

REPUBLIC OF RWANDA

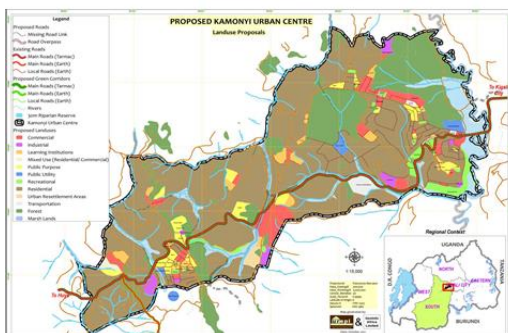


SOUTHERN PROVINCE
KAMONYI DISTRICT



KAMONYI DISTRICT DEVELOPMENT STRATEGY (2018-2024)

Igishushanyombonera cy'Umujiyi KAMONYI



“A bright land of horticulture and quarries.”

June, 2018

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MODIFICATION HISTORY

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GLOSSARY

Term Name	Definition
Vision 2020	A long term strategy for Rwanda's development launched in 2000 by Rwandan president Paul Kagame
Imihigo	Individual and institutional Performance Contracts
Girinka	National program that aims to give to every poor family one cow
Ubudehe	A long-standing Rwandan practice and culture of collective action and mutual support to solve problems within a community
Nyakatsi	Houses with grass-thatched roofs
Umushyikirano	National Dialogue Council
Ibimina	Saving groups
Umugoroba w'ababyeyi	"Evening for Parents" is a time when parents (men and women) from the same Village sit together, discuss on their issues and come out with solutions
Icyumba cy'umukobwa	A room strictly reserved to girls at School as a solution for their special needs

ABBREVIATIONS

Abbreviation	Description
%	Percentage
€	Euro
CB	Capacity building
CBP	Capacity Building Plan
DAF	Administration and Finance Department
DDS	District Development Strategy
DP	Development Partner / Donor Assisted Project
DS	Direct Support
EDPRSP	Economic Development and Poverty Reduction Strategy Paper
EIA	Environmental Impact Assessment
FRW	Rwanda Franc
FS	Financial Support (Services)
HH	Household
HIMO	Haute-Intensité de Main d’Œuvre
IS	Information System
LED	Local Economic Development
LFA	Logical Framework Analysis
LODA	Local Administrative Entities Development Agency
Logframe	Logical Framework Matrix (filled)
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MEIS	Monitoring and Evaluation Information System
MOV	Means of Verification
n.a.	Not Applicable
PCM	Project Cycle Management
PME	Planning, Monitoring and Evaluation
PW	Public Works
SDG	Sustainable Development Goal
SP	Social Protection
TOR	Terms of Reference
UOM	Unit of Measurement
USD	United States Dollar
VSLA	Village Savings and Lending Associations/Ibimina
V.x	Version number x
VUP	Vision 2020 Umurenge Programme
WD	Working day

0. Executive summary

The Government of Rwanda has elaborated the vision 2020 which is being implemented through the medium term planning framework that began in 2000. The first medium strategy was the first Poverty Reduction Strategic Plan (PRSP I) followed by the Economic Development and Poverty Reduction Strategy (EDPRS I and II). At the end of EDPRS II, The Government of Rwanda has elaborated the 7 Year Government Program known as National Strategy for Transformation (NST1) to cover the period 2017 to 2024. At national level, NST1 will be implemented through Sector Strategic Plans (SSPs) while at local government; it will be implemented through District Development Strategy (DDS). In this spirit, Kamonyi District has elaborated its District Development Strategy (DDS) that will guide actors in the District over the medium term for 6 years. The Elaboration of the Kamonyi DDS was done in alignment with the National Strategy for Transformation (NST1) in the backdrop of Pillars “Economic Transformation, Social Transformation and Transformational Governance”. The process followed during the elaboration of the Kamonyi DDS was entirely participative since the beginning, where awareness and ownership was raised among all the District actors and stakeholders composed of District authorities, staff, District Council, JADF, Private Sector, Civil Society and the Community from the lowest level. During the process, primary and secondary data collection methods were used so as to make the document more comprehensive and feasible. Kamonyi District priorities were formulated taking into account the needs from the citizens, the remaining priorities lagged behind during the implementation of DDP as well as key potentialities.

This DDS encompasses the overview of the District covering the monograph, depicts the current Social economic development of the district in terms of demography, access to basic social economic facilities, the human settlements, administration, the environment and climate, sectorial achievement and challenges, highlighting the achievements of DDP 2013-2018 vis-a-vis EDPRS2 2013–2018 and challenges as well as outstanding planned priorities of DDP. It further presents the stakeholders and SWOT analysis. It also portrays a SWOT analysis as well as Stakeholders analysis.

The following challenges are observed in multiple other sectors which constitute the barrier to District development as well as contributing to poverty reduction.

- The Low use of agriculture inputs such as fertilizers, pesticides, selected seeds and low level of livestock productivity;
- Low level of private sector involvement in District development issues;
- Insufficient access to electricity and high use of wood as the main source of energy;
- Insufficiency of social and economic infrastructure in regrouped settlements associated with the road network in bad conditions;
- Less consideration of environmental and climate change issues;
- Irrational use of wetlands and water resources;
- Many illegal mining and quarrying activities as negative consequence the non-sustainability of environment;

- The gender inequality in participation across all sectors and its data not disaggregated; The insufficient skills and professional capacity for staff in technical, planning and decision making positions across all District levels and in private sector

The formulation of key strategic priorities has done with a strict alignment with NST-1 whereby all pillar considered in NST-1 as well as its priorities were the same in the two documents.

In the economic transformation pillar, Kamonyi District put emphasis on the following priorities:

- Increase agricultural productivity by making sure that this increase of productivity does not contribute to deforestation, pollution (uncontrolled use of inorganic fertilisers and pesticides ...) soil degradation, etc.,
- Improve multiplication of seeds, agro-processing for export,
- Improve livestock, affordable housing,
- Improve urban and rural settlement,
- Increase land protected against soil erosion,
- Increase of forest cover land area,
- Increase adult population accessing financial services,
- Promotion of Business incubation center,
- Promotion of Integrated Craft Production Centers/Agakiriro, etc.

In Social transformation, the following priorities was considered:

- Increase of electricity connectivity rate and access to clean Water and sanitation,
- Development of health facilities and school infrastructures,
- Reducing poverty and eradicate extreme poverty,
- Provide shelters to vulnerable groups,

Promotion of recreational activities and massive sport, etc. Finally in transformational Governance covering the following key priorities:

- Promotion of service delivery through online services,
- Promotion electronic archives,
- Increase internet connection,
- Promotion of gender equality,
- Promotion of Unity and Reconciliation,
- Protect and conservation of Genocide historical signs,
- Increase of District resources mobilization among others will be implemented.

Furthermore, the following cross-cutting areas were considered.:

- Capacity building,
- Gender and Family promotion,
- HIV/AIDS and non- communicable diseases,
- Environment and climate change,
- Disaster Management,
- Disability and Social Inclusion

The priorities above are essentially aligned with the vision of Kamonyi District “the inclusive social and economic development of population” and its mission “the provision of services to its citizens in the legally defined framework. We intend to improve the service delivery by complying with timelines and quality standards defined by our leadership”. The achievements of these priorities will contribute to the welfare of the population.

In order to fully implement all the interventions defined in Kamonyi DDS, the sequencing of interventions, roles and responsibilities of partners and stakeholders in the district, mechanisms for coordination and information sharing between stakeholders and partners in the district were defined. In addition, risk analysis and mitigation strategies and communication and marketing strategy for the District were elaborated. The implementation will involve a synergy of all stakeholders.

In order to track the progress, the monitoring and evaluation (M&E) plan of the DDS was designed, with aim of measurement of results and will also facilitate ensuring accountability on the various stakeholders at all levels and contribute to the policy and advocacy dialogue implementation.

The total cost for implementing Kamonyi DDS will be Frw **291,851,276,966** as shown in the following table:

No	Fiscal Year	Budget
1	2018/2019	29,986,560,001
2	2019/2020	54,309,557,001
3	2020/2021	46,958,196,890
4	2021/2022	48,306,134,285
5	2022/2023	47,397,352,155
6	2023/2024	64,893,476,634
7	Total	291,851,276,966

Chapter 1: Introduction

1.1. General Introduction

The Government of Rwanda in 2000 adopted the Vision 2020 with a primary objective of transforming Rwanda into a middle-income country by the year 2020. This vision is remaining with less than 2 years of implementation and it is important to think about elaboration of another vision. In the course of the elaboration of Vision 2050 and with inspiration of the National Strategy for Transformation (NST1) already adopted, Kamonyi District Development Strategy that covers 6-years will guide different actors in the District development over a medium term (2018/19-2023/24).

1.2. Context and Purpose of the DDS

The Vision 2020 is being implemented through the medium term planning framework that began in 2002 with the first Poverty Reduction Strategic Plan (PRSP I). This has since been followed by the Economic Development and Poverty Reduction Strategy (EDPRS) which covered the period of 2008-2012 and the Second Economic Development and Poverty Reduction Strategy (EDPRS 2) which is being implemented from 2013/14 to 2017/2018.

The Vision 2020 is remaining with less than two (2) years of implementation while the EDPRS 2 was ended in June, 2018. The National Umushyikirano Council of 2015 resolved that the Vision 2050 should be elaborated. The concept note of the Vision 2050 presented at the same forum in 2016 at which a target was set for Rwanda to become an upper middle income country by 2035 and a high income country by 2050. In the same spirit the National Strategy for Transformation (NST-1) was elaborated to cover the period 2017 to 2024.

The elaboration of the long and medium term strategies are an opportune moment for the full integration of global and regional planning commitments including: the Sustainable Development Goals (SDGs), the EAC Vision 2050 and the AU Agenda 2063. As the District is a decentralized entity which implement the National Policies and Programmes, it is should put in place the strategy to execute what is planned in NST-1.

It is against this background that the District Development Strategy was elaborated and will be implemented from 2018 up to 2024. It will focus on five priorities defined in vision 2050 under elaboration¹:

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

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

To achieve this, the instrument for implementation of the Vision 2050 will be the National Strategy for Transformation (NST1) which will integrate from global to regional commitments such as (1) Sustainable Development Goals (SDGs), (2) the Africa Union Agenda 2063 and its first 10-year implementation plan, aspiring an Africa that is integrated, peaceful and prosperous, (3) the East African Community Vision 2050 focusing on job creation and employment, (4) Paris agreement, where the parties to this agreement have agreed to determine, plan and report their contribution to mitigate global warming. In addition, NST1 and Presidential Pledges.

At national level, NST-1 will be implemented through Sector Strategic Plans (SSPs) while at local government; it will be implemented through District Development Strategy (DDS). It is in the aforementioned process that the District was required to develop comprehensive DDS that will guide actors in the District over the medium term for 6 years.

The figure 1 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

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 of 4,035\$ and High-income Country by 2050 with 12,476\$ of GDP per capita.

The elaboration of the DDS was a fully participatory process since the beginning, where awareness and ownership of it was raised among all the District actors and stakeholders composed of District authorities, staff, District Council, JADF, Private Sector, Civil Society and the Community from the lowest level. Throughout the process, primary and secondary data collection methods were used so as to make the document more comprehensive and feasible. In this regard, secondary data was collected through desk review of existing information extracted from different documents such as Kamonyi DDP 2013-18, Kamonyi LED Strategy, Kamonyi District Potentialities, Sector Strategic Plans (SSPs), NST-1, EICV 4, DHS 2014-2015, Finscope, Seasonal Agricultural Survey 2017, District reports (Imihigo), EDPRS2 Mid term evaluation

Primary data was collected through an interactive process of awareness creation, consultative meeting sessions, training workshops with the District involved actors and stakeholders.

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

This DDS is divided into seven chapters as follow:

Chapter One presents the general introduction and the overall context, the purpose of DDS elaboration as well as the process in order to come up with a comprehensive DDS.

Chapter Two presents the Overview of Kamonyi District, the District profile with the geography aspects and socio-economic environment. It also covers achievements during DDP implementation in all sectors and key district economic potentialities. Moreover, it presents a district SWOT analysis as well as stakeholders' analysis.

Chapter Three presents the alignment of DDS with national policy framework and explain the methodology used during the elaboration of DDS. This chapter presents the main issues encountered in Kamonyi Districts based on 3 pillars: economic transformation, social transformation and transformational governance pillars. It also presents the way DDS is aligned with priorities formulated in NST-1.

Chapter Four presents the strategic framework. From the vision and mission of Kamonyi District, DDS has defined the results chain and a logical framework.

Chapter Five covers the implementation of DDS with a clear sequencing of interventions, DDS implementation strategy, role and responsibilities of partners and stakeholders. It also presents the coordination mechanisms and information sharing during DDS implementation, a description of risks mitigation strategies as well as communication and marketing strategies of DDS.

Chapter Six presents the monitoring and evaluation of DDS with a clear management of information and monitoring framework.

Chapter Seven covers the cost and financing process of DDS.

Chapter 2: Overview of the Kamonyi District

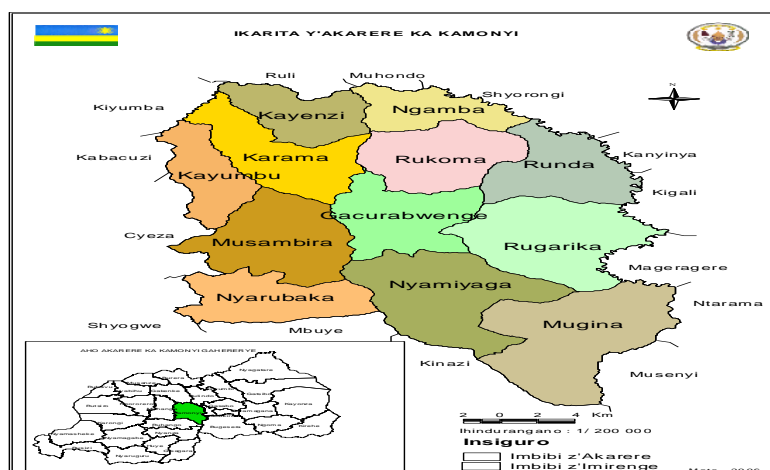
This chapter covers the monography of Kamonyi District, depicts the current Social economic development of the district in terms of demography, access to basic social economic facilities, the human settlements, administration, the environment and climate, sectorial achievement and challenges, highlighting the achievements of DDP 2013-2018 vis-a-vis EDPRS2 and challenges as well as outstanding planned priorities of DDP. It further presents the stakeholders and SWOT analysis.

2.1. District Profile

2.1.1. Geography

Kamonyi District is one of the eight Districts that make up the Southern Province. It is composed of 12 Sectors (Imirenge) Gacurabwenge, Karama, Kayenzi, Kayumbu, Mugina, Musambira, Ngamba, Nyamiyaga, Nyarubaka, Rugarika, Rukoma and Runda as illustrated in the figure 2; 59 Cells (Utugari) and 317 Villages (Imidugudu) with a population of 377,257 inhabitants and 85,285 households (Ubudehe data 2017) on a total surface area of 655.5 km². Thus, its average density is 575.5 inhabitants/Km². The District of Kamonyi shares its borders with Ruhango District in the South, Muhanga District in the West, Bugesera and Nyarugenge Districts in the East, Gakenke and Rulindo Districts in the North.²

Figure 2: A map of Kamonyi district



Source: From District LED Strategy.

2.1.1.1 Climate

The District of Kamonyi enjoys a moderate climate. The frequency of rainfall is rather sufficient. Humidity varies between 1.200 and 1.400 mm and the average temperature is

² Kamonyi LED strategy

20°C. Its relief is made of low lying plateau, except in the western part which is more mountainous. Below is a map of Kamonyi District.³

2.1.1.2 Hydrography

Kamonyi District is drained by river Nyabarongo along the east and north of the District and Akanyaru River which border the District in north and eastern part. There are also a number of small water sources, such as Kayumbu, Bakokwe, Gikoro, Mukunguri, Nyabuvomo, Bishenyi, Gatimbazi and Ruvubu. The District has approximately 843 water sources.⁴

2.1.1.3 Geology

a. Relief

Kamonyi district is made of low lying plateau. The district is between 1.500 and 2.000 m of altitude. The Eastern and Northern part of the District are occupied by the large valley of Nyabarongo. The high land peaks of the District are the following: Ijuru rya Kamonyi and “Cubi na Marenga” while Mukunguri and Kona ka Mashyuza are the lowest points.⁵

b. Soil

The soil of Kamonyi District is largely humus, permeable and fertile. The agricultural productivity increases year by year due to modern techniques of land use management. However, the District is facing soil erosion and overexploitation due to demographic pressure. Parts of the District are occupied by a granite ridge and a sandy loam.

2.1.1.4 Fauna and Flora

a. Fauna

The fauna in the District has been progressively depleted following the clearing and destruction of natural forests. We have witnessed the disappearance of several animal species such as gazelle, jackal and hare. Despite, there are still some amphibians, reptiles, butterflies and birds.

b. Flora

The vegetation of Kamonyi District which was originally a shrub savanna has been endangered due to high population pressure which favored agriculture. Flora is characterized by natural and planted forestry and agro forestry species such as grevillea robusta, coffee, avocado, erythrina and pinus. There are also some natural flora species and the natural forestry of Rukaragata in Muganza-Karama.⁶

³ Kamonyi LED Strategy

⁴ Kamonyi District Development Plan

⁵ Kamonyi District development Plan

⁶ Kamonyi District Development Plan

2.1.2. Socio-Economic Environment

2.1.2.1. Population

The total population of the Kamonyi District is 377,257 inhabitants spread over 12 administrative Sectors and surface area of 655.5 square kilometers with an average population density of 575.5 hab/km².⁷

Table 1: Distribution of population by Sector and sex

No	SECTORS	MALES	FEMALES	TOTAL	%
1	MUGINA	20,315	22,615	42,930	11.4
2	NYAMIYAGA	20,356	22,540	42,896	11.4
3	RUGARIKA	18,335	20,556	38,891	10.3
4	RUNDA	18,755	20,070	38,825	10.3
5	RUKOMA	18,064	20,041	38,105	10.1
6	MUSAMBIRA	18,155	19,870	38,025	10.1
7	GACURABWENGE	15,042	16,402	31,444	8.3
8	NYARUBAKA	13,299	14,883	28,182	7.5
9	KAYENZI	11,937	12,950	24,887	6.6
10	KARAMA	9,480	10,665	20,145	5.3
11	KAYUMBU	7,865	8,713	16,578	4.4
12	NGAMBA	7,872	8,477	16,349	4.3
TOTAL		179,475	197,782	377,257	100

Source: Ubudehe data, 2017

The table 1 shows that Mugina Sector is most populous with 42,930 inhabitants, while Ngamba Sector is the least populous with a population of 16,349 inhabitants. The density of population in Kamonyi District is higher than the national density evaluated at 463.5 inhabitants per km² in 2017⁸. This situation is critical and necessitate appropriate interventions mainly in family planning.

Population structure by head of household and Sector

Table 2: Distribution of households by head of household and by Sector

No	SECTORS	Female headed HH	%	Male headed HH	%	Total HHS	%
1	MUGINA	4,804	49.1	4,982	50.9	9,786	11.5
2	NYAMIYAGA	4,983	51.3	4,724	48.7	9,707	11.4

⁷ Kamonyi District Development Plan

⁸ <http://worldpopulationreview.com/countries/rwanda-population/>

No	SECTORS	Female headed HH	%	Male headed HH	%	Total HHS	%
3	RUNDA	4,437	50.6	4,332	49.4	8,769	10.3
4	RUGARIKA	4,567	52.3	4,173	47.7	8,740	10.2
5	MUSAMBIR A	4,547	53.1	4,012	46.9	8,559	10.0
6	RUKOMA	4,452	52.8	3,972	47.2	8,424	9.9
7	GACURAB WENGE	3,456	50.3	3,417	49.7	6,873	8.1
8	NYARUBA KA	3,256	50.9	3,141	49.1	6,397	7.5
9	KAYENZI	2,646	45.9	3,118	54.1	5,764	6.8
10	KARAMA	2,567	56.0	2,018	44.0	4,585	5.4
11	KAYUMBU	2,098	52.6	1,891	47.4	3,989	4.7
12	NGAMBA	1,954	52.9	1,738	47.1	3,692	4.3
	TOTAL	43,767	51.3	41,518	48.7	85,285	100

Source: Ubudehe data, 2017

2.1.2.2. Employment status

According to Labour Force Survey (2017), employment to population ratio was 41.3%, unemployment rate was 24.4%, labor force participation rate was 54.6% and composite measure of labour underutilisation was 57.3% in Kamonyi District. This means that more effort is needed in Kamonyi District in order to create productive jobs.

The same survey indicates that the level of job opportunities in Kamonyi District is 49.7% while it is 52.1% at national level.

2.1.2.3. Companies and businesses

The District Kamonyi counts businesses and companies registered in the different size and economic sectors.

Table 3: Economic data and economic trends (Establishment census 2014)

Size of private sector (number of businesses in the District)	4,437 private establishments (3 % of the national total)
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Size of formal and informal sector	121 formal - 4316 are informal
Number of MSMEs	Micro: 4265 Small: 327 Medium: 46 Large: 8
8 largest companies	MRPIC, DEMICO, RWANDA TRINITY, KAMU MINING, SRMC, Ets MUBILIGI Paul, NPD, Common Market Company
Growth of the private sector between 2011 and 2014	36.7% (national average 24.4%)
Employment and unemployment rate	Overall employment rate is 79.4 % of the resident population aged 16 years and above. Unemployment rate is 23.2% (LFS, August 2017)
Main Employment sector / industries	Agriculture (82%), trade (5%), non-farmer 11% and others (2%)

Source: Kamonyi LED, 2017

2.1.2.4. Poverty level

According to EICV 5, poverty incidence rate is 22.3% while was 25.9 (EICV4) for Kamonyi district and extreme poverty is 8.7% (EICV 5) while was 6% (EICV 4). This means that the poverty rate is still high and combined interventions are needed to eradicate poverty.

2.1.2.5. Some current socio-economic indicators (EICV 5)

The table below show current situation according to EICV 5:

Main indicator	District Status	National Status
Poverty Incidence rate	22.3% (EICV 5)	38.2%
Extreme Poverty Rate	8.7% (EICV 5)	16%
Labour force participation Rate	55.1% (LFS ⁹ , August 2017)	52.9%
Unemployment rate	23.2% (LFS, August 2017)	17.8%
Agriculture		
Percentage of land under consolidation	2.4% (EICV 5)	15.9%

⁹ LFS- Labour Force Survey

Percentage of land protected against soil erosion	61.8% (EICV 5)	68.5%
Percentage of land under irrigation	8.1% (EICV 5)	6%
Energy		
Percentage of Households using Electricity for lighting	18.2% (EICV 5)	27.1%
Water and sanitation		
Percentage of Households using an improved water source	91.9% (EICV 5)	87.1%
Percentage of Households with access to improved sanitation	91.5% (EICV 5)	87.3%
Education		
Literacy rate (%) of population aged 15 above	67.0% (EICV4)	72.9%
Percentage of Net Attendance Rate in primary	87.6% (EICV5)	87.7%
Percentage of Net Attendance Rate in secondary	22.7% (EICV5)	24.3%
Percentage of promotion rate in primary	72.4% (SYB, 2017)	75.9%
Percentage of repetition rate in primary	23.2% (SYB, 2017)	18.4%
Health		
Percentage of stunted children under five years	37% (DHS 5)	38%
Percentage of married women age 15-49, currently using modern contraception	51% (DHS 5)	48%
ICT		
Percentage of Households owning a computer	1.4% (EICV5)	3.3%
Percentage of Households owning a mobile phone	67.4% (EICV5)	66.9%
Environment and Natural resources		
Percentage of Households with rain water catchment systems	4.5% (EICV5)	14.5%
Percentage of Households using firewood for cooking	88.8% (EICV5)	79.9%
Financial Sector		
Percentage of Adult financial inclusion	90%	89%

2.2. Overview of Kamonyi District Achievements during DDP Implementation

Kamonyi district has elaborated and implemented a 5-year DDP 2013-2018 that was inspired by EDPRS2 2013-2018. During the course of 5 years, the district has recorded tremendous achievements on planned interventions while others are still on-going.

2.2.1. Agriculture and livestock

The District's economy is mainly based on agriculture and livestock sectors but is done in a traditional way. The main crops in Kamonyi District are maize, beans, cassava, rice, soybeans, vegetables and banana. The total ha for land use consolidation is 46,268 ha and divided as follows: 4,500 ha of maize; 27,500 ha of beans; 9,724 ha of cassava; 1,126 ha of rice; 1,644 ha of soybeans; 620 ha of vegetables and 1,153.5 of improved banana seeds. The agricultural inputs usually used are chemical fertilizers (DAP, UREA, NPK), organic manure and improved seeds (soybeans, maize and rice). The productivity is currently 21 T/ha for cassava, 3.8 T/ha for maize, 7 T/ha for rice, 1.4T/ha for soybeans and 1.2T/ha for beans and 7T/ha for vegetables. The District has 4,183 ha of marshlands (Rwabashyasha, Kibuza, Bishenyi, Gikoro, Kayumbu, Mpomboli, Kivogo, Kavunja, Akanyaru, Mukunguli, Ruvubu and Nyabarongo). In them, farmers cultivate tomatoes, vegetables, maize and sugar canes plantations operated by candy Kabuye on 1,935 hectares. The District has in addition, several small wetlands totaling an area of 285.5 ha, including 266ha and 19.5 ha are equipped undeveloped.

