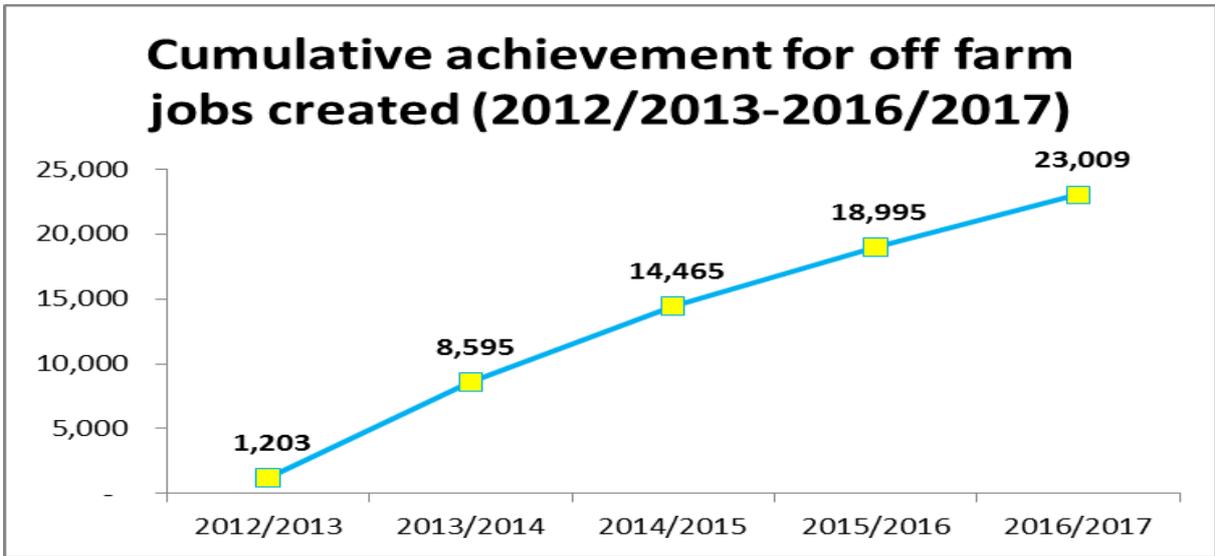
2.2.1.4 Information Communication and Technology sector

At least 23 services use broad band network (fiber optic), 3 Telecenters and 12 Service Access Points (SAPs) help the community to access computer services, internet and other online services.

2.2.1.5 Productivity and youth employment

In Nyamagabe district, 23009 off farm jobs have been created for men, women with a particular focus on youth.

Figure 3: Off-farm jobs created in Nyamagabe district (2012-2017)



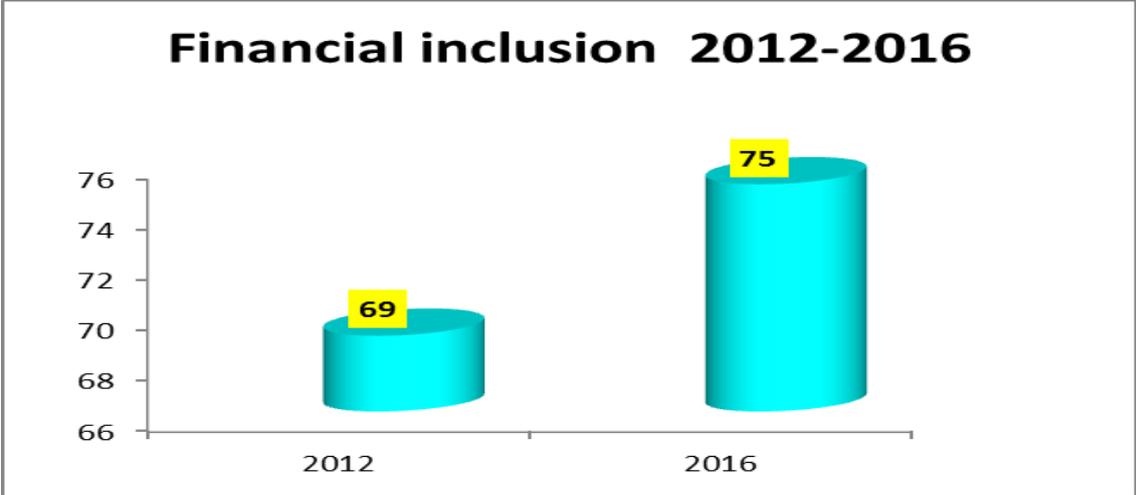
Source: Nyamagabe District, 2017

Other actions for employability, entrepreneurship and business development purposes have been achieved including 316 MSMEs coached and supported to access finance, 65 Growing MSMEs facilitated to access finance through guarantee scheme, 25 ICPC operators trained, 170 TVET Graduates provided with start-up toolkits and 10 graduates from Iwawa reintegrated and facilitated to access start up toolkit.

2.2.1.6 Financial sector

Nyamagabe district recorded big progress in the financial sector. Two big commercial banks namely Bank of Kigali and COGEBANQUE opened their branches in the District while Umurenge SACCOs expanded its activities in all the 17 sectors of Nyamagabe District. The introduction of U-SACCOs in Rwandan banking system has greatly contributed to financial inclusion as it is demonstrated by the following charts for the case of Nyamagabe district.

Figure 4: Progress of financial inclusion in Nyamagabe between 2012 and 2016



Source: FINSCOPE, 2016

2.2.1.7 Energy

During the period of the DDP, Rukarara I & II hydro power plants have been constructed in Nyamagabe district and they are now contributing 11.8 MW of electricity to National grid.

The following electrical lines have been constructed in order to connect both administrative services and households: Musebeya-Mushubi electrical line, Buruhukiro-Gatare electrical line, Cyanika-Miko-Mbazi electrical line and Rukara-Kibumbwe-Kaduha electrical line.

These electrical lines are now serving 20% of district households from 2% that were connected in 2010 according to EICV 3. During the period of the DDP implementation, 8 sectors namely Mushubi, Musebeya, Kaduha, Buruhukiro, Uwinkingi, Gatare, Cyanika and Mbazi have been connected to electricity making a total of 14/17 Sectors with access to electricity while 3 (Musange, Mugano & Nkomane) Sectors still need to be connected.

2.2.1.8 Private Sector Development

The achievements related to private sector development in Nyamagabe district may be viewed in terms of new market infrastructure constructed, new hotels as well as new industries constructed and operationalized.

Market infrastructures

During this period of the DDP, 4 markets and two selling points infrastructures have been constructed including Musebeya Modern market, Uwinyana Mini market, Nyarusiza Mini market, Miko Mini market, Kitabi and Gasaka Selling points and, Gasaka Modern market (civil works are at 45%).

Hotels and other tourism facilities

In Nyamagabe District, Nyungwe National Park is a tourist attraction with its fauna and flora rich in different animal and plant species. Apart from the park, within the period of the DDP, Touristic facilities including a Forest Garden Hotel, Kitabi cultural village and Kunyu Salted water have been constructed.

Industries

The secondary sector in Nyamagabe is dominated by agro-processing units such as tea processing (2 plants), coffee washing stations (9 CWSs) and Wheat processing plant. Additionally, Wood processing plant is operational in partnership with foreign private company named New Forest Company. The records of DDP period registered Mushubi Tea Factory, 3 Coffee Washing Stations and a Wood processing plant.

2.2.1.9 Urbanization and Settlement

A total of 17.6 km of public lights have been installed in Nyamagabe town and other trade centers like Gasarenda, Musebeya, Kitabi and Kaduha. IDP model villages have been developed Mugano, Gasaka and Kibilizi Sectors. The population living in imidugudu has increased from 4.6% (EICV3) to 66.6% (EICV4).

2.2.1.10 Environment and Natural resources sector

Nyabivumu waste management facility was constructed during the DDP period. At least 7430.2 Ha of land have been covered by forest and thus increasing the forest cover from 27% in 2010 to 44% in 2017. At least 409 Biogas have been constructed to reduce pressure on forests and radical terraces have been developed on 2, 069 Ha in order to protect Mwogo, Mbirurume and Rukarara watersheds. A total of 113 Km of river banks have been protected in the interval of the DDP.

2.2.2 Achievements in Social transformation

Within social cluster, the DDP implementation mainly recorded great achievements in sectors of Health, Education as well as Social protection.

2.2.2.1 Health Sector

At least 3 Health Centers in Kibilizi, Buruhukiro and Shaba as well as 16 Health posts have been constructed. The table below indicates the progress of Health indicators.

Table 5: Progress in health sector during 2013-2018

Health services	2013	2017
(ARVs) : Number	NA	5,092
Mutual Health Insurance (%)	NA	75,2
Number of Health Posts	0	16
Number of Health Centers	16	19
Number of Hospitals	2	2

Source: Administrative report, 2017

2.2.2.2 Education

Nyamagabe district counts 98 ECDs, 71 primary schools, 53 secondary schools, 9 TVETs and 1 University. The following table demonstrates the progress made during the DDP period.

Table 6: Achievements in education sector during the period of the DDP

Education infrastructures and Students	2012/13	2017
Number of Classrooms (Primary)	1013	1152
Number of Classrooms (Lower Secondary)	180	348
Number of classrooms (Upper Secondary)	154	274
Number of Secondary schools	45	53
Number of Primary schools	67	71
Number of TVETs	1	8
Number of ECDs	0	98
Number of students (ECDs & Nurseries)	1 656	4 818
Number of students (Primary)	82 895	88 528
Number of students (Lower Secondary)	11 233	12 906
Number of students (Upper Secondary)	3 701	6 835
Number of Students (TVET schools)	67	432

Source: Nyamagabe district, DDP Self-evaluation report,2017

2.2.2.3 Social Protection

Eligible households have been supported through social protection programs including direct support, public works, financial services and Ubudehe. The following tables summarise the numbers of beneficiaries, financed projects and used budget while implementing VUP activities.

a. Direct support

Table 7: Number of beneficiaries of direct support and used budget

N0	Period	Number of Households	Total Members	Used Budget
1	2011-12	1,823	4,780	186,483,000
2	2012-13	2,611	6,629	395,895,000
3	2013-14	3,707	10,020	594,684,000
4	2014-15	4,802	12,108	683,897,800
5	2015-2016	4,426	10,827	538,562,250
6	2016-2017	4,633	6,591	588,516,800
	TOTAL	22,002	50,955	2,988,038,850

Source: Nyamagabe District,2017

b. Public works

Table 8: Number of beneficiaries per sex and used budget in Public Works

N0	PERIOD	Covered beneficiaries	Women	Men	Used Budget
1	2011-12	3,522	1,776	1,746	281,580,605
2	2012-13	4,386	2,237	2,149	630,915,733
3	2013-14	4,691	2,206	2,485	797,600,713
4	2014-15	5,026	2,508	2,518	677,175,546
5	2015-2016	4,605	2,477	2,128	454,742,312
6	2016-2017	5,762	3,271	2,491	549,323,082
	TOTAL	27,992	14,475	13,517	3,391,337,991

Source: Nyamagabe District, 2017

c. Financial services

Table 9: Financed projects and used budget under financial services component

N0	Period	Financed Projects	Used Budget
1	2011-12	1,031	144,261,000
2	2012-13	810	75,915,000
3	2013-14	1,052	95,191,900
4	2014-15	366	34,465,000
5	2015-16	798	169,155,900
6	2016-17	921	146,130,000
	Total	4,978	665,118,800

Source: Nyamagabe District, 2017

d. Ubudehe

Table 10: Financed projects and budget used in Ubudehe Programme

N°	Financed Projects (Households)	Financed Projects (Community)	Used Budget
2013-2014	315	325	218,100,640
2014-2015	192	192	148,290,432
2015-2016	536	536	156,500,641
2016-2017	536	536	156,500,641
TOTAL	1,579	1,589	679,392,354

Source: Nyamagabe District, 2017

Apart from VUP and Ubudehe packages, 270 households including 175 genocide survivors have been supported to get appropriate houses.

2.2.3 Achievements in transformational Governance

In Transformational Governance the reported achievements are related to administrative buildings and genocide memorial sites, Justice with special emphasis on executed judgments including Gacaca tried judgments as well as Public Finance Management.

2.2.3.1 Governance and Decentralization

A total of 37 Administrative offices of Cells, Kamegeri sector's office and District administrative office have been constructed. In total, 17 412 Intore (10 189 women and 7 223 men) have been trained on values and Taboos of Rwandan culture.

2.2.3.2 Justice, Reconciliation, Rule of Law and Order

In Justice, 90.7% (47 226/52 047) Gacaca tried judgments have been executed while 91.6% (1 796/1 960) tried judgments from ordinary courts and Abunzi have been executed.

2.2.3.3 Sports and Culture

During the DDP period, Six (6) genocide memorial sites have been constructed in Musange, cyanika, Tare, Mbazi, Kamegeri and Mushubi sectors.

2.2.3.4 Public Finance Management

With regard to Public Finance Management sector, the tax collected by the district increases from 338, 331, 759 Frw in 2010 to 736,952,307 Frw in June 2017.

Table 11: Tax collection performance during the DDP period

Period	Tax collection Performance
2010/2011	338,331,759
2011/2012	425,200,192
2012/2013	475,642,986
2013/2014	657,490,105
2014/2015	710,070,131
2015/2016	635,816,137
2016/2017	736,952,307

Source: Nyamagabe district, 2017

In spite of those achievements, some of them were not planned in the DDP while some of the initially planned projects were not implemented and have been again included in the DDS due to their importance. It was noticed that a good number of planned projects were not implemented due to many challenges observed during the implementation of the DDP 2012-2018 including mainly inadequate financial resource to implement infrastructure projects related to agriculture and livestock, roads, water and electricity supply, inadequate budget for development of urban infrastructures, low involvement of private sector in implementation of District Development projects, climate change which adversely impacted agriculture production and productivity.

Table 12: Summary of major achievements per Sector of intervention

DDP OUTPUT/ INDICATOR	BASELINE 2012/13	TARGET 2017/18	ACHIEVEMENT
Agriculture and Livestock			
Land use consolidation	26912	58,519	53948.6
Irish potato productivity	12t/ha	NA	29.5t/ha
Beans productivity	0.8t/ha	NA	1.5t/ha
Maize Productivity	1.5t/ha	NA	3.8t/ha
Use of mineral fertilizers	27kg/ha	NA	45kg/ha
Area covered by coffee	928	NA	1 887.73
Area covered by tea	3 141	NA	4 422.63
Construction of Dairy plant-Gasaka	0%	100%	30% (Study)
Agriculture modernization (51 Tractors and 51 power tillers)	0%	100%	50%
Construction of Maize processing plant	0%	100%	0%
Establishment of an integrated Porc industry-Cyanika	0%	100%	0%
Integrated Avocado value addition chain-Kibilizi	0%	100%	0%
Poultry industry-Kamegeri	0%	100%	50%
Girinka	0	13507	8 708
Artificial insemination	0%	100%	
Soil erosion control			
Radical terraces(Ha)	108	500	
Marshland developed			456
Hillside irrigation			
Energy			
New HHs with Access to electricity	2%	70%	20%
1. Construction of 2 micro power plants	0%	100%	0%
2. Installation of public lights on 25 Km	0%	100%	50%
3. Connection of Cyanika, Mbazi and Musange Sectors to electricity	0%	100%	65%
Water and Sanitation			
New HHs with access to clean water	68.4%	100%	79.9%
New HHs with access to improved sanitation facilities	70.2	100%	83.7
Transport			
% of roads in good condition	42.5%	85 %	75%
1. Rehabilitation of roads using paved stones (7.3 Km)	0	100%	100%
2. Rehabilitation of Kaduha-Musebeya-Uwinkingi-Kitabi Road (Byimana-Kitabi= 69.9Km)	0	100%	0%
3. Rehabilitation of Gasaka-Kibilizi-Kibumbwe-Kaduha Road	0	100%	0%
4. Rehabilitation of Gasaka-Cyanika-Mbazi-Musange-Kaduha-Mugano Road	0	100%	100%
5. Construction of an integrated Lorry Park	0	100%	50%
Urbanization and Settlement			
New HHs resettled in grouped	4.2%	30%	66.6%

settlement			
Urban population	2	35%	7.3%
Number of IDPs	1	5	4
Development of 444 layout plans for settlement sites	0	100%	0%
Implementation of Nyamagabe Master Plan	0	100%	30%
ICT			
Level of connection to internet and to Fiber Optic for Sector offices, Health Centres	75%	100%	
Installation of 3 antenna for mobile phone networking (TIGO)	0%	100%	0%
Establishment and equip 9 Community telecenters	8	17	17
Implement “Tunga TV “ program (536 TV Screen)	0	436	5000
Environment and Natural Resources			
Surface covered by forest	27%	30%	44 %
Number of trees planted	245,719	136,000,000	
Soil protected against erosion	52.7%	100 %	94.5%
Number of biogas plants	62	1500	409
Private Sector Development			
Construction of Gasaka Modern Market	0%	100%	40%
Construction of Mushubi modern Market	0%	100%	0%
Construction of Hotels and Motels	0%	100%	70%
Construction of “Coffee taste Center”	0%	100%	0%
Development of Kunyu Touristic Site	0%	100%	70%
Construction/Establishment of Animal feed factory	0%	100%	100%
Integrated craft centre operational (Agakiriro)	0	2	1
Financial sector Development			
% of HHs with access to financial services	59,516	74,471	
Sports and Culture			
Number of playground developed at sector level	12		13
Genocide site at good condition	1	2	1
Health			
Access to Health Facilities	9	HC in 15 Sectors (100%)	14 Sectors (96%)
Mutual Health Insurance (%)	NA	100%	75,2
Population used Modern Family Planning Methods	39.80%	100%	54.5%
Education			
School feeding	0	100%	85%
Adult literacy	63%	100%	69.3 %
Drop out	11.9%	0%	4.1%
Construction of new classrooms	679/48 pupils/class	40pupils/classroom	40pupils/classroom

Decentralization			
Increase service delivery and Public finance management	25%	97%	68
Social protection			
Number of beneficiaries of DS	6,629		50,955
Number of houses constructed for vulnerable HHs	NA	275	260
Job creation			
SMSs created	105	350	251
New off farm jobs created	1,203	35,000 (7000 per year*5)	23,009
Reduce Unemployment	11%	5%	8%
Access to finance	10.1%	50% /Sacco	25%
Financial inclusion	69%	80%	75%

Source: Nyamagabe District, 2017

2.3 Key District economic potentialities

The local potentiality that can reserve home and competitive advantages of Nyamagabe district in Southern province and in the country in general are captured in the table below.

Table 13: Local Economic Potentialities of Nyamagabe District

Potentiality	Justification	Project ideas
Available soil/land that suits for high values crops (Irish Potatoes, Wheat, Tea and Coffee)	1. There exist unexploited land across the district 2. Soil characteristics of Nyamagabe district meet the requirements of selected crops 3. Selected crops constitute the home advantage of Nyamagabe district in the province and in the country 4. Previous experiences confirm the possibility of similar interventions	1. Land use consolidation for Irish Potatoes (20,000 Ha annually)
		2. Land use consolidation for Wheat (12,000 Ha annually)
		3. Increase the area covered by Tea (New Ha planted: 1200 Ha)
		4. Increase the area covered by Coffee (New Ha planted: 1000 Ha)
		5. Construction of an integrated value addition center for coffee
		6. Construction of a New Tea factory
		7. Construction of an integrated value addition center for Irish potatoes
Growing of both local and external demand of fresh agricultural products (Honey & Meat)	1. Local Population is familiar with beekeeping and pig rearing 2. The Geographical Location of Nyamagabe district is advantageous targeting meat market (Domestic market: Huye &	1. Construction of feeder lot for Pigs (Pig rearing zone, Artificial Insemination & Disease control zone, feed production zone and Pig value addition zone)

	Rusizi as Secondary cities and Foreign market: DRC via Rusizi	2.Upgrading Mushubi HCC to Honey processing plant (Collection, Processing, packaging & selling)
Natural and Environment resources (Forests and Mines)	1.The rate of forest cover which is big (above 40% of the district land is covered by forest)	1. Upgrading an existing wood industry (production of construction materials, papers...
	2. Nyamagabe district has a huge potential of stones, sand and other minerals in the sectors of Cyanika, Kibilizi, Mbazi, Kaduha	2.Construction of Stone processing plant
	3. Promotion of locally made products “Made in Rwanda”	

Source: Nyamagabe District: Local economic development assessment, 2016

Beginning 2012, MINICOM, SMEs product clusters report was finalized and validated. The report, through a detailed study identifies the most competitive SME sectors per District across the country. For Nyamagabe District MINICOM identified the 5 top products in Fig 10. The report went a step ahead and focused on the top product which is pork in the case of Nyamagabe District.

Fig 10: Nyamagabe District Product with Competitive Advantages



2.2 SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats analysis of Nyamagabe District has considered both internal (strengths and weaknesses) as well as external (opportunities and Threats) context. As detailed in the table below, Nyamagabe District has some important infrastructural assets: roads facilitating both internal and external connection, Access to clean water (79.9% of the population) as well as power generation plants (Rukarara I & II).

Productivity of Land is high enough for both export crops (Tea and Coffee) and Food crops (Irish potatoes, Wheat among others). The physical environment favours availability of wood and quarries and income generating pig rearing and bee keeping projects.

But on the other hand, Nyamagabe District faces some weaknesses. Unexploited land, unskilled farmers, and low access to finance hamper agricultural development. Also, Agro processing of agriculture produce is made on small scale and not integrated at all. More to this, agriculture is still rain-fed season and value addition not developed.

Although there are already some important roads infrastructures in place (feeder roads, tarmac roads) there are insufficient financial means for the construction of new roads and maintenance of existing ones. There is also an issue linked to low access and connectivity to electricity and inappropriate exploitation of quarries. More to this, Business in Nyamagabe is still undeveloped due to low financial literacy, low business management skills in SMEs and limited enabling infrastructure like markets.

In terms of opportunities, the table states that Nyamagabe District has stakeholders like Ministries and Agencies, PSF, CSO as well as the community, all together contributing towards achieving district mission and addressing day-to-day challenges. As the rest of the country, Nyamagabe district enjoys good governance, security, good policies as well as political will for social and economic transformation.

The geographical location of Nyamagabe district opens this entity to Secondary cities of Huye and Muhanga as well as to abroad demand from the Democratic Republic of Congo (DRC) via Rusizi district. Must also be recalled that the majority of the labour force in Nyamagabe district is young.

However, the geographic conditions of the Nyamagabe district are an important threat that should be taken into account. The District is highly susceptible to landslides, which makes maintenance and construction of roads and other infrastructure very expensive. In addition, the majority of labor force has not completed their primary education.

Table 14 : SWOT Analysis

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> • Land favourable for both Export crops (Coffee, Tea) and food crops (Irish potatoes and Wheat) as well as fruits (Passion fruits, pineapple, Plums) • Existence of rivers across the District (Mwogo, Rukarara, Mbirurume): irrigation, aquaculture, ... • Wheat processing unit • Existence of Model farmers and local NGOs in agriculture • Beekeeping (Quality & Quantity) • Small livestock (Pigs) 	<ul style="list-style-type: none"> • Acid Soil especially for food crops • Mindset of the population • Weak veterinary services • High dependence on climate • Weakness in agriculture modern techniques (irrigation,) • Use of imported agriculture inputs (cost and inappropriate timing) • Weakness in Post-harvest and value addition • Unexploited land • Value addition is on small scale or absent at all • Non- constructed/maintained feeder roads 	<ul style="list-style-type: none"> • Existence of agriculture Policies (CIP, Twigire Muhinzi, Nkunganire...) • High and growing demand for agriculture products 	<ul style="list-style-type: none"> • The price of agriculture products (Coffee and Tea) depends upon the international market, • Dependence on climate (the climate changes lead to fluctuation of agriculture season and production • Lack of insurance in agriculture businesses • Lack of access to finance for investment • Crop diseases

2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> • Existence of industries/processing plants (Coffee, Tea, Wheat, .) • Existence of Market infrastructures both in urban and rural areas • High quality of industrial products (Tea and Coffee) • Availability of raw materials • Existence of Nyungwe National Park; • Existence of other touristic sites (Kitabi Cultural Village, Kunyu, Ibirenge bya Ruganzu; 	<ul style="list-style-type: none"> • Access to finance is still low; • Lack of collateral; • Limited enabling infrastructure (electricity, road networks...) • Low purchasing power of local population; • Limitation of existing industries in agro processing • Tourism facilities (Hotels) at low standing, • Lack of innovative tourism models 	<ul style="list-style-type: none"> • Existence of Policies and Agencies aiming at business promotion (BDF, NEP, KORA WIGIRE PROGRAM...) • Openness to Secondary cities (Huye, Muhanga) and Western Province (Rusizi, Karongi) Openness to DRC via Rusizi • Young labor force 	<ul style="list-style-type: none"> • Continuous inflation rate of local currency (RWF) • The majority of labor force have not completed primary
3.	Transport	<ul style="list-style-type: none"> • Roads: Existence of some roads that facilitate both internal and external connection 	<ul style="list-style-type: none"> • Roads: Roads of different types including asphalt roads, feeder roads as well as tarmac roads are available but are not regularly maintained. 	<ul style="list-style-type: none"> • Existence of partners in infrastructure development and maintenance (LODA, REG, RTDA,) 	<ul style="list-style-type: none"> • Topography (high slope) causing roads damages; • Clay soil which leads to high landslide
4.	Energy	<ul style="list-style-type: none"> • Electricity: Existence of Power generation plant in the district (Rukara I, II,V,...). 	<ul style="list-style-type: none"> • Electricity: Electricity connection is still at low l (as of now only around 8% are 	<ul style="list-style-type: none"> • Solar energy available at affordable cost 	<ul style="list-style-type: none"> • High cost for electricity generation and distribution

			connected electricity).		
5.	Water and Sanitation	<ul style="list-style-type: none"> • Water Supply: access to clean water is at 79.9% 	<ul style="list-style-type: none"> • Water supply: Irregular water supply systems 	<ul style="list-style-type: none"> • Existence of springs to be developed 	Topography with steep slopes causing water pollution
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> • Existence of Master plan for Nyamagabe town • Layout plan for 1 site/Cell • Availability of local construction materials (Sand, stones, clays,...) 	<ul style="list-style-type: none"> • Plots with steep slopes causing high costs 	<ul style="list-style-type: none"> • Existence of urban development policy, legal and institutional framework 	<ul style="list-style-type: none"> • Topography with steep hills subjected to soil erosion and land slides • Severe impact of climate change especially in the high risk zones
7.	ICT	<ul style="list-style-type: none"> • Existence of ICT promotion facilities (Cyber Cafe, Community Telecenters, Broad Band...) 	<ul style="list-style-type: none"> • Limited internet connection and Telecommunication (TV & Phone) coverage 	<ul style="list-style-type: none"> • Smart Africa and smart Rwanda are great opportunities • Cashless policy and E-services 	<ul style="list-style-type: none"> • Limited access to smart devices due to high illiteracy rate and poverty among the population

8.	Environment and Natural Resources	<ul style="list-style-type: none"> • Land favourable for forest • Wood industry • Existence of rivers across the District (Mwogo, Rukarara, Mbirurume) and other facilities (forests) that limit air pollution & some climate degradation issues • Availability of quarries (Cyanika, Mbazi, Kibilizi...) • Minerals (Coltan,...) 	<ul style="list-style-type: none"> • Weakness in forest management (afforestation, deforestation); • Weakness in water management (floods, draught, watershed management) • Specific Weakness in rainy water harvesting and management • Inappropriate exploitation 	<ul style="list-style-type: none"> • Rainwater harvesting initiative and existence of partners in water management (FONERWA, LVEMP II) • Existence of good policies and laws related to Environment and Natural resources • Existence of Foreign demand 	<ul style="list-style-type: none"> • Lack of mitigation and adaptation measures to climate change; • Mining system and quarries not organized but rather destroying environment • Population death caused by non-organized and professional exploitation of mines and quarries •
9.	Financial Sector Development	<ul style="list-style-type: none"> • Existence of Banks and MFIs • Friendly taxation systems (rates, assistance services,...) 	<ul style="list-style-type: none"> • Financial literacy and business management still critical in SMEs; 	<ul style="list-style-type: none"> • Existence of hands on skills opportunities (Agaseke, Agakiriro) that empower local citizens with financial independency² • Availability of financial institutions operating in Nyamagabe district: BK, BPR, and microfinance institutions: • Existence of national 	<ul style="list-style-type: none"> • Inflation and increase of exchange rate • High interest rate(16-18%) gained on loan • Most commercial banks require 100% finance value in collateral • Limited financial products diversity

²LED strategy and DDP 2013-2017

				programmes supporting and financing business initiatives: Local Competitiveness Facility (LCF),	
Social Transformation					
10.	Social Protection	<ul style="list-style-type: none"> • Existence of well-designed programmes for social protection do what 	<ul style="list-style-type: none"> • Inadequate service delivery • Extreme poverty headcount 	<ul style="list-style-type: none"> • Generation of small livestock income • Availability of the budget 	<ul style="list-style-type: none"> • Unpredicted social protection funds • Low budget,
11.	Health	<ul style="list-style-type: none"> • Available health infrastructure and services in proximity of the community • Adherence to community based insurance (Mutuelle de santé) 	<ul style="list-style-type: none"> • Un improved health facilities • Limited qualified health staff • High HIV incidence between 15-49 age group 	<ul style="list-style-type: none"> • Campaign on eradication of malnutrition at community village based ECD level • Availability of health facilities • Government support 	<ul style="list-style-type: none"> • Mind set • Limited health workforce;
12.	Education	<ul style="list-style-type: none"> • TVETs/ VTC schools available and operational in the district 	<ul style="list-style-type: none"> • Attendance in TVET/VTC is still low, • Facilitation to access finance and start up toolkits is still difficult 	<ul style="list-style-type: none"> • Rehabilitated class rooms • Availability of 9 YBE at least 2 schools in each sector 	<ul style="list-style-type: none"> • Unqualified teachers in lower secondary
Transformational Governance					
13.	Governance and Decentralization	<ul style="list-style-type: none"> • Local government 	<ul style="list-style-type: none"> • Lack of appropriate workplace 	<ul style="list-style-type: none"> • JADF participation in Local governance and 	<ul style="list-style-type: none"> • incidence of Corruption • Leadership instability

		<p>experienced</p> <ul style="list-style-type: none"> • Improved service delivery 	<p>and workforce</p> <ul style="list-style-type: none"> • Insufficient budget especially own revenue 	<p>planning</p> <ul style="list-style-type: none"> • RRA experienced in tax collection; • Growing commercial centers • Growing economy 	<ul style="list-style-type: none"> • Resistance to change by some taxpayers; • Additional fees paid by taxpayers • Tax evasion • High cost of fees collection by IREMBO • Lack of internet connectivity in some areas
14.	Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> • Legal aid provided by MAJ' • Success in the work done by Abunzi to solve the workload in the Justice sector 	<ul style="list-style-type: none"> • Limited law awareness campaign 	<ul style="list-style-type: none"> • Trained district personnel on justice and law • Access to information • Government commitment to ensure justice for law 	<ul style="list-style-type: none"> • Ignorance of the law • Resistance to accept justice
15.	Sport and Culture	<ul style="list-style-type: none"> • Availability of sports infrastructures (Playgrounds, Stadium) • District belonging to Heritage corridor • Existence of arts and craft production facilities (Agakiro, raw materials); 	<ul style="list-style-type: none"> • Culture organizations are still on small scale • Lack of culture promotion facilities • Quality and quantity of arts and crafts products is still critical 	<ul style="list-style-type: none"> • Youth support to participate in sports and culture programs 	<ul style="list-style-type: none"> • Lack of external markets for Arts and crafts produced

Source: Nyamagabe District,2018

2.3 Stakeholder analysis

The mapping of stakeholders in Nyamagabe District shows that apart from Government institutions there is a good number of partners which include international NGOs, local NGOs, Faith based organizations, cooperatives, banks, Micro-finance Institutions, insurance companies, telecommunication companies, Hotels and motels, transport agencies, factories, petrol stations and high learning institutions.

