

**THE REPUBLIC OF RWANDA  
EASTERN PROVINCE  
KIREHE DISTRICT**



**KIREHE DISTRICT DEVELOPMENT  
STRATEGY (DDS)**

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## GLOSSARY

TERM NAME	DEFINITION
Girinka	One cow per poor family programme
Imihigo	Performance contract
Inteko z'Abaturage	Community Outreach
Umudugudu	Village
Akagali	Cell
Umurenge	Sector
Abunzi	Local Reconciliators

## ABBREVIATIONS

Abbreviation	Description
<b>7 YGP</b>	Seven-Year Government Programs
<b>AU</b>	African Union
<b>CCA</b>	Cross Cutting Areas
<b>DDP</b>	District Development Plan
<b>DDS</b>	District Development Strategy
<b>DHS</b>	Demographic Health Survey
<b>EAC</b>	East African Community
<b>ECD</b>	Early Childhood Development
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>EXECOM</b>	Executive Committee
<b>GMO</b>	Gender Monitoring Office
<b>GDP</b>	Growth Domestic Products
<b>HE</b>	His Excellence
<b>ICT</b>	Information Communication and Technology
<b>IPAR</b>	Institute of Policy Analysis and Research
<b>JADF</b>	Joint Action Development Forum
<b>LED</b>	Local Economic Development
<b>LODA</b>	Local Administrative Entities Development Agency
<b>LG</b>	Local Government
<b>MDG's</b>	Millennium Development Goals
<b>MINALOC</b>	Ministry of Local Government
<b>MoU</b>	Memorandum of Understanding
<b>MINECOFIN</b>	Ministry of Economic and Finance
<b>MININFRA</b>	Ministry of Infrastructures
<b>NEP</b>	National Employment Program
<b>NGO</b>	Non-Government Organisation
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NST</b>	National Strategy for Transformation
<b>NWC</b>	National Women Council
<b>NYC</b>	National Youth Council
<b>PES</b>	Province Executive Secretary
<b>PSF</b>	Private Sector Federation
<b>PFM</b>	Public Financial Management
<b>PWD's</b>	People with Disabilities
<b>RPF</b>	Rwanda Patriotic Front
<b>RGB</b>	Rwanda Governance Board
<b>SDG's</b>	Sustainable Development Goals
<b>SSP</b>	Sector Strategic Plans

<b>Abbreviation</b>	<b>Description</b>
<b>SWOT</b>	Strength, Weakness, Opportunities and Threats
<b>TAC</b>	Tax Advisory Committee
<b>V/M FED</b>	Vice-Mayor in charge of Finance and Development
<b>VIH/AIDS</b>	Human Immunodeficiency Virus infection and Acquired Immune Deficiency Syndrome
<b>HA</b>	Hectare
<b>HGS</b>	Home Grown Solution
<b>KM</b>	Kilometre

## O. Executive summary

*“The today’s planning is the future’s hope”*

Sustainable planning is the basis for social, economic and development of any country.

The development of this district development strategy (DDS) was participatory embracing the principle of leaving no one behind where by all citizens and partners participated to fully contribute to the key priorities of the district. Throughout the process of this DDS, the different approach was used to analyse existing policies, programs and strategies with reference to National Strategy for Transformation (NST1), Vision 2020 to mention but few. The study followed the principle of stakeholders’ engagement and participation (namely, Citizen’s participation, Joint Action Development Forum, District Councillor’s, National Women Council National Youth Council, People With Disabilities ’s, and Opinion leaders among others., Rwanda being a people centred, DDS elaboration process was highly participatory planning process that involved citizens and partner’s. It performed a holistic analysis and strived to present evidence-based arguments from which activities to be performed during this DDS were drawn.

For each document, programme or strategy analysed, a clear problem was defined, linking the NST 1, Vision 2020, Vision 2050 and DDS in the process of the elaboration. To meet these objectives, Kirehe District developed its District Development Strategy (DDS) around three NST 1 pillars (**Economic Transformation, Social Transformation and Transformational Governance**) which will drive rapid and sustainable economic growth, as well as fast track poverty reduction interventions at the district level.

District Development Strategy (DDS) will be implemented through a set of annual action plans and performance contract *“Imihigo”* which are fully aligned to the priorities and themes of DDS. District Development Strategies mainstream key crosscutting areas and contribute to the achievement of the objectives outlined under the three pillars.

This new approach of performance management is a mechanism that Government of Rwanda put in with purpose to speed up the social, economic and development of its citizens. This sprit will help and support Kirehe leadership, to implement all government programmes and policies at lower levels of administration while Promoting the wellbeing of the population. The current DDS make clear the new direction of the District and new innovations that will drive the District's interventions towards national goals.

The district has faced crucial challenges in the previous years where there were recognizable lower levels of agricultural output and insufficient processing units for agricultural transformation, weak level of investments of private investors, limited number of different infrastructures for development such as road both tarmac and cornerstones roads, limited number of citizens who access electricity, clean water and developed urban centres...Same of the sectors faced serious issues of hunger due to climate change and other issues related to agriculture and human security issues. The most known is worm that destroyed maize and other cereals. School drop outs from schools still exist, insufficient forest cover and soil erosion control measure are inadequate, lack of proper landfills and solid waste treatment and Insufficient rubbish pits in the rural community also were among the biggest challenges faced Kirehe District a couple of years ago.

To address these challenges, Kirehe district planned for major interventions, priorities and innovations based on NST 1 pillars to implement them during the next six years of DDS. In agriculture the district is prioritizing Agro-processing (maize & rice industries, fruits juice factory) and post-harvest handling facilities (Drying grounds, storage facilities).

In the private sector as engine of country, much emphasis is in Business: SME, Financial and Non-financial sectors, promoting cooperatives, cross border trade promotion, trade fair (Expo), creating more off farm jobs, promoting made in Rwanda among others. The human security issues cannot be handled by district alone, it is in this framework that district partners through JADF (Joint Action Development Fund) will play a key role to end those highlighted issues.

More emphasis will be on infrastructure development: Roads, increase number of citizen who access both electricity and clean water, using solar energy, promoting use of gas and biogas towards proper environment protection and climate change. Modern markets will be among the priority as well as developing rural & urban development through master plan, layout plans and innovation of trade centres;

In order to achieve education for all, Kirehe district will continue to implement 12YBE policy with ratios rate (students/teacher/Class), reduce illiteracy rate among adults, promoting ECD's, increase number of inspections in schools, develop capacity building of teachers and provide scholarship materials; without parents supports we cannot achieve these brilliant objectives, Kirehe leadership will collaborate with parents in order to provide school feeding policy in all schools.

Without proper environment, climate change and natural resources we cannot implement this DDS, since we keep in mind that it is most important, therefore, Environment conservation through a forestation Trees planting and use of both Gas and Biogas and other renewable energy (Solar energy) will be among the priority of Kirehe.

# **Chapter 1: General Introduction**

## **I.1. Introduction**

Rwanda has achieved a lot in developing the social, economic and development sector to align it with the overall national development agenda including the aspiration to make the national economy private-led. As outlined in the EDPRS II (GoR, 2013), many public-private-partnership ventures have been initiated to step up investment in the various domains in the country and the potential to grow this sector further is big and real.

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

## **I.2. Context and Purpose of the DDS**

Kirehe District is required to develop a comprehensive medium-term Development Strategy for 2018-2024 (DDS). It is a medium-term planning framework that prioritizes the Local Government interventions planned for and aligned with different regional and national vision and strategies, importantly the National Strategy for Transformation (NST1).

Among the national documents on which the DDS is based on, the Vision 2020 with the main objective for Rwanda to become a middle-income country. The vision has been made operational by medium-term national Strategies which started by Poverty Reduction Strategy Paper (PRSP I 2002-2007), The second was Economic Development and Poverty Reduction Strategy EDPRS I (2008-2012) and EDPRS II (2013-2018) with a priority given to accelerating growth, creating employment and generating exports. One of the principles on which EDPRS II and the above mentioned thematic areas have been built on is District-led development. Districts have been involved in elaboration and implementation of EDPRS II through District Development Plans (DDPs). DDPs together with sector strategic plans (SSPs) have been elaborated simultaneously to ensure coherence among national planning documents.

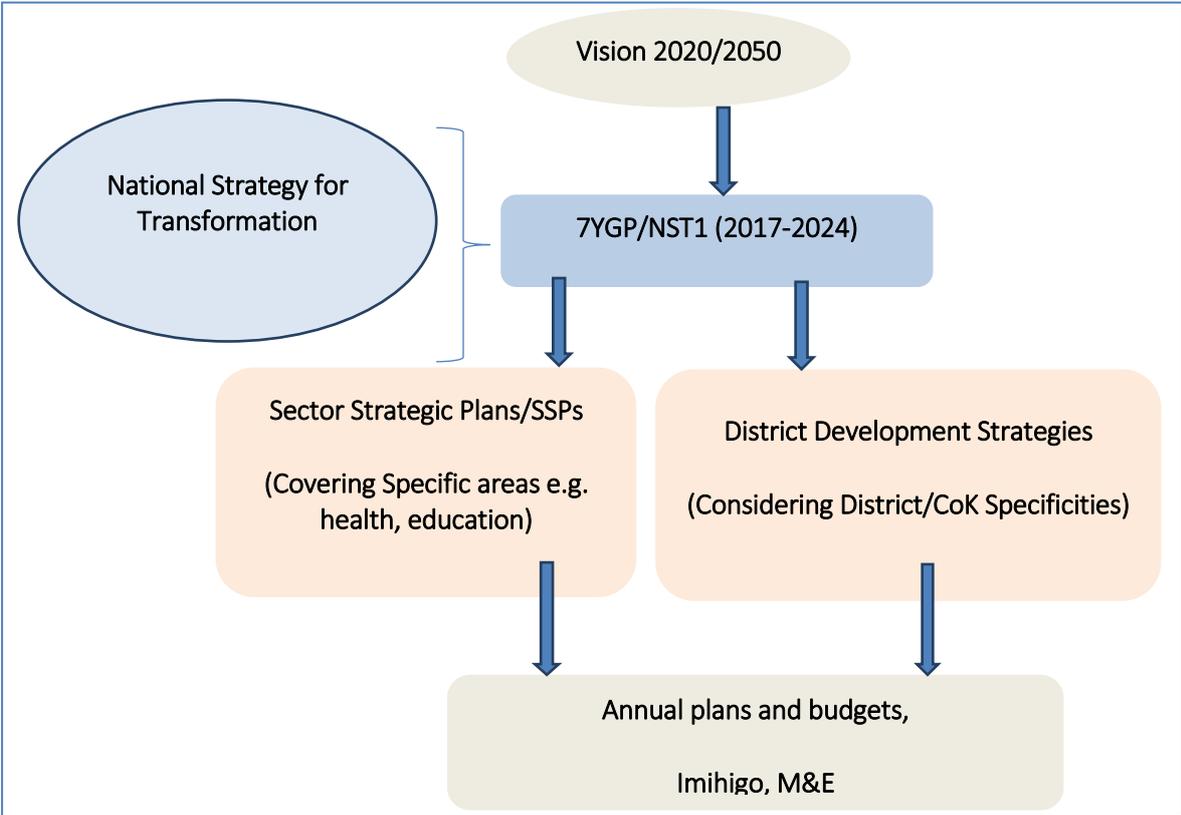
As Vision 2020 is at the last phase of its implementation while the EDPRS II is in its final year. It is in this context that the Government of Rwanda has adopted the elaboration of the

Vision 2050 with an objective of transforming Rwanda into an upper middle-income country by 2035 and a high-income country by 2050 (MINECOFIN, 2016). It will focus on five priorities:

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

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 also consider the manifesto of the RPF (the winning party in the Presidential elections) and Presidential Pledges.

The figure below demonstrates the development planning framework of both Vision 2050 and NST 1 and the place of the Sector Strategic plans and DDS.

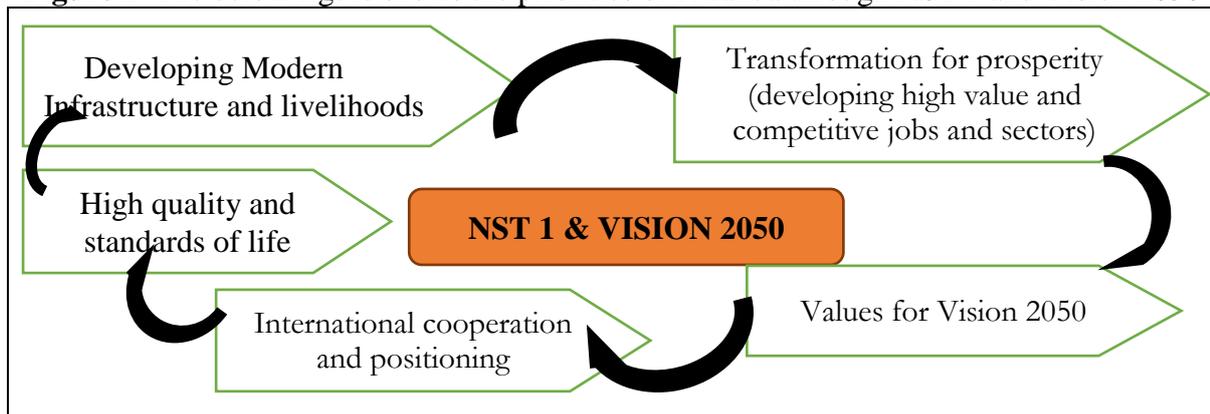


**Figure 1:** The Development Planning Framework for Vision 2050 and NST1

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

The paramount purpose of this DDS is to have a perfect tool of planning and coordinating interventions that will facilitate Kirehe District to achieve its mission and vision while it improves social, economic and development. Also by ensuring equality in development of the District in the next six years and to come up with a well-prepared implementation plan with full commitment by all partners' in development in order to achieve a sustainable development.

**Figure 2:** The below figure shows the priorities of Rwanda through NST 1 and Vision 2050



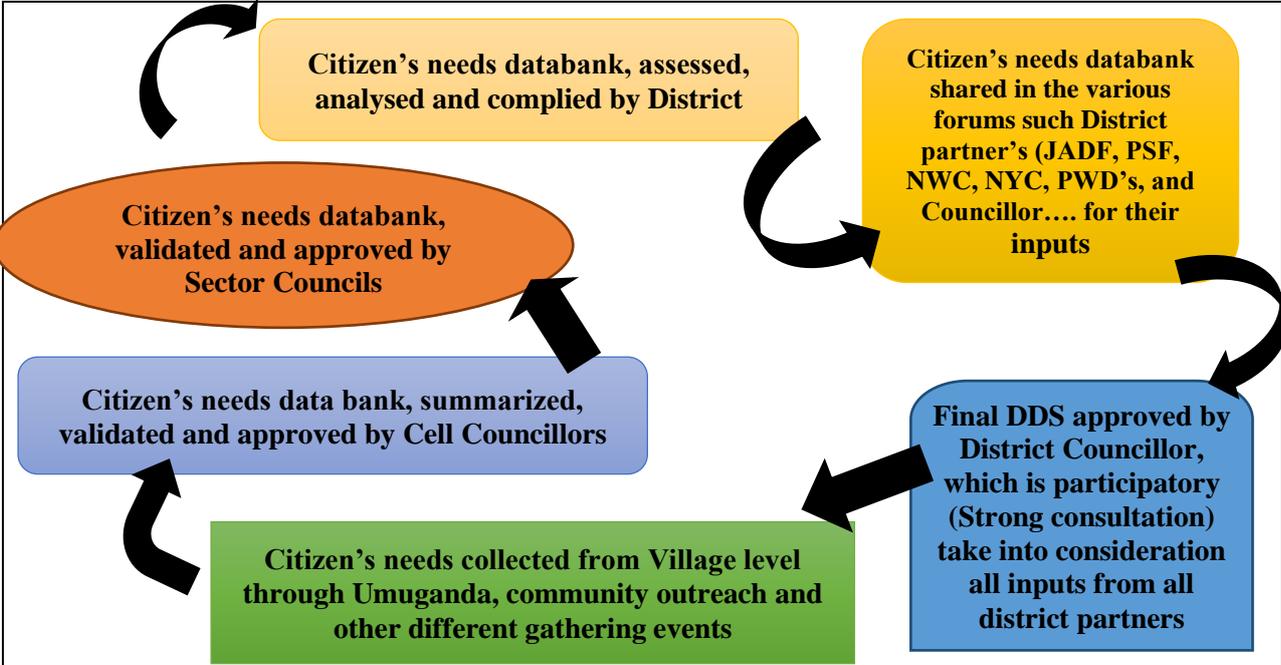
**Source:** Own designed, DDS Facilitator, adopted to MINECOFIN, 2017: 7 Years Government Programme: National Strategy for Transformation (NST 1). Draft document 13th September 2017

### I.3. Elaboration Process of DDS

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

The elaboration 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, the 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 Kirehe DDP 2013-18, Kirehe LED Strategy 2017, Kirehe District Potentialities, Kirehe Master Plan, Local Community Priorities, together with National Strategies such as the NST1, Vision 2020, Vision 2050, as well as the regional and global commitments. On the other hand, primary data was collected through an iterative process of awareness creation, consultative meeting sessions, training workshops with the District involved actors and stakeholders.

**Figure 3:** Processes of collecting citizen’s needs at all levels to be considered in the DDS



Source: DDS Facilitator, own design, 2017

Then, on crosscutting areas (CCAs to the mainstreamed), here are the following:

- Capacity Development,
- Regional integration and International Positioning,
- Gender and Family promotion,
- Environment and climate change,
- Disaster management,
- Disability and social inclusion,
- HIV/AIDS and non-communicable diseases

#### **I.4. Short Description of the DDS Contents**

As per MINECOFIN guidelines for the elaboration of the District Development Strategy (DDS), The DDS document start by Executive Summary and organized in six chapters.

Chapter one consists of the DDS General Introduction, context and purpose elaboration, and the descriptive methodologies used in the due course of the DDS elaboration process

Chapter two provides the overview of the District and all details related to challenges, gaps and achievement in terms of the economic and social situations and the main priorities addressing those challenges and the district potentialities.

Chapter three presents and discusses the DDS alignment with national policy framework, while the fourth chapter discusses in details, the strategic framework including the log frame for the last six years based on the challenges, addresses the priorities for the next six years and potentialities identified from the EDPRS II assessment report, EICV 4 reports and DHS 4 results as well as DDP self-assessment report.

Chapter five discusses the implementation of the district development strategy (DDS) where different actors will play different roles for this DDS to be successfully implemented. To this, include but not limited to, Citizens, District, District development partner's, Province, Different ministries, private sector and civil society organisations as well as Joint Action Development Forum (JADF). This is followed by the Monitoring and Evaluation of the district strategic objectives and it highlights the elements that will be monitored and evaluated for a range of interventions and strategies as risks and mitigation strategies which are the action plans the district create after making a thorough evaluation of the possible threats, hazards or detriments that can affect district's development.

The final chapter six (6) is cost and financing of the district development strategy.

## II. Overview of the District

The overview of Kirehe District presents briefly, challenges and gaps as well as achievements in different sectors basing on various evaluations conducted by both government and non-governments. To this, this section presents the top District challenges, the top district priorities that are fully linked and addressed to the top challenges and the district potentialities from which, are aligned to national priorities as per MINALOC and MINECOFIN guidelines (2017).

### II.1. District Profile

Main indicator	District Status	National Status
Poverty Incidence rate	44.6% (EICV 5)	38.2%
Extreme Poverty Rate	18.5% (EICV 5)	16%
Labour force participation Rate	53.7% (LFS <sup>1</sup> , August 2017) 53.4%	52.9%
Unemployment rate	10.4% (LFS, August 2017) 10.7%	17.8%
<b>Agriculture</b>		
Percentage of land under consolidation	33% (EICV 5)	15.9%
Percentage of land protected against soil erosion	73.9% (EICV 5)	68.5%
Percentage of land under irrigation	5.8% (EICV 5)	6%
<b>Energy</b>		
Percentage of Households using Electricity for lighting	15.6% (EICV 5)	27.1%
<b>Water and sanitation</b>		
Percentage of Households using an improved water source	84.3% (EICV 5) 87.1% (EICV 5)	87.1%
Percentage of Households with access to improved sanitation	95.3% (EICV 5)	87.3%
<b>Education</b>		
Literacy rate (%) of population aged 15 above	68.9% (EICV4) 70.2% (EICV5)	72.9%
Percentage of Net Attendance Rate in primary	85.3% (EICV5)	87.7%
Percentage of Net Attendance Rate in secondary	18.1% (EICV5)	24.3%
Percentage of promotion rate in primary	73.5% (SYB, 2017)	75.9%
Percentage of repetition rate in primary	18.7% (SYB, 2017)	18.4%
<b>Health</b>		
Percentage of stunted children under five years	29% (DHS 5)	38%
Percentage of married women age 15-49, currently using modern contraception	50% (DHS 5)	48%
<b>ICT</b>		

<sup>1</sup> LFS- Labour Force Survey

Main indicator	District Status	National Status
Percentage of Households owning a computer	0.2% (EICV5)	3.3%
Percentage of Households owning a mobile phone	66.2% (EICV5)	66.9%
Environment and Natural resources		
Percentage of Households with rain water catchment systems	10% (EICV5)	14.5%
Percentage of Households using firewood for cooking	95.4% (EICV5)	79.9%
Financial Sector		
Percentage of Adult financial inclusion	87% (FinScope Rwanda 2016 Report)	89%

### II.1.1. Geography

Kirehe District is one of the seven districts making up the Eastern province. It is made up of twelve administrative sectors, which are: *Gahara, Gatore, Kigarama, Kigina, Kirehe, Mahama, Mpanga, Musaza, Mushikiri, Nasho, Nyamugali and Nyarubuye*, 60 cells and 612 administrative villages (DDP: 2013).

The district borders with Tanzania in the East with the Districts of Ngora and Karagwe, in the south the District borders with Burundi, Ngoma District in the south-western part and Kayonza District in the North. Here, is the Kirehe map, which clearly shows both its sectors and neighbouring countries.



Kirehe District extends over a total area of 1,118.5 Km<sup>2</sup>, with 340,368 inhabitants (52% female and 48% male) as provided by NISR, Rwanda Census of 2012. Its population density is 287 in habitants/Km<sup>2</sup>. By this high rate, it is questionable about the Kirehe plan as far as developing Kirehe population and GDP per capita are concerned. The side effect of this, will

lead to spiral poverty in the District. The literacy rate of Kirehe District is 69.7%. The average age of Kirehe population is between 14 and 35 years (NISR, Rwanda Census: 2012).

### **II.1.2. Relief**

Kirehe District relief is that of a low plateau area. However, there exists a chain of mountains, which divide the region into two geographical entities; these are characterized by a low altitude plain of more or less than 1,350m of altitude, separated by isolated hills and mountains with a plateau at the summits of Mountain Mahama and Mountain Migongo. The average of the District is 1500m above sea level (Kirehe DDP, 2013-2018).

### **II.1.3. Hydrograph, Fauna and Flora**

In terms of hydrography, fauna and flora, the main water source of the District is the Akagera River surrounding South-east District and flowing into Lake Victoria. Water is a limited resource as the region is densely populated. About Kirehe Flora, a shrubby savannah dominates the natural vegetation of the district of Kirehe. The Fauna of Kirehe district is diverse (birds, reptiles, amphibians, insects and aquatic animals including fish, crocodiles, and hippos). The biggest part of the fauna of Kirehe is located in the inhabited places.

Akagera River is the main and principal watercourse in the district, which surrounds the south-eastern part of the District and continues into Lake Victoria. Vegetation is that of the eastern savannah type and in big variety prevalent with acacia trees. On related forests in Kirehe, Human being has to respect the interrelationship existing between him/her and the forests since no one can survive without other. Yet, forests in the country do not match with the needs of the people as many of us do use wood for daily life in cooking.

Rwanda surface area covered by forests is only 22% (Ministry of Environment: 2013). This is not enough owing to the huge demand for trees. Again, Kirehe in his long-term plan, need to increase and promote tourism industry, therefore there is a need of forests in order to blossom. Rwanda through its vision 2020 has made the development of the forestry sector a national priority. Rwanda committed itself to an ambitious target of having 30% of the national territory covered by forests by 2020. At the same time, agroforestry areas should be increased to 85% of all farmlands. To this, apart from natural forests, which are Ibanda-Makera (Mpanga Sector) with 169Ha, approximately only 50Ha remain, La Rwandaise (Nasho-Military training) with 500 Ha, Cyambwe in Nasho sector with 10 Ha and Rwambanda in Gahara Sector with 30Ha.

Again, Kirehe District has forest plantation estimated to 2,634 Ha of woodlots, planted by the District and those belonging to private individuals. Kirehe District is targeting to plant more than 16,000 of Agro forestry species and planting about 56 Km of trees planted alongside the roads.

The Forestry sector is playing key roles in supporting the livelihood of all Rwandans especially by providing most of the energy consumed by the bulk population, controlling soil erosion and protecting water catchments and supplying other goods and ecological services (Ministry of Environment: 2013).

#### **II.1.4. Climate and Agriculture**

The District of Kirehe has 4 climatic intervals of seasons per year and has two annual harvests on the same pieces of land. Agriculture is strongly dependent on the seasonal climatic changes, primarily with regard to rain. In winter, there is much less rainfall in Kirehe than in summer. The average annual temperature is 19.4 °C. The rainfall here averages 898mm and an average of 20.2 °C, September is the warmest month. June has the lowest average temperature, which is 18.9 °C while the precipitation varies 148 mm between the driest month and the wettest month. During the year, the average temperatures vary by 1.3 °C. (Climate-data.org: 2017)

The tropical land relief is more widespread in the District. It is composed of different types of soil components that combine at a lenient level; all these grounds can be exploited and improved on its production.

#### **II.1.5. Topography of the area**

The District of Kirehe is characterized, in general, by lowly undulating hills separated by valleys some of which are swampy and boggy. This kind of topographical layout constitutes an important potentiality for modern irrigation system and mechanized agriculture (Kirehe district website 2017).

### **II.2. Socio-Economic Environnement**

#### **II.2.1. Social situation aspects**

The fourth population and Housing Census, (NISR: Rwanda Census: 2012) clearly show that, Kirehe district has the population of 340, 368 inhabitants. Kirehe District has population density with 287 inhabitants/km<sup>2</sup>.

**Table 1: Distribution (count) of the resident population of Eastern Province in 2012 by district, sex and density**

BOTH SEXES	MALE	FEMALE	% FEMALE	POPULATION SHARE % OF THE TOTAL POPULATION	DENSITY (INHABITANT/KM <sup>2</sup> )
340 368	163.790	176.578	51.9	13.1	287

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

However, the same report (NISR: Rwanda 4th Population and Housing Census, 2012) highlighted the distribution of the resident population of Kirehe by sector, sex and density.