The District jointly with COOPRORIZ has purchased one tractor used for mechanization development and increase agricultural production. 88 ha over 354.5 ha of existing radical terraces are cultivated with 185 MT of limes and 740 MT of composts. The District has 9,272 covered by progressive terraces. In the District, there are 2 cooperatives (COMINYA and KASEMU) working in cassava multiplication, 3 cooperatives (IMPABARUTA, IMPUYABO and COCOF) working in maize multiplication, 2 cooperatives (IMPUYABO and COCOF) working in soybeans multiplication, 1 cooperative (COOPRORIZ) working in rice multiplication and 1 company (Kamonyi Seeds Multiplication Center) working in banana and fruits multiplication and 30 maize drying grounds. The main diseases are arm worms affecting maize and brown streak disease affecting cassava and pineapple.

In terms of livestock, Kamonyi District has 66,622 households with cows among them 8,148 cows were provided through GIRINKA Program. There are 4 milk collection centers (Rugobagoba, Mugomero, Kayenzi and Mbayaya). There are 29 fisheries. A big slaughter house is under construction in Runda Sector by a private company KIME ltd. The District is covered by 41 veterinary pharmacies and 8 veterinary clinics allocated in 12 Sectors. The main animal diseases in the District are Lump Skin Diseases, Black quarter, RVF, brucellosis and rabies. Each Sector has veterinarian who is in charge of animal care and

animal diseases prevention. The production of milk is 7,721,940 L per year (+ 20,000 L per day). The table 3 portrays the status of livestock in all Kamonyi sectors.

Table 4: Situation of livestock in Kamonyi District

Sector	Cows	Goats	Sheep	Pigs	Hen	Rabbit
GACURABWENGE	5,313	4011	523	1047	14810	3645
KARAMA	4,405	3508	400	737	2531	1647
KAYENZI	4,225	4054	427	1258	2060	2762
KAYUMBU	5,275	2582	353	1161	3184	1696
MUGINA	2,644	6627	757	2415	17629	8894
MUSAMBIRA	4,371	4948	868	1786	6603	2241
NGAMBA	5,941	2188	169	389	2224	1699
NYAMIYAGA	2,949	5769	529	1078	6787	2964
NYARUBAKA	6,636	5165	460	3082	3796	2428
RUGALIKA	4,785	2660	752	1154	15418	1472
RUKOMA	4,954	4836	306	604	3456	1620
RUNDA	5,539	4396	98	466	15113	2336
Total	57,037	50744	5642	15177	93611	33404

Source: District report 2017

2.2.2. Environment and natural resources

In Kamonyi District, the area covered by forest is still very low in comparison with the National target. In this way, the total surface is evaluated to 11.4 % of the total kamonyi surface while at National level the target to be covered by 2018 is 30%. The households using firewood as source of energy are also very high and evaluated at 94.6% as it is indicated in EICV 4. Therefore, increase forest coverage for mitigating and adapting to climate change is a priority of the District. In addition, over 80% of Kamonyi District economy is based on Agriculture and cultivable land is largely subjected to soil erosion that negatively affects the productivity. In this way, progressive and radical terraces can be among the mitigation strategies.

The District has many sand, stones and clays (Runda, Rugalika, Gacurabwenge, Musambira, Nyarubaka, Nyamiyaga, Mugina, Karama and Kayumbu) used for construction. There are also coltan, wolfram and cassiterite in Sectors Kayenzi, Ngamba, Rukoma. The exploitation of these resources produces local revenues for the District.

2.2.3. Water and sanitation

Kamonyi District is characterised by low access to clean water and currently, the achievement is 73.3% while EDPRS 2 targets access to clean water up to 100%. The District is also characterised by non-functional rural water supply systems which results

into high price of water per metric cube: 863 frw for water lines using electrical pumping, 1087 frw for water lines using Diesel pumps and 338 frw for gravity water lines and long distance evaluated at 2 to 6 kms to access water for locations not reached by clean water lines (Mugina, Nyamiyaga, Rugalika, Nyarubaka and Ngamba). Kamonyi District is covered by 503 km of water supply lines whose 98.5 km representing 19.5% are non-operational. Regarding sanitation, the households with toilets totalize 81,757/ 85,285 representing 95.8% of the households. The District has a landfill that is managed by a private company, COOPED.

2.2.4. Energy

The whole Kamonyi District is connected to the national grid. According to REG, 33% of households in Kamonyi District have access to electricity (off and on-grid connection) among them 17.8% of households are connected to on-grid electricity. This achievement is too low compared to the target of EDPRS 2 of 70% (off and on grid). There is only 8 km of public lighting. Access to electricity contribute the development of District businesses related activities due to the increment of working hours during night and new job created like welding, carpentry, Hair dresser, internet services etc, In contrary, there are 19 Cells, 48 schools and 26 Health facilities without access to electricity. Moreover, 317 village sites (Imidugudu) are not covered by electrical line. This status handicaps the socio-economic development of Kamonyi District particularly in the rural areas that do not operate well because of lack of electricity. In the District, there are 266 biogases constructed among them 164 are still functional and 98 representing 36% not operational.

In the District, there is a factory transforming the milled rice into briquettes. The factory constructed by MRPIC provides alternative source of energy and reduces a lot the consumption rate of forestry as source of energy.

2.2.5. Transport

The District is crossed over by a tarmac road linking Kigali to the Southern and West Province. Apart from this main road, the District along Sectors has feeder roads that are in bad conditions (lack of water ways, roads with holes, undamaged bridges...) which makes difficult for farmers to deliver output to the market.

The District Transport Sector conditions mentioned above call for roads and bridges construction, rehabilitation and maintenance of existing feeder roads.

Kamonyi District is crossed over by a tarmac road linking Kigali to the Southern and West Province. Apart from this main road, the District has an adequate road network for all

Sectors. In general, these roads need regular maintenance. People and goods are transported using minibuses, pickups, motorcycles and bicycles.

2.2.6. Urbanization and rural settlement

Kamonyi District has elaborated a master plan located in Runda, Rugarika and Gacurabwenge Sectors covered by 7,414 ha. This master plan is currently implemented at only 1,565ha out 7,414 representing 21.1%. Facilities (water, electricity, roads, ...) are localized in small core part of Kamonyi town and therefore investment projects are limited to concerned area. There are 37 affordable houses under construction in Kamonyi District, Runda Sector, Ruyenzi/ Rugazi. In addition, the District is developing 7 IDP Models in Ngamba Sector (Gatwa), Nyamiyaga Sector (Mbayaya), Karama Sector (Ryagashaza), Rugarika Sector (Kigarama), Musambira Sector (Gacaca), Gacurabwenge Sector (Mushimba), Nyarubaka Sector (Gatagara). The District has 219 settlements sites with 86 sites without electricity line.

2.2.7. Information, Technology and Communication

According to Rwanda 4th Population and Housing Census, 2012 (NISR) 57.3% of households have a telephone. In addition, only 4 Administrative Sectors are covered by optic fibre but all Sectors' offices are connected to internet. There is a limited penetration of internet in all Cells (2 out of 59 representing 3.4 %), education centers (primary schools 6 out 50 and secondary school 22 out of 56) and health facilities 5 out of 14 representing 36 %. In all District, there is only 7 tele-centers.

2.2.8. Private Sector Development and Youth Employment

In Kamonyi District trade for essential items is sold in small shops scattered across different trading centers or along the tarmac road from Kigali to Muhanga. Food crops and livestock are sold in public and private markets in the District. The District has 6 public markets (Mugina, Gashyushya, Kamuhanda, Musambira, Kayenzi and Gacurabwenge) and 2 private markets (Bishenyi, Gihinga), 1 Vegetable Collection Center, 2 vegetable selling points (Kibuza and Mugomero) and Integrated Crafts Production Center (ICPC) in Bishenyi which all components are not yet established. Kamonyi District has also a Youth Friendly Center with perspective to be a business incubation. Moreover, the industrial sector is almost inexistent. Only some units processing of agricultural products are in place in order to increase the value of agricultural products such as rice, cassava, maize, coffee, pineapples and other fruits that represent a considerable economic potential in the District. Regarding the craft, it is practiced in the form of associations of craftsmen-women or

individually. The main crafts are masonry, shoemaking, blacksmithing, pottery, brick, carpentry, decorating, hairdressing, sewing, repairs watches, radios and bicycles. In addition, Kamonyi District currently has 204 cooperatives with 88,195 members dealing mainly in agriculture and livestock (130 cooperatives), Trade (42 Cooperatives), services (38 Cooperatives).

2.2.9. Financial Sector Development

Kamonyi District has the following financial institutions: Bank of Kigali Ruyenzi Branch, Banques Populaires du Rwanda covered 12 Sectors through 3 branches Kamonyi, Mugina and Musambira and 3 outlets Rukoma, Kayumbu and Kayenzi as well as UNGUKA Bank.

There is also Micro-finance institutions: RIM Gacurabwenge, CLECAM EJOHEZA Gacurabwenge, Ruyumba CPF Ineza, 12 SACCOs and 1 Umwalimu SACCO. In Kamonyi District, 55% of population have access to finance and 20% adhere to informal financial services (Ibimina)¹⁰.

2.2.10. Social protection

The GoR is striving to become a country with middle income by 2020. In order to achieve that vision, an integrated social protection programmes have been established. Among the strategies includes Ubudehe, Girinka, Vision Umurenge Program in different component: Direct support, Public works and financial services. Due to 1994 genocide against Tutsi in Rwanda, a large number of survivors live in inappropriate shelters. Thus, a need for construction and rehabilitation of shelters, Kamonyi district has constructed 2946 shelters for genocide survivors and 359 shelters for poor people living in nyakatsi houses, 20 shelters for Rwandans refugees from Tanzania.

Under VUP Direct Support (DS): 5,883 beneficiaries from 2,478 HHs have benefited by vulnerable old people to reduce their vulnerability. Under VUP/PW around 1,854 HHs (982F + 872M) from Ubudehe category 1 benefited wages in order to reduce poverty in their families.

In addition, 2 projects per Villages (317) every year were implemented through Ubudehe program. In terms of empowering People with disability 7 cooperatives were financially supported while 15 vulnerable people historically marginalized supported in education.

¹⁰ FINSOP 2016

2.2.11. Education

The education system in Kamonyi District includes 118 nursery schools (public: 15, private: 103); 95 primary schools (public: 16; private:5; Government aided: 74) and 56 secondary schools (public: 8; private:6; Government aided: 42). Kamonyi District has 8 Technical and Vocational Education Training/TVET: 3 TVET providing short trainings (Kayenzi, Kigese & Mugina); 5 TVET providing long term trainings (Runda, Kabuga, ISETAR-Runda, APPEC and Ste Ignace Mugina). Students in primary schools are 83,187 (men: 42,115; women: 41,072); Students in secondary schools are 20,484 (men: 9,050, women: 11,434) among them 1,106 are in TVET program (men: 719; women: 387). 30 secondary schools and 66 primary schools teach using computers. In primary school schools, there are 1,354 teachers (men: 411, women: 943) among them 1,290 teachers are qualified; and 910 teachers in secondary schools (men: 548, women: 362) among them 569 teachers are qualified.

The District has school of excellence for children with disabilities. Note that 7,178 children with disabilities are enrolled in all schools.

2.2.12. Health

Kamonyi District has Remera-Rukoma District Hospital, 13 Health Centers allocated in 12 administrative Sectors and 26 Health Posts allocated in 26 administrative Cells. In addition, Health facilities without water are 3 out of 13 (23%); health facility without electricity is 1 out of 13 (8%) and health facilities without LAN are 8 over 13 (62%).

District has medical doctors: 1/37,726, nurses 1/2,602, midwives 1/7,255, lab technicians 1/8,982, pharmacists 1/125,752; some diseases have decreased in 3 last years: malaria cases increased from 89,641 to 144,632; acute respiratory infections cases increased from 64,736 to 73,065; urinary tract infections cases increased from 4,106 to 4,205 and gynecological problems increased from 3,994 to 4,154.

However, there are some diseases that have increasingly decreased: gastritis and duodenitis decreased from 8,897 to 7,961; entamoeba cases decreased from 8,463 to 6,484; skin infections cases decreased from 4,259 to 3,516 and repeated old cases decreased from 15,163 to 10,060.

Note that physical traumatism cases (from 11,102 to 825), teeth and gum infections (from 8,900 to 987) have obviously decreased and are no longer in top 10 diseases in the District.

The District has made some improvements in health sector: (1) Family Planning prevalence rate is now 56.8% while was 50%; (2) prevalence rate of stunting down from 38% to 36.6% and (3) vaccination coverage is at 94% while was 93%.

The district has achieved some indicators such as (1) TB Treatment Success Rate is 85%; (2) HIV prevalence is 1.6%; (3) Neonatal mortality rate/1,000 is 32/1,000; (4) Under 5 mortality rate is 58/1,000; (5) Infant mortality rate 38/1,000.

2.2.13. Governance and Decentralization

The Decentralization policy was approved in 2001 as a mechanism to achieve good governance principles (through improved participation, promotion of transparency and accountability, and setting up responsive decentralized structures), enhance local economic development (through efficiency and effectiveness in implementation of development programs) and bringing quality and accessible services closer to the citizens.

Kamonyi district as implementer of government policy has remarkable achievement in this among them include the elaboration and implementation of Imihigo from Households to the District where every citizen contribute directly in the development of the district , implementation of governance month each year aimed at solving complaints of the population, In terms of service delivery, citizen report card 2017 ranked Kamonyi district with the average of 74,6 % in following domain: Agriculture 55.2% ,Livestock :79.2% , Infrastructure : 59.8% Land with 69.4% ,Private sector with 69.1%, education with 68.7%, health with 69.0% , Hygiene and sanitation 72.1% , social protection 68.8%, family issues and GBV : 90.6%,Local government with 91.3% , Justice : 80.5%, Governance 89.8% ,Security 91.5% ,citizen participation 64.4%.

In terms of administrative offices ,the district has a new building , 12 administrative Sectors have their own offices but 2 among them Rugalika and Runda Sectors need to be constructed while among 59 cells, 39 have their cells offices and 20 need also to be constructed.

2.2.14. Justice, Reconciliation, Law and Order

Kamonyi District has 413 Abunzi working at Cells level and 84 at Sectors level totalising 497; they were supported in terms of Community-Based Health Insurance and bicycles to all members. MAJ/Ministry of Justice provides training to Abunzi on existing laws in relation with citizen complaints and conflicts resolutions. In addition, the population of Kamonyi benefit from the services of court at District level/Tribunal de Base.

2.2.15. Sport and Culture

Kamonyi District has different attractions in terms of culture historical and tourism destination among them include: Ijuru rya kamonyi, Isenga rya Nyemana, Ibitare bya Mashyiga, natural forest Urukagata, Ibitare bya Mpushi, ...

In terms of culture and history, Kamonyi District has 3 memorial sites for genocide against Tutsi which are KIBUZA, MUGINA and BUNYONGA.

In term of sport, Kamonyi district has 17 playgrounds of different discipline and massive sport is done on monthly basis and most of participants are youth.

2.2.16. Public Finance Management (PFM)

In terms of public finance management, PFM and procurement committees were put in place an during the financial year 2016/2017, Kamonyi District has collected 915,081,850 FRW. This achievement means that effort was done in revenue collection. In addition, in Kamonyi District 44.4 % of the Auditor General Recommendations have been implemented by 2015-2016. During the financial year 2012/2013 District has received “except for” as qualified audit as per auditor general office.

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Table 5: Summary of major achievements organized per Sector

No	DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT
Agriculture Sector				
1	Number of Ha cultivated/CASSAVA	13,758 ha	15,000 ha	9,724 ha
2	Number of Ha cultivated/MAIZE	3,135.9 ha	4,500 ha	4,500 ha
3	Number of Ha cultivated/VEGETABLE	499.5 ha	500 ha	620 ha
4	Number of Ha cultivated/PINEAPPLES	153.5 ha	1,000 ha	150 ha
5	Number of Ha cultivated/COFFEE	1,740 ha	800 ha	1,535 ha
6	Number of Ha cultivated/RICE	352.8 ha	353 ha	1,126 ha
7	Percentage of genetically improved cows	65	80	75
8	Percentage of farmers using improved seeds and modern inputs (fertilizers)	80	100	80
9	Number of milk collection centers constructed	4	1	1
10	Number of tractors purchased and operational	0	12	1
11	Number of ha in marshlands developed (Kayumbu marshland)	0 ha	15 ha	50 ha
12	Number of ha developed for irrigation in Ruboroga and Mukunguri, Rwabinagu	0 ha	170 ha	330 ha
13	Number of km of feeder roads maintained	0	80	85
14	Number of honey collection and processing center constructed and operational	0	1	0
15	Number of storage facilities constructed	9	5	6
16	Number of maize drying grounds constructed	4	10	15
17	Number of Sectors with warrantee system	3	6	2
18	Number of milk processing units constructed	0	1	-
Private Sector Development				
19	Number of new trade centers connected to electricity	12	24	6
20	Number of off-farm jobs created per year	1,500	10,000	6,500
21	Number of socio-cultural center constructed	0	1	0
22	Number of slaughterhouses constructed	0	2	0

23	Number of integrated handcraft production centers	1	12	1
24	Number of veterinary Clinics constructed	0	1	0
25	Number of ceramics pottery constructed	0	1	0
26	Number of pineapple transformation unit constructed	0	1	0
27	Number of modern market constructed	5	1	0
Energy Sector				
28	% of male and female heads of households connected to electricity	0.5%	70	33
29	% of construction works completed		100	40
Transport Sector				
30	Number of new bridges constructed	-	26	1
31	Number of km of tarmac roads constructed	30.98	3	0
32	Number of public bus parks constructed	0	2	0
33	Number of km of paved roads constructed	1.5	8	0
Water and Sanitation Sector				
34	% of access to clean water	68%	80%	73.3%
35	Number of kms of Mbizi water scheme extended	0	9.8	9.8
36	Number of kms of Cyabatsi water scheme extended	0	24	24
37	Number of kms of Shyogwe-Mayaga water scheme extended	0	24	24
38	Number of Ntwari water scheme extended	0	24	24
Urbanization Sector				
39	Local Development Plan updated and approved (7,414 ha)	0	1	1
40	Detailed Physical Plan elaborated and approved (1, 600 ha)	0	1	1
41	Number of layout plans of Village sites prepared	10	93	133
42	% of population living in Imidugudu sites	39	100	47
43	Number of sewerage systems constructed	0	5	1
44	Number of solid waste treatment plant constructed (landfill)	0	1	1
45	% of completion works of District cemetery in Gacurabwenge Sector	0	100	0
Health Sector				
46	Number of Health Centers established	12	2	2
47	Number of Health posts established	5	5	26

48	Rate of utilization of family planning methods (%)	46.2	70	70
49	Health insurance rate (%) disaggregated by sex of members	83.9	100	76.3
50	Women delivering in health facilities (%)	65.9	100	98.6
51	Women attending 4 ante-natal visits (%)	24.00	60	98.0
Education				
52	Number of classrooms for 12 ybe constructed	313	350	200.0
53	Number of toilets for 12 ybe constructed	828	600	302.0
54	Number of teacher's hostels/12 ybe constructed	12	60	12
55	Number of teachers trained in inclusive education and Special Needs Education	-	1,874	1,299
56	Number of Higher Learning institutions operational	0	1	0
57	Number of a big public library constructed	0	1	0
58	Number of TVET/TSS schools constructed	0	1	1
59	Number of VTC constructed and extended	3	3	0
60	Number of ECD Constructed	0	59	15
Social Protection				
61	Number of shelters of vulnerable genocide survivors constructed by sex of owner	2,132	1,812	179
62	Number of projects of vulnerable groups financially supported	70.4%	30	23
Youth Sector				
63	Number of Youth Friendly Centre (YFC) constructed	0	1	1
64	Number of jobs created for youth	1,500	10,000	6,500
ICT Sector				
65	Rate of mobile subscribers (%)	45.3	80	57.3%HHs (4 PHC, 2012)
66	Set up Tax payers software at District level	0	1	1
67	SMART FMS software at Sector level	0	1	1
68	Number of Sectors connected to internet	0	4	4

Environment and Natural resources				
69	Number of ha planted by trees (ha)	69.5	100	100
70	Number of ha of control ditches created (ha)	4,519.3	668.4	1,081
71	Number of ha of Nyabarongo and Akanyaru wetland removed from water hyacinth	0	16	16
72	Number of ha along Nyabarongo river planted bamboo and elephant grass	0	6	6
73	Rate of use for biogas	62	60	60
Justice Reconciliation Laws and Order				
74	Number of Staff-rooms for mediators (Abunzi) constructed	0	59	59
75	Judgments execution rate (%)	98	100	100
76	Number of Villages with Action Plan of Itorero	0	317	317
Decentralization and Good Governance				
77	% of construction works of District headquarter office completed	0	100	100
78	% of extension works of Rugarika Sector office completed	0	100	0
79	Number of vehicles purchased for operations in Sectors	0	12	0
80	% of construction works of Runda Sector office completed	0	100	0
Financial sector				
81	% of adult population accessing financial services	35%	90	48
82	Number of Umurenge SACCO with data computerized	0	12	12
83	Number of integrated handcraft production centers organized and developed	0	12	1
84	Number of modern markets constructed	5	2	1
85	Number of minimarkets constructed	0	4	4
86	% of construction works of industrial park completed (expropriation, creating of roads)	0	100	0
Sport and culture				
87	Feasibility study of Kamonyi stadium	0	1	0

2.3. Key District economic potentialities

According to LED strategy document of Kamonyi District (2017), Kamonyi District is having enough potentialities that can be the backbone of its economy. There is an availability of suitable land for agribusiness activities, like growing passion fruits, pineapple, coffee growing to enable agriculture export, wheat and beans growing and cattle keeping for fresh milk production. In addition, there are mineral deposits and quarries for mining development (coltan, cassiterite, clay, stones and sand). Mining is a strong opportunity to Kamonyi District since it provides diversified source of revenues and can create job opportunities to the population in Kamonyi District.

2.4. SWOT Analysis

The strategic planning tool of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was used in Kamonyi district to consider the internal and external environment attributes which can promote or prevent District in achieving its stated goals and objectives over a six year period. This in-depth analysis offers the prospect to use its strengths, take advantage of opportunities, build on weaknesses and minimize threats.