Development partners of Nyamagabe District operate under one umbrella namely "Joint Action Development Forum" which is a forum put in place to ensure "full involvement and participation of the district development partners and its population in the development process of the district; it is a space for inclusive dialogue and accountability where the voices of the people can be heard and met by responsive authorities and service providers" (MINALOC, Sept. 2009, Joint Action Development Forum: Experiences and lessons learned). Their complete list and fields of intervention are shown in annex 1.

According to Nyamagabe LED Strategy, the community is the biggest actor. In agriculture for example, they contribute their land, they purchase themselves the seeds and fertilizers. In infrastructure development, they contribute in kind via monthly community works (Umuganda) and in cash.

The Private Sector provide investment in terms of Tea factories, coffee washing stations and other agro-processing facilities, construction of hotels, motels, vehicles for transport and businesses. The Central Government earmarks year to year the budget designed to support various sectors in the district. The District plays mobilization roles and other stakeholders are mainly cooperatives and local NGOs. In the table below, all important stakeholders should be presented by intervention sector and geographic area (Administrative Sector). For each stakeholder the responsibilities are specified.

Table 15: Stakeholder analysis

N ^o	Stakeholder	Intervention sector	Geographic area	Responsibilities
1.	MINAGRI/RAB/NAEB	Agriculture and Livestock	All sectors	Elaboration of national policy and strategy and regulations -Design and coordinate agriculture and animal resources programs implementation
2.	MININFRA/RTDA/RHA/REG/WASAC	Infrastructure	All sectors	Elaboration of national policy and strategy and regulations -Design and coordinate infrastructure programs implementation
3.	MINALOC/LODA/FARG	Local Economic development and social protection	All sectors	Elaboration of national policy and strategy and regulations -Design and coordinate local development and social programs implementation
4.	MINECOFIN/NISR/OAG		All sectors	Elaboration of national policy and strategy and regulations -Resource Mobilizations and Financing -Public Finance Management

5.	MINICOM/Private Sector Secretariat	Investment, industrial and Financial sector development		Elaboration of national policy and strategy -Design and coordinate educational programs implementation
6.	MINEDUC/REB	Education	All sectors	-Elaboration of national policy and strategy -Design and coordinate educational programs implementation -Responsible for curriculum development of school-based program
7.	MINISANTE	Health	All sectors	-Design the national health policy and strategy, -Responsible for budgeting and resource mobilization, -Develop institutional, legal frameworks and overall health sector performance monitoring -Human resource capacity building
8.	MoE	Environment and Natural resources	All sectors	-Ensuring environmental respect during resources exploitation especially in mining subsector, preparation and enforcement of regulations and environmental impact assessment of energy sectors projects.
9.	REMA	Energy, Environment and Natural Resources	All sectors	-Monitoring energy and environment sector projects compliance to environmental standards
10.	Oxfam Great Britain(OxfamGB)	Agriculture	Gasaka, Musange and	Horticulture planting material production
11.	World Vision International-Rwanda Program (WVI)	Education Health	Gasaka, Kamegeri, Cyanika, Kibilizi, Tare, Uwinkingi, Kitabi	Nutrition, education, economic development, livelihood
12.	Vétérinaires Sans Frontières Belgique (VSF/B)	Agriculture Environment and Natural Resources	TARE , Uwinkingi, CYANIKA, GASAKA, MUGANO & MUSANGE	Animal husbandry and green energy
13.	Compassion International	Health, Education	Gasaka, Kamegeli, Kitabi, Kaduha, Cyanika, Kibumbwe	Holistic child development

14.	CARE International	Social Protection, Justice, Reconciliation, Rule of law and Order	Gasaka, Kamegeli, Kibumbwe, Kitabi, Cyanika	Livelihood development, Gender
15.	TROCAIRE	Agriculture	Kibilizi, Gasaka	gender, agriculture
16.	VI -Agro forestry	Environment and Natural Resources	Gasaka, Uwinkingi, Tare, Kibirizi Sectors	Environment and conservation agro forestry
17.	One Acre Fund-Tubura	Agriculture	Tare , Uwinkingi, Buruhukiro, Musebeya	Agriculture through provision fertilizers, seeds and agriculture education
18.	Wildlife Conservation Society(WCS)	Environment and Natural Resources	Tare , Uwinkingi, Buruhukiro, Musebeya	Conservation, Tourism Promotion and research
19.	ADRA Rwanda	Education	Kitabi, Buruhukiro, Musebeya	Education sponsorship; Unity and Reconciliation
20.	Africa Humanitarian Action(AHA)	Education, Health. Sports and Culture	Gasaka/Kigeme Refugee Camp	health care, education, cultural services and other social services
21.	Voluntary Service Overseas (VSO)	Education	Gasaka/Kigame Refugee Camp	Education, capacity building
22.	Hilfswerk Margrit Fuchs Rwanda	Education and Social Protection	Kibirizi& Uwinkingi sector	Education and social welfare
23.	Education Development Center, Inc (EDC)	Private sector development and Youth Employment	All sectors	Youth Livelihood and Workforce Development
24.	SOS Village d'enfants (SOS)	Social protection	Gasaka , Kamegeri	child advocacy and child rights
25.	SNV Rwanda	Private sector development and Youth Employment and Environment and Natural Resources	All sectors	Renewable energy and youth employment
26.	Embrace Rwanda International Society (ERI)	Health, Education	Gasaka, Tare, Kibirizi, Kamegeri and Kaduha	Health, education , nutrition
27.	Good Neighbors Rwanda(GNR)	Agriculture	Nyamagabe, 5	Economic development , agriculture , infrastructure
28.	Vision For a Nation Foundation(V4NF)	Health	Sectors among	Health
29.	American Refugee Committee(ARC)	Water and Sanitation	others Gasaka,	Provision of Portable water
30.	International Alert	Agriculture	All sectors	Participatory Agricultural planning monitoring and evaluation.

31.	Give Directly	Social Protection	Kaduha, Musange	Social protection and youth
32.	Save the Children	Education and Social Protection		Education, child protect
33.	Health Poverty Action (HPA)	Private sector development and Youth Employment	Tare, Kitabi and Uwinkingi	Youth entrepreneurship and capacity building
34.	Water Aid	Water and Sanitation		WASH
35.	Health, Development and Performance (HDP)	Health	All sectors	Reproductive health
36.	Centro Internacional de la Papa (CIP)	Agriculture		Agriculture
37.	Plan international	Education, Health, Social protection	7 sectors (Gasaka, Mushubi, Musebeya, Mbazi, Buruhukiro, Kibilizi, Kaduha)	vulnerable children access their rights to health, quality education and a sustainable future
38.	Association Rwandaise des Travaillants Chrétiens Fémminins (ARTCF)	Private sector development and Youth Employment	All sectors	Economic development
39.	AEBR	Agriculture		Conservation agriculture
40.	EAR Kigeme	Education, Social protection		Education, social development
41.	African Evangelistic Enterprise/Rwanda/Nyamagabe Branch (AEE/RWANDA)	Education, Social Protection, Health and Environment and Natural Resources	Gasaka, Kamegeli, Kibilizi, Kibumbwe, Kaduha, Tare;	Sustainable peace, education, Poverty reduction, Food security, HIV/AIDS, Child rights and sex equality, environment protection and support development cooperatives
42.	CARITAS Gikongoro	Social protection, Health	Gasaka, Kamegeli, Kibilizi, Kibumbwe, Kaduha, Mugano, Gatara, Mushubi, Tare,	Social protection, gender welfare, health
43.	Croix Rouge Rwanda	Health, Social protection	All sectors	Health services and social welfare
44.	Association pour la Promotion des Jumelage et de l'amitié entre les Peuples (APROJUMAP)	Social protection	Gasaka, Kibilizi, Cyanika	Social welfare

45.	Service au Developpement des Associations(SDA-IRIBA A)	Governance and Decentralisation	Gasaka,Tare, Cyanika, Buruhukiro, Kaduha, Musebeya and Mushubi	Citizen participation
46.	Union Des Cooperatives Agricoles Integrees (UNICOOPAGI)	Private sector development and Youth Employment	All sectors	Encadrement des cooperatives agricoles
47.	Duterimbere NGO	Agriculture	Cyanika, Mugano and Musange	Horticulture
48.	Duharanire Amajyambere y'icyaro-Action Pout Le Developpement Rural Integre (DUHAMIC-ADRI a.s.b.l)	Agriculture	Mbazi and Cyanika	Agriculture
49.	Rural Development Interdiocesan Service(RDIS)	Environment and Natural Resources, Energy	Kibirizi sector	Environnement and energy
50.	Initiative Pour la promotion de la Famille et du Genre (IPFG)	Agriculture, Social protection	Gasaka , Kibirizi Cyanika, Kibumbwe	Agriculture, value chain, gender
51.	Mouvement Chretien pour l'evangelisation, le Counseling et la Reconciliation (MOUCECORE)	Water and Sanitation	Kamegeri and Gasaka sectors	WASH
52.	Society for Family Health RWANDA (SFH)	Water and Sanitation,Health	Gasaka, Mushubi, Tare, Cyanika, Mbazi, Musebeya.	WASH, Family Planning, and Condom Social Marketing
53.	Profemmes Twese Hamwe	Agriculture, Social protection	All sectors	Gender: Participatory Agricultural planning monitoring and evaluation.
54.	SOCIOTHERAPY	Justice, Reconciliation , Rule of Law and Order	Gasaka, Cyanika and Mbazi	Group therapy for unity and reconciliation
55.	Sustainable Harvest	Agriculture		Cash crops
56.	RWAMREC	Health,Social protection and Justice,		GBV prevention
57.	YWCA	Private sector development and Youth Employment		Youth (girls)empowerment
58.	ADENYA	Governance and decentralization		citizen participation
59.	IMBARAGA	Agriculture		Agriculture
60.	CCOAI B	Agriculture		Agriculture

3. ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY

This chapter shows how the DDS is aligned with national policy framework and targets. It also includes the key baseline information from the EICV4 and DHS5; clearly identifying the main issues at the District level. This chapter provides full description of the methodology and an overview of definitions.

3.1 Methodology

The elaboration process followed the methodological framework and guidelines developed by the Ministry of Finance and Economic Planning (MINECOFIN). The Participatory approach was used to involve the population and stakeholders in order to create a spirit of ownership.

Participatory planning process involved the population at village level to get citizens' needs, the Cells' councils to get Cells' aggregated priorities and Sectors' council to get the Sector's aggregated priorities. Trained Trainers (TOTs) and other individuals mainly District and sector staff collected the population views through public meetings in all 536 villages held on 27th May, 2017 after monthly community works "Umuganda". The output of these meetings was "**Citizens' needs at village levels**". The Citizens' needs from villages informed the citizens' needs at cells levels and the cells' councils approved "**Cell - Wide Priority List**" for each Cell. At Sector level, the priorities from Cells informed the Sector priorities then approved by the sectors' councils as "**Sector - Wide Priority lists**" which provided the baseline on citizens' priorities for consideration in the DDS elaboration process.

3.1.1 Research Design

The assignment consists in developing the DDS based on national and local priorities for the implementation of the National Strategy for Transformation (NST1). Different actors that include Nyamagabe District administration and its partners as well as Public and Private Sector and Civil Society Organisations will implement the DDS. Thus, the participatory approach was used to capture views of Citizens, Joint Action Development Forum (JADF), Province Steering Committee (PSC), Thematic Working Groups (TWGs) and Sector Working Groups (SWGs). The draft report was discussed and validated in the District Council workshop organized by the District, and inputs from the workshop were incorporated in the final report.

3.1.2 Methodological approach

The elaboration of the DDS used participatory approach and mixed methods that mainly include desk review, interviews of key informants, and consultations with stakeholders as well as public consultations to get the views of citizens from the lowest level.

3.1.2.1 Literature/Documents Review

The elaboration of the DDS also comprised largely desk review to understand the district performance and challenges during the last five years (2013- June 2018). The key sources of data identified were the 2013/14 Households living conditions survey (EICV4) and the 2016 Rwanda Demographic and Health Survey (RDHS5). Data from the Second Economic Development and Poverty Reduction Strategy (EDPRS2) self- assessment report constituted an important source of information. Interviews with district stakeholders were also conducted and helped to collect information on the future vision of the district in

terms of development results during the next six years (July 2018 to June 2024). Relevant documents reviewed during this assignment are listed in the section related to references.

3.1.2.2 Meetings and specific interviewing

Meetings and interviews were organised with District 's officials especially the District Council's Commissions, the Executive Committee, the Executive Secretary and the staff of the District and members of JADF. Views and comments from JDAF, PSC, TWGs, SWGs, MINALOC and MINECOFIN have been also highly considered.

Consultations were also held between the District, Sector Working Groups (SWG) and Thematic Working groups (TWG) to agree on priorities for the next six years to be considered in the respective planning frameworks. This dialogue between Sectors, Thematic areas and Districts, which is an up-down approach, was also very important in that Districts are implementing centers for EDPRS2 and therefore must know what has been planned at Sector level for alignment of priorities at the Sector and District levels.

3.1.2.3 Public consultations and citizen's engagement

The Nyamagabe District had already engaged Citizens in priority identification. This process continued in order to consider the views from citizens all along the DDS elaboration. Public hearings were organized to give citizens the opportunity to comment on the draft of the DDS prior to the final decision. The DDS draft has been disclosed in a timely manner and made visible to all citizens to allow them to discuss final projects and interventions concerning their sector. The public at cell and sector levels has provided their comments on the draft DDS. To this end, public hearings were organised when priorities were available at sector level and at village level, the consultations were held at the monthly community works of the end of November 2017.

3.1.2.4 District Performance Reviews

Nyamagabe District reviewed performance and progress based on latest information available. The sources of information include; EICV4, DHS5, Imihigo annual reports, sector specific studies covering the District among others. The District compared its own performance to that of other districts and the national level targets to identify key underlying and emerging issues to be addressed.

3.1.2.5 Development of the District profile

The District Profile was developed with all information relating documents to current status of the District in various categories namely economic, social and governance. Data from EICV 4, DHS5 and District records guided the assessment of Nyamagabe priorities and identification of targets to be achieved in the six next years.

3.1.2.6 Consolidation of District priorities

Views collected at Village (Umudugudu) levels were consolidated at cell, then sector and eventually at district level. The districts consolidated views from all her sectors and

submitted them to MINECOFIN with a copy to MINALOC. Then submitted priorities from the District were shared with sectors for consideration by MINECOFIN. Sector feedback to the district and further guidance was provided through MINECOFIN. The baseline for the set priorities was the current situation of Nyamagabe District based on data collected by NISR and other relevant official documents including Sector Strategies and Official National reports recognised by the NISR like the Citizen Report Card produced by Rwanda Governance Board.

Mainstreaming of cross cutting areas like capacity building, gender and family promotion, social inclusion, caring for the physically disabled, regional integration, environment and climate change, Disaster Management as well as HIV/AIDS and Non-communicable diseases was also assured through intense consultations between the District and the CESB, MIGEPROF, MINALOC, MINAFFET, MOE, REMA, MIDIMAR, and MINISANTE.

3.2 Main issues at District level

3.2.1 Economic transformation pillar

The challenges that hinder the economic development of Nyamagabe district include low productivity of agricultural and animal resources production, low access and connection to electricity, poor road network both in rural and urban areas, small scale private Sector and its concentration in urban areas, low level of urbanization and scattered and unplanned settlements in rural areas, limited access to and use of ICT, insufficient access to clean water and sanitation and Inadequate exploitation of quarries and overexploitation of wood

1. Low productivity of agricultural and animal production

The predominant subsistence agriculture is practiced on small sized land. The average size of land cultivated by household is 0.60 ha against 0.59 ha at the national level. This lack of enough land for agriculture leads to over-exploitation of small land using traditional techniques, consequently low production and productivity. Around 456.6 hectares of marshland are developed so that they can be cultivated with various crops throughout the year. Other parts of the marshlands are cultivated without any technical study by peasants grouped into organizations or in cooperative groups supported by local or foreign non-governmental organisations. Such developments cause ecological disequilibria in the fragile ecosystems. It should be also noted that the climate is aggressive and capricious. High altitude areas of Nyamagabe District experience landslides resulting in land degradation and low agricultural production.

Land scarcity is aggravated by the fact that most crops are grown on steep slopes and degraded land. It is generally agreed that slopes of more than 5% need erosion control measures. However, most of the cultivated land has steeper slopes and is not protected with recommended control measures. Currently, 83.8% of the land is protected against soil erosion compared to 73.0% at national level.

Moreover, agriculture is rain-fed because, only 0.9% of cultivated area is irrigated against 4.0% at national level. The use of agricultural inputs is still low. Fertiliser use rates have remained generally low but are rising as the use of chemical fertilisers has increased from 37% to 52% between 2010/11 and 2013/14. Land-use consolidation is still at 1.9% while it

is at 15.7% at national level and this situation impacts adversely on the agricultural production.

There are still 18% of households that do not raise any livestock. And levels of productivity are low due specially to lack of animal feed plants, improved livestock and veterinary services. Bee farming needs more efforts and support to be more productive.

Livestock production systems are still mainly of the traditional type, with little use of improved techniques. Intensive production is practiced for diary production, with a trend toward genetic improvement. Another constraint in livestock development is related to poorly performing local breeds with low productivity, although the One Cow (Girinka) Programme is starting to change this albeit not yet on sufficient scale.

The agriculture sector is also facing limited processing and integrated value addition for agricultural production. As an example Mushubi Tea factory is working under its capacity; value addition of coffee is not integrated at all while there is a considerable in processing and value addition for other value chains like pigs, honey, Irish potatoes and wheat.

More to this, production and multiplication seeds and other agricultural inputs by local farmers is quite inexistent and this affects agriculture planning and hinders productivity. Imported seeds arrive late and most of them are not resistant to pests and diseases. Despite the agriculture sector is the main employer in Nyamagabe District with 71.1% of the labour force, there is low involvement of skilled labour in agriculture as at least 66% of the labor force has not completed primary school while only 23% has completed primary and post primary levels of education.

2. Low access and connection to electricity

Nyamagabe District is still experiencing limited access to electricity as a main source of energy for lighting with only 5.9% of households and most of the households (61.7%) use batteries as a main source of energy for lighting while 16% use firewood for lighting. Limited access to energy for lighting is a limiting factor to economic growth especially industrial activities and other diversified income generating activities essential to improve the living conditions of the population in the District.

3. Poor road network both in rural and urban areas

Nyamagabe District has a thick road network but suffers from unsatisfactory road maintenance and poor service delivery in both public and private institutions operating in transport. At least 76.9% of the District households are not satisfied with the conditions of their nearest roads very far from the national level which stands at 23.1% of households. Rehabilitation and maintenance of feeder roads emerged as a top priority and will facilitate the circulation of persons and goods, trade activities and service delivery. Construction of tarmac roads and stone paved roads in the developing city of Nyamagabe will shape adequately the urban area and will guide correctly the growth of the town.

4. Small scale private Sector and its concentration in urban areas

Predominance of micro businesses with 90.8% of all businesses and concentration of businesses in the urban area due to lack of suitable infrastructure limits capacities of private sector to invest in big projects which will facilitate job creation, promote industry, reduce the predominance of informal sector and therefore, speed up the district economic growth. As a consequence, to this, unemployment is still high among the youth.

There is currently a large gap between the supply of individuals with technical financial training and the demands throughout the economy. One of the primary constraints to expanding the financing provided to small enterprises is the small number of entrepreneurs capable to providing potential lenders with financial records, projections and business plans. Cooperatives and MFIs, particularly SACCOs, have an unmet need for cashiers, clerks and loans officers with basic financial training. These needs should be addressed during the 6 coming years of the DDS.

5. Low level of urbanization and scattered and unplanned settlements in rural areas

The urbanization rate of Nyamagabe is very low and the population living in the urban area is still very low. According to Rwanda 4th Population and Housing Census (2012), the urban population of Nyamagabe District is around 7.3%. Twelve out of its seventeen administrative sectors are entirely rural. The urban administrative sector of Gasaka alone hosts 40.2 % of the urban population of the District followed by Tare Sector with 20%.

The town suffers from urban planning high cost due to the steep slope resulting in low investment in construction. Subsequent to unplanned settlements, weak land use planning leads to inadequate utilization of land for example horizontal construction instead of the more efficient vertical construction. This construction culture that is irrational given the size of land available still prevails and increases pressure on agriculture land.

6. Limited access to and use of ICT

In Nyamagabe District, the use of computer is very limited. According to EICV4, only 1.1% of Households own computer and the rate of internet usage is 2.8% against 3.9% at national level. There are different reasons for not using internet service facility. For 3.8% of Nyamagabe population this service is too far from home but the mostly convincing argument is that about 87, 3% of Nyamagabe population does not know about internet service. However, 46.6 % of households own Mobile phones, 54.8 % own radios, 2.8% HHs use TV.

7. Insufficient access to clean water and sanitation

Despite remarkable progress made for water supply in Nyamagabe District with 79.9% of households having access to clean water, a considerable number of Households still lack safe water. The situation is that 20.1% of HHs in Nyamagabe District still drinks water from unproved drinking water source:4.6% use surface water from rivers, 11.6% drink water from unprotected springs and 2.2% use water from unprotected well and 1.7% drink water from other sources. At least 44.5% of households are not satisfied with the main drinking water source and only 22.8% agree that there is improvement in service quality change.

Mean time to main water resource is 9.5 minutes against 11.2 at the national level. Currently 15.5% of HHs in Nyamagabe District still use 15-29 minutes and 3.5% walk almost an hour to the nearest main water source. This affects adversely on individual and collective hygiene. Particularly, women's life is strongly affected by unsafe, distant water supply and poor sanitation as women are generally responsible for water collection and handling, for household hygiene and caring of the sick. More than 18% of HHs do not use drinking water declared as nearest source. The main reasons differ: for 10.2% water is too expensive and for 73.1% the nearest source of drinking water is too far.

In Sanitation sub-sector, 83.7 of HHs in Nyamagabe District use improved latrines made of pit latrines with solid slab and only 0.4 % use flush toilet. Improved water supply alone is known to be limited without adequate attention for sanitation and hygiene awareness. In Nyamagabe District 9.4 percent of HHs use pit latrines without slab and 6.9% do not have toilets. Open defecation persistently occurs in some areas of the District.

More to this inappropriate waste management is still a challenge in the district. Although most of HHs(51.9%) use compost heap as method for rubbish disposal, 47.4% throw rubbish in bushes or fields against 40.2% at the national level. There is no rubbish collection service against 6.2 % at the national level. Unhygienic sanitary facilities for waste disposal, poor management of solid and liquid wastes and inadequate hygienic practices are responsible for a large portion of the population's disease burden. Sound environmental health conditions are a key prerequisite to enhance quality of life, to impact positively on sustainable economic growth and to reduce poverty.

8. Inadequate exploitation of quarries and overexploitation of wood

Nyamagabe District faces overexploitation of forest resources due to very high reliance over biomass energy. According to EICV3, 93.7% of households utilise biomass energy for cooking. In addition to this wood remains the widely material used in construction of houses, 71.3% of houses have their walls made of tree poles and mud.

3.2.2 Social transformation pillar

The social transformation pillar faces the following challenges in Nyamagabe district include among others Poverty is still high among the population, low literacy rate, insufficient geographical accessibility of health care services, high stunting rate among children under 5 years old and lack of modern sport and cultural infrastructure.

1. High Poverty rate among the population

According to EICV 4, Nyamagabe District counts 41.5% of the district population living under poverty line while 13 % lives under extreme poverty against respectively 39.1% and 16.3% at the national level. Nyamagabe district still hosts a big number of households with inappropriate shelter whereby 85% of Households have beaten earth as floor and 71% have their walls constructed in tree trunks and mud. An average of 10% of children is orphans living without one or two parents.

2. Low literacy rate

Nyamagabe district has low rate of literacy. 69.3% of Nyamagabe Population can read and write. At least 31.7 of the population needs accelerated literacy programmes to be able to read and write. Moreover, the District records show a low rate of high level of education

attainment. Among the population aged 6 years and above in Rwanda, only 0.6% of women and 1.5% that have completed more than their secondary education. The education sector faces other challenges including low vocational skills, old classrooms at primary level and insufficient standard and equipped labs (Science and computer labs)

3. Insufficient geographical accessibility of health care services

According to DHS 5, around 48.6% of women aged 15-49yrs have serious problems in accessing health care for themselves when they are sick due to the distance to reach the health facility. In addition to this, the District faces the challenge related to insufficient number of health staff (doctors and nurses) per inhabitant. On the other hand, the District faces the high Total Fertility Rate for women in which is 3.6 against 4.0 children in South Province compared to 4.2 children at national level. This high density of population exerts pressure on natural resources and impacts adversely on the environment. At the Provincial level, Nyamagabe has the lowest median age at first birth of 22.4 years among women age 25-49 compared to 23.5 for the Southern province and 22.7 countrywide. Four percent of women age 15-19 have begun childbearing in Nyamagabe district illustrating the high rate of teenage pregnancy and motherhood.

4. High stunting rate among children under 5 years old

In the South Province, 41 percent of children under age 5 are stunted (too short for their age), compared to 38 percent of stunted children at national level. At District level stunting is the highest in Nyamagabe (51.8 percent). Four percent of children under age 5 are wasted (too thin for their height) in Nyamagabe compared to 2% in South Province and at national level. Ten percent of children under age 5 in Nyamagabe District are underweight (low weight-for-age) compared to 11% in the South Province and 9 percent of at national level.

5. Lack of modern sports and cultural infrastructure

In Nyamagabe district infrastructure and facilities for different sports domains are still inadequate which limits participation by different demographic groups thereby affecting the pace of sports development even among the young and talented. Lack of facilities also affects development of sports in schools and at the workplace. Existing football, volley ball, basketball handball and other playgrounds are old and not enough to serve all the needy population in terms of space and carrying capacity and receiving conditions.