This distribution (count) help District authorities in their respective planning and budgeting during the planning sessions, budgeting processes and when Kirehe District decide about which activities to be taken into consideration in Imihigo “*Performance Contract*” towards, accelerating and increase social, economic and development of a given sector based on the statistical data in terms of equity and equality.

**Table 2: Distribution (count) of the resident population of Kirehe district in 2012 by Sector, sex and density**

SECTOR	BOTH SEXES	MALE	FEMALE	% FEMALE	POPULATION SHARE % OF THE TOTAL POPULATION	DENSITY (INHABITANT/KM <sup>2</sup> )
GAHARA	39.484	18.730	20.754	52.6	11.6	371
GATORE	26.923	12.808	14.115	52.4	7.9	421
KIGARAMA	31.149	14.966	16.183	52.0	9.2	269
KIGINA	26.909	13.235	13.674	50.8	7.9	402
KIREHE	23.784	11.483	12.299	50.8	7.0	484
MAHAMA	23.643	11.483	12.160	51.4	6.9	365
MPANGA	31.771	15.351	16.420	51.7	9.3	128
MUSAZA	25.444	12.135	13.309	52.3	7.5	278
MUSHIKIRI	28.031	13.564	14.467	51.6	8.2	295
NASHO	26.954	12.907	14.047	52.1	7.9	261
NYAMUGALI	36.754	17.710	19.044	51.8	10.8	375
NYARUBUYE	19.522	9.416	10.106	51.8	5.7	227

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

From the table above;

- The fourth Rwanda Population and Housing Census (PHC) has enumerated 340,368 residents in Kirehe district, which represents 13.1% of the total population of the Eastern Province (2,595,703 residents).
- The population of Kirehe district is predominantly female; 176,578 are women corresponding to 51.9% of the total population.
- In all sectors of Kirehe district, women represent more than 50% of the resident population.
- Gahara and Nyamugali are the most populated sectors with over 30 thousands residents each. They represent 11.6% and 10.8% of the total population of Kirehe district, respectively.
- Nyarubuye sector is the less populated sector with less than 20 thousand inhabitants.
- Sectors with high population density are Kirehe, Gatore and Kigina with 484 inhabitants/km<sup>2</sup>, 421 inhabitants/km<sup>2</sup>, and 402 inhabitants/km<sup>2</sup> respectively. Sector with low population density is Mpanga with 128 inhabitants/km<sup>2</sup>

Kirehe and Gatore are the most density-populated sectors as per NISR census, 2012. Kirehe district population is predominantly rural with 97% of its population (330,285 inhabitants) living in rural areas. Kigina is the most urbanized sector in the district with 26% of its population residing in urban areas. In addition to this, the Ruhanga population is mostly young. 63.3% of the resident population of Kirehe is under 25 years old (NISR census, 2012).

To know if the social, economic and development strategies adopted by Kirehe District, will be compared by the ubudehe categories, especially those in category 2 with 41.10% and category 3 with 44.78% since they compose a big number (Closer to 86%).

**Table 3:** Distribution of population by Ubudehe category (DDP: 2017)

Category	Number of households	%	Number of people	%	Male	Female
1	13,353	16.2	50,758	14.09	22,769 (44.9%)	27,989 (55.1%)
2	33,786	41.23	148,185	41.10	70,740 (47.7%)	77,445 (52.3%)
3	34,777	42.44	161,477	44.80	78,706 (48.7%)	82,771 (51.3%)
4	31	0.04	145	0.04	66 (45.5%)	79 (54.5%)
<b>Total</b>	<b>81,947</b>	<b>100</b>	<b>360,565</b>	<b>100</b>	<b>172,281 (47.8)</b>	<b>188,284 (52.2)</b>

**Source:** Kirehe District, Ubudehe Categorization Statistics, Report (2017)

Nevertheless, ten of twelve in Kirehe district are entirely rural. To maintain social, economic and development among Kirehe population who are in the category two and three which

compose a big number (Closer to 86% against 100%) will require more attention and strategies to uplift those mentioned population.

In addition to this, it is observed that a big number of women (52.2%) compared to those of male (47.8) in total percentage of distribution of Kirehe population. The reason behind these disaggregated data is to help Kirehe leadership to monitor and evaluate the policies and programs in as far as gender equality and equity is concerned in respect of Rwanda gender policy.

**Table 4:** Distribution (count and %) of the school-age population of Kirehe district by sector, School attendance status and sex (Both sexes)

Sector	Total (Count)	Total (100%)	Currently attending	No longer Attending	Never Attended
<b>Pre-School age (3-6 years)</b>					
Rwanda	1,280,857	100	29.8	0.6	69.6
Eastern Province	338,595	100	31.0%	0.6	68.5
Kirehe District	44,006	100	31.6%	0.7	67.7
<b>Primary school age (7-12 years)</b>					
Rwanda	1,712,459	100	92.5	0.9	6.6
Eastern Province	431,241	100	91.4	1.0	7.6
Kirehe District	59,425	100	90.4	1.0	8.6
<b>Secondary school age (13-18 years)</b>					
Rwanda	1,365,771	100	74.4	21.1	4.5
Eastern Province	330,724	100	74.1	21.0	4.9
Kirehe District	42,769	100	72.3	22.0	5.7

**Source:** Rwanda 4<sup>th</sup> Population and Housing Census, 2012 (NISR)

As above table, school attendance among children varies across education levels: It is low (31.6%) for the preschool-age population (3-6 years), very high (90.4%) for the primary school-age population (7-12 years), and high (74.1%) for the secondary School-age population (13-18 years) at the time of the census. While school attendance varies also across the sectors. However, gender disaggregated is presented below in the tables in the details as provided by NISR (2012).

For the preschool-age, it varies from 15.4% in Nyamugali to 47.8% in Kirehe Sector and for the primary school-age, it varies from 83.1% in Nyamugali to 95.4% in Kirehe and for the secondary school, it varies from 61.9% in Mahama sector to 77.6% in Mushikiri Sector.

In addition to this, the net attendance rate (NAR) in Primary school for Kirehe district is 85.6%. The net attendance rate (NAR) in primary school for Kirehe district (85.6%) is below the NAR at Province (86.3%) and to the one at national level (88.2%). The high net attendance rate in primary school is in Kirehe (91.1%) and Mushikiri (90.5%) sectors while the sector with low NAR is Mahama with 79.3%.

Contrary, in secondary school as the national level school attendance at secondary level is not universal. The net and gross attendance rates of secondary education in Kirehe district are below 40%. This means that more than half of the Kirehe’s children who are supposed to attend secondary school are not actually attending that level. Females are more common in almost all sectors except in Gahara, Kigarama and Mahama (See the below tables).

There are no important variations among sectors of Kirehe district. There are variations by sector. For instance, the net attendance rate is 23% in Kirehe sector while it is 11% in Kigarama sector. Among the population aged 3 years and above in Kirehe district, 28% of them has no education, 57.8% attained the primary level and 7.9% attained secondary level, while only 0.6 % attained university. Level of educational attainment varies across sectors. The high percentage of population aged 3 years and above who attained the secondary education is in Kirehe (11.9%) and Kigina (11.1% residents).

**Table 5:** Gross and Net Attendance Rate (%) in Primary School of Kirehe district by sex and Sector

DISTRICT/SECTORS	GROSS ATTENDANCE RATES				NET ATTENDANCE RATES			
	Both sexes	Male	Female	GPI	Both sexes	Male	Female	GPI
<b>Rwanda</b>	138.7	138.9	138.4	1.0	88.2	87.3	89.1	1.0
<b>Eastern Province</b>	137.3	137.8	136.7	1.0	86.3	85.3	87.2	1.0
<b>Kirehe District</b>	134.1	134.5	133.7	1.0	85.6	84.5	86.8	1.0

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

The above table (5) reveals that not all children attending primary school level are of the official age for that level (7-12 years).

- The gross attendance rates are greater than 100% in all sectors, with minor variations.
- The net attendance rate (NAR) in primary school for Kirehe district (85.6%) is below the NAR at Province (86.3%) and to the one at national level (88.2%),
- The high net attendance rate in primary school (91.1%) is in Kirehe (91.1%) and Mushikiri (90.5%) sectors while the sector with low NAR is Mahama with 79.3%

**Table 6:** Gross and Net Attendance Rate (%) in Secondary school of Kirehe district by sex and Sector

DISTRICT/SECTORS	GROSS ATTENDANCE RATES				NET ATTENDANCE RATES			
	Both sexes	Male	Female	GPI	Both sexes	Male	Female	GPI
<b>Rwanda</b>	42.3	41.7	43.0	1.0	22.0	20.1	23.8	1.2
<b>Eastern Province</b>	38.4	38.4	38.4	1.0	18.9	17.4	20.5	1.2
<b>Kirehe District</b>	36.2	37.8	34.6	0.9	16.2	15.5	17.0	1.1

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

As the national level school attendance at secondary level is not universal. The net and gross attendance rates of secondary education in Kirehe district are below 40%. This means that more than half of the Kirehe's children who are supposed to attend secondary school are not actually attending that level.

- Females are more common in almost all sectors except in Gahara, Kigarama and Mahama.
- There are no important variations among sectors of Kirehe district.
- There are variations by sector. For instance, the net attendance rate is 23% in Kirehe sector while it is 11% in Kigarama sector.

The below statistics provided by DHS5, show clearly how the Kirehe citizens access the basis needs, these information have been provided to district authorities with purposes: to be used as baseline of their planning (Both short and long term) while can also serve as basis for their decision-making since they have almost data on how their citizen access the basic needs.

However, the net attendance rate in primary school in Kirehe is on 88% (Male) while 93% (Female) and net attendance rate in secondary school, Kirehe is on 22% (Male) while 21% (Female). Percentage of de jure children under age 5 ages whose births are registered with civil authority, Kirehe is on 56%, Percentage of de jure children under age 18 with one or both parents dead, Kirehe is on 9%.

The distribution of women and men by marital status age 15 to 49. Overall 32% of women age 15-49 have never been in union compared to 48% of men 15-49 in the East Province and lowest in Kirehe District among women. Among men it varies, overall 56 per cent of women interviewed in the Eastern province were in union (Married or living in union). This

proportion is highest in Kirehe (62%). Among men, the proportion of those in union is 50% in East Province and this varies too. The East province count 5% of women that are widowed, 3% divorced and 5% separated. Among men, the proportion of those categories of marital status is very low. With Kirehe district, 27% never married, 36% married, 26% living together, 0% divorced, 4% separated and 5% are widowed (DHS 5).

In addition to this, the percentage of distribution of men age 15-49 by current marital status in Kirehe, the statistics indicated that, 40% never married, 34% married, 24% divorced, 1% divorced and 0% separated (DHS 5). Median age at first marriage for women age 25-49 and men age 30-59, Kirehe statistics indicated that, 21.2% are women while 24.3% are men. Median number of months since preceding birth (birth interval) Kirehe has 40.9% into this, while the median age at first birth among women age 25-49 in Kirehe is 22.2%.

Teenage pregnancy and motherhood in Kirehe, statistics indicate that, Kirehe has only 10% (percentage of women 15-19 years who have begun childbearing). The wanted and observed total fertility rates for women age 15-49, Kirehe district has 3.3% of wanted total fertility rate while 4.2% are observed in the same category. Family planning and current use of contraception in Kirehe district, statistic indicated that, 59% has any method, 50% any modern method and 9% any traditional method. To this, demand for family planning in Kirehe, 74% of total demand for family planning among currently married women has age 15-49. Those who heard or saw a family planning messages by type of channel in Kirehe, statistics indicated that, 51% on radio, 1% on television, 7% in the newspapers or magazine and 49% none of the three (Female) while men with age 15-49 who heard or saw a family planning messages by types of channel, statistics indicated that, 83% on radio, 15% on television, 16% in the newspaper or magazine and 14% none of the three.

Early childhood mortality rates in Kirehe, 28% is neonatal mortality, and 63% infant mortality and 87% are under 5 mortality. Percentage of women age 15-49 who received antenatal care from a skilled provider, Kirehe is at 97.4% while the mothers 15-49 whose last birth was protected against neonatal tetanus, Kirehe has only 93% and percentage of mothers 15-49 who delivered in a health facility Kirehe has 85.2%.

Only 85.2% of mothers 15-49 delivered in a health facility in Kirehe, 85.6% delivered by a skilled provider (had assistance during delivery), postnatal check-up in Kirehe (women/new born who received postnatal check-up in the first two days after birth 58% are women and 50% are new born while prevalence of acute respiratory infection (ARI) among children under five years, Kirehe has 2%. On related prevalence of fever among children under five

years, Kirehe has 11% and 4% has prevalence of diarrhea among children under five years, children age 6-59 months as having anaemia Kirehe has 38%.

Percentage of children under five years by nutrition status in Kirehe, 29% st entered, 2% wanted and 12% underweight while median duration of exclusively breastfed children under age 5, Kirehe alone has 5.1% and percentage distribution of women age 15-49 by nutrition status, Kirehe itself has 4% thin, 77% normal and 19% overweight or obese. The prevalence of anaemia among women age 15-49, Kirehe has 31%, use of insecticide treated net, the percentage of de facto household population who slept under an ITN, Kirehe has 60%.

However, percentage of children under age 5 who slept under an ITN in Kirehe is 72%, prevalence of malaria among under five children is 6%, prevalence of malaria among women age 15-49 in Kirehe is 2.6% while complete knowledge of HIV prevention method in Kirehe district, statistics indicated that, 69% (Female) and 95% (Male). To this, percentage of women and men age 15-49 with comprehensive knowledge on HIV transmission, Kirehe has 66% of women and 73% men.

The attitudes towards those living with HIV/AIDS between men and women age 15-49, Kirehe 73% female and 72% are male, 0% female and 4% male has age 15-49 has had sexual intercourse with more than one partner in the past 12 months. Percentage of men 15-49 who paid for sex in Kirehe, 6% ever paid and 0% last 12 months. 11% female and 2% male had sexual transmitted infections (STIs) and STI symptoms in last 12 months while men 15-49 who are circumcised in Kirehe are 21%.

HIV prevalence among adult in Kirehe, statistics indicated that, 3.1% are female and 1.7% are male and HIV prevalence among cohabitation couples in Kirehe, 1% are both positive, 11% are men positive and women negative while 0.3% are women positive and men negative.

The percentage distribution of person who decided how the wife's cash earnings are used, Kirehe statistics indicated that, 26% are mainly wife, 71% are wife and husband jointly while 1% are mainly husband, contrary, percentage distribution of current married women according to their cash earnings in comparison to their husbands, Kirehe 7% has more, 49% less, 31% the same and 8% husband not earning. Contrary to married women 15-49 according to their report on who decides how the men cash earnings is used, 4% mainly wife, 77% both and 19% mainly husband. This bring to us, the percentage of married men 15-49 according to their report on who decided the men cash earnings is used, where by 0% mainly wife, 82% both and 19% mainly husband.

On related women's participation in decision making in Kirehe district, women's own health care at 99%, making major households purchases at 91% while 95% of them, do visits to her family or relatives. Then, married women age 15-49 according to participation in decision making, 89% all three decisions and 1% none of the three decision (as above mentioned), contrary to married women and men age 15-49 who agree with attitude towards wife beating is justified, Kirehe situation is that, 13% are women and 14% are men.

### **II.2.3. Social, Economic Environment**

The Economy of Kirehe district is based on agriculture, which represents at least 90% of the population economic activities. The most used and developed seeds in the district are banana, beans, rice and pineapple. The sectors whose agriculture is the most dominant economic activity include Mpanga, Mahama, Nasho and Nyarubuye Sectors (Kirehe website: 2017).

Generally, Kirehe District is a rural District in the Eastern Province whose economy dominated by agriculture and livestock. The said sector is not yet modernized and hence the productivity is still very low as will show in the details later. The scales of poverty and extreme poverty are respectively: 47.9% against 44.9% at national level and extreme poverty 25.6% against 24.1 % at national level (Kirehe LED, 2017).

It experiences favorable climate that supports agriculture with four seasons per year making it possible to make two annual harvests.

#### **II.2.3.1. Labour force**

The official working age group in Kirehe district is 16 years and above. The labour force participation varies greatly by district in Eastern province: 74.6% of resident aged 16 years and above in Kirehe district are in the labour market, either working or looking for a job (economically active). Labour force participation is more intense among males (75.1%) than among females (74.2%) and in urban areas (75.8) than in rural areas (74.6%) (RPHC 4: 2015).

Early entry and late exit to the labour market in Kirehe as shown by labour force participation rate were around 40% at age 16 (the official entry age in the labour market) and after age 65 (official age of retirement). Intense labour force participation (between ages 25 and 60) with more than 70% of the population in the labour market. Some gender disparity is remarkable in labour force participation, except 16 -19 and 20 - 24 age groups, at other age groups; males contribute more than females to labour force (RPHC 4: 2015).

**Table 7:** Labour force participation rate and unemployment rate in Kirehe

District	Labour force participation rate		Unemployment rate	
	New definition	Old definition	New definition	Old definition
Kirehe	49.5%	82.3%	12.3%	2.2%

Source: Labour force survey, Feb 2017.

The below table explain this phenomena in the details.

**Table 8:** Labour-force participation rate (%) among the resident population aged 16 years and above by sex, Eastern Province, district and area of residence

TOTAL			URBAN			RURAL		
BOTH SEXES	MALE	FEMALE	BOTH SEXES	MALE	FEMALE	BOTH SEXES	MALE	FEMALE
74.6	75.1	74.2	75.8	76.8	74.7	74.6	75.1	74.2

Source: RPHC 4: 2015

In Kirehe district about 137 thousands persons are in labour market, either working or looking for a job. Among them 3.4% was unemployed the week preceding the census. In Eastern Province, variations of unemployment rate are important by district: 3.4% of the total active population aged 16 years and above in Kirehe district were unemployed during the week preceding the census. Unemployment rate is higher among females than males' (3.9% vs 2.9%) as per (RPHC 4: 2015).

Only 11% receives a non-farm income, of which trade provides employment for 5% of the population. Other sectors take the rest of the percentage (Establishment Census 2014). Kirehe District employment rate is slightly over the national average (84.2%).

**Table 9:** Unemployment rate (%) among the active population aged 16 years and above in Kirehe District by sex, district and area of residence.

TOTAL			URBAN			RURAL		
BOTH SEXES	MALE	FEMALE	BOTH SEXES	MALE	FEMALE	BOTH SEXES	MALE	FEMALE
3.4	2.9	3.9	2.0	1.4	2.7	3.4	2.9	3.9

Source: RPHC 4: 2015

### II.2.3.2. Agriculture & Livestock

The economy of the district is mostly dependent on agriculture and livestock, where fertile soils are exploited and give satisfactory production for food crops like banana, maize, beans,

soya beans cassava and marshlands suitable for rice growing. Then fruits like pineapples oranges, mangoes etc. grows in different hills of Kirehe. These crops are on a consolidated land of 64,500 Ha compare to the total 75,000 Ha of land in Kirehe District (DDP: 2013-2018). Banana plantation is mostly cultivated in the areas of Mushikiri, Gatore, Kirehe and Musaza where it covers 21,500 ha of land in the district.

As per EICV4, Kirehe district has a significant number of medium sized land holdings, suggesting positive opportunities to expand agricultural enterprises. Kirehe has 25,000 ha cultivatable land for maize, 16,102 ha cultivatable land for banana, 600 ha cultivatable land available for pineapples, and 903 ha cultivatable marshland for rice.

Kirehe District potentialities mostly focus on agro-business, tourism and business attraction, arts and crafts, mineral deposit and quarries (Kirehe DDP: 2013-2018 & LED: 2017). A strategic position and comparative advantage in coffee, banana, maize, rice, and horticulture allow for the development of several high-value products and potentialities in Kirehe. Nonetheless, coffee, banana, maize, rice, pineapple, soybeans and horticulture production dominate most of the sectors. Likewise, a fair amount of the population is engaged in the fishing trade, due to the high number of favourable fishing spots along the shores of the Lakes (Nasho, Rwampanga & Cyambwe) and river (Akagera).

Kirehe district cultivate maize on a consolidated land that covers almost 26,000 ha in the swampy areas of the Akagera region in the sectors Gahara, Kigarama, Nyamugali, Musaza, Mahama, Mpanga, Mushikiri and Nasho. The District has a significant advantage due to areas that are well developed for irrigation systems and dykes in Cyunuzi, Sagatare, Kinoni I & II, Nyamugali and Mahama that are meant to irrigate crops especially vegetables. The District has particular areas suitable for livestock farming like Mpanga, Nyarubuye and Nasho where 16,000 litres of milk are produced daily from 25,000 grazed cows with which 16,408 cows were inseminated.

### **I.2.3.3. Trading**

The geographical location of the District gives an advantage to it in terms of the regional border trade, as it shares borders with Tanzania and Burundi. Kirehe district's trade is mostly practiced through shops small bars, restaurants and some other two small hotels. There are some markets amongst which are well constructed others still operating from places that are

not yet finished in such a way that traders have to endure the rain and the sun that bothers them a lot and spoils their merchandize.

**II.2.3.4. Financial sector**

There are even savings cooperatives (SACCO) that help people to access financial facilities, in addition to Umurenge SACCOs as administrative sectors for the promotion of a culture of savings as well as increasing access to finance in Rwanda.

It is essential to note that in total 12 administrative sectors are in Kirehe District, which means that there are 12 “Umurenge SACCOs” available. In addition to this, 69,649 are members with a gross capital of 334,202,048 Rwf and 2,320,909,639 Rwf of the money deposited by these cooperatives and all these SACCO’s. However, there are other financial institutions provided by the private companies in towns of Kirehe, such as “Banque Populaire SA”, Umwarimu SACCO and “Bank of Kigali Ltd”. See details on the below tables on related desegregated data on countrywide.

**Table 10:** Desegregated data on Financial Access.

Access to financial services (%)	Use of bank products/services (%)			
	2012		2016	
	Male	Female	Male	Female
	26.6	28.5	20.1	23.9
	Use of formal non-bank products/services (%)			
	23.6	70.9	16.0	59.6
	Use of informal non-bank mechanisms (%)			
	27.4	70.7	31.6	70.6
	Financially excluded (%)			
22.4	9.8	32.2	13.6	

**Source:** Republic of Rwanda (GMO: 2017)

Hence, in line with the commitment of government of Rwanda, anticipates to have a bigger number of active population in banking sector with much emphasis given to women in cooperatives, increased use of loans from financial institutions and to have at least 50% of all loans from Umurenge SACCO’s, micro finance institutions and bank’s be used by women. Women access to financial services has tremendously improved and financial exclusion reduced. Countrywide, here are the achievements:

In the above table, figures show that, there has been a progressive increase of women and men using formal (Bank and Non-Bank) services/accounts, although there is still a big

number of women who are financially excluded. For example, access to savings accounts, figures below explain the achievements:

- ✓ Save money: Male (86.9) while Female (84.3)
- ✓ Formal savings: Male (56) and Female (41.3)
- ✓ Bank savings accounts: Male (15.2) and Female (10.6)
- ✓ Other formal (Non-Bank): Male (51.2) and Female (37.5)

Opening a bank account is the main entry point or a precondition for someone to start working with financial institutions. The data above shows an increase of females who have accessed to saving accounts from 2012-2016 although their increase is still low compare to the males. For instances, on related access to credit in Umurenge Sacco's (%), the number of deposit accounts (%) are presented as follows:

By analysing these data, the challenges that Kirehe District faces include limited access to formal financial services (24% of women have access to informal financial services compared to 17% of men), limited collateral (25% of all registered parcels of land were for women only, 19% for men only 54% for married couples. This implies that, the total proportion of women eligible to use land as collateral represent 79%. Limited financial literacy and education is also a challenge that Kirehe might face, since need of financial literacy (%) in Kirehe is on 79% compare to 21 who do need of financial literacy to mention but few (MIGEPROFE: 2016).

The above presented figures, also play a key role in the below sectors of economy such as trade, tourism, agriculture among others. The district indulges in trade with other districts that it shares the borders with especially in agricultural products like maize, rice, Beans, banana and fruit products like pineapples, Avocado that the district sells to the neighbouring district of Ngora (Tanzania), where the district exports more than 4 tons of fruits weekly. The district built and rehabilitated some other many markets during performance contracts, this greatly helped in improving trade within the district, and trade improves as more people engage in it.

#### **II.2.3.5. Tourism**

The location of Kirehe district, gives it particular advantage since tourism is promoted, there are sites that are likely to be developed such as Nyarubuye, Mushikiri, Rusumo falls at River Akagera at the border and some lakes like Rwampanga, Cyambwe, Nyabugongwe and its pleasant landscape constitute significant resources in tourism industry. However, artisans it is another value addition to it variety of crafts that can generate income, lakes Cyambwe,

Rwampanga and Nyabugongwe for fish production where fish is also restocked in dykes and lakes that also generates income for the people of the area.

Tourism in Kirehe, official's say (The New Times: February, 2018) is yet to be well developed but there are different potentialities that could be exploited in the future as also highlighted by Kirehe LED (2017).

“Tourism is not very well developed and does not generate enough revenues for the district because there are no suitable hotels for accommodating tourists. This district has only one hotel, and other potential touristic sites are not well developed. Lakes and other natural geographical features could bring tourists, but hotels and camping facilities should be developed to this end,” one of the district officials says.

The District has many eco-touristic sites such as Cyanjuna Mountain, Remera Mountain, Lakes, Urutare rwa Muzungu, Udusozi tw'Amabere y'Inkumi, Falls of Rusumo, Rwakigeri Island in Lake Mpanga. Investors should be encouraged to invest in this area for eco-tourism enterprises development that will boost local economy by generating new types of revenues and job creation. The Development of a Tourism Master Plan with the objective of diversifying products and destinations would be beneficial in addressing current gaps.

#### **II.2.3.6. Mining**

Minerals are becoming an important source of revenue for Rwanda and have shown good potential as an avenue for increased growth and economic transformation. For instance, Rwandan exports in value terms showed a strong growth of 56 per cent in 2011 compared to 2010 on account of high prices led by minerals exports. In the area of minerals exports, production in 2010 carried over to 2011 contributed to the increase in receipts. During the years 2006-2008, the mining and quarrying activities registered an exceptional performance. In 2006, the Rwandan Minerals Industry set revenue targets of \$54 million and \$63 million for 2007 and 2008 respectively (Rwanda Mining Association: 2018)

The targets were exceeded with revenues of \$71 million in 2007 and \$93 million in 2008. In 2011, the export revenue reached to \$156 million and \$136 million in 2012 and US\$228 million in 2013. The performance of this sector is due to strengthened supervision regulation, availability of new data for investor's interest and the support for value addition in metallic ores and quarries. The main issue with Rwanda's mineral exports is to increase the scale at which the current mineral exports are produced. Mining in Rwanda consists of extracting

such minerals as tin, tantalum, and tungsten. In 2010, Rwanda earned about US\$67.8m from mineral exports, which constitute 14.9% of total exports, making mining among biggest source of export revenues (RDB: 2017), unfortunately, no gender disaggregated data available as per now.