Table 6: Kamonyi District SWOT Analysis

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> Existence of Vegetable collection Centre and other modern markets Availability of affordable work forces Wide surface of Marshlands Fertile soil and favourable to agriculture and livestock. Existence of agriculture organizations (Twigire Muhinzi-Mworozi, 	<ul style="list-style-type: none"> Land fragmentation still exist in some areas Insufficiency of working hours per week for independent farmers Animal genetic improvement technologies limited to bovine Artificial insemination only and not efficient enough Insufficient veterinary laboratories Limited adequate quality of seeds 	<ul style="list-style-type: none"> Access to agro-products markets Favorable agricultural policies Existence of National institutions and projects to support agriculture (NAEB, RAB) <p>Neighbouring location open to City of Kigali and Existence of Regional and international markets</p> <ul style="list-style-type: none"> Availability of government subsidies (fertilizer and seeds) 	<ul style="list-style-type: none"> Limited access to agricultural finance, insurance, technology, skills, irrigation, mechanization, seeds, fertilizers, and other key inputs Erosion destroying roads in rainy season/floods Irregularity of climate (climate change), Existing of Pests and diseases

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<p>Cooperatives)</p> <ul style="list-style-type: none"> • Existence of organic and chemical fertilizer to increase production • Existence of a big portion of land consolidated. • Existence of livestock markets • Existence of agriculture and veterinary technicians 			
2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> • Farmers working in cooperatives • Willingness and desire to do business • Synergy of Private operators 	<ul style="list-style-type: none"> • Limited finance • Poor service delivery • Undeveloped industry, mining, service, agriculture and construction sectors 	<ul style="list-style-type: none"> • Availability of financial services • Existence of private sector forum (PSF) • Government support to private sector • Economic stability 	<ul style="list-style-type: none"> • Inappropriate infrastructure • Limited selling points

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3.	Transport	<ul style="list-style-type: none"> • Tarmac international road that passes through the District in 4 Sectors (Runda, Rugalika, Gacurabwenge and Musambira), • Existence of feeder road network 	<ul style="list-style-type: none"> • Insufficient budget for maintaining National Paved road constructed 	<ul style="list-style-type: none"> • Effective policies of National roads maintenance, • Available institutions responsible of roads development (RMF, RTDA, Etc) 	<ul style="list-style-type: none"> • Climate change leading to natural disaster and calamities • Heavy traffic flow damaging District roads • Overflow of Nyabarongo bridge during heavy rain – season leading to traffic
4.	Energy	<ul style="list-style-type: none"> • Availability of main electrical lines in the District • Availability of renewable sources of energy to be used for various activities (briquettes, gas and Biogas, solar) • Skilled employees to promote stimulation of demand from development sectors like industry, mining, service, agriculture, 	<ul style="list-style-type: none"> • Low connectivity of electricity (33%) • Large number of population using firewood as source of energy 	<ul style="list-style-type: none"> • Effective National Policies • Existing of other sources of energy (Mobisol, Solar,...) 	<ul style="list-style-type: none"> • No natural sources of hydropower energy

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		construction and ICT			
5.	Water and Sanitation	<ul style="list-style-type: none"> • Available water catchment and water sources • WASAC for management of urban water supply 	<ul style="list-style-type: none"> • Shortage of water supply and low connectivity of households • Some waterlines are old and need to be rehabilitated • Insufficient sources of drinking water 	<ul style="list-style-type: none"> • Effective National policies, • Good leadership, • Proximity to Kigali City 	<ul style="list-style-type: none"> • Climate change • Natural - disaster and calamities • High population density
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> • Available of planned site • Layout plans and zoning plans favorable for human settlement 	<ul style="list-style-type: none"> • All site for human settlement are not planned • Insufficient financial resources to promote human settlement 	<ul style="list-style-type: none"> • Effective National Policies • Proximity to Kigali City 	<ul style="list-style-type: none"> • Climate change, • Demographic shift of the population, • Natural disaster and calamity
7.	ICT	<ul style="list-style-type: none"> • National Backbone (Fiber connection across the country) provide internet to different Public institutions in all district across the country. 	<ul style="list-style-type: none"> • Low access to electricity and Low device penetration (Computers, Smart Phone and tablet) in most rural areas. • Low ICT literacy, particularly among female 	<ul style="list-style-type: none"> • Advanced Computer • Training Centers to provide information technology training in order to prepare qualified individuals for permanent and 	<ul style="list-style-type: none"> • High cost of Internet, web hosting and data recovery system

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> Technology of 3G and 4G speed internet by providing infrastructure to enable local people accessing Internet 	<p>population</p> <ul style="list-style-type: none"> Insufficient infrastructures <p>ICT</p>	<p>contract employment.</p> <ul style="list-style-type: none"> Digital Incubation Center to boost ICT innovation, particularly among young people at the early stages of starting or growing a technology-related business. The center will provide skills in ICT technology, computer application, Mobile Application Technology and Multimedia and is expected to contribute to job creation. 	
8.	Environment and Natural Resources	<ul style="list-style-type: none"> Availability of forests and other natural resources Sensitized communities on 	<ul style="list-style-type: none"> Failure to integrate climatic changes Deforestation Environmental 	<ul style="list-style-type: none"> Existence of minerals Government laws and regulation on environment 	<ul style="list-style-type: none"> Side effects from mining

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		environmental	degradation <ul style="list-style-type: none"> Un professional mining 		
9.	Financial Sector Development	<ul style="list-style-type: none"> Electronic transactions Strong SACCOS Improved recovery rate Availability of 2 BDAs in each sectors for designing bankable projects of firms Availability of start - up capital support for university graduates without jobs 	<ul style="list-style-type: none"> Low capacity of firms to design bankable projects Low savings at banks, some save at home Some adults do not use financial products or services Insufficient financial resources for startup MSMEs, especially for women 	<ul style="list-style-type: none"> Availability of financial institutions operating in Kamonyi district: BK, BPR, Unguka Bank and microfinance institutions: Existence of national programmes supporting and financing business initiatives: Local Competitiveness Facility (LCF), 	<ul style="list-style-type: none"> High interest rate (16-18%) gained on loan Most commercial banks require 100% finance value in collateral Limited financial products diversity
<ul style="list-style-type: none"> Social Transformation 					
10.	Social Protection	<ul style="list-style-type: none"> Government policy to strength vulnerable people 	<ul style="list-style-type: none"> Low budget, Lack of Ubudehe categorization 	<ul style="list-style-type: none"> Availability of the budget 	<ul style="list-style-type: none"> Low budget
11.	Health	<ul style="list-style-type: none"> Health insurance programs Support in health 	<ul style="list-style-type: none"> Low literacy level Poverty levels 	<ul style="list-style-type: none"> Availability of health facilities Government support 	<ul style="list-style-type: none"> Limited health workforce

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		insurance programs for Ubudehe category 1 and special categories (abunzi, Village leaders)			
12.	Education	<ul style="list-style-type: none"> Education policy on 9 and 12 YBE and availability of lower secondary rooms 	<ul style="list-style-type: none"> Community mindset, long distance from students home to 9 YBE Schools 	<ul style="list-style-type: none"> Availability of 9 YBE at least 2 schools in each sector 	<ul style="list-style-type: none"> Limited qualified teachers in lower secondary
<ul style="list-style-type: none"> Transformational Governance 					
13.	Governance and Decentralization	<ul style="list-style-type: none"> Existence of Rwanda automated Local Government Tax Management System software managing taxpayers; Zero cash policy in tax collection 	<ul style="list-style-type: none"> Limited access to Rwanda automated Local Government Tax Management System software 	<ul style="list-style-type: none"> Neighboring Kigali City; 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; Lack of internet connectivity in some arrears
14.	Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> Availability of different interventions (MIJUST, MINALOC, NGOs, ...) 	<ul style="list-style-type: none"> Challenges in accessing justice by vulnerable people Limited condition of institutions under JARLO 	<ul style="list-style-type: none"> Access to information Government commitment to ensure justice for law 	<ul style="list-style-type: none"> Resistance to courts judgments and execution

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
15.	Sport and Culture	<ul style="list-style-type: none"> Operational National Olympic Committee Operational sports federations Existing basic sports facilities 	<ul style="list-style-type: none"> Lack of sports culture in Rwandan society Insufficient budget in sports domains. Mindset based on cultural values and norms Mindset and ignorance 	<ul style="list-style-type: none"> Availability of some sports infrastructures Existence of sports clubs/ association in different domains -Political will and good governance system Geography and favorable climate for sport activities Different Sports team: football, Rugby Geographical location favorable to mass sports 	<ul style="list-style-type: none"> -Inadequate facilities across District (all Cells and schools) Limited sports infrastructural facilities in different sports disciplines The involvement of private sector in sports development is very limited Inadequacy of qualified personnel (coaches, referees, administrators and other technical staff) to facilitate sports development Lack of role models in sports: There is a limited number of people to serve as an example in different sports

N°	Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
					<p>disciplines for the young talents to emulate.</p> <ul style="list-style-type: none"> • Lack of talent detection system and follow up
	Public Finance Management	<ul style="list-style-type: none"> • Strong political will; • Existence of good laws and regulations; • Existence of annual OAG audit reports; • Existence of Internal auditors • Existing of software facilitating PFM • Strong internal controls 	<ul style="list-style-type: none"> • Insufficient internal auditors (number) • Insufficient skills and capacity of some employees 	<ul style="list-style-type: none"> • Professional courses financed by Minecofin • Various trainings on behalf of local government employees from Minecofin, RPPA, LODA, RIM and RALGA 	<ul style="list-style-type: none"> • Labour turnover; • Gaps in law and regulation

2.5. Stakeholder analysis

In order to effectively deliver on the District Development Strategies, working with partners will be inevitable. There are numerous stakeholders in the District involved in different programs ranging from big, medium to small programs including public institutions, development partners, civil society and private sectors. The table 5 illustrates the major stakeholders.

Table 7: Stakeholders' analysis

No	Stakeholder	Intervention sector	Geographic area	Responsibilities
1	Ministries and agencies	Economic, social and governance	All sector	Elaboration of policies and guidelines Monitoring the implementation of national programmes at local level, Provides advices on issues undermining the performance
1	ACORD	Socio-economic development	Rukoma, Gacurabwenge, Ngamba, Rugalika, Mugina	Helping young group to create income Generating activities, helping cooperative members planting agroforestry
2	AVSI	Education, social economic strengthening	All sectors except Kayenzi Sector	Paying school fees, handcraft ,livestock
3	ASEF	Education	All sectors	Paying school fees and giving school materials for eligible beneficiaries
4	CI	Education and social economic development	Kayenzi, Nyarubaka, Karama, Musambira	Helping the beneficiaries to create the group saving, literacy programme, helping beneficiaries to create income generating activities
5	FH R	Education	Nyarubaka	Construction of schools rooms, Helping beneficiaries to create Group saving
6	GNR	Education, Health & livestock	Runda, Nyamiyaga	Education, Health & livestock

7	HI	Inclusive leaning in Rwanda & health	Nyamiyaga	Inclusive leaning, health, HIV/AIDS and disability
8	FD	Microfinance	Mugina, Runda, Ngamba, Nyamiyaga Gacurabwenge	Giving credits to eligible beneficiaries for creating income generating activities
9	TROCAIRE	Food security	Gacurabwenge, Rukoma, Musambira, Nyarubaka, Nyamiyaga, Mugina	Soya and Maize Production Chain
10	GCS	Agriculture and livestock, Group saving	Nyarubaka	Helping beneficiaries selected to harmonize agriculture, livestock and group saving
11	CI	Cognitive development, physical development, social emotional and spiritual development	All sectors	Cognitive Development (School fees, Scholastic materials, School uniforms, Text books, children coaching and School bags), Physical development (Heath screening, health care and treatment, health insurance, HIV Support, clothes and shoes, nutrition
12	VA	Farmers organization Agroforestry Programme	Mugina, Nyamiyaga	Farmers organization Agroforestry Programme

13	VFANF	Primary health care system implemented with MoH	All sectors (Health centres)	Primary health care system implemented with MoH
14	JHPIEGO	Maternal ,Newborn and health	All sectors (Hospital and health centers)	Maternal, Newborn and health
15	SNV	Agriculture	Karama, Kayenzi, Rukoma, Musambira	Helping coffee cooperatives to harmonize and improve production
16	CARITAS RWANDA	Health, education	All sectors	Health, education
17	CEFAPEK	Helping members cooperatives to improve the productivity from agriculture and livestock	Gacurabwenge, Rugalika,Nyamiyaga,Rukoma	Helping members cooperatives to improve the productivity from agriculture and livestock and Inclusive education
18	COCOF	Agriculture and livestock and economic Empowerment for small scale farmers and gender Promotion	Musambira, Nyarubaka, Gacurabwenge; Nyamiyaga, Mugina	Soya and Maize Production Chain
19	CSC-UGAMA	cooperatives promotion	Nyamiyaga, Mugina, Gacurambwenge, Kayumbu, Musambira, Rugalika, Rukoma	Empowering agriculture cooperatives

20	DUHAMIC-ADRI	Agriculture and livestock/ Economic Empowerment for small scale farmers	Kayumbu, Musambira, Runda, Gacurabwenge, Kayenzi, Karama, Nyarubaka	Empowering agriculture cooperatives in resolving conflicts between members
21	PDK	Socio-economic development, education	Ngamba, Rukoma, Runda	Paying school fees, teaching handcraft, building houses of vulnerable beneficiaries selected
22	SEVOTA	Helping women survivors of genocide	Rukoma, Ngamba, Gacurambwenge	Creating income generating activities
23	SFH RWANDA	Health	All sectors	Giving condom and making different campaign for avoiding VHI
24	YWCA	Socio-economic development	Rugalika, Gacurabwenge	Women empowerment ,child right protection
25	RISD	Land right	Runda, Rugalika, Gacurabwenge, Mugina, Nyamiyaga	Helping people to resolve conflicts related to land
26	CARSA	Training on conflict resolution and sustainable peace building	Mugina, Nyamiyaga, Runda	Training on conflict resolution and sustainable peace building
27	HRFR	Human Rights	All sectors	Helping beneficiaries to create judgement decisions
28	RWAMREC	Every voice count	All sectors	Gender equality and women empowerment (GEWEP) Project)

29	RWARRI	Farm to market alliance	All sectors	Helping agriculture cooperatives to harmonize and improve the production
30	OI	Assistance of vulnerable group	Runda, Rugalika	Helping beneficiaries to create income generating activities
31	ARDI	Helping members cooperative to improve and organize the production of honey	All sectors	Helping members cooperative to improve and organize the production of honey
32	ARTCF	Group saving	All sectors	Helping the beneficiaries to create the group saving, literacy programme
33	KRC	Training on research	Rugalika	Training on research
34	AEE USAID TWIYUBAKE	Economic strengthening, Education on saving, Self-help group approach	Nyamiyaga, Nyarubaka & Karama	Economic strengthening, Education on saving, Self-help group approach

35	PTWE	Fighting against sexual and Gender based violence to reduce HIV new infection	All sectors	Gender Based Violence
36	CLADHO	Human rights	All sectors	Human rights
37	UNM	Assistance of vulnerable group	All sectors	Children affected by genocide
38	APROJUMAP	Education, Health and water	Musambira , Nyarubaka, Nyamiyaga	Paying school fees, giving school materials for eligible beneficiaries and school construction

Chapter 3: Alignment with national policy framework and methodology

3.1. Methodology

The following process was undertaken during the elaboration of Kamonyi DDS.

3.1.1. General approach.

To perform this assignment, quantitative data mainly statistics related to Kamonyi District were collected through a review of important national documents, as well as report from District. In addition, qualitative data were collected through citizens' consultation and meeting with key district leaders and employees. The following constitute the process undertaken in order to come up with Kamonyi DDS final document.

3.1.2. Literature review

Literature review has provided secondary data mainly constituted by statistics related to Kamonyi District. Secondary data was gathered from various strategic documents including EDPRS 2 evaluation, Mid-Term Reviews (MTR) from Ministries, Departments and Agencies, SDGs reports, Vision 2020, AU agenda 2063, EAC vision 2050, Rwanda vision 2050, Local Government Act (2013), Sector Strategic Plans, National Leadership retreat resolutions, National Umushyikirano resolutions, RDHS 2014-2015, EICV 4, CRC reports, RGS reports , District development plan 2013-2018 , Seasonal Agricultural survey, Season B -2017, FinScope 2016, RLFS, CFSVA 2015, District reports. In addition, other relevant documents related to the crosscutting areas (gender policy, Disaster management plan, Disability and social protection policy and HIV/AIDS, and non-communicable diseases reports among others were reviewed.

3.1.3. Identification of citizens, needs through consultative meetings

The citizen consultation has undertaken on different levels mainly (1) from village level to Cell level, (2) from Cell level to Sector level and (3) from Sector level to District level in order to gather the needs from the citizens. Consultations at Imidugudu level were done through community assemblies' meetings "*Inteko z'Abaturage*". Priorities at that level were collected analyzed and concretized into cells' priorities which were in turn submitted to the Sector level for the Sector to prioritize Sector needs and submit them to the District. Priorities from all Sectors in the District were filtered to determine District priorities. After making district priorities, a meeting was held with district executive committee and all unit directors to make a review of DDP in line with EDPRS 2 in order to assess the achievements, challenges and remaining projects to be incorporated in the DDS. The following National Sector Strategies were consulted;

- Agriculture
- Urbanization and rural settlement

- Environmental and natural resources
- Energy
- Transport
- ICT
- Water and sanitation
- Health
- Education
- Social protection,
- Good governance and decentralization
- Justice reconciliation, law and order
- Sports and culture
- Private sector and youth employment
- Financial sector and
- Public finance management. Moreover, District SWOT analysis was conducted as well as stakeholder analysis.

3.1.4. Formulation of priorities.

The formulation of District priorities has entailed both bottoms up as well as top down communication channels. The bottom up channel ensured that priorities from citizens were considered while the top down channel ensured that the overarching national development ambitions are well understood contextualized and packaged in Kamonyi DDS.

3.1.5. Consideration of national strategic documents

The elaboration of DDS has considered the integration of priorities formulated in NST-1 strategic orientations such as Sustainable development goals. The details of alignment of DDS with NST-1 are well developed in chapter 3.

3.2. Main issues at District level

The District is facing the issues classified in economic, social and transformational Governance as detailed below.

3.2.1. Economic transformation pillar

The main issues that District is facing are the following:

- In agricultural Sector, there are seasonal fluctuations (floods and droughts), crop diseases, insufficient fruits seedlings for avocados, mangoes, oranges and papaya fruits, undeveloped marshlands and limited mechanization and irrigation facilities. In addition, there are low use of agriculture inputs such as organic and inorganic fertilizers (30.2%) as well as selected seeds (41%).

- Low success rate of insemination which discourages some farmers. Veterinary clinics are under-equipped and veterinary technicians are unable to cover the entire area of the District while animal diseases are still observable. Briefly, small livestock is underdeveloped; there is limited modern poultry farmers, limited development of pigs and goats value chains and undeveloped fisheries. Kamonyi District livestock farmers also encountered limited knowledge and skills in livestock management.
- According to EICV 5, the access to electricity is 18.2% (on-grid) while was 15% according to DHS5 and high use of firewood as main source of energy is 88.8% (EICV5) while was at 94,2% (EICV4). Among the challenges include insufficient budget for construction of new electrical lines, scattered habitat and lack of technical skills for biogas management.
- According to EICV 5, the access to clean water is 91.9% while was 73.3% according to administrative data (2018). The existing challenges in water and sanitation are related to the old pumping stations and water pipes, non-operational of some water supply systems which undermine reliability of water system (Mbizi, Cyabasatsi, Rugarika, Musambira-Murambi), insufficient budget for proper maintenance of existing water pipes and construction of new water supply system and limited knowledge of private operators in water management.
- lack of skills and exploitation of natural resources done in traditional way which contribute to the degradation of environment, Less consideration of environmental and climate change issues; irrational use of wetlands and water resources; many illegal mining and quarrying activities as negative consequence of non-sustainability of environment
- Maintenance budget for 2017-2018 FY is Frw 83,333,333 cannot meet District needs for infrastructure maintenance (roads, market, and Sector and Cells offices).
- Deficiency and scarcity of basic infrastructures in areas planned for urbanization and settlement in Imidugudu, existing of scattered Habitat and limited land use management and planning, imperfection of solid waste management, insufficient IDP model villages and without all planned component . Those issues need to tackled in this DDS.
- Limited ICT material, infrastructures and internet connectivity (no internet at Cell level, 18 out of 95 primary schools, 20 out of 56 secondary schools only are connected to internet. There is a limited penetration of Irembo services in rural area while all payment should be done online.
- Underdeveloped ICPC, lack business incubation center, limited access to finance for young entrepreneurs, insufficient of women staring Income Generating Activities (IGA) and insufficiency of Technical Vocational Education Training (TVET). It is also noted

that kamonyi District has a low number of agro-processing units and value chain not developed.

- There are a big number of citizens involved in informal financial sector and low long-term pension and saving initiatives. The culture of saving in households is still a challenge whereby all family income is used for emergency issues.

3.2.2. Social transformation pillar

The main issues that the District is facing under the social transformation pillar are the following:

- In social protection, the issues encountered by Kamonyi District encompass many households in need to be supported, limited financial and psychosocial intervention in vulnerable households, Ubudehe category used as basis of social protection interventions leading household to wish to stay in Category 1 in order to continue benefiting Government supports.
- In education sector, lack of sufficient infrastructure (high level of class pupil ratio especially in primary and lower secondary level and pupils walk a long distance), 559 old classrooms in primary and secondary schools, insufficient vocational and technical schools, lack of modern material in TVET, low level of engagement of parents in education of the children, lack of technical skills for many university graduates, lack of institutions/companies facilitating internship and apprenticeship, 3 schools with asbestos, lack of sufficient science laboratories, schools with no electricity (48), water (57) and internet connection (36), lack of sufficient materials and teachers trained in inclusive education, lack of higher learning institution .The education system in Kamonyi District includes 108 nursery schools, 93 primary schools and 55 secondary schools. Kamonyi District has 2 vocational training center (Kayenzi and Kigese) and 3 technical secondary schools (Runda, Kabuga and Ruyenzi).

In health sector, challenges are mainly the following; (1) one administrative Sector (Kayumbu Sector) of the District has not Health Center, (2) 20 administrative Cells have not Health Posts (3) insufficient District health staff (medical doctors:1/37,726), nurses (1/2,602), midwives (1/7,255), lab technicians (1/8,982), pharmacists (1/125,752); (4) asbestos still cover building roofs of 4 Health Centers and District Hospital and (5) old rooms of maternity, neonatology, pediatric, Internal Medicine, Out-Patients Department, theater room and incinerator with no compliance with national standards at District Hospital level, (6) lack of hospital fence and health facilities without water, electricity and Local Area Network.. According to Rwanda Demographic and Health Survey (RDHS5:2014/2015), in Kamonyi District, there is a backward trend in women attending antenatal visits that are 22% while were 30%, women delivered with skilled birth attendance in health facilities which are 66% while were 80% and Community-Based Health Insurance that is 82.1% while was 90.3%. The same survey

highlights also a big issue of high rate/number of teenage pregnancy that is 4% in the District.

- In water and sanitation sector, according to EICV4, there is 5% of households without toilets and 18.1% pit latrine without slab in the District. In addition, the infrastructure for the disabled people is insufficient in public places.

3.2.3. Transformational Governance Pillar

In this pillar, the District is facing the following issues:

- The gender inequality across all sectors and all levels as well as data not disaggregated by sex
- The insufficient skills and professional capacity for staff in technical, planning and decision making positions across all District levels and in private sector.
- There are 20 Cells' offices and 2 Sectors' office that are inadequate and need to be reconstructed ,this will be considered in DDS
- Low involvement of Private sector in district developments and challenges
- Low capacities of personnel at NBAs level working in finances unit and this affect the obtaining of unqualified report.

3.3. Alignment to NST1

The alignment has taken into consideration the priorities and outcomes formulated from the NST1, the outputs and district strategic interventions were formulated to contribute to the achievements of NST1 Outcomes .