The district also is confronted to limited expertise of sports technicians where there are very few trained and experienced sports technicians like coaches, technical officials and referees who are key in the development of sports to national and international standards. They are lacking in both skills and numbers to support all groups needing their skills. Schools also lack specialized teachers for Physical education.

With regard to culture, the District suffers from the lack of infrastructure for cultural expression like theatres, cinema halls, showrooms, libraries etc). Practice and continued preservation of the Rwanda culture needs infrastructure in place. In addition to this, the district scores a low level of reading and writing culture, no specialized languages school, inadequate support for language talented people, small number of archives conservation for reference, due to the non-availability of the books industry country wide and the district level.

3.2.3 Transformational Governance pillar

Within Governance cluster the challenges that need to be addressed include insufficient citizen participation and engagement in development, weaknesses in service delivery (process, timeliness and quality): number of staffs at Cell level and weaknesses in Public finance management

1. Insufficient citizen participation and engagement in development

Participation through decision making and demanding for accountability from leadership is still low. Areas which involve accountability by leaders and citizen participation in prioritizing, planning, and budgeting rank lowest, yet these are the kingpins for participation. The reason the voice aspect of participation is ranked low is because it requires systems, processes, and mechanisms through which it must work. This naturally takes long to establish.

2. Weaknesses in service delivery

As previously stated in the baseline, the level of citizen satisfaction with service delivery is still low, the District is still facing limited transparency and accountability and substandard administrative building where 67/92 cells of Nyamagabe district (72.8%) are not served with electrical lines. The District has a number of unexecuted Gacaca judgments and CRC 2016 revealed that there is a high injustice and corruption incidence in some of the public institutions especially in decentralised entities, Abunzi are judged to be poorly empowered even though they deal with huge number of the civil dispute cases in Rwanda.

3. Weaknesses in Public finance management

The share of District own revenues are still low. The following table shows the share of district own revenues by year.

Table 16: Share of own revenues in total District annual budget

Fiscal year	Total budget	Own revenues	Share of OR (%)
2012/2013	10,917,838,617	475,642,986	4.36
2013/2014	10,492,242,796	1,034,911,735	9.86
2014/2015	12,744,614,452	1,000,277,145	7.85
2015/2016	14,735,352,935	993,876,842	6.74
2016/2017	14,425,084,274	998,589,763	6.92
2017/2018	13,267,206,866	800,941,359	6.04

Source: District Annual reports.

The situation above is aggravated by the amount of non - recovered fees especially land fees

The district has 3 internal auditors that are responsible for advising the district and its affiliated institutions (159 NBAs). In addition to this, 69 primary schools (43.4% of NBAs) do not have professional staff responsible for financial management.

For fixed asset, the district does not have either a maintenance plan or a replacement plan.

The accounting system in use “SMART IFMIS” has limitations that hinder the management of assets especially in terms of provisions for depreciation and amortization.

3.3 Alignment to NST1

Under the economic transformation pillar, Nyamagabe DDS is fully aligned to the overarching objective of the NST1 that aims to «Accelerate inclusive economic development founded on the Private Sector, knowledge and Rwanda’s Natural Resources”.Nyamagabe District is committed to implement the priorities related to the following priority areas highlighted in NST1/7 Year Government Programme:

1. Create 1,500,000 decent and productive jobs for economic development;
2. Accelerate Sustainable Urbanization to achieve 35% by 2024,
3. Establish Rwanda as a Globally Competitive Knowledge-based Economy;
4. Promote industrialization and attaining a structural shift in the export base to high-value goods and services
5. Increase domestic savings and position Rwanda as a hub for financial services to promote investments;
6. Modernize and increase productivity of Agriculture and livestock, and
7. Promote Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy.

Table 17: Aligned DDS with NST1economic transformation pillar

1. Economic Transformation Pillar			
Priority Area	Outcomes	Outputs	District interventions
1.1 Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	1.1.1: Increased number of Rwandans with appropriate skills tailored to labour market demands	TVET graduates with skills relevant to labor market increased	Support 1000 TVET graduates with start up tools
		Business development and Employment Service Centers established and reinforced	Avail land for SMEs in Nyamagabe town Construction of 2 Markets Rehabilitation 4 Existing markets
	1.1.2: Increased productive jobs for youth and women	21,100 ff-farm Jobs created	Develop 5600 bankable projects to be financed through BDF
			Support income generating projects for youth
			Employment promotion through skills development
		536 villages' income generation projects supported	Community mobilization on IGA and reward of the most competitive ideas
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	3 urban planned settlements sites developed	Plot servicing and Elaboration of 2 local Urban development plans
		92 Imidugudu sites developed	Plot servicing
	1.2.2: Increased economic opportunities in urban areas	66 Km of urban roads with Public lighting constructed	Construction of 6 km of asphalt roads
			Construction of 10 Km of roads with Stone paved
			Construction of 50 Km of earth roads in urban settlement sites
		Rain water harvesting systems and modern car wash in Nyamagabe town constructed	Construction of water drainage systems

			Construction of modern car wash
		Inclusive sport and recreational center constructed	Construction of 1 Gymnasium
	1.2.3. Increased availability of affordable housing	Affordable houses in urban area constructed	Acquisition of 10 Ha of land and investors mobilization
			Construction of 40 model affordable houses in Nyamagabe town
1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.1: Increased exports of value-added goods	4 Value addition units constructed and operationalized	Construction of Irish potatoes processing Plant
			Construction of Tea processing plant
			Construction of coffee Milling plant
			Construction of coffee roasting plant
	1.4.2: Increased exports of high-value services	Promoting fully washed coffee	Construction of two coffee washing stations
	1.4.3: Upgraded minerals, oil & gas sector	1 Stone processing unit constructed and operationalized	Construction and operationalization of 1 stone processing unit
	1.4.4: Hard infrastructure developed for trade competitiveness	1 Feeder Lot for Pigs constructed and operationalized	Development of 1 feeder lot for Pigs
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments			
	1.5.2: Enhanced long-term savings and innovative financing mechanisms	6,000 People mobilized to save through Iterambere fund and other financing agencies	Organise and conduct annual awareness campaigns on long term saving
		Financial inclusion in the district increased	Community mobilization on having and using bank accounts
			Initiate VSL groups in all villages
1.6 Modernize and increase productivity for agriculture and livestock	1.6.1: Increased agricultural production and productivity	Agricultural land sustainably used	Increase area of land under land use consolidation for Irish potatoes, Beans, Maize,wheat and Cassava
		Area under irrigation land	Development of Marshland and installation of

		increased	irrigation systems on 300 Ha
			Development of hillside irrigation on 1000 Ha
			Assist Farmers in small scale irrigation program
		Access and use of agricultural inputs improved	Multiplication of seeds for irish Potatoes, Maize, Wheat and Cassava
			Farmers mobilization on Smart Nkunganire for NPK, Urea and DAP
			Purchase and distribution of 9080 MT of lime to farmers
1.6.2: Increased traditional and non-traditional export crops		Production of traditional export crops increased	Increase tea plantations on 1200 new ha
			Increase Coffee plantations on 1000 new ha
			Plantation of Macadamia on 80 Ha
			Regular Maintenance of existing coffee plantations
		Horticulture production increased	Plantation of Avocado trees on 300 Ha
			Plantation Maracuja on 800 ha
1.6.3: Increased financing and infrastructure for agriculture		17 Competitive agri- business projects financed	Conduct competitions and Provide financial support to winners
		Post harvest facilities increased	Construction of 9 drying grounds
			Rehabilitation of 8 drying grounds
			Construction of 3 agricultural storages Facilities
			Construction of 5coffee washing stations
1.6.4: Increased climate resilience for agriculture		Soil erosion reduced	Construction of radical terraces and ensure effective use (1200 Ha)
			Construction of progressive terraces and ensure effective use (3000Ha)
1.6.5: Improved livestock sector		Output: Livestock production	Distribution of 8842cows under Girinka

		increased	Program
			Distribution of Pigs
			Distribution of goats
			Distribution of chickens
		Animal diseases prevented and controlled	Vaccination of 30 000 Cows against BQ & LSD annually
			Vaccination of Dogs and Cats against Rabies
		Animal genetic improvement increased	Perform artificial insemination for Cows
			Perform artificial insemination for Pigs
		Post harvest facilities increased	Construction and operationalization of 1 MCC
			Maintenance and upgrading of 2 existing MCC
			Construct and operationalization Pig processing plant
			Construction and operationalization of 2 community Hatchery facilities
			Construction and operationalization of 1 Selling point for Animal products (Meat, Honey, Milk,...)
			Construction and operationalization of 3 Slaughterhouses
			Maintenance of 3 existing Slaughterhouses
			Construction and operationalization of 2 Livestock Markets
			Maintenance of 3 existing Livestock markets
1.7 Sustainable Management of Natural Resources and	1.7.1: Increased sustainability and profitability of forestry management	Forest cover increased	Plantation of New Forest on 3000 Ha
			Rehabilitation of 90 ha of degraded forest
			Plantation of agro forestry trees on 6000 Ha

Environment to Transition Rwanda towards a Carbon Neutral Economy			
	1.7.3: Integrated water resource management	Lakes and rivers Sustainably managed and protected	Protection 90 of Km of Nyabarongo river banks
		Rainwater management improved	Construction of 24 underground water tanks for rain water harvesting in boarding schools

Under Social transformation pillar, Nyamagabe DDS is aligned to the Overarching objective of the Social Transformation Pillar that is to «Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society». Nyamagabe District is committed to implement the priorities as contained in NST1/7YGP. All planned actions to be undertaken will fall under the following national priorities:

1. Enhance graduation from Poverty & extreme poverty and promote resilience
2. Eradicate Malnutrition;
3. Enhance demographic dividend through access to quality Health for all;
4. Enhance the demographic dividend through improved access to quality education;
5. Enhance Modernization of Rwandan households;

Table 18: Aligned DDS with NST1 Social Transformation Pillar

Social Transformation pillar				
Priority Area	Outcomes	District priorities	District interventions	
2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from extreme poverty	Extremely poor and vulnerable HHs supported	Provision of annual Direct support to 5644 poor and vulnerable households	
			Implementation of C/PW projects and employment of 6 489 poor households annually	
			Implementation of E/PW projects and employment to poor households	
			Distribution of cows to poor households under Girinka program	
	2.1.2 Reduced poverty among Rwandans	Poor HHs supported with FS	Houses for poor and vulnerable HHs constructed/Rehabilitated	Distribution of small livestock (pigs,goats,chickens) to poor households
				Provision of financial loans to poor and eligible HHs
				Construction of 210 houses for vulnerable HHs
				Construction and Rehabilitation houses for genocide survivors (100)
		Access and connectivity of Poor households to electricity increased	Support poor HHs in electrical access and connections	
2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	Preventive and responsive mechanisms to reduce malnutrition strengthened	Elaborate specific plan for eradicating malnutrition (DPEM)	
			Support poor HHs to construct improved latrines	
			Support eligible children with Milk (Inkongoro y'umwana)	
			Support eligible pregnant and lactating women with FBF	
			Conduct sensitization campaigns on balanced diet	

		ECD centers' services in Nyamagabe district increased	Construction of 6 Model ECD Centers
			Support ECD services at local community
2.3 Enhancing demographic dividend through ensuring access to quality Health for all	2.3.1 Improved healthcare services	Infant and Maternal mortality reduced	Community awareness on ANC, Immunization, PNC and assisted delivery
		Health facility infrastructure rehabilitated/upgraded	Rehabilitation and extension of 4 Health Centers (Nyamagabe, Musange, Musebeya and Nyarwungo)
			Rehabilitation of Kaduha hospital
			Construction of 56 Health Posts
		Health facilities with access to basic infrastructure (Internet, Water & Electricity) increased	Connection of all health Centers to LAN & Internet
		Regular provision of essential medicines guaranteed	Acquisition and distribution of essential medicines by the district pharmacy to other health facilities
			Construction and provision of equipment to district pharmacy
	2.3.2 Increased financial sustainability for the health sector	Community based health insurance scheme reinforced	Conduct Community mobilization sessions on CBI scheme
			Conduct training sessions on CBI committees
	2.3.3 Increased health workforce	Health staff recruited and remunerated	Payment of salaries and other statutory benefits to health staff
	2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Health care services to Communicable and NCDs emphasized	Conduct community mobilization on HIV
			Conduct community mobilization on TB
			Conduct anti- Malaria campaigns across the district
		Conduct teeth and gam disease campaigns across the district	

			Conduct eye disease campaigns across the district
	2.3.5 Increased contraceptives prevalence	Use of modern contraceptives methods for family planning increased	Conduct sensitization campaigns on FP
2.4 Enhancing demographic dividend through improved access to quality education	2.4.1 Increased access to pre-primary education	Enrolment in pre-primary increased	Construction of 146 ECE classrooms
	2.4.2 Improved education quality in primary and secondary education	Classrooms & Toilets constructed/renovated/replaced	Construction of 74 classrooms at primary level
			Replacement of 114 old classrooms at primary level
			Maintenance of 254 classrooms at primary level
			Construction of 316 toilets at primary level
			Construction of 10 classrooms at secondary level
			Construction of 12 toilets at secondary level
			Upgrading ES Kaduha to meet standards of boarding schools
			Maintenance of 6 classrooms at secondary level
			Installation of 260 rain water harvesting tanks
		Enrolment and quality education in Primary increased	Conduct community mobilizations on education matters
			Equip primary schools with books and chalks
			Payment of salaries and other statutory benefits to primary teachers
		Preparation and supervision of National exams (P6)	
		Support primary schools with Capitation grant	
	Enrolment and quality education	Conduct regular school inspections	

		in secondary increased	Conduct community mobilizations on education matters
			Equip secondary schools with books and chalks
			Payment of salaries and other statutory benefits to secondary teachers
			Preparation and supervision of National exams (S3 & S6)
			Support secondary schools with Capitation grant
			Support school feeding program
		Sports in Schools promoted	Sports in Schools promoted
			Training of teachers on sport management and coaching
	2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	TVET schools increased	Construction and provision of equipment to 6 TVET schools for operationalization
		Equitable access to TVET skills reinforced	Organize and conduct trainings sessions for boys and girls under MVT
			Payment of salaries and statutory benefits to TVET teachers
			Support PWDs to receive TVET trainings
			Support extremely poor to receive TVET trainings
	2.4.5 Increased adult literacy rates	Adult basic literacy and numeracy increased	Provision of incentives to instructors
			Organize and conduct adult trainings sessions on counting, reading and writing
2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	Access and connection to electricity increased	Installation of stand alone solar energy supply systems to 17 306 HHs
			Extension of existing electrical lines (418 Km)
			Connection of Musange, Mugano and Nkomane sectors to electricity (On and off grid)

			solutions)
		Access and use of clean water among HHs increased to 100%	Rehabilitation of 120 km of existing water supply systems
			Construction of 258.5 Km of water supply systems
			Organize and conduct Meetings of water board and water management committees on regular basis
		Access and use of sanitation facilities increased	Operationalization of Nyamagabe landfill
			Construction of public toilets
			Conduct community awareness campaigns on hygiene and sanitation
		IDP Model villages developed	Scale up of 3 existing IDP model villages
			Development of 5 new IDP model villages
		Access to ICT services at community level increased	Upgrading of 2 existing SAPs
			Construction of 3 SAPs
			Support existing community Telecenters

With regard to Transformational Governance, Nyamagabe DDS is aligned to the overarching objective of the Transformational Governance Pillar which is to «Consolidate Good Governance and Justice as, building blocks for equitable and sustainable National Development». Nyamagabe District will work on the following national priorities stated in the NST1/7YGP:

1. Reinforce Rwandan culture and values as a foundation for unity through;
2. Ensure Safety and Security of citizens and property through;
3. Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa’s development by;
4. Strengthen Justice, Law and Order through;
5. Strengthen Capacity, Service delivery and Accountability of public institutions through;
6. Increasing citizens’ participation and engagement in development.

Table 19: Aligned DDS with NST1 Transformational Governance Pillar

Transformational governance pillar			
Priority Area	Outcomes	District priorities	District interventions
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	Unity and reconciliation among district population strengthened	Organize and conduct Ndi Umunyarwanda dialogues
			Organize and conduct training sessions for protectors of Rwandan values
			Establishment and monitoring of unity and Reconciliation Forums at all levels
			Organize and conduct unity and Reconciliation week
			Organize and conduct training sessions of Intore
	3.1.2: Increased innovations and sustainability across Home Grown Solutions	HGSs promoted to generate economic benefit to the local community	Prepare, Monitor and reward best performers in Umuganda
			Prepare and monitor other HGS activities (Army week, Police week,...)

		Ubutore and National service promoted	Construction of 4 Ubutore Centers
			Prepare and Monitor urugerero ruciye ingando and National service
3.2 Ensure Safety and Security of citizens & property	3.2.1: Enhanced Peace and Security	Evidences of Genocide against Tutsi preserved	Upgrading genocide memorial sites
			Annual commemoration of Genocide against Tutsi
		Security in the district strengthened	Recruitment and training of DASSOs
			Supervision of Irondo at all levels
		Prevention and fight against GBV emphasized	Construction of an Integrated Anti-GBV Center
			Community awareness campaigns (16 days of activism)
			Organize and supervise Umugoroba w'ababyeyi
3.4 Strengthen Justice, Law and Order	3.4.1: Strengthened Judicial System (Rule of Law)	All Judgments and enforceable decisions are timely executed	Timely execution of tried judgements
		Improved Access to Quality Justice for vulnerable people	Support MAJ services
		Citizen disputes handled by Abunzi	Provision of materials and incentives to abunzi
			Training of abunzi
			Monitoring of Abunzi
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.1: Enhanced accountability across public institutions	Feedback mechanisms and access to information enhanced	Organize Feedback sessions on planning/budgeting processes
			Organize and conduct Icyumweru cy'umujyanama annually
	3.5.3: Reinforced efficient service delivery	Online service delivery reinforced	Connection of administrative entities to internet
			provision of financial support to Sectors and cells

		District, sectors and cells equipped with ICT devices (laptops & software) and connected to the internet	Purchase of IT equipment for district staff
	3.5.4: Enhanced effective Public Financial Management System	Capacity building of district staff enhanced	Organize training sessions on PFM, RBM, E-Procurement, E-Filing,...
		District Project Management Committee strengthened	organize training sessions on Project management and MEIS
			Organize regular monitoring of development projects in the district
		Level of the Implementation of Auditors recommendations increased	Implementation of auditors' recommendations
			Conduct regular audits for NBAs
			conduct PFM inspections and peer learning
3.6 Increased Citizens Participation and Engagement in Development			
	3.6.3: Improved scores for citizen participation	Participatory planning and budgeting sessions with all District stakeholders organized	Organize and conduct participatory planning/budgeting sessions at all levels

4. STRATEGIC FRAMEWORK

4.1 The District Vision, Mission and Objectives

Vision

The vision of Nyamagabe District for the six years to come is: “**Nyamagabe, a home of citizen- centred services, Welfare, high value crops and eco-based industry**”. This vision will really brand the district development through socio-economic development and good governance.

Mission

The mission of Nyamagabe District is defined by law N° 87/2013 of 11/09/2013 determining the organisation and functioning of decentralized administrative entities. According to article 123 of the above-cited law, the mission entrusted to the District is the following:

1. to implement Government policies adopted;
2. to provide services that are not delivered by other administrative entities;
3. to monitor the administration of Sectors;
4. to plan, coordinate and implement development programs;
5. to maintain infrastructure, handle technical and financial matters;
6. to promote partnership and cooperation with other Districts, cities and other organs;
7. to maintain the safety of people and property in the District;
8. to coordinate planning activities of Sectors;
9. to monitor the implementation of grouped settlement program in the sites indicated and collaborate with Sectors in installing the population in grouped settlements;
10. to put in place programs designed to promote the social welfare

Goals and objectives

The Overarching goal of Nyamagabe DDS 2018-2024 is “**Championing changes to attain high standards of living of citizens through integrated socio- economic and transformational governance**”.

The Intermediate Goals and related Objectives are described below:

Goal 1: Build sustainable local economy by availing modern infrastructure and valuing local potentialities. The aim of this goal is to transform the District economy not only by addressing existing economic constraints and but also exploiting available competitive advantages. This will be measured by achieving 10 specific objectives which are:

- Increase production of food crops mainly Irish potatoes, Wheat, Beans, Maize, Fruits and vegetables
- Increase production of export crops particularly Coffee and Tea
- Increase animal production emphasizing Pigs and Honey
- Improve integrated supply and value addition chains for agricultural inputs and products
- Increase energy for both access and use
- Improve the road network
- Increase access to clean water

- Promote green mining/quarries exploitation and sustainable wood technology
- Enhance entrepreneurship and business development for employment
- Improve housing and settlement both in rural and urban areas.

Goal 2: Ensure high standards of living for citizens. The main concern of this goal is to ensure quality of life of Nyamagabe District population. It will emphasize on the access and satisfaction of basic needs in terms of health care services, nutrition, education, sanitation and social protection packages aiming at graduation from extreme poverty. This will be attained by reaching the following 5 specific objectives:

- Strengthen the graduation from extreme poverty
- Improve the quality of education
- Improve the quality of health care services
- Ensure adequate sanitation
- Eradicate malnutrition

Goal3: Enhance Governance by strengthening citizen participation, promoting accountability and improving service delivery. This will be realized through the following 4 specific objectives:

- Strengthen citizen participation and engagement in development
- Improve service delivery and enhance accountability
- Strive for self-reliance
- Sustain security and quality justice for all

These goals and objectives will contribute to the achievement of the vision of the District.

4.2 Main Priorities at District level

In reference to the raised challenges and based on the priorities highlighted in NST1, the following top key priorities are to be implemented to speed up the district development in 6 years to come.

Priority1. Build privatesector led economy which will be characterised by a diversity of industries, access to financial services and the creation of off-farm jobs. Under this priority, the following flagship projects will be implemented:

- Support 1000 TVET graduates with startup tools
- Avail land for SMEs in Nyamagabe town
- Construction of 2 Markets
- Rehabilitation of 4 Existing markets
- Develop 5600 bankable projects to be financed through BDF
- Support income generating projects for youth(Training of 1200 Youth)

- Construction of Tea processing plant
- Construction of coffee Milling plant
- Construction of coffee roasting plant
- Construction and operationalization of 1 stone processing unit

Priority2. Improve access to basic infrastructure for rapid growth and modern household. Under this priority the following projects will be implemented:

- Construction of 66 km of roads(Construction of 6 km of asphalt roads, Construction of 10 Km of roads with Stone paved and Construction of 50 Km of earth roads in urban settlement sites

- Regular maintenance of 487 Km of unpaved roads
- Rehabilitation of 250 Km of unpaved roads
- Construction of 15 bridges related to District roads
- Development of 5 new IDP model villages
- Connection of HHs and productive centres to electricity using both on and off grid solutions
- Installation of stand alone solar energy supply systems to 17 306 HHs
- Extension of existing electrical lines (418 Km)
- Connection of Musange, Mugano and Nkomane sectors to electricity (On and off grid solutions)
- Rehabilitation of 120 km of existing water supply systems
- Construction of 258.5 Km of water supply systems
- Upgrading of 2 existing SAPs
- Construction of 3 SAPs
- Support existing community Telecenters

Priority3. Modernise the agriculture sector and increase agricultural productivity through the usage of improved agricultural inputs and technologies as well as improved livestock.

- Development of Marshland and installation of irrigation systems on 300 Ha
- Development of hillside irrigation on 1000 Ha
- Assist Farmers in small scale irrigation program
- Plantation of coffee on 1000Ha
- Plantation of Tea on 1200 Ha
- Construction of 9 drying grounds
- Rehabilitation of 8 drying grounds
- Construction of 3 agricultural storages Facilities
- Construction of 5 coffee washing stations
- Distribution of 8842 cows under Girinka Program
- Construct and operationalization Pig processing plant
- Construction and operationalization of 2 community Hatchery facilities
- Construction and operationalization of 1 Selling point for Animal products (Meat, Honey, Milk...)
- Construction and operationalization of 3 Slaughterhouses
- Maintenance of 3 existing Slaughterhouses
- Construction and operationalization of 2 Livestock Markets
- Construction of radical terraces and ensure effective use (1200 Ha)
- Construction of progressive terraces and ensure effective use (3000Ha)
- Construction of Tea processing plant
- Construction of coffee Milling plant
- Construction of coffee roasting plant
- Construction and operationalization of 1 stone processing unit
- Development of 1 feeder lot for Pigs

Priority4. Improve social provisions to population through access to quality health, education, recreational facilities and extended coverage by social protection programs.

- Rehabilitation of Kaduha hospital
- Rehabilitation and extension of 4 Health Centers (Nyamagabe, Musange, Musebeya and Nyarwungo)
- Connection of all health Centers to LAN & Internet
- Construction of 6 Model ECD Centers
- Construction of 56 Health Posts
- Construction of sports facilities in all Cells
- Upgrading of Nyagisenyi stadium
- Construction of 25 computer labs
- Support schools with 1200 computers
- Construction of 18 Smart classrooms
- Construction and provision of equipments to 6 TVET schools for operationalization
- Construction of 74 classrooms at primary level
- Replacement of 114 old classrooms at primary level
- Maintenance of 254 classrooms at primary level
- Construction of 316 toilets at primary level
- Provision of annual Direct support to 5644 poor and vulnerable households
- Implementation of C/PW projects and employment of 6 489 poor households annually
- Implementation of E/PW projects and employment to poor households

Priority5: Improve service delivery, citizen participation in decision making and increase transparency and accountability in all district's interventions. Under this priority the district will accomplish the following main activities:

- Construction of 4 Cells offices
- Maintenance of 17 Sectors' offices
- Maintenance of district office
- Organize and conduct Ndi Umunyarwanda dialogues
- Construction of 4 Ubutore Centers
- Prepare and Monitor urugerero ruciye ingando and National service
- Upgrading 4 genocide memorial sites
- Operationalization of tare Transit center
- Connection of administrative entities to internetto ensure all services are delivered on line
- Strive to achieve clean /unqualified audit.
- Motivate and monitor Abunzi.

4.3 Results Chain

In the following, the result chain for the DDS 2018-24 is presented. It is organised around three Impact Goals. The first goal aims at building sustainable local economy by availing modern infrastructure and valuing local potentialities. It is solely related to economic transformation and encompasses outcomes and outputs and activities (interventions) related to Agriculture, Private sector development and Youth Employment, Infrastructure, Environment and natural resources, ICT and Financial Sector Development. Inputs are mainly financial (budget) and other technical and human resources needed to accomplish the activities and deliver the outputs.