Again, mining sector in Rwanda presents unexploited opportunities in ores, processing and diversification. Rwanda's main mineral exports are ores processed to extract tin, tantalum and tungsten and few gold and gemstones. Though women have an important contribution to the artisanal and small-scale mining sector, but they also face many barriers that need to be addressed. Fortunately, government of Rwanda is committed to eliminating barriers that have been standing in the way of emancipating and empowering women and holding them back from participating in national development programmes.

Mining is the second largest export in the Rwandan economy. In 2014, the sector generated about \$210.6 Million of foreign exchange. All mineral exports from Rwanda are traceable through the tagging system currently accepted by the downstream buyers of the minerals. Exploration works to identify and delineate more mineral deposits are underway. A strong, investor friendly legal and policy framework has been put in place

Particularly in Kirehe District, there are abundant natural resources such as minerals and gravel stones, rocks and sand for increased economic growth. Strong emphasis on the mining sector (presence of wolfram, cassiterite, coltan, clay, stones and sand). The population lives in organized settlements (97%) potential for easy mobilization, economic and social infrastructural services while Rwanda's Vision 2020 intends a proportion of at least 70 % of households living in rural areas to settle in integrated viable settlements and these planned settlements offers economic opportunities, favour rational land use and management and accelerate services with basic social economic and physical infrastructures in rural areas.

One of the challenges that the Government intends to overcome is to assist households living in high-risk zone from severely landslides and flooding. With the world envisaging the human settlement trend tending towards urban, the future inevitably remains to be urban. Rwanda already recognised this and took a proactive step to facilitate urbanisation having foreseen the socio-economic development opportunities enshrined in it. Rwanda's overarching national goal in Vision 2020 puts emphasis on urbanisation as a key driver for economic growth with a target of 35% urban population in 2020. This target is embedded in the country's development agenda as Rwanda seeks to exit from low-income country status

to a middle-income country. This will require generation of 1.8 million new off-farm jobs by 2020 to reach middle-income status and such jobs can only be created in urban areas.

Thus, Rwanda is dedicated to manage the country's present and future urban and human settlement development as a means to boost its economy through coordinated growth to ensure an improved quality of life for every citizen.

**Table 12:** Kirehe District, statistics show the following on related urbanisation

<b>Proportion of households by type of habitat</b>						Total	Total no of HHs (In 000s)
Umudugudu	Unplanned clustered rural housing	Isolated rural housing	Unplanned urban housing	Small settlement	Modern planned area		
<b>98.5</b>	<b>1.1</b>	<b>0.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100</b>	<b>84</b>

**Source:** EICV 4

**Table 13:** planned urbanisation in terms of umudugudu, without rainwater catchment is meaningless; the following are the statistics as per EICV 4.

<b>Total % of HHs with rainwater catchment system</b>	<b>Households with type of rainwater catchment system</b>				Total no of HHs (In 000s)
	<b>Rain water tank</b>	<b>Ditch</b>	<b>Piped away</b>	<b>Other</b>	
<b>14.3</b>	<b>1.3</b>	<b>7.4</b>	<b>5.6</b>	<b>0.2</b>	<b>84</b>

Rwanda is one of the fastest-growing economies in Africa, with agriculture accounting for a third of its economy. Urbanization, if not looking at only consumption, but commercial and industrial productivity, domestic growth through massive job creation and protection of natural and agricultural resources, offers opportunities for a sustained and intensified growth and subsequently an improved livelihood to the growing population (MININFRA: 2018).

Mineral deposits and quarries for mining development (coltan, cassiterite, clay, stones and sand). Mining is a strong opportunity to Kirehe District since it provides diversified source of revenues and can create job opportunities (Off farm job) to their population. Finally, mining sites in Kirehe District are found in Cyobaharaye, Bukorasi and Nyabitare, Gahara sector. All Sectors of Kirehe District are rich in stone, specifically Nyarubuye, Musaza, and Mushikiri, which can be used to produce other products that are marketable in Rwanda and east Africa like mineral deposits and quarries for mining development do produces Wolfram, Coltan, Cassiterite, Clay, Stones and Sand.

### **II.2.3.7. Infrastructure**

Under water improvement scheme the district targeted to increase access to clean water, to reduce the impact of unsafe water (poor sanitation, diseases) and to reduce distance home-water points and improve economic productivity. In the same fiscal year, the district targeted to increase electricity in the district by increasing household's connectivity, promoting private investment and job creation.

The population having access to improved water is estimated at 67% against 100% to be achieved in 2017 at the National level. The average distance of covered by the person in Kirehe district to be able to get access to water is 800meters (DDP: 2017). Gahezi water scheme too was rehabilitated at 100% and started to serve which will decrease a number of Kirehe population without clear water.

Under the roads construction, the district targeted to improve linkage of production areas to markets and public transportation and increase the usage of social facilities like school and health amenities among others. The district has run the construction of Rusumo Cross Border Market, which is currently at 20%, for running the construction they collected Rwf64 million, valuation and expropriation of properties and signed contracts.

Almost 34 km of access roads in Nasho Sector were rehabilitated at 100%. Construction works for Integrated Craft Production Center was completed at 100% and it is now in use. To enhance beautification of the district, creation of two hectares of green gardens was targeted but, on whole, established 3.2 hectares, which means that the target was completed at 160%. Under this target, they created ten kilometers of roads in Rusumo layout plan. 16 Km of Nyarutunga-Mulindi were rehabilitated to 90% and compaction with laterite is in progress. 10 Km of Rwanteru-Kankobwa-Nyarutunga roads were rehabilitated at 100% and rain water-diversion systems were constructed.

Promoting good housing and settlement in the district had a target of resettling 50 households in well planned settlements in Nasho sector of which 52 four-in-one houses and their kitchens were completed, achieving the target at 104%. In order to advance access to clean water in the district, Gashanga water scheme was rehabilitated and extended to serve Kiyanzi and Kagasa cells. Under this project, construction of tanks and piping works are in progress but the targeted goal was completed at 150%.

Infrastructures are constructed for entertainment and six new modern markets of Nyarubuye, Kigarama, Mushikiri, Mpanga, Mahama and Kirehe are constructed. The district has increased the number of Bank Branches and Micro Finance Institutions in the District, now, there are 12 savings and credit cooperatives operating in all the sectors. The district has 1 BDS center and 3 knowledge hubs where the population access Internet at low costs. The District has 4 Innovation centers (CICs) at Kigarama, Gatore, Nyarubuye and Mpanga.

On developed infrastructures, Kirehe has a very good network of roads that connect it to other districts and to agriculture production areas, tarmac road along Ngoma-Kirehe - Rusumo high way to be well maintained and rehabilitated. Kirehe has several roads connecting all the sectors in the district for easy transportation of agricultural products across the zones and areas and other new tarmac roads are under construction. The other challenges face Kirehe is the few number of hotels 6 composed by 47 rooms and (NISR: Statistic yearbook: P.48. 2016).

Due to the effect of erosion and poor maintenance, many of these roads are in a deteriorating state and require immediate rehabilitation. The district has some bridges of which most of them need to be repaired because they play a big role in facilitating different sectors to be able to interact socially as well as economically.

#### **II.2.3.6. Energy**

To increase energy for cooking and lighting, 759 biogas digesters were installed in the district. At the district level, the main sources of energy for cooking used by the private households are firewood (94.7%) and charcoal (3.0%). At the sector level, firewood is the most used source of energy for cooking by private households in all sectors (between 89.1% in Kigina and 96.9% in Mushikiri). Currently 37 cell offices out of 60 are connected to the grid representing 62%. Sector with high percentage of private households using charcoal as main source of energy for cooking is Kigina (8.3%) (RPHC 4:2015).

As for other energy sources, like electricity, it is available in some trading centres and major towns and rural areas. Wind energy and biogas are not yet available but solar energy exists even if, it's not yet well developed as solar power produces over 7% of electricity in the country. The degradation and deforestation in Kirehe, is the main cause of environmental degradation because so many trees are cut for fire energy.

**Table 14:** Primary fuel used for lighting in Kirehe District as per EICV 4

Primary fuel used for lighting								Total no of HHs
Electricity distributor <b>8.4</b>	Oil Lamp <b>4.3</b>	Firewood <b>0.2</b>	Candle <b>5.5</b>	Lantern <b>44.4</b>	Batteries <b>36.2</b>	Solar panel <b>0.6</b>	Other <b>0.4</b>	<b>84</b>

**Table 15:** Primary fuel used for cooking in Kirehe District as per EICV 4

Primary fuel used for Cooking					Total no of HHs
Firewood <b>95.8</b>	Charcoal <b>4.2</b>	Crop waste <b>0.0</b>	Gas or Biogas <b>0.0</b>	Other <b>0.0</b>	<b>84</b>

Despite the challenges highlighted based on the shown statistics, the key economic sectors in Kirehe are as follows as per KIREHE LED (2017) are the following:

- **Agriculture** with banana, maize, rice; pineapple, coffee and horticulture to enable agriculture export;
- **Private sector development**, with strong emphasis on the mining sector (presence of wolfram, cassiterite, coltan, clay, stones and sand);
- **Energy**, with focus on on-grid and off-grid to promote the use of alternative energy sources;
- **Roads development**, with focus on roads rehabilitation to improve the overall road network;
- **Environment and climate change**, to avoid or to reduce the negative impact of natural calamities and disasters.

#### II.2.4. Environmental aspects

Kirehe environment is favourable to agriculture especially into marshlands. Drainage techniques have been tested and implemented with the aim of maximizing the production from the marshland. The development of agriculture in marshlands helps to eradicate hunger among the residents and boost the consumption, which has a multiplier effect of the general growth of the region.

The marshlands are the most physically and chemically heterogeneous of all aquatic ecosystems in Rwanda. They are in effect seasonal wetlands. The water table is near or above the lowest ground surface during the wet season and they do not have large flood plains (generally less than 200m wide) or great length (Chemonics International Inc. 2003).

The most recent inventory of wetlands was conducted in 2008 by REMA through the Integrated Management of Critical Ecosystems (IMCE) project funded by GEF and World Bank. This inventory showed that Rwanda has 860 marshlands and 101 lakes covering a total surface of 278,536 ha (10.6 per cent of the country surface area), and 149,487 ha, respectively (REMA 2008). This inventory also found 861 rivers totalling 6,462 km in length. 41 per cent of the inventoried marshlands are covered by natural vegetation, 53 per cent are under cropping, (which represents about 148 344 ha) and about 6 per cent are fallow fields.

To this, Kirehe District has a significant advantage due to areas that are well developed for irrigation systems on dykes in Cyunuzi, Sagatare and Kinoni I & II, Nyamugali and Mahama that are operational, this are meant to irrigate crops especially vegetables. The District has particular areas suitable for livestock farming like Mpanga, Nyarubuye and Nasho Sectors. (Kirehe DDP, 2013-2018). In fact, water resources have a direct influence on the quality of life of the people, their health and their overall productivity. Thus, water is essential, not only to human life but for animals, agriculture, industrial development, hydropower generation, transport, socioeconomic development and poverty eradication.

In Rwanda the abundance of water resources is reflected by the existence of a network of wetlands in various parts of the country. Wetlands and aquatic lands are generally represented by lakes, rivers and marshes associated with these lakes and rivers (MINITERE 2005). The water resources are mainly influenced by rainfall and evaporation and hence climate information and preparedness are essential in the management of water resources (NBI: 2005).

Some of the challenges in Agriculture & Livestock in Kirehe district are Women's limited control over land and cash crop yield, and access to inputs. Also, the Gendered impact of climate change to smallholder farmers, worsen vulnerabilities

#### **II.2.5. Overview of District Achievements during DDP implementation**

The following is a summary of the major achievements made in the last five years by Kirehe district; they will be presented per sector and organized by NST1 pillar as below:

As per DDP self-assessment (2017), the detailed findings below indicate the achievements and the mains issues facing Kirehe District as relates to achievement of EDPRS 2008-201

DDP OUTPUT/ INDICATOR	BASELINE	TARGET	ACHIEVEMENT
<b>AGRICULTURE</b>			
Land use consolidation (Maize, Beans, Soybeans, Coffee, Cassava)	64,500 Ha of land use consolidation	67,500 Ha	<b>86,593.1 Ha (128.2%) of land use consolidation:</b> <ul style="list-style-type: none"> <li>✓ Maize: 26,730.5 Ha;</li> <li>✓ Beans: 34,152.5 Ha;</li> <li>✓ Soybeans: 2,727.2 Ha;</li> <li>✓ Cassava: 2,569.7 Ha;</li> <li>✓ Rice :1,710 Ha;</li> <li>✓ Coffee: 2,600 Ha.</li> <li>✓ Banana: 16,286.6 Ha</li> <li>✓ Pineapple: 560.8 Ha</li> <li>✓ Sunflower: 125 Ha</li> <li>✓ Coffee: 2,706.6 Ha</li> </ul>
Agriculture practices (FFS)	30 farmers mobilized	300 farmers mobilized	52,626 (6) farmers (17,542%) mobilized on better agriculture practises through different partners (District, KWAMP, DHI, CD CHAI, JICA/SMAP, PASP): <ul style="list-style-type: none"> <li>✓ Rice: 13,716 farmers</li> <li>✓ Maize: 25,584 farmers</li> <li>✓ Banana: 13,326 farmers</li> </ul>
Land mechanized	500 Ha of land mechanized	15,000 Ha Of	<b>11,043.61 Ha of land mechanized (73.6%):</b> <ul style="list-style-type: none"> <li>✓ 13/14: 1,946.8 Ha</li> <li>✓ 14/15: 2463.1 Ha</li> <li>✓ 15/16: 2,756.7 Ha</li> <li>✓ 16/17: 2992.2 Ha</li> <li>✓ 17/18: 884.81 Ha</li> </ul>

Mineral fertilizer and improved seeds used	- DAP 500T - UREA 250 T - NPK 150T - Seeds 400T	- DAP:4,750 tones - Urea: 2,375 tones, - NPK: 1,140 tones - Seeds: 2,750 tones	✓ DAP: 4,078.4 tones (85.9%) ✓ Urea: 1,815.3 tones (76.4%) ✓ NPK: 849.7 tones (74.5%) ✓ Seeds: 2,474.6 tones (90%).
Land irrigated	2,216 Ha land irrigated	14,100 Ha	3,511.67 Ha land irrigated (24.9%): <ul style="list-style-type: none"> <li>• Buffet: 1,173 Ha,</li> <li>• GFI: 600 Ha,</li> <li>• 3 irrigation schemes: 662 Ha (Nyamugali: 412, Kinoni I: 130, Kinoni II: 120),</li> <li>• Motor pumps: 260.67 Ha,</li> <li>• Marshland: 816 Ha</li> </ul>
Increase 2% of Agricultural Export products (Coffee, Stevia and Pineapple)	1 Tone of Agricultural export	10 tons of agricultural export	Agricultural export increased 2.2% (100%): <ul style="list-style-type: none"> <li>✓ <b>628.39 tons of Full washed Coffee:</b> <ul style="list-style-type: none"> <li>• 13/14:234.6 tons</li> <li>• 14/15: 464 tons</li> <li>• 15/16: 799.231 tons</li> <li>• 16/17: 1,015.76 tons</li> <li>• 18 tons of Stevia:</li> <li>• 15/16: 17</li> <li>• 16/17: 19</li> </ul> </li> <li>✓ <b>6.4 tons of Dried Pineapple</b> <ul style="list-style-type: none"> <li>• 14/15: 2.79</li> <li>• 15/16: 2.84</li> <li>• 16/17: 13.55</li> </ul> </li> </ul>
Number of post-harvest facilities constructed	7 post harvest facilities	Construction of 12 post harvest facilities	25 Post harvest Facilities constructed (208.3%) 24 drying grounds (rice & maize) <ul style="list-style-type: none"> <li>• 13/14: 1 Kigarama,</li> <li>• 14/15: 2 Kigina+Nyarubuye</li> <li>• 15/16: 2 Mushikiri</li> <li>• 16/17: 19 Nasho+Musaza</li> </ul>

			1 store (COACMU)
Number of processing units built	1 for Giranium (Gahara) 1 for rice (Kirehe), 1 for pineapple (Gahara) 9 coffee processing units	5 Agro processing units (1 maize, 3 coffee, 1 banana)	10 Agro processing units (200%) <ul style="list-style-type: none"> <li>• Maize: 3 processing units (Ntazinda, Richard, KIKI)</li> <li>• Coffee: 5 CWs (Munyace, Nyakabande, Gisaka Trading ltd Cyiha, COAKAKI, Thousand Hill)</li> <li>• Banana: 2 (Nkubiri, Nkwakuzi)</li> </ul>
Number of Laboratories for livestock disease control constructed	No laboratories for livestock disease control constructed	1 Laboratories for livestock disease control constructed	1 Laboratory for livestock and disease control constructed and equipped but displaced by Mahama Camp (100%)
Number of modern farms established	1 Modern farm established	15 Modern farms	2 Modern farms established (Nkubiri & H.James) (13%)
Number of cows distributed to vulnerable families/groups through Girinka program	7,742 cows distributed to vulnerable families	3,000 cows distributed	6,090 cows distributed (203%): <ul style="list-style-type: none"> <li>• 13/14: 1,238 cows</li> <li>• 14/15: 1,146 cows</li> <li>• 15/16: 1,143 cows</li> <li>• 16/17: 1,410 cows</li> <li>• 17/18: 1,153 cows</li> </ul>
Number of cows inseminated	15,000 Cows inseminated	12,500 Cows inseminated	10,635 Cows inseminated (109%): <ul style="list-style-type: none"> <li>• 13/14: 3,297 cows</li> <li>• 14/15: 2,486 cows</li> <li>• 15/16: 2,499 cows</li> <li>• 16/17: 2,450 cows</li> <li>• 17/18: 2,903 cows</li> </ul>
Number of cattle markets constructed	Nyarubuye cattle market constructed	2 cattle markets constructed	No new cattle markets constructed (0%)

Number of Milk collection centres transformed into Diary Business centres	2 Milk collection centres at Nyarubuye and Kirehe	1 Milk collection centre constructed and transformed into Diary Business centres	<b>10 Milk Collection Points constructed to support existing MCCs (80%):</b> ✓ Kirehe: 3 Milk Collection Points ✓ Mushikiri: 1 Milk Collection Point ✓ Gatore: 1 Milk Collection Point ✓ Mpanga: 3 Milk Collection Points ✓ Nyarubuye: 2 Milk Collection Points
Number of farms cleared	100 farms	100 farms cleared	<b>54 Cleared farms (54%):</b> ✓ Mpanga: 41 ✓ Mahama: 5 ✓ Nasho: 5 ✓ Nyamugali: 3
Number of poultry and hatchery farms constructed	No Poultry farms and hatchery farms	4 poultry and hatchery farms constructed	1 poultry and hatchery farms constructed in Nasho Sector (SEMASAKA J. Chretien) (25%)
Number of ponds constructed	22 ponds	25 ponds constructed	6 ponds rehabilitated at Kinoni I in Kigarama Sector (24%)
Number of Community animal workers trained on animal health diagnostics and treatment	184 Community animal workers trained	100 Community animal workers trained	220 CAHWs Trained and equipped on animal health diagnostics and treatment (220%)
<b>ENVIRONMENT AND NATURAL RESOURCES SECTOR</b>			
Quarry sites protected and exploited		36 quarry sites exploited and protected	36/36 quarry sites exploited and 6/36 protected (60%)
Number of Ha ecosystems conserved and rehabilitated	200 Ha Ecosystems conserved and rehabilitated	1,600 Ha ecosystems conserved and rehabilitated	<b>8005.2ha rehabilitated (500.3%):</b> ✓ Erosion control (radical and progressive terraces): 5,441.2 Ha ✓ Forestry: 1,709 Ha ✓ Agroforestry: 850 Ha ✓ Riverbanks protected by bamboo: 5 Ha
Number of quarry sites mapped	No quarry sites mapped	7 quarry sites to mapped	No mapping conducted (0%)

Number of institutions environmental committees strengthened and operationalized	21 institutions environmental committees strengthened	73 institutions environmental committees strengthened and operationalized	73 institutions environmental committees trained in environment protection (100%)
Number of tarmac roads maintained	39km tarmac roads maintained	39 km of Tarmac roads maintained	39 km of tarmac roads maintained (100%)
Number of paved roads created	34 km of paved roads (National road)	6km of paved roads created	Study of 10 km of paved road within Kirehe city available (5%)
Number of km of feeder roads rehabilitated	113.8km feeder roads	203 km of feeder roads rehabilitated	250.65 km of feeder roads rehabilitated (123%)
Number of bridges rehabilitated	8 small bridges maintained	8 bridges rehabilitated	5 bridges rehabilitated in PW (62%):Kinoni, Kigufi, Kinnyogo, Rwesero and Ruseke
% of construction of Modern Car Park executed	Phase 1	Modern Car Park constructed at 100%	Modern Car Park constructed
<b>ENERGY</b>			
Number of km of electrical lines in place	60 km of electrical line	60 Km of Electrical line	37 km lines installed (60%): <ul style="list-style-type: none"> <li>• Musaza-Kigarama: 25Km</li> <li>• Mushikiri-Nyarubuye- Mpanga: 12Km</li> </ul>
Number of households using electric energy	12,000 households use electric energy	10,000 households use electric energy	24,581 households use electric energy 30%
Number of households using cooking stoves	39,072 Households	33,623 households using cooking stoves	59,002 cooking stoves installed (100%)
Number of biogas installed	340 Domestic biogas	400 Domestic biogas	567 Domestic biogas (KWAMP Funds support the program) 160%
Number of km with public light	No public lights	25 km connections with public lighting	5 km of Public lights installed (20%)

Number of lightening conductors installed	None	153 conductors against lightening	107 Lightening conductors installed (69): <ul style="list-style-type: none"> <li>• 12 at sector offices</li> <li>• 66 in schools</li> <li>• 16 in Health Centers</li> <li>• 12 SACCOs</li> <li>• 1 in District Hospital</li> </ul>
Number of cell offices with electricity	25 cell offices with electricity	51 cell offices with electricity	35 cell offices connected to electricity (70.5%) <ul style="list-style-type: none"> <li>• On grid: 31 cell offices</li> <li>• Off grid: 4 cell offices</li> </ul>
Number of energy sources promoted	No mini-hydro power plant	1 mini-hydro power plants	No new hydro power plant constructed (0%)
<b>URBANIZATION AND SETTLEMENTS</b>			
Number of plans implemented (1 layout plan for commercial plans)	1 Study of implementation for residential & Commercial	Rusumo border Layout plan implemented at 100%	Layout plan developed and implementation started (10%)
Number of IDP model villages developed	2 IDP Model	Develop 7 Model Villages	3 Model Villages available (Cyambwe, Mpanga and Bukora) (42.8%)
Percentage of land owners having land titles	83% of land owners having land titles	100% of land owners have land titles	88 % of land owner have land title
Land use master plan elaborated and updated every year	Layout plan for Nyakarambi	District land use and development master plan elaborated	Land use master plan elaborated and updated every year (87%)

Number of land bureau staff and I/C land, infrastructures and community settlement at sector level trained in LAIS	No land bureau staff and I/C land, infrastructures and community settlement at sector level trained in LAIS	Training of land bureau staff and I/C land, infrastructures and community settlement at sector level in LAIS conducted	12 sector Land manager officers recruited and trained and training of staff is yearly activity (90%)
<b>WATER AND SANITATION</b>			
% of population in the district accessing clean water within 200m in urban and 500m in rural areas	67% population accessing clean water	83.3% population accessing clean water	71% Population accessing clean water
Number of km of water pipelines in good condition	383.7km pipelines in good condition and functioning	16.3 km of water pipelines rehabilitated	11,50km rehabilitated (70%)
Number of boreholes constructed and in good condition	14 boreholes constructed and in good condition	30 new boreholes constructed	3 boreholes constructed (10%)
Number of institutions like schools, Health centres, Markets with water harvesting facilities	60% institutions have water harvesting facilities	100% public institutions installed water harvesting facilities	91% institutions have water harvesting facilities (schools, Health centers, Markets)
Number of km water drainage system constructed	No water drainage system in Kirehe and Nyakarambi towns constructed	5 water drainage system in Kirehe and Nyakarambi towns constructed	One draining system at Nyakarambi (20%)
Number of public toilets constructed	2 public toilets constructed	9 sanitary facilities in 12 centers constructed	Not done
<b>BUSINESS DEVELOPMENT SECTOR</b>			

Number of cooperatives in CIP trained and organized.	12 Cooperatives in CIP trained and organized	54 Cooperatives in CIP trained and organized	27 cooperatives were trained on Inputs use, Twigire Muhinzi, Diseases and pests control, Post-harvest scheme and Water use & management
Number of selling points constructed	1 Selling point	2 Selling points constructed	1 selling point Constructed at Gatore for Fruits and Vegetables (50%)
Number of cluster action plans promoting exports adopted.	No action plans promoting exports adopted	Promoting Made in Rwanda program and export	The coached made in Rwanda Cooperatives exporting products are: <ul style="list-style-type: none"> <li>✓ Tuzamurane: Pineapple transformation, 750M</li> <li>✓ KAKIRA: Handcraft products, 22.5M</li> <li>✓ ENAS: Coffee transformation, 55,3 M</li> <li>✓ Coffee cooperatives</li> </ul>
Number of Trade agreements signed	No Trade agreements	1 Trade agreement between district and private sector signed	3 trade promotion agreements were signed: <ul style="list-style-type: none"> <li>✓ Agreement signed btn District and PSF1.5.</li> <li>✓ MoU signed between STECOMA and District.2.5m</li> <li>✓ MoU signed between District and RIG 85m</li> </ul>
No of Trade missions and trade fairs organized for Rwandan products.	1 every year	5 trade mission organized	2 trade missions conducted at Kigali Free zone and ten trade fairs organized i.e.: Twice per year, one at District level and other at Provincial level.
Number of new fuel storage facilities constructed	2 fuel storage facilities Nyakarambi constructed	2 new fuel storage facilities constructed	2 new fuel storage facilities constructed at Mulindi/Nasho and Rusumo Border and other 3 constructed at Gatore, Kiyanzi and Rwanteru.
Number of craft cooperatives linked to markets	4 craft cooperatives	5 new cooperatives	5 Cooperatives namely : Abakundamuco/Nyarubuye, Abavandimwe/Kirehe, Umunezero/Gatore, Impambanzira/Gatore, are organized and linked to the markets via Expo
Number of Tourism stakeholders trained on tourism policy and master plan.	Identification of 6 sites	3	3 tourism sites identified: Akagera River, Nyarubuye Rock mountain and Rwampanga Lake and one awareness campaign conducted at Kigali/Sports View.