Table 8: Alignment of DDS with NST-1

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
1. Economic Transformation				
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	Output 1: Women and Youth Supported and empowered to create business through entrepreneurship and access to finance	<ul style="list-style-type: none"> • Coach women and youth projects for a guarantee scheme and grant for MSMEs • New TVET graduates accessing start up toolkits loan facility • Development of capacities of men and women in technical skills (hotel, tourism, quarry exploitation services and handcraft) • Construction and upgrading of Integrated Craft Production Centres/ICPCs 	
	1.1.2: Increased productive jobs for youth and women	Output 2: Strategic partnerships with private sector to increase productive jobs for youth and women developed and enhanced	<ul style="list-style-type: none"> • Promotion of public and private investment • Construction of 12 veterinary clinics • Construction of Pork processing plant • Construction of 4 modern markets including livestock markets • Construction and equipment of 2 selling points • Construction and equipment of 3 hotels by 	

			Private Sector <ul style="list-style-type: none"> • Construction and equipment of 2 selling points • Creation 7,200 productive jobs per year
		Output : Model income generating project and employment supported in each villages	Enhance knowledge and skills transfer into income and job creating in villages
1.2. Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	Output : Integrated urban settlement developed	<ul style="list-style-type: none"> • Construction of 3 green open public spaces (greening and beautification) • Plot servicing on 5,000 ha (plots demarcation and creation of roads) • Removal and replacement of asbestos roof on public buildings • Elaboration and implementation of District Detailed Physical Plan • Development of 2 District cemetery • Construction of ravines/ruhurura • Construction of 4 modern car parking stations (1 at District level and 3 at Sector level)
		Output: Basic greened Infrastructure developed	<ul style="list-style-type: none"> • Construction of Ngamba-Rulindo suspension bridge • Construction 36 bridges and maintenance of 15 bridges • Rehabilitation of feeder roads with water drainage systems and roadside trees (380 km)

			<ul style="list-style-type: none"> • Upgrade roads class 1 by rehabilitating 304.2 km of roads • Construction of Ruyenzi-Gihara-Nkoto; Bishenyi-Rugarika-Nkoto & Rugobagoba Mugina-Mageragere bridge tarmac roads (56 km) • Construction of Mageragere bridge • Public lighting on tarmac road and District roads (125 km)
		Output: Rural and Urban transport services improved	<ul style="list-style-type: none"> • Operationalization of 4 internal transport companies with Private Sector
	1.2.2. Increased availability of affordable housing	Output 17: Affordable and Green Housing developed	<ul style="list-style-type: none"> • Construction of 1000 affordable houses

1.3. Establish Rwanda as a Globally Competitive Knowledge-Based Economy	1.3.1. Increased business development services for entrepreneur	Output 18: Business innovations center facilities established	Promotion of new businesses through youth friendly Center <ul style="list-style-type: none"> • Commercialization of innovations with intellectual properties (6) • Promote digital literacy for youth (16 to 30 years) through Youth Friendly Center
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 high-value goods	Output : quality and quantity of exported crops increased	<ul style="list-style-type: none"> • Construction of sorghum beer processing unit • Construction of banana jus and wine processing unit • Construction of milk collection and processing center (butter, cheese & yoghurts) •
		Output : employment and export of minerals and quarry increased	<ul style="list-style-type: none"> • Construction of ceramic processing unit • Construction of quarries and stones processing plant • Construction of mining factory • Mapping of mining quarries
		Output : Cultural and tourism services promoted	<ul style="list-style-type: none"> • Upgrade Kamonyi youth center by integrating cultural and touristic activities • Construction and equipment of historical sites

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	Output: Long term savings and pension promoted	<ul style="list-style-type: none"> • Promote the culture of using bank services (savings & credits) • Promotion of savings and pension (formal and informal) in private institutions • Promote the culture of savings of annual incomes at households level • Increase number of people subscribed to long term saving scheme
		Output: Men and women's access to financial services increased	<ul style="list-style-type: none"> • Increase number of adults using bank services of savings & credits • Support the linkage of VSLAs (existing and new ones) to formal financial institutions through access to finance forums • To mobilise people to save through capital market products and bonds
		Output : Increased agricultural financing	<ul style="list-style-type: none"> • Enhance agriculture financing through mobilising farmers to acquire agriculture guarantee and insurance premiums • Promotion of warrantage system within farming cooperatives (4)
		Output : Private sector financing increased	<ul style="list-style-type: none"> • Support MSMEs through BDCs to develop projects are financially viable and support them to acquire finance from financial

			<p>institutions</p> <ul style="list-style-type: none"> • Support the establishment of investment schemes • Sensitise SMEs on other source financing opportunities including capital market • Work with capital market authority in meeting requirement to become eligible of issuing District bonds.
1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	Output : surface of Land consolidation increased	<ul style="list-style-type: none"> • Increase land use consolidated on (cassava, maize, beans, soybeans, rice, vegetables & banana) • Increase of productivity (T/HA) by using improved seeds and mineral fertilizers and organic manure (30%) to increase soil nutrient levels
		Output : Land covered by progressive and radical terraces to insure optimal use increased	<ul style="list-style-type: none"> • Valorisation of existing radical terraces with lime and composts (250 ha) • Creation of 300 ha of radical terraces with agro forestry trees • Creation of 600 ha of progressive terraces • Rehabilitation of 7,200 ha of progressive terraces.
		Output 30: Production and Productivity of vegetables and fruits increased	<ul style="list-style-type: none"> • Intensification of tomatoes (120 ha)

			<ul style="list-style-type: none"> • Intensification of onions (120 ha) per year • Intensification of pineapple (300 ha) • Intensification of fruits plantations along marshlands (800 ha) and hillsides terraces
		Output : Agricultural extension services provided	<ul style="list-style-type: none"> • Avail "Twigire Muhinzi" services
		Output 31: Agricultural research and development established	<ul style="list-style-type: none"> • Construction of 2 centers for multiplication and propagation of banana, fruits, cassava, vegetables and potatoes seedling
		Output : Agriculture Agricultural production value chain improved production value chain improved	<ul style="list-style-type: none"> • Construction of 30 maize drying grounds. • Construction of 2 maize processing factory
		Output: Maize drying ground constructed	<ul style="list-style-type: none"> • Construction of 2 maize processing factory
	1.6.2. Increased traditional and non-traditional export crops	Output : Traditional and non-traditional export crops increased	<ul style="list-style-type: none"> • Intensification of coffee crop (100 ha per year) • Cultivate sericulture/mulberry (120 per year)
	1.6.4. Increased climate resilience for agriculture	Output 35: Sustainable Irrigation and mechanization Infrastructure developed	<ul style="list-style-type: none"> • Development of agricultural mechanization Center by purchasing 6 tractors • Development of irrigation systems (Small scale irrigation, hillside irrigation, marshland irrigation)

	1.6.5 Improved livestock sector	Output: Animal productivity increased	<ul style="list-style-type: none"> • Improve poultry farming • Development of fisheries infrastructures (48 fish ponds) • Construction /Rehabilitation of 12 public butchers
		Output: Livestock inseminated	<ul style="list-style-type: none"> • Provide of semens in community
		Output: livestock vaccinated against diseases	<ul style="list-style-type: none"> • Conduct vaccination against diseases (lumpskin, black quarter, RVF, brucellosis, rabies)
		Output: Calves recorded	<ul style="list-style-type: none"> • Registration of calves born
1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.7.1: Increased sustainability and profitability of forestry management	Output : forest coverage increased and maintained	<ul style="list-style-type: none"> • Planting 4,000 ha of forestry and 5,600 of ha of agroforestry • Rehabilitate 250 ha of forestry
		Output: alternative fuels and cooking technologies to consumers increased	<ul style="list-style-type: none"> • Construction /Rehabilitation of 750 biogas, • Deliver briquettes to 600 households • Deliver gas to 30,000 households. • Increase households with improved cooking stoves (100%)
	1.7.2: Increased sustainability of land	Output 43: Available land efficiently used	<ul style="list-style-type: none"> • Implement the holistic and integrated land

	use system		management system to optimize land productivity	
	1.7.3: Integrated water resource management	Output : Sustainable Water resource Management improved	<ul style="list-style-type: none"> • Construction of 2 water pans/dams • Increase/construction of households and institutions with rain water harvesting facilities rural and urban areas. 	
NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
2: Social Transformation				
2.1 Enhancing graduation from extreme Poverty and promoting resilience		2.1.1 Increased graduation from extreme poverty	Output : Extreme poverty among vulnerable group eradicated	<ul style="list-style-type: none"> • Empowerment of poor people and vulnerable groups (youth, women and PWDs through: extension of Minimum Package coverage, promotion of financial literacy, implication of CSO in M&E system of existing social programs • Households data management information System • Provide jobs to vulnerable households suffering from

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
				areas at risk of seasonal climate change
		2.1.2 Reduced poverty among population	Output 1: Male and female households prevented and eradicated malnutrition	<ul style="list-style-type: none"> • Distribution of 15,000 cows to poor households following GIRINKA program • Distribution of 25,000 small livestock to poor families (pigs, goats and sheeps)
2.2 Eradicating Malnutrition		2.2.1 Reduced malnutrition among children	Output 1: Malnutrition among vulnerable groups, especially children, eradicated	<ul style="list-style-type: none"> • Promotion of 1,000 days program at Village level • Provide FBF to eligible people (100%) • Construction of ECD at each cell. • Provide milk to eligible people (100%) • Increase households with kitchen gardens for improving nutrition • Promotion of “parenting program”/Fasha kubaho program for improving nutrition at Village level

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
				<ul style="list-style-type: none"> Promoting the sensitization of households on good nutrition and hygiene practices at household and community level.
2.3 Enhancing demographic dividend through ensuring access to quality Health for all		2.3.1 Improved healthcare services	Output1: Health infrastructures and facilities constructed, upgraded and connected to electricity and water	<ul style="list-style-type: none"> Construction of 1 Health Center (Kayumbu) Construction of modern incinerators at District Hospital and Health Centers Rehabilitation of District hospital hospitalization (Internal medicine) and surgery services buildings Connect all health facilities to electricity and water Construction of Maternity Increase ratio ground ambulance/population (1/47,157) Increase Health centres with functional internet and local area network connectivity Increase public health facilities (HC,DH,PH and RH) using

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
				EMR full package system <ul style="list-style-type: none"> • Increase private facilities regularly reporting through national data collection systems (DHIS-2 and e-IDSR) • Increase Community Health Based Insurance rate
		2.3.2. Outcome: Increased coverage of maternal, neonatal and child health services	Output: Maternal and child health services and facilities increased	<ul style="list-style-type: none"> • Increase the % of mother who deliver at health facilities and assisted by a skilled provider • Increased coverage of children immunization • Increase ANC coverage (4 standards visits)
		2.3.3 Increased health of workforce	Output 1: Quantity and quality of Human Resources to respond to health needs increased	<ul style="list-style-type: none"> • Increase number and quality of Medical doctors (1/7,000), nurses (1/800) and midwives (1/2,500) and lab technician (1/7500)
		2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Output1: Communicable Diseases and Non-Communicable Diseases Reduced among male and	<ul style="list-style-type: none"> • Establishment of community hygiene clubs • Improving Hygiene, nutrition behaviors and prevention diseases and establishment of community hygiene clubs

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
			female population	<ul style="list-style-type: none"> • Promote positive sexual behaviors to prevent HIV and other STIs • Early diagnostic and treatment of CD and NCD • Sensitization campaigns in partnership with Faith Based Organization and Schools
		2.3.5 Increased contraceptives prevalence	Output: Reduced rate of teenage pregnancy and motherhood	<ul style="list-style-type: none"> • Reduce rate of teenage pregnancy and motherhood • Increase access to contraceptive information and services especially for youth through Youth Friendly Centre, Schools and Health facilities • Promote positive sexual behaviors among young girls such as abstinence and condom use • Extension of ISANGE Centre services

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
			Reproductive health services availed	<ul style="list-style-type: none"> • Reinforce community education by CHWs to promote the continuous use of long-acting and permanent methods of FP services • Strengthen integration of family planning in post-natal care services • Male active involvement in the use of FP services • Strengthen integration of family planning in post-natal care services • Conduct anti-teenage pregnancy campaigns in primary and secondary schools • Reinforce counselling services in “<i>Icyumba cy’umukobwa</i>” at primary and secondary school on adolescents’ sexual and reproductive health • Conduct effective communication between adults (parents/educators) and adolescent girls on positive sexual behaviors • Promote positive sexual behaviors among adolescents girls through effective communication between adults (parents/educators) and adolescent girls through <i>Umugoroba w’Ababyeyi</i> and “Family Days

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
2.4 Enhancing demographic dividend through improved access to quality education		2.4.1 Increased access to pre-primary education	Output 1: Access to Pre-primary education increased among boys and girls	<ul style="list-style-type: none"> Recruit and pay facilitators of 78 nursery schools. Construction and equipment of 24 Pre-primary schools/ECEs
		2.4.2.: Increased equitable access to relevant, high-quality, demand-driven TVET programs	Output: 3 TVET constructed /equipped and 8 TVET rehabilitated	<ul style="list-style-type: none"> Construction and equipment of 3 TVET schools Rehabilitation, extension and equipment of 8 TVET
			Output: Enrolment and graduates of males and females increased	<ul style="list-style-type: none"> Coach and monitor "inspire me initiatives"
		2.4.2 Improved education quality in primary and secondary education	Output 1: Viable classrooms constructed and equipped in primary and secondary education	<ul style="list-style-type: none"> Construction and equip 44 sciences laboratories and libraries in secondary schools Construction of 46 computer science rooms (day schools and schools of excellence) Promotion of ICT usage in education management at all Secondary Schools Construction of 3 Primary Schools (Nyabubare, Cyambwe, Kagarama) Construction of Rutobwe

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
				Secondary School dormitory <ul style="list-style-type: none"> • Construction of 44 refectories for day schools • Replacement of 559 old classrooms in primary and secondary schools, construction of 300 latrines, 6 ECEs, and equip 2 technical schools/TSS &VTC and maintenance of 189 classrooms • Upgrading EP Nyabubare and EP Kiboga from to Primary education level to 12 ybe
		2.4.4. Inclusive education strengthened	Output 1: Access to education for people with disability (both male and female) increased	<ul style="list-style-type: none"> • Extend inclusive education and special needs of children
		2.4.5. Enhanced quality of higher education system	Output: Availability of modular and part-time higher education programmes increased	<ul style="list-style-type: none"> • Set up of High learning Education (University)
		2.4.5 Increased adult literacy rates	Output: Male and female adult literacy	<ul style="list-style-type: none"> • Promote adult literacy and numeracy in the community

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
			and numeracy increased	
2.5 Moving towards a Modern Rwandan Household		2.5.1 Universal access to basis infrastructure (water, sanitation, electricity, ICT, shelter)	Output 1: Male and female headed households' access to electricity increased to 100%	<ul style="list-style-type: none"> • Electrification of commercial centers, Schools, health facilities, Cells and Village sites without electricity line • Support to vulnerable households for energy connection • Electrification of 80 km and HHs in Kamonyi District (Taba - Rwina – Bugoba in Rukoma, Kamonyi – Rubona in Gacurabwenge, Nyamiyaga, Kayumbu, Ngamba) • Installation of solar energy system of 600 HH located in very isolated areas in planned settlement sites
			Output 2: Environment cleaning improved for all	<ul style="list-style-type: none"> • Construction of 120 new public latrines at public centers and maintenance of existing public latrines • Improve services and

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
				management of District landfill <ul style="list-style-type: none"> Construct household toilets (100% of households have toilets)
			Output3: Male and female headed households' access to clean water increased to 100%	<ul style="list-style-type: none"> Rehabilitation and extension of 172 km of water supply systems in District Construction of 100 km of new water lines Construction of 1 water treatment plant Construction of 100 boreholes
			Output 2: Male and female headed families living in high-risk zones relocated	<ul style="list-style-type: none"> Relocate households from high risk zones and scattered areas
		Outcome 3: Recreational activities and sports for all strengthened	Output 1: Sports infrastructures and facilities to support development increased both for male and female	<ul style="list-style-type: none"> Construction of Kamonyi Sportive Complex Support sports initiated by Persons with Disabilities and create sports playground accessible for PwDs Construction of Kamonyi Stadium

NST-1 Pillar		NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Outputs	Kamonyi DDS Strategic Interventions
					<ul style="list-style-type: none">Upgrade Ruyenzi Stadium by construction of tribune and synthetic carpets
NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome		Kamonyi DDS Output	Kamonyi DDS Strategic Interventions
Transformational Governance					
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans			Output 1: Rwandan culture and values promoted	<ul style="list-style-type: none">Operationalize Itorero in all Villages and SchoolsConstruction of Kamonyi District ubutore center
				Output 2: Unity and reconciliation promoted	<ul style="list-style-type: none">Institutionalize ndi Umunyarwanda and Abarinzi b'IgihanoSupport Abarinzi b'Igihano at all levelOperationalise existing ones and create new Unity and Reconciliation clubs
				Output 3: mechanisms of gender based violence prevented	<ul style="list-style-type: none">Sensitize gender equality in community
				Output: Kinyarwanda language and Rwanda culture preserved	<ul style="list-style-type: none">Promote Kinyarwanda language in primary and secondary

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Output	Kamonyi DDS Strategic Interventions
	3.1.2: Increased innovations and sustainability across Home Grown Solutions		Output 7: Home grown program promoted	<ul style="list-style-type: none"> • Increase participation through HGI (Umuganda, Ubudehe, Itorero, Ndi Umunyarwanda, Governance month,) • Improve “Kwigira approach
3.2 Ensure Safety and Security of citizens & property	3.2.1: Enhanced Peace and Security		Output 1: Peace and security enhanced	<ul style="list-style-type: none"> • Capacity development of community policing committees at Village level and Youth volunteers at Sector and Cell levels • Strengthen army, policy weeks, and DASSO
			Output: Irondo ry'umwuga through community involvement enhanced	<ul style="list-style-type: none"> • Organize and monitor "irondo ry'umwuga" in community
3.4 Strengthen Justice, Law and Order	3.4.2: Sustained respect for human rights and civil liberties		Output 1: Signs and genocide tools history protected, maintained and conserved	<ul style="list-style-type: none"> • Extension, rehabilitation and maintenance of 3 Genocide memorial sites • Rehabilitation and equip Kamonyi HUMURA Center and make it operational
	3.4.3: Zero corruption across government services and institutions achieved and maintained		Output 1: Incidence of corruption reduced	<ul style="list-style-type: none"> • Sensitization campaigns for prevention and fight against corruption in partnership with

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Output	Kamonyi DDS Strategic Interventions
				Faith Based Organization, Schools, PSF, JADF
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.1: Enhanced accountability across public institutions		Output 1: Citizens engagement increased	<ul style="list-style-type: none"> Organise Community Score Card program at all level
	3.5.2: Developed Capacity for Public Institutions		Output 1: Local Government capacity developed	<ul style="list-style-type: none"> Build the capacity of local leaders and staff
			Output 2: Local government office infrastructure developed	<ul style="list-style-type: none"> Construction and rehabilitation of sectors and cells offices
	3.5.3: Improved service delivery across all sectors		Output : Increase citizen participation in governance processes	<ul style="list-style-type: none"> Implementation of CRC recommendations Promote citizen participation in decision-making through participatory planning, monitoring and evaluation process Organize women and youth to participate actively in district development Promote women'leadership and decision making
			Output: Online services increased	<ul style="list-style-type: none"> Increase online services

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Output	Kamonyi DDS Strategic Interventions
	3.5.4: Enhanced effective Public Financial Management System		Output: Administrative office (sectors,cells) connected to the internet	<ul style="list-style-type: none"> Connect sector and cells offices to internet
			Output 1: Increase qualified staff in PFM for NBAs	<ul style="list-style-type: none"> Recruitment of qualified staff of NBAs staff
			Output: District owns revenue increased at 30%	<ul style="list-style-type: none"> Increase District owns revenues
			Output: Implementation rate of audit recommendations increased	<ul style="list-style-type: none"> Increase the rate of implementation audit recommendations
3.6 Increased Citizens Participation and Engagement in Development	3.6.1: Enhanced decentralisation system		Output 1: Participative planning sessions with all District stakeholders organized	<ul style="list-style-type: none"> Coordinate District partners activities
			Output 1: NYC, NCPD and NWC involved in Planning and budgeting process at sector and District Level	<ul style="list-style-type: none"> Integrate NYC, NWC and NCPD activities in the Sector and District plans Participation of Women's in leadership and decision making at all levels

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Kamonyi DDS Output	Kamonyi DDS Strategic Interventions
			Output: Youth, Women and People with Disabilities cooperatives and initiatives supported	<ul style="list-style-type: none"> • Support Youth, Women and People with Disabilities cooperatives and initiatives

Chapter 4: Strategic Framework

4.1. The District Vision, Mission and Objectives

4.1.1. Vision

The vision of Kamonyi District in the next six years is “the inclusive social and economic development of population”.

4.1.2. Mission

The mission of Kamonyi District is the provision of services to its citizens in the legally defined framework. We intend to improve the service delivery by complying with timelines and quality standards defined by our leadership

4.1.3. Objectives

The medium-term goals of the District are:

Objectives 1: Maximize production & productivity of Agriculture and Livestock.

Objectives 2: Transform (add-value) to agriculture and livestock production in order to boost exports

Objectives 3: Increase infrastructure and investments in eco-tourism in order to become Eco-tourism destination

Objectives 4: Improve urbanization and rural settlement

These four objectives will contribute to the achievement of the vision of the District.

4.2. Main Priorities at District level

Economic transformation: increase agricultural productivity, improve multiplication of seeds, agro-processing for export, improve livestock, affordable housing, improve urban and rural settlement, increase land protected against soil erosion, increase of forest cover land area, increase adult population accessing financial services, promotion of Business incubation center, promotion of Integrated Craft Production Centers/Agakiro, ...

Social transformation: Increase of electricity connectivity rate and access to clean Water and sanitation, development of health facilities and school infrastructures, reducing poverty and extreme poverty, provide shelters to vulnerable groups, promotion of recreational activities and massive sport, ...

Governance transformational: Promotion of service delivery through online services, promotion electronic archives, increase internet connection, promotion of gender equality, promotion of Unity and Reconciliation, protect and conservation of Genocide historical signs, increase of District resources mobilization, ...

4.3. Results Chain

The result chain is here presented in 3 pillars:

Table 9: Result chain

1. Economic Transformation

Impact	Economic transformation through productive jobs creation and agribusiness value chain improved
Outcomes	<ol style="list-style-type: none"> 1. Increased number of Rwandans with appropriate skills tailored to labour market demands 2. Increased productive jobs for youth and women 3. Developed and integrated urban and rural settlements 4. Increased availability of affordable housing 5. Increased exports of high-value goods 6. Increased exports of high-value services 7. Hard infrastructure developed for trade competitiveness 8. Enhanced long-term savings and innovative financing mechanisms 9. Increased agricultural production and productivity 10. Increased traditional and non-traditional export crops 11. Increased financing and infrastructure for agriculture 12. Increased climate resilience for agriculture 13. Improved livestock sector 14. Increased sustainability and profitability of forestry management 15. Increased sustainability of land use system 16. Integrated water resource management
Outputs	<ol style="list-style-type: none"> 1. Women and Youth Supported and empowered to create business through entrepreneurship and access to finance 2. Strategic partnerships with private sector to increase productive jobs for youth and women developed and enhanced 3. Model income generating project and employment supported in each villages 4. Integrated urban settlement developed 5. Basic greened Infrastructure developed 6. Rural and Urban transport services improved 7. Affordable and Green Housing developed 8. Business innovations center facilities established 9. quality and quantity of exported crops increased 10. employment and export of minerals and quarry increased 11. Cultural and tourism services promoted 12. Trade competitiveness infrastructure developed

	<p>13. Long term savings and pension promoted</p> <p>14. Men and women's access to financial services increased</p> <p>15. surface of Land consolidation increased</p> <p>16. Land covered by progressive and radical terraces to insure optimal use increased</p> <p>17. Production and Productivity of vegetables and fruits increased</p> <p>18. Agricultural extensions services provided</p> <p>19. Agricultural research and development established</p> <p>20. Agriculture production value chain improved</p> <p>21. Traditional and non-traditional export crops increased</p> <p>22. access to agriculture finance for male and female Farmers increase</p> <p>23. Sustainable Irrigation and mechanization Infrastructure developed</p> <p>24. Animal productivity increased</p> <p>25. livestock inseminated</p> <p>26. livestock vaccinated against diseases</p> <p>27. calveborn recorded</p> <p>28. forest coverage increased and maintained</p> <p>29. alternative fuels and cooking technologies to consumers increased</p> <p>30. Available land efficiently used</p> <p>31. Sustainable Water resource Management improved</p>
Activities	<p>1. Coach women and youth projects for a guarantee scheme and grant for MSMEs</p> <p>2. New TVET graduates accessing start up toolkits loan facility</p> <p>3. Development capacities of men and women in technical skills(hote,tourism,quarry exploitation services and handcraft)</p> <p>4. Construction and upgrading of Integrated Craft Production Centres/ICPCs</p> <p>5. Support one model income and employment-generating project at Village level</p> <p>6. Construction and equipment of 3 hotels by Private Sector</p> <p>7. Construction and equipment of 2 selling points</p> <p>8. Construction of 7 modern markets including livestock markets</p>

- | |
|---|
| <ul style="list-style-type: none"> 10. Construction of pork's processing unit/plant 11. Construction of 2 maize processing factory 12. Construction of honey processing unit 13. Construction of tomatoes processing plant 14. Construction of 12 veterinary clinics 15. Promotion of public and private investment 16. Construction of 3 green open public spaces (greening and beautification) 17. Plot servicing on 5,000 ha (plots demarcation and creation of roads) 18. Removal and replacement of asbestos roof on public buildings (4,809m2) 19. Elaboration and implementation of District Detailed Physical Plan |
| <ul style="list-style-type: none"> 20. Development of 2 District cemetery 21. Construction of ravines/ruhurura 22. Construction of 4 modern car parking stations (1 at District level and 3 at Sector level) 23. Public lighting on tarmac road and District roads (125km) 24. Construction of affordable houses 25. Construction of 4 warehouses 26. Operationalization of 4 internal transport companies with Private Sector 27. Construction 36 bridges and maintenance of 15 bridges 28. Rehabilitation of feeder roads with water drainage systems and roadside trees (380 km) 29. Upgrade roads class 1 by rehabilitating 304.2 km of roads 30. Construction of Ruyenzi-Gihara-Nkoto; Bishenyi- 31. Rugarika-Nkoto & Rugobagoba Mugina-Mageragere bridge tarmac roads (56 km) 32. Creation of 300 new businesses through Business Incubation Center 33. Commercialization of innovations with intellectual properties (6) 34. Promote digital literacy for youth (16 to 30 years) through Youth Friendly Center 35. Construction of sorghum beer processing unit 36. Construction of banana jus and wine processing unit 37. Construction of ceramic processing unit |

<p>38.Construuction of milk collection and processing center (butter, cheese & yoghurts)</p> <p>39.Construction of leather processing unit</p> <p>40.Construction of quarries and stones processing plant</p> <p>41.Upgrade Kamonyi youth center by integrating cultural and touristic activities</p> <p>42.Construction of mining factory</p> <p>Mapping of mining carriers</p> <p>43.Promote the culture of using bank services (savings & credits)</p> <p>44.Promotion of savings and pension (formal and informal) in private institutions</p> <p>45. Promote the culture of savings of annual incomes at households level</p> <p>46. Increase land use consolidated on (cassava, maize, beans, soybeans, rice, vegetables & banana)</p> <p>47.Increase of productivity (T/HA) by using improved seeds and mineral fertilizers and organic manure (30%)</p> <p>48.Valorization of existing radical terraces with lime and composts (250 ha)</p> <p>49.Creation of 300 ha of radical terraces with agro forestry trees</p> <p>50.Creation of 600 ha of progressive terraces</p> <p>51. Rehabilitation of 7,200 ha of progressive terraces</p> <p>52. Intensification of tomatoes (120 ha)</p> <p>53. Intensification of onions (120 ha) per year</p> <p>54. Intensification of pineapple (300 ha)</p> <p>55.Intensification of fruits plantations along marshlands (800 ha) and hillsides terraces</p> <p>56.Avail Twigire muhinzi services</p> <p>57. Intensification of coffee crop (100 ha per year)</p> <p>58. Cultivate sericulture/mulberry (120 per year)</p> <p>59. Promote access to farmer pension and insurance product</p> <p>60.Promotion of warrantage system within farming cooperatives (4)</p> <p>61.Promotion of Agricultural Guarantee and assurance Schemes</p> <p>62. Construction of 30 maize drying grounds</p>
63.Development of agricultural mechanization Center by