Figure 5: Result chain for NST1 Economic transformation pillar

<p><u>Goal/Impact1:</u> Build sustainable local economy by availing modern infrastructure and valuing local potentialities</p>
<p><u>Outcomes:</u> OUTCOME1: Increased agricultural production and productivity OUTCOME2: Increased traditional and non-traditional export crops OUTCOME3: Increased financing and infrastructure for agriculture OUTCOME4: Improved livestock sector OUTCOME5: Increased climate resilience for agriculture OUTCOME6: Increased number of Rwandans with appropriate skills tailored to labour market demands OUTCOME7: Increased productive jobs for youth and women OUTCOME8: Improved hands-on skills among youth, women and PWDs outside regular education OUTCOME9: Increased economic opportunities and social facilities in urban areas OUTCOME10: Productive user access to electricity increased OUTCOME11: Street lighting expanded to all national and district roads OUTCOME12: Improved public transport services, effective and safe traffic management OUTCOME13: Integrated urban and rural settlements development OUTCOME14: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity OUTCOME15: Increased availability of affordable housing and access to basic infrastructure OUTCOME16: Develop creative arts and industries towards employment generation and economic opportunities OUTCOME17: Improved and promoted basic sanitation for other public institutions and locations OUTCOME18: Raised rural water supply coverage to 100% of households OUTCOME19: Raised, sustained and improved household sanitation coverage OUTCOME20: Enabling platforms developed for productivity OUTCOME21: Increased exports of value-added goods OUTCOME22: Minerals, oil and gas sector promoted OUTCOME23: Hard infrastructure developed for trade competitiveness OUTCOME24: Enhanced long-term savings and innovative financing mechanisms OUTCOME25: Increased sustainability and profitability of forestry management OUTCOME26: Integrated water resource management</p>
<p><u>Outputs:</u> OUTPUT1: TVET graduates with skills relevant to labor market increased OUTPUT2: Business development and Employment Service Centers established and reinforced OUTPUT3: 21,100 off-farm Jobs created OUTPUT4: Employment promotion through skills development OUTPUT5: 536 villages' income generation projects supported OUTPUT6: Hands-on Skills enhanced and improved through critical massive short term vocational training (MVT) OUTPUT7: Hands-on Skills enhanced and improved for ICPCs operators (Integrated Craft Production Centers) OUTPUT8: 66 Km of urban roads with Public lighting constructed OUTPUT9: Rain water harvesting systems and modern car wash in Nyamagabe town constructed OUTPUT10: Inclusive sport and recreational center constructed OUTPUT11: Trade Centers with access to electricity using on-grid solutions increased OUTPUT12: 24 Km of Public lights installed OUTPUT13: Inclusive Public Transport facilities constructed/upgraded OUTPUT14: Rural Road network conditions improved OUTPUT15: 3 urban planned settlements sites developed OUTPUT16: 92 Imidugudu sites developed OUTPUT17: 140 Ha of land for IDP Model villages availed OUTPUT18: Affordable houses in urban area constructed</p>

OUTPUT19:3 ICPCs constructed
 OUTPUT20: 15.2 MV electricity generated
 OUTPUT21: 4 Value addition units constructed and operationalized
 OUTPUT22: 1 Stone processing unit constructed and operationalized
 OUTPUT23: 1 Feeder Lot for Pigs constructed and operationalized
 OUTPUT24: 6,000 People mobilized to save through Iterambere fund and other financing agencies
 OUTPUT25: financial inclusion in the district increased
 OUTPUT26: Forest cover increased
 OUTPUT27: Lakes and rivers Sustainably managed and protected
 OUTPUT28: Rainwater management improved
 OUTPUT29: Agricultural land sustainably used
 OUTPUT30: Area under irrigation land increased
 OUTPUT31: Access and use of agricultural inputs improved
 OUTPUT32: Production of traditional export crops increased
 OUTPUT33: Horticulture production increased
 OUTPUT34: 17 Competitive agri-business projects financed
 OUTPUT35: Post harvest facilities increased
 OUTPUT36: Livestock production increased
 OUTPUT37: Animal diseases prevented and controlled
 OUTPUT1: Animal genetic improvement increased
 OUTPUT38: Post harvest facilities increased
 OUTPUT39: Access to Veterinary services increased
 OUTPUT40: Soil erosion reduced

Activities

Support 1000 TVET graduates with startup tools
 Avail land for SMEs in Nyamagabe town
 Construction of 2 Markets
 Rehabilitation 4 Existing markets
 Develop 5600 bankable projects to be financed through BDF
 Support income generating projects for youth (Training of 1200 Youth)
 Coaching and trainings on Business and entrepreneurship
 Community mobilization on IGA and reward of the most competitive ideas
 Organize trainings sessions for Youths and women under MVT
 Organize special trainings for PWDs under MVT
 Organize trainings sessions for ICPC operators in collaboration with WDA and IPRC
 Construction of 6 km of asphalt roads
 Construction of 10 Km of roads with Stone paved
 Construction of 50 Km of earth roads in urban settlement sites
 Construction of water drainage systems
 Construction of modern car wash
 Construction of 1 Gymnasium
 connection of trade centers and other productive centers to electricity (on grid solutions)
 Installation of public lights on 24 km of NR&DR
 Upgrading of Nyamagabe Main Car park
 Maintenance of Tare Car park
 Construction of 10 inclusive Bus waiting stations
 Regular maintenance of 487 Km of unpaved roads
 Rehabilitation of 250 Km of unpaved roads
 Construction of 15 bridges related to District roads
 Plot servicing for 3 urban planned settlements sites
 Elaboration of 2 local Urban development plans
 Plot servicing for 92 imidugugdu sites
 Acquisition of 140 ha of land for IDP model villages
 Acquisition of 10 Ha of land and investors mobilization for affordable housing
 Construction of 40 model affordable houses in Nyamagabe town
 Construction of 5 Hydro power plants through PPP to generate 15.2 MV electricity
 Construction of Tea processing plant
 Construction of coffee Milling plant
 Construction of coffee roasting plant
 Construction and operationalization of 1 stone processing unit
 Development of 1 feeder lot for Pigs
 6,000 People mobilized to save through Iterambere fund and other financing agencies
 Initiate VSL groups in all villages

Rehabilitation of 90 ha of degraded forest
 Plantation of New Forest on 3000 Ha
 Plantation of agro forestry trees on 6000 Ha
 Protection 90of Km of Nyabarongo river banks
 Construction of 24 underground water tanks for rain water harvesting in boarding schools
 increase area of land under land use consolidation for Irish potatoes, Beans, Maize, wheat and Cassava
 Development of Marshland and installation of irrigation systems on 300 Ha
 Development of hillside irrigation on 1000 Ha
 Assist Farmers in small scale irrigation program
 Multiplication of seeds for irish Potatoes, Maize, Wheat and Cassava
 Farmers mobilization on Smart Nkunganire for NPK, Urea and DAP
 Purchase and distribution of 9080 MT of lime to farmers
 Plantation of coffee on 1000Ha
 Regular Maintenance of existing coffee plantations
 Plantation of Tea on 1200 Ha
 Plantation of Macadamia on 80 Ha
 Plantation of Avocado trees on 300 Ha
 Plantation Maracuja on 800 ha
 Conduct competitions and Provide financial support to 17winners
 Construction of 9 drying grounds
 Rehabilitation of 8 drying grounds
 Construction of 3 agricultural storages Facilities
 Construction of 5coffee washing stations
 Distribution of 8842cows under Girinka Program
 Distribution of Pigs
 Distribution of goats
 Distribution of chickens
 Vaccination of 30 000 Cows against BQ & LSD annually
 Vaccination of Dogs and Cats against Rubbies
 Perform artificial insemination for Cows
 Perform artificial insemination for Pigs
 Construction and operationalization of 1 MCC
 Maintenance and upgrading of 2 existing MCC
 Construct and operationalization Pig processing plant
 Construction and operationalization of 2 community Hatchery facilities
 Construction and operationalization of 1 Selling point for Animal products (Meat, Honey, Milk,..)
 Construction and operationalization of 3 Slaughterhouses
 Maintenance of 3 existing Slaughterhouses
 Construction and operationalization of 2 Livestock Markets
 Maintenance of 3 existing Livestock markets
 Establish 4 Veterinary Pharmacy and Lab
 Establish 17 Animal feed Shops
 Construction of radical terraces and ensure effective use (1200 Ha)
 Construction of progressive terraces and ensure effective use (3000Ha)

Inputs:

- Cost of elaboration of feasibility studies and supervision (District budgets)
- Public investment in infrastructure and social amenities to increase overall servicing levels and improve socio-economic welfare of the district population
- Investing in income generating interventions for job creation
- Cost for interventions to promote the jouth and women entrepreneurship and business development

The second results chain figure is about social transformation and covers outcomes, outputs, activities and inputs related to social protection, health and education.

Figure 6: Result chain for NST1 Social transformation pillar

<p><u>Goal/Impact2:</u> Ensure high standards of living for citizens</p>
<p><u>Outcomes:</u> OUTCOME 1: Increased graduation from Extreme poverty OUTCOME 2: Reduced poverty among Rwandans OUTCOME 3: Strengthened linkages with complementary services for sustainable graduation from extreme poverty OUTCOME 4: Strengthened provision of Social Support for the most vulnerable OUTCOME 5: Reduced malnutrition among children OUTCOME 6: Prevention of unplanned pregnancy OUTCOME 7: Enhanced contribution of social protection to addressing malnutrition OUTCOME 8: Improved healthcare services OUTCOME 9: Increased financial sustainability for the health sector OUTCOME 10: Increased health of workforce OUTCOME 11: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs) OUTCOME 12: Increased contraceptives prevalence OUTCOME 13: Increased geographical accessibility OUTCOME 14: Promotion of sports and culture OUTCOME 15: Increased equitable access to education programmes OUTCOME 16: Increased Technical and Vocational Education and Training (TVET) schools and graduates OUTCOME 17: Improved education quality in primary and secondary education OUTCOME 18: Increased access to pre-primary education OUTCOME 19: Increased adult literacy rates OUTCOME 20: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)</p>
<p><u>Outputs</u> OUTPUT 1: Extremely poor and vulnerable HHs supported OUTPUT 2: Poor HHs supported with FS OUTPUT 3: Houses for poor and vulnerable HHs constructed/Rehabilitated OUTPUT 4: Access and connectivity of Poor households to electricity increased OUTPUT 5: Households with productive assets increased OUTPUT 6: Sensitisation and reintegration of the most vulnerable people assured OUTPUT 7: Preventive and responsive mechanisms to malnutrition strengthened OUTPUT 8: ECD centers' services in Nyamagabe district increased OUTPUT 9: Teenage pregnancy reduced OUTPUT 10: Agricultural productivity of poor and vulnerable HHs increased OUTPUT 11: Infant and Maternal mortality reduced OUTPUT 12: Health facility infrastructure rehabilitated/upgraded OUTPUT 13: Health facilities with access to basic infrastructure (Internet, Water & Electricity) increased OUTPUT 14: Regular provision of essential medicines guaranteed OUTPUT 15: Community based health insurance scheme reinforced OUTPUT 16: Health staff recruited and remunerated OUTPUT 17: Health care services to Communicable and NCDs emphasized OUTPUT 18: Use of modern contraceptives methods for family planning increased OUTPUT 19: Health Posts constructed OUTPUT 20: Sports, recreational and culture activities promoted OUTPUT 21: Access and use of ICT increased OUTPUT 22: Learners enrolled in STEM related subjects increased OUTPUT 23: Equitable access to TVET skills reinforced OUTPUT 24: Classrooms & Toilets constructed/renovated/replaced OUTPUT 25: Enrollment and quality education in Primary increased OUTPUT 26: Enrollment and quality education in secondary increased OUTPUT 27: Sports in Schools promoted OUTPUT 28: Enrollment in pre-primary increased OUTPUT 29: Adult basic literacy and numeracy increased OUTPUT 30: Access and connection to electricity increased OUTPUT 31: Access and use of clean water among HHs increased to 100% OUTPUT 32: Access and use of sanitation facilities increased OUTPUT 33: IDP Model villages developed OUTPUT 34: Access to ICT services at community level increased</p>
<p><u>Activities</u> Provision of annual Direct support to 5644 poor and vulnerable households</p>

Implementation of C/PW projects and employment of 6 489 poor households annually
 Implementation of E/PW projects and employment to poor households
 Distribution of cows to poor households under Girinka program
 Distribution of small livestock (pigs) to poor households
 Distribution of small livestock (goats) to poor households
 Distribution of small livestock (chicken) to poor households
 Provision of financial loans to poor and eligible HHs
 Construction of 210 houses for vulnerable HHs
 Construction and Rehabilitation houses for genocide survivors (100)
 Support poor HHs in electrical access and connections
 Support poor and eligible HHs with productive assets (ATG)
 Assistance to disaster victims
 Reintegration of children in orphanage centers
 Conduct trainings and rewarding of Inshuti z'Umuryango
 Reintegration of Delinquents
 Support PWDs
 Elaborate specific plan for eradicating malnutrition (DPEM)
 Support poor HHs to construct improved latrines
 Support eligible children with Milk (Inkongoro y'umwana)
 Support eligible pregnant and lactating women with FBF
 Conduct sensitization campaigns on balanced diet
 Construction of 6 Model ECD Centers
 Support ECD services at local community
 Sensitization campaigns of youths and Parents on reproductive health
 Establishment of Youth Corners at all boarding schools
 Support poor HHs in developing Kitchen gardens
 Community awareness on ANC, Immunization, PNC and assisted delivery
 Rehabilitation of Kaduha hospital
 Rehabilitation and extension of 4 Health Centers (Nyamagabe, Musange, Musebeya and Nyarwungo)
 Connection of all health Centers to LAN & Internet
 Acquisition and distribution of essential medicines by the district pharmacy to other health facilities
 Construction and provision of equipment to district pharmacy
 Conduct Community mobilization sessions on CBI scheme
 Conduct training sessions on CBI committees
 Payment of salaries and other statutory benefits to health staff
 Conduct community mobilization on HIV
 Conduct community mobilization on TB
 Conduct anti- Malaria campaigns across the district
 Conduct teeth and gam disease campaigns across the district
 Conduct eye disease campaigns across the district
 Conduct sensitization campaigns on FP
 Construction of 56 Health Posts
 Construction of sports facilities in all Cells
 Upgrading of Nyagisenyi stadium
 Support sports, recreational and culture initiative in the district
 Organize and conduct annual talent detection program
 Construction of 25 computer labs
 Support schools with 1200 computers
 Construction of 18 Smart classrooms
 Reward best performers in STEM
 Construction and provision of equipments to 6 TVET schools for operationalization
 Payment of salaries and statutory benefits to TVET teachers
 Support PWDs to receive TVET trainings
 Support extremely poor to receive TVET trainings
 Construction of 74 classrooms at primary level
 Replacement of 114 old classrooms at primary level
 Maintenance of 254 classrooms at primary level
 Construction of 316 toilets at primary level

Construction of 10 classrooms at secondary level
 Construction of 12 toilets at secondary level
 Upgrading ES Kaduha to meet standards of boarding schools
 Maintenance of 6 classrooms at secondary level
 Installation of 260 rain water harvesting tanks
 Equip primary schools with books and chalks
 Payment of salaries and other statutory benefits to primary teachers
 Preparation and supervision of National exams (P6)
 Support primary schools with Capitation grant
 Conduct regular school inspections
 Equip primary schools with books and chalks
 Payment of salaries and other statutory benefits to secondary teachers
 Preparation and supervision of National exams (S3 & S6)
 Support secondary schools with Capitation grant
 Support school feeding program
 construction of recreational facilities in schools
 Training of teachers on sport management and coaching
 Construction of 146 ECE classrooms
 Organize and conduct adult trainings sessions on counting, reading and writing
 Provision of incentives to instructors
 Installation of stand alone solar energy supply systems to 17 306 HHs
 Extension of existing electrical lines (418 Km)
 Connection of Musange, Mugano and Nkomane sectors to electricity (On and off grid solutions)
 Rehabilitation of 120 km of existing water supply systems
 Construction of 258.5 Km of water supply systems
 Organize and conduct Meetings of water board and water management committees on regular basis
 Operationalization of Nyamagabe landfill
 Construction of public toilets
 Conduct community awareness campaigns on hygiene and sanitation
 Scale up of 3 existing IDP model villages
 Development of 5 new IDP model villages
 Upgrading of 2 existing SAPs
 Construction of 3 SAPs
 Support existing community Telecenters

Inputs

- Infrastructure finance for affordable housing neighbourhoods and Rwandan modern household
- Financial support to implementation of smart learning and early child development programs
- Cost of interventions to promote TVET and quality education.
- Resources to eradicate malnutrition and extreme poverty among the population

The third results chain presents the goal3 aiming at enhancing Governance by strengthening citizen participation, promoting accountability and improving service delivery. It covers outcomes, outputs, activities and inputs related to Governance and decentralization, Justice, Reconciliation, rule of Law and Order, Sports and Culture and Public Finance Management.

Figure 7: Result chain for NST1 Transformational Governance pillar

<p><u>Goal/Impact3:</u> Enhance Governance by strengthening citizen participation, promoting accountability and improving service delivery</p>
<p><u>Outcomes:</u> OUTCOME1: Enhanced unity among Rwandans OUTCOME2: Increased innovations and sustainability across Home Grown Solutions OUTCOME3: A more active community with access to quality sports facilities and programs OUTCOME4: Enhanced Peace and Security OUTCOME5: Control of Corruption, Transparency and Accountability Improved OUTCOME6: Strengthened Judicial System (Rule of law) OUTCOME7: Reinforced efficient service delivery OUTCOME8: Enhanced accountability across public institutions OUTCOME9: Effective and efficient management of government assets and public buildings OUTCOME10: Increase districts revenue capacity to finance their development needs by focusing on local economic development and reforming laws on locally administered taxes. OUTCOME11: Enhanced effective Public Financial Management System OUTCOME12: Improved scores for citizen participation</p>
<p><u>Outputs</u> OUTPUT 1: Unity and reconciliation among district population strengthened OUTPUT 2: HGSs promoted to generate economic benefit to the local community OUTPUT3: Ubutore and National service promoted OUTPUT4: Sport activities/events / Competitions for Talent detection and good governance promotion organised OUTPUT5: Evidences of Genocide against Tutsi preserved OUTPUT6: Security in the district strengthened OUTPUT7: Prevention and fight against GBV emphasized OUTPUT8: Mechanisms to fight injustice and corruption strengthened OUTPUT9: All Judgments and enforceable decisions are timely executed OUTPUT10: Improved Access to Quality Justice for vulnerable people OUTPUT11: Citizen disputes handled by Abunzi OUTPUT12: Online service delivery reinforced OUTPUT 13: District, sectors and cells equipped with ICT devices (laptops & software) and connected to the internet OUTPUT14: Feedback mechanisms and access to information enhanced OUTPUT15: Administrative buildings constructed/Maintained OUTPUT16: District asset register updated OUTPUT17: District own revenues increased OUTPUT18: Capacity building of district staff enhanced OUTPUT19: District Project Management Committee strengthened OUTPUT20: Level of the Implementation of Auditors recommendations increased OUTPUT21: Participatory planning and budgeting sessions with all District stakeholders organized</p>
<p><u>Activities</u></p> <ul style="list-style-type: none"> • Organize and conduct Ndi Umunyarwanda dialogues • Organize and conduct training sessions for protectors of Rwandan values • Establishment and monitoring of unity and Reconciliation Forums at all levels • Organize and conduct unity and Reconciliation week • Organize and conduct training sessions of Intore • Prepare, Monitor and reward best performers in Umuganda • Prepare and monitor other HGS activities (Army week, Police week...) • Construction of 4 Ubutore Centers • Prepare and Monitor urugerero ruciye ingando and National service • Organize and conduct sport competitions and reward best winners • Organize and conduct massive sports events at all levels • Upgrading 4 genocide memorial sites • Annual commemoration of Genocide against Tutsi • Recruitment and training of DASSOs • Organize and conduct security meetings • Organize training sessions for CPCs • Supervision of Irondo at all levels • Operationalization of tare Transit center • Construction of an Integrated Anti-GBV Center • Community awareness campaigns (16 days of activism) against GBV

- Organize and supervise Umugoroba w'ababyeyi
- Organize and conduct fight against injustice and corruption week
- Timely execution of tried judgements
- Support MAJ services
- Provision of materials and incentives to abunzi
- Training of abunzi
- Monitoring of Abunzi
- Connection of administrative entities to internet
- provision of financial support to Sectors and cells
- Purchase of IT equipment for district staff
- Organize Feedback sessions on planning/budgeting processes
- Organize and conduct Icyumweru cy'umujyanama annually
- Construction of 4 Cells offices
- Maintenance of 17 Sectors' offices
- Maintenance of district office
- Perform annual valuation of all district assets
- Codification of all district assets
- Regular update of Taxpayers
- Organize and conduct tax inspections
- Organize and conduct TAC meetings
- Organize training sessions on PFM, RBM, E-Procurement, E-Filing, ...
- Organize training sessions on Project management and MEIS
- Organize regular monitoring of development projects in the district
- Implementation of auditors' recommendations
- Conduct regular audits for NBAs
- Conduct PFM inspections and peer learning
- Organize and conduct participatory planning/budgeting sessions at all levels

Inputs

- Cost for modern administrative buildings and equipment
- Investment in online service for quick, timely and transparent service delivery
- Cost for more citizen participation in planning/budgeting and development programmes
- Cost to fight against genocide ideology, corruption, GBV and drugs abuse
- Cost to promote sports and culture ,peace,security,unity and reconciliation and universal access to justice

4.4 Logical Framework

The logical framework is presented in table 20 below. It includes baseline data and objectively verifiable indicators against which results will be measured. As the logical framework is presented following intervention sectors and key priorities from NST1, it is an important tool for the District. It will allow the district planning team to keep the link with the national priorities. The Annual work plan, budget and Imihigo will also set annual targets and milestones to be met each year and these will also become instrumental in the monitoring of the performance on various targets. The logical framework also includes assumptions that have to be fulfilled for the DDS to succeed. It is however, proposed that after 3 years of implementation, a mid term evaluation of the performance should be conducted. There will also be a final evaluation at the end of the 6-year period.

Table 20: Logical framework

INDICATOR	BASELINE	OVERALL TARGET	TARGET	TARGET		TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2017//18	2023/2024	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024		
PILLAR1: ECONOMIC TRANSFORMATION										
1.AGRICULTURE										
Priority area1. 6:Modernize and increase productivity for agriculture and livestock										
OUTCOME:Increased agricultural production and productivity										
OUTPUT1: Agricultural land sustainably used										
Area of Land Consolidated for irish Potatoes(Ha)	18328	18628	18378	18428	18478	18528	18578	18628	Reports	Farmers' involvement
Area of land Consolidated for Beans (ha)	17600	17900	17650	17700	17750	17800	17850	17900	Reports	Farmers' involvement
Area of Land consolidated for cassava (ha)	2431	2731	2481	2531	2581	2631	2681	2731	Reports	Farmers' involvement
Area of land consolidated for maize (ha)	11649	11949	11699	11749	11799	11849	11899	11949	Reports	Farmers' involvement
Area of Land Consolidated for Wheat(Ha)	12641	12941	12691	12741	12791	12841	12891	12941	Reports	Farmers' involvement
Total consolidated Land (Ha)	62 649	64 149	62 896	63 199	63 399	63 649	63 899	64 149		
OUTPUT2:Area under irrigation land increased										
a. Hillside (medium-large scale) (Ha)	0	1000	0	0	1000	1000	1000	1000	Reports	Feasibility study approved
b. Small-scale hillside (Ha)	50	350	100	150	200	250	300	350	Reports	Budget availability
Marshland medium-large scale(Ha)	400	760	470	470	470	572	672	760	Reports	Feasibility study approved
OUTPUT3: Access and use of agricultural inputs improved										
% of farmers using Chemical fertilizers	52%	100%	60%	68%	76%	84%	92%	100%	Reports	Subsidy approach

Quantity of fertilizers used per ha (Kg/Ha)	N/A	45	20	25	30	35	40	45	Reports	
% of farmers using improved seeds	N/A	100%	17%	33%	50%	66%	83%	100%	Reports	Local seeds multipliers involvement
Number of professional cooperatives multiplying seeds established	5	10	0	1	1	1	1	1	Report	Ownership and understanding of farmers
MT of subsidised seeds of Maize used by farmers	54.155	95.59	72	78	82	87.2	91.3	95.59	Reports	Idem
MT of subsidised seeds of Wheat used by farmers	64.18	135.2	81	94	101.4	113.1	122	135,2	Reports	Idem
MT of Lime distributed and used by	1 804.15	2800	1680	1904	2128	2352	2576	2800	Reports	Subsidy approach
Yield of Irish Potatoes(MT/Ha)	29	30	29.16	29.32	29.48	29.64	29.8	30	Reports	Use of fertilisers
Yield of Maize(MT/Ha)	2.5	3.5	2.66	2.82	2.98	3.14	3.34	3.5	Reports	Use of fertilisers
Yield of Wheat(MT/Ha)	2.5	3.5	2.66	2.82	2.98	3.14	3.34	3.5	Reports	Use of fertilisers
Yield of Climbing beans (MT/Ha)	1.5	1.8	1.55	1.6	1.65	1.7	1.75	1.8	Report	Use of fertilisers
Yield of Cassava (MT/Ha)	7	12	8	9	10	11	11.5	12	Report	Use of fertilisers
Level of satisfaction in services delivery in agriculture	30.50%	100%	42%	54%	65%	76.50%	88%	100%	Reports	Improved service delivery
% of farmers who access extension services (disaggregated by age and gender)	0	100%	17%	33%	50%	66%	83%	100%	Reports	Improved extension services
OUTPUT4: Capacity Building and professionalization of Farmers and services providers increased										
Number of individuals trained on gender responsive and targeting in extension services	2	70	70	70	70	70	70	70	Report	Budget available
Number of farmers and livestock farmers trained (ToT)	N/A	184	184	184	184	184	184	184	Report	Budget available

Number of cooperatives trained on production technologies	N/A	34	34	34	34	34	34	34	Report	Budget available
Number of individuals trained on women involvement in agribusiness and access to suitable financial products	N/A	108	0	108	108	108	108	108	Report	Budget available
OUTCOME: Increased traditional and non-traditional export crops										
OUTPUT1: Production of traditional export crops increased										
Area under tea plantations(Ha)	4422.63	5622.63	4622.63	4822.63	5022.63	5222.63	5422.63	5622.63	Reports	Land availability
Area of Tea Plantations Maintained(Ha)	4400	5622.63	4603.7	4807.4	5011.1	5214.8	5418.5	5622.63	Reports	Farmers involvement
Area of Land planted with Coffee(Ha)	1887.73	2887.73	2054.33	2220.93	2387.53	2554.13	2720.73	2887.73	Reports	Land availability
Area of existing coffee plantations maintained	1800	2887.73	1981.3	2162.6	2343.9	2525.1	2706.3	2887.73	Reports	Farmers involvement
Coffee(Kg/Tree)	3.3	6	3.75	4.2	4.65	5.1	5.55	6	Reports	Participation of all actors
Tea(MT/Ha)	4	8	4.66	5.32	5.98	6.64	7.3	8	Reports	Participation of all actors
OUTPUT: Horticulture production increased										
Area under fruits trees(Ha)	NA	500	83	166	249	332	415	500	Reports	Community Sensitization
Number of fruits trees distributed	NA	12000000	2,000,000	4,000,000	6,000,000	8,000,000	10,000,000	12,000,000	Reports	
Area under maracuja(Ha)	NA	800	135	270	405	540	670	800	Reports	Community Sensitization
% of HHs cultivating avocado	NA	100%	17%	33%	50%	66%	83%	100%	Reports	Community Sensitization
Area under avocado(Ha)	NA	300	50	100	150	200	250	300	Reports	Community Sensitization
Number of macadamia seedlings distributed	0	100000	16,666	33,332	49,998	66,664	83,332	100000	Reports	Community Sensitization
Ha of macadamia planted	3	83	16	29	42	55	72	83	Reports	Community Sensitization

OUTCOME: Increased financing and infrastructure for agriculture										
OUTPUT1: 17 Competitive agri-business projects financed										
Number of agri-business projects supported	NA	17	2	4	7	10	14	17	Reports	Competitive projects available
OUTPUT2: Post harvest facilities increased										
Number of drying grounds constructed	6	15	6	6	9	12	12	15	Reports	Feasibility study approved
Number of drying grounds rehabilitated	0	8	0	1	3	5	7	8	Reports	Budget availability
Number of agricultural storages constructed	12	15	12	12	12	13	14	15	Reports	Feasibility study approved
Storage of Maize(MT)	20	300	70	120	170	220	250	300	Reports	Productivity increase
Storage of Beans(MT)	60	500	133	207	280	353	427	500	Reports	Productivity increase
Storage of Weat(MT)	10	300	58	106	155	204	253	300	Reports	Productivity increase
Storage of Irish Potatoes(MT)	0	3000	500	1000	1500	2000	2500	3000	Reports	Productivity increase
Number of Coffee washing stations	10	15	101	11	12	13	14	15	Reports	Feasibility study approved
OUTCOME: Increased sustainable livestock production and productivity										
OUTPUT1: Livestock production increased										
Number of cows distributed under Girinka program	13036	21878	14257	15580	17009	18536	20156	21878	Reports	Budget availability
Number of Pigs distributed to poor and eligible HHs	6018	11706	6733	7544	8463	9476	10592	11706	Reports	Budget availability
Number of Goags distributed to poor and eligible HHs	N/A	8500	500	1500	2000	1500	1500	1500	Report	Budget availability
Number of chicken distributed to poor and eligible HHs	N/A	8500	500	1500	2000	1500	1500	1500	Report	Budget availability

% of HHs raising livestock	82	90	83	85	87	88	89	90	Reports	Budget availability
Number of Forage/fodder banks set up in districts	0	4	0	1	1	0	1	1	Report	Budget availability
MT of Beef Meat produced	245	280	250	255	260	265	270	280	Report	Budget available
MT of Pork Meat produced	320	380	330	340	350	360	370	380	Report	Climate remains favourable
MT of Honey produced	0.8	1.5	0.9	1	1.1	1.2	1.3	1.5	Report	Climate remains favourable
L of Milk produced	N/A	340000	200000	240000	260000	280000	310000	340000	Report	Climate remains favourable
OUTPUT2: Animal diseases prevented and controlled										
Number of animals vaccinated	32000	34000	32500	33000	33500	33600	33800	34000	Reports	Budget availability
Percentage of farmers using improved feed / fodder and technologies (hay, silage, improved pasture)	2	12	3	6	7	9	11	12	Reports	Budget availability
Percentage of livestock owners accessing animal health services	78	95	82	85	88	90	93	95	Reports	Budget availability
OUTPUT3: Animal genetic improvement increased										
Number of cows artificial ly inseminated	1615	2100	1696	1777	1858	1939	2020	2100	Reports	Budget availability
Number of crossed cattle breeds	18315	22600	19015	19715	20465	21200	21900	22600	Reports	Budget availability
Number of pigs articially inseminated	4125	7150	4625	5125	5675	6175	6675	7150	Reports	Budget availability
Improved local breed as a percentage of local breeds (by livestock type)	18.7	25	19.7	20.7	21.8	23	24	25	Reports	Budget availability
OUTPUT4: Post harvest facilities increased										