Number of cooperatives and SMEs promoted	20 cooperatives and SMEs promoted	80 cooperatives and SMEs promoted	65 Cooperatives and 465 SMEs organized and promoted.
Number of standards reviewed and developed	Guest house Phase 1	Guest houses constructed	Guest houses constructed and equipped. Guest houses is operational
Number of Integrated Craft Production Center constructed	None	Agakiriro constructed	1 Integrated craft production center (ICPC) constructed
Number of investment groups	Kirehe Investment Group	1 investment groups	Two investment groups established <ul style="list-style-type: none"> <li>✓ RIG (Rusumo Investment Group)</li> <li>✓ COCCAR</li> </ul>
Number of plants established	12 plants	5 plants established	<ul style="list-style-type: none"> <li>✓ Maize:3 processing Plant (NTAZINDA, Kiki, Richard)</li> <li>✓ Coffee: 5 Washing stations</li> <li>✓ Banana: 2 processing unit (NKWAKUZI &amp; NKUBIRI)</li> </ul>
Number of cooperatives trained and coached.	No cooperatives trained and coached.	100 cooperatives trained and coached.	<ul style="list-style-type: none"> <li>✓ 105 cooperatives trained and coached.</li> <li>✓ 89 by KWAMP/District</li> <li>✓ 16 by MINISANTE/District</li> </ul>
Number of trainings entrepreneurial programs developed	None	5 trainings of entrepreneurial programs developed	<ul style="list-style-type: none"> <li>✓ 1 training centre constructed at Gahara and this required to be rehabilitated,</li> <li>✓ 2 training centres upgraded: Nasho and Rwanteru.</li> <li>✓ 3 training centres are equipped,</li> <li>✓ The 6 programs/ trades offered are: Masonry, welding, tailoring, plumbing, carpentry and electricity.</li> </ul>
Number of tourism sites rehabilitated	1 tourism site rehabilitated	1 tourism site rehabilitated	There was no any developed tourism site to be rehabilitated
<b>HEALTH</b>			
% of child births attended by birth attendants or skilled personnel	58% of child births attended by birth	90% of child births attended by birth	105% of child births attended by birth attendants

	attendants or skilled personnel	attendants or skilled personnel	
% of pregnant women completing four ANC Standards	10% of pregnant women completing four ANC Standards	50% of pregnant women completing four ANC Standards	27% of pregnant women completing four ANC Standards
% of women using contraceptive methods	51,6% women using contraceptive methods (15-49 ages)	70% of women using contraceptive methods (15-49 ages)	63% of women using contraceptive methods (15-49 ages)
% HCs with ASRH services	0% HCs with ASRH	100% HCs with ASRH	ASRH services established in all Health centers
% of women deliver in health facilities	58%% of women deliver in health facilities	95% of women deliver in health facilities	105% of women delivering in health facilities increased
% of children deaths under 5years	126/1000 live births	20/1000 live births	66/1000 live births
% of children immunized	85% children fully immunized	95% Children fully immunized	115% children fully immunized
Number of sectors developed and implemented DPEM	12/12 sectors developed and implemented DPEM	12/12 sectors to develop and implement DPEM	SPEM is included in sector performance contracts
Number of cells developed and implemented DPEM	No Cell has developed and implemented DPEM	60 Cells implement DPEM	60 Cells implement DPEM
Number of villages developed and implemented DPEM	No villages has developed and implemented DPEM	612 villages implement DPEM	612 villages implement DPEM
Number of Households having performance contract	72,295 households having performance contract	89,185 Households having performance contract	80% of households developed and implemented performance contracts

Prevalence of underweight children under 5 years	13.2% of under 5 children who are underweighted	Prevalence of underweight children under 5 years goes from 13.2% to 6%	0.4% under 5 children are underweighted
Children under 5 who are stunted (Chronic malnutrition)	50.7% Chronic malnutrition	Decrease Chronic malnutrition for >5 by 50%	29.4% Chronic malnutrition reduced
Number of Doctors/ population ratio	1/ 34,000 Doctors/ population ratio	1/15,000 Doctors/ population ratio	1/29,228 Doctors/ population ratio
Number of Nurses /population ratio	1/1,338 Nurses /population ratio	1/1,100 Nurses /population ratio	1/1,767 Nurses /population ratio
Number of Midwife/ population ratio	1/68,000 Midwife/ population ratio	1/17,000 Midwife/ population ratio	1/22,351 Midwife/ population ratio
% of community health workers to have refresher training	1,836/1,836 (100%) community health workers trained	1,836/1,836 (100%) community health workers trained	1,892/1,892 (100%) CHWs trained
Number of sectors having at least one health centre	9/12 sectors have at least one health centre	12/12 sectors have at least one health Centre	11/12 sectors have at least one health centres
Number of cells having one health post	5/60 Cells have at least one health post	60/60 Cells to have at least one health post	12/44 Cells have at least one health post (+16 Cells in which HC are constructed)
% of results from the District Hospital accreditation process	5%	70% results from the District Hospital accreditation process	Kirehe embarked on accreditation process at 80%
Number of Ambulances increased and functioning	5 Ambulances functioning	7 Ambulances functioning and well maintained	6 Ambulances functioning

% of prevalence	1% reduce HIV/AIDS prevalence	0.8% reduce HIV/AIDS prevalence	2.4% of HIV prevalence (% of HIV/AIDS Prevalence increased)
Malaria Prevalence Women /<U5 yr % HH with 1 LLIN or more	Malaria Prevalence Women /<U5 yr 92 % HH with 1 LLIN or more	1% Malaria prevalence women /<U5 years	0,5% Malaria prevalence women /14,1% Malaria prevalence<U5 years
% TB Treat Success rate SS+ TB/HIV patients receive ART	93,6% TB Treat Success rate SS+ TB/HIV patients receive ART	97% TB Treat Success rate SS+ TB/HIV patients receive ART	93,3% TB Treat Success rate SS+ 100% TB/HIV patients receive ART
Number of HC/DH with MH services	1 of HC/DH with MH services	16 of HC with MH services	16 of HC with MH services
% HF implement IDSR	85% HF implement IDSR	100% HF implement IDSR	100% HF implement IDSR
% quality of health promotion services improved	60% quality of health promotion services improved	100% quality of health promotion services improved	80% quality of health promotion services improved
Environmental health awareness raised	Environmental health awareness raised	Environmental health awareness raised	100% Environmental health awareness (in all HF)
<b>EDUCATION</b>			
Number of classrooms constructed and number of classrooms equipped	267 classrooms constructed and number of classrooms equipped	497 classrooms constructed and number of classrooms equipped	357 classrooms constructed <ul style="list-style-type: none"> <li>✓ 164 classrooms on GoR funds</li> <li>✓ 193 classrooms on UNHCR funds in Mahama sector for Burundians refugees</li> </ul>
Number of qualified teachers	880 qualified teachers	1,020 qualified teachers	Primary: 1,377/1,488 new recruited teachers

			Secondary: 490/663 teachers
Dropout rate	10% dropout	1% of Dropout rate	6.3 % (Primary) 4.8% (Secondary)
Number of baby care centres constructed	5 Baby care centres	20 New baby care centres constructed	16 baby care centres constructed
Number of Nursery Schools constructed	48	55 new nursery schools constructed	11 new nursery schools established
Number of qualified teachers	0	60 qualified teachers in care centres	0
Number of adults trained		3,500 adults trained	4,800 adults trained
Number of VTC	0 VTC equipped	7 VTC	3 VTC (APENA, Kirehe VTC in Kigina sector, Gahara VTC)
Number of TSS	0 TSS Constructed and equipped	1 TSS	1 TSS (APENA)
Number of new teachers in VTC and TSS	0 new teachers in VTC and TSS	50 new teachers in VTC and TSS	39 new teachers in VTC and TSS
Legally functioning teachers cooperatives	0 Legally functioning teachers cooperatives	36 well organized teachers cooperatives	1 cooperative (COCOPROVIRU) and 68 teacher associations organized
Number of schools protected	1 schools protected against Lightening	66 schools protected against lightening	68 schools protected against lightening
Number of mature trees	69,890 mature trees protected	76,490 trees planted	92,184 trees planted
Number of schools equipped	1 School with availability of instructional materials, ICT equipment and	52 schools equipped with ICT tools and Laboratories	<ul style="list-style-type: none"> <li>✓ 51/64 schools with Primary level have 9,188 computers,</li> <li>✓ 38/51 schools with secondary level have 2,803 computers</li> <li>✓ 5/7 secondary schools have laboratories</li> </ul>

	laboratories				
Number of teachers' capacity building programs implemented	1412 Teachers' capacity building programs implemented	Capacity building programs implemented for 1,637 teachers	Capacity building programs implemented for 1,637 teachers (Teacher Management Information System, English proficiency, teaching methodology)		
% of population who can read and write	96.9% Population who can read and write	100% of population who can read and write	(79.2%) of population can read and write		
% of adult illiterate levels reduced	14% Adult illiterate levels	100% of adult illiteracy reduced	20.8% of illiteracy		
<b>SOCIAL PROTECTION</b>					
Number of shelter constructed for the vulnerable groups	8,476 shelters constructed	669 new shelter constructed for the vulnerable groups	<b>652 new shelter (97.4%):</b> <ul style="list-style-type: none"> <li>✓ 162 houses: Umuganda</li> <li>✓ 241 houses: FARG</li> <li>✓ 44 houses: MPANGA &amp; BUKORA IDP Model Villages: LODA</li> <li>✓ 144 houses: (36 Houses 4 in 1) Cyambwe/Nasho IDP Model Village: MINAGRI</li> <li>✓ 19 houses: RDRC</li> <li>✓ 42 houses: Different Partners (PIH, Churches)</li> </ul>		
Number of people benefiting from a DS (Direct Support)	12,975 People benefited from DS Through FARG, VUP & MINALOC /NCPD	19,191 people benefiting from direct support	<b>14,379 people benefiting from DS (75%)</b> <ul style="list-style-type: none"> <li>✓ VUP:11,389</li> <li>✓ FARG:2,990</li> </ul>		
			<b>Year</b>	<b>FARG</b>	<b>VUP</b>
			2013/2014	583	1,374
			2014/2015	593	1,487
			2015/2016	593	1,694
			2016/2017	593	3,388
2017/2018	593	3,481			

			<b>Total</b>	<b>2,990</b>	<b>11,389</b>
Number of people benefiting from a PW (Public Works)	41,394 People benefited from PW Through Ubudehe	17,503 of people benefiting from PW	<b>Total: 15,536</b> people benefiting from PW (89%) ✓ 13/14: 2,350 people ✓ 14/15: 2,650 people ✓ 15/16: 2,743 people ✓ 16/17: 2,353 people ✓ 17/18: 5,440 people		
% of Gender audits carried out of all core Social Protection programmes and results inform programming	60% Gender audits carried out of all core Social Protection programmes and results inform programming	100% of Gender audits carried out of all core Social Protection programs and results inform programming	Gender audits carried in 5/6 social programs (FARG, PW, DS, FS, Girinka) but not in Ubudehe programs (83%)		
% of direct support beneficiaries who receive payments on time	50% direct support beneficiaries who receive payments on time	100% of DS beneficiaries who receive payments on time	✓ 13/14: 55% ✓ 14/15: 60% ✓ 15/16: 85 % ✓ 16/17: 80% <b>Average: 70%</b>		
Number of Associations and group cooperatives supported in small income generating projects	1112 projects supported (1028 VUP, 70 FARG, 6 NCPD, 8 Gender, 5HMP)	2,655 Associations and group cooperatives supported in small income generating projects	<b>3,761 Associations and group cooperatives supported ((100%) :</b> ✓ FARG: 59 ✓ NCPD: 23 ✓ VUP: 3,679 (DS & FS)		
Number of students benefiting school fees	1,566 students benefited school fees	920 of students from needy families benefiting school fees	<b>Total: 745 (81%)</b> ✓ FARG: 625 ✓ PwD: 21 ✓ HMP: 99		

YOUTH			
Number of Cooperatives created and strengthened	Create and strengthen 34 cooperatives	Create and strengthen 100 cooperatives through an integrated approach for job Creation - YEGO	36 Cooperatives created and 16 financially supported (500,000 Rwf per each)
Number of youth centres built	0 Centres built	2 youth centers constructed	1 youth center constructed in partnership with HDP (50%)
Number of projects elaborated and funded	None	400 youth projects elaborated and funded	163 Projects were supported by BDF, World wide Fund for Nature (WWFN) supported KIVEFACO deals in vegetable and Horticulture growing in Kigarama Sector (41%)
Number of youth trained	None	5000 youth trained through youth Skills development program in relation to Present & future labor market needs (Nasho, Gahara, Mahama)	<p>Done by partners:</p> <ul style="list-style-type: none"> <li>✓ KIGINA TVT: 662,</li> <li>✓ TSS NASHO: 1,085</li> <li>✓ INKURU NZIZA: 29</li> <li>✓ Rwanda new generation: 200</li> <li>✓ Lutheran church: 123</li> <li>✓ Saint Anastase: 296</li> <li>✓ Minicom: 220</li> <li>✓ NEP KORA WIGIRE 670</li> <li>✓ APAPEN: 513</li> </ul> <p><b>Total: 3,798 (76%)</b></p>
Number of Vocational training Centres Constructed and Equipped	2 Vocational training Centres Constructed and Equipped	5 Vocational training centres constructed and equipped	<ul style="list-style-type: none"> <li>✓ 2 TSS (Nasho, APPAPEN)</li> <li>✓ 2 VTC (Gahara, Kirehe/ Rwanteru)</li> <li>✓ Lutheran Church (Kirehe)</li> </ul>

			✓ Kirehe Youth Center
Number of trainings entrepreneurial programs developed	None	5 trainings of entrepreneurial programs developed	5 (Computer Literacy, Project Elaboration, Hair dressing, Tailoring, Welding): By Partners: Dot Rwanda , BDF, Rwanda new Generation, MINICOM
Number of youth trained on civic education (All)	None	6,000 youth trained on civic education (All)	16756 trained by through the district In Ndi umunyarwanda <ul style="list-style-type: none"> <li>• Through youth connect month-Muri Gahunda zo kwibuka</li> <li>• Itorero for S.6 Leavers</li> </ul>
Number of youth trained on sexual reproduction	None	1,000 youth trained on sexual reproduction	<ul style="list-style-type: none"> <li>✓ Schooling Youth trained: 8,552</li> <li>✓ Out of school Youth: 4,349</li> </ul> <b>Total: 12,901 (100%)</b>
Number of youth trained on drugs	None	1,500 district youth trained on drugs	1,674 by Partners: RBC through youth Connect month (100%)
Number of youth trained on HIV/AIDS	None	1,000 youth trained on HIV/AIDS	12,901 Youth trained on sexual reproductive Health (HI&AIDS).
Number of stadia built	None	1 District mini-stadium built and operationalized	Not done: 0%
Number of playgrounds rehabilitated and maintained	1 playgrounds rehabilitated	12 football playgrounds rehabilitated	One football playground of Nyakarambi rehabilitated: 8%
Number of Volley-basket playgrounds	5 Volley –basketball playgrounds	20 volleyball playgrounds	3, at RHS, AIS and Nyakarambi VB playground (15%)
Number of basketball playgrounds	None	20 basketball playground	3 basketball play grounds at Akagera Inter school, District, RHS: 15%
Number of handball playgrounds	None	60 hand ball playground built	42 in schools: 70%
Number of football clubs formed (men & women)	None	2 Football clubs formed (men & women)	2 Nasho and Kirehe women football clubs formed (100%)

Number of basketball clubs formed	None	2 basketball clubs formed (men & women)	2 basketball clubs formed (Akagera Inter school, RHS): 100%
Number of handball clubs formed	None	2 handball clubs formed	2 Hand ball clubs formed at AIS &RHS: 100%
Number of volleyball clubs formed	1 volley ball teams formed (Men & Women)	2 volley ball teams formed (Men & Women)	1 at Kirehe V C: 50%
Number of under 17 football teams (men & women)	None	2 Under 17 football teams (men & women) formed	2 Gahara for boys & Nasho for girls: 100%
Number of U-15 football club	None	2 U-15 football Club	3 football clubs in Gahara, Kirehe and Musaza: 150%
Number of tourism sites rehabilitated	1 tourism sites rehabilitated	1 tourism sites rehabilitated	Not yet: 0%
Number of cemetery sites	11 cemetery site rehabilitated	2 cemetery sites rehabilitated	Not yet: 0%
Number of selling & showing cultural materials constructed	None	1 selling & showing cultural materials	2 Selling & showing cultural materials Kakira & Abavandimwe (100%)
Number of cultural clubs formed and supported	2 Cultural clubs formed & and Supported	12 Cultural clubs formed & Supported	14 cultural clubs were formed (100%), 2 at the district level (Uruhongore rw'umuco and Indabo z'amahoro in Gatore)
<b>DECENTRALIZATION SECTOR</b>			
% of staff positions filled in Local government entities up to cell level	90% of positions in Sub-district entities are filled.	100% of staff position filling Sub district entities completed	347/384 staff positions filled (90.4)
Sector laws such as the land law, forestry law and others that impact on decentralization are	Two laws: execution judgment and land law are diffused in citizens	50% of law published in the gazette (J.O) implemented in the citizens	Two laws: execution judgment, Law governing persons and family and land law are diffused in the citizens through legal aid week and Land week

identified and harmonised with the updated decentralization laws.			
% of JADF committees to get capacity and perform from District to Sector effectively operational	80% of JADF committees get capacity and perform contract at District level	85% of JADF committees to get capacity and perform from District to Sector effectively operational	83% of JADF committees get capacity and perform contract at District level (94.1%)
% cells offices constructed/rehabilitated and cells having equipment/materials	8 cells offices constructed No cell has materials	- 30/60 cells offices rehabilitated - 60/60cells have materials	✓ 30 /60 cells rehabilitated ✓ 60/60 Cells have been given materials including Chairs, Tables, Laptops and 4G Telephones etc...
% of citizens satisfied with service quality and timeliness	District, Sectors and Cells level are mobilized (30%)	90% citizens mobilized on service delivery	90% citizens mobilized on service delivery
Number of Clubs for Unity and Reconciliation operational	4 Clubs at Secondary Schools operational	60 clubs for Unity & Reconciliation at cell and villages are operational	77 Clubs for unity & Reconciliation in Schools, at sector levels and District Level
Number of people of Kirehe citizens trained in Itorero	7,999 attended Itorero at all levels	70% of Kirehe District population trained in Itorero	70% of Kirehe District population trained in Itorero is equal to <b>238,000</b>
Number of youth attended National service and people attended Volunteerism program	Actually 1135 youth are performing National service program	35,000 youth and people participate in National service and volunteerism	7000 youth and people participate in National service and volunteerism
Number of leaders trained	612 village leaders, 1,560 cell leaders, 264	612 village leaders, 1560 cell leaders, 264 Sector	Some of the land committees at the cell level got trained, but currently the new Ministerial order that was passed in February 2017,governing

	Sector leaders All 365 Land commission and District leaders from the district	leaders All 365 Land commission and District leaders from the district trained	the land Law, that is to be implemented by the District council, through electing the new committees
% of judicial cases	91.2%	91.2% of judicial decisions executed	92.2% of judicial decisions executed
Number of Arbitrators trained	864 Arbitrators trained	864 Arbitrators trained	864 arbitrators have been trained

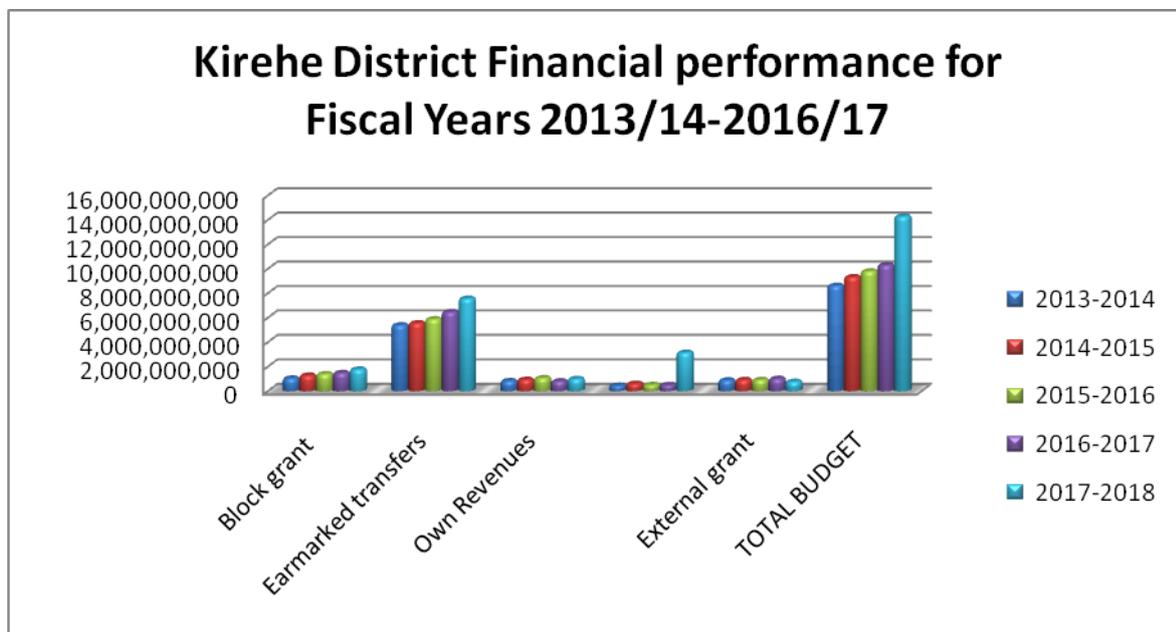
**Source:** Kirehe District, DDP self-assessment, 2017

The above-mentioned achievements have been implemented and realised using both central government and local budget (Own revenues). It is worth to remind that, Kirehe District budget is funded by five different sources namely: block grant, earmarked transfers, own revenues, transfers from other government agencies and external grants. Kirehe District revenue generation is very low and represents only 7 % of the District’s total budget (LED: 2017). In order to implement Kirehe strategies (DDS&LED), Kirehe District will have to increase own revenues from 7% to 15%-25%.

This will be possible by putting many efforts in the creation of local cooperatives, by attracting new investors, facilitating private sector in the creation of new projects and harmonize and enhance the system of taxes and fees collection.

Based on the financial performance of Kirehe as presented below, the increase of 15%-25% can be possible, if the strategies developed are implemented and executed as planned.

**Figure 6:** Kirehe financial performance.

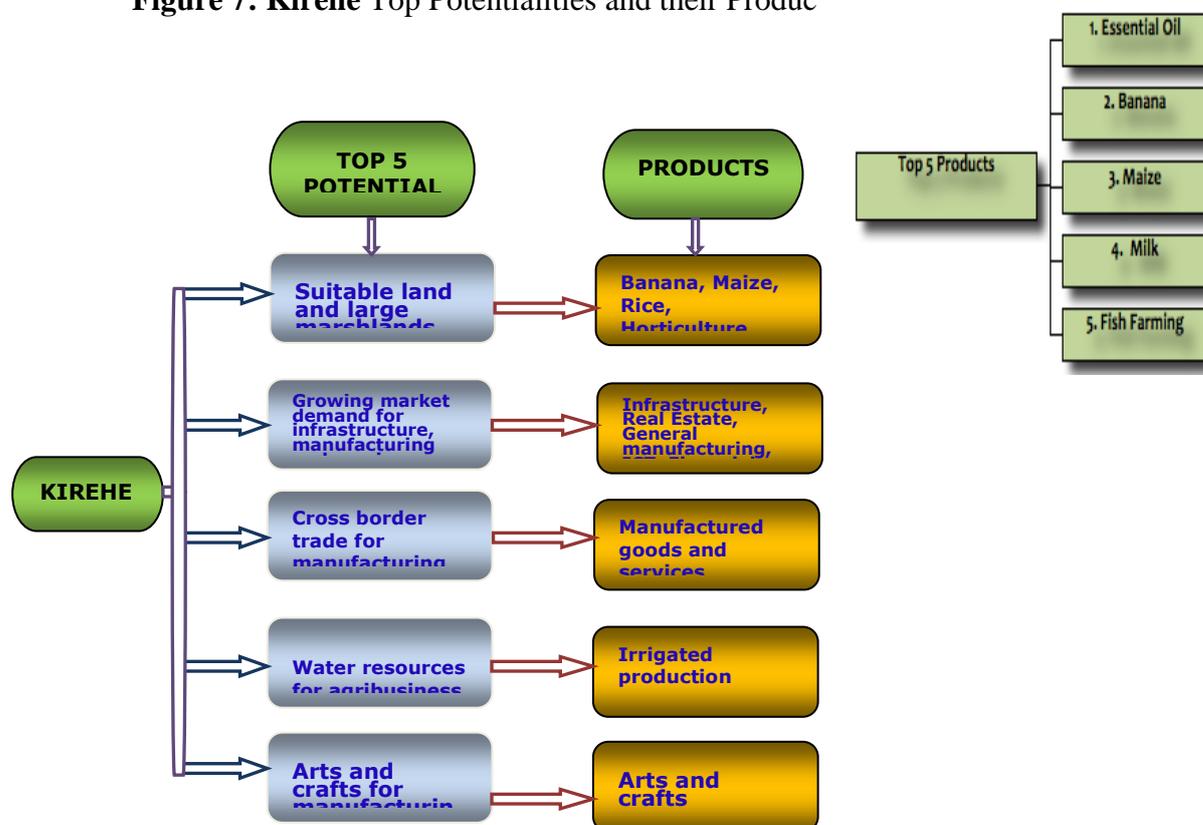


**Source:** Kirehe District, LED: 2017

## II.2.6. Key District economic potentialities

The key District economic potentialities have been defined both in the LED strategies as well as the District Economic Potentiality Assessments conducted in 2013. In Kirehe, they are a number of potentialities that have identified and the products to be used in the process of getting advantage of the potentialities. Key potentialities and Products are displayed in the following figures.

**Figure 7: Kirehe Top Potentialities and their Products**



**Source:** District Economic potentialities assessment for the integrated and self-centred, Local economic development, Kirehe 2013.