	<p>purchasing 6 tractors</p> <p>64.Promotion of integrated pest management</p> <p>65.Development of irrigation systems (Small scale irrigation, hillside irrigation, marshland irrigation)</p> <p>66.Construction of 2 centers for multiplication and propagation of banana, fruits, cassava, vegetables and potatoes seedlings</p> <p>67. Improve poultry farming</p> <p>Development of fisheries infrastructures (48 fish ponds)</p> <p>68. Improve poultry farming</p> <p>69. Development of fisheries infrastructures (48 fish ponds)</p> <p>70.Rehabilitation of 12 public butchers</p> <p>71.Provide semens in community</p> <p>72.Conduct vaccination against diseases</p> <p>73.Registration of calves born</p> <p>74.Planting 4,000 ha of forestry and 5,600 of ha of agroforestry</p> <p>75. Rehabilitate 250 ha of forestry</p> <p>76. Construction of 750 biogas, supply briquettes to 600 households and gas to 30,000 households, increase HHs with improved cooking stoves (100%)</p> <p>77. Construction of 2 water pans/dams</p> <p>78.Increase/construction of households and institutions with rain water harvesting facilities rural and urban areas.</p>
Inputs	<p>Financial resources Material: Agriculture inputs (fertilizers, improved seeds), artificial insemination product, infrastructure development, human resources: Skilled and knowledgeable staff, capacity building</p>

2. Social Transformational

Impact	Improve living conditions of population by empowering and supporting vulnerable groups
Outcome	<ol style="list-style-type: none"> 1. Increased graduation from extreme poverty 2. Reduced poverty among population 3. Reduced malnutrition among population 4. Improved healthcare services 5. Increased coverage of maternal, neonatal and child health services 6. Increased health of workforce 7.Reduced Communicable Diseases and Non-Communicable Diseases (NCDs) 8. Increased contraceptive prevalence 9. Increased access to pre-primary education

	<ul style="list-style-type: none"> 10. Increased equitable access to relevant, high-quality, demand-driven TVET programs 11. Improved education quality in primary and secondary education 12. Inclusive education strengthened 13. Enhanced quality of higher education system 14. increased adult literacy rate 15. Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter) 16. Recreational activities and sports for all strengthened
Outputs	<ul style="list-style-type: none"> 1. Extreme poverty among male and female vulnerable group reduced 2. Male and female households prevented and eradicated malnutrition 3. malnutrition among male and female vulnerable groups, especially children, reduced 4. Health infrastructures and facilities constructed, upgraded and connected to electricity and water 5. Maternal and child health services and facilities increased 6. Quantity and quality of Human Resources to respond to health needs increased 7. Communicable Diseases and Non-Communicable Diseases Reduced among male and female population 8. Reduced rate of contraceptive prevalence 9. Reproductive health services availed 10. Access to Pre-primary education increased among boys and girls 11. 3 TVET constructed and equipped 12. Enrolment and graduates of males and females increased 13. Viable classrooms constructed and equipped in primary and secondary education 14. Access to education for people with disability (both male and female) increased 15. Availability of modular and part-time higher education programmes increased 16. Male and female adult literacy and numeracy increased 17. Male and female headed households' access to electricity increased to 100% 18. Environment cleaning improved for all 19. Male and female headed households' access to clean water increased to 100% 20. Male and female headed families living in high-risk zones and slum areas relocated 21. Sports infrastructures and facilities to support development

	increased both for male and female
Activities	<ol style="list-style-type: none"> 1. Empowerment of poor people and vulnerable groups (youth, women and PWDs through: extension of Minimum Package coverage, promotion of financial literacy, implication of CSO in M&E system of existing social programs 2. Households data management information System Operationalize itorero in all villages and schools 3. Provide jobs to vulnerable households suffering from areas at risk of seasonal climate change construction of Kamonyi district Ubutore center 3. institutionalize ndi umunyarwanda and abarinzi bigihango at all level 4. Distribution of 15,000 cows to poor households following GIRINKA program 5. Distribution of 25,000 small livestock to poor families (pigs, goats and sheeps) 6. Promotion of 1,000 days program at Village level 7. Provide FBF to eligible people (100%) 8. Construction of ECD at each cell. 9. Provide milk to eligible people (100%) 10. Increase households with kitchen gardens for improving nutrition 11. Promotion of “parenting program”/Fasha kubaho program for improving nutrition at Village level 12. Construction of 2 Health Centers (Kayumbu and Kiboga Health Centers) 13. Construction of modern incinerators at District Hospital and Health Centers 14. Rehabilitation of District hospital hospitalization (Internal medicine) and surgery services buildings 15. Connect all health facilities to electricity and water 16. Construction of Maternity 17. Increase ratio ground ambulance/population (1/47,157) 18. Increase Health centres with functional internet and local area network connectivity 19. Increase public health facilities (HC, DH, PH and RH) using EMR full package system 20. Increase private facilities regularly reporting through national data collection systems (DHIS-2 and e-IDSR) 21. Increase Community Health Based Insurance rate 22. Increase the % of mother who deliver at health facilities and assisted by a skilled provider 23. Increased coverage of children immunization 24. Increase ANC coverage (4 standards visits)

	<p>25. Increase number and quality of Medical doctors (1/7,000), nurses (1/800) and midwives (1/2,500) and lab technician (1/7500)</p> <p>26. Establishment of community hygiene clubs</p> <p>27. Improving Hygiene, nutrition behaviors and prevention diseases and establishment of community hygiene clubs</p> <p>28. Promote positive sexual behaviors to prevent HIV and other STIs</p> <p>29. Early diagnostic and treatment of CD and NCD</p> <p>30. Sensitization campaigns in partnership with Faith Based Organization and Schools</p> <p>31. reduced the rate of pregnancy and motherhood</p> <p>32. Increase access to contraceptive information and services especially for youth through Youth Friendly Centre, Schools and Health facilities</p> <p>33. Promote positive sexual behaviors among young girls such as abstinence and condom use</p> <p>34. Extension of ISANGE Centre services</p> <p>35. Reinforce community education by CHWs to promote the continuous use of long-acting and permanent methods of FP services</p> <p>36. Strengthen integration of family planning in post-natal care services</p> <p>37. Male active involvement in the use of FP services</p> <p>38. Strengthen integration of family planning in post-natal care services</p> <p>39. Conduct anti-teenage pregnancy campaigns in primary and secondary schools</p> <p>40. Reinforce counselling services in “Icyumba cy’umukobwa” at primary and secondary school on adolescents’ sexual and reproductive health</p> <p>41. Conduct effective communication between adults (parents/educators) and adolescent girls on positive sexual behaviors</p> <p>42. Promote positive sexual behaviors among adolescents girls through effective communication between adults (parents/educators) and adolescent girls through Umugoroba w’Ababyeyi and “Family Days</p> <p>43. Create and expand Yego Centres at sector level with operational ASRH services</p> <p>44. Enhancing youth friendly sexual and reproductive health services in health centres</p> <p>45. Sensitization of adolescents girls to increase their demand for ASRH services</p>
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	<p>46.Establish and strengthen ASRH clubs in secondary schools</p> <p>47.Recruitment and payment of 78 facilitators of nursery schools.</p> <p>48.Construction and equipment of 3 TVET schools</p> <p>49.Coach and monitor "inspire me initiatives"</p> <p>50.Construction and equip 44 sciences laboratories and libraries in secondary schools</p> <p>51.Construction of 46 computer science rooms (day schools and schools of excellence)</p> <p>52.Promotion of ICT usage in education management at all Secondary Schools</p> <p>53.Construction of 3 Primary Schools (Nyabubare, Cyambwe, Kagarama)</p> <p>54.Construction of Rutobwe Secondary School dormitory</p> <p>55.Construction of 44 refectories for day schools</p> <p>56.Replacement of 559 old classrooms in primary and secondary schools, construction of 300 latrines, 6 ECEs, and equip 2 technical schools/TSS &VTC and maintenance of 189 classrooms</p> <p>57.Extend inclusive education and special needs of children</p> <p>58.Set up of High learning Education (University)</p> <p>59. Promote adult literacy and numeracy in the community</p> <p>60.Electrification of commercial centers, Schools, health facilities, Cells and Village sites without electricity line</p> <p>61.Support to vulnerable households for energy connection</p> <p>62.Electrification of 80 km and HHs in Kamonyi District (Taba - Rwina – Bugoba in Rukoma, Kamonyi – Rubona in Gacurabwenge, Nyamiyaga, Kayumbu, Ngamba)</p> <p>63.Installation of solar energy system of 600 HH located in very isolated areas in planned settlement sites</p> <p>64. construction of 120 public latrines at public centers and</p> <p>65.maintenance of existing public latrines</p> <p>66.Improve services and management of District landfill</p> <p>67.Construct household toilets (100% of households have toilets)</p> <p>68.Rehabilitation and extension of 172 km of water supply systems in District</p> <p>69.Construction of 100 km of new water lines</p> <p>70.Construction of 1 water treatment plant</p> <p>71.Construction of 100 boreholes</p> <p>72.Relocate households from high risk zones and scattered areas</p> <p>73.Construction of Kamonyi Sportive Complex</p> <p>74.Support sports initiated by Persons with Disabilities and create sports playground accessible for PwDs</p> <p>75.Construction of Kamonyi Stadium</p>
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	76.Upgrade Ruyenzi Stadium by construction of tribune and synthetic carpets
Inputs	Financial resources, Material , human resources: Skilled and knowledgeable staff, capacity building

3.Transformational Governance

Impact	Service delivery and Security for all to ensured Governace for transformational
Outcome	<ol style="list-style-type: none"> 1.Enhanced unity among population 2. Increased innovations and sustainability across Home Grown Solutions 3.Enhanced Peace and Security 4. Sustained respect for human rights and civil liberties 5.Zero corruption across government services and institutions achieved and maintained 6.Enhanced accountability across public institutions 7.Developed Capacity for Public Institutions 8.Reinforced efficient service delivery 9.Enhanced effective Public Financial Management System 10.Enhanced decentralization system
Outputs	<ol style="list-style-type: none"> 1. Rwandan culture and values promoted 2. Unity and reconciliation promoted 3. Mechanisms of gender based violence 4. Kinyarwanda language and Rwanda culture preserved 5. Home grown program promoted 6. Peace and security enhanced 7. Irondo ryúmwuga through community involvement enhanced 8. Signs and genocide tools history protected, maintained and conserved 9. Incidence of corruption reduced 10. citizens engagement increased 11. Local government capacity developed 12. Local government office infrastructure developed 13. Increased citizen participation in governance processes 14. Online services increased 15. Administrative office (sectors,cells) connected to the internet 16. Increased qualified staff in PFM for NBAs 17. District owns revenues increased at 30% 18. Implementation rate of audit recommendations increased
Activities	<ol style="list-style-type: none"> 1.Operationalize itorero in all villages and schools 2. construction of Kamonyi district Ubutore center 3.institutionalize ndi umunyarwanda and abarinzi bigihango at

	<p>all level</p> <p>4.support Abarinzi bigihango at all level</p> <p>5.operationalize existing ones and create new unity and reconciliation clubs</p> <p>6.Sensitize gender equality in community</p> <p>7.Promote Kinyarwanda language in primary and secondary</p> <p>8.Increase participation through HGI (Umuganda,ubudehe,itorero,ndi umunyarwanda,governance month)</p> <p>9.capacity development of community policing committes at villages</p> <p>10.Strengthen army,policy weeks and DASSO</p> <p>11.Organize and monitor ironde ryumwaga in community</p> <p>12.extension,rehabilitation and maintenance of 3 genocide memorial sites</p> <p>Rehabilitation and equip Kamonyi humura center and make it operational</p> <p>13.sensitization campaigns for preventions and fight against corruption in partnership with faith based organization,schools,PSF,JADF</p> <p>14.Organize Community Score card program at all level</p> <p>15.Build the capacity of local leaders and staff</p> <p>16.construction and rehabilitation of sectors and cells offices</p> <p>17.implementation of CRC Recommendation</p> <p>18.Promote citizen participation in decision making through participatory planning,monitoring and evaluation process</p> <p>19.organize women and youth to participation actively in district development</p> <p>20.promote women's leadership and decision making</p> <p>21.increase online services</p> <p>22.connect sector and cells offices to internet</p> <p>23.recruitment of qualified staff of NBAs staff</p> <p>24.increase district owns revenues</p> <p>25.increase the rate of implementation of audit recommendations</p> <p>26.Coordinate district partners activities</p> <p>27.integrate NYC,NWC and NCPD activities in the district plans</p> <p>28.support youth ,women and people with disabilities cooperatives and initiatives</p>
Inputs	Financial resources, Material , human resources: Skilled and knowledgeable staff, capacity building

4.4. Logical Framework

Logical framework is aligned with 3 pillars, NST1 priorities, Sectors and DDS outcome, outputs and indicators as presented in the table 10.

Table 10: Logical framework

INDICATOR including Unit of Measurement	BASELINE (2017/18)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Private sector development and youth employment										
PRIORITY AREA: 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										
OUTPUT 1: Women and Youth Supported and empowered to create business through entrepreneurship and access to finance										
Number of women and youth disaggregated by sex coached for a guarantee scheme and grant for MSMEs	800	485	65	70	75	85	90	100	Reports	Availability of candidates and funds
Number of TVET graduates accessing toolkits loan facility disaggregated by sex	322	528	63	73	83	93	103	113	Reports	Availability of graduates and partnership with SACCOs
Number of men and women members of cooperatives/ companies trained in quarry exploitation services	0	198	33	33	33	33	33	33	Reports	Existence of potential candidates and involvement of PSF
Number of males and females youth trained in hotel and tourism services	0	210	35	35	35	35	35	35	Reports	Existence of potential candidates and

										involvement of PSF
Number of youth disaggregated by sex trained in handcraft	245	16,800	2,800	2,800	2,800	2,800	2,800	2,800	Reports	Existence of potential candidates and involvement of PSF
Number of awareness campaigns on financial access and entrepreneurship organised									Reports	Existence of potential candidates and involvement of PSF
▪ Talk shows/road shows	▪ 24	▪ 144	▪ 24	▪ 24	▪ 24	▪ 24	▪ 24	▪ 24		
▪ Awareness campaigns	▪ 12	▪ 72	▪ 12	▪ 12	▪ 12	▪ 12	▪ 12	▪ 12		
▪ Meetings	▪ 2	▪ 216	▪ 36	▪ 36	▪ 36	▪ 36	▪ 36	▪ 36		
OUTPUT 2 :Strategic partnerships with private sector to increase productive jobs for youth and women developed and enhanced										
Number of TVET graduates linked to private institutions for apprenticeship disaggregated by sex	0	455	45	50	60	80	100	120	Reports	Involvement and partnership of privates sector
Number of land (120 ha) expropriated for private & public investment	0	120	15	15	20	25	30	15	Reports	Involvement and partnership of privates sector

Number of veterinary clinics constructed	8	12	2	2	2	2	2	2	Reports and photos	Involvement of livestock farmers, all concern public institutions, JADF and PSF
% of construction works of tomatoes processing unit completed	0	100%	25%	50%	100%				Reports and photos	Involvement of PSF and availability of production
% of construction works of honey processing unit completed	0	100%		25%	75%	100%			Reports and photos	Involvement of beekeeper cooperatives and PSF
% of works of pork's processing unit/plant completed	0	100%	25%	50%	100%				Reports and photo	Involvement of PSF and pigs farmers
Number of modern markets including livestock markets constructed	7	4		1	1	1		1	Reports and photos	Availability of Budget
Number of selling points constructed and equipped	2	2			1		1		Reports and photos	Availability of production and involvement of PSF

Number of hotels constructed by Private Sector	1	3	1			1		1	Reports and photos	Availability of District land/expropriation and involvement of PSF
% of construction and upgrading works of Bishenyi Agakiro/Integrated Craft Production Centers/ICPCs	-	100%	5%	25%	50%	75%	85%	100%	Reports and photos	Availability of earmarked transfers Involvement of District partners/PSF
% of construction works of Gatwa and Mbayaya ICPCs	0	100%	5%	25%	50%	75%	85%	100%	Reports and photos	Availability of earmarked transfers Involvement of District partners/PSF
Number of beekeeping cooperatives supported to access the financial services	0	2		1		1			Reports and photos	Availability of earmarked transfers Involvement of District partners/PSF
% of construction of banana jus and wine processing unit	0	100%		25%	75%	100%			Reports and photos	Availability of earmarked transfers Involvement of

										District partners/PSF
Number of ha of land expropriated for private & public investment (ha)	0	120 ha	15 ha	15 ha	20ha	25ha	30ha	15ha	Reports	Availability of budget
% of works constructed of leather processing unit completed	0	100%	5%	15%	25%	50%	75%	100%	Reports	Availability of budget and involvement of all partners
Number of productive jobs created per year	8,045	43,200	7,200	7,200	7,200	7,200	7,200	7,200	Reports	
OUTPUT : Model income generating project and employment supported in each villages										
Number of income generating projects model created and supported	0	317	2	15	30	90	90	90	Reports	Availability of budget and involvement of PSF
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Urbanisation and rural settlement										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Developed and integrated urban and rural settlements										
OUTPUT 1: Integrated urban settlement developed										
Number of green and beautified open Public Spaces constructed	0	3	0	1		1		1	Report and photos	Availability of Budget and involvement of District partners
Number of ha demarcated and having access to roads (plot servicing)		5,000	400	600	700	800	1,000	1,500	Report and photos	Availability of budget & involvement of

										District partners
Number of m2 of asbestos roof removed and replaced on public buildings	0	4,809	509	600	700	800	1,000	1,200	Report and photos	Involvement of partners and availability of budget
% of detailed physical plan elaborated and implemented	0	100%		50%	100%				Report and photos	Availability of budget
Number of District cemetery constructed	0	2		1		1		e	Report and photos	Involvement of PSF
Number of km ravines/ruhurura constructed	1 km	10 km	1 km	1 km	2 km	2 km	2 km	2 km	Report and ravines operational	Availability of the budget
Number of modern car parking stations constructed	0	4		1		1	1	1	Cars parking operational	Availability of the budget & Involvement of PSF
Number of Public lighting on tarmac road and District roads constructed	6	125		25	25	25	25	25	Public lighting operational	Availability of budget and involvement of REG

% of number of affordable houses constructed	2	1,000	200	50	100	150	200	300	Reports and photos	Availability of the budget and involvement of PSF
Number of warehouses constructed	1	4	1	2		1			Reports, photos, warehouses operational	Involvement of District partners/PSF
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Transport										
PRIORITY AREA: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME: Developed and integrated urban and rural settlements										
OUTPUT 1: Basic greened infrastructure developed										
% of Mageragere bridge works constructed	0	100		5%	25%	50%	100%		Reports	Availability of budget
Number of bridges constructed	0	36	6	6	6	6	6	6	Reports	Availability of the budget
Number of bridges rehabilitated/maintained	-	15	3		3	3	3	3	Reports and photos	Availability of the budget
% of completion works of	0%	100%					50%	100	Bridge	Availability of the

Ngamba-Rulindo suspension bridge								%	and reports	budget
Number of km of feeder roads rehabilitated with drainage system and roadside trees	-	380 km	50 km	55 km	60 km	65 km	70 km	80 km	Reports and photos	Availability of funds
Number km of road class 1 rehabilitated	-	304.2 km	25 km	25 km	25 km	50 km	81 km	98.2 km	Reports RTDA	Involvement of District partners
Number of km of tarmac road constructed	-	56 km		10 km	10 km	11 km	12 km	13 km	Reports of works executed	Availability of the budget And involvement of all concerned partners
OUTPUT: Rural and Urban transport services improved										
Number of transport companies working within the District	1	4	1		1	1		1	Transport companies operational	Involvement of District partners/PSF
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: ICT										
PRIORITY AREA: Establish Rwanda as a Globally Competitive Knowledge-based Economy										
OUTCOME: Increased business development services for entrepreneurs										
OUTPUT 1: Business innovations centre facilities established										
% of construction and equipment of Business	0%	100%		50%	100%				Reports and	Availability of the budget and

Incubation Center									photos	involvement of JADF
Number of new businesses created through Business Incubation Centre disaggregated by age and sex of owners	0	300			150	50	50	50	Reports	Availability of potential candidates
Number of innovations with intellectual properties commercialized disaggregated by age and sex of owners	0	6	1	1	1	1	1	1	Reports	Availability of ICT incentives
% of youth using digital literacy disaggregated by age and sex through Youth Friendly Center	0%	100%	25%	50%	80%	100%			Reports	Availability of ICT facilities and services
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Private sector development and youth employment										
PRIORITY AREA: 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 1: quality and quantity of exported crops increased										
% of works constructed of sorghum beer processing unit completed	0%	100%	25%	75%	100%				Reports	Involvement of PSF, SPIC

% of works constructed of milk collection and processing center (butter, cheese & yoghurts) completed	0%	100%		5%	25%	50%	75%	100%	Reports	Availability of the production, budget and involvement of PSF
OUTPUT: Employment and export of minerals and quarry increased										
% of works constructed of ceramic processing unit completed	0%	100%	5%	15%	25%	50%	75%	100%	Reports	Availability of budget and involvement of PSF
% of works constructed quarries and stones processing plant completed	0%	100%	5%	25%	55%	75%	85%	100%	Reports	Availability of the budget and PSF
OUTPUT: Cultural and tourism services promoted										
% of works constructed of Kamonyi youth center by integrating cultural and touristic activities Upgraded and completed	0%	100%	25%	30%	50%	100%			Reports	Availability of budget and involvement of PSF
% of works constructed and equipment of Kamonyi historical sites completed	0%	100%	5%	25%	50%	75%	85%	100%	Reports of works completed	Involvement of PSF

PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Environment and natural resources										
PRIORITY AREA: 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 high-value goods										
OUTPUT 1: employment and export of minerals and quarry increased										
% of completion works of mining factory	0	100%		50%	75%	85%	100%		Reports	Involvement of PSF
Number of new mining carriers mapped (quality & quantity survey)	0	6		2	1	1	1	1	Reports	Availability of budget
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Financial sector development										
PRIORITY AREA: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME: Enhanced long-term savings and innovative financing mechanisms										
OUTPUT 1: Long term savings and pension for male and female population promoted										
% of men and women using bank services of savings & credits	48%	85%	55%	65%	70%	75%	80%	85%	Reports	Commitment of citizens
% of men and women in private and public institutions using operational savings and pensions	-	100	100	100	100	100	100	100	Reports	Strong commitment of District partners, existence of regulations

% of male and female headed households saved from their annual income	-	25	10	13	15	18	22	25	Reports	Awareness of citizen, commitment of local leaders
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Agriculture										
PRIORITY AREA: Modernize and increase productivity and livestock										
OUTCOME: Increased agricultural production and productivity										
OUTPUT 1: Surface of land consolidation increased										
Number of ha of land consolidated for selected crops (cassava, maize, beans, soybeans, rice, vegetables & banana)	Cassava: 9,724	16,000	10,000	12,000	13,000	14,000	15,000	16,000	Reports	Commitment of farmers and all stakeholders
	Maize:4,500	6,500	4,800	5,000	5,500	6,000	6,500	6,500		
	Beans: 27,500	30,000	27,800	28,000	28,200	28,500	29,500	30,000		
	Soybeans: 1,644	1,800	1,800	1800	1800	1800	1800	1800		
	Rice: 1,126	1,200	1,126	1126	1126	1200	1200	1200		
	Vegetables: 620	1,000	650	700	750	800	850	1,000		
	Banana: 50	500	80	100	200	300	400	500		

OUTPUT: Productivity of selected crops increased										
Number of ha of land consolidated for selected crops using improved seeds and mineral fertilizers and organic manure (30%)	Cassava: 24	26	24.5	24.5	25	26	26	26	Reports	Commitment of farmers and all stakeholders
	Maize:4.6	4.8	4.6	4.7	4.7	4.8	4.8	4.8		
	Beans: 1.6	1.7	1.6	1.7	1.7	1.7	1.7	1.7		
	Soybeans: 1.4	1.6	1.4	1.5	1.5	1.5	1.6	1.6		
	Rice: 7.5	7.6	7.5	7.5	7.6	7.6	7.6	7.6		
OUTPUT: Land covered by progressive and radical terraces to insure optimal use increased										
Number of ha of existing radical terraces valorized with lime and compost per year	88	250 ha	90 ha	120 ha	150 ha	180 ha	200 ha	250 ha	Reports	Involvement of farmers and involvement of district partners
Number of new radical terraces created with agro forestry trees (6years)	-	80	10	10	15	15	15	15	Reports	Availability of budget
Number of new progressive terraces created with agro forestry trees	-	600	100	100	100	100	100	100	Reports	Availability of budget