Number of MCCs constructed	2	3	2	2	2	2	2	3	Reports	Feasibility study approved
Number of MCCs upgraded	0	2	0	0	0	1	2	2	Reports	Idem
Number of Pig Processing Plant constructed	0	1	0	0	0	1	1	1	Reports	Feasibility study approved
Number of community Hatchery facilities constructed	0	2	0	0	0	0	0	2	Reports	Feasibility study approved
Number of Selling point for Animal products (Meat, Honey, Milk,...) constructed	0	1	0	0	0	0	0	1	Reports	Feasibility study approved
Number of Slaughterhouses constructed	3	6	3	3	3	4	5	6	Reports	Feasibility study approved
Number of existing Slaughterhouses maintained	0	3		1	2	3	3	3	Reports	
Number of livestock markets constructed	3	5	3	3	5	5	5	5	Reports	Budget availability
Number of existing livestock markets maintained	0	3	0	2	2	2	3	3		Feasibility study approved
OUTPUT: Access to Veterinary services increased										
Number of Veterinary Pharmacies and Labs established	0	4	1	2	2	3	4	4		Participation of all actors
Number of Animal feed shops established	0	17	3	6	9	12	15	17		Participation of all actors
OUTCOME: Increased climate resilience for agriculture										
OUTPUT1: Soil erosion reduced										
Area of land under Radical terraces (Ha)	200	1400	400	600	800	1000	1200	1400	Reports	Participation of all actors
Area of land under Progressive terraces (Ha)	395	3395	895	1395	1895	2395	2895	3395	Reports	Participation of all actors

Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually										
OUTCOME: Increased exports of value-added goods										
OUTPUT:4 Value addition units constructed and operationalized										
Construction of Tea processing plant	2	3	2	2	2	3	3	3	Report	Feasibility study approved
Construction of coffee Milling plant	0	1	0	0	1	1	1	1	Report	Feasibility study approved
Construction of coffee roasting plant	0	1	0	0	1	1	1	1	Report	Feasibility study approved
Outcome: Hard infrastructure developed for trade competitiveness										
OUTPUT: 1 Feeder Lot for Pigs constructed and operationalized										
Number of integrated feeder lot for pigs constructed	0	1	0	0	1	1	1	1	Reports	Budget availability
2.PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT										
Priority area1:Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME: Increased number of Rwandans with appropriate skills tailored to labour market demands										
OUTPUT1:TVET graduates with skills relevant to labour market increased										
Number of TVET graduates provided with start tools	62	1062	125	210	340	492	732	1062	Annual reports	Budget availability
OUTPUT2: Business development and Employment Service Centres established and reinforced										
Area of availed land for SMEs in Nyamagabe town(Ha)	5	8	5	6	6	6	7	8	Reports	Budget
Number of markets Constructed	5	7	5	6	6	6	6	7	Annual reports	Budget availability
Number of existing markets rehabilitated	0	4	0	0	1	2	3	4	Annual reports	Budget availability
Number of investors mobilised through PP dialogues	0	6	1	2	3	4	5	6	Annual reports	Budget availability
OUTCOME: Increased productive jobs for youth and women										
OUTPUT1: 21,100 ff-farm Jobs created										
Number Off-farm jobs created annually, disaggregated by gender	3,435	24535	6935	10485	14085	17735	21035	24535	Annual reports	Budget availability

Number of bankable projects developed	606	6206	1306	2106	3106	4106	5106	6206	Annual reports	Budget availability
Number of Youth supported in starting income generating activities (Training)	50	1250	155	305	505	755	1005	1250	Annual reports	Budget availability
OUTPUT2: Employment promotion through skills development										
Number of peoplecoached and trained on business and entrepreneurship	732	9132	1532	2532	3732	5232	7364	9132	Annual reports	Budget availability
OUTPUT3: 536 villages' income generation projects supported										
Number of villages' income generation projects supported	0	536	17	51	119	255	395	536	Annual reports	Budget availability
OUTCOME: Improved Hands on skills among youth, women and PWD outside regular education										
OUTPUT1: Hands-on Skills enhanced and improved through critical massive short term vocational training (MVT)										
Number of youth and women with hands-on skills enhanced through MVT	99	699	199	299	399	499	599	699	Annual reports	Budget availability
Number of special trainings organised for people with disability under MVT	0	34	0	4	10	17	25	34	Annual reports	Budget availability
OUTPUT2: Hands on skills enhanced and improved for ICPCs operators										
Number of ICPCs constructed	1	4	1	1	2	3	3	4	Annual reports	Budget availability
Number of ICPCs operators trained in collaboration with IPRC and WDA	15	120	25	35	50	75	100	120	Annual reports	Budget availability
3. TRANSPORT										
Priority area2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Increased economic opportunities and social facilities in urban areas										
OUTPUT1: 66 Km of urban roads with Public lighting constructed										
Number of km of Asphalt roads Constructed	58	64	58	58	59.3	60.5	62	64	District report	
Number of KM of Stone paved roads Constructed	12.4	22.4	12.4	12.4	14.9	17.4	19.9	22.4	District report	
Number of Km of earth roads constructed in urban settlement sites	20	70	20	20	30	45	60	70	District report	Feasibility study approved
OUTCOME: Improved public transport services, effective and safe traffic management										

OUTPUT1: Inclusive Public Transport facilities constructed/upgraded										
Number of Nyamagabe Car park upgraded	1	1	0	0	1	1	1	1	District report	
Number of Tare Car park maintained	1	1	0	1	1	1	1	1		
Waiting time (in minutes) of public transport services	60	30	60	50	40	30	30	30	RURA Reports	
% of population that has convenient access to public transport	N/A	10%	2%	4%	6%	8%	9%	10%	Report	Availability of funds
OUTPUT2: Bus stations Increased										
Number of inclusive Bus waiting stations constructed	0	10	0	4	4	8	10	10	District report	
OUTPUT1: Rural Road network conditions improved										
Percentage of District Roads in Good Conditions	18	57	20	31	38	46	53	57	District report	
Number of Km unpaved roads maintained	117	604	333	425	491	530	604	604	District report	
Number of Km unpaved roads rehabilitated	56.5	306.5	157.5	224.5	258.5	285.5	296.5	306.5	District report	
Number of bridges related to District roads constructed	6	21	9	11	13	16	18	21	District report	
4. ENERGY										
Priority area2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Productive user access to electricity increased										
OUTPUT: Trade Centers with access to electricity using on-grid solutions increased										
Percentage of productive uses of electricity with access to electricity	22.5	100	26.2	36.8	49.3	65.9	82	100	DHS Survey	Population mobilisation and support from EUCL/REG
OUTCOME: Street lighting expanded to all national and district roads										
OUTPUT: 24 Km of Public lights installed										
Number of km of installed street lighting	17.6	41.6	17.6	19.6	21.6	23	24	41.6	through district	Fund from LODA

										available
Priority area3:Establish Rwanda as a Globally Competitive Knowledge-based Economy										
OUTCOME: Enabling platforms developed for productivity										
OUTPUT1: 15.2 MV electricity generated										
Number of MW produced	11.2	26.4	11.2	11.2	17.4	26.4	26.4	26.4	DHS Survey	Constructio of Rukarara hdropower 5 and 6
Number of Hydro power plants Constructed through PPP	1	6	1	2	3	4	5	6	refer to REG/EU CL	
Priority area 2.5 Moving towards a Modern Rwandan Household										
OUTCOME: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)										
OUTPUT1: Access and connection to electricity increased										
Percentage of Households accessing electricity through off-grid solutions	8.47	40	12.27	17.47	24.97	29.87	34.37	40	DHS Survey	District funds and HHs mobilisation
Percentage of Households connected to electricity grid	22.5	60	25.5	32.8	39.2	46.1	52.5	60	refer to REG/EUCL	Mobilisation of hhs of using on-grid
Km of electrical lines constructed	138	556	306	346	395.	440	510	556	through EDCL and district	LODA Fund ad District
Number of HH equipped with stand alone solar systems	694	18,000	1650	4920	8190	11460	14730	18000	District reporst	district funds and HHs mobilisation
Number of sectors Connected to electricity (On and off grid solutions)	14	17	14	15	15	16	17	17	District reporst	district funds and HHs mobilisation
5.WATER AND SANITATION										
Priority area2:Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Increased economic opportunities and social facilities in urban areas										
OUTPUT1: Rain water harvesting systems and modern car wash in Nyamagabe town constructed										

Number of water drainage systems constructed	0	1	0	0	0	1	1	1	District report	district funds and HHs mobilisation
Number of modern car wash constructed	0	1	0	0	0	0	1	1	District report	district funds and HHs mobilisation
Priority area 2.5 Moving towards a Modern Rwandan Household										
OUTCOME: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)										
OUTPUT1: Access and use of clean water among HHs increased to 100%										
% of population with access to improved water source	79.90%	100.00%	81%	85%	88%	90%	95%	100%	EICV& DHS Reports	Availability of funds
% of HHs fetching water in 500m in Rural areas	N/A	100%	30%	40%	50%	70%	85%	100%	EICV& DHS Reports	Availability of funds
% of HHs fetching water in 200m in urban areas	N/A	100%	15%	30%	50%	70%	80%	100%	EICV& DHS Reports	Availability of funds
% of HHs owning water within their premises	N/A	10%	2%	3%	4%	6%	8%	10%	EICV& DHS Reports	Availability of funds
OUTPUT2: Access and use of sanitation facilities increased										
% of households with improved sanitation facilities	83.7	100	86.2	89.5	92.9	95.3	98.1	100	District report	Availability of funds
6.URBANISATION AND RURAL SETTLEMENTS										
Priority area2:Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Integrated urban and rural settlements development										
OUTPUT1: 3 urban planned settlements sites developed										
% of population living in urban areas	7.3	12	7.5	8.7	9.2	9.8	10.9	12	District report	Availability of funds
Number of local Urban development plan developed	1	3	0	2	3	3	3	3	District report	Availability of funds
% of building permit services delivered using BPMIS	0%	100%	0%	0%	100%	100%	100%	100%	BPMIS Report	Availability of funds

OUTPUT2: 92 Imidugudu sites developed										
Number of Imidugudu sites developed	3	17	5	8	10	12	15	17	District report	Availability of funds
OUTCOME: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity										
OUTPUT1: 140 Ha of land for IDP Model villages availed										
Area of availed land for IDP Model villages (Ha)	TBD	140	30	60	90	120	140	140	Valuation reports	Expropriation done
OUTCOME: Increased availability of affordable housing and access to basic infrastructure										
OUTPUT1: Affordable houses in urban area constructed										
Area of availed land to facilitate affordable housing (Ha)	0	10	2	4	6	8	10	10	District Reports	Expropriation done
Number of Model affordable houses constructed	0	40	0	10	10	20	30	40	District Reports	Expropriation done
Priority area 2.5: Moving towards a Modern Rwandan Household										
OUTCOME: Developed high ICT quality skills leveraging knowledge based Economy										
OUTPUT1: IDP Model villages developed										
Number of existing IDP model villages Scaled up	0	3	1	1	2	2	3	3	District Reports	Expropriation done
Number of new IDP model villages developed	3	8	3	4	5	6	7	8	District Reports	Expropriation done
7.INFORMATION COMMUNICATION TECHNOLOGY										
Priority area 2.5: Moving towards a Modern Rwandan Household										
OUTCOME: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)										
OUTPUT1: Access to ICT services at community level increased										
Number of upgraded SAPs	0	2	0	0	0	1	2	3	Report	
Number of new SAPs established	14	17	0	0	0	15	16	17	Report	Rooms and Internet available
Number of existing community Telecenters Supported	0	15	0	5	5	5	10	15	Report	
8.ENVIRONMENT AND NATURAL RESOURCES										
Priority area7:Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										

OUTCOME: Improved sustainable and productive forest and agroforestry management.										
OUTPUT1: District forest coverage increased										
Number of Ha of degraded forests rehabilitated	320	410	335	350	365	380	395	410	Report	
Area planted with forest trees(ha)	7430.2	10430.2	7930.2	8430.2	8930.2	9430.2	9930.2	10430.2	Report	
Number of ha of land under agro forestry(Ha)	29088	35088	30088	31088	32088	33088	34088	35088	Report	
% of HHs using Biomass	93.3%	42%	90%	85%	80%	70%	58%	42%	Report	
OUTCOME: Integrated water resource management										
OUTPUT1: Lakes and rivers Sustainably managed and protected										
Number of Km of Nyabarongo river banks protected	113	203	113	133	163	193	203	203	Annual reports	Availability of funds
% of catchments with management committees Task Forces of women and men	10	100	20	35	50	70	90	100	Annual reports	Availability of funds
OUTPUT2: Rainwater management improved										
Number of underground water tanks constructed for rain water harvesting in boarding schools	0	24	0	0	0	8	16	24	Annual reports	Availability of funds
Proportion of households with RWH systems(%)	6.2	70	10	20	35	45	55	70	Annual reports	Availability of funds
Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually										
OUTCOME: Minerals, oil and gas sector promoted										
OUTPUT2: 1 Stone processing unit constructed and operationalized										
Number of stone processing units	0	1	0	1	1	1		1	Annual reports	Budget available
9.FINANCIAL SECTOR DEVELOPMENT										
Priority area5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME: Enhanced long-term savings and innovative financing mechanisms										
OUTPUT1: 6,000 People mobilized to save through Iterambere fund and other financing agencies										
Number of people mobilised to longterm savings Scheme	0	6000	1000	2000	3000	4000	5000	6000	Annual reports	Community mobilization
OUTPUT: Financial inclusion in the district increased										

Number of members subscribed to Long Term Saving Scheme (LTSS)	0	22,731	3,789	7,577	11,366	15,154	18,943	22,731	District and MINECOFIN DATA	People are mobilised
Percentage (%) of adult population financially included (formal and Informal)	85	100%	88	90	93	96	98	100	Finscope Survey	Baseline is picked from last fin scope survey 2016
Number of Umurenge SACCOs automated and district SACCOs set up.	0	17		17	17	17	17	17	Project report	
PILLAR2: SOCIAL TRANSFORMATION										
10. SOCIAL PROTECTION										
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME 1: Increased graduation from Extreme poverty										
OUTPUT 1: Extremely poor and vulnerable HHs supported										
No. of extremely poor and vulnerable households receiving direct financial support VUP/DS (disaggregated by sex of head of HH)	4633 (1337M, 3296F)	5644	5644	5644	5644	5644	5644	5644	Consolidated report from Sectors	Budget available
No. of extremely poor and vulnerable households receiving employment in VUP/CPW (disaggregated by sex of head of HH)	4620 (1852M, 2768F)	11214	6489	6489	6489	6489	6489	6489	Consolidated report from Sectors	Budget available
No. of extremely poor and vulnerable households receiving employment in VUP/EPW (disaggregated by sex of head of HH)	98	596	301	301	450	450	450	450	Consolidated report from Sectors	Budget available
No. of extremely poor and vulnerable households receiving asset for graduation/MPG (disaggregated by sex of head of HH)	220	2871	2371	2471	2571	2671	2771	2871	Consolidated report from Sectors	Budget available
% of disaster victims assisted	100%	100%	100%	100%	100%	100%	100%	100%	Report	Budget available
OUTCOME: Reduced poverty among Rwandans										

OUTPUT : Poor HHs supported with FS										
Number of extremely poor and vulnerable households supported with financial loans. (disaggregated by sex of head of HH)	891	12300	1600	1800	2000	2200	2300	2400	Consolidated report from U.S Sectors	Budget available
OUTPUT 2 Houses for poor and vulnerable HHs constructed/Rehabilitated										
No. of extremely poor and vulnerable households supported with proper shelter (disaggregated by sex of head of HH)	5	210	10	20	30	40	50	60	Report	Budget available
No. of extremely poor and vulnerable genocide survivors supported with proper shelter (disaggregated by sex of head of HH)	15	100	15	30	45	60	75	95	Report	Budget available
OUTPUT 3: Access and connectivity of Poor households to electricity increased										
OUTCOME : Strengthened linkages with complementary services for sustainable graduation from extreme poverty										
OUTPUT : People with disability assisted										
No. of PwDs receiving assistive devices (disaggregated by sex)	25 (19F, 6M)		12 (4M, 8F)	12 (4M 8F)	10 (3M 7F)	15 (4M 11F)	12 (4M 8F)	18 (6M 12F)	Report	Budget available
11. HEALTH										
PRIORITY AREA 1: Eradicating Malnutrition										
OUTCOME: Reduced malnutrition among children										
OUTPUT: Preventive and responsive mechanisms to malnutrition strengthened										
Proportion of Exclusive Breastfeeding < 6 months	76%	98	78	84	88	93	95	98	HMIS	Sustainable IEC
No of extremely poor households supported to establish a Kitchen Garden for improved nutrition. (disaggregated by sex of head of HH)	36965	36965	36965	36965	36965	36965	36965	36965	Annual report	Sustainable IEC & Reinforcement of Umugoroba w'ababyeyi approach
No of severely malnourished infants provided with milk. (disaggregated by gender)	1105	410	966	827	688	549	410	330	Annual report	Reinforce the programs of malnutrition

No of children (disaggregated by gender) and pregnant/breastfeeding women receiving fortified blended food	1867	1500	1797	1727	1657	1577	1506	1436	Annual report	Reinforce the program of FBF
% of population (by gender) sensitized on balanced diet	53	93	60	78	85	89	91	93	Annual report	Reinforce the IEC
% of households with improved sanitation facilities. (disaggregated by sex of head of HH)	86.50%	100%	88%	91%	94%	96%	98%	100%	Annual report	Sensitization of the population
OUTPUT : ECD centers' services in Nyamagabe district increased										
Number of Model and Environment friendly ECD centers established	3	17	5	7	10	13	15	17	Annual report	* Availability of Budget
Number of children under 5 years old receiving ECD services (disaggregated by sex)	2773	36965	11090	18483	19407	27724	28648	36965	Annual report	* Availability of Budget
Number of women and men receiving ECD services	1750	66711	13342	13342	13342	13342	13343	66711	Annual report	* Availability of Budget
OUTCOME: Prevention of unplanned pregnancy										
OUTPUT: Teenage pregnancy reduced										
Number of Youth Corners established in boarding schools	0	12	0	3	6	8	10	12	Annual report	School mobilization
OUTCOME: Enhanced contribution of social protection to addressing malnutrition										
OUTPUT: Agricultural productivity of poor and vulnerable HHs increased										
Number of poor HHs supported in Kitchen gardens	0	13800	2300	4600	6900	9200	11500	13800	Annual report	Community mobilization
PRIORITY AREA 2: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME : Improved healthcare services										
OUTPUT : Infant and Maternal mortality reduced										
Percentage of Children 12-23 months fully immunized	83.50%	95%	89%	90%	93%	94%	95%	95%	Annual report	Reinforcement of the program of immunization
ANC coverage (4 standards visits)	42.90%	60.50%	51.70%	52%	54%	56%	58%	60.50%	Annual report	IEC
Percentage of births attended by skilled health professionals	84.70%	99%	92.40%	95%	97%	98%	99%	99%	Annual report	IEC

Percentage of new-borns with at least one PNC visit within the first two days of birth	56.30%	65.70%	61%	62%	63%	64%	65%	65.70%	Annual report	IEC
% of GBV victims receiving comprehensive GBV services	87%	100%	90%	94%	96%	98%	99%	100%	Annual report	Improvement of Services delivery
Citizen level satisfaction rate with health services	69%	88%	71%	75%	80%	83%	86%	88%	Annual report	Improvement of Services delivery
Percentage of births registered according to the CRVS	69.50%	100%	74%	79%	85%	92%	97%	100%	Annual report	Increase the follow up
OUTPUT : Health facility infrastructure rehabilitated/upgraded										
Number of Hospitals rehabilitated	1	2	1	1	1	2	2	2	Annual report	
Number of Health centers upgraded	0	4	0	1	0	0	2	4	Annual report	
OUTPUT: Health facilities with access to basic infrastructure (Internet, Water & Electricity) increased										
Percentage of Health centres with functional internet and local area network connectivity	52.60%	100%	62%	71%	79%	88%	96%	100%	Annual report	* Availability of Budget
Percentage of health centres connected to electricity	78.90%	100%	81%	84%	87%	93%	98%	100%	Annual report	* Availability of Budget
Percentage of health centres/Health Posts with access to clean water	89.50%	100%	82%	85%	89%	94%	97%	100%	Annual report	* Availability of Budget
OUTPUT: Regular provision of essential medicines guaranteed										
Number of district pharmacy constructed and operational	0	1						1		
OUTCOME : Increased financial sustainability for the health sector										
OUTPUT : Community based health insurance scheme reinforced										
% of people covered by Community Based Health Insurance	75.20%	100%	100%	100%	100%	100%	100%	100%	Annual report	Participation of Population to Improve coverage rate,
OUTCOME: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)										
OUTPUT: Health care services to Communicable and NCDs emphasized										

Proportion of persons diagnosed with HIV infection receiving sustained ART	97%	99%	98%	98%	98.60%	89%	100%	100%	Annual report	Reinforced prevention of HIV
Percentage of infants born to HIV + mothers free from HIV by 18 months	94%	99%	95%	97%	98%	99%	100%	100%		Reinforced prevention of HIV
Treatment success rate (TSR) for all forms of TB cases (DS & DR-TB cases)	83.30%	95%	85%	89%	91%	92%	93%	95%	Annual report	The reinforcement of the program
Malaria proportional mortality rate	15%	6%	11%	9%	8%	7%	6.60%	6%	HMIS	Quality improvement approach
Teeth and gum diseases morbidity rate at health facility level	9.20%	4%	8.10%	7.60%	5.40%	5%	4.50%	4%	HMIS	IEC
Eye diseases problem morbidity rate at health facility level	8.60%	3%	5.20%	5%	4.70%	4.10%	4%	3%	HMIS	IEC
OUTCOME: Increased contraceptives prevalence										
OUTPUT : Use of modern contraceptives methods for family planning increased										
% of eligible population using modern contraceptive methods for family planning	56	72	59	62	65	68	70	72	Annual report	IEC
Unmet need for Family Planning	13.20%	1.20%	11	8.6	6.2	3.8	1.4	0%	Annual report	Reinforcement of the program of FP
OUTCOME:Increased geographical accessibility										
OUTPUT :Health Posts constructed										
Number of Health Posts constructed	16	56	4	14	25	35	45	56	Annual report	
12. EDUCATION										
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME 1: Increased equitable access to education programmes										
OUTPUT : Access and use of ICT increased										

Number of computer lab constructed	12	25	12	17	22	27	32	37	Education reports	Buildings and equipment availed
Number of smart classrooms constructed	12	18	12	16	20	24	27	30	Education reports	Buildings and equipment availed
Number of computers supported to schools	1200	1200	1200	1440	1680	1920	2160	240	Education reports	Computers availed
OUTPUT: Learners enrolled in STEM related subjects increased										
% of learners enrolled in STEM related subjects	60.3%	1.7%	60.6%	60.9%	61.1%	61.4%	61.7%	62.0%	Education reports	Community ownership
Outcome 2: Increased Technical and Vocational Education and Training (TVET) schools and graduates										
OUTPUT: TVET schools increased										
Number of TVET schools constructed and equipped	7	6	8	9	10	11	12	13	Education reports	Construction and equipments for TVET Schools
Output: Equitable access to TVET skills reinforced										
% of Boys and Girls enrolled in TVETs schools	12%	27%	%	16%	19%	22%	25%	27%	* Education Reports, * District annual report	* Attendance of Children, * Construction/ Rehabilitation of classrooms
% of Boys and Girls receiving MVT	0	60%	20%	25%	30%	40%	50%	60%	* ducation Reports, * District annual report	* Attendance of Children, * Construction/ Rehabilitation of classrooms if need be

National examination pass rates of children with SEN in TVET	0	100%	60%	65%	70%	80%	90%	100%	* Education Reports, * District annual report	* Attendance of Children, * Construction/ Rehabilitation of classrooms if need be
OUTCOME 2: Improved education quality both at primary and secondary levels										
OUTPUT 2: Classrooms & Toilets constructed/renovated/replaced										
Number of classrooms constructed at primary level	183	257	193	206	219	231	244	257	Education reports	Construction of classrooms
Number of old classrooms replaced at primary level	28	142	52	70	88	106	124	142	Education reports	Construction of classrooms
Number of classrooms maintained at primary level	306	560	348	392	434	476	518	560	Education reports	Construction/r ehabilitation of classrooms
Number of toilets constructed at primary level	2641	2957	2677	2733	2789	2845	2901	2957	Education reports	Construction/r ehabilitation of toilets
Number of classrooms constructed at secondary level	4	14	4	4	9	9	9	14	Education reports	Construction/r ehabilitation of classrooms
Number of toilets constructed at secondary level	6	18	12	18	18	18	18	18	Education reports	Construction/r ehabilitation of toilets
Number of schools upgraded	12	13	13	13	13	13	13	13	Education reports	Construction/r ehabilitation of classrooms

Number of classrooms maintained at secondary level	0	6				3	3	6	Education reports	Construction/rehabilitation of classrooms
Number of rain water harvesting tanks installed	625	885		677	729	781	833	885	Education reports	Construction/rehabilitation of classrooms
Percentage of schools with access to clean water	Secondary: 39.0%	49.8%	40.8%	42.6%	44.4%	46.2%	48.0%	49.8%	District annual reports	* INSTALATION
Percentage of schools connected to electricity	Secondary: 46.0%	86.5%	52.8%	59.5%	66.3%	73.0%	79.8%	86.5%	District annual reports	* INSTALATION
OUTPUT 3: Enrollment and quality education in Primary increased										
% of girls and boys entering P1 having completed 3 years of preprimary	31.1%	52%	37%	41%	44%	47%	49%	52%	Education reports	*Attendance of children * construction/rehabilitation of classrooms if need be
% of boys and girls enrolled in P1 at the correct age (7 years old)	97.7%	100%	98%	99%	100%	100%	100%	100%	Education reports	Community ownership
% of boys and girls enrolled in Primary : GER	139%	39%	134%	128%	121%	113%	107%	100%	Education reports	Community ownership
Pupil/qualified teacher ratio	162	12	160	158	156	154	152	150	Education reports District annual report	Stability and motivation of teacher Single shift program Attendance of children

% of schools meeting standard PCR: 40:1	12.2%	15.5%	14.8%	17.4%	20.0%	22.6%	25.2%	27.7%	Education reports	Attendance of children
Indicator 7: % Dropout rate in primary	5.7%	3.7%	5.1%	4.5%	3.9%	3.2%	2.6%	2%	Education reports	Community ownership
OUTPUT 4 : Enrollment and quality education in secondary increased										
% of girls and boys enrolled at lower secondary at the correct age (13-15 yrs old): NER	22.6%	33.4%	28%	34%	39%	45%	50%	56%	Education reports	Community ownership
% of Boys and Girls enrolled in Lower secondary: GER	42.5%	24.5%	47.0%	51.0%	55.0%	59.0%	63.0%	67.0%	Education Reports	Community ownership
% schools meeting standard PCR: 40:1	70.0%	17.0%	73.0%	76.0%	78.0%	81.0%	84.0%	87.0%	Education Reports	* Attendance of Children, * Construction/ Rehabilitation of classrooms if need be
Pupil/Qualified teacher ratio	128	116	126	124	122	120	118	116	Education Reports, * District annual report	* Attendance of children, * Stability and motivation of Teachers
Repetition rate in Lower secondary	6.0%	2.3%	5.6%	5.2%	4.8%	4.4%	4.1%	3.7%	Education Reports, * District annual report	* School inspections, * Stability and motivation of Teachers
Dropout rate in Lower secondary	6.5%	3.0%	6.0%	5.5%	5.0%	4.5%	4.0%	3.5%	* Education Reports, * annual report	* School inspections, * Stability and motivation of Teachers
Transition rate from lower secondary to upper secondary	83.6%	10.4%	85.0%	87.0%	87.0%	91.0%	93.0%	94.0%	* Education Reports, * District annual report	* School inspections, * Stability and motivation of Teachers

National examination pass rates of children with SEN at S3	87%	98%	91%	93%	95%	96%	97%	98%	Education Reports	* School inspections, * Stability and motivation of Teachers
National examination pass rates of both Girls and boys at S3	89.0%	93%	89.50%	90%	90.50%	91%	91.50%	92%	Education Reports, * District annual report	* Attendance of children, * Stability and motivation of Teachers
% of Boys and Girls enrolled in Upper Secondary at the correct age (15-18 yrs old): NER	23.5%	16.5%	25.0%	28.0%	31.0%	34.0%	37.0%	40.0%	Education Reports	Community ownership
% of Boys and Girls enrolled in Upper Secondary: GER	39.90%	43%	40%	41%	41%	41.50%	42%	43%	Education Reports	Community ownership
% schools meeting standard PCR: 38:1	78.0%	9.0%	73.0%	76.0%	78.0%	81.0%	84.0%	87.0%	Education Reports	* Attendance of Children, *Construction/ Rehabilitation of classrooms if need be
Repetition rate in Upper secondary	11.6%	5.4%	10.7%	9.8%	8.9%	8.0%	7.1%	6.2%	* ducation Reports, * District annual report	* School inspections, * Stability and motivation of Teachers
Dropout rate in Upper secondary	6.5%	2.7%	6.1%	5.6%	5.2%	4.7%	4.3%	3.8%	* ducation Reports, * District annual report	* School inspections, * Stability and motivation of Teachers
Completion rate in upper Secondary	96%	98%	96%	96.20%	96.80%	97%	97.50%	98%	Education Reports, District annual report	Attendance of children, * Stability and motivation of Teachers