However, the below table clearly show the potentialities in detailed and per administrative sector

**Table 26: Potentialities per administrative sector**

Sector	Potentiality	Product/Area
Gahara	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
Mineral deposits and quarries for mining development		Wolfram, Coltan, Cassiterite
		Clay, Stones and Sand

	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
	Attractions for tourism development	Tourists traffic
Gatore	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Mineral deposits and quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
Attractions for tourism development	Tourists traffic	
Banana stem for manufacturing development	Processed banana leaves	
Kigarama	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Quarries for mining development	Clay, Stones and Sand
		Peat
	Arts and crafts for manufacturing development	Arts and crafts
Abundant human capital for education and skills development	Skilled workforce	
Attractions for tourism development	Tourists traffic	
Cross border trade for manufacturing development	Manufactured goods and services	
Kigina	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production

	Growing market demand for infrastructure, manufacturing and service industry development	Infrastructure, Real Estate, General manufacturing, ICT, Financial, Education and health services
	Quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
	Attractions for tourism development	Tourists traffic
Kirehe	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Growing market demand for infrastructure, manufacturing and service industry development	Infrastructure, Real Estate, General manufacturing, ICT, Financial, Education and health services
	Mineral deposits and quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
Agakiro center		
Abundant human capital for education and skills development	Skilled workforce	
Attractions for tourism development	Tourists traffic	
Banana stem for manufacturing development	Processed banana leaves	
Mahama	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
Attractions for tourism development	Tourists traffic	
Mpanga	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)

		Milk
		Goat meat
	Water resources for agribusiness	Aquaculture
		Irrigated production
	Quarries for mining development	Peat
		Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
Abundant human capital for education and skills development	Skilled workforce	
Attractions for tourism development	Tourists traffic	
Musaza	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Quarries for mining development	Peat
		Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
Attractions for tourism development	Tourists traffic	
Banana stem for manufacturing development	Processed banana leaves	
Mushikiri	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Mineral deposits and quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
	Attractions for tourism development	Tourists traffic
Banana stem for manufacturing development	Processed banana leaves	
Nasho	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)

		Milk
		Goat meat
	Water resources for agribusiness	Aquaculture
		Irrigated production
	Mineral deposits and quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
Attractions for tourism development	Tourists traffic	
Nyamugali	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Quarries for mining development	Peat
		Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
	Attractions for tourism development	Tourists traffic
	Water Resources for Energy generation	Hydro power
	Cross border trade for manufacturing development	Manufactured goods and services
Nyarubuye	Suitable land and large marshlands for agribusiness	Banana
		Rice
		Maize/Soybeans
		Horticulture (Essential oil, fruits, vegetables)
		Milk
		Goat meat
	Water resources for agribusiness	Irrigated production
	Mineral deposits and quarries for mining development	Clay, Stones and Sand
	Arts and crafts for manufacturing development	Arts and crafts
	Abundant human capital for education and skills development	Skilled workforce
	Attractions for tourism development	Tourists traffic
	Banana stem for manufacturing development	Processed banana leaves

**Source:** District Economic potentialities assessment for the integrated and self-centred, Local economic development, Kirehe 2013.

Kirehe District is having enough potentialities that can be the backbone of its economy. To begin with, 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. Further, there are also mineral deposits and quarries for mining development (coltan, cassiterite, clay, stones and sand). Mining is a strong opportunity to Kirehe District since it provides diversified source of revenues and can create job opportunities to the population in Kirehe District.

In addition to the above-mentioned Kirehe District potentials highlighted by LED (2013), LODA (2017) in his side, identified similar and same new potentials in the same District, as below table detailed:

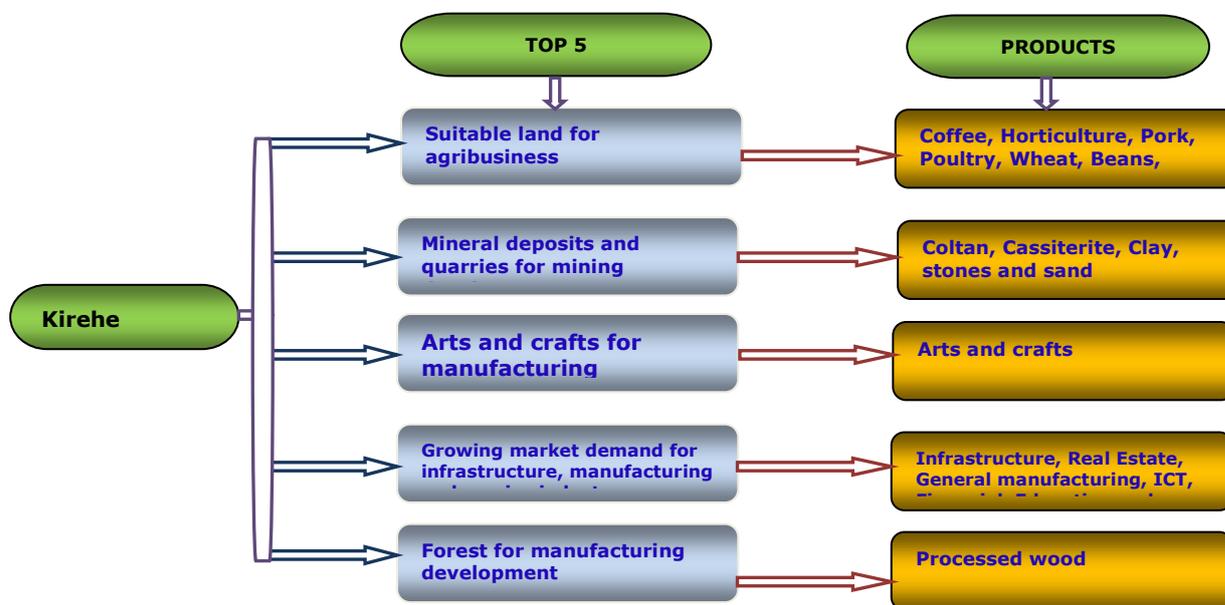
**Table 27:** Local potentialities of Kirehe District (LODA, Local potentiality report)

<b>Land for agri-business</b>	Suitable land for agro based products: Rice, maize, banana, cassava, coffee, pineapple, beans, fish, milk, fruits
<b>Large marshlands for agribusiness</b>	Marshlands: Kambwire, Kijumbura, Binoni, Gashongi, Kinnyogo, Cyunuzi, Sagatare for rice
<b>Forests for manufacturing development</b>	Nyakarambi Integrated Craft Production Center
<b>Forests for agribusiness</b>	Honey
<b>Mineral deposits</b>	Wolfram, cassiterite and coltan, clay, stones and sand
<b>Attractions for tourism</b>	Tourism Attraction development: Cyanjuna mountain, Remera mountain, Lakes (Nasho, Rwampanga & Cyambwe), Urutare rwa Muzungu, Udusozi tw'amabere y'inkumi, Akagera river, Rusumo Falls, Rwakigeri Island in lake
<b>Arts and crafts for manufacturing development</b>	Arts and crafts

**Source:** LED, Kirehe 2017

However, there is no big difference in terms of the district potentialities compare the two above tables but it is worth to present both potentialities for the benefit of those who may need more details especially, district partners, stakeholders, citizens and those who are in joint action development forum (JADF).

**Figure 8:** KIREHE TOP potentialities and their products



### II.2.7.

#### Main Challenges faced in the implementation of the DDP

1. Inadequate budget to finance the implementation of DDP projects
2. Insufficient involvement of the private sector in big and collective investment targets affected the engagement of private sector in implementation of some projects (Cross border market at Rusumo border).
3. The DDP was not totally consulted during Imihigo preparation. This was partly due to inadequacy of district funds and some activities to plan in Imihigo were recommended by central Government institutions.
4. Some targets were not realistic: e.g.: Rehabilitate tourism sites which were neither identified nor validated and approved by RDB.
5. Budgets were unrealistic: for some activities, the budget was underestimated and for others the budget was overestimated. E.g.: Construction of houses for vulnerable groups, the planned budget was 565,330,000 Rwf. Now, budget spent is 2,853,815,134 Rwf to construct 652 houses against 669 houses planned.

### III. SWOT Analysis

By doing SWOT analysis, we tend to consider both internal and external aspects while highlighting helpful and harmful attributes, which can promote or prevent District in achieving its stated goals and objectives of six-year period. In other words, this in-depth analysis offers the Kirehe District prospect to utilize its strengths, take advantage of opportunities, build on weaknesses and minimize threats.

Here, we shall reflect the outstanding challenges and gaps, which generally affect the districts basing on the past analysis, and census from different sources especially EDPRS II and DDP self-assessment report, different district and ministerial reports.

**Figure 9:** SWOT summary



**Source:** Compiled from DDP and LED assessment, Kirehe District, 2018

For the purpose of clarifications, more information is needed to all concerned with Kirehe development in all sectors since DDS as indicated earlier, is a results of participatory approach, successful DDS implementation will be a results of good collaboration of all partners and stakeholders in Kirehe with specific attention to local people. Therefore, it is worth to detail every single strengths, weaknesses, opportunities and threats of Kirehe District, to serve the baseline of any partners or stakeholders in development.

**Table 28: SWOT Analysis**

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>ECONOMIC TRANSFORMATION PILLAR</b>				
1. Agriculture Sector	<ul style="list-style-type: none"> <li>• Fertile land</li> <li>• Identified potential in the sector (banana, maize, rice, coffee, pineapple, cassava, horticulture, soybeans, livestock, fish)</li> <li>• Favourable markets for above and other products</li> <li>• Availability of dykes (Sagatare, Cyunuzi, Nyamugali, Kinoni I, Kinoni II), marshlands developed (Kambwire, Binoni, Gashongi, Kijumbura), hillside irrigation (GFI) and Nasho irrigation scheme</li> <li>• Use of fertilisers (chemical and organic)</li> </ul> <p>Availability of post-harvest facilities</p>	<ul style="list-style-type: none"> <li>• Insufficiency of agro-processing units</li> <li>• Insufficiency of agro-processing plants</li> <li>• Use of fertilizers and improved seeds is still low hence less productivity</li> <li>• Insufficient financial capacity for farmers to buy agri-inputs causes less production</li> <li>• Insufficiency of post-harvest facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Big projects in agriculture</li> <li>• Enabling policies in agriculture</li> <li>• Favourable external markets for coffee and fruits which contribute to increasing the income of farmers</li> <li>• Availability of equipment's (mechanization, processing, terracing, insemination, vaccination)</li> </ul>	<ul style="list-style-type: none"> <li>• Few private investors in the sector to improve agri-livestock production</li> <li>• Fluctuations of prices for agricultural products at international markets (Eg: coffee)</li> <li>• Climate change consequences on agriculture</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
2. Private sector Development & Youth Employment	<ul style="list-style-type: none"> <li>• High political will to strengthen Private Sector development and Youth employment</li> <li>• Commitment of partners to support PSD and YE</li> <li>• Existing related policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of Public/Private sector partnership (PPP)</li> <li>• Uncoordinated Youth employment implemented by different partners both private and public</li> <li>• Low capacity of human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Private Sectors included in District organs</li> <li>• Active and focused PSD and Youth employment</li> <li>• Available institutions to boost youth employments</li> </ul>	<ul style="list-style-type: none"> <li>• Competing capacity and skills of workers among the EAC</li> <li>• Behaviour and attitudes of some Youth towards employments opportunities</li> <li>• Most youths are affected and exposed to same diseases and like AIDS/VIH</li> </ul>
3. Transport	<ul style="list-style-type: none"> <li>• Main road Kayonza-Rusumo</li> <li>• Rusumo One Stop Border Post</li> <li>• Availability of some public transportation from some sectors to main road</li> <li>• District master plan developed</li> <li>• Availability of water sources</li> </ul>	<ul style="list-style-type: none"> <li>• Undeveloped and poor feeder roads</li> <li>• Many bridges are not rehabilitated</li> <li>• Some sectors are not covered with public transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Main road crosses the District. This can facilitate the construction of a car packing, restaurants and guest houses along the main road.</li> </ul>	Insufficiency of budget

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Low capacity to put in place basic infrastructure in master plan</li> <li>• Insufficient transport companies to attract investment and travellers</li> </ul>		
4. Energy	<ul style="list-style-type: none"> <li>• Strong Political will for energy infrastructure</li> <li>• Central and Local Government priorities</li> <li>• Recognition of water access and sanitation by the government as essential for economic growth</li> </ul>	<ul style="list-style-type: none"> <li>• Lack required budget to connect more people</li> <li>• Lack of timely maintenance and servicing of electricity power infrastructure</li> <li>• Low mechanisms of awareness campaigns on</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional arrangements supporting policy for energy sector</li> <li>• More partners in both off and in grid in the district</li> <li>• Availability of national energy policy</li> </ul>	<ul style="list-style-type: none"> <li>• High tariff and cost of electricity (Both On and Off Grid)</li> <li>• High consumption of woods in households</li> <li>• Insufficient budget allocation to achieve district targets on related energy</li> <li>• Disconnection between District and energy providers (EUCL and REG)</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
5. Water and Sanitation	<ul style="list-style-type: none"> <li>• Recognition of water access and sanitation by the government as essential for economic growth</li> <li>• Strong Political will for energy infrastructure</li> <li>• Central and Local Government priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Poor quality toilets, especially in rural areas</li> <li>• Insufficient water and wastewater treatment as well as solid waste management</li> <li>• Technical and financial capacity issues from Kirehe</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of more partners in related water and sanitation</li> <li>• Availability of water and sanitation policy</li> <li>• Decentralised government agencies related to water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Unplanned and scattered settlements in difficult, hilly terrain</li> <li>• Depleting water resources, resulting in high costs of service provision</li> <li>• Weak M&amp;E system.</li> </ul>
6. Urbanization and Rural Settlement,	<ul style="list-style-type: none"> <li>• High energy demand</li> <li>• Markets (6/11)</li> <li>• New centres for hand craft (Agakiriro) &amp; 1 modern slaughter house have been constructed: that makes it possible to increase businesses and revenues</li> </ul> <p>Access to water supply (69%), with committees that provide management support</p>	<ul style="list-style-type: none"> <li>• Some zones still lack modern markets: Kigarama, Mahama, Mpanga, Mushikiri and Nyarubuye</li> <li>• Some zones still need ICPCs: Musaza, Mpanga</li> <li>• Lack of strong private sector that can work with GoR through PPP and</li> </ul>	<ul style="list-style-type: none"> <li>• Planned feeder roads to respond to road network</li> <li>• Main communication companies operate in networking system RBA, MTN and AIRTEL (TIGO)</li> <li>• Approved water rehabilitation projects in plan</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroy basic infrastructure during rainy season, causing damage of roads</li> <li>• Small coverage of IT system (Iminara)</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<p>promote road-side restaurants and guest houses</p> <ul style="list-style-type: none"> <li>• Insufficient financial capacity of the community to access water supply</li> <li>• Existing water supply needs rehabilitation</li> </ul> <p>Majority of household have no access to electricity; difficult for businesses to access reliable electricity</p>		
7. ICT	<ul style="list-style-type: none"> <li>• Strong Political will for ICT penetration</li> <li>• Central and Local Government priorities through ICT usage in decentralised services and other policies and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Low digital literacy rate</li> <li>• Limited budget allocated to ICT</li> <li>• Low Internet penetration (Usage):</li> </ul>	<ul style="list-style-type: none"> <li>• Young and dynamic workforce</li> <li>• Developed commercial centers</li> <li>• More ICT service providers in the district</li> </ul>	<ul style="list-style-type: none"> <li>• Low electricity penetration</li> <li>• Cost of broadband</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> <li>Available internet at commercial centers</li> </ul>			
8. Environment and Natural Resources,	<ul style="list-style-type: none"> <li>Diversification of natural resources (Mining, forest products, marshlands)</li> <li>Relief and rivers which can generate hydro power plants</li> </ul> <p>Availability of potentialities for tourism</p>	<ul style="list-style-type: none"> <li>Low investments in the field</li> <li>Poor skills to promote the field</li> </ul> <p>A poor road network on mining sites</p> <ul style="list-style-type: none"> <li>Poor management of natural resources</li> </ul>	Government policies that favour promotion of tourism	<ul style="list-style-type: none"> <li>Weak technical capacity of operators.</li> <li>Shortage of investors.</li> </ul>
9. Financial Sector Development	<ul style="list-style-type: none"> <li>Strong political will</li> <li>Existence of adequate legal framework</li> <li>Financial institutions and SACCOs able to reach people through local branches</li> </ul>	<ul style="list-style-type: none"> <li>Low savings and investment</li> <li>Most of institutions are urban based</li> <li>Lack of education on savings</li> <li>Limited credit to the private sector</li> </ul>	<ul style="list-style-type: none"> <li>Economic growth</li> <li>Strong technical and financial support from development partners including RRA...</li> <li>Modernised electronic payment system</li> </ul>	<ul style="list-style-type: none"> <li>Limited usage of financial products</li> <li>Fraud through modernised payment systems</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• Use of technological products like Mobile Money.....</li> </ul>	
<b>SOCIAL TRANSFORMATION PILLAR</b>				
10. Social Protection	<ul style="list-style-type: none"> <li>• Strong political will</li> <li>• Existence of adequate legal framework</li> </ul>	<ul style="list-style-type: none"> <li>• Weak M&amp;E of government social protection policies and programmes on</li> <li>• Behaviour change and attitude of some people towards social protection scheme</li> <li>• Low coverage of the extreme poor and vulnerable supported</li> </ul>	<ul style="list-style-type: none"> <li>• Employment sources through social protection programmes like VUP, IDP Model village...</li> <li>• Engaged JADF in support of social protection</li> <li>• Effective, efficient and harmonised social protection sector</li> </ul>	<ul style="list-style-type: none"> <li>• A big number of vulnerable people and more in ubudehe category</li> <li>• Low adherent to RSSB and Mutuelle de sante</li> </ul>
11. Health	<ul style="list-style-type: none"> <li>• Availability of health facilities that improved welfare for labour force as well as productivity</li> <li>• District Youth center</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficiency of sport equipments</li> <li>• Lack of Youth centers</li> </ul>	<ul style="list-style-type: none"> <li>• Football and volleyball sports clubs come to Kirehe for national competitions</li> </ul>	<ul style="list-style-type: none"> <li>• No investors for clubs &amp; partners in sports</li> <li>• No centres for talent selection and support</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> <li>• Availability of playing grounds</li> <li>• Kirehe FC and Kirehe VC sport clubs in the first division</li> <li>• Availability of CCIs (Innovation Centers)</li> <li>• Umurenge Kagame Cup and bicycle competitions organised and conducted</li> </ul> <p>People have been mobilized and do sports, hence reducing illness</p>	<ul style="list-style-type: none"> <li>• Insufficiency of sector playing grounds</li> <li>• Insufficiency of budget for sport activities</li> <li>• No investors for clubs &amp; partners in sports</li> </ul> <p>No cultural centres available to all sectors</p>		<p>in sports and culture sectors</p>
12. Education	<ul style="list-style-type: none"> <li>• Political will to strengthen education for all</li> <li>• Existence of adequate legal framework</li> <li>• Commitment of partners to support education system</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of qualified, competent and motivated teachers</li> <li>• Low level of public and private partnership (PPP)</li> <li>• Big number of students in classroom</li> </ul>	<ul style="list-style-type: none"> <li>• Active partners and stakeholders in education</li> <li>• Availability of government land for classrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Competing capacity and skills of workers</li> <li>• Insufficient budget for classrooms construction</li> <li>• Weak Coordination of decentralised education system</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>GOVERNANCE TRANSFORMATION PILLAR</b>				
13. Governance and Decentralization,	<ul style="list-style-type: none"> <li>• Political will to strengthen good governance and decentralisation policy</li> <li>• Commitment of partners and stakeholders to support governance system</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient revenues of Kirehe district</li> <li>• Low citizen participation</li> <li>• Unsatisfactory service delivery</li> <li>• Weak citizens mobilisation strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Active JADF, partners and stakeholders to support programmes</li> <li>• Mobilised, Engaged and focused citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Weak consolidate volunteerism, community work and self-reliance</li> <li>• Culture of accountability and transparency in governance and service delivery still weak</li> </ul>
14. Justice, Reconciliation, Law and Order,	<ul style="list-style-type: none"> <li>• Committed Kirehe leadership</li> <li>• Political will to strengthen justice, reconciliation, law and orders</li> <li>• Commitment of partners and stakeholders to support</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient survive provision to the population, especially legal advise</li> <li>• Low quality of justice at community level (Abunzi....)</li> <li>• Lack of M&amp;E framework</li> </ul>	<ul style="list-style-type: none"> <li>• Development partners to support</li> <li>• Abunzi and MAJ closer to people to provide justice</li> <li>• Unit clubs operational in all schools</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient resources allocated to the sector</li> <li>• Gacaca courts yet implemented</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• ISIBO operational at all levels</li> <li>• Ubunyarwanda and Ubutore strengthened at all levels.</li> </ul>	
15. Sport and Culture	<ul style="list-style-type: none"> <li>• Committed Kirehe leadership</li> <li>• Political will to strengthen sport and culture</li> <li>• Commitment of partners and stakeholders to support</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of facilities for cultural expression to support the promotion of products such as theatre and cinema</li> <li>• Limited use of technology in producing quality art crafts products</li> <li>• Limited involvement of the private sector in exploiting available opportunities</li> <li>• Limited financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural tourism offers unexploited opportunity for business development in Kirehe</li> <li>• Offer great opportunity for off farm jobs creation</li> <li>• Wider market through neighbouring countries</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate sport and culture infrastructure</li> <li>• Lack and nonexistence of junior leagues to ensure succession planning</li> <li>• Weak link between sport and culture bodies and Kirehe district</li> <li>• Limited expertise of sports technicians</li> <li>• Weak reading and writing culture</li> </ul>

SECTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
16. Public Finance Management (PFM).	<ul style="list-style-type: none"> <li>• Strong political will</li> <li>• Strategies in place for savings mobilization through SACCO</li> <li>• Commitment of partners and stakeholders to support</li> </ul>	<ul style="list-style-type: none"> <li>• Low savings and investment in Kirehe</li> <li>• Lack of skilled and specialized professionals</li> <li>• Lack of financial education of financial products and services</li> <li>• Limited adherent to SACCO</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of technical assistance</li> <li>• Strong support from development partners</li> <li>• Modernised electronic payment system</li> <li>• Use of technological products like mobile money transfer, internet banking, E-payment...</li> </ul>	<ul style="list-style-type: none"> <li>• Limited usage of financial products</li> <li>• Fraud modernized payment systems</li> <li>• Inadequate financial mobilisation and awareness campaign</li> </ul>

#### **IV. Stakeholder analysis**

We all know that, DDS in order to be implemented and achieve its objectives, we acknowledge the importance of the district partner's and stakeholder's in the social, economic and development since district its self, cannot in any case achieve anything.

To this, there is a need for each stakeholder to be informed on the activities of his/her peers for better coordination. Having a common forum for dialogue between Kirehe and its stakeholder and partners in development will be among other best solution to effectively and efficiently implement the DDS elaborated.

Based on Prime Minister's Instructions No 004/03 of 27/12/2013 published in Official Gazette n°29bis of 20/07/2015, establishing Joint Action Development Forum, common known as JADF has the mission of ensuring sustainable socio-economic development and improved service delivery through: The dialogue; Active participation; Accountability; Information sharing and Coordination of stakeholders interventions in decentralized entities. Therefore, JADF has a right hand in the DDS achievements.

Kirehe District has registered a considerable number of development stakeholders that are mainly categorized into government institutions and agencies, civil society, faith based organisation and private sectors. Since we present them by both intervention sector and geographically area (Administrative sector) where possible, their specific responsibilities will help all partners of DDS.

Therefore, the first category of District stakeholders could be the Government institutions (Ministries, Government agencies and Public projects), the second category is civil society organizations such as non-government organizations both International and National associations and Faith based organisations. The third category of District partners include private sector and Kirehe Community which comprises of Financial and non-Financial like banks and micro finance, insurance companies, hotels, transport companies, cooperatives and individuals. All these stakeholders are very active and are contributing to the development of the District.

It is worth to recall, that all the above-mentioned District partners directly or indirectly, have actively participated in the DDS elaboration. By the time of DDS elaboration, based on the Kirehe JADF data bank, about 28 NGOs involved in different domains within the district and about 106 Faith based organisation. Unfortunately, we cannot categorize in the below table all partners, therefore the detailed list can be found in the annex (*See on appendix the*

*detailed list of partners within Kirehe district and their respective interventional domain).*  
 The NGO's domains of intervention might be either in Economy, Social development, Health, Good governance and Justice, some applied in all sectors or few of them. Kirehe JADF is the possible channel that all district partners meet, exchange and do participate in Kirehe District development.

Ministries and its agencies are working in Kirehe towards district development at different level. Those who are much involved in the district affairs that we can mention here are, MINALOC through its program of local territorial administration and Social Protection and LODA, which intervene mostly in rural development by Financing development Projects, Social programs such as VUP and Ubudehe, here FARG too do pray a big role in terms of social development as well as RDRC....

MINICOM by implementing its program of promotion of SMES and Cooperatives support with support of RCA. MININFRA through RTDA, REG and WASAC, which contributes mostly in roads development, electrification of the district, Water Supply and sanitation facilities respectively. RDB also intervenes in tourism development within Akagera National Park and MINEDUC and its affiliated agencies provide more efforts in education development by enhancing skills development etc.