Number of ha of progressive terraces rehabilitated	-	7,200	1,200	1,200	1,200	1,200	1,200	1,200	Reports	Availability of budget
OUTPUT: Production and Productivity of vegetables and fruits increased										
number of ha of tomatoes cultivated year	70	120	120	120	120	120	120	120	Reports	Involvement of farmers, availability of inputs, favourable climate
Number of ha of onions cultivated per year	96	120	120	120	120	120	120	120	Reports	Involvement of farmers, availability of inputs, favourable climate
Number of of pineapple cultivated (300 ha)	150	300	30	50	50	60	60	50	Reports	Involvement of farmers, availability of inputs, favourable climate
Number of ha of fruits plantations along marshlands and hillsides terraces cultivated	-	800	50	100	150	150	150	200	Reports	Availability of seeds, inputs, on time, favourable

										climate and involvement of farmers
OUTCOME : Increased traditional and non-traditional export crops										
OUTPUT : Traditional and non-traditional export crops increased										
number of ha of coffee planted per year	1,840	300	50	50	50	50	50	50	Seasonal report	Involvement of farmers, availability of inputs, favourable climate
Number of mulberry cultivated per year	0	60	10	10	10	10	10	10	Reports	Involvement of farmers, availability of inputs, favourable climate
OUTCOME : Increased financing and infrastructure for agriculture										
OUTPUT: Access to agriculture finance for male and female farmers increased										
Number of farming cooperatives benefiting from warrantage system	-	30	2	3	4	6	7	8	Reports	Involvement of farmers and PSF ,Financial institutions and insurances companies

% of farming cooperatives benefiting from the Agricultural Guarantee and assurance Schemes	-	85	10	25	50	60	75	85	Reports	Involvement of farmers, farming cooperatives, PSF, JADF, Financial institutions and insurances companies
OUPUT: Agricultural extension services provided										
Number of farmers trained under Twigire-Muhinzi program	-	27,600	4,600	4,600	4,600	4,600	4,600	4,600	Reports	Involvement of Farmers, timely availability of seeds and fertilizers
% of farming cooperatives practicing integrated pest management	-	100	100	100	100	100	100	100	Reports	Availability of budget, involvement of farmers and JADF
OUTCOME: Agriculture production value chain improved										
OUTPUT: Agricultural Processing unit constructed										
% of construction works of maize processing unit completed	0	100			50	100			Report	Involvement of PSF and farmers
OUTPUT: Maize drying ground constructed										
Number of maize drying	19	30	5	5	5	5	5	5	Reports	Involvement of

grounds constructed										farmers and PSF
OUTCOME: Increased climate resilience for agriculture										
OUTPUT: Sustainable Irrigation and mechanization Infrastructure developed										
Number of tractors for agricultural mechanization acquired	1	6	1	1	1	1	1	1	Tractors acquired operational	Availability of budget and involvement of PSF and farmers
Number of small irrigation machines purchased	87	600	60	140	100	100	100	100	Machines available	Availability of budget and irrigation equipment, involvement of PSF and commitment of farmers
Number of ha under irrigation systems (Small scale irrigation, hillside irrigation, marshland irrigation)	-	600	100	100	100	100	100	100	Reports, machines available	Availability of budget and irrigation equipment, involvement of PSF and commitment of

										farmers
OUTPUT: Agricultural research and development established										
Number of centers for multiplication and propagation of banana, fruits, cassava, vegetables and potatoes seedlings constructed	0	2		1			1		Reports	Involvement of PSF and farmers
OUTCOME: Improved livestock										
OUTPUT: Animal productivity increased										
Number of new improved poultry farmers per year	-	144	24	24	24	24	24	24	Reports	Availability of budget awareness of poultry farmers
Number of fish ponds constructed and operationalized	-	24	4	4	4	4	4	4	Reports and photos	Availability of budget awareness of fish farmers
Number of public butchers rehabilitated	-	12	2	2	2	2	2	2	Reports and photos	Involvement of PSF
Number of Milk Collection	6	6			1	1	1	3	Reports	Availability of

Centers constructed										semens and budgets
OUTPUT: Livestock inseminated										
% of livestock in heat inseminated	60.8%	100%	80%	85%	90%	95%	98%	100%	Reports	Availability of semens and budgets
OUTPUT: Livestock vaccinated against diseases										
% of livestock vaccinated	100	100	100	100	100	100	100	100	Reports	Availability of vaccines and budgets
OUTPUT: Calves Recorded										
% of calves born registered	100	100	100	100	100	100	100	100	Reports	Availability of vaccines and budgets
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Environment and natural resources										
PRIORITY AREA: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME: Increased sustainability and profitability of forestry management										
OUTPUT 1: Forest coverage increased and maintained										
Number of ha of forestry planted	-	1,100	100	100	150	200	250	300	Reports	Involvement of farmers and district partners
Number ha of agro-	-	5,600	400	500	600	1,000	1,500	1,600	Reports	

forestry planted										
Number of ha of forestry rehabilitated	7,630	250	20	30	50	50	50	50	Reports	Involvement of PSF
Number of new male and female headed HHs using biogas for cooking	266	750	100	100	100	150	150	150	Reports	Strong commitment of citizens, involvement of PSF, JADF and financial institutions
Number of new male and female headed HHs using briquettes for cooking	-	1,200	200	200	200	200	200	200	Reports	
% of HHs with improved cooking stoves	-	100%	98%	100%	100%	100%	100%	100%	Reports	
Number of new male and female headed HHs using gas for cooking	-	30,000	1,000	2,000	3,000	6,000	8,000	10,000	Reports	
OUTPUT: Sustainable Water resource Management established										
Number of water pans constructed	0	2	1		1				Reports and photos	Availability of funds and involvement of JADF
% of male and female	-	65	25	30	40	45	50	65	Reports	Strong

headed HHs and institutions with rain water harvesting facilities in urban areas										commitment of citizens, local leaders and involvement of JADF
% of male and female headed HHs and institutions with rain water harvesting facilities in rural areas	2	35	10	15	20	25	30	35		
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: ENERGY										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Households with basic infrastructure increased										
OUTPUT1: Male and female headed households' access to electricity increased to 100%										
Number of new commercial centers with electricity	-	26	4	4	4	4	4	6	Reports	Citizen engagement, strong commitment of local leader, PSF, REG
Number of new Village sites with electricity		26	4	4	4	4	4	6	Reports	Availability of budget Involvement of REG
PILLAR: ECONOMIC TRANSFORMATION										

SECTOR: WATER AND SANITATION										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)										
OUTPUT1: Access to sanitation and waste management improved										
Number of km of water supply systems rehabilitated/extended	-	172	25	28	29	30	30	30	Reports	Availability of budget, involvement of WASAC
Number of km of new water lines constructed	-	100	14	15	16	17	18	20	Reports	Availability of budget, involvement of WASAC
% of construction works of water treatment plant completed	0	75	5	25	50	60	65	75	Reports	Availability of budget, involvement of WASAC, JADF and PSF
Number of boreholes constructed	12	100	17	18	20	20	25		Reports	Availability of budget
PILLAR: SOCIAL TRANSFORMATION										

SECTOR: SOCIAL PROTECTION										
PRIORITY AREA: Enhancing graduation from extreme Poverty and promoting resilience										
OUTCOME: Increased graduation from extreme poverty among male and female										
OUTPUT1: Extreme poverty among male and female vulnerable groups reduced										
% of extreme poor and vulnerable men and women empowered through financial literacy and/or extension of minimum package coverage	100	100	100	100	100	100	100	100	Reports	Availability of budget ,involvement of LODA, JADF, local leaders and citizens
Updating Households information System in UBUDEHE MIS	100%	100%	100%	100%	100%	100%	100%	100%	Reports	MIS functionality, willing of citizen
% of vulnerable male and female headed households suffering from areas at risk of seasonal climate change supported under VUP classic public work	-	100	100	100	100	100	100	100	Reports	Availability of budget and involvement of JADF
% of PwDs received prosthesis, orthosis, wheelchairs, Braille, white canes... in comparison with all those in needs	-	100	100	100	100	100	100	100	Reports	Involvement of JADF
Number of sport	-	100				25	50	100	Reports	Availability of

playgrounds for PwDs constructed (1)										budget, engagement of partners
Number of shelters of genocide vulnerable people headed by women and men constructed	-	600	60	70	80	110	130	150	Reports	Availability of budget
% of eligible students with disability supported by sex	-	100	100	100	100	100	100	100	Reports	Involvement of JADF and NCPD
OUTPUT 2: Households Profiling Improved										
% of male and female headed household with data in MIS (all Ubudehe categories)	12	100	54	85	100				Reports	MIS functionality Willing of citizen
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: SOCIAL PROTECTION										
PRIORITY AREA: Eradicating Malnutrition										
OUTCOME: Reduced malnutrition among population										
OUTPUT1: male and female households prevented and eradication from malnutrition										
Number of cows distributed to poor male and female households headed per year	11,588	10,900	1,500	1,500	1,600	1,800	2,000	2,500	Reports	Availability of budget, involvement of District partners
Number of small livestock	-	25,002	4,167	4,167	4,167	4,167	4,167	4,167	Reports	Availability of

(pigs, goats and sheeps) distributed to poor male and female households headed per year										budget, involvement of District partners
% of eligible people received milk by age and sex	100	100	100	100	100	100	100	100	Reports	Involvement of district partners
% of male and female headed households with kitchen gardens	39.9	100	50	65	75	85	95	100	Reports	Strong commitment of citizen and JADF
% of malnourished people supported to improve nutrition through “parenting program”/fasha kubaho program disaggregated by sex and age	-	100	100	100	100	100	100	100	Reports	Strong commitment of citizen and JADF
% of obesity among women in reproductive age reduced (DHS 5)	22	15	20	19	18	17	16	15	Reports	Willing of citizen & JADF involvement
PILLAR: SOCIAL TRANSFORMATION										

SECTOR: HEALTH										
PRIORITY AREA: Eradicating Malnutrition										
OUTCOME: Reduced malnutrition among population										
OUTPUT1: malnutrition among male and female vulnerable groups and children, reduced										
Number of Villages with 1,000 days program operationalized	-	317	317	317	317	317	317	317	Reports	Commitment of citizen, awareness campaign, Involvement of JADF
% of eligible people received FBF disaggregated by sex and age	99	100	100	100	100	100	100	100	Reports	Involvement of district partners
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: EDUCATION										
PRIORITY AREA: Eradicating Malnutrition										
OUTCOME: Reduced malnutrition among population										
OUTPUT1: malnutrition among vulnerable groups, especially children, reduced										
Number of ECD constructed	15	59	-	10	12	13	15	9	Reports	Availability of budget
PILLAR: SOCIAL TRANSFORMATION										

SECTOR: Health										
PRIORITY AREA: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME: Improved health care services										
OUTPUT1: Health infrastructures and facilities constructed, upgraded and connected to electricity and water										
% of completion works of Kayumbu Center	5	100		50	100				Reports, Kayumbu HC operational	Availability of budget
Number of Health Posts constructed/operationised	26	33	3	14	15	6	7	8	Reports	Availability of budget
Number of modern incinerators constructed at District Hospital	0	1			1				Reports, modern incinerators operational	Availability of budget
% of completion works of District hospital hospitalization	-	100%	5%	25%	75%	100%			Reports, hospital building in place	Availability of budget
% of completion works of surgery services building at District Hospital	0	100	5	25	75	100			Reports, surgery building in place	Availability of budget
% of health facilities connected to electricity	93	100	100	100	100	100	100	100	Reports, health facilities connected	Availability of budget
Number health facilities	10	26	4	4	4	4	4	6	Reports,	Availability

connected to water									health facilities connected	of budget
% of construction works of District hospital maternity and fence	-	100	5	25	55	75	85	100	Reports	Availability of budget
% of construction works of Kamonyi Health Center fence	-	100		75	100				Reports	Availability of budget
Number of ambulance acquired	5	3	1		1		1		Reports	Availability of budget
Ratio ground ambulance / population	1/75,452	1/47,157	1/70,000	1/65,000	1/62,877	1/55,000	1/45,000	1/47,157	Reports	
Number of public health facilities (HC,DH,PH and RH) using EMR full package system operationalized	0	50	10	15	20	30	40	50	Reports	Availability of budget, involvement of partners
Number of private facilities regularly reporting through national data collection systems (DHIS-2 and e-IDSR)	0	50	10	15	20	30	40	50	Reports	Availability of budget, involvement of partners

Number of new Health Centers with functional internet and local area network connectivity	5	6	1	1	1	1	1	1	Reports	Availability of budget, involvement of partners
% HFs with < 5% of vital medical products stock-outs	90	100	92	95	96	98	99	100	Reports	
OUTPUT: Male and female population covered by community health insurance increased										
% of households headed by male and female covered by community health based insurance	82.5	100	85	88	90	95	98	100	Reports	
OUTCOME: Increased coverage of maternal, neonatal and child health services										
OUTPUT 1: Maternal and child health services and facilities increased										
% of mother who deliver at health facilities	99.5	100	99.5	99.6	99.7	99.8	99.9	100	Reports	
Maternal Mortality Ratio/100, 000	67	55	65	60	59	56	55	Report		
Neonatal Mortality Rate/1000 LB	32	15	25	20	18	16	15	Report		
Under five mortality rate	58	35	50	40	38	36	35	Report		
Infant Mortality Rate/1000 LB	38	20	32	28	25	23	20	Report		

% of children immunized	86	100	99.5	99.6	99.7	99.8	99.9	100	Reports	
% of ANC coverage standards visits	28	60	3 5	40	45	50	55	60	Reports	
OUTCOME: Increased health of workforce										
OUTPUT: Quantity and quality of Human Resources to respond to health needs increased										
Number of medical doctors per population ratio increased	1/23,579	1/6859	1/23,579	1/17,148	1/13,473	1/11,096	1/9,431	1/6,859	Reports	
Number of nurses per population ratio increased	1/2,358	1/799	1/2,358	1/1,509	1/1,217	1/1,048	1/943	1/799		
number of midwives per population ratio (women aged from 15-49) increased	1/4,101	1/2482	1/4,101	1/3,628	1/3,252	1/2,947	1/2,695	1/2,482		
Number of lab technician per population ratio increased	-	1/722		1/1,408	1,212	1,021	1/923	1/722		
OUTCOME : Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)										
OUTPUT: Communicable Diseases and Non-Communicable Diseases among male and female population reduced										
Number of community hygiene's clubs established and operationalized	-	317	37	45	50	55	60	70	Reports	Involvement of citizen, JADF
Number of campaigns conducted for young girls	-	12	2	2	2	2	2	2	Reports	Involvement of citizen,

in positive sexual behaviors to prevent HIV and other STIs										JADF
Number of NCDs sensitization campaigns in partnership with Faith - Based Organization and Schools conducted	-	6	1	1	1	1	1	1	Reports	Involvement of citizen, JADF
OUTCOME : Increased contraceptives prevalence										
OUTPUT: Modern contraceptives prevalence rate increased among male and female population										
Modern contraceptive prevalence rate	51	60	52	54	55	57	58	60	Report	
Proportion of persons diagnosed with HIV infection receiving sustained ART	90	90	90	90	90	90	90	90	Report	
% of boys and girls accessing contraceptive information and services through youth friendly center, schools and health facilities	-	98	80	90	92	95	96	98	Reports	Involvement of citizen, JADF

% of works constructed of ISANGE services centre completed	-	100	5	75	100				Reports	Availability of fund, involvement of partners
OUTPUT: Reproductive health services availed										
Number of anti-teenage pregnancy campaigns in primary and secondary schools conducted	-	12	2	2	2	2	2	2	DHS and NISR	Availability of fund, involvement of partners
% of teenage pregnancy and motherhood reduced	4	0.1	2	1.5	1	0.5	0.3	0.1	DHS and NISR	Availability of fund, involvement of partners
% of counseling services in “Icyumba cy’umukobwa” at primary and secondary schools on adolescents sexual and reproductive health operationalized	-	100	100	100	100	100	100	100	DHS and NISR	Availability of fund, involvement of partners

PILLAR: SOCIAL TRANSFORMATION										
SECTOR: Education										
PRIORITY AREA: Enhancing demographic dividend through improved access to quality education										
OUTCOME: Increased access to pre-primary education										
OUTPUT1: Access to Pre-primary education increased among boys and girls										
Number of nursery schools having equipment and facilitators	0	78	-	15	19	18	18	8	Reports	Availability of budget, Involvement of citizen and partners
Number of Pre-primary school/ECEs constructed	-	24	1	2	3	4	6	8	Reports	Availability of budget, Involvement of citizen and partners
OUTCOME : Improved education quality in primary and secondary education										
OUTPUT: Viable classrooms, playgrounds constructed and equipped in primary and secondary education										
Number of sciences laboratories in Secondary Schools	-	44	-	10	10	10	14	-	Reports	Availability of budget, Involvement of citizen and partners
Number of libraries in secondary schools constructed	-	44	-	5	10	10	14	5	Reports	

Number of computer science rooms constructed per year	-	46	-	7	10	10	14	5	Reports	Availability of budget, Involvement of citizen and partners
% of secondary schools using ICT	12/55 (22%)	100	50	60	75	85	95	100	Reports	Availability of budget, Involvement of citizen and partners
Number of primary schools constructed	-	4	-	1		1	1	1	Reports	
% of works constructed of Rutobwe secondary school dormitory completed	5	100	90	100					Reports	
Number of refectories for day schools constructed	-	44	-	7	10	9	8	10	Reports	
Number of old classrooms replaced	-	559	51	80	100	105	108	115	Reports	
Number of classrooms maintained	-	189	26	50	50	50	13	-	Reports	
Number of schools latrines constructed	302	300	50	50	50	50	50	50	Reports	

Number of playgrounds for primary schools constructed	-	89	14	14	14	14	14	19	Reports	Availability of budget, Involvement of citizen and partners
Number of playgrounds for secondary schools constructed	-	11	2	2	2	2	2	1	Reports	
Pupil qualified teacher ratio in Secondary schools (%)	65	28	60	50	45	40	35	28	Reports	
Pupil qualified teacher ratio in primary schools	64	52	62	60	58	55	53	52	Reports	
Pupil qualified teacher ratio in pre-primary schools	42	32	40	38	36	34	33	32	Reports	
Dropout rate in primary schools (%)	7.7	2	4.5	4	3.5	3	2.5	2	Reports	
Dropout rate in Secondary schools (%)	4.5	1	3.5	3	2.5	2	1.5	1		
Repetition rate in primary schools (%)	20	10	16	15	14	13	12	10	Reports	
Repetition rate in Secondary schools (%)	7.5	2	5	4	3.5	3	2.5	2	Reports	
Pupil classroom ratio in Primary Schools (%)	8.5	75	82	80	78	76	75	75	Reports	

OUTCOME: Increased access to relevant, high quality, demand driven Technical and Vocational Education and Training (TVET) programs for both male and female										
OUTPUT: Quantity and quality of TVET schools increased										
Number of TVET schools constructed and equipped	4	3			1	1		1	Reports	Availability of budget, Involvement of citizen and partners
Number of technical schools TVET rehabilitated, extended and equipped	-	8	1	1	1	1	2	2	Reports	
OUTPUT : Enrolment and graduates of males and females increased										
Number of campaigns organized with senior female staff /graduates in TVET	-	10	0	2	2	2	2	2	Reports	Involvement of partners especially media and JADF
Number of females graduates in STEM and TVET coached	0	200	25	25	25	25	50	50	Reports	Involvement of partners especially media and JADF
% of secondary schools using ICT in education management	-	100	100	100	100	100	100	100	Reports	Involvement of partners especially MINEDUC
Number of school staff and education officers trained on pedagogical and	-	882	147	147	147	147	147	147	Reports	Availability of budget and beneficiaries

management skills per year disaggregated by sex										
Number of annual meetings of parents committees/association organized per year for each school	1	12	2	2	2	2	2	2	Minutes with resolutions taken	Involvement of JADF members and citizen
OUTPUT: Gender parity in ICT access, usage and innovation attained through education system										
Number of campaigns organized in schools for girls' involvement in ICT through Ms. Geek Competition, TechKobwa camps and Technovation challenges	-	12	2	2	2	2	2	2	Reports	
OUTCOME: Inclusive education strengthened										
OUTPUT: Access to education for people with disability for both male and female increased										
% of children in needs supported with special needs	100	100	100	100	100	100	100	100	Reports	
Number of teachers and parents trained on signs language	15	840	105	105	105	105	210	210		

OUTCOME: Enhanced quality of higher education system										
OUTPUT: Availability of modular and part-time higher education programmes increased										
Number of higher learning education programmes operationalized	0	1			1				Reports	
OUTCOME: Increased access to adult basic education adult literacy rates										
OUTPUT: Male and female adult literacy and numeracy increased										
Number of men and women taught in literacy and numeracy program	86.5 (EICV 4)	100	88	90	92	95	98	100	EICV and NISR	
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: URBANISATION AND RURAL SETTLEMENT										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Households conditions improved through basic infrastructures										
OUTPUT1: Basic infrastructures increased										
SMART green City developed	0	1						1	Reports	Availability of the budget, involvement of partners
Number of IDP greened models constructed at sector level	2	10	1	1	2	2	2	2	Reports	Availability of the budget, involvement of partners
% of male and female headed households living in grouped settlements	73.5	85	75	78	80	82	83	85	Reports	Citizen engagement, strong

										commitment of local leader, JADF
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: ENERGY										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Households with basic infrastructure increased										
OUTPUT1: Male and female headed households' access to electricity increased to 100%										
Number of new schools with electricity	-	48	8	8	8	8	8	8	Reports	Availability of budget Involvement of REG
Number of new health facilities with electricity	-	26	4	4	4	4	4	6	Reports	
Number of new vulnerable male and female headed households connected to electricity	886	10,000	1,000	1,200	1,500	1,800	2,000	2,500	Reports	Availability of budget Involvement of REG
Number of male and female headed households with solar energy system in very isolated areas in planned settlement sites installed	-	6,000	1,000	1,000	1,000	1,000	1,000	1,000	Reports	Availability of budget and involvement of PSF

% of households with access to electricity (on-grid and off-grid)	33	100	35	45	50	55	80	100	Reports	Availability of budget and involvement of PSF
Number of new km of electrical lines constructed	-	120	20	20	20	20	20	20	Reports	Availability of budget and involvement of PSF
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: WATER AND SANITATION										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)										
OUTPUT1: Access to sanitation and waste management improved										
Number of public latrines constructed and existing maintained having gender and disability appropriate sanitation facilitation as per standard	-	120	15	18	20	20	22	25	Reports	Involvement of district partners
% of male and female headed HH with improved toilets	91.5 (EICV 5)	100	92	93	94	95	98	100	reports	Strong commitment of citizen and involvement of partners

Number of cooperatives/companies working in waste management	1	2		1	1				Reports	Involvement of cooperatives and citizens
OUTPUT: Male and female headed households' access to clean water increased to 100%										
% of households with access to clean water	73.3	100	75.3	85	90	95	98	100	Reports	Availability of budget, engagement of partners especially citizen and WASAC
PILLAR : SOCIAL TRANSFORMATION										
SECTOR: SOCIAL PROTECTION										
PRIORITY: Moving towards a Modern Rwandan Household										
OUTCOME: Disaster risk reduction and management integrated										
OUTPUT : Disaster management plan implemented										
% of implementation of disaster management plan	-	95	35	45	50	60	85	95	Reports	Availability of fund, engagement of partners
Output 2: Male and female headed families living in high-risk zones and scattered areas relocated										
Number of houses constructed from high risk zone	239	200	30	30	35	35	35	35	Reports	Availability of the budget, involvement of FARG and partners concerned

PILLAR: SOCIAL TRANSFORMATION										
SECTOR: SPORT AND CULTURE										
PRIORITY AREA: Moving towards a Modern Rwandan Household										
OUTCOME: Recreational activities and sports for all strengthened										
OUTPUT1: Sports infrastructures and facilities to support development increased for both male and female										
% of construction works of Kamonyi stadium completed	-	50	-	5	15	25	35	50	Reports	Availability of budget and involvement of district partners
% of construction works of Kamonyi sportive complex completed	-	100		5	25	50	75	100	Reports	Availability of budget and involvement of district partners
% of upgrading works by construction of tribune and synthetic carpets of Ruyenzi Stadium completed	-	100	-		25	50	75	100	Reports	Availability of budget and involvement of district partners
PILLAR: TRANSFORMATIONAL GOVERNANCE										
SECTOR: GOVERNANCE AND DECENTRALIZATION										
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced unity among Rwandans										
OUTPUT1: Rwandan culture and values promoted										
% of schools and villages with itorerero operational	100	100	100	100	100	100	100	100	Reports	Availability of budget ,involvement of NIC and partners