Indicator 30: National examination pass rates of both Girls and boys at S6	89.5%	93%	90%	90.50%	91%	91.50%	92%	93%	Education Reports, * District annual report	* Attendance of children, * Stability and motivation of Teachers
Output: Sports in Schools promoted										
Number of recreational facilities constructed in schools	65	101	66	71	77	84	92	101	Education reports	*Community ownership *Construction of facilities
DDS Outcome: Increased access to pre-primary education										
Output: : Enrolment in pre-primary increased										
Number of ECE classrooms constructed	130	276	130	160	189	218	247	276	Education reports	Community ownership
OUTCOME 4: Increased adult literacy rates										
OUTPUT8: Adult literacy and numeracy increased										
Number the population aged 15 years trained on writing, reading and counting	4665	29665	10532	16432	20632	23665	26165	29665	Education Reports, * District annual report	* Attendance of concerned people *Construction/ Rehabilitation of classrooms
PILLAR3 TRANSFORMATIONAL GOVERNANCE										
13. GOVERNANCE AND DECENTRALIZATION										
PRIORITY AREA3.1 : Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME1: Enhanced unity among Rwandans										
OUTPUT : Unity and reconciliation among district population strengthened										
Number of Ndi Umunyarwanda Dialogues conducted	8	56	16	24	32	40	48	56	report	Community mobilization
Number of protectors of Rwandan values trained and certified	0	594	99	198	297	396	495	594	report	Done using budget available

Number of Villages with Operational Unity & reconciliation Clubs	0	92	15	30	45	60	75	92	report	Community approach
Number of unity and Reconciliation week organized and conducted	0	6	1	2	3	5	5	6	report	
Number of schools with Operational Unity & reconciliation Clubs	126	130	130	130	130	130	130	130	report	Commitments of Schools
OUTCOME2: Increased innovations and sustainability across Home Grown Solutions										
OUTPUT 2: HGSs promoted to generate economic benefit to the local community										
% of the population mobilized on HGSs	75%	80%	100%	100%	100%	100%	100%	100%	report	Done through out local initiatives
Value of umuganda activities	550000000	3300000000	550000000	550000000	550000000	550000000	550000000	550000000	report	Carried out through community approach
Value of Socio-Economic benefits performed through Urugerero ruciye Ingando	300000000	1800000000	300000000	300000000	300000000	300000000	300000000	300000000	report	Carried out through community approach
Value of Socio-Economic benefits performed through other HGSs (Army, Police, RCS,... week)	120000000	720000000	120000000	120000000	120000000	120000000	120000000	120000000	report	Carried out through community approach
OUTPUT1: Ubutore and National service promoted										
Number of villages in which "Itorero" is operational	536	536	536	536	536	536	536	536	report	Community approach
Number of schools per districts in which Itorero is operational	130	130	130	130	130	130	130	130	report	Carried out through community approach
Number of Ubutore centers constructed	0	4		1	1	1	1	1	report	Carried out through community approach

IndiValue of Socio-Economic benefits performed through National service program	300000000	1800000000	300000000	300000000	300000000	300000000	300000000	300000000	300000000	report	Carried out through community approach
PRIORITY AREA 3.2: Ensure Safety and Security of citizens & property											
OUTCOME: Enhanced Peace and Security											
OUTPUT1: Security in the district strengthened											
: Number of DASSO recruited and trained	98	258	108	148	198	238	248	258	report	Availability of Budget	
Number of schools with Anti-Drug clubs	130	130	130	130	130	130	130	130	report	Commitment	
Number of Sectors with Police Stations	6	7	6	7	7	7	7	7	report	Availability of Budget	
Number of Joint targeted operations conducted	0	630	105	210	315	420	525	630	report	Participation of all actors	
OUTPUT: Prevention and fight against GBV emphasized											
Number of Integrated Anti-GBV Center constructed	0	1	0	0	1	1	1	1			
% of SGBV crimes reported and handled	93%	100%	100%	100%	100%	100%	100%	100%	report	mobilization on reporting GBVs	
PRIORITY AREA3.5 :Strengthen Capacity, Service delivery and Accountability of public institutions											
OUTCOME: Reinforced efficient service delivery											
OUTPUT: Online service delivery reinforced											
% of Cells connected to internet	0%	50%	5%	15%	20%	25%	30%	50%	report	carried out by using budget available	
% of of Sectors connected to internet	24%	100%	30%	50%	60%	70%	80%	100%	report	carried out by using budget available	
% of Cells staff with computers	45%	100%	50%	60%	70%	80%	90%	100%	report	carried out by using budget available	
% of Sector staff with computers	38%	100%	50%	60%	70%	80%	90%	100%	report	carried out by using budget	

										available
% of Budget allocated to Sectors	100%	100%	100%	100%	100%	100%	100%	100%	report	carried out by using budget available
% of LGs services accessed online	12%	100%	20%	35%	45%	55%	65%	100%	CRC Reports	Infrastructures established
Number of sectors' offices rehabilitated	17	17	3	3	3	3	3	2	report	carried out by using budget available
Number of Cells' offices rehabilitated/Constructed	92	92	15	15	15	15	15	17	report	carried out by using budget available
Indicator 27: % of administrative offices served with electricity	78%	100%	79%	80%	81%	82%	85%	100%	report	carried out by using budget available
Indicator 28: % of administrative offices served with water	56%	100%	60%	70%	75%	80%	100%	100%	report	carried out by using budget available
OUTPUT1: District, sectors and cells equipped with ICT devices (laptops & software) and connected to the internet										
% of satisfaction on service delivery	68%	95%	75%	80%	85%	90%	95%	95%	CRC Reports	
% of citizens satisfied with service delivery in public sector	68%	27%	75%	80%	85%	90%	95%	95%	report	Local commitments
OUTCOME: Enhanced accountability across public institutions										
OUTPUT1: Feedback mechanisms and access to information enhanced										
Number of Icyumweru cy'umujyanama organized and conducted	0	6	1	2	3	4	5	6	report	Local commitments
OUTCOME: Effective and efficient management of government assets and public buildings										
OUTPUT: Administrative buildings constructed/Mentained										
Number of Cells offices constructed	88	92	88	89	90	91	92	92	report	Local commitments
Number of 17 Sectors'offices maintained	0	17	3	6	9	12	15	17	Report	Local commitments
OUTPUT: District asset register updated										

Number of valuations of all district assets performed	0	6	1	2	3	4	5	6	Report	Local commitments
PRIORITY AREA3.6 : Increased Citizens Participation and Engagement in Development										
OUTCOME: Improved scores for citizen participation										
OUTPUT1: Participatory planning and budgeting sessions with all District stakeholders organized										
% of citizens satisfaction in their participation in planning and budgeting processes	7.4%	90%	30%	50%	60%	70%	85%	90%	CRC Reports	Relevant measures to actively involve the citizens are implemented
14. JUSTICE, RECONCILIATION, LAW AND ORDER										
PRIORITY AREA3.4 : Strengthen Justice, Law and Order										
OUTCOME: Control of Corruption, Transparency and Accountability Improved										
OUTPUT: Mechanisms to fight injustice and corruption strengthened										
Number of weeks fight against injustice and corruption organized and conducted	0	6	1	2	3	4	5	6		
OUTCOME: Strengthened Judicial System (Rule of law)										
OUTPUT1: All Judgments and enforceable decisions are timely executed										
% of court judgments executed	94%	100%	100%	100%	100%	100%	100%	100%	Monthly report	Commitments
OUTPUT: Improved Access to Quality Justice for vulnerable people										
% of citizens assisted by MAJ	100%	100%	100%	100%	100%	100%	100%	100%	Monthly report	Commitments
OUTPUT1: Output: Citizen disputes handled by Abunzi										
Number of Abunzi trained & Supported	3815	3815	3815	3815	3815	3815	3815	3815	Monthly report	Commitments
:% of Inteko z'Abunzi with offices	0%	60%	10%	20%	30%	40%	50%	60%	Monthly report	commitments
% of citizen cases handled by Abunzi	96%	100%	98%	99%	100%	100%	100%	100%	MAJ Annual report	Capacity of Abunzi strengthened, Community

% of Abunzi decesions executed	91%	100%	100%	100%	100%	100%	100%	100%	100%	Monthly report	
15. SPORTS AND CULTURE											
PRIORITY AREA 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024											
OUTCOME: Increased economic opportunities and social facilities in urban areas											
OUTPUT: Inclusive sport and recreational center constructed											
Number of Gymnasium constructed 1	0	1	0	0	0	0	1	1	Annual reports		
PRIORITY AREA 2.3: Enhancing demographic dividend through ensuring access to quality health for all											
Outcome: Promotion of sports and culture											
Output: Sports, recreational and culture activities promoted											
Percentage of Cells with recreational and sports facilities	15%	27%	17%	19%	21%	23%	25%	27%	report	community approach	
Number of Stadiums upgraded	0	1	0	0	0	0	0	1	report	Carried out by using budget available	
Number of talent detection programs organize and conduct ed	0	6	1	2	3	4	5	6	Annual District reports	* Availability and commitment of young players and artists	
Number of massive sport events organised at all levels	0	144	24	48	72	96	120	144	Monthly report	Done using budget	
OUTCOME Enhanced Peace and Security											
OUTPUT1: Evidences of Genocide against Tutsi preserved											
Number of Genocide memorial sites upgraded	0	4	0	1	2	3	4	4	Monthly report	Done using budget available	
Commemoration of Genocide against Tutsi organised	24	30	25	26	27	28	29	30	District annual report		
OUTCOME: A more active community with access to quality sports facilities and programs											
OUTPUT: Sport activities/events / Competitions for Talent detection and good governance promotion organised											

Number of organised events for good governance	0	6	1	2	3	4	5	6	District annual report	Local commitment
16. PUBLIC FINANCIAL MANAGEMENT										
PRIORITY AREA 3.5. : Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Increase districts revenue capacity to finance their development needs by focusing on local economic development and reforming laws on locally administered taxes.										
OUTPUT: District own revenues increased										
% of district own revenues to total district budget	6.4	15	7	8	10	11	13	15	District annual report	Local commitment
Outcome: Enhanced effective Public Financial Management System										
OUTPUT: Capacity building of district staff enhanced										
Number of District staff trained on PFM, RBM, E-Procurement, E-Filing,...	10	60	20	40	50	60	80	60	District annual report	Local commitment
Output: District Project Management Committee strenghtned										
Number of District staff trained on Project management and MEIS	10	60	20	40	50	60	80	60	District annual report	Local commitment
Number of missions orgained for monitoring of development projects in the district	0	24	4	8	12	16	20	24	District annual report	Local commitment
OUTPUT: Level of the Implementation of Auditors recommendations increased										
% of Auditor'General recommendations implemented	60%	95%	75%	78%	80%	85%	90%	95%	OAG report	District commitment

4.5 Cross-Cutting Areas

This section summarizes how cross-cutting areas are considered in the interventions listed in the logical framework (Chapter 4.4). The cross-cutting areas are:

- Capacity Building
- Gender and Family Promotion
- HIV/AIDS and non-communicable diseases
- Environment and Climate Change
- Disaster Management
- Disability and Social Inclusion
- Regional Integration

4.5.1 Capacity Building

Nyamagabe district has identified organizational and individual capacity gaps at different levels of management. In this regard, Nyamagabe District has come up with some priorities embedded under sectors such as Private sector development and Youth empowerment, Agriculture, Justice, through trainings and coaching

The district will offer trainings for semi-skilled and unskilled youth, women and PWDs will under Massive short term vocational training (all sectors). The district will provide to apprentices and short-term vocational trainee startup toolkits for Self-employment (all sectors)

The district will mobilize and coach MSMEs and Businessmen to access the financial institutions(all sectors)

A number of interventions in Agriculture sector such as capacity development of farmers through farmer field schools (FFS) groups. Nyamagabe will strive to build capacity development by improving professionalization of livestock farmers in order to increase the quality, production and productivity of their output

In terms of enhancing peace and security, the district will strengthen capacity of security organs for effective discharge of their functions so that they can continue to play a constructive role in development programmes and projects where required.

In social protection, the district will continue to

- provide formal skills training to extremely poor individuals,
- to give TVET training to PWDs

Other areas constituting greater capacity building needs include environmental management, pollution control and reduction of vulnerability to climate change, strategic planning, project design and formulation and monitoring and evaluation.

Limited capacity has also been identified as a major challenge in water resources management. There are a very limited number of water experts and technicians in the district. Therefore, under this DDS capacity development will target the training of different technicians during the NST1 and DDS period.

4.5.2 Gender and Family Promotion

Mainstreaming gender in government policies and programmes is a priority. In this regard, the mainstreaming gender and family promotion in DDS is a requirement from the elaboration guidelines. In fact, there is a strong commitment to the promotion of the

interest of both men and women. Gender and family promotion related activities targeting the communities will be implemented in a manner that ensures equal participation of women and men. The family being the basis of all development, it will be ensured that campaigns and sensitization for the promotion of healthier and wealthier families is ensured as the basis for the future families of the district.

4.5.3 HIV/AIDS and non-communicable diseases

Promoting HIV/AIDS awareness is health sector priority and will be indicated as such. Detailed strategies for these priorities are outlined in this DDS.

Under this DDS, the issue of HIV/AIDS will be mainstreamed by providing training on how to fight against the HIV/AIDS and by availing materials and conditions that can help the affected people to self-sustain. Sensitizations campaigns on HIV/AIDS and non-communicable diseases will be organised at all levels of the district. This will be achieved in collaboration with relevant district stakeholders. People especially youth will be encouraged to voluntarily undertake HIV/AIDS tests and companies will be sensitized to facilitate this strategy. Self-testing will be encouraged and expanded.

4.5.4 Environment and Climate Change

Under this DDS, climate change and disaster management will be mainstreamed through increasing forest cover. Degraded forest ecosystems will be rehabilitated through afforestation and re-afforestation and forestry resources sustainably managed.

In the implementation of this DDS, compliance with environment conservation standards by the mining companies will be promoted in the process of building a clean environment in mined areas. Mining related activities will ensure sustainable exploitation of mineral and quarry resources. Mine sites will have efficient water and waste management system. A couple of activities will be implemented with the fundamental nature of protecting the environment.

Following environmental policy and the legislation on environmental evaluation, all big projects in mining, infrastructure as well as agro-processing facilities will undergo Environmental Impact Assessment to identify the impact of the project on the environment, and corrective measures will be conducted first to avoid any harm to the environment and human health. In addition to the above, water shed management will also be a priority as part of the national priority to protect integrated water resources management.

4.5.5 Disaster Management

Activities like reduction of flooding potential through erosion control and assessment of potential damage impacts will be undertaken. Capacity will be strengthened for environment management by planting trees. Climate change and disaster management has been included as an output in this six-year development plan. This is due to unpredicted destructive floods and prolonged droughts, which might make the district of Nyamagabe so vulnerable to water-related extreme events.

4.5.6 Disability and Social Inclusion

Social inclusion means that all groups enjoy their rights, such as the right to health and education, and that all have equal opportunities to markets, jobs and participation in decision making.

With this DDS, all vulnerable groups such as the extreme poor, people with disabilities, people living with HIV/AIDS, historically marginalized groups, genocide survivors, orphans and other vulnerable children, and the elderly will be given a special support through the social protection interventions. Disabled people especially the youth will be encouraged to join vocational training to enable them to be able to create jobs for themselves.

4.5.7 Regional Integration

The district will promote languages for communication and increase quantities of products for export in order to be more participative and competitive in the region especially in EAC, CEPGL and COMESA countries.

5 DDS IMPLEMENTATION

Implementation of this district development Strategy would require strong coordination of different stakeholders' interventions to avoid duplication; there should be a joint effort of all district players to operate towards the common objective. The process leading to the development of this district development Strategy was consultative. All the stakeholders were exhaustively consulted and their decisions and ideas form the basis of Strategy. This participatory approach has and will be maintained during the implementation and monitoring and evaluation phases, hence recommending the need to further strengthen district performance.

Knowing that coordination is still an issue, especially at the district level, it is good for the implementation of this strategy to highlight the roles and responsibilities of everyone who intervenes in the district. This is the aim of this chapter.

5.5 Sequencing of Interventions (Implementation Plan)

The effective implementation of the DDS will be based on how the District will develop her annual action plans. Annual action plans will be developed per strategic priorities and initiatives highlighted in this DDS. The sequencing of interventions and timing of the breakdown is indicated below. All planned projects per intervention sector including projects outlined in LED strategy and their implementation period according to financial years are presented in the following table.

Table 21: Planned projects per sector of intervention and location

Projects	2018/19	2019/20	2010/21	2021/22	2022/23	2023/24
1.AGRICULTURE						
Development of Marshland and installation of irrigation systems on 360 Ha	Development of Mwogo marshland (70ha) in Kamegeri sector	-	Feasibility study	Marshland improved on 102Ha at Mugano	Marshland improved on 100 Ha at Mushubi (40ha)and Nkomane (60ha)	Marshland improved on 88 ha Kaduha (20ha), Musange (45ha) and Mbazi (23ha)
Rain Water harvesting and irrigation systems on 1000 Ha	-	Feasibility study	Kamegeri(200Ha), Kibilizi(200ha), Kamegeri(200ha), Uwinkingi(200ha), Mbazi(200ha)	-	-	-
Assist Farmers in small scale irrigation program	50 farmers assisted	50 farmers assisted	50 farmers assisted	50 farmers assisted	50 farmers assisted	50 farmers assisted
Purchase and distribution of 9080 MT of lime to farmers	1680 T of lime distributed	1500T of lime distributed	1500 T of lime distributed	1500 T of lime distributed	1500 T of lime distributed	1400T of lime distributed
Planting Coffee on 1000 Ha	-	Planting Coffee on 100 Ha at Kamegeri and Gasaka	Planting Coffee on 225Ha at Kamegeri and Gasaka	Planting Coffee on 225 Ha at Kibilizi,Cyanika ,Mbazi	Planting Coffee on 225 Ha at Musebeya,Mushubi,Kibumbwe	Planting Coffee on 225 Ha at Mugano and Kaduha
Maintenance of coffee plantations(distribution of fertilizers)	208.750 tons distributed	208.750 tons distributed	208.750 tons distributed	208.750 tons distributed	208.750 tons distributed	208.750 tons distributed
Planting Tea on 1200 Ha	Planting Tea on 300Ha at Mushubi	Planting Tea on 200Ha at Mushubi	Planting Tea on 200Ha at Mushubi	Planting Tea on 200Ha at Nkomane	Planting Tea on 200Ha at Nkomane	0

Plantation of macadamia on 80 ha	Plantation of macadamia on 13ha in Mbazi Sector	Plantation of macadamia on 13 ha in Cyanika Sector	13 ha of macadamia planted in Gasaka	Plantation of macadamia on 13 ha Kamegeri Sector	17 ha of macadamia planted in Gasaka(8ha), Mbazi (9ha)	11 ha of macadamia planted in Mbazi (5ha) and Cyanika (6ha)
Plantation of Avocado trees on 300 Ha	50 ha of avocado trees planted:Gasaka (15ha),Cyanika(15 ha) Mbazi (10ha),Gatare (10ha)	50 ha of avocado trees planted: Gasaka 5ha,Cyanika 5ha,Mbazi 10 ha,Kibilizi 10ha,Mushubi 10ha, Kibumbwe 10ha	50 ha of avocado trees planted: Cyanika 5 ha,Mbazi 5 ha,Kibilizi 5ha, Mushubi 5ha, Kibumbwe 5ha, Kaduha 10 ha, Tare 10 ha,Uwinkingi 10 ha	50 ha of avocado trees planted: Musange 10ha, Mugano 10 ha,Mushubi 5 ha,Kibilizi 5ha, Kibumbwe 5ha, Kaduha 5 ha, Tare 10 ha	50 ha of avocado trees planted: Musange 10ha, Mugano 10 ha,Mushubi 10ha,Kibumbwe 10ha, Kaduha 10 ha,	50 ha of avocado trees planted: Musange 10ha, Mugano 10 ha, Kaduha 10 ha, Uwinkingi 10 ha,Gatare 10 ha
Plantation of Maracouja on 800Ha	135 ha of Maracouja planted in Mushubi(35ha),Cyanika(5 ha) Nkomane(30ha),Gatare (20ha),Musebeya(10 ha),Buruhukiro (20ha),Mbazi(5ha), Uwinkingi(10ha)	135 ha of Maracouja planted in Mushubi 30ha, Kibumbwe 15ha Kaduha (10 ha) Nkomane (20ha),Gatare (20ha),Musebeya(10 ha),Buruhukiro(20 ha),Mugano(10ha)	135 ha of Maracouja planted in Mushubi 20ha, Kibumbwe 10ha Kaduha (15 ha) Nkomane (20ha),Gatare (20ha),Musebeya(20 ha),Buruhukiro(20 ha),Mugano(10ha)	135 ha of Maracouja planted in Gasaka (5ha),Cyanika(10 ha) Mbazi (5ha),Gatare (15ha) Mushubi 20ha, Kibumbwe 10ha Kaduha (20 ha) Nkomane(30),Mugano (10ha),Buruhukiro(20ha)	130 ha of Maracouja planted in Gasaka (5ha),Cyanika(10 ha) Mbazi (5ha),Gatare (15ha) Mushubi 20ha, Kibumbwe 10ha Kaduha (15 ha) Nkomane(30), Mugano (10ha),Buruhukiro(20ha)	130 ha of Maracouja planted in Gasaka (5ha),Cyanika(10 ha) Mbazi (5ha),Gatare (15ha) Mushubi 20ha, Kibumbwe 10ha Kaduha (10 ha) Nkomane(30),Mugano (10ha),Kibilizi(20ha)

Construction of 9 drying grounds		Feasibility study	3 drying grounds constructed at Rwondo marshland, Mushishito (1).	3 drying grounds constructed at Nzavu(2),Mushi shito(1)		3 drying ground constructed at Mwogo (2) marshland and Muzirantwago
Rehabilitation of 8 drying grounds		Rehabilitate 1drying ground at Uwinkingi	Rehabilitate 2 drying grounds at Buruhukiro and Cyanika	Rehabilitate 2drying grounds at Kamegeri	Rehabilitate 2 drying grounds at Gasaka	Rehabilitate 1 drying grounds at Gasaka
Construction of 3 agricultural storages Facilities			Feasibility study	1 agricultural storage constructed Buruhukiro Sector	1 agricultural storage constructed Gatare Sector	1 agricultural storage constructed in Kitabi Sector
Construction of 5coffee washing stations	Feasibility study	Construction of 1 coffee Washing stations at Kaduha Sector	Construction of 1 coffee Washing stations in Kibumbwe Sector	Construction of 1 coffee Washing stations at KibiliziSector	Construction of1 coffee Washing stations at Cyanika Sector	Construction of1 coffee Washing stations at Kamegeri Sector
Distribution of 8842 cows under Girinka Programme	1221	1323	1429	1527	1620	1722
Distribution of 5688 Small ruminants	715	811	919	1013	1116	1114
Vaccination of Cows against LS&BQ	27000	33000	33500	33600	33800	34000
Conduct artificial inseminations(11390 COWS)	1696	1777	1858	1939	2020	2100
Conduct artificial inseminations (3025pigs)	500	500	550	500	500	475
Construction of 1 MCC					Conduct Feasibility study	Construction of MCC in Musebeya Sector
Upgrading 2 MCCs			Feasability study	Upgrading Tare MCC	Upgrading Cyanika MCC	

Construct and operationalize Pig processing plant		Complete feasibility study	Construction of the pig processing plant at Gasaka Sector (Civil works at 50%)	Construction of the pig processing plant at Gasaka Sector (Civil works at 100%)+Purchase and installation of equipment		
Construction and operationalization of 2 community Hatchery facilities					Complete feasibility study	Construction and operationalization of 2 community Hatchery facilities in Musebeya and Kamegeri
Construction and operationalization of 1 Selling point for Animal products (Meat, Honey, Milk,...)				Complete feasibility study		Construction and operationalization of 1 Selling point for Animal products (Meat, Honey, Milk,...) in Gasaka
Construction and operationalization of 3 Slaughterhouses			Complete feasibility study	Construction and operationalization of 1 Slaughterhouse in Kaduha	Construction and operationalization of 1 Slaughterhouses in Kitabi	Construction and operationalization of 1 Slaughterhouse in Cyanika
Maintenance of 3 existing Slaughterhouses		Maintenance of 1 existing Slaughterhouses in Gasaka	Maintenance of 1 existing Slaughterhouses in TARE	Maintenance of 1 existing Slaughterhouses in Kamegeri		
Construction and operationalization of 2		Complete	Construction and			

Livestock Markets		feasibility study	operationalization of 2 Livestock Markets in Kaduha and Mbazi			
Maintenance of 3 existing Livestock markets		Maintenance of 2 existing Livestock markets Ryarubondo and Ruganda			Maintenance of 1 existing Livestock market(Kamegeri)	
Establish 4 Veterinary Pharmacy and Lab	Establish 1 Veterinary Pharmacy and Lab in cyanika	Establish 1 Veterinary Pharmacy and Lab in Kaduha	Establish 1 Veterinary Pharmacy and Lab in Mushubi	Establish 1 Veterinary Pharmacy and Lab in Tare	Establish 1 Veterinary Pharmacy and Lab in Buruhukiro	Establish 1 Veterinary Pharmacy and Lab in Kibumbwe
Establish 17 Animal feed Shops	Establish 3 Animal feed Shops in Buruhukiro, Cyanika and Gasaka	Establish 3 Animal feed Shops	Establish 3 Animal feed Shops	Establish 3 Animal feed Shops	Establish 3 Animal feed Shops	Establish 2 Animal feed Shops
Construction and effective use of Radical terraces on 1200 Ha		Construct and Valorize Radical terraces on 200Ha at Mugano(100ha), Nkomane(50ha), Mushubi(50ha)	Construct and Valorize Radical terraces on 200Ha at Mushubi(100ha), kaduha(50ha), Nkomane(50ha)	Construct and Valorize Radical terraces on 200Ha at Kibumbwe(50ha) and Musebeya(50ha), Gatare(100ha)	Construct and Valorize Radical terraces on 200Ha at Mushubi(50ha), Gatare(50), Kaduha(50), Mugano(50)	Construct and Valorize Radical terraces on 200Ha at cyanika(40), Musebeya(40), Mugano(40), Nkomane(40ha), Mushubi(40ha)
Construction of progressive terraces and ensure effective use (3000Ha)		Construction of progressive terraces and ensure effective use (500Ha) Mugano(200ha), Nkomane	Construction of progressive terraces and ensure effective use (500Ha) Mushubi(100ha), kaduha(200ha), Nkomane(200ha)	Construction of progressive terraces and ensure effective use (500Ha) Kibumbwe(200ha) and	Construction of progressive terraces and ensure effective use (500Ha) Mushubi(100ha)	Construction of progressive terraces and ensure effective use (500Ha) Cyanika(100), Musebeya(100), Mugan

		(200ha),Mushubi(100ha)		Musebeya(200ha), Gatare(100ha)	Musange(100), Kaduha(100), Mugano(200)	o(100),Nkomane(100ha),Mushubi(100ha)
Construction of Tea processing plant		Complete feasibility study	Construction of the plant in Mushubi Sector (Civil works at 50%)	Construction of the plant in Mushubi Sector (Civil works at 100%) + Purchase and installation of Equipment		
1 coffee milling facilities constructed		1 coffee milling facilities constructed in Gasaka Sector	1 coffee milling facilities constructed in Gasaka Sector	Purchase and installation of Equipment		
Construction of coffee roasting plant		Construction of the plant in Gasaka Sector (Civil works at 50%)	Construction of the plant in Gasaka Sector (Civil works at 100%) + Purchase and installation of Equipment	Purchase and installation of Equipment		
Construction and operationalization of 1 stone processing unit		Construction of stone processing unit (Civil works at 50%)	Construction of stone processing unit (Civil works at 100%)	Equipement and operationalization		
Construction of Tea processing plant	0	0	Complete feasibility study	Construction of the plant in Mushubi Sector (Civil works at 50%)	Construction of the plant in Mushubi Sector (Civil works at 100%) + Purchase and installation of Equipment	0