**Table 29:** Stakeholders analysis.

	Stakeholder	Intervention sector	Geographic area	Responsibilities
<b>I. GOVERNMENT INSTITUTIONS AND AGENCIES</b>				
1	MINALOC NIC NEC MHC FARG NCPD NIDA LODA RDRC RBA	Territorial administration	All sectors	<ul style="list-style-type: none"> <li>- Developing, disseminating and coordinating the implementation of policies, strategies and sector programs</li> <li>- Developing a legal framework for good governance, territorial administration, settlement and social-economic development</li> </ul>
2	MINECOFIN BNR RPPA RRA RSSB NISR AgDF CMA RNIT SGF	Finance and Planning	All sectors	<ul style="list-style-type: none"> <li>- To raise sustainable growth, economic opportunities, and living standards of all Rwandans.</li> <li>- To develop Rwanda into a country free of poverty.</li> </ul>

3	MINAGRI RAB	Agriculture and Livestock	All sectors	<ul style="list-style-type: none"> <li>- Disseminating and coordinating the implementation of policies, strategies and sector programs</li> <li>- Developing a legal framework for agriculture and livestock</li> </ul>
4	MINEDUC/REB	Education	All sectors	<ul style="list-style-type: none"> <li>- Elaboration of national policy and strategy</li> <li>- Design and coordinate educational programs implementation</li> <li>- Responsible for curriculum development of school-based program</li> </ul>
5	MINISANTE	Health	All sectors	<ul style="list-style-type: none"> <li>- Design the national health policy and strategy,</li> <li>- Responsible for budgeting and resource mobilization,</li> <li>- Develop institutional and legal frameworks as well as overall health sector performance monitoring</li> <li>- Human resource capacity building</li> </ul>
6	MNIRENA	Environment and Natural resources	All sectors	<ul style="list-style-type: none"> <li>- Ensuring environmental respect to during resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects.</li> </ul>
7	MIDIMAR	Refugee affairs and disaster management	All sectors	<ul style="list-style-type: none"> <li>- Ensuring both disasters and refugees are well managed and prevented as well as intervene in all related disaster and refugees affairs in the country</li> <li>- Design the national Disasters management and refugees policy and strategy,</li> </ul>
8	REMA	Energy, Environment and Natural Resources	All sectors	<ul style="list-style-type: none"> <li>- Monitoring energy and environment sector projects compliance to environmental standards</li> </ul>
<b>II. NATIONAL AND INTERNATIONAL ORGANIZATIONAL</b>				
9	OXFAM Great Britain	Social affairs	Agriculture	<ul style="list-style-type: none"> <li>- 320 members of Tuzamurane Cooperative and 102 peasant growers in Gatore to become a cooperative.</li> </ul>

10	Care International Rwanda	Economic Development (PROFR)	Economic	- 1800 VSLG (Village Savings Loan Groups)
11	Partners In Health	Health strengthening	Social	Kirehe District Community, Nurses Community
12	Compassion International	Social-welfare education	Social	Children from poor families
13	Vision For A Nation	Primary Eye Care	Social	Community Development
14	Netherland Development Organisation	Renewable Energy	Economic	Youth Development
15	AJPRODHO JIUKIRWA	Human right and laws	Justice	Children rights
16	Umuhuza	Child and Parents	Social	Children rights
17	Society for Family Health	HIV Prevention- Health	Social	Health sector development
18	RWANDA WOMEN'S NETWORK	Gender development	Social	Women development
19	Save the Children	Child protection	Social	Child protection
20	Imbutu Foundation	Women	Economic	Support women cooperatives
21	Rwanda Union of Blind	Disability	Social	Disability Development
22	STRIVE FOUNDATION	HIV Prevention	Social	Sex workers

### III. FAITH BASED ORGANISATIONS

23	Rwanda Muslims Community (Former AMUR)	All sector	All sector	Support government in Community development
24	Eglise Adventiste du 7 Jour	All sector	All sector	Support government in Community development
25	Itorero Ryagikirisito muri African	All sector	All sector	Support government in Community development
26	Assemblée de Dieu	All sector	All sector	Support government in Community development
27	Association des Eglise de Pentecote du Rwanda	All sector	All sector	Support government in Community development
28	Association des Eglise Inkuru nziza	All sector	All sector	Support government in Community development

29	Eglise Catholique	All sector	All sector	Support government in Community development
30	Eglise Anglican du Rwanda	All sector	All sector	Support government in Community development

**Source:** Kirehe, JADF databank, 2018

In addition to the above mentioned stakeholders analysis, we find necessary to add also the one done in the LED (2017) since both of them, are complementarity each other and in benefit of or more clarification, in case any partners need it.

**Table 30:** Additional Stakeholders Analysis

Programme	Main intervention and roles	Main stakeholders and respective roles		
		GoR	Private/NGOs	Local Community
<b>District Staffs (turnover, skills, availability, productivity, etc.)</b>	Skills development	1. MINECOFIN 2. MIFOTRA 3. MINALOC	Partners In Health	
<b>Roads</b>	Improve road network and accessibility to key destinations	1. LODA 2. RTDA 3. MINAGRI		Umuganda
<b>Markets</b>	Help in reducing the cost of trade and improve competitiveness of local products	1. LODA 2. MINECOFIN	INADES Formation	Beneficiaries
<b>Water Resources</b>	Access to clean water	1. LODA 2. WASAC	1. AYATEKE Stars 2. JICA	Umuganda
<b>Energy and Power Resources</b>	Boost the economic activities	1. REG 2. LODA 3. MININFRA	1. MOBISOL 2. ZOLA 3. BBOX	Financial contribution
<b>Transport services</b>	Improve accessibility to key destinations	1. LODA 2. RTDA 3. RURA	1. RTFC 2. COCAR 3. MOTARDS 4. SELECT Express 5. MATUNDA Express	Beneficiaries
<b>Education and training Services</b>	Building the capacity of the population	1. WDA 2. IPRC EAST 3. TVET KIGINA	1. TVET GAHARA 2. STECOMA Coop 3. Rhenanie Palatinat	Beneficiaries

Programme	Main intervention and roles	Main stakeholders and respective roles		
		GoR	Private/NGOs	Local Community
<b>Business climate (Service delivery, Registration,)</b>	Increase the culture of saving	<ol style="list-style-type: none"> <li>1. PSF</li> <li>2. RDB</li> <li>3. BDF</li> </ol>	<ol style="list-style-type: none"> <li>1. RIG</li> <li>2. SACCO'S</li> <li>3. BK</li> <li>4. Banque Populaire du Rwanda</li> <li>5. DOT RWANDA</li> <li>6. Union Des Cooperatives (Rice, Maize, Banana and Coffee)</li> </ol>	
<b>Health services</b>	Improving health facility accessibility	<ol style="list-style-type: none"> <li>1. MINISANTE</li> <li>2. RSSB</li> <li>3. RBC</li> </ol>	<ol style="list-style-type: none"> <li>1. Radiant</li> <li>2. Prime</li> <li>3. Partiners In Health</li> </ol>	Beneficiaries
<b>Culture and entertainment</b>	Promote sport	<ol style="list-style-type: none"> <li>1. MINISPOC</li> <li>2. FERWAFA</li> </ol>	<ol style="list-style-type: none"> <li>1. Kirehe FC</li> <li>2. Kirehe Volley Ball Club</li> </ol>	Beneficiaries

## **Chapter III. ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY**

In its strategic vision, Rwanda has already approved “National Strategy for Transformation – NST-1” which renamed 7 Year Government Programme (7YGP). Both Central and Local Government have to develop their plans to which, it will implement and facilitate the implementation of NST 1, it is in this framework, that Ministries developed their Sector Strategic Plans (SSP’s) at Central Government while at Local Government, District developed District Development Strategy (DDS). The point is all; these plans have to be aligned with NST 1 and other strategic policies and programs as detailed below.

These below pillars are well aligned to national policies like Vision 2020, Visions 2050, EDPRS II to mention but a few and their respective targets. In order to be implemented at lower level (Local Government-District), Kirehe District has clearly take into consideration on these pillars, its targets and aligned to local priorities since, national and local priorities should match, meet and aligned in order to be implemented and achieved successful. We will present in the details, how Kirehe DDS is well aligned to Vision 2020 and 2050, NST 1, EDPRS II, and SSP etc.

It is worth to recall, that DDS are centred on three pillars, which are Economic transformation, Social Transformation and Transformational Governance, and distributed into sixteen sectors Strategic Plans, 7 crosscutting issues and unfinished District Development plans (DDPs) targets.

### **III.1. Methodology**

To be consistent during the DDS elaboration processes, the following principles and steps have been applied as much as possible in order to have a participatory DDS document passed through key eight steps since, here is the critical role as indicated below summarised: **Increase awareness through workshop including both political and technical teams with aim to assess citizen’s needs:** Kirehe authorities, recognize the importance of DDS on social, economic development of the district as have been explained in the workshop organised by MINICOFIN (2017).

This, DDS should tackle challenges and formulate strategies to overcome them, therefore, the first stem consists of organizing workshop with aim to increase awareness on DDS to both political and technical staff and stakeholders in general.

However, District Executive Committee, all District directors, key professional staff and Sector Executive Secretaries participated in the workshop, where by DDS Facilitator, presented briefly the importance of DDS at district level and directors nominated to take the lead in DDS formulation in next steps. The core team will ensure the technical coordination of the DDS development process.

**Stakeholder (Stakeholders identification), engagement and participation:** The stakeholders play the key role in the DDS elaboration. Their inputs are the focus of analysis and their assessment recommendations are determining for the further development of DDS in Kirehe District. Stakeholder's consultation has been guided by an overall principle of stakeholder ownership. Inclusiveness and consultation of all stakeholders (From citizens in their respective villages to top management (Local government and Local actors) to ensure ownership was the key guideline. To achieve a wide coverage of interest groups, different types of stakeholders were contacted through field consultations and various institutions and experts who work with District. These consultations have been extended to various organs (JADF, District Council, both private and public Institutions, development partners and key players in the civil society who are involved in the District affairs.

Both Province and District authorities facilitated DDS elaboration by organising teamwork and conducive environment for discussion on how DDS will be the results of active participation of all district stakeholder's,. In that way the district facilitated DDS elaboration and provide all necessary supports to design it. In this occasion, during various workshops, political and technical agreed on key potential development stakeholders to involve in, in order to maximize their involvement and ownership of the DDS formulation and finally, agreed on key strategic documents to take care of while in the desk review.

**District priorities Assessment (Sector priorities):** District priorities assessment (Sector priorities) was carried out by the core-team (Both political and technical) and every director at district level, was mandated to align the citizen's needs with sector strategic plan concerned and therefore, presented to both political, technical and stakeholders for amendment. This includes District priorities by sectors and by clusters. This information helps both teams (Political and Technical) including District Councillors and JADF members to better understand the situation of their District for strategic planning and therefore, take in hand DDS elaboration.

**DDS development:** The most important and key stage is this one, since it focuses on SWOT analysis, vision, goals and objectives, programmes and projects formulation, hence development of DDS log frame, M&E framework...

### III.1.1. Citizen's participation (Needs assessment)

*“The development of Rwanda should not leave anyone behind”* HE Paul Kagame, President of the Republic of Rwanda.

Rwanda being a people centred, MINALOC and MINECOFIN provided guidelines on related DDS elaboration there should be a highly participatory planning process that involves people of all levels, this means, the citizens, the District Officials, Joint Action Development Fund (JADF), District Council, key Stakeholders and private sector among others. Therefore, active participation of citizens is a prerequisite in order to make sure that this DDS is their products (By the people and for the people). Hence, it is a key to success and effectiveness. The District has already undertaken this process of citizen's need assessment, collecting all information that will serve as a backbone of the DDS.

In this regards, citizen's from all villages through different channels such us community works (*umuganda*), *inteko z'abaturatione (Community assemblies/outreach)*, *komite mpuzabikorwa* and among others, expressed their needs which has been transferred from cells level.

### III.1.2. Validation of Citizen's needs through Councillor's organs

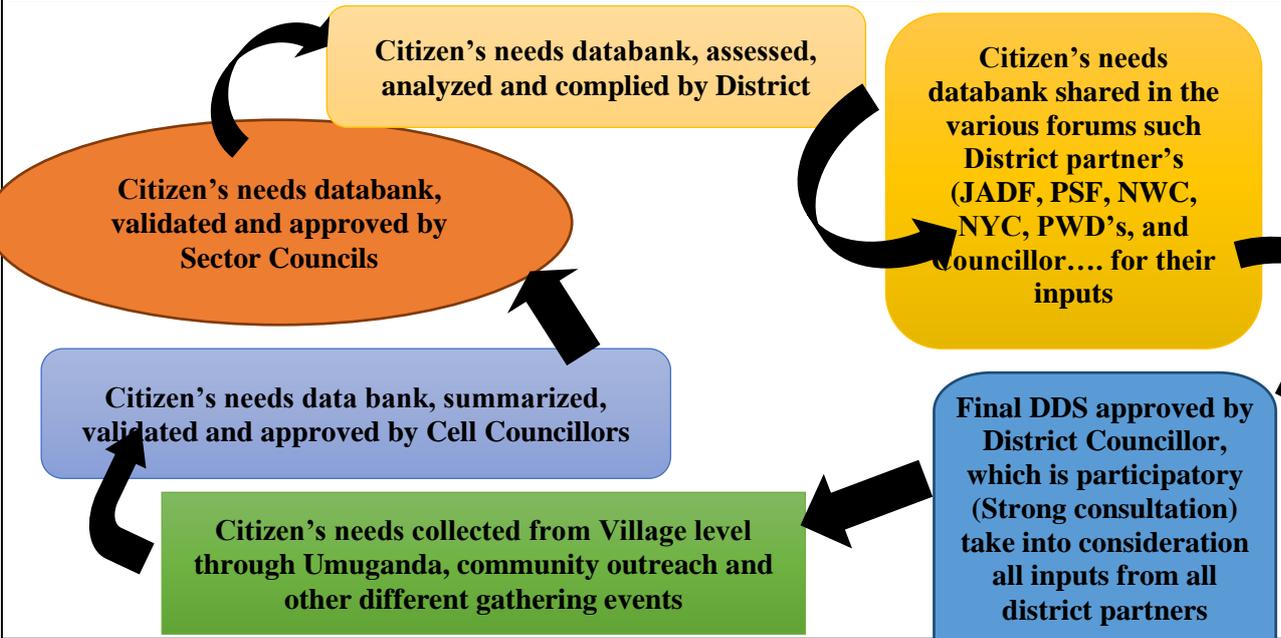
After needs assessment as 1<sup>st</sup> phase as above-mentioned, the citizen's needs from villages and cells have been prioritized and summarized at sectors from which, has been sent to District for more prioritization and summarizing again them and validated by councillors at all levels while District will present them to various district partners for their inputs. Those who are possibly to be contacted by District are the *Province and District technical Committees, District and Sector Councils, Joint action development forum, private sector federation with attention to national women youth councils and people with disabilities.*

However, at this validation stage, analysis and assessment of the citizen's needs and group priorities under sectors priorities for easy consolidation were important but mostly linking them, to national priorities. Public hearings and feedback process is organised by District as soon as DDS elaboration is at the end through *komite mpuzabikorwa, inteko z'abaturatione* at

all levels and other gathering outreach. In other words, the consolidation of district priorities is the results of the views collected at umudugudu (village level) consolidated at cell, then sector and eventually at district level.

Hence, the DDS is the result of a collaborative, participatory exercise between many stakeholders such as Joint Action Development Forum (JADF), Province technical Committee (PTC), Thematic Working Groups (TWGs), Sector Working Groups (SWGs) and others.

**Figure 9:** Processes of collecting citizen’s needs at all levels to be considered in the DDS



**Source:** DDS Facilitator, own design, 2018

As explained in the above figure, various forums and organs, provided their inputs in addition to the citizen’s needs based on the sector strategic plans complied by line ministries and the top management put in more insights, this to make sure that, quality DDS product is the effort of collaboration, participatory and consultation. The Sector strategy plans harmonized with the district development strategy, emphasis is to make a direct linkage and alignment with national priorities, and then a logical framework developed showing how programs and projects will be addressed to meet specific outcomes and outputs in the DDS. This framework assists sectors and district to identify the resource gaps and lay strategies to mobilize resources for the DDS implementation.

To make sure nothing is forgotten and no one is left behind, the draft report will be discussed and validated in the various workshops either organised by JADF, Councillors, MINICOFIN, MINALOC and its partners or by Province, to incorporate inputs from those participants. The constructive joint technical working sessions to the extent, district priorities

and sectors were aligned together with the district challenges, harmonized all outcomes and indicators. Inputs from MINALOC and MINICOFIN will also be considered.

### **III.1.3. Literature Review (Desk Review)**

Knowing more about the District in general and in particular about the district priorities that will be considered in DDS, a desk review was carried out on relevant literature to give an insight on the past and current status of the District. The district profile was developed in terms of three pillars such as economic, social, governance and environmental aspects of the District. In addition, efforts were concentrated to scan the district vulnerability to climate change in respect of green economy policy and gender mainstreaming of their activities. The following are the documents to be consulted:

- SDG's
- EAC Vision 2050
- AU Agenda 2063
- District Performance Reviews (IPAR's reports....)
- EICV 4
- DHS 5
- Imihigo achievements reports
- DDPs and Evaluation document,
- LED strategy,
- Second Cities guiding tools & developed documents
- District profile from the NISR website,
- Website MINECOFIN, NISR, MINALOC, LODA,
- Master Plan
- EDPRS II
- District Potentialities... to mention but few.

It is worth to remind that, in this first draft of DDS, we considered sectors priorities to be linked up with District priorities. The following are the sectors priorities as per MINICOFIN: 2017

- Agriculture,
- Private sector Development & Youth Employment,
- Transport,
- Energy,
- Water and Sanitation,
- Urbanization and Rural Settlement,
- ICT,
- Environment and Natural Resources,
- Financial Sector Development,
- Social Protection,
- Health,
- Education,

- Governance and Decentralization,
- Justice, Reconciliation, Law and Order,
- Sport and Culture,
- Public Finance Management (PFM).

Then, on crosscutting areas (**CCAs to the mainstreamed**), here are the following:

- Capacity Development,
- Regional integration,
- Gender and Family promotion,
- Environment and climate change,
- Disaster management,
- Disability and social inclusion,
- HIV/AIDS and non-communicable diseases

As explained above, there are documents that were consulted in order to have rich information.

- 7 YGP/NST 1
- Vision 2020
- Draft Vision 2050
- AU Agenda 2063
- The manifesto of the RPF (the winning party in the Presidential elections)
- Presidential Pledges and commitments made during campaigns

Since desk review cannot rarely on it itself in DDS elaboration, therefore, it need to have other methods to accompany it, it is in this regards that the following others was useful:

#### **III.1.4. Interview**

In this course of interview, arranged interview with all head of units (Directors) in the district, Executive Committee (EXECOM), both Executive Secretary and Division Manager, Commissions of District Councilor's, JADF Commissions (This include Faith Based Organization, Non-government organization's....) as well as PSF Commission.

In addition to the interview, it was worth to consider also the stakeholder's participation into this DDS exercises since it is not an individual work rather is a group work at different levels.

The core-team was made of both political and technical team under the leadership of the Vice-Mayor Economic Affairs (V/M FED). The stakeholders have been involved during the awareness and training sessions, SWOT analysis, and development of DDS (all stages) as well as in validation of the strategy. The different views of the stakeholders were included in the different workshops and the final strategy.

#### **III.1.5. Focus Group Discussions**

The key stakeholders such as NYC, NWC, PWD's, JADF, both Kirehe opinion Leaders and Native forums and others.

### **III.1.6. Review meetings and Consultations**

We intended to review various meetings and consultations organized by Kirehe District in the framework of DDS elaboration, it is in this regards that we shall review and facilitate consultations with members of Council members, District Officials, JADF, PSF and other kind of meeting that district might judge necessary.

This, to facilitate district and facilitator to collect more key information's and milestones of the DDS and to have as many as possible strategies, suggestions and recommendations from those meetings and consultations.

### **III.1.7. Data collection, Verification and Validation**

District profile needed to collect more data through following:

- ✚ IPAR's reports, NISR, EICV4, DSH4, LODA, SSP, Districts Annual reports, Government and its agencies Reports (RGB, GMO Reports...), these as source of data.
- ✚ The both District, province and the above aforementioned are the means of Verification and validation.

In summary, 2018/19 -2023/2024 DDS elaborated used the participatory approach to involve all stakeholders by capturing into accounts all citizens' needs. The citizens' needs have been collected from the village; cell and sector levels but there are not analyzed and transformed in the district priorities. The analysis of the citizens' needs was a key role of all stakeholder's; again, the elaboration of DDS 2018/19-2023/2024.

Having in mind that, District is the basis for community Development you effectively ask yourself the following question: Can District alone implement and achieve more in particular attention of DDS elaborated? The reply will be NO.

However, the best way to implement and achieve effectively and efficiently the DDS, it will require Kirehe District authorities to think strategically and out of the box by partnering and collaborate with others. It is in this framework, that Kirehe District considers the role played by development stakeholders in the implementation of District development plan with reference to DDS basing on decentralisation policy.

The DDS document is a group work at different levels. The core-team was made of both Province and District. The stakeholders have been involved during the awareness and workshop sessions, SWOT analysis, development of DDS strategy (vision and goals

formulation, key programmes and projects) as well as in validation of the DDS. The different views of the stakeholders were included in the different workshops and the final DDS. For quality purposes, a facilitator has checked the Strategy and provided inputs. Hence, the DDS is the result of a collaborative, participatory exercise between many stakeholders.

#### **a. Main issues at District level**

Kirehe District is a rural District in the Eastern Province whose economy is principally dominated by agriculture. However, this sector is not yet modernized and hence the productivity is still very low. Many challenges are observed in multiple other sectors, which constitute the barrier to District development as well as contributing to poverty reduction. The scale of poverty and extreme poverty is respectively: 47.9% against 44.9% at national level and extreme poverty 25.6% against 24.1 % at national level (LED, 2017).

However, the below are challenges per pillars in order to make strategies and measures to overcome these presented challenges and gaps.

##### **i. Economic transformation pillar**

- Insufficient access to electricity (Mpanga, Mushikiri, Mahama, Kigarama and Musaza sectors) and high use of wood as the main source of energy;
- Insufficient budget to implement the planned big projects such as public light, water supply, modern markets, Rusumo cross border market, agro-processing units
- Some of existing infrastructures need budget to be rehabilitated and maintained
- Limited vocational and technical schools (Musaza, Nyarubuye, Mpanga and Nyamugali sectors)
- Poor feeder roads network (Mpanga-Mahama, Gasarabwayi-Nganda, Cyunuzi-Gahara-Rwagitugusa)
- Limited number of storage and drying facilities
- Poor rainfall in Akagera Valley (Nasho, Mpanga, Mahama, Nyamugali, Kigarama and Musaza sectors)
- 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;
- Many illegal mining and quarrying activities as negative consequence the non-sustainability of environment;
- The insufficient skills and professional capacity for private sector.
- Inadequate budget to finance the implementation of DDS projects

- Insufficient involvement of the private sector in big and collective investment targets affected the engagement of private sector in implementation of some projects

To overcome the above challenges, Kirehe District will have to work and collaborate with Private Sector to achieve key interventions in different sectors. Those are namely infrastructure, agriculture and mining, which is among the district potentials. Those have demonstrated the capacity to solve many of the problems related to the challenges identified and which shall help to boost its development in the six years coming.

## **ii. Social transformation pillar**

The below are the challenges and gaps identified in this pillar.

- Lack of clean water supply and insufficiency waste management systems in the District,
- Health posts, Health centres, maternity wards, laboratories with the required equipment's to be filled in these Health facilities etc,
- Big issues related to Human security
- Poverty rate is at 41.8% compared to the National average of 39.1%, extreme poverty rate is at 17.8% compared to 16.3% of the national average (EICV4)
- Big number of students in the same class and per teacher
- Drop out still a challenge
- Hygiene and sanitation is still low
- Lack of qualified, competent and motivated teachers

The strategies and measure that Kirehe Leadership, that will have to work and collaborate with Private Sector with a focus on key priority sectors, which can increase value addition. Those are namely increase number of citizens (100%) who accessing clean water, increase number of community who has life insurance (Community Health Insurance), develop and extend health facilities in different sectors, increase number of schools (9 and 12 YBE) with qualified and competent teachers. But mostly, strong mobilisation and change behaviours of same citizens. Those have demonstrated the capacity to solve many of the problems related to the challenges identified and which shall help to boost its social sector in the six coming years.

## **iii. Transformational Governance Pillar**

The below are the challenges and gaps identified in this pillar.

- Low citizen participation in government policies and programmes

- Unsatisfactory service delivery
- Weak citizens mobilisation strategy
- Insufficient service provision to the population, especially legal advise
- Low quality of justice at community level (Abunzi....)
- Corruption and injustice among local leaders

The strategies and measure that Kirehe Leadership, that will have to work and collaborate with both its citizens and district partners, by multiplies filed visits in the inteko z’abaturage (community outreach), organise filed visit in the cells and villages, be closer to the citizens. Main focus will be on good collaboration with local leaders, security organs and develop their capacities towards better service delivery to the citizens by motivating and encouraging them to participate in the local government affairs.

Empower both citizens, local leaders and various partners involved in governance is key strategy to overcome these identified challenges, since district cannot work and success alone during the next six years to come.

#### **b. Alignment to NST1**

In its strategic vision, Rwanda has already approved “National Strategy for Transformation – NST-1” which renamed 7 Year Government Programme (7YGP). Both Central and Local Government have to develop their plans to which, it will implement and facilitate the implementation of NST 1, it is in this framework, that Ministries developed their Sector Strategic Plans (SSP’s) at Central Government while at Local Government, District developed District Development Strategy (DDS). The point is all, these plans have to be aligned with NST 1 and other strategic policies and programs as detailed below.

These below pillars are well aligned to national policies like Vision 2020, Visions 2050, EDPRS II to mention but few and their respective targets. In order to be implemented at lower level (Local Government-District), Kirehe District has clearly take into consideration on these pillars, its targets and aligned to local priorities since, national and local priorities should match, meet and aligned in order to be implemented and achieved successful. We will present in the details, how Kirehe DDS is well aligned to Vision 2020 and 2050, NST 1, EDPRS II, and SSP etc.