% of construction works of District UBUTORE Development Center completed	0	100				5	50	100	Reports	Availability of budget ,involvement of NIC and partners
% of construction works of District Rehabilitation Centre	-	75		5	15	25	50	75	Rehabilitation centre operational Reports	Availability of budget
OUTPUT: Unity and reconciliation promoted										
Number of documentary film of testimonies and interventions of “abarinzi b’igihango” made and kept	-	1		1		1		1	Documentary film	Citizen willing and local leaders involvement
Number of cooperatives/associations of “Abarinzi bigihango” at all level supported	-	12	12	12	12	12	12	12	Reports	Availability of budget
Number of Unity and Reconciliation dialogues conducted at all levels per year (Village, Cell, Sector & District)	-	1	2	2	2	2	2	2	Minutes	Involvement of citizens and partners
Number of quarterly	9	72	12	12	12	12	12	12	Reports	Involvement of

sessions of “Ndi Umunyarwanda” dialogues and debates organized at District, Sector, Cell, Village, Schools level and within District partners										citizens and partners
PILLAR: TRANSFORMATIONAL GOVERNANCE										
SECTOR: GOVERNANCE AND DECENTRALIZATION										
PRIORITY AREA: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME: Enhanced unity among Rwandans										
OUTPUT1: Prevention of gender based violence reinforced										
Number of awareness campaigns and interpersonal communication sessions conducted on gender equality including more decisions-making power by women at household level	-	12	2	2	2	2	2	2	Reports	Citizen willing, availability of budget
Number of awareness campaigns for promotion of women and youth leadership, decision making and governance	-	24	4	4	4	4	4	4	Reports	Citizen willing, availability of budget

OUTCOME: Increased innovations and sustainability across Home Grown Solutions										
OUTPUT1: Home Grown Solutions Initiatives Promoted										
% of households using “Kwigira approach”	-	100	75	80	85	90	100	100	Reports	Citizen willing
% of community services done through youth, teachers and health workforce (urugerero rukambitse)	-	100	100	100	100	100	100	100	Reports	Involvement of local leaders, youth, JADF and concern public institutions
Number of volunteers trained and equipped with basic equipment disaggregated by age and by sex	-	634	634	634	634	634	634	634	Report	Involvement of District partners
% of participation in home grown initiatives (Umuganda, ubudehe, Itorero)	-	98%	98%	98%	98%	98%	98%	98%	Report	Involvement of District partners
PILLAR: TRANSFORMATIONAL GOVERNANCE										
SECTOR: GOVERNANCE AND DECENTRALIZATION										
PRIORITY AREA: Ensure Safety and Security of citizens and property										
OUTCOME: Enhanced Peace and Security										
OUTPUT1: Peace and security enhanced										

% of community policing committees and youth volunteers trained disaggregated by sex and age	-	100	100	100	100	100	100	100	Reports	Involvement of local leaders, RNP
Number of army, policy and DASSO Citizen Outreach Program per year	2	36	6	6	6	6	6	6	Reports	Local leaders involvement
Value of army, policy and DASSO Citizen Outreach Program activities per year	-	1,200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	Reports	Local leaders involvement
Number of Villages with “Ironde ry’umwuga”	-	317	317	317	317	317	317	317	Reports	Involvement of local leaders and citizen

PILLAR: TRANSFORMATIONAL GOVERNANCE

SECTOR: JUSTICE, RECONCILIATION, LAW AND ORDER

PRIORITY AREA: Strengthen Justice, Law and Order

OUTCOME: Sustained respect for human rights and civil liberties

OUTPUT1: Signs and genocide tools history protected ,maintained and conserved

Number of Genocide memorial sites extended, rehabilitated and maintained (3)	3	3	1		1		1		Reports	Availability of budget and involvement of all concerned stakeholders
% of rehabilitation and equipment works of HUMURA Center completed	0	100		5	25	50	90	100	Reports	Availability of budget and involvement of all concerned stakeholders
Number of Genocide monuments constructed	2	10		5	5				Reports	Availability of budget and involvement of all concerned stakeholders
OUTPUT2: Signs and genocide tools history protected, maintained and conserved										
% of courts' judgements executed	72.7	100	89	90	92	95	98	100	Reports	Involvement of all concerned stakeholders
Number of Sectors with MAJ services	1	12	12	12	12	12	12	12	Reports	Involvement of partners especially MINIJUST/MAJ

% of Abunzi supported by Community Based Health Insurance and other facilities	100	100	100	100	100	100	100	100	100	Reports	Involvement of partners especially MINIJUST/MAJ
PILLAR: TRANSFORMATIONAL GOVERNANCE											
SECTOR: JUSTICE, RECONCILIATION, LAW AND ORDER											
PRIORITY AREA: Strengthen Justice, Law and Order											
OUTCOME: Zero corruption across government services and institutions achieved and maintained											
OUTPUT1: Incidence of corruption reduced											
Number of sensitization campaigns for prevention and fight against corruption in partnership with Faith Based Organization, Schools, PSF, JADF organised	-	12	2	2	2	2	2	2	2	Reports	Involvement of FBO, schools, RNP, Ombudsman and all concerned stakeholders
PILLAR: TRANSFORMATIONAL GOVERNANCE											
SECTOR: PFM											
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions											
OUTCOME: Enhanced effective Public Financial Management System											
OUTPUT1: Increase qualified staff in PFM for NBAs											
% of staff qualified in PFM for NBAs disaggregated by sex	-	100	100	100	100	100	100	100	100	Reports	Availability of budget
OUTPUT: District resources mobilization increased											
FRW of district own	1,053,039,00	4,807,31	1,294,75	1,683,17	2,188,12	2,844,56	3,697,93	4,807,	4,807,	Reports	Involvement of

revenues collected	0	6,749	0,170	5,221	7,787	6,123	5,961	316,749		partners
% implementation of Auditor General recommendations	73	95	75	78	80	85	90	95	Reports	Involvement of partners
PILLAR: TRANSFORMATIONAL GOVERNANCE										
SECTOR: ICT										
PRIORITY AREA: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME: Reinforced efficient service delivery										
OUTPUT1: Speed up services										
District electronic archive operational	0	1		1					electron ic archive operational	Availability of budget
Number of Cells connected with internet/LAN	2	57	10	10	10	8	9	10	Reports	Availability of budget
Number of staff increased at Cell level	2	4	2	2	3	4	4	4	Staff in place	Availability of budget
Number of new Villages with electricity	-	317	53	53	53	53	53	52	Reports	Availability of budget and involvement of stakeholders
Number of public buildings offices constructed/rehabilitated	-	22		1	1	5	7	8	Reports	Availability of budget and involvement of

										stakeholders
Number of Sectors and Cells offices connected to internet	-	59	10	10	10	10	10	9	Reports	Availability of budget and involvement of stakeholders
% of online services provided	23/23	100	100	100	100	100	100	100	Reports	Involvement of partners
% of local leaders trained	100	100	100	100	100	100	100	100	Reports	Involvement of partners
PILLAR: TRANSFORMATIONAL GOVERNANCE										
SECTOR: GOVERNANCE AND DECENTRALIZATION										
PRIORITY AREA: Increased Citizens Participation and Engagement in Development										
OUTCOME: Reinforced efficient service delivery										
OUTPUT1: Increase citizen participation in governance processes										
Number of dialogues mechanisms/Community Score Cards organised at all levels (District, Sector, Cell, Village)	-	24	4	4	4	4	4	4	Reports	Citizen willing and involvement of partners
Number of monthly NWC, NYC, NCPD organised	12	12	12	12	12	12	12	12	Minutes	Availability of fund, involvement of partners especially NWC,

										NYC, NCPD
Number of awareness campaigns for promotion of citizen participation in decision making through participation in planning, monitoring and evaluation	-	6	1	1	1	1	1	1	Reports	Citizen willing and involvement of partners
Number of sessions of Community Score Card program conducted	-	24	4	4	4	4	4	4	Reports	Citizen willing and involvement of partners
% of Citizen Report Card recommendations implemented	100	100	100	100	100	100	100	100	Reports	Citizen willing and involvement of partners
Number of JADF plenary meetings held	2	12	2	2	2	2	2	2	Reports	Involvement of partners

4.5. Cross-Cutting Areas

Capacity Building

- Kamonyi has identified organizational and individual capacity issues in order to put in place some priorities rooted under different sectors such as Private sector development and Youth empowerment, governance ,health Agriculture, Justice, through trainings, apprenticeship and coaching.
- This will be organized through short term vocational training, Kamonyi district has planned to provide startup to new graduates in order to increase job creation
- Various sensitization campaigns will be conducted to empower citizens (male and females) to play a great role in implementation of government programme such as zero tolerance to corruption, teenage pregnancy and motherhood, positive behaviour etc

Gender and Family Promotion

Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men, in Kamonyi district there is some genders gaps where 78% of men married have more cash earnings than their wives whereas only 7% of women married have more cash earnings than their husbands, 64.2% of men and only 35.8% of women are employed by the private sector; Low representation of female in ICT access, usage and innovation; Low enrollment of female in TVET that should be addressed in this DDS including (1) increase access to finance by women and youth , a business incubation program taking into consideration women's constraints will be included in Business Development Services.(2)Gender parity in ICT access, usage and innovation will be attained by increasing female utilization of Yego Centres and ICT knowledge hubs through NWC , NYC and local leaders' partnership and by organising campaigns for girls' involvement in ICT through Ms. Geek Competition, TechKobwa camps, and Technovation challenges, etc.

(3) Female's enrolment in TVETs will be increased by providing incentives to women/girls enrolled in TVETs and by promoting "Inspire Me" initiatives where senior female staff and graduates in TVETs inspire young girls; etc(4) reduce teenage pregnancy and motherhood, the district will conduct anti-teenage pregnancy campaigns in primary and secondary schools; will reinforce counselling services in "Icyumba cy'abakobwa" on adolescents' sexual and reproductive health; promote positive sexual behaviors among adolescents girls through effective communication between adults (parents/educators) and adolescent girls through Umugoroba w'Ababyeyi and "Family Days (forum)" (5)Obesity among women in reproductive age will be reduced through community education and awareness on good nutrition practices, physical exercise, and a regular monitoring obesity.

HIV/AIDS and non-communicable diseases

In order to reduce the prevalence rate of HIV /AIDS and non-communication diseases, several interventions will be taken through early diagnostic and treatment of CD and NCD, Sensitization campaigns in partnership with Faith Based Organization and Schools, Promote positive sexual behaviors among young girls such as abstinence and condom use, Increase access to contraceptive information and services especially for youth through Youth Friendly Centre, Schools and Health facilities and improving Hygiene, nutrition behaviors and prevention diseases and establishment of community hygiene clubs.

Environment and climate change

Kamonyi district is aggravated by climate change variability especially in floods, strong winds, lightning, landslides and drought. The Environment is also damage by traditional exploitation of mining and quarries that cause soil erosion, floods and sedimentation.

All these issues will be taken into consideration in this DDS especially in agriculture through terracing and greening and management of mining exploitation

Disaster Management

Kamonyi district in order to reduce the impact of disaster including floods, droughts will be put into in this DDS , where disaster management plan will be implemented to tackle all those issues.

Disability and Social Inclusion

Kamonyi district has been integrated disability and social inclusion during the elaboration of DDS whereby people with disability will be supported through sports initiated by Persons with Disabilities and create sports playground accessible for PwDs and Promote inclusive education and special needs of 50% of children.

Chapter 5: DDS Implementation

This chapter presents the sequencing of interventions, roles and responsibilities of partners and stakeholders in the district, mechanisms for coordination and information sharing between stakeholders and partners in the district. It also presents analysis and discussion for risk mitigation strategies and communication and marketing strategy for the District.

5.1 Sequencing of Interventions (Implementation Plan)

Table 11: Sequencing of intervention

Economic Transformational						
Private sector development and youth employment						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Coach women and youth projects for a guarantee scheme and grant for MSMEs	65	70	75	85	90	100
TVET graduates accessing start up toolkits loan facility	63	73	83	93	103	113
Train cooperatives/companies (members by sex) in quarry exploitation services	33	33	33	33	33	33
Train males and females youth in hotel and tourism services	35	35	35	35	35	35
Train youth disaggregated by sex in handcraft	2,800	2,800	2,800	2,800	2,800	2,800
Organise awareness campaigns on financial access and entrepreneurship through <ul style="list-style-type: none"> Talk shows Awareness campaigns Meetings 	<ul style="list-style-type: none"> 24 12 36 	<ul style="list-style-type: none"> 24 12 36 	<ul style="list-style-type: none"> 24 12 36 	<ul style="list-style-type: none"> 24 12 36 	<ul style="list-style-type: none"> 24 12 36 	<ul style="list-style-type: none"> 24 12 36
Link TVET graduates to private institutions/apprenticeship	45	50	60	80	100	120

Expropriation of land (120 ha) for private & public investment	15	15	20	25	30	15
Construction of 12 veterinary clinics	2	2	2	2	2	2
Construction of tomatoes processing plant		25%	50%	100%		
Construction of honey processing unit		25%	75%	100%		
Construction of 2 maize processing factory			50%	100%		
Construction of pork's processing unit/plant	25%	50%	100%			
Construction of 4 modern markets including livestock markets		1	1	1		1
Construction and equipment of 2 selling points			1		1	
Construction and equipment of 3 hotels by Private Sector	1			1		1
Support one model income and employment-generating project at Village level	2	15	30	90	90	92
Construction and upgrading of Bishenyi Agakiro/Integrated Craft Production Centers/ICPCs	5%	25%	50%	75%	85%	100%
Construction works of Gatwa and Mbayaya ICPCs			1		1	
Support the development of beekeeping cooperatives to access the financial services		1		1		
Construction of sorghum beer	25%	75%	100%			

processing unit						
Construction of banana jus and wine processing unit		25%	75%	100%		
Construction of ceramic processing unit	5%	15%	25%	50%	75%	100%
Construction of milk collection and processing center (butter, cheese & yoghurts)		5%	25%	50%	75%	100%
Construction of leather processing unit	5%	15%	25%	50%	75%	100%
Construction of quarries and stones processing plant unit	5%	25%	55%	75%	85%	100%
Upgrade Kamonyi youth center by integrating cultural and touristic activities	25%	30%	50%	100%		
Construction and equipment of historical sites	5%	25%	50%	75%	85%	100%

Urbanization and rural settlement						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/2 2	FY 2022/23	FY 20 23/ 24
Construction of 3 green open public spaces (greening and beautification)	0	1		1		1
Plot servicing on 5,000 ha (plots demarcation and creation of roads)	400	600	700	800	1,000	1,500
Removal and replacement of asbestos roof on public buildings (4,809m2)	509	600	700	800	1,000	1,200
Elaboration and implementation of District Detailed Physical Plan		50	100			
Development of 2 District cemetery		1		1		
Construction of ravines/ruhurura (km)	1	1	2	2	2	2
Construction of 4 modern car parking stations (1 at District level and 3 at Sector level)		1		1	1	1
Public lighting on tarmac road and District roads (125 km)		25	25	25	25	25
Construction of affordable houses	500	50	100	150	200	
Construction of 4 warehouses	1	2		1		
Transport						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/2 2	FY 2022/23	FY 20 23/ 24
Operationalization of 4 internal transport companies with Private Sector	1		1	1		1
Construction 36 bridges	6	6	6	6	6	6
Maintenance of 15 bridges	3		3	3	3	3
Construction of Ngamba-Rulindo suspension bridge						1

Rehabilitation of feeder roads with water drainage systems and roadside trees (380 km)	50	55	60	65	70	80
Upgrade roads class 1 by rehabilitating 304.2 km of roads			50	75	81	98.2
Construction of Ruyenzi-Gihara-Nkoto; Bishenyi-Rugarika-Nkoto & Rugobagoba Mugina-Mageragere tarmac roads (56 km)		10	10	11	12	13
ICT						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction and equipment of Business Incubation Center		50%	100%			
Creation of 300 new businesses through Business Incubation Center			150	50	50	50
Commercialization of innovations with intellectual properties (6)	1	1	1	1	1	1
Promote digital literacy for youth (16 to 30 years) through Youth Friendly Center	25	50	80	100		
Environment and natural resources						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction of mining factory		50	75	85	100	
Mapping of mining carriers		2	1	1	1	1
Planting 1,100 ha of forestry	100	100	150	200	250	300
Planting 5,600 ha of agroforestry	400	500	600	1,000	1,500	1,600
Rehabilitate 250 ha of	20	30	50	50	50	50

forestry						
Construction of 750 biogas	100	100	100	150	150	150
Supply briquettes to 600 households	200	200	200	200	200	200
Supply gas to 30,000 households	1,000	2,000	3,000	7,000	8,000	10,000
Increase HHs with improved cooking stoves	98%	100%	100%	100%	100%	100%
Construction of 2 water pans/dams	1		1			
Increase/construction of households and institutions with rain water harvesting facilities in urban areas	25%	30%	40%	45%	50%	65%
Increase/construction of households and institutions with rain water harvesting facilities in rural areas	10%	15%	20%	25%	30%	35%
Financial Sector Development						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Promote the culture of using bank services (savings & credits)	55%	65%	70%	75%	80%	85%
Promotion of savings and pension (formal and informal) in private institutions	100%	100%	100%	100%	100%	100%
Promote the culture of savings of annual incomes at households level	10%	13%	15%	18%	22%	25%
Agriculture						
Project	FY 2018/19	FY 2019/20	FY	FY	FY	FY

			2020/21	2021/22	2022/23	2023/24
Increase land use consolidated on (cassava, maize, beans, soybeans, rice, vegetables & banana)	46,256	48,726	50,576	52,600	55,250	57,000
Cassava	10,000	12,000	13,000	14,000	15,000	16,000
Maize	4,800	5,000	5,500	6,000	6,500	6,500
Beans	27,800	28,000	28,200	28,500	29,500	30,000
Soybeans	1,800	1800	1800	1800	1800	1800
Rice	1,126	1126	1126	1200	1200	1200
Vegetables	650	700	750	800	850	1,000
Banana	80	100	200	300	400	500
Increase of productivity (T/HA) by using improved seeds and mineral fertilizers and organic manure (30%)	30%	30%	30%	30%	30%	30%
Valorization of existing radical terraces with lime and composts (250 ha)	90	120	150	180	200	250
Creation of 80 ha of radical terraces with agro forestry trees (per 6 years)	10	10	15	15	15	15
Creation of 600 ha of progressive terraces	100	100	100	100	100	100
Rehabilitation of 7,200 ha of progressive terraces	1200	1200	1200	1200	1200	1200
Intensification of tomatoes (120 ha)	120	120	120	120	120	120
Intensification of onions (120 ha) per year	120	120	120	120	120	120

Intensification of pineapple (300 ha)	30	50	50	60	60	50
Intensification of fruits plantations along marshlands (800 ha) and hillsides terraces	50	100	150	150	150	200
Intensification of coffee crop (50 ha per year)	50	50	50	50	50	50
Cultivate sericulture/mulberry (10 per year)	10	10	10	10	10	10
Promote access to farmer pension and insurance product	10%	25%	50%	60%	75%	85%
Farming cooperatives benefiting from the Agricultural Guarantee and assurance Schemes	10%	25%	50%	60%	75%	85%
Farming cooperatives benefiting from warrantage system	2	3	4	6	7	8
Construction of 30 maize drying grounds	5	5	5	5	5	5
Development of agricultural mechanization Center by purchasing 6 tractors	1	1	1	1	1	1
Farming cooperatives practicing integrated pest management	100	100	100	100	100	100
Purchase and use small scale irrigation machines	100	100	100	100	100	100
Development of irrigation systems for 600 ha (Small scale irrigation, hillside irrigation, marshland irrigation)	100	100	100	100	100	100
Construction of 2		1			1	

centers for multiplication and propagation of banana, fruits, cassava, vegetables and potatoes seedlings						
Rehabilitation of 12 public butchers	2	2	2	2	2	2
Train 27,600 farmers under Twigire Muhinzi	4,600	4,600	4,600	4,600	4,600	4,600
Improve/increase poultry farmers per year	24	24	24	24	24	24
Construction/rehabilitation of 24 fish ponds (fishery infrastructures)	4	4	4	4	4	4
Provide semens required and vaccination per year	100%	100%	100%	100%	100%	100%
Conduct vaccination against diseases	100%	100%	100%	100%	100%	100%
Registration of calves born	100%	100%	100%	100%	100%	100%
Energy						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Electrification of 26 commercial centers without electricity	4	4	4	4	4	6
Electrification of 48 schools without electricity	8	8	8	8	8	8
Electrification of 59 Cells without electricity	53	53	53	53	53	52

Electrification of Village sites without electricity	4	4	4	4	4	6
Electrification of 80 km and HHs in Kamonyi District (Taba-Rwina–Bugoba in Rukoma, Kamonyi–Rubona in Gacurabwenge, Nyamiyaga, Kayumbu, Ngamba)	10	10	10	10	15	25
Installation of solar energy system of 600 HH located in very isolated areas in planned settlement sites	100	100	100	100	100	100
SOCIAL TRANSFORMATION						
Social protection						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Empowerment of poor people and vulnerable groups (youth, women and PWDs through: extension of Minimum Package coverage, promotion of financial literacy, implication of CSO in M&E system of existing social programs (%))	100	100	100	100	100	100
Increase households profiled in MEIS (all Ubudehe categories)	54	85	100			
Updating Households information System in	100%	100%	100%	100%	100%	100%

UBUDEHE MIS						
Provide jobs to vulnerable households suffering from areas at risk of seasonal climate change (%)	100	100	100	100	100	100
Distribution of 10,900 cows to poor households under GIRINKA program	1,500	1,500	1,600	1,800	2,000	2,500
Distribution of 25,000 small livestock to poor families (pigs, goats and sheeps)	4,167	4,167	4,167	4,167	4,167	4,167
Provide milk to eligible people (100%)	100%	100%	100%	100%	100%	100%
Increase households with kitchen gardens for improving nutrition	50%	65%	75%	85%	95%	100%
Promotion of “parenting program”/Fasha kubaho program for improving nutrition at Village level	100%	100%	100%	100%	100%	100%
Reduction obesity among women in reproductive age reduced (DHS 5)	20	19	18	17	16	15
Provide rehabilitation services (prosthesis, orthosis, wheelchairs, Braille, white canes...) in comparison with all those in needs	100%	100%	100%	100%	100%	100%
Construction of 200 houses for poor people from high risk zone families	30	30	35	35	35	35
Construction of 600 shelters for genocide vulnerable survivors	60	70	80	110	130	150

Provide and support students with disability	100%	100%	100%	100%	100%	100%
Health						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Promotion of 1,000 days program at Village level	317	317	317	317	317	317
Provide FBF to eligible people (100%)	100%	100%	100%	100%	100%	100%
Construction of Kayumbu Health Center		50%	100%			
Construction and operationalisation of Health Posts	3	4	5	6	7	8
Construction of modern incinerators at District Hospital .		1				
Rehabilitation/construction of District hospital hospitalization (Internal medicine) services buildings	5%	25%	75%	100%		
Rehabilitation/construction of surgery services buildings	5%	25%	75%	100%		
Connect all health facilities to electricity	4	4	4	4	4	6
Connect all health facilities to water	100%	100%	100%	100%	100%	100%
Construction of maternity and fence of District Hospital	5%	25%	55%	75%	85%	100%
Construction of fence of Kamonyi Health Center		75%	100%			
Increase number and	1/23,579	1/17,148	1/13,473	1/11,0	1/9,431	1/6,

quality of medical doctors per population ratio, increased (1/6859)				96		859
Increase number and quality of nurses per population ratio (1/799)	1/2,358	1/1,509	1/1,217	1/1,048	1/943	1/799
Increase number and quality of midwives per population Ratio (women aged from 15-49) (1/2482)	1/4,101	1/3,628	1/3,252	1/2,947	1/2,695	1/2,482
Increase number and quality of lab technician per population ratio (1/7500)		1/1,408	1,212	1,021	1/923	1/722
Establishment of community hygiene clubs for improving hygiene, nutrition behaviors and prevention diseases	37	45	50	55	60	70
Promote positive sexual behaviors to prevent HIV and other STIs through termly campaigns per year	2	2	2	2	2	2
NCDsSensitization campaigns in partnership with Faith Based Organization and Schools .	1	1	1	1	1	1
Increase access to contraceptive information and services especially for youth through Youth Friendly Centre, Schools and Health facilities	80%	90%	92%	95%	96%	98%
Promote positive	1	1	1	1	1	1

sexual behaviors to prevent HIV and other STIs among young girls such as abstinence and condom use through campaigns per year						
Extension of ISANGE One stop Center	5%	75%	100%			
Increase health centre with functional internet and local area network connectivity	1	1	1	1	1	
Increase public health facilities (HC, DH, PH and RH using EMR full package system)	10%	15%	20%	30%	40%	50 %
Increase private health facilities regular reporting through national data collection systems (DHIS-2 and e-IDSR)	10%	15%	20%	30%	40%	50 %
Increase community health Based insurance rate (%)	85	88	90	95	98	100
Reduce rate of teenage pregnancy and motherhood	2%	1.5%	1%	0.5%	0.3%	0.1 %
Increase the % of mother who deliver at health facilities and assisted by a skilled provider	99.5	99.6	99.7	99.8	99.9	100
Increase coverage of children immunization	99.5	99.6	99.7	99.8	99.9	100
Increase ANC	35	40	45	50	55	60