Construction of coffee roasting plant	0%	0%	Complete feasibility study	Construction of the plant in Gasaka Sector (Civil works at 50%)	Construction of the plant in Gasaka Sector (Civil works at 100%) + Purchase and installation of Equipment	0%
Construction of 5 coffee washing stations	0%	Construction of 2 coffee Washing stations at Kaduha and Kibumbwe Sector	0	Construction of coffee Washing stations at Kibilizi Sector	Construction of coffee Washing stations at Cyanika Sector	Construction of coffee Washing stations at Kamegeri Sector
1 coffee milling facilities constructed	1 coffee milling facilities constructed in Gasaka Sector	NA	NA	NA	NA	NA
Development of 1 feeder lot for Pigs		Feasibility study	Construction of feeder lot for pig at Cyanika Sector (Civil works at 50%)	Construction of feeder lot for pig (Civil works at 100%)+Purchase and installation of equipment		
2.PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT						
1000 of TVET graduates provided with start tools	63 in all 17 sectors	85 in all 17 sectors	130 in all 17 sectors	152 in all 17 sectors	240 in all 17 sectors	330 in all 17 sectors
Avail 3ha of land for SMEs in Nyamagabe town		1 In Gasaka			1 In Gasaka	1 In Gasaka
Construction of 2 markets		1 in Mushubi	1 in Buruhukiro			

Rehabilitation and extension of 4 existing markets			1 in Tare	1 in Musebeya	1 in Kaduha	1 in Musange
Investors mobilisation dialogue through PPP (6 dialogues)	1 dialogue At District level	1 At District level	1 At District level	1 At District level	1 At District level	1 At District level
Off farm jobs created (21100 off farms)	3500 in all sectors	3550 in all sectors	3600 in all sectors	3650 in all sectors	3300 in all sectors	3500 in all sectors
Develop bankable projects (5600 Projects)	700 in all sectors	800 In all sectors	900 In all sectors	1000 In all sectors	1000 In all sectors	1200 In all sectors
Support income generating activities for youth: (1200 trainees)	105 In all sectors	150 In all sectors	200 In all sectors	250 In all sectors	250 In all sectors	245 In all sectors
Coaching and trainings on business entrepreneurship (8400 coached and trained)	800 In all sectors	1000 In all sectors	1000 In all sectors	1200 In all sectors	2000 In all sectors	2400 In all sectors
Village income generation projects supported (536)	17 In all sectors	34 In all sectors	68 In all sectors	136 In all sectors	140 In all sectors	141 In all sectors
Organise trainings and sessions for youth and women under MVT (600 trainees)	100 In all sectors	100 In all sectors	100 In all sectors	100 In all sectors	100 In all sectors	100 In all sectors
Organise special trainings for people with disability under MVT (34 trained)		4 In Gasaka and Cyanika	6 In Tare, Kitabi, Uwinkingi	7 In Musebeya, Buruhukiro, Gatare, Mushubi	8 In Mbazi, Musange, Mugano, Kibirizi	9 In Kaduha , Kibumbwe, Kamegeri, Nkomane
3 ICPCs constructed	-	-	1 In Tare	1 In Mushubi	-	1 In Kaduha
Organise training sessions for ICPCs operators (120 trained)	10 In all sectors	10 In all sectors	15 all sectors	In 30 In all sectors	30 In all sectors	25 In all sectors
3.TRANSPORT						

6Km of Asphalt roads Constructed		Study	1.3Km of Asphalt roads Constructed in Nyamagabe Town/ Gasaka Sector	1.2Km of Asphalt roads Constructed in Nyamagabe Town/ Gasaka Sector	1.5Km of Asphalt roads Constructed in Nyamagabe Town/ Gasaka Sector	2Km of Asphalt roads Constructed in Gasarenda Town/ Tare Sector
10KM of Stone paved roads Constructed		Study	2.5KM of Stone paved roads Constructed in Gasarenda Town/ Tare Sector and in Kaduha Sector	2.5KM of Stone paved roads Constructed in Musebeya Sector	2.5KM of Stone paved roads Constructed in Mushubi Sector	2.5KM of Stone paved roads Constructed in Buruhukiro Sector, Mugano and Nkomane Sectors
Construction of 50 Km of earth roads in urban settlement sites		Study	10km	15km	15km	10km
Upgrading of Nyamagabe Main Car park			1 Car Park park upgraded in Nyamagabe District/ Gasaka Sector	1 Car Park park finalised in Nyamagabe District/ Gasaka Sector		
Maintenance of Tare Car park		Tare Car park maintained	Tare Car park maintained	Tare Car park maintained	Tare Car park maintained	Tare Car park maintained
Construction of 10 inclusive Bus waiting stations		4 bus stations constructed in Gasaka Sector		4 bus stations constructed in Tare,Kitabi, Musebeya and Mushubi Sectors	2 bus stations constructed in Musange and Kaduha Sectors	
Regular maintenance of 487 Km of unpaved roads	216KM of unpaved roads maintained in all Sectors	92 KM of unpaved roads maintained in all Sectors	68 KM of unpaved roads maintained in all Sectors	39KM of unpaved roads maintained in all Sectors	74 KM of unpaved roads maintained in all Sectors	487KM of unpaved roads maintained in all Sectors

Rehabilitation of 250 Km of unpaved roads	101 KM of unpaved roads Rehabilitated in Kibirizi, Tare and Buruhukiro	67M of unpaved roads Rehabilitated in Gasaka, Kamegeri and Kibumbwe	34KM of unpaved roads Rehabilitated in Cyanika, Mbazi, Kaduha and Mugano	27KM of unpaved roads Rehabilitated in Musebeya, Buruhukiro and Mushubi.	11KM of unpaved roads Rehabilitated in Nkomane and Gatare	10 KM of unpaved roads maintained in Kitabi and Uwinkingi
Construction of 15 bridges related to District roads	3 bridges related to District roads constructed in Kibirizi, Tare and Buruhukiro Sectors	2 bridges related to District roads constructed in Gasaka, Kamegeri and Kibumbwe	2 bridges related to District roads constructed in Cyanika, Mbazi, Kaduha and Mugano Sectors	3 bridges related to District roads constructed in Musebeya, Buruhukiro and Mushubi Sectors	2 bridges related to District roads constructed in Nkomane and Gatare Sectors	3 bridges related to District roads constructed in Kitabi and Uwinkingi Sectors
Construction of modern car wash				Feasibility study	Construction of 1 Modern car wash in Gasaka Sector	
4.ENERGY						
Connection of trade Centers to electricity using on-grid solutions		Study and works	works	works	works	works
Installation of public lights on 24 km of National Roads and District Roads	Study and acquisition of infrastructure for 2 km	Acquisition of infrastructure for 2.5 km	Acquisition of infrastructure for 2 km	Acquisition of infrastructure for 2.5 km	Acquisition of infrastructure for 2 km	Acquisition of infrastructure for 2.5 km
Construction of 5 Hydro power plants through PPP for 15.2 MV electricity generation		Study and acquisition of infrastructure for 1 Hydro-Power Plant	Study and acquisition of infrastructure for 1 Hydro-Power Plant	Study and acquisition of infrastructure for 1 Hydro-Power Plant	Study and acquisition of infrastructure for 1 Hydro-Power Plant	Study and acquisition of infrastructure for 1 Hydro-Power Plant
Installation of stand alone solar energy supply systems to 17 306 HHs	Acquisition of energy	Acquisition of energy	Acquisition of energy	Acquisition of energy	Acquisition of energy	Acquisition of energy

	infrastructure	infrastructure	infrastructure	infrastructure	infrastructure	infrastructure
Extension of existing electrical lines (418 Km)		Study and Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure
Connection of Musange, Mugano and Nkomane sectors to electricity (On and off grid solutions)		Study and Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure	Acquisition of energy infrastructure
5.WATER AND SANITATION						
Rehabilitation of 120 km of existing water supply systems	Rehabilitation of 32 km of existing water supply systems in Mugano	Rehabilitation of 20 km of existing water supply systems in Kibumbwe Sector	Rehabilitation of 20 km of existing water supply systems in Kibilizi: 20 Km and Mbazi : 3 Km Sectors	Rehabilitation of 15 km of existing water supply systems in Kamegeri: 10 Km & Musange : 5 Km Sectors	Rehabilitation of km of 10 existing water supply systems in Mushubi :10 Km	Rehabilitation of km of 20 existing water supply systems in Musebeya: 15 Km Sectors Kaduha:5km
Construction of 258.5 Km of water supply systems	Construction of 10Km of water supply systems in GASAKA	Construction of 38.5 Km of water supply systems in Gasaka: 5 and Nkomane 18.5km Uwinkingi:15km	Construction of 50 Km of water supply systems in Gasaka 5km and 20km in Mushubi 10km in Tare Kibilizi 10km Cyanika:5km	Construction of 50 Km of water supply systems in Gasaka 10km and Musange 20km Mugano: 20km	Construction of 50 Km of water supply systems in Gasaka 10 and Gatare 20 and 20km in Uwinkingi	Construction of 60 Km of water supply systems in Musebeya; 10km in Mbazi: 10km in: 10km Kaduha:10km Kamegeli:10km Kitabi 10
Operationalization of Nyamagabe landfill	Business plan of Gasaka Modern landfill	Purchase of landfill equipments in Gasaka	Maintenance in Gasaka Modern landfill	Maintenance of Gasaka modern landfill	Maintenance of Gasaka landfill	Maintenance of Gasaka landfill

Construction of water drainage systems		Construction	Construction	Construction	Construction	Construction
Construction of public toilets		Technical and feasibility Study	construction of 2public toilets; 1 in Tare and 1Cyanika	Technical and feasibility Study	construction of 2public toilets; 1 in Kaduha and 1Musebeya	
6.URBANISATION AND RURAL SETTLEMENTS						
Plot servicing for 3 urban planned settlements sites		Roads infrastructure, Water infrastructure, Energy infrastructure				
Elaboration of 2 local Urban development plans		Elaboration of 1 local Urban development plan			Elaboration of 1 local Urban development plan	
Plot servicing for 92 Imidugudu sites		Roads infrastructure, Water infrastructure, Energy infrastructure				
Acquisition of 140 ha of land for IDP model villages development	Expropriation	Expropriation	Expropriation	Expropriation	Expropriation	Expropriation
Construction of 40 model affordable houses in Nyamagabe town on 10ha of land		Expropriation and acquisition of buildings				

Scale up of 3 existing IDP model villages		Agriculture and livestock	Agriculture and livestock	Agriculture and livestock	Agriculture and livestock	Agriculture and livestock
Development of 5 new IDP model villages	Acquisition of Land and social assistance	Study, acquisition of land, social assistance and Agriculture and livestock	Acquisition of land, social assistance and Energy infrastructure and Agriculture and livestock	Study, acquisition of land, social assistance and Energy infrastructure and Agriculture and livestock	Acquisition of land, social assistance and Energy infrastructure	Acquisition of land, social assistance and Energy infrastructure
7.INFORMATION COMMUNICATION TECHNOLOGY						
Upgrade SAPs in different sectors		Upgrad of two SAPs (Cyanika and Mushubi)				
Construction of Service Access Points (SAPs) in different sectors		Construction of a new Service Access Point (SAP) in Musange Sector	Construction of a new Service Access Point (SAP) in Mugano Sector	Construction of a new Service Access Point (SAP) in Nkomane Sector		

Support existing community Telecenters or SAPs		Purchase and distribute equipment and laptops to 5 existing community Telecenters or SAPs in Mbazi, Kibilizi, Buruhukiro, Kitabi, and Musange sectors			Purchase and distribute equipment and laptops to 5 existing community Telecenters or SAPs in Mugano, Kaduha, Musebeya, Uwinkingi and Kamegeri sectors	Purchase and distribute equipment and laptops to 5 existing community Telecenters or SAPs in Nkomane, Kibumbwe, Gasaka, Tare and Gatare sectors
Connect administrative entities to Internet	50 entities connected to Internet	30 entities connected to Internet	30 entities connected to Internet			
Purchase IT equipment for district staff	94 IT equipment purchased for district staff	70 IT equipment purchased for district staff	70 IT equipment purchased for district staff	70 IT equipment purchased for district staff	70 IT equipment purchased for district staff	70 IT equipment purchased for district staff

8.ENVIRONMENT AND NATURAL RESOURCES

Plantation of agro forestry trees on 6000 Ha	162.74 ha in Kamegeri(100ha), Mugano(62.74ha)	358 in Gatare	527 in Nkomane	700 ha mushubi	871ha in Musebeya	1042 ha planted Tare (500 Ha) and Kitabi(542Ha)
Plantation of New Forest on 3000 Ha	20.71 ha in Cyanika(3ha), Tare (7.71ha),Kitabi (10ha)	142 ha in Kibumbwe(72HA), Kaduha(70ha)	Ha130 in Kamegeri(40ha),Gasaka(30ha),Kibilizi(30ha)	150 ha in Nkomane(50ha), Gatare(50ha),Mugano (50ha)	163 ha in Mushubi(50ha), Musebeya(63ha), Uwinkingi(50ha)	166 ha in Kibumbwe(66ha), Kaduha(50ha), Mugano(50)ha
Rehabilitation of 90 ha of degraded forest	13.79 ha in Gasaka(1.5ha),	16.21 ha in Uwinkingi(8ha),Kit	15 ha in Cyanika(8ha),kibum	15 ha in Mugano(5ha),K	15 ha in Musebeya(10ha)	15 ha in Musange(5ha),Mb

	Cyanika(8.79ha), Mugano(3.5ha)	abi(8.21ha)	bwe(7ha)	aduha(10ha)),Buruhukiro(5 ha)	azi(10ha)
Protection 90 of Km of Nyabarongo river banks			Plantation of bamboo and creation of demarcation line 30 km	Plantation of bamboo and creation of demarcation line 30 km	Plantation of bamboo and creation of demarcation line 30 km	
Construction of 24 underground water tanks for rain water harvesting in boarding schools			Feasibility study	Construction of 8 underground water tanks for rain water harvesting in boarding schools	Construction of 8 underground water tanks for rain water harvesting in boarding schools	Construction of 8 underground water tanks for rain water harvesting in boarding schools
9. FINANCIAL SECTOR DEVELOPMENT						
Organise and conduct annual awareness campaigns to mobilise 6000 people on long term saving	1000 mobilised in all Sectors	1000 mobilised in all Sectors	1000 mobilised in all Sectors	1000 mobilised in all Sectors	1000 mobilised in all Sectors	1000 mobilised in all Sectors
Community mobilization on having and using bank accounts	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings
Initiate VSL groups in all villages	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings	Mobilization meetings
10. SOCIAL PROTECTION						
Support 5644 eligible households with Direct Support package -VUP	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387; Kamegeri: 292;	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387; Kamegeri: 292;	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387; Kamegeri: 292; Kibirizi: 289;	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387;	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387;	Provide support to 6489 vulnerable HH via DS in 17 Sectors Buruhukiro: 269; Cyanika: 417; Gasaka: 329; Gatare: 326; Kaduha: 387; Kamegeri: 292;

	Kibirizi: 289; Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437	Kibirizi: 289; Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437	Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437	387; Kamegeri: 292; Kibirizi: 289; Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437	387; Kamegeri: 292; Kibirizi: 289; Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437	Kibirizi: 289; Kibumbwe: 250; Kitabi: 355; Mbazi: 267; Mugano: 355; Musange: 248; Musebeya: 413; Mushubi: 301; Nkomane: 248; Tare: 461; Uwinkingi: 437
Support 4977 eligible households with Public Work package -VUP	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516	4977HH will be employed in PW in 12 Sectors (Gasaka:562, Mbazi:182, Kibilizi:365, Cyanika:622, Kamegeri:270, Tare:493, Musange:307, Mugano:432, Kaduha:506, Nkomane:396, Mushubi:326 & Musebeya:516

Support 2402 eligible households with expended Public Work package -VUP	301 HH employed in ePW in 2 Sectors (Kibilizi:165 and Mbazi: 136)	450 HH employed in ePW in 3 Sectors (Kibilizi:165, Uwinkingi:149 and Mbazi:136)	450 HH employed in ePW in 3 Sectors (Kibilizi:165, Uwinkingi:149 and Mbazi:136)	450 HH employed in ePW in 3 Sectors (Kibilizi:165, Uwinkingi:149 and Mbazi:136)	450 HH employed in ePW in 3 Sectors (Kibilizi:165, Uwinkingi:149 and Mbazi:136)	450 HH employed in ePW in 3 Sectors (Kibilizi:165, Uwinkingi:149 and Mbazi:136)
Support 2871 eligible households with Minimum Package -VUP	2371 HH benefit from MPG programmes in 12 Sectors: Cyanika: 296; Gasaka:268; Kaduha:241; kamegeri:128; Kibilizi:174; Mbazi:87; Mugano:206; Musange:146; Musebeya: 246; Mushubi:155; Nkomane:189; Tare:235	795HH benefit from MPG programmes in 12 Sectors: Cyanika: 178; Gasaka:161; Kaduha:145; kamegeri:77; Kibilizi:104; Mbazi:52; Mugano:124; Musange:88; Musebeya: 148; Mushubi:93; Nkomane:113; Tare:141	794 HH benefit from MPG programmes in 12 Sectors: Cyanika: 178; Gasaka:161; Kaduha:145; kamegeri:77; Kibilizi:104; Mbazi:52; Mugano:124; Musange:88; Musebeya: 148; Mushubi:93; Nkomane:113; Tare:141	794HH benefit from MPG programmes in 12 Sectors: Cyanika: 178; Gasaka:161; Kaduha:145; kamegeri:77; Kibilizi:104; Mbazi:52; Mugano:124; Musange:88; Musebeya: 148; Mushubi:93; Nkomane:113; Tare:141	794 HH benefit from MPG programmes in 12 Sectors: Cyanika: 178; Gasaka:161; Kaduha:145; kamegeri:77; Kibilizi:104; Mbazi:52; Mugano:124; Musange:88; Musebeya: 148; Mushubi:93; Nkomane:113; Tare:141	794 HH benefit from MPG programmes in 12 Sector: Cyanika: 178; Gasaka:161; Kaduha:145; kamegeri:77; Kibilizi:104; Mbazi:52; Mugano:124; Musange:88; Musebeya: 148; Mushubi:93; Nkomane:113; Tare:141
Social assistance provided to genocide survivors (Shelter rehabilitated and constructed)	29 Shelters constructed in Tare: 20; Kaduha: 9	18 Shelter constructed in Kamegeri:5; Cyanika:5; Kaduha:8	18Shelter constructed in Musange: 7; Musebeya:3; Gasaka:3; Mugano:5	18Shelters constructed in Kemegeri:7; Kibumbwe:5; Cyanika:6	5Shelters constructed in Tare:5	4Shelter constructed in Mushubi:4

Social assistance provided to vulnerables households (Shelter constructed)	17 Shelters constructed in: Gatare: 10; Kitabi 5, Gasaka 2:	47 Shelters rehabilitated in:Nkomane:4; Kitabi:7; Gatare:4; Kaduha:7; Kamegeri:7; Cyanika:6; Gasaka:7; Mbazi:5	46 Shelters rehabilitated in: Cyanika:10; Gasaka:10; Kaduha:10; Kibumbwe:10; Musange:6	46 Shelter rehabilitated in: Mugano:20; Musebeya:5; Mushubi:5; Gatare:10; Kitabi:6	46 Shelters rehabilitated in Mugano:10; Gasaka:10; Musange 10; Kibumbwe:6; Kibilizi:10	46 Shelters rehabilitated in Buruhukiro:5; Tare:1; Gasaka:10; Kaduha:10; Cyanika:10; Mugano:10
11. HEALTH						
Construction of 6 Model ECD Centers	Construction of 1 model ECD Center (Kamegeri, Sector)	Construction of 1 model ECD Center (Kitabi, Sector)	Construction of 1 model ECD Centers (Cyanika, Sector)	Construction of 1 model ECD Center Mushubi Sector)	Construction of 1 model ECD Center (Kaduha Sector)	E Construction of 1 model ECD Center (Nkomane, Sector)
Support 36 ECD services at local community	Support 18 ECD services at local community in all 17 sectors			Support 18 ECD services at local community in all 17 sectors		
Support poor 13800 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens	Support poor 2300 HHs in Kitchen gardens
Establishment of Youth Corners at 12 boarding schools		Establishment of 3 Youth Corners at all boarding schools	Establishment of 3 Youth Corners at all boarding schools	Establishment of 2 Youth Corners at all boarding schools	Establishment of 2 Youth Corners at all boarding schools	Establishment of 2 Youth Corners at all boarding schools
Construction of 56 Health Posts at Cell level	Construction of Health 4 Posts at Masangano (Musange), Gitega (Cyanika) , Ruhunga (Kibilizi)	Construction of 10 Health Posts at Mujuga (Kitabi), Mudasomwa (Tare) , Ruhinga (Mugano)	Construction of 11 Health Posts at Munyeye/Nyarurambi (Uwinkingi), Nkumbure /Rukereko (Tare),	Construction of 10 Health Posts at Remera/Gitwara (Gasaka), Gifurwe (Buruhukiro) ,	Construction of 10 Health Posts at Cyobe (Mushubi), Musaraba (Nkomane)	Construction of 11 Health Posts at Uwingugu (Kitabi), Rugano/Busanza (Musebeya),

	and Gitantu/Nzega (Gasaka)		Kirehe (Kamegeri), Karambo/Nyamira ma (Kibilizi)	Gakanka (Kibumbwe)	,Ngiryi /Kitazigurwa (Gasaka)	Uwindekezi/Uwa mataba (Kibilizi), Mutiwingoma/Ka buga (Mbazi)
Construction and provision of equipment to district pharmacy			Construction and provision of equipment to district pharmacy in Gasaka Sector			
Purchase of District Pharmacy Car		Purchase of District Pharmacy Car				
Rehabilitation and extension of 4 Health Centers (Nyamagabe, JENDA, Musebeya and Nyarwungo)		Rehabilitation and Upgrading Nyarwungo in Nkomane sector and Musebeya HC in Musebeya Sector		Rehabilitation and Upgrading Nyamagabe Health Center in Gasaka sector and Jenda HC in Musange Sector		
Connection of all 19 health Centers to LAN & Internet	Connection of all 12 Health Centers to LAN & Internet (Jenda,Mugano, Kaduha,Kibumbwe , Mushubi,Rugege, Buruhukiro,Musebeya, Uwinkingi,Kitabi, Shaba , Nyarwungo)	Connection of all 7 Health Centers to LAN & Internet (Nyamagabe,Nyarusiza, Cyanika, Ngara, Kibirizi, Kigeme, Mbuga)				

Connection of 1 health centres to clean water	Connection of ShabaHC and to clean water					
Connection of 5 Health Facilities to electricity	Connection of Shaba HC and Rususa Gasave , Buhoro and Sekera HPs to electricity					
Support eligible pregnant and lactating women and Children with FBF	Support of 6700 eligible pregnant and lactating women and Children with FBF per month	Support of 6700 eligible pregnant and lactating women and Children with FBF per month	Support of 6700 eligible pregnant and lactating women and Children with FBF per month	Support of 6700 eligible pregnant and lactating women and Children with FBF per month	Support of 6700 eligible pregnant and lactating women and Children with FBF per month	Support of 6700 eligible pregnant and lactating women and Children with FBF per month
12. EDUCATION						
Construction of 25 computer labs		2 in Gasaka Sector, 1 in Kitabi Sector, 1 in Uwinkingi Sector, 1 in Gatare Sector	1 in Buruhukiro Sector, 1 in Kaduha Sector, 1 in Kamegeri Sector, 2 in kibirizi Sector	1 in Tare Sector, 2 in Cyanika Sector, 2 in Mushubi Sector	In 1 Kibumbwe Sector, 2 in Musebeya Sector, 2 in Mbazi Sector	2 in Nkomane Sector, 1 in Mugano Sector 2 in Musange Sector
Support schools with 1200 computers		60 in Gasaka Sector, 60 in Kitabi Sector, 60 in Uwinkingi Sector, 60 in Cyanika Sector	60 in Tare Sector, 60 in Kaduha Sector, 60 in Kamegeri Sector, 60 in kibirizi Sector	80 in Buruhukiro Sector, 80 in Gatare Sector, 80 in Mushubi Sector	80 in Kibumbwe Sector, 80 in Musebeya Sector, 80 in Mbazi Sector	80 in Nkomane Sector, 80 in Mugano Sector 80 in Musange Sector

Construction of 18 Smart classrooms		1 Buruhukiro sector, 1 in Kibilizi sector, 1 in Nkomane sector, 1 Musebeya sector	1 Musange sector, 1 in Mugano sector, 1 in Kitabi sector, 1 in Kibilizi sector	1 Gatere sector, 1 in Gasaka sector, 1 in Cyanika sector, 1 in Tare sectors	1 Kamegeri sector, 1 in uwinkingi sector, 1 in mbazi sector	1 Buruhukiro sector, 1 in kitabi sector, 1 in nkomane,
Construction and provision of equipments to 6 TVET schools for operationalization	1 in Kibumbwe Sector	1 in Mushubi Sector	1 in Kitabi Sector	1 in Mbazi Sector	1 in Tare Sector	1 in Musebeya Sector
Construction of 74 classrooms at primary level	8 rooms in Musebeya Sector, 2 Rooms in Mbazi sector.	8 rooms in Gatere, 2 rooms in Cyanika 3 rooms in Buruhukiro Sectors	6 in rooms in Cyanika 7 rooms Tare Sector Sectors.	12 rooms in Buruhukiro Sector	6 rooms in Kamegeri, 7 rooms in tare Sectors.	7 rooms in Kaduha, 6 rooms in Kitabi Sectors.
Replacement of 114 old classrooms at primary level	4 rooms in Buruhukiro, 4 rooms in cyanika 4 rooms in Musange, 4 in Kibilizi, 4 rooms in nkomane, 4 rooms in Mushubi Sectors	4 rooms in nkomane, 4 rooms in Mushubi, 4 rooms in Tare, 4 rooms in Mugano, 2 rooms in Uwinkingi Sectors	4 rooms in Musebeya, 4 in Buruhukiro, 6 rooms in uwinkingi, 4 rooms in cyanika Sectors,	6 rooms in Mugano, 6 rooms in kibumbwe, 6 rooms in Mushubi Sectors.	6 rooms in Gasaka. 4 rooms in nkomane, 8 rooms in Musange Sectors	6 romms in Kitabi, 6 rooms in musebeya, 6rooms inn Mugano Sectors
Maintenance of 254 classrooms at primary level	10 in Mugano, 10 in Tare, 12 in Cyanika, 10 in Kibumbwe Sectors	10 in Gasaka, 10 in Kamegeri, 12 in Uwinkingi. 12 in Musange Sectors	10 in Kaduha, 12 in Kibumbwe, 10 in cyanika, 10 in mbazi Sectors	10 in Kitabi, 14 in Gatere, 10 in Gasaka and 8 in Uwinkingi Sectors	10 in Kitabi, 8 in tare, 12 in Cyanika, 12 in Kibirizi Sectors	10 in Uwinkingi, 12 in Gasaka, 10 in Buruhukiro 10 in Nomane Sectors
Construction of 316 toilets at primary level (164 toilets for Girls and 152Toilets for Boys)	12 Toilets in Kitabi, 8 toilets nkomane, 4 toilets in Mugano, 6 toilets in Buruhukiro, 6 toilets in Mushubi Sectors	16 toilets in Gatere 16 toilets in Musebeya Sector, 6 toilets in Mbazi sector. 12 toilets in Musebeya, 6 toilets in nkomane Sectors	16 toilets in Cyanika, 16 toilets in Tare Sector, 12 toilets in Musebeya, 6 toilets in nkomane, 6 toilets in Buruhukiro Sectors.	28 Toilets in Buruhukiro. 16 toiletsin Mugano, 12 toilets in nkomane Sectors	16 Toilets in Kamegeri, 16 Toilets in tare, 12 toilets in Gasakas, 12 toilets in nkomane Sectors	16 Toilets in Kaduha, 16 Toilets in Kitabi. 12 toilets in Kitabi, 12 toilets in musebeya Sectors

Construction of 10 classrooms at secondary level			5 Rooms in Tare sector			5 Rooms in Mbazi sector
Construction of 12 toilets at secondary level				6 Toilets in Tare Sector	6 Toilets in Buruhukiro Sector	
Upgrading ES Kaduha to meet standards of boarding schools	1 in Kaduha Sector					
Maintenance of 6 classrooms at secondary level				3 rooms at kibumbwe Sector	3 rooms at cyanika Sector	
Installation of 260 rain water harvesting tanks		10 Musange sector, 15 in Mugano sector, 15 in Kitabi sector, 12 in Mushubi Sector	12 Buruhukiro sector, 14 in Nkomane, 14 in Tare, 12 in Kaduha Sector	16 Musebeya sector, 15 in Kamegeri sector, 15 in Kibumwe Sector, 3 in mushubi Sector, 3 in Buruhukiro Sector	15 Gatara sector, 15 in Gasaka sector, 10 in Cyanika sector, 12 in sectors, Kaduha Sector	15 Kibirizi sector, 16 in uwinkingi sector, 15 in mbazi sector, 3 in Kaduha sector, 2 in Musange Sctor, 1 in Cyanika Sector
construction of 36 recreational facilities in schools	1 in Kamegeri Sector	1 in Tare Sector, 2 in Mbazi Sector 2 in Musange Sector	2 in Kibumbwe Sector, 2 in Musebeya Sector, 2 in Mugano Sector	2 in Buruhukiro Sector, 2 in Kaduha Sector, 1 in Kamegeri Sector, 7 in kibirizi Sector	2 in Nkomane Sector, 2 in Cyanika Sector, 2 in Mushubi Sector, 1 in Tare Sector, 1 in Musange	2 in Gasaka Sector, 2 in Kitabi Sector, 2 in Uwinkingi Sector, 2 in Gatara Sector, 1 in Kibumbwe Sector