**Table 31:** NST 1 Pillars to be considered in alignment with Kirehe DDS

PILLARS	GOALS	OBJECTIVES
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<b>Economic Transformation</b>	<i>Accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural Resources.</i>	<ol style="list-style-type: none"> <li>1. Create decent jobs for economic development and poverty reduction</li> <li>2. Accelerate Urbanization to facilitate economic growth</li> <li>3. Promote industrial development, export promotion and expansion of trade related infrastructure</li> <li>4. Develop and promote a service-led and knowledge-based economy</li> <li>5. Increase agriculture and livestock quality, productivity and production</li> <li>6. Sustainably exploit natural resources and protect the environment</li> </ol>
<b>Social Transformation</b>	<i>Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society.</i>	<ol style="list-style-type: none"> <li>1. Move towards a Poverty Free Rwanda.</li> <li>2. Ensure a Quality Healthy Population</li> <li>3. Develop a Competitive and Capable Rwandan Population</li> <li>4. Ensure Quality of education for all aiming at building a knowledge-based economy</li> <li>5. Transition to a Modern Rwandan Household in urban and rural areas</li> </ol>
<b>Transformational Governance</b>	<i>Consolidate Good Governance and Justice as, building blocks for equitable and sustainable National Development.</i>	<ol style="list-style-type: none"> <li>1. Consolidate values and unity of Rwandans, committed to a self-reliant and peaceful Rwanda</li> <li>2. Strengthen partnerships between Government, private sector, citizen, NGOs and FBOs to fast track national development and people centered prosperity</li> <li>3. Strengthen capable and responsible public institutions committed to citizens advancement and efficient service delivery</li> <li>4. Establish legal frameworks that spur economic development and instill fairness, transparency and accountability across institutions and individuals,</li> <li>5. Strengthen foreign policy that is driven by economic diplomacy, regional cooperation/Integration and Pan Africanism,</li> <li>6. Strengthen capacity of security institutions/organs to preserve national security and protect Rwandans, as well as actively participate in socio economic development of the Nation.</li> </ol>

**Source:** Republic of Rwanda, 7 Years Government Programme: National Strategy for Transformation (NST 1) 2017 – 2024, draft of 13<sup>th</sup> September 2017)

**Table 32:** DDS alignment to NST 1 and other strategic policies and programs

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
Economic Transformation	Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	Increased number of Rwandans with appropriate skills tailored to labour market demands	Increased number of population with appropriate skills tailored to labour market demands	<ol style="list-style-type: none"> <li>1. Construct TVETs of people with disability</li> <li>2. Construction of ICPCs all sectors (Udukiriro).</li> <li>3. Upgrade of Kirehe ICPC</li> </ol>
		Increased productive jobs for youth and women	<p>Increased productive jobs for youth, women and PWD's</p> <p>Increase the number of women and youth setting up and owning large and SMEs</p> <p>Strengthen women and youth capacity to access decent off-farm jobs in the private sector</p> <p>Increase the number of women employed in transport sector</p>	<ol style="list-style-type: none"> <li>1. Construct 6 modern markets</li> <li>2. Construct of one cross border market</li> <li>3. Extension and modernization of Nyakarambi market.</li> <li>4. Rehabilitation of 3 modern markets</li> <li>5. Rehabilitation of Kigina Slaughter house</li> <li>6. Construction of Handcraft activities centre</li> <li>7. Construct selling points</li> <li>8. Construct Slaughter house at Murindi in Nasho sector</li> <li>9. Construct Butcheries in all sectors</li> <li>10. Construction of cattle market</li> <li>11. Rehabilitation of Nyarubuye cattle market</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>12. Construction of small livestock market at Kirehe</li> <li>13. % of women empowered to owning large and SMEs</li> <li>14. % of youth owning business by gender</li> <li>15. % of youth employed in SMES by gender</li> <li>16. % of men and women in new off-farm jobs</li> <li>17. % of women and youth that accessed the coaching, start up toolkits, support to SMEs</li> <li>18. % of women and men employed in transport sector by category</li> <li>19. % of women and men owning transport business</li> </ul>
	Accelerate Sustainable Urbanization in Kirehe	Developed and integrated urban and rural settlements	Developed and integrated urban and rural settlements	<ul style="list-style-type: none"> <li>1. Upgrade Kirehe District master plan</li> <li>2. Design layout plan of habitation sites in all sectors</li> <li>3. Implement elaborated Master and layout plans</li> <li>4. Having cemetery in all cells</li> </ul>
Increased economic opportunities in urban areas		<ul style="list-style-type: none"> <li>1. Construction of 10km of Tarmac road: in the city of Kirehe</li> </ul>		

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>2. Rehabilitation and Construction of various roads across Sectors</li> <li>3. Rehabilitation and Construction of various bridges across sectors</li> </ul>
		Increased availability of affordable housing		IDP Model village constructed
	Establish Kirehe as a Competitive Knowledge-based Economy	Developed anchor firms and entrepreneurs in priority value chains and new sectors	Developed anchor firms and entrepreneurs in priority value chains and new sectors	<ul style="list-style-type: none"> <li>1. Train Youth, women and PWD's with BDF on cooperatives, project management and PFM</li> <li>1. Link Youth, women and PWD's with BDF</li> </ul>
		Increased business development services for entrepreneurs	Increased business development services for entrepreneurs	<ul style="list-style-type: none"> <li>1. Equip YEGO center with IT equipment's</li> <li>2. Provide IT trainings for Youth, Women and PWD's</li> <li>3. Telephone tower installation</li> <li>4. Training of 12 Sector BDP staff and in charge of Start-up Development officers and 12 sector social Affairs on income generating projects once in a year.</li> <li>5. Training of all 5 staff of business development Unit on job creation and employment opportunities</li> </ul>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
	Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports annually	Increased exports of goods and services	Increased exports of both value and high Value-added goods and services	<ol style="list-style-type: none"> <li>1. Construction of Handcraft activities centre</li> <li>2. Organize annual Exposition</li> <li>3. Use of agriculture inputs (fertilizers and improved seeds)</li> <li>4. Plant coffee trees on 2800</li> <li>5. Construction and equipment of coffee factory</li> <li>6. Construction and equipment of 1 coffee roasting and ground factory</li> <li>7. Construction and equipment of tomato agro-processing unit in Nasho</li> <li>8. Production and plantation of fruit trees on 2300 ha</li> <li>9. Rehabilitate and maintain existing banana plantation on 21000 ha</li> <li>10. Construct and equip 3 Milk Collection Centers in Nyamugali Mpanga and Musaza sectors</li> <li>11. Construct and equip milk processing unit (cheese and yoghurt)</li> <li>12. 50 tons of Fish restocking in 4 lakes and 5 dykes</li> <li>13. Construction of One Animal feeds plant</li> <li>14. Support exploration of minerals</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				15. Mapping and Consolidate small mining concessions into district mining blocks to meet national quality standards 16. Provide trainings to SMEs across all sectors 17. Prepare Kirehe Trade Fair and Exhibition
	Increase Domestic Savings and position Kirehe as a hub for financial services to promote investments	Enhanced long-term savings and innovative financing mechanisms	Enhanced long-term savings and innovative financing mechanisms	1. Mobilize local community 2. Organize annual general meeting with financial Institutions, Telecommunication providers and partner's at district level 3. Mobilize community on long term savings and pension to all annually
	Modernize and increase productivity and livestock	Increased agricultural production and productivity	Increased agricultural production and productivity	1. Construction of five modern markets 2. Construction of one cross border market
		Improved livestock sector	Improved livestock sector	1. Construction of 12 storage and drying facilities 2. 50 tons of Fish restocking in 4 lakes and 5 dykes
	Sustainable Management of Natural	Increased sustainability of land use system	Surface of consolidated and irrigated land and promote agricultural mechanization	1. Mechanization of agriculture: purchase of irrigation small machine and equipment (350 motor pumps 140 dump sheets...) for 3500 ha

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
	Resources and Environment to Transition Rwanda towards a green Economy	Increased sustainability and profitability of forestry management	Sustainable and productive forest management ensured.  Decreasing firewood as a source of energy for cooking in households	<ol style="list-style-type: none"> <li>2. Rehabilitation and extension of irrigation project funded by GFI</li> <li>3. Land mechanized on 7000 ha</li> <li>4. Sustainable Marshland development on 92 Ha</li> <li>5. Develop land covered by radical terraces on 90 Ha</li> <li>6. Sustainable management of wetlands</li> </ol> <ol style="list-style-type: none"> <li>1. Increase and maintain forest cover while increasing forestry productivity</li> <li>2. Increase private sector involvement in forestry management</li> <li>3. Increase agro-forestry practices</li> <li>4. Plant more than 3000 trees to increase forestry</li> </ol> <p>Mobilize community on use of cooking gas and in urban areas and use of biogas in rural area</p>
Social Transformation	Enhancing graduation from extreme Poverty and promoting resilience	Increased graduation from extreme poverty	Enhancing graduation from extreme Poverty and promoting resilience	<ol style="list-style-type: none"> <li>1. VUP Classic Public Works employment provided to extremely poor households with labor</li> <li>2. Direct Support provided to extremely poor older people, people with disabilities and child headed households</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>3. Provide Direct support (classic and special) for vulnerable genocide survivors</li> <li>4. Expanded Public Works provided to single worker households with caring responsibilities</li> <li>5. Households receiving MPG asset transfers</li> </ul>
		Reduced poverty among Rwandans	Reduced poverty among Rwandans	<ul style="list-style-type: none"> <li>1. Girinka program</li> <li>2. Young people from Extremely poor households supported to complete vocational training</li> <li>3. Vulnerable people to receive loan from VUP-FS</li> <li>4. % of extremely poor households who are members of a community savings group</li> </ul>
		Enhanced resilience of Rwandans	Enhanced resilience of Rwandans	<ul style="list-style-type: none"> <li>1. Poor and vulnerable Genocide survivors receiving Shelter construction/rehabilitation</li> <li>2. Construct Houses for vulnerable group</li> <li>3. Assistive devices (insimburangingo)</li> <li>4. Assistive devices (inyunganirangingo)</li> <li>5. Children with disabilities supported in special education</li> </ul>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>6. People with disability supported (Kuremera)</li> <li>7. People with disability trained in vocational skills and provided tool kits</li> <li>8. Construction of playing ground for people with disability</li> <li>9. Create 2 Teams of people with disabilities by discipline</li> <li>10. Disaster victims assisted</li> <li>11. Recovery of infrastructures and houses affected by disasters</li> <li>12. Children from HMP families supported in education (University and vocational training)</li> </ul>
	Eradicating Malnutrition	Reduced malnutrition among children	Reduced malnutrition among children	<ul style="list-style-type: none"> <li>1. Percentage of children under 5 who are stunted (Chronic malnutrition )</li> <li>2. mobilize community to increase number of Kitchen gardens</li> <li>3. Proportion of Exclusive Breastfeeding &lt; 6 months</li> </ul>
	Enhancing demographic dividend through ensuring access to quality Health for all	Improved healthcare services	Improved healthcare services	<ul style="list-style-type: none"> <li>1. Number of sectors having at least one health center</li> <li>2. Number of cells having one health post or health center</li> <li>3. Number new of ambulances purchased</li> <li>4. Number of HC rehabilitated</li> </ul>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				5. Number of maternity wards renovated 6. Number of health post rehabilitated 7. Percentage of Health centers without water supply in services 8. Percentage of Health centers without electricity supply in services 9. Proportion of public Health Facilities (DH and HC) with effective waste management systems according to standards 10. Teenage pregnancy and motherhood rate (15-19 years ) 11. % of women deliver in health facilities 12. Proportion of children deaths under 5years (/1,000)
		Increased health of workforce	Increased health of workforce	1. Number of Doctors/ population ratio 2. Number of Nurses /population ratio 3. Number of Midwife/ population ratio 4. Number of dentists recruited at HC level 5. % of results from the District Hospital accreditation process
		Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	1. Percentage of NCD combined high risk factors in the population aged between 15-64 years

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>2. Teeth and gum diseases morbidity rate at health facility level</li> <li>3. Eye diseases problem morbidity rate at health facility level</li> <li>4. Percentage of births attended by skilled health professionals</li> <li>5. Percentage of new-born with at least one PNC visit within the first two days of birth</li> <li>6. Neonatal mortality rate</li> <li>7. Maternal mortality rate</li> <li>8. Under five mortality rate</li> <li>9. Percentage of Children 12-23 months fully immunized</li> <li>10. % of pregnant women completing four ANC Standards</li> <li>11. Proportion of persons diagnosed with HIV infection receiving sustained ART</li> <li>12. HIV prevalence among people aged 15-49 years</li> <li>13. HIV incidence/1000 population</li> <li>14. Percentage of infants born to HIV+ mothers free from HIV by 18 months</li> <li>15. Proportion of HH with at least one LLIN</li> <li>16. Malaria incidence per 1,000 population</li> </ul>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>17. Malaria proportional mortality rate</li> <li>18. Proportion of children under five years old who slept under a LLIN the previous night</li> <li>19. Proportion of targeted population who received MDA</li> <li>20. Percentage of NCD combined high risk factors in the population aged between 15-64 years</li> <li>21. Teeth and gum diseases morbidity rate at health facility level</li> <li>22. Eye diseases problem morbidity rate at health facility level</li> <li>23. TB incidence per 100,000 population</li> <li>24. Treatment success rate (TSR) for all forms of TB cases (DS &amp; DR-TB cases)</li> <li>25. Proportion of new cases treated in health facilities (HC+DH) for mental disorders”</li> <li>26. Percentage of causes of deaths are reported according to ICD10</li> <li>27. Percentage of births registered according to the CRVS</li> <li>28. Kirehe DH using EMR full package system</li> </ul>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				29. Percentage of private facilities (dispensaries, clinics, polyclinics and hospitals) regularly reporting through national data collection systems (DHIS-2 and e-IDSR)
		Increased contraceptives prevalence	Increased contraceptives prevalence	% of women using contraceptive methods
	Enhancing demographic dividend through improved access to quality education	Increased access to pre-primary education	Increased access to pre-primary education	Construction of ECD
		Improved education quality in primary and secondary education	Improved education quality in primary and secondary education with focus on people with disabilities	<ol style="list-style-type: none"> <li>1. Construction of new Classrooms</li> <li>2. Construction of Nursery school's classrooms</li> <li>3. Promote special needs education</li> <li>4. Teachers recruitment</li> <li>5. Construct libraries to promote reading culture in schools</li> <li>6. Construct dining halls in schools</li> <li>7. Provision of playgrounds to promote Sports in Schools</li> <li>8. Construction of comfortable kitchens in schools</li> </ol>
		Increased Technical and Vocational Education and Training (TVET) schools and graduates	Increased Technical and Vocational Education and Training (TVET) schools and graduates	<ol style="list-style-type: none"> <li>1. Construction of TVET</li> <li>2. Training Unskilled Youth in VTC</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
		Enhanced quality of higher education system	Enhanced quality of higher education system	<ol style="list-style-type: none"> <li>1. Provision of Desks in Primary Schools</li> <li>2. Rehabilitation of Classrooms</li> <li>3. Rehabilitation of Teachers' Hostels</li> <li>4. Construction of teachers hostels</li> <li>5. Attendance maintained in Schools</li> <li>6. Eradicate illiteracy among adults</li> <li>7. Provide schools with clean water</li> <li>8. Provide schools with electricity</li> <li>9. Promote literacy at early grades P1-P3</li> <li>10. Construct and equip smart classrooms</li> <li>11. Establish one STEM Centre of Excellence</li> <li>12. Primary &amp; secondary schools internet connectivity</li> <li>13. Promote Science and Technology</li> </ol>
		Increased adult literacy rates	Increased adult literacy rates	<ol style="list-style-type: none"> <li>1. Increased adult literacy and numeracy</li> <li>2. Increased participation and achievement of learners with disabilities at all levels</li> <li>3. Improve public private partnership in education</li> </ol>
	Moving towards a Modern Rwandan Household	Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	<p>Basic infrastructure accessed</p> <ol style="list-style-type: none"> <li>1. Provide Electricity to the Population of Nyakagezi, Nyagasenyi Butezi</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<p>Muhamba Rubimba and Murehe cells in Gahara sector</p> <ol style="list-style-type: none"> <li>2. Electrification of all cells office</li> <li>3. Provide electricity connection to the population of Musaza (Mubuga, Kabuga and Gasarabwayi Cells) and Kigarama (Nyamirambo, Cyanya and Nyacyerera) sectors</li> <li>4. Provide Electricity to the population of Rwanyamuhanga-Rugarama in Mushikiri Sector and Ntaruka Cell in Nasho Sector</li> <li>5. Provide Electricity to the population of Nyabigega Cell in Kamuhoza, Bugarura, Duterimbere, Munini, Bengazi and Byimana Villages, Gahama Cell in Nyakatsi, Muhweza and Murugarama Villages, Kirehe Cell in Agatwa Villages in Kirehe Sector</li> <li>6. Installation of Public light along Cyunuzi-Kirehe hospital and Nyakarambi-Rusumo border</li> <li>7. Installation of solar energy system on 7000 HH</li> <li>8. Provide electricity to the population of Nyabitare and Kigina</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<p>9. Provide electricity to the population of Kiremera and Rugarama cells</p> <p>10. Rehabilitation and extension of Nyagashangara to serve to Kigarama and Musaza sectors in water supply</p> <p>11. Rehabilitation of 50 Km of water pipelines</p> <p>12. Construction of water treatment plant in Nasho Lake and distribution</p> <p>13. Construction of 10km of Tarmac road: in the city of Kirehe</p> <p>14. Rehabilitation of Cyagasenyi-Gasarabwayi-Nganda feeder road in Kigarama and Musaza sectors: 30km</p> <p>15. Rehabilitation of Cyunuzi-Gahara-Rwagitugusa feeder road in Gatore and Gahara sectors: 24km</p> <p>16. Rehabilitation Rusozi-Mahama-Mpanga feeder road in Mpanga and Mahama sectors: 35km</p> <p>17. Rehabilitation of Kamombo-Nyabitare road in Mahama Sector: 7km</p> <p>18. Rehabilitation of Nyakarambi-Mushikiri-Birembo road: 20km</p> <p>19. Sagatare-Gatwe road in Musaza sector: 15 km road rehabilitated</p>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<p>20. Rehabilitation of Rugina-Rusave-Rwimondo-Gahara road: 20km</p> <p>21. Rehabilitation of Kabagera-Gashongora road: 4km</p> <p>22. Construction of Cyanyiranyonza Bridge</p> <p>23. Rehabilitation of Mubuga-Kabuga-Gasarabwayi road</p> <p>24. Rehabilitation of Kigarama-Kagane-Kivu-Nyakwisi road</p> <p>25. Rehabilitation of Nyamisagara-Kazizi road</p> <p>26. Rehabilitation of Kianzi-Kagasa-Bukora</p> <p>27. Rehabilitation of Rwanteru-Nganda road</p> <p>28. Rehabilitation of Cyambwe-Kabuye</p> <p>29. Rehabilitation of Munini-Kamombo road</p> <p>30. Rehabilitation of Kigarama-Nyakazinga-Buhwaga-Nyagasozi-Nyabikokora road</p> <p>31. Rehabilitation of Cyasusa-Kumubano-Rwantonde</p> <p>32. Rehabilitation of Nyarutunga-Birembo road</p>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				33. Rehabilitation of Sagatare-Nganda road 34. Rehabilitation of Kiyanzi-Nyagahanga -Ruhuha road 35. Rehabilitation of Musaza-Gsarabwayi road 36. Rehabilitation of Rugoma-Gatare-Gashiru ROAD 8km 37. Rehabilitation of Kabuga-Mushikiri road 38. Rehabilitation of Bwiyorere-Nyawera road 39. Rehabilitation of Kirehe Rwesero nyabigega road 40. Rehabilitation of Nganda Kaziba Nyarwogo road 41. Rehabilitation of Bisagara Nkoyoyo Rugarama road 42. Rehabilitation of Bisagara Rwanyamuhanga road 43. Rehabilitation of sector offices 44. Construction of Kanombe muri D Bridge 45. Periodic Feeder roads maintenance: 490km 46. Having cemetery in all cells of Kirehe District

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<p>47. Kirehe District master plan upgraded up 800ha</p> <p>Access to sanitation and waste management systems scaled up</p> <ol style="list-style-type: none"> <li>1. Number of landfills constructed</li> <li>2. 860 Latrines Constructed</li> </ol> <p>Decent settlement of populations including relocation of those living in high-risk zones developed and facilitated</p> <ol style="list-style-type: none"> <li>1. Disaster victims assisted</li> <li>2. Recovery of infrastructures and houses affected by disasters</li> <li>3. IDP Model village constructed in Musaza Sector</li> <li>4. Having layout plan of habitation sites in all sectors</li> </ol> <p>Rolled out to all citizens through 4G network, promoting internet and smart devices penetration increased</p> <ol style="list-style-type: none"> <li>1. Equip all government offices with Internet connectivity</li> <li>2. Introducing E-Reporting and E-Filing system in the government offices</li> <li>3. Promote IT usage (E-payments)</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
Transformational Governance	Reinforce Rwandan culture and values as a foundation for peace and unity	Enhanced unity among Rwandans	Enhanced unity among Rwandans	<ol style="list-style-type: none"> <li>1. Citizen Participation in Itorero ry'Igihugu and Promote unity and reconciliation among Kirehe population through “Ndi Umunyarwanda” programmes and scale up of unity clubs to village levels</li> <li>2. Empower District councils to deliver to their mandate</li> <li>3. Sensitize the population to embrace problem solving at family level</li> <li>4. Conduct awareness campaign on the culture of problem solving through Cell- committees and Umugoroba w'ababyeyi</li> </ol>
		Increased innovations and sustainability across Home Grown Solutions	Increased innovations and sustainability across Home Grown Solutions	<ol style="list-style-type: none"> <li>1. Scale up of unity clubs to village level (Village and Schools) to promote unity and reconciliation among Rwandans, Using Abunzi and Inteko z'Abaturage to handle conflicts among Kirehe community.</li> <li>2. Use media to promote values and HGSs</li> <li>3. Operationalize and monitor Itorero in all villages and schools</li> <li>4. Conduct awareness and mobilization campaign of the youth to participate in National Service/ Urugerero</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
		Strengthen and promote gender equality and ensure equal opportunities for all Rwandans	Strengthen and promote gender equality and ensure equal opportunities for all Rwandans	Mainstreaming gender across sectors, district strategies, investments and increasing community awareness on gender equality promotion among others every semester
	Ensure Safety and Security of citizens & property	Enhanced Peace and Security	Ensure Safety and Security of citizens & property	<ol style="list-style-type: none"> <li>1. Capacity development of all Community policing member at all levels</li> <li>2. Improve Crime prevention through DASSO, AMASIBO and irondu ry'Umwuga with support of Inkeragutabara</li> <li>3. Preserve genocide memory and prevent genocide ideology</li> </ol>
	Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development	Engaged Kirehe Diaspora	Engaged Kirehe Diaspora	<ol style="list-style-type: none"> <li>1. Organized once per year an expo in partnership with JADF</li> <li>2. Organise Once per year, a meeting with Opinion Leaders, Elites and Diaspora or Kirehe citizen's living out of Kirehe</li> <li>3. Collaborate and engage MoU's with Districts neighbouring Kirehe</li> </ol>
	Strengthen Justice, Law and Order	Improve Access to quality justice	Improve Access to quality justice	<ol style="list-style-type: none"> <li>1. Organized capacity development of ABUNZI and arbitrators at all level (Cells and Sectors)</li> <li>2. Organized sessions and workshop for MAJ and Legal Advisors</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
	Strengthen Capacity, Service delivery and Accountability of public institutions	Enhanced accountability across public institutions	Enhanced accountability across public institutions	<ol style="list-style-type: none"> <li>1. Conduct training on customer care services at all level (Both in public and private Institutions)</li> <li>2. Organize service delivery inspections at all levels (Both public and private)</li> <li>3. Conduct open day/accountability day once per semester at all levels (Both public and private Institutions)</li> <li>4. Reinforce mechanisms to monitor transparency and accountability at District level and lower levels</li> <li>5. Conduct public accountability days at all administrative levels at least twice a year</li> <li>6. Receive and address citizen's grievances/complaints through Community outreach program, Governance Month and other forum</li> <li>7. Engage and develop capacity for JADF members</li> <li>8. Enhance the use of ICT in addressing citizens' grievances (E-Complaint)</li> <li>9. Strengthen coordination, monitoring and evaluation mechanisms of solving citizen complaints</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				10. Organize an awareness campaign at all levels (Villages, Cells and Sectors) on related online services
		Developed Capacity for Public Institutions	Developed Capacity for Public Institutions	1. Originated capacity development of JADF and Councils in planning, Budgeting, monitoring and evaluation
		Enhanced effective Public Financial Management System	Enhanced effective Public Financial Management System	<ol style="list-style-type: none"> <li>1. Train and Coach all PFM cycle staff at all levels (Sectors, District, Hospitals, Health Centers and schools)</li> <li>2. Organize PFM, Peer Review and Peer Learning inspections</li> <li>3. Conduct sessions each semester between Audit committee, Internal auditors and Executive Committee</li> <li>4. Organize Joint audits in all NBA's</li> <li>5. Output 2: Districts revenue capacity to finance their development needs increased</li> <li>6. Organize mass registration of all taxpayers by villages and by category of taxes</li> <li>7. Mass mobilization of all local people through land week once per semester</li> <li>8. Mobilize all taxpayers to pay taxes on time</li> </ol>

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				9. Conduct Field inspections related to revenue recovery 10. Organize taxpayers day at District level 11. Train and Coach all revenue collectors 12. Conduct TAC meeting once per semester 13. Regularly review and update district taxes and fees registry 14. Increase efficiency in revenue collection 15. Strengthen the professional qualification framework for NBA's financial managers
		Increase citizens' participation, engagement and partnerships in development	Increase citizens' participation, engagement and partnerships in development	1. Organize every semester a workshop on local development, democratic governance and improving citizens' social welfare 2. Engage women and youth to effectively contribute to districts planning and prioritization. 3. Empower and engage the non-state actors in citizen participation frameworks 4. Empower District and Sectors councils to deliver to their mandate

NST-1 Pillar	NST-1 Priority Area2	NST-1 Outcome	DDS Outcome	Kirehe DDS Strategic Interventions
				<ol style="list-style-type: none"> <li>5. Empower women and Youth to contest in LG elections</li> <li>6. Sensitize the population to embrace problem solving at family level</li> <li>7. Conduct awareness campaign on the culture of problem-solving through Cell- committees, Umugoroba w'ababyeyi and other forums</li> <li>8. Engage the citizen at village level in participatory planning/prioritization as well as budgeting</li> <li>9. Organize and strengthen the voluntary national service program (Urugerero) to become self-reliant and hardworking</li> <li>10. Organize and strengthen the "ISIBO" at all villages to become self-reliant and hardworking</li> </ol>

## **IV. Strategic Framework**

This chapter is concerned with the vision and mission of the district and the framework of priorities and policy actions that Kirehe District intends to achieve in the next five years from different sectors.

### **District Vision, Mission and Objectives**

#### **IV. 1. Vision**

The vision of Kirehe District is to *“Increase wealthy living conditions of the people in the District by achieving a sustainable economic development and accelerated poverty reduction”*.

#### **IV. 2. Mission**

The mission of Kirehe District is to *“Promote the wellbeing of the population through Good Governance, community development and social affairs”*.

#### **IV. 3. Objectives**

Kirehe District development objectives come down to 3 pillars of National Strategy for Transformation 1 (NST1): economic transformation, social transformation and transformational governance and are in line with national objectives.

#### **These overall objectives include:**

1. Improve the quality of Education for all, take care of youth and promote culture;
2. Improve population health status, the welfare of families, child protection and gender promotion;
3. Contribute to sustainable economic growth through development of pro-poor projects;
4. Develop socio-economic infrastructure to attract investors;
5. Ensure effective and efficient service delivery;
6. Maximize mobilization of District revenues;
7. Enhance coordination and ensure effective monitoring and evaluation for the District programs.

These seven objectives above mentioned, will contribute to the achievement of the vision of the District.

#### **IV. 4. Main Priorities at District level**

*“I learned that we can do anything, but we can't do everything... at least not at the same time. So think of your priorities not in terms of what activities you do, but when you do them. Timing is everything”* Dan Millman, 2009.

The new priorities and innovations Proposed for the Kirehe District are those, which generate strategy to achieve NST 1 therefore, priorities for the District. The current DDS make clear the new direction of the District and new innovations that will drive the District's contribution towards national goals.