Coverage (4 standards visits)						
Education						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction of 78 nursery schools having equipment and facilitators	0	15	19	18	18	8
Construction of 24 Pre-Primary Schools/ECEs	1	2	3	4	6	8
Construction and equip 44 sciences laboratories in secondary schools	0	10	10	10	14	
Construction and equip 44 libraries in secondary schools	0	5	10	10	14	5
Construction of 46 computer science rooms (day schools and schools of excellence)	0	7	10	10	14	5
Promotion of ICT usage in education management at 55 Secondary Schools	50%	60%	75%	85%	95%	100%
Construction of 4 Primary Schools (Nyabubare, Cyambwe, Kagarama, Muyange)		1		1	1	1
Construction and equipment of Rutobwe Secondary	90%	100%				

School dormitory						
Construction of 44 refectories for day schools	0	7	10	9	8	10
Replacement of 559 old classrooms in primary and secondary schools	51	80	100	105	108	115
Construction of 300 latrines	50	50	50	50	50	50
Maintenance of 189 classrooms	26	50	50	50	13	0
Construction of playgrounds for 89 primary schools	0	18	19	19	14	19
Construction of playgrounds for 11 Secondary Schools	2	2	2	2	2	
Capacity Development 882 school staff & education officers in capacity building on pedagogical and management skills by sex per year	1	1	1	1	2	2
Community engagement in education through parents committees/association per year for each school	2	2	2	2	2	2
Construction and equipment of 3 TVET schools			1	1		1
Rehabilitation, extension and equipment of 8 technical schools TVET and TSS	1	1	1	1	2	2

Increase coaching and campaigns sessions organized with senior females staff/graduates in TVET or TVET		2	2	2	2	2
Promotion of High learning Education (University)			25%	50%	75%	100 %
Increase adult literacy and numeracy by disaggregated data (female and male)	88	90	92	95	98	100
Promotion ECD (number)		10	12	13	15	9
Increase pupil qualified teacher ratio	64	62	60	58	56	55
Reduce drop out rate in primary schools	4.5	4	3.5	3	2.5	2
Reduce drop out rate in Scondary schools	3.5	3	2.5	2	1.5	1
Reduce repetition rate in primary schools	16	15	14	13	12	10
Reduce repetition rate in Scondary schools	5	4	3.5	3	2.5	2
Reduce pupil classroom ratio in Primary Schools	82	80	78	76	75	75
Energy						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Support new vulnerable households for energy connection	1,000	1,200	1,500	1,800	2,000	2,500
Increase households with electricity	35%	45%	50%	55%	80%	100 %
Water and Sanitation						
Project	FY 2018/19	FY 2019/20	FY	FY	FY	FY

			2020/21	2021/22	2022/23	2023/24
Construction of 120 new public latrines with gender and disability appropriate sanitation facilitation at public centers	15	18	20	20	22	25
Increase households with improved toilets (100%)	92%	93%	94%	95%	98%	100%
Improve services and management of District landfill through 2 working cooperatives/companies created		1	1			
Rehabilitation/extension of 172 km of water supply systems in District	25	28	29	30	30	30
Construction of 100 km of new water lines	14	15	16	17	18	20
Construction of 1 water treatment plant	5%	25%	50%	60%	65%	75%
Construction of 100 boreholes	17	18	20	20	25	
Increase number of households with access to clean water	75%	85%	90%	95%	98%	100%
Sport and culture						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction of Kamonyi Sportive Complex		5%	25%	50%	75%	100%
Construction of 1 sport playground for PwDs				25	50	100
Construction of Kamonyi Stadium		5%	15%	25%	35%	50%

Upgrade Ruyenzi Stadium by construction of tribune and synthetic carpets			25%	50%	75%	100 %
Transformational Governance						
Governance and Decentralization						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Organize and support monthly NWC, NYC & NCPD committee	12	12	12	12	12	12
Organize awareness Campaigns on gender equality per year	2	2	2	2	2	2
Organize campaigns for sensitization of woman and youth to participate actively in district development	4	4	4	4	4	4
Organize campaigns for promotion of woman's leadership and decision making	4	4	4	4	4	4
Organize awareness campaigns for promotion of citizen participation in decision making through participation in planning, monitoring and evaluation	1	1	1	1	1	1
Organize quarterly sessions of Community Score Card program at all level	4	4	4	4	4	4
Implementation of Citizen Report Card recommendations	100%	100%	100%	100%	100%	100 %
Organise coordination sessions of district	2	2	2	2	2	2

partners activities						
Increase households using “Kwigira approach”	75	80	85	90	100	100
Institutionalized “Ndi Umunyarwanda” at Village, Cell, Sector and District levels and within District partners through quarterly dialogues and debates	4	4	4	4	4	4
Capacity development of community policing committees at Village level and Youth volunteers at Sector and Cell levels	100%	100%	100%	100%	100%	100 %
Organize annual army, policy and DASSO outreach programs	6	6	6	6	6	6
Increase value of army, policy and DASSO outreach programs/activities per year	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
Organize campaigns for promotion of Unity and Reconciliation through “reconciliation villages”/RDB	2	2	2	2	2	2
Strengthening and extension of existing Unity and Reconciliation Clubs through dialogues conducted at all levels per year (Village, Cell, Sector & District)	2	2	2	2	2	2

Provide financial support and engagement of associations of “Abarinzi b’Igihango” in Unity and Reconciliation processes	12	12	12	12	12	12
Documentary film of Abarinzi b’igihango and “reconciliation villages” households testimonies and interventions		1		1		1
Increase participation through home grown initiatives (umuganda, ubudehe, Itorero etc)	98%	98%	98%	98%	98%	98 %
Build the capacity of local leaders and staff through Training and coaching	2	3	4	4	4	4
Construction and rehabilitation of public buildings (Sectors and Cells)		1	1	5	7	8
Increase online services	100%	100%	100%	100%	100%	100 %
Connect sector and cells offices to internet	10	10	10	10	9	
Sport and culture						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Strengthen “Urugerero rukambitse” through youth, teachers and health workforce	1	1	1	1	1	1
Improve volunteerism by training and	634	634	634	634	634	634

providing equipment to volunteers desegregated by sex						
Construction of District Rehabilitation Centre		5%	15%	25%	50%	75%
Increase services provided by Family protection volunteers at Village level	317	317	317	317	317	317
Construction of District UBUTORE Development Center				5	50	100
Operationalise ITORERO at all levels	100%	100%	100%	100%	100%	100%
Extension, rehabilitation and maintenance of 3 Genocide memorial sites	1		1		1	1
Rehabilitation and equip Kamonyi HUMURA Center		5%	25%	50%	90%	100%
JRLO						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Sensitization campaigns for prevention and fight against corruption in partnership with Faith Based Organization, Schools, PSF, JADF	2	2	2	2	2	2
Organize and monitor "irondo ry'umwuga" in community using modern mechanisms or software at Village level	317	317	317	317	317	317
Increase Courts' judgments execution	100%	100%	100%	100%	100%	100%

Extension of MAJ services at Sector level	100%	100%	100%	100%	100%	100%
Provide support to abunzi	100%	100%	100%	100%	100%	100%
Public Finance Management						
Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Increase of qualified staff in PFM for NBAs	100%	100%	100%	100%	100%	100%
Increase District own revenues at 30%	1,294,750,170	1,683,175,221	2,188,127,787	2,844,566,123	3,697,935,961	4,807,316,749
Increase the rate of implementation of audit recommendations	75%	78%	80%	85%	90%	95%

5.2 DDS Implementation Strategy

5.2.1 Roles and responsibilities of partners and stakeholders

The stakeholders of Kamonyi district greatly acknowledge that realization of the laid down DDS Strategies and their targets only depends on the ownership of the DDS by all stakeholders like public institutions, developmental partners, civil society organizations, Non-governmental Organization, community based structures as well as all community members of Kamonyi District. The synergy of public of various stakeholders like public institutions, developmental partners, civil society organizations, Non-governmental Organization, community based structures as well as all community members of Kamonyi District will be put into consideration in implementation of this DDS. Stakeholders will be involved in their area of intervention in order to have all priorities implemented as set.

The Central Government shall mainly provide policy guidance and orientation as per the national overall goals, continue to support, build and develop the capacity of the district staff as well as mobilize the necessary resources to enable the district undertake her devolved functions that shall be addressed through the highlighted strategies in this document.

5.2.2 Public institutions

The central government is the policy making level while the district is at the implementation level, therefore all ministries will implement their plan in the district and are stakeholders in this DDS so that it can be achieved.

The Ministry of Finance and Economic Planning will allocate the appropriate budget to all ministries and public institutions involved in the implementation of this DDS and put in place mechanisms for effective management of public funds management. The Ministry will also provide guidelines for implementation of this DDS and will coordinate the financial management allocated to the District.

The Ministry of Local Government is charged with the coordination of the implementation of DDS and as well as providing advice during the implementation, where the district encounters some challenges, the MINALOC will play a role of advocacy to other stakeholders involved in the implementation of this DDS. The MINALOC will also coordinate the agencies under its responsibility mainly LODA through provision of appropriate support at the right time and facilitating smooth implementation of this DDS.

Other Ministries and Central Government Agencies shall mainly be responsible for providing leadership through policy formulation, national sector objectives and targets as well as coordination of all actors in their sectors, providing detailed guidelines regarding use and reporting against earmarked transfers in addition to provision of capacity building and development interventions to district staff in charge of certain sectorial duties.

With regard to national roads i.e. those that connect a district to another or a district to another country, it shall be within the responsibility of the Ministry of Infrastructure (MININFRA). Where certain roads need rehabilitation that can be monitored at district level, MININFRA through the fund for Road Rehabilitation shall provide the necessary budget and guidance on the exact roads and kilometers to be rehabilitated. Certain other duties such as electricity roll out plans and water distribution plans shall still be within the mandate of MININFRA through her Agency WASAC, REG.

Kamonyi District: the responsibility of the Kamonyi district of this DDS is to elaborate operational plan for the implementation of DDS. For the priority actions, the district will carry out the feasibility study to facilitate them investigate the negative and positive impact before spending a lot of time and money. The District do mobilization and attraction of investors so that no opportunity lags behind. In this way, the District will ensure a better working environment facilitating smooth DDS implementation.

5.2.3 Development partners

The involvement of development partners in the implementation of this DDS is the great significance. Some of partners will provide financial support in the economic as well as social transformation and others in the governance for transformational. The framework for development partners in supporting district will be done through supporting intervention of civil society organizations, non-governmental organizations at local level and faith based organizations.

5.2.4 Civil Society Organizations (CSOs)

The World Bank has adopted a definition of civil society developed by a number of leading research centers: “the term civil society to refer to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations. The role of civil society organizations will be the integration of activities in transformation of the social economic welfare of communities in Kamonyi district.

5.2.5 Citizens

Kamonyi district residents participated in formulation of priorities and this will increase ownership and accountability of this DDS and this will facilitate them to fulfill their roles and responsibilities. The population will also provide factors of production such as land through expropriation and labour force. In addition, they will ensure sustainability of District achievements.

5.3 Mechanisms for coordination and information sharing

As several commentators have pointed out on several occasions, there is proof in the notion that it is not all about what one that has makes the difference, but rather what he does with what he has that counts a lot. That is, many resources without any coordination that are duplicating each other instead of enhancing synergy are most likely to have less impact on the served masses and Rwanda, Kamonyi district in particular is not prepared to fail in this aspect as it would mean failing to address the priorities identified by the district's citizens.

In this regard, the district administration will champion the coordination aspects of the development players in the district during the implementation phase of the selected strategies in this DDS in addition to monitoring and evaluation stages as has been evident even during the elaboration phase of this development plan. This will be further facilitated by an effective communication strategy that values consultation and engagement of stakeholders including the citizen.

For this coordination to be a reality, the district will require a robust database and efficient MIS - Management Information System that shall capture, store and track interventions as well as register progress towards realization of the district priority targets.

Efforts shall be made to allow synchronization or having a means of easily linking the district MIS to other institutions' MIS such as those of Central Government Institutions to allow availability of timely and relevant district reports to concerned partners such as Sector Ministries or district councils which will thus facilitate timely decision making.

The district shall conduct a detailed stakeholder mapping and consultatively develop user friendly reporting tools and define reporting frequencies: This shall enable the district to know who does what and where and how much is invested in what in addition to capturing the changes in the beneficiaries' lives.

Further still, the district is mindful of the importance of its citizens and therefore, making information easily accessible to them as well as proving it on a timely basis shall be a key priority of the district as this will promote citizen participation thus greatly contributing to the aspirations of accountable Governance Thematic Area during EDPRS 2. Here different communication forums such as the district's websites, official communiqués, community works or meetings and other available channels shall be greatly used

Coordination of DDS related activities is of paramount significance in harmonising the implementation and bring all the stakeholders together. The Ministry of Local Government will lead the activity. The following constitutes the coordination mechanism framework in information sharing.

5.3.1 District steering committee

At district level, as it is defined in their role and responsibilities in article 55 of the law determining the organization and functioning of decentralised administrative entities, the District steering will supervise the implementation of DDS. the Mayor will be overall coordinator and mobilise of the implementation of DDS and will submit to the relevant authorities the status of the implementation of DDS.

5.3.2 At National level

A steering committee will be put in place and led by the Ministry of Local Government to monitor the implementation of DDS. A focal point staff will be appointed to follow the implementation of District projects formulated in their domain for each sector.

5.3.3 Information sharing

For easy sharing of information on the status of DDS implementation, a meeting of all the concerned stakeholders will be held annually

5.4 Risk mitigation strategies

In order to implement this DDS, the following risks were identified and risks mitigation formulated as follows;

- Limited validity and reliability of DDS, this will be mitigated through preparatory meetings aiming at agreement on the terms of reference and link of DDS with National strategic document and led project.
- Limited interpretation of key stakeholders will be mitigated through advocacy by all relevant institutions mainly PROVINCE, MINECOFIN AND MINALOC and district mobilization.
- Limited involvement of private sector on flagship investment will be mitigated by mobilization of PSF by district leaders (internal and external investors).
- Insufficient funds Advocacy by all relevant Institution mainly PROVINCE, MINECOFIN and MINALOC

5.5 Communication and marketing strategy for the District

The DDS will be presented to the key stakeholders, put on the district website as well as sensitization of the communities and stakeholders so as to make them understand their roles and responsibilities in the implementation.

Chapter 6: Monitoring and evaluation

This chapter presents Management Information Systems in place in the District and their linkages to national management information systems, the key performance indicators and priority actions for the period 2018/19 to 2023/24 as well as the key programs or projects selected for analysis for mid-term review or final evaluation of NST.

The monitoring and evaluation (M&E) plan of the DDS will be designed, with the measurement of results and will also facilitate ensuring accountability on the various stakeholders at all levels and contribute to the policy and advocacy dialogue implementation. Monitoring and evaluation plan will be participatory involving different stakeholders in the implementation process. The District executive committee will monitor on monthly basis the implementation of DDS. A joint monitoring team composed of District Council and JADF will be established regularly and the two will be well organized as per NTS1.

The outcomes and outputs will be used to determine the programmatic areas in which progress can be expected and measured. For tracking progress in outcome and output performance targets were set. It is an essential and binding among stakeholders on results to be achieved by the DDS over the 6 years term. Data collection of achievement will be monthly basis and will allow the steering committee at all level to be aware of the progress and challenges. The tools on which quality of data will be based are to be elaborated.

The evaluation of the implementation of DDS planned project will be done twice. Mid-term review will be conducted after three years of the implementation of the DDS. This will bring together key stakeholders at all levels to appraise progress in the implementation of strategies. It will require revisiting where necessary or reach consensus on the measures to achieve the set targets in the strategy. After six years, Kamonyi will organize a comprehensive external evaluation of the implementation of the DDS to determine the outcomes set against the specific objectives and overall goal.

Chapter 7: Cost and Financing of the DDS

The implementation of Kamonyi District Development Strategy implies availability of funds, in this document the total cost was done based on three pillars as mentioned in NST1. The strategic interventions formulated in each pillar were broken down into subactivities which constitute a basis of costing. The total cost of all subactivities constitute the cost to perform activities and the total cost of activities will allow to achieve the outputs and outcomes formulated in each pillar.

Following that principles, the economic transformational totalize a sum of Frw 142,870,226,775, social transformation totalize Frw 144,737,526,473 while governance transformational totalize Frw 4,243,523,723.

The details of amount allocated to all activities in each pillar are portrayed in the table 12.

Table 12 Costing per pillar

Pillar	Outcome	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
Pillar 2: Social Transformation	DDS Outcome: Reduced poverty among Rwandans	2,656,226,257	3,098,930,633	3,098,930,633	3,320,282,821	3,541,635,009	6,419,213,454	22,135,218,806
	DDS Outcome: Increased graduation from Extreme poverty	16,965,331	67,861,324	113,102,206	73,516,434	5,655,110	5,655,110	282,755,516
	DDS Outcome: Reduced malnutrition	1,591,949,613	1,591,949,613	1,698,079,587	1,804,209,562	1,910,339,536	2,016,469,510	10,612,997,421
	DDS Outcome: Improved healthcare services	127,835,243	127,835,243	136,357,593	144,879,942	153,402,292	161,924,641	852,234,954
	DDS Outcome: Increased coverage of maternal, neonatal and child health services	107,537,418	122,899,906	130,581,150	138,262,394	130,581,150	138,262,394	768,124,411
	DDS Outcome: Improved Leadership and Governance in health facilities	1,225,364,593	1,225,364,593	1,307,055,566	1,388,746,539	1,470,437,512	1,552,128,485	8,169,097,288
	DDS Outcome: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	16,596,667	157,668,339	307,038,344	315,336,678	16,596,667	16,596,667	829,833,363
	DDS Outcome: Increased contraceptives prevalence	95,893,651	213,097,002	213,097,002	213,097,002	170,477,601	159,822,751	1,065,485,009
	DDS Outcome: Increased access to pre-primary education	77,419,372	77,419,372	82,580,663	87,741,954	92,903,246	98,064,537	516,129,144
	DDS Outcome: Increased equitable access to relevant, high-quality, demand-driven TVET programs	0	0	11,188,306	11,188,306	548,226,996	548,226,996	1,118,830,605
	DDS Outcome: Improved education quality in primary and secondary education	340,623,321	1,362,493,284	1,294,368,619	1,294,368,619	1,226,243,955	1,294,368,619	6,812,466,418
	DDS Outcome: Inclusive education strengthened	2,992,842	14,964,208	14,215,998	14,215,998	14,215,998	14,215,998	74,821,041
	DDS Outcome: Enhanced access to quality education for all	10,296,038	195,624,727	205,920,765	205,920,765	205,920,765	205,920,765	1,029,603,826

	DDS Outcome: Increased access to Adult Basic Education to improve adult literacy and numeracy	8,373,337,878	7,177,146,753	23,325,726,946	6,579,051,190	7,177,146,753	7,177,146,753	59,809,556,273
	DDS Outcome: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	3,977,902,991	3,977,902,991	4,508,290,056	4,773,483,589	4,508,290,056	4,773,483,589	26,519,353,270
	DDS Outcome: Recreational activities and sports for all strengthened	1,035,254,782	1,656,407,651	331,281,530	372,691,722	372,691,722	372,691,722	4,141,019,128
Pillar 2: Social Transformation Total		19,656,195,996	21,067,565,637	36,777,814,965	20,736,993,515	21,544,764,368	24,954,191,992	144,737,526,473
Pillar 1: Economic Transformation	DDS Outcome: Increased number of Rwandans with appropriate skills tailored to labour market demands	877,774,132	4,388,870,661	1,579,993,438	3,862,206,182	1,931,103,091	4,915,535,140	17,555,482,644
	DDS Outcome: Integrated urban and rural settlement developed	7,238,928,596	13,753,964,332	13,030,071,472	11,582,285,753	13,030,071,472	13,753,964,332	72,389,285,957
	DDS Outcome: Increased availability of affordable housing and access to basic infrastructure	4,160,674,120	4,420,716,252	4,420,716,252	4,420,716,252	4,420,716,252	4,160,674,120	26,004,213,248
	DDS Outcome: Increased business development services for entrepreneurs	230,058,977	245,396,242	245,396,242	260,733,507	276,070,772	276,070,772	1,533,726,513
	DDS Outcome: Export growth sustained at 17% annually	6,073,149,734	3,373,972,075	944,712,181	944,712,181	1,079,671,064	1,079,671,064	13,495,888,298
	DDS Outcome: Hard infrastructure developed for trade competitiveness	193,752,790	84,766,846	28,255,615	32,292,132	32,292,132	32,292,132	403,651,646
	DDS Outcome: Long term saving and innovative financing mechanisms enhanced	29,588,321	29,588,321	31,560,876	33,533,430	35,505,985	37,478,540	197,255,472
	DDS Outcome: Increased agricultural production and productivity	607,990,792	799,987,884	415,993,700	447,993,215	447,993,215	479,992,730	3,199,951,536
	DDS Outcome: Agricultural	57,355,500	611,791,999	516,199,499	439,725,499	172,066,500	114,711,000	1,911,849,996

	production value chains improved							
	DDS Outcome: Increased traditional and non-traditional export crops	35,199,899	35,199,899	37,546,559	39,893,219	42,239,879	44,586,538	234,665,992
	DDS Outcome: Increased financing and infrastructure for agriculture	12,243,443	13,059,673	13,059,673	13,875,902	14,692,132	14,692,132	81,622,954
	DDS Outcome: Increased climate resilience for agriculture	67,459,611	67,459,611	71,956,918	76,454,225	80,951,533	85,448,840	449,730,738
	DDS Outcome: Improved livestock sector	286,405,555	205,464,854	31,131,039	31,131,039	31,131,039	37,357,246	622,620,771
	DDS Outcome: Increased sustainability and profitability of forestry management	574,206,166	574,206,166	612,486,577	650,766,988	689,047,399	727,327,810	3,828,041,104
	DDS Outcome: Increased efficient land use management	4,081,148	4,897,377	4,897,377	4,897,377	5,713,607	57,136,068	81,622,954
	DDS Outcome: Integrated water resource management	61,643,187	158,511,052	158,511,052	167,317,221	167,317,221	167,317,221	880,616,955
Pillar 1: Economic Transformation Total		20,510,511,969	28,767,853,242	22,142,488,468	23,008,534,122	22,456,583,291	25,984,255,685	142,870,226,778
Pillar 3: Transformational Governance	DDS Outcome: Enhanced unity among Rwandans	105,689,511	116,258,462	89,836,084	116,258,462	89,836,084	10,568,951	528,447,553
	DDS Outcome: Increased innovation and sustainability across home grown solutions	7,778,217	7,778,217	8,296,765	8,815,313	9,333,861	9,852,409	51,854,782
	DDS Outcome: Enhanced Peace and Security	46,114,572	47,959,155	22,134,995	22,134,995	22,134,995	23,979,578	184,458,289
	DDS Outcome: Sustained respect for human rights and civil liberties	143,506,722	143,506,722	153,073,836	162,640,951	172,208,066	181,775,181	956,711,477
	DDS Outcome: Zero corruption across government services and institutions achieved and maintained	18,365,165	18,365,165	19,589,509	20,813,853	22,038,198	23,262,542	122,434,431
	DDS Outcome: Enhanced accountability across public institutions	7,883,074	7,883,074	8,408,612	8,934,150	9,459,689	9,985,227	52,553,826

	DDS Outcome: Improved capacity to plan, execute and maintain capital investments at subnational level	176,350,069	214,139,370	201,542,936	214,139,370	226,735,803	226,735,803	1,259,643,350
	DDS Outcome: Improved service delivery across all sectors	89,004,819	89,004,819	94,938,473	100,872,128	106,805,782	112,739,437	593,365,458
	DDS Outcome: Strengthened PFM coordination and partnerships	28,701,733	34,852,105	32,801,981	34,852,105	34,852,105	38,952,352	205,012,380
	DDS Outcome: Enhanced decentralisation system	60,698,857	66,479,700	37,575,483	40,465,904	40,465,904	43,356,326	289,042,174
Pillar 3: Transformational Governance Total		684,092,738	746,226,787	668,198,674	729,927,230	733,870,486	681,207,805	4,243,523,720
Grand Total		40,850,800,702	50,581,645,667	59,588,502,108	44,475,454,867	44,735,218,145	51,619,655,482	291,851,276,971

As it indicated in the table 12, the total cost to be used in order to implement all DDS activities totalizes **Frw 291,851,276,971** .