					Sector	
Construction of 146 ECE classrooms		6 in Mushubi,6 in Musange, 6 in Gatare and 6 Kaduha Sectors, 6 in Kibumbwe	6 in Buruhukiro,6 in Uwinkingi, 6 in Kitabi 4 in Gatare and 3 Kamegeri,4 in Nkomane Sectors	6 in Buruhukiro,6 in Tare, 6 in Kitabi 4 in Gatare and 3 Kamegeri, 4 in Mugano Sectors	6 in nkomane,6 in musebeya, 6 in Kibumbwe 5 in cyanika and 6 Kibilizi Sectors	5 in Gasaka,6 in Cyanika, 6 in Kemegeri 4 in Mushubi 4 in Kaduha and 6 musange 2 in Mbazi Sectors
Organize and conduct adult trainings sessions on counting, reading and writing	276 people in Musange, 424 in Cyanika, 251 in Kibirizi, 745 in Buruhukiro, 378 in Gatare, 472 in kamegeri, 196 in Gasaka, 168 in kibumbwe, 211 in Kitabi, 232 in Mbazi, 346 in Kaduha, 290 in Mugano, 204 in Musebeya,416 in Mushubi, 445 in Nkomane, 593 in Tare, 221 in Uwinkingi Sectors	277 people in Musange, 427 in Cyanika, 253 in Kibirizi, 749 in Buruhukiro, 380 in Gatare, 474 in kamegeri, 197 in Gasaka, 169 in kibumbwe, 212 in Kitabi, 234 in Mbazi, 348 in Kaduha, 291 in Mugano, 205 in Musebeya,418 in Mushubi, 448 in Nkomane, 596 in Tare, 222 in Uwinkingi Sectors	197 people in Musange, 304 in Cyanika, 180 in Kibirizi, 533 in Buruhukiro, 271 in Gatare, 338 in kamegeri, 140 in Gasaka, 121 in kibumbwe, 151 in Kitabi, 166 in Mbazi,247 in Kaduha, 207 in Mugano, 146 in Musebeya,298 in Mushubi, 319 in Nkomane, 424 in Tare, 158 in Uwinkingi Sectors	143 people in Musange, 219 in Cyanika, 130 in Kibirizi, 385 in Buruhukiro, 196 in Gatare, 244 in kamegeri, 101 in Gasaka, 87 in kibumbwe, 109 in Kitabi, 120 in Mbazi, 179 in Kaduha, 150 in Mugano, 105 in Musebeya,215 in Mushubi, 230 in Nkomane, 307 in Tare, 114 in Uwinkingi Sectors	118people in Musange, 181 in Cyanika, 107 in Kibirizi, 317 in Buruhukiro, 161 in Gatare, 201 in kamegeri, 84 in Gasaka, 72 in kibumbwe, 90 in Kitabi, 99 in Mbazi, 147 in Kaduha, 123 in Mugano, 87 in Musebeya,177 in Mushubi, 190 in Nkomane, 253 in Tare, 94 in Uwinkingi Sectors	
13. GOVERNANCE AND DECENTRALIZATION						

Maintenance of 17 Sectors' offices	Maintenance of 3 Sectors offices (Musebeya, Musange & Mushubi)	Maintenance of 3 Sectors offices (Tare, Gasaka & Cyanika)	Maintenance of 3 Sectors offices (Mbazi, Kaduha & Kibumbwe)	Maintenance of 3 Sectors offices (Buruhukiro, Kibilizi & Nkomane)	Maintenance of 3 Sectors offices (Uwinkingi, Kitabi, Mugano)	Maintenance of 2 Sectors offices (Kamegeri, Gatare)
Maintenance of District Office		Maintaining of District Office				
Construction of 4 Ubutore Centers	Study of Ubutore Centers	construction of Gasaka Ubutore center	construction of Mushubi Ubutore center	construction of Kaduha Ubutore center	construction of Tare Ubutore center	-
Prepare and Monitor urugerero ruciye ingando and National service	92 Intore participated in Urugerero ruciye ingando	1840 Persons participate in urugerero ruciye ingando and National service	1840 Persons participate in urugerero ruciye ingando and National service	1840 Persons participate in urugerero ruciye ingando and National service	1840 Persons participate in urugerero ruciye ingando and National service	1840 Persons participate in urugerero ruciye ingando and National service
Construction of 4 Cells' offices	Maintenance of 15 Cells' offices	Maintenance of 15 Cells' offices	Maintenance of 15 Cells' offices	Maintenance of 15 Cells' offices	Maintenance of 15 Cells' offices	Maintenance of 17 Cells' offices
14. JUSTICE, RECONCILIATION, RULE OF LAW AND ORDER						
Recruitment and training of DASSOs	75 DASSO Trained	45 DASSO Trained	-	-	-	-
Organize and conduct security meetings	Organizing and conducting 53 security meetings	Organizing and conducting 53 security meetings	Organizing and conducting 53 security meetings	Organizing and conducting 53 security meetings	Organizing and conducting 53 security meetings	Organizing and conducting 53 security meetings
Organize training sessions for CPCs	Organizing 2 sessions of training	Organizing 2 sessions of training	Organizing 2 sessions of training	Organizing 2 sessions of training	Organizing 2 sessions of training	Organizing 2 sessions of training
Supervision of Irondo at all levels	48 times at District level and 96 times level Sectors	48 times at District level and 96 times level Sectors	48 times at District level and 96 times level Sectors	48 times at District level and 96 times	48 times at District level and 96 times	48 times at District level and 96 times level Sectors

				level Sectors	level Sectors	
Operationalization of Tare Transit Center	Hence construction	Other running costs				
Construction of an Integrated Anti-GBV Center	Feasibility study	Acquisition of buildings	Acquisition of buildings and equipment	Trainings and meetings	Trainings and meetings	Trainings and meetings
Community awareness campaigns (16 days of activism)	One campaign conducted					
Organize and supervise Umugoroba w'ababyeyi	Organizing and supervising 4 umugoroba w'Ababyeyi					
Organize and conduct fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week	Organizing and conducting 1fight against injustice and corruption week
Timely execution of tried judgements	Executing 230 of tried judgments					
Support MAJ Services	Transport facilitation					
Provision of materials and incentives to abunzi	3815 Abunzi assisted					
Monitoring of Abunzi	Supervision missions organised					

15. SPORTS AND CULTURE

Upgrading of 4 Genocide memorial Sites	Upgrading of Musange Genocide memorial Site	Upgrading of Musange Genocide memorial Site	Upgrading of Kaduha Genocide memorial Site	Upgrading of Cyanika Genocide memorial Site	Upgrading of Mushubi Genocide memorial Site	-
Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi	Each year, preparing one Annual commemoration of Genocide against Tutsi
Upgrading of Nyagisenyi Stadium	Feasibility study	Completion of the study and approval	Construction works	Construction works	Reception and approval	
Organize and conduct sport competitions and reward best winners	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball,)	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball,)	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball,)	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball,)	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball, ...)	Organizing sports (Football, Athletics, Seat ball, goalball, Karate, Vallball, Handball,)
Organize and conduct massive sports events at all levels	Organizing 24 sports events	Organizing 24 sports events	Organizing 24 sports events			
Construction of 1 Gymnasium			Study	Acquisition of buildings and equipment	Acquisition of buildings and equipment	

5.6 DDS Implementation Strategy

The implementation of the present DDS Strategies and their targets will involve all stakeholders like public institutions, developmental partners, civil society organizations, Non-governmental Organization, community based structures as well as all community members of Nyamagabe District.

5.6.1 The role of public institutions

MINECOFIN

The role of MINECOFIN is to provide the planning strategic guidelines for the district development planning processes and lead the resource mobilization and allocation process. With respect to planning and resource allocation, MINECOFIN will assist to maintain the link between district outcomes with the NST1 and SSPs. It will facilitate resource mobilization with development partners and approve new innovative financing mechanisms for this strategy. It will ensure that key ministries with upstream district responsibilities prioritize and allocate sufficient funds to up stream activities to the district level. MINECOFIN will coordinate the transfer of earmarked funds; these are sector transfers to finance specific sector activities to be implemented at the district level

MINAGRI

MINAGRI coordinates activities by state and non-governmental actors in the agricultural sector. Its mission is to ensure food and nutrition security and the contribution of the sector to the national economy by initiating, developing, and managing programmes that will transform and modernize agriculture in Rwanda³

MINAGRI has two implementing agencies: The Rwanda Agriculture and Animal Resources Development Board (RAB) and the National Agricultural Export Board (NAEB). RAB's mission is to develop agriculture and animal resources through research, agricultural and extension services to increase productivity.⁴ NAEB focuses on the implementation of policies and strategies to facilitate the growth of business to diversify agriculture and livestock commodity export revenues. As of 2017, NAEB is a commercial public institution⁵.

Local governments have absorbed the functions of the previous local branches of MINAGRI, and rely on an evolving partnership with the central government (see section 10). Each district has a district agricultural unit with a director, agriculture officer, cash crop officer, forester and natural resources officer and a livestock officer. At Sector level, there are an agriculture officer and a livestock officer, whereas at cell level there is a social economic development officer responsible for agriculture. Reorganizations are ongoing within RAB, which will likely entail decentralization of certain functions and a transfer of staff to districts under MINALOC.

³Prime Minister's Order No. 40/03 of 27/02/2015 determining mission, and functions, organisational structures of MINAGRI.

⁴Law N^o14/2017 of 14/4/2017 establishing Rwanda Agriculture and Animal Resources Development Board (RAB) and determining its mission, organisation, and functioning.

⁵The law No. 13/2017 (ratified on 14 April 2017) establishes NAEB as commercial public entity, including a new structure.

MININFRA

The nation's vision for the transport sector is to gain a modern transport infrastructure that promotes free movement of goods and passengers by being cost effective, efficient, safe, secure, reliable and seamless integrated at both national and regional levels.

The nation's vision is further elaborated below and it is anchored into the two national development pillars of rural development and economic transformation.

The mission of the Rwanda energy sector is to create conditions for the provision of sufficient, safe, reliable, efficient, cost-effective and environmentally appropriate energy services to households and to all economic sectors on a sustainable basis.

Rwanda's human settlements and urbanization are sustainably managed and promoted, support socio-economic development and provide liveable urban and rural environments that benefit all strata of population.

The mission of the water supply and sanitation sector and its key stakeholders (national, local, public and private) is to promote plan, build and operate water and sanitation services in a sustainable, efficient and equitable manner, core instruments, capacities and administrative processes will be established/revised to ensure effective sector programme management and water and sanitation sector programming steering

MINICOM

The PSDS has the following Vision: *“Key priority value chains have achieved global competitiveness, as measured by their ability to recapture the domestic market, create productive jobs and to compete in export markets”*

As well as the following outcome objectives:

- Increased private investment, both local and FDI
- Increased off-farm job creation
- Improved trade balance and increased diversification of the export base
- Increased productivity and innovation in priority value chains

Ministry of Environment(MOE)

Mission: Promote, coordinate and enable the sustainable management of Rwanda's natural resources to safeguard green & climate resilient growth and achieve high standards of living across generations.

MINISANTE

The Rwanda Health Sector mission is to provide and continually improve affordable promotive, preventive, curative and rehabilitative health care services of the highest quality, thereby contributing to the reduction of poverty and enhancing the general well-being of the population.

MINEDUC

The vision of the ESSP is to ensure Rwandan citizens have sufficient and appropriate competencies (skills, knowledge and attitudes) to drive the continued social and economic transformation of the country

MINALOC

The Ministry of Local Government will ensure that all the guidelines and directives from the Central Government are fully disseminated to the district. Local Government Authorities have responsibility of the respect of those guidelines and their dissemination at their decentralized services; they also are responsible for the proper use of the public resources. As the district has different stakeholders, the coordination of their activities is to be supported by MINALOC, which is the ministry in charge of local government, and by Rwanda Governance Board in charge of NGOs.

MINIJUST

The general mission of the Ministry of Justice is to organize and to oversee the promotion of the rule of law and justice for all. Specifically, the Ministry of Justice is responsible for: developing, disseminating and coordinating implementation of policies, strategies and programmes.

MINISPOC

The sports and culture sector is led by the Ministry of Sports and Culture that has a mandate of developing and supporting the implementation of policies and strategies concerning the promotion of a winning culture in various sports disciplines and to promote culture as foundation to the development of our country.

The agencies under MINISPOC that will be more engaged in the implementation of sector strategic plan are the following;

- (i) Institute of National Museums of Rwanda,
- (ii) Rwanda Archives and Library Services Authority
- (iii) The National Commission for the Fight Against Genocide,
- (iv) Rwandan Academy of Language and Culture and
- (v) The Chancellor of Heroes, National Orders and Decorations of honor

MINILAF

The Ministry of Lands and Forestry has the general mission to ensure sustainable protection, conservation and development of lands and forestry. Specifically, the Ministry of Lands and Forestry is responsible for:

1° developing and disseminating the sector policies, laws, strategies and programs that aim at conserving, developing and ensure optimal and rational utilization of land and forestry through:

- a. development of strategies to promote partnership and enhance capacity of private sector and attract operators to invest in activities of land and forestry for sustainable social economic development;
- b. exhaustive assessment of Rwanda ground and surface natural resources and forestry for establishing appropriate mechanisms for their rational extraction and promotion.

2° developing institutional and human resources capacities in the sector of land and forestry and sub-sectors;

3° Monitoring and evaluating the implementation of sector and subsectors policies, strategies and programs through:

a. setting up and implementation of appropriate mechanisms and systems for monitoring and evaluation of climate change situation in the country and in the region that may affect the land, forestry;

b. monitoring and assessing the implementation and mainstreaming of policies and laws that enhance the protection of land and forestry and their rational utilization in all crosscutting sectors in the Country;

c. submitting to the Government periodic and annual reports on the impact of the sector policies, strategies, programs and projects on sustainable national socio economic development.

4° overseeing the institutions under supervision through:

a. guidance and orientations on the implementation of specific programs to be realized by the institutions under supervision and decentralized entities;

b. supervision and orientations on the functioning of sector public institutions and promote synergies between various actors intervening in the sector;

5° mobilizing resources for the development of the sector and related programs through:

a. coordination of activities of mobilizing resources and supervise actions to ensure their rational utilization in the sector development;

b. put in place mechanisms for promoting investment and development in the sector.

MiTEC

The ICT sector's mission is to address national priorities for digitizing Rwandan society and modernizing the economy using ICT as an engine for accelerated development and economic growth, national prosperity and global competitiveness.

The role of the District

The main challenges constraining effective implementation of the DDS is coordination and programming of activities. To ensure effective coordination and proper programming, resource mobilization and deployment of personnel, the role of the district management will be to develop a working mechanism that brings all actors on board. The district of Nyamagabe will have a critical role of harmonizing activities be it from Government, private operators, civil society and other actors at local level and in creating synergies between district stakeholders and their respective interventions.

The district will ensure the linkages between all programmes and interventions, and take initiative adapting them to their local context and facilitate the achievement of these DDS objectives. The district will make an effort to strengthen capacity building of staff, hold workshops and regular meetings with all district partners to share best practices, learn from the previous assessment and generate new ideas about how moving forward surely and effectively.

The district will play a role that facilitates the provision of extension services. This extension will be facilitated through acquisition of knowledge from the organized study

tours and exchanges with similar operators working within the district or out of it. These kinds of exchanges are very valuable for increasing capabilities and business development, entrepreneurship and innovations. The district will also endeavor to mobilize necessary resources for the implementation of the district priorities.

The role of the provincial administration

The provincial administration's role as a delegated entity of central government is to coordinate all decentralized activities from sector to district. It monitors and evaluates progress and annual district performance aligned to the set annual targets. It also monitors the implementation of government policies and programs at the district level. It coordinates and monitors the works of all the district development partners to ensure that their operations are in line with government policies and district set priorities.

The Role of NST1 Sector Working Groups

The SWGs have developed their respective outcomes and priorities and planned together with the district to develop this DDS as joint development plan to guide the implementation process of those priorities at the district level. The SWGs will have to decentralize their sector activity budgets to the district, monitor progress and carry out joint review planning. The sectors will also build capacity of their line management and technical district staff in skills gap as identified in the district capacity-building plan. The sectors will endeavor to review policies and procedures to facilitate the smooth operations of the district sector activity plans.

Each sector will ensure that district is represented in the sector working group meetings; likewise, each sector will participate in Joint Action Development Forum (JADF) meetings organized at the district level.

5.6.2 The role of Development Partners

Development partners play a great role in the district development. Their operations are coordinated through JADF and the district will facilitate them in having a joint planning and budgeting of their plans and activities. Joint monitoring and evaluation of their performance is a key in developing ownership and avoiding duplication of activities. Review meetings will be the basis for review planning and will be done quarterly.

Development partners have a critical role to play in the district development. Financiers and development Partners (DPs) will enable offer financing opportunities to district entrepreneurs, and other developmental activities in the district. These partners will also provide financing and technical assistance support to the policy and strategy implementation process especially in terms of capacity building of the district staffs as well as improved project management expertise to the district entrepreneurs.

The role of the Private operators, civil society and NGOs

These are the key players in the district and their respective interventions much contribute in the development of Nyamagabe district. The specific areas of interventions are:

- ❖ creating jobs for the poor to reduce unemployment in the district for sustainable development
- ❖ providing the technical skills required for the design of more complex public works projects

- ❖ Creating revenue-generating investment opportunities in the district to increase district revenues.

The above partners have therefore responsibilities of understanding the district priorities as highlighted in this DDS and own them, they should integrate the DDS into their respective own business strategic plans, support the implementation, monitoring and evaluation processes, strengthen the private- district partnership to implement the set priorities and play advisory role to the district. The district also will work increasingly in partnership with the private sector in delivering development objectives, exploring new opportunities for partnerships.

The role of the population

The local population having been involved in planning of the district development plan will have to be organized and incorporated in implementation of the planned activities. The role of local leaders is key in this arena. Programs that need mass action such as adherence to community health insurance scheme, 12YBE, land consolidation and public works will need high-level mobilization of the citizens if they are to participate and own the activities and programs.

5.6.3 Mechanisms for coordination and information sharing

Reporting

Information sharing between stakeholders on the implementation of the DDS is vital. Reports on on-going projects and programs are generated to disseminate key information, including all pertinent issues and relevant data to all stakeholders as evidence of strong collaboration in ensuring effective implementation of the DDS. The District internally should manage communication. Printed information in form of publications that are easy to understand and uses local language and images to describe opportunities, procedures, rights, obligations to all result in well managed development are a tool that needs from now on be applied. External funding and even support to layout-work are highly welcome.

Composition of steering committee

The district has established a Forum where all stakeholders are meeting to plan, monitor and evaluate together the district performance. The forum aims to harmonize different interventions and limit duplication; the forum is called Joint Action Development Forum (JADF). This forum will play a critical role in bringing together all partners in ensuring practical co-ordination of their interventions. JADF will assist to identify inappropriate duplications of interventions to effectively realize better value for money.

Strengthened JADF will support other efforts of the district by obtaining feedback from district development players on how programme implementation need to be improved and what are other priorities that are not being currently addressed. In fact, The DDS implementation success will highly depend on the effective co-ordination and communication systems in place. The district administration will lead coordination level, starting from the DDS elaboration, implementation and to monitoring and evaluation stages.

5.6.4 Risk mitigation strategies

The elaboration of the DDS and the set targets are based on the assumptions that the likely internal and external risks and shocks will be minimal as the District has competent staff, strong internal controls and updated management information system (MIS); it also assumes that the country will perform better as planned. However risks could happen and negatively affect the performance of the district, the possible risks may due to wrong basis and information for decision making resulting from poor planning, monitoring and evaluation, limited budget to support the implementation of planned activities, natural risks due to uncontrolled facts such as floods, climate change, erosions as well as operational related risks resulting from incompetent staff to implement and monitor the District performance as well as the absence of reliable efficient MIS and internal control mechanism to help detect and measure risks.

In order to mitigate the occurrence of the risks and their likely adverse effects on the DDS, the District will consider developing a robust risk management framework. Risk management will involve the understanding of the plausible risks. Developing a strong, MIS and establishing a regular reporting framework are critical for identifying/detecting, measuring, managing and reporting risks. MIS is an internal control tool that can help detect plausible risks. Developing a robust database and MIS will facilitate the District get timely information and similarly be able to understand all stakeholders and subsequently to be able to identify and mitigate any risks.

Risk	Mitigation measures
Insufficient adequate infrastructure to support service delivery	Scale up internet connectivity to all administrative entities. Fast track rehabilitation and constructions of sector's infrastructure
Contract Management for public projects does not fully complying to financial rules and regulations	Provide legal advices contract management. Develop a tracking system of embezzled funds recovery.
Required investment for implementing the DDS activities is not covered	Increase District own revenues Improve financial management at all levels Design/package potential projects for resources mobilization in collaboration with Stakeholders
Change in allocation of funds by Central Government	Increase of own revenues
Insufficient involvement and investment of private sector	A package of activities and measures are proposed and include: conducive enabling environment, incentive schemes, improved coordination and access to information, public institutions, and processes. M&E system specifically and periodically monitors the evolvement of private investment and service delivery.
Climatic hazards affect production	Up scaling of climate change adaption practices adoption as well as the development of Effective response to disasters for farm communities.
Different implementation timeframe of certain key actions	The interdependence of key actions such institutional and way of doing business changes, capacity building and value chain integration could be mitigated by anticipating their execution and adopting an appropriate sequencing and synchronization.
Staff turnover(Trained staff leave the District)	Staff can be motivated by a conducive work environment and work-related incentives, commendation by senior management for well-executed assignments, independent thinking, personal initiative rewards and professional development scheme. Adequate funding of recurrent expenditure (personnel costs) is set up to provide appropriate human resources

The failure to implement the DDS through annual actions plans throughout the whole DDS duration is another risk to consider.	Ownership by the top managers to minimize as much as possible the “ad hoc agenda”.
Changes in the leadership of the Local Governments especially District Executive Committees and Councils	Every leader to be exposed to up to date training modules under LGI
Turnover of District Technical staff creates gap in institutional capacity and memory	Every staff to be exposed to up to date training modules under LGI
Skills and qualifications of District staff	Training and capacity building of staff in the area of procurement etc.

5.6.5 Communication and marketing strategy for the District

A communication strategy will be developed and implemented to raise awareness of the importance of the DDS among the general population and to disseminate key priorities to stakeholders at all levels.

The DDS envisages the organization of sensitization meetings and seminars as well as the use of media to increase awareness on adult basic education and to sensitize population on how to participate actively in its implementation. Regular meetings will be held with key development partners for Joint Review meetings to assess the performance of the District in DDS implementation.

The District website will be updated quarterly, with significant information about the DDS and key achievements, opportunities as well as projects in pipeline, accessible to the public. Local media (newspapers, radio and television) will be used to communicate the status of projects and key developments. UMUGANDA will purposely be used to address the citizens on the DDS and progress in implementation.

6 MONITORING AND EVALUATION

For the measurement of the district performance towards the achievement of district targets, Monitoring and Evaluation needs to be made at different levels with clearly defined roles and responsibilities to boost ownership and sustainability. In fact, conducting M&E will ensure sustainability of community-initiated projects, provides early warning indicators of any possible breakdown in the implementation process.

6.1 Monitoring and evaluation at the District, Sector and Cell levels

It is important for the district to monitor and evaluate at the District level, sector and cell levels to see whether the implementation is being done accordingly. At the community level, the Cell Development Committees, Sector Development Committees, District Committees and other development partners will ensure monitoring and evaluation. At the village level, communities will be encouraged to prepare the household performance contracts against which they could actively participate, mobilization and capacity building will need to be undertaken for this specific purpose, district will ensure the evaluation of these.

The DDS implementation through the annual action plans will be supervised and monitored by the local administrative authorities and the JADF. JADF as the major forum of district stakeholders will be involved in the measurement of the extent to which the priorities are being met. Since different partners will be funding some development activities, they will be eager to know if their funds are being utilized well and in line with the development activities of the district. The following assessments of this DDS will be done at local levels:

At village and cell's level, the self-assessment will respectively be done by the village and cells. The evaluation will be done by the Sector Executive Committee and Council. Quarterly reports on the progress of the implementation of the DDS are to be submitted to the superior organ which will analyze it and if necessary carry out a descent on the field. Consolidated report will be submitted to the district management for consideration.

At sector level, the self-assessment shall be done by the Sector Executive Committee but the evaluation will be done by the Sector Council committee. Quarterly reports on the progress of the implementation of the DDP are to be submitted to the District as well. Likewise, the annual performance will be publicly published and best performers rewarded.

At the district level, the quarterly self-assessment will be conducted and reports submitted to the province and line ministries. The annual assessment will be conducted twice a year and will be facilitated by a joint national and provincial team.

6.2 M&E team composition and responsibilities

To ensure the district performance towards the achievement of this DDS priorities, two evaluation terms will be conducted (mid and end- term evaluations). Moreover, annual evaluations will also be conducted be it self evaluation or central government evaluation with regard to the implementation of district annual action plan and performance contract.

The following table indicates the roles and responsibilities of district partners in M&E process.

Table 22: Roles and responsibilities of partners in M & E process

Actor	Duties	Means of Verification	Periodicity
Central government	Develop M&E policy and guidelines Conduct quality assurance of the alignment between district and ministry's priorities Conduct annual evaluation of district performance	M&E policy and guidelines annual budget annual Evaluation reports	Annually
Province	Conduct quarterly assessments of the implementation of national and district priorities Monitor and evaluate performance contracts	M&E reports	Quarterly
District executive committee	Coordinate, monitor and evaluate implementation of national and DDP priorities, prepare and implement district performance contracts	Self M&E reports	Monthly, quarterly and annually
Sector executive committee	Conduct monitoring and evaluation at their level. transmits reports to District	Self M&E assessment reports	Monthly, termly and annual
JADF	Participate in the implementation of district priorities; Ensure exchange and collaboration between partners and District	Reports	Quarterly, annually
population	Contribute to the implementation of district priorities; participate in the open and accountability days	Accountability Day reports District reports	Quarterly annually

To accomplish the M&E functions, the DDSM&E framework has been developed and is provided in chapter 4 namely in the logical framework. This framework is designed to ensure that information will be available to district on an on-going basis to guide district official in decision making. This result based matrix indicates the district outputs, their respective indicators and targets for the period of this DDS. It provides baselines for all outputs indicators and sets annual targets as well as cumulative targets for 2024.

7 COST AND FINANCING OF THE DDS

The cost of the DDS is developed following the costing model provided by MINECOFIN. The costing model is structured into columns. Using information from NST 1: pillar, priority area, and information from the District: outcomes, key intervention/activity, output/project, project description, responsible institutions as well as remarks/ comments/ assumptions.

7.1 Cost of the DDS

The actual costing presents cost allocation, cost per year from 2018/2019 to 2023/2024 and expenditure type. The total planned budget for six years is **219,607,133,380** Frw. Economic transformation pillar represents 38% of the total budget with 83,423,653,122 Frw, Social transformation Pillar has the highest share totalling 129,783,797,313 Frw that represents 59%. While Transformational Governance counts for 3% with only 6,399,682,945 Frw. Social transformation pillar takes the biggest portion of the budget because it includes important and expensive interventions under the priority area 2.5 about moving toward a modern household equipped with electricity, water, sanitation, internet facilities and living in a decent shelter.

Table 23: Total cost of the DDS

NST1 Pillar	Budget	Percentage
Economic Transformation	83,423,653,122	38
Social Transformation	129,783,797,313	59
Transformational Governance	6,399,682,945	3
Total	219,607,133,380	100

7.2 Planned budget per fiscal year

The first fiscal year represents 7% of the total while the last year represents 18%. The fourth fiscal year 2021/2022 has the highest share of the total budget with 49,926,907,284 frw representing 22%. This incremental distribution of the budget over the six years is related to the implementation plan process that mostly starts with feasibility studies for big projects in the first years of the DDS while the acquisition of infrastructures like buildings, equipment and furniture come later particularly during the third, the four and the fifth years.

Table 24: Planned budget per financial year in Frw

Period	Budget	Percentage
2018/2019	15,951,907,793	7
2019/2020	33,080,610,395	15
2020/2021	42,141,235,755	19
2021/2022	47,836,907,284	22
2022/2023	40,596,919,793	18
2023/2024	39,999,552,360	18
Total	219,607,133,380	100