We spend our time in certain ways because we choose to. There is nothing we do without choosing, although our choices are not always deliberate or visible. We have the choice to work or not to work, to write that report or not, to take the phone call or to wait. Each choice is based upon a reward received or anticipated. Planning is the most important part of the formula we call time management. Planning will keep you on course in achieving your goals and objectives. Since we have budget constraints and limited resources to satisfy unlimited needs of Kirehe district community, we therefore need to advocates for prioritization and making choices so that, the few resources we have can maximize the satisfaction of community.

Based on the main issues identified in Chapter III and in alignment to the above-mentioned objectives, an overview of the main priorities are to be outlined in this section.

#### **Economic Transformational Pillar**

This pillar, will be achievable, if the following priority programs are well monitored and evaluated towards successful implementation as per plan:

- ✓ **In Agriculture development:**
  - Irrigation and mechanisation,
  - Sustainable crop production,
  - Coffee value chain,
  - Horticulture value chain,
  - Banana value chain,
  - Dairy industry,

- Pisculture development,
  - Introduction of veterinary clinics and
  - Environment & natural Resource Management
- ✓ **Tourism and Handcraft industry:** Develop tourism value chain.
  - ✓ **Mining and quarry development** by promoting mining and quarries value chains
  - ✓ **Business development strategies** (Both Trade development and Arts and handcraft development),
  - ✓ **Infrastructure development** by developing road infrastructure, water supply systems, development of on Grid and off Grid (Electricity lines Solar Energy), TVET Skills and ICT development (Both TVET Skills development and ICT development).

Note that, in all these highlighted programs, private sector has to be involved as much as possible, take lead and where necessary, supported by Kirehe District in various channels.

### **Social Transformational Pillar**

This pillar will be achievable, if the following priority programs are well monitored and evaluated towards successful implementation as per plan:

- Putting the essential elements in place for achieving universal access to Social Security, ensuring that both local and national targets are achieved;
- Improving efficiency, effectiveness and accountability within key social protection schemes;
- Strengthening provision of social care services and sensitization for the most vulnerable;
- Strengthening linkages with complementary programmes to enhance social protection's contribution to the eradication of extreme poverty and reducing malnutrition;
- Creating an enabling environment for sustainable graduation and sustainable livelihoods;
- Provide and continually improve health facilities, affordable promotive, preventive, curative and rehabilitative health care services of the highest quality, thereby contributing to the reduction of poverty and enhancing the general well being of the population.
- Strengthened governance and accountability across all levels of education in Kirehe

- Strengthened school infrastructures (more class rooms, laboratories and ICT rooms) and facilities across all levels of education in Kirehe towards, education for all and quality education

### **Governance Transformation pillar**

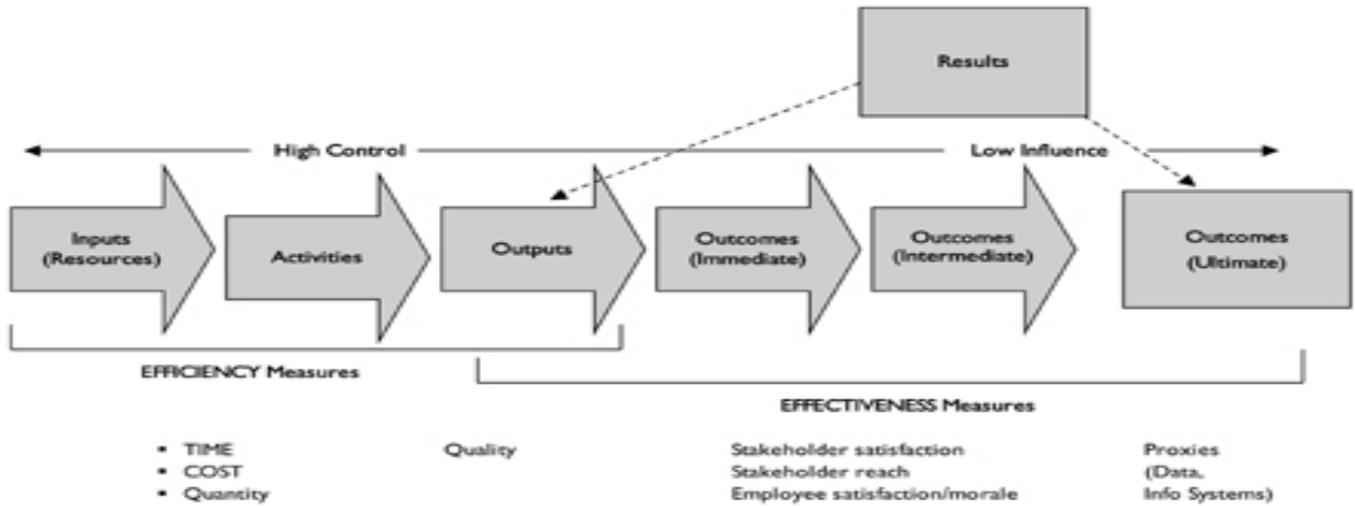
This pillar will be achievable, if the following priority programs are well monitored and evaluated towards successful implementation as per plan:

- Strong Citizen's participation, empowerment and inclusiveness
- Transparency and accountability
- Better Service delivery in Kirehe District
- Increase own revenues with sound fiscal and accounting systems.
- Promote Capacity development for transformational governance
- Promote Values and Home grown solutions for Transformational governance.

In addition to this, Kirehe leadership will have to implement the following in order to promote justice, security, law, unity and reconciliation among Kirehe citizens

- Improve access to quality Justice through MAJ, Abunzi, Fields visits, community outreach's and other various forums towards human rights promotion;
- Maintained Safety, Security and Peace across Kirehe district, this in partnership with security organs;
- Control of Corruption, Transparency and Accountability improved at levels (Districts up to villages);
- Enhanced capacity, empower citizen and coordination of all these mechanisms in place.
- Promote sport and culture in all Kirehe citizens.

## IV. 5. KIREHE DDS Results Chain



A **Results Chain** is a simplified picture of a program, initiative, or intervention that is a response to a given situation and includes the logical relationships among the resources that are invested, the activities that take place, and the sequence of changes that result (impact).

**Table 33: Kirehe District Logical framework**

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
<b>SECTOR: JOB CREATION</b>										
<b>PRIORITY AREA: Create decent and productive jobs for economic development</b>										
<b>OUTCOME: Increased number of population with appropriate skills tailored to labor market demands</b>										
<b>OUTPUT 1: ICPCs constructed and upgraded</b>										
Number of ICPC's constructed	1	11	2	Study	2	2	3	2	Reports (Annual), Both Provisional and final handover report	Availability of Funds
% of works for additional ICPC building completed	Old building	100%	-	Study	30%	30%	40%	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
<b>Output 2: Off farm job creation coordinated</b>										
Number of productive jobs created	8,367 jobs created	3,750 jobs	3,750 jobs	3,750 jobs	3,750 jobs	3,750 jobs	3,750 jobs	3,750 jobs	Monthly, quarterly and annual reports	Availability of Funds
<b>Outcome 2: Increased productive jobs for youth, women and PWD's</b>										
<b>Output 1: Modern market constructed, Maintained and Renovated</b>										
% of construction works completed for cross border market	0%	100%	10%	40%	50%				Reports (Annual) and Availability of provisional hand over	Availability of Funds
Number of modern market constructed	6	6	1	1	1	1	1	1	Reports (Annual), Both Provisional and final handover report	Availability of Funds
% of Nyakarambi modern market upgraded	30%	100%	10%	-	20%	-	20%	20%	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of modern markets rehabilitated	3	3 modern markets at 100%	-	100%		100%	-	100%	Reports (Annual), Both Provisional and final handover report	Availability of Funds
% of rehabilitation works completed for Kirehe Slaughter house	Old conditions	100%	100%	-	-	-	-	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of selling points constructed	1	2	-	1	-	1	-	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of slaughter houses constructed	1	11	-	2	3	2	2	2	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of cattle market constructed	1	1	-	1	-	-	-	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
% of rehabilitation works completed for Nyarubuye cattle market completed	Old conditions	1	-	100%	-	-	-	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of small livestock market constructed	0	2	-	1	-	-	1	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
<b>PRIORITY 2: ACCELERATE SUSTAINABLE URBANIZATION IN KIREHE</b>										
<b>Outcome 1: Developed and integrated urban and rural settlements</b>										
<b>Output 1: Urbanization settlement improved</b>										
% of Nyakarambi Master plan upgraded	35%	100%	-	-	100%	-	-	100%	Validation report and its implementation report	Availability of Funds
Number of layout plans designed at sector level	2	22	2	5	5	5	5	-	Validation report and its implementation report	Availability of Funds
Percentage of both Master plan and Layout out plans implemented	30%	100%	100%	100%	100%	100%	100%	100%	District Reports	Availability of Funds
Number of cemetery available in all cells	1	30	-	30	30	-	-	-	District Reports	Availability of Funds
<b>Outcome 2: Developed Basic infrastructure through servicing roads and bridges</b>										
<b>Output 1: Rural and Urban transportation services improved</b>										
Number of Km of Tarmac road (asphalt) constructed	0 km	5km	Study	2km	1 km	1 km	1 km	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Km of feeder roads rehabilitated	469 km	100 km	30 km	25 km	Study	25 km	Study	20 km	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of bridges rehabilitated		9	4	1	1	1	1	1	Reports (Annual), Both Provisional and final handover report	Availability of Fund
Number of km Feeder roads maintained periodically	469 km	469 km	469 km	469 km	469 km	469 km	469 km	469 km	Reports (Annual), Both Provisional and final handover report	Availability of Funds
% of construction works completed for Airstrip for a vibrant aviation sector	None	100%	Study	Expropriation	10%	50%	40%	-	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of Km of Public light installed	3 Km	49 km		20 km	19 km	3 km	3 km	4km	REG and District reports	Availability of funds
<b>Priority 3: Establish Kirehe District as a Competitive Knowledge-based Economy</b>										
<b>Outcome 1: Developed anchor firms and entrepreneurs in priority value chains and new sectors</b>										
<b>Output 1: Innovation fund established</b>										
Number of trained Youth, women and PWD's with support of BDF on cooperatives, project management and PFM	35	4,500	400	500	600	1,000	1,000	1,000	Participants lists and Training reports	Availability of Funds
Number of Youth, women and PWD's linked with BDF for project fund	35	4,500	400	500	600	1,000	1,000	1,000	List of project funded stamped by SACCO's	Availability of Funds
<b>Outcome 2: Increased business development services for entrepreneurs</b>										
<b>Output 2: Ensure digital literacy for all youth (16 to 30 years) by 2024</b>										
Number of YEGO centres with recreational facilities constructed and equipped	1	3	Study	1	-	1	-	1	Reports (Annual), Both Provisional and final handover report	Availability of Funds
Number of Youth, Women and PWD's provided trainings on IT	250	600	100	100	100	100	100	100	List of the participants and Training reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Telephones tower installed	20	3	1	-	1	-	1	-	List of telephone tower installed and report	Availability of funds
<b>Priority 4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports annually</b>										
<b>Outcome 2: Increased exports of value-added goods</b>										
<b>Output 1: Growth of exports increased</b>										
Volume of fully washed coffee produced (MT)	1,298.321 tons	7,926 tons	1,304.8 tons	1,311.28 tons	1,317.76 tons	1,324.24 tons	1,330.72 tons	1,337.20 tons	Reports (Annual) and Availability of provisional hand over	Availability of funds
% of construction works completed for tomato agro-processing	0	100%	Study	10%	30%	60%	Equipment	Operationalization	Reports (Annual) and Availability of provisional hand over	Availability of funds
<b>Enabling platforms developed for productivity</b>										
<b>Roads with public lighting servicing the industrial park</b>										
<b>Output 2: Made in Rwanda promoted</b>										
Number of Handcraft centres constructed	1 at Kirehe sector	2		Study	1	-	1		Reports (Annual) and Availability of provisional hand over	Availability of funds
Number of annual exposition organized	1 annual	6	1	1	1	1	1	1	Final report and list of participants	Availability of funds
<b>Outcome 3: Tourism promoted</b>										
<b>Output 1: Tourism facilities increased</b>										
Number of touristic sites master plans developed	3 touristic sites identified	3 touristic sites master plans developed	-	1 touristic site master plan developed		1 touristic site master plan developed		1 touristic site master plan developed	District reports	Availability of funds
Number of touristic sites linked to RDB website	3 touristic sites identified	3 touristic sites linked to RDB website		3 touristic sites linked to RDB website					District reports	Availability of funds
Number of km of touristic	3 touristic sites	- 5 km of access	Study		- 2 km of	- 2 km of	- 1 km of		Reports (Annual) and	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS
facilities constructed (access roads, water and electricity)	identified	roads, 5 km of electrical line			access roads, 2 km of electrical line	access roads, 2 km of electrical line	access roads, 1 km of electrical line		Availability of provisional hand over	
<b>Priority 5: Increase Domestic Savings and position Kirehe as a hub for financial services to promote investments</b>										
<b>Outcome 1: Enhanced long-term savings and innovative financing mechanisms</b>										
<b>Output 1: Community Mobilisation strategy developed</b>										
% of households with at least one account	56%	100%	50%	52%	54%	56%	58%	60%	Reports	Availability of funds
Number of annual general meeting with financial Institutions, Telecommunication providers and partner's organized at district level	1	6	1	1	1	1	1	1	Reports and participants lists	Availability of funds
Number of mobilization meetings on long term savings and pension to community	0	24	4	4	4	4	4	4	Reports and participants lists	Availability of funds
<b>OUTPUT 2: Mobilised members subscribed to LTSS</b>										
Indicator: Number of members subscribed to Long Term Saving Scheme	0	22,657	3,776	7,552	11,328	15,104	18,881	22,657	District and MINECOFIN data	Determined based on number of population in District over total population
<b>OUTCOME: Increased Financial inclusion.</b>										
<b>OUTPUT 1: Uptake and usage of financial services increased</b>										
Percentage (%) of adult population financially included (formal and Informal)	87 %	100%	89%	91%	93%	95%	97%	100%	Fin scope survey	Baseline is picked from last fin scope survey of 2016
Number of Umurenge SACCOs automated and district SACCOs set up.	0	12	6	8	10	12				

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS	
<b>Output 2: Increase Payments transactions done electronically</b>											
% of population using E-payments	40%	100%	50%	60%	70%	80%	90%	100%	NISR reports	Availability of funds	
<b>Priority 6: Modernize and increase agriculture productivity and livestock</b>											
<b>Outcome 1: Increased agricultural production and productivity</b>											
<b>Output 1: Animal resources productivity increased</b>											
Number of cows inseminated	2,450 cows inseminated in 2016/2017	3,000 cows inseminated	2,500 cows	2,600 cows	2,700 cows	2,800 cows	2,900 cows	3,000 cows	Monthly, quarterly and Annual reports	Availability of funds	
Number of livestock vaccinated against diseases	30,116 cows vaccinated 2017/2018	36,861 cows Vaccinated	31,000 cows	32,000 cows	33,000 cows	34,000 cows	35,000 cows	36,861 cows	Monthly, quarterly and Annual reports	Availability of funds	
Number of fish tons restocked in 3 lakes and 5 dykes	3 lakes and 5 dykes	50tons of fish restocked	-	10 tons	Monthly, quarterly and Annual reports	Availability of funds					
Number of tons of fish produced	120 tons	750 tons	120 tons	120 tons	123 tons	125 tons	127 tons	135 tons	District reports	Availability of funds	
Number of Animal feeds plant constructed	0	1	-	-	1	-	-	-	Reports (Annual) and Availability of provisional hand over	Availability of funds	
<b>Output 2: Crop and animal resource value chains Strengthened</b>											
Number of Milk Collection Centres in constructed and equipped	2 MCCs	3 MCC	1 MCC	1 MCC	1 MCC	-	-	-	Reports (Annual) and Availability of provisional hand over	Availability of funds	
Number of MCC upgraded to process cheese and yoghurt	0	1	-	-	1	-	-	-	Reports (Annual) and Availability of provisional hand over	Availability of funds	
<b>Outcome 2: Surface of consolidated and irrigated land and promote agricultural mechanization</b>											
<b>Output 1: Consolidated, irrigated land and agricultural mechanization increased</b>											
Ha of agriculture land using inputs (fertilizers and improved seeds)	DAP: 400 tons Urea: 200 tons Seeds: Maize 182tons	DAP: 2,700 tons Urea: 1,350 tons Seeds: Maize 1,200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	DAP: 450 tons Urea: 225 tons Seeds: Maize 200 tons	Seasonal Reports, and Lists of beneficiaries	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Ha of coffee tree planted	2,200 Ha	600 Ha	100 Ha	100 Ha	100 Ha	100 Ha	100 Ha	100 Ha	Availability of reports	Availability of funds
Number of fruit trees planted	244,000 fruit trees planted	36,141 fruit trees planted	5,141 fruit trees	5,000 fruit trees	6,000 fruit trees	6,000 fruit trees	7,000 fruit trees	7,000 fruit trees	Reports (Annual)	Availability of funds
Number on Ha rehabilitated and maintained on existing banana plantation	17,000 Ha	21,000 Ha	3,500 Ha	3,500 Ha	3,500 Ha	3,500 Ha	3,500 Ha	3,500 Ha	Reports (Annual) and Availability of provisional hand over	Availability of funds
Number of motor pumps distributed	330 motor pumps	390 motor pumps distributed	140 motor pumps distributed	50 motor pumps distributed	50 motor pumps distributed	50 motor pumps distributed	50 motor pumps distributed	50 motor pumps distributed	Reports (Annual) and Availability of distribution report	Availability of funds
Number of Ha rehabilitated and extended for irrigation project funded by GFI	600 Ha developed	600ha rehabilitated and 400 ha extended	-	300 ha rehabilitated	300 ha rehabilitated	-	200 ha extended	200ha extended	Availability of Reports	Availability of funds
Number of Ha mechanized	2,948 ha under mechanization	6,000 ha	1,000 ha	1,000 ha	1,000 ha	1,000 ha	1,000 ha	1,000 ha	Mechanization reports	Availability of funds
Number of Ha of Marshland developed	816 Ha developed	92 Ha	-	-	30ha	45ha	17ha	-	Availability of Reports	Availability of funds
<b>Outcome 3: Increased financing and infrastructure for agriculture</b>										
<b>Output 1: Post-harvest handling and storage facilities constructed</b>										
Number of storage and drying facilities constructed	3 Storages	9 Storages and 62 drying facilities constructed	2 Storages and 1 drying facilities	2 Storages and 1 drying facilities	2 Storages and 1 drying facilities	1 drying facility	1 drying facility	1 drying facility	Reports (Annual) and Availability of provisional hand over	Availability of budget
<b>Priority 7: Sustainable Management of Natural Resources and Environment to Transition Kirehe towards a Carbon Neutral Economy</b>										
<b>Outcome 1: Increased sustainability and profitability of forestry management</b>										
<b>Output 1: Forest cover increased</b>										
Number of ha of forest trees planted	2,584 ha of forest planted	7,000 ha	2,000 ha	1,000 ha	1,000 ha	1,000 ha	1,000 ha	1,000 ha	Monthly, quarterly, Annual and field reports	Availability of funds
Number of ha of agro-forestry trees planted	155.3 ha of agro forestry planted	10,047 ha	1,582 ha	1,619 ha	1,656 ha	1,693 ha	1,730 ha	1,767 ha	Monthly, quarterly, Annual and field reports	Availability of funds
Number of ha of forest maintained	2,584 ha of forest planted	390 ha	50 ha	60 ha	60 ha	70 ha	70 ha	80 ha	Monthly, quarterly, Annual and field reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS
<b>Outcome 2: Increased sustainability of land use system</b>										
<b>Output 1: Land covered by radical and progressive terraces increased</b>										
Number of Ha of land covered by radical terraces	3,035 ha of radical terraces	200 ha	30 ha	50 Ha	Monthly, quarterly, Annual and field reports	Availability of funds				
Number of Ha of land covered by progressive terraces	3,628 ha of progressive terraces	1,000 ha	100 ha	200 ha	200 ha	200 ha	200 ha	100 ha	Monthly, quarterly, Annual and field reports	Availability of funds
<b>Outcome 3: Accelerated growth in Green Innovation</b>										
<b>Environmental and climate change issues mainstreamed</b>										
Domestic rain water harvesting promoted by installing rain water harvesting facilities	15%	20%	25%	30%	35%	40%			Monthly, quarterly, Annual and field reports	Availability of funds
% of works completed to protect lakes shores (Rwampanga, Cyambwe and Nyabugongwe)	Lakes	100%	30%	30%	20%	10%	100%		Monthly, quarterly, Annual and field reports	Availability of funds
% of private and public development projects subject to EIA	100%	100%	100%	100%	100%	100%			Monthly, quarterly, Annual and field reports	Availability of funds
Number of environment committees at district and sector level established	13	73	73						Monthly, quarterly, Annual and field reports	Availability of funds
Number of environment clubs in schools established	10	20	30	40	50	66			Monthly, quarterly, Annual and field reports	Availability of funds
<b>Outcome 4: The number of households depending on firewood as a source of energy for cooking decreased</b>										
<b>Output 1: Number of household using alternative fuels increased</b>										
Number of households using cooking gas	150 cooking gas	2,000 cooking gas	220 cooking gas	300 cooking gas	390 cooking gas	380 cooking gas	360 cooking gas	350 cooking gas	Reports	Availability of funds
Number of households using biogas	514 biogas	60 biogas	10 biogas	10 biogas	10 biogas	10 biogas	10 biogas	10 biogas	Reports	Availability of funds
<b>Social Transformation Pillar</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS
<b>Priority 8: Enhancing graduation from extreme Poverty and promoting resilience</b>										
<b>Outcome 1: Increased graduation from extreme poverty</b>										
<b>Output 1: Extreme poverty eradicated</b>										
Number of VUP Classic Public Works beneficiaries employed	4,494	32,526	5,733	5,719	5,534	5,246	5,154	5,140	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number Of VUP Direct Support Beneficiaries supported	2,687 in 2016/2017	14,606	3,064	2,623	2,523	2,232	2,132	2,032	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number of beneficiaries of direct support (classic and special) for vulnerable genocide survivors supported	595	595	595	595	595	595	595	595	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number of Expanded Public Works beneficiaries provided to single worker households with caring responsibilities	435	5,085	574	609	783	870	1044	1206	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number of Households receiving MPG asset transfers	299	4,873	904		985		1062	1922	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
<b>Outcome 2: Reduced poverty among Rwandans</b>										
<b>Output 2: One Cow per Poor Family Program and other social programs at the village level are operationalized</b>										
Number of cows distributed in Girinka program	13,699	6,000	1000	1000	1000	1000	1000	1000	Annual report and distribution lists	Availability of funds
Number of Young people from Extremely poor households supported to complete vocational training	1,369	3,600	600	600	600	600	600	600	Annual report, training report, beneficiaries lists and graduation report (with certificate distribution)	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Vulnerable people received loan from VUP-FS	2,033 in 2017/2018	29,100	4,600	4,700	4,800	4,900	5,000	5,100	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
% of extremely poor households who are members of a community savings group	31%	90%	20%	40%	60%	80%	90%	90%	Annual reports and list of beneficiaries	Availability of funds
<b>Outcome 3: Enhanced resilience of Rwandans</b>										
<b>Output 3: Poverty eradication programs implemented</b>										
Number of Genocide survivors (Poor and vulnerable) with Shelter constructed/rehabilitated	1,255	100	8	18	18	20	18	18	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number of houses for vulnerable groups constructed	7,871	960	160	160	160	160	160	160	Reports (Annual) and Availability of both provisional and final hand over	Availability of funds
Number of Assistive devices (insiburangingo) distributed	242 PWDs supported in assistive devices	100	18	19	18	18	14	13	Annual reports and distribution list of beneficiaries	Availability of funds
Number of assistive devices (inyunganirangingo)	242 PWDs supported in assistive devices	1,500	243	247	251	263	258	238	Annual reports and distribution list of beneficiaries	Availability of funds
Number of Children with disabilities supported in special education	21	54	9	9	9	9	9	9	Report and List of beneficiaries supported	Availability of funds
Number of people with disability supported (Kuremera)	96	360	60	60	60	60	60	60	Monthly, quarterly, Annual reports and list of beneficiaries	Availability of funds
Number of people with disability trained in vocational skills and provided tool kits	60	120	20	20	20	20	20	20	Monthly, quarterly, Annual reports and list of beneficiaries trained received	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
									certificates	
Number of playing ground for people with disability installed	0	1	-	1	-	-	-	-	Annual report with both provisional and final notification	Availability of funds
Number of teams of people with disabilities by discipline created	2 Teams of sit ball, 12 teams of goal ball, para taekwondo and athletics	1 team of Boccia created	1 Team of amputee (football) created						Annual report	Availability of funds
Number of children from HMP families supported in education (University and vocational training)	96	120	20	20	20	20	20	20	Monthly, quarterly, Annual reports and list of beneficiaries supported	Availability of funds
Percentage of refugees in Mahama Refugee Camp reintegrated	0	100%	20%	20%	20%	20%	20%		Monthly, quarterly and annual reports	Availability of Funds
<b>Priority 9: Eradicating Malnutrition</b>										
<b>Outcome 1: Reduced malnutrition among children</b>										
<b>Output 1: All forms of malnutrition are prevented</b>										
Percentage of children under 5 who are stunted (Chronic malnutrition)	29%	18 (national target: 19%)	27%	25%	23%	21%	19%	18%	Survey report, screening reports	Availability of funds
Percentage of Kitchen gardens constructed	76%	100%	100%	100%	100%	100%	100%	100%	List of beneficiaries, annual report	Availability of funds
Proportion of Exclusive Breastfeeding < 6 months	87%	>90%	>90%	>90%	>90%	>90%	>90%	>90%	Health reports, List of beneficiaries	Availability of funds
Percentage of the implementation of the annually District plan to eliminate malnutrition	80%	100%	100%	100%	100%	100%	100%	100%	District Health reports	Availability of funds
<b>Priority 10: Enhancing demographic dividend through ensuring access to quality Health for all</b>										
<b>Outcome 1: Improved healthcare services</b>										
<b>Output 2: Health facilities with adequate infrastructure constructed</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of sectors having at least one health center	11/12	12/12	12/12	-	-	-	-	-	Reports (annual), availability of both provisional and final handover	Availability of funds
Number of cells having at least one health facility	31	29 new health posts	4 new health posts	5 new health posts	Reports (annual), availability of both provisional and final handover	Availability of funds				
Number of new ambulances purchased	6	5	0	1	1	1	1	1	Reports (annual), reception report	Availability of funds
Number of Health Centers rehabilitated	16 health centers	3	0	1	1	1	0	0	Reports (annual), availability of both provisional and final handover	Availability of funds
Number of maternity wards renovated	1	3	1	1	1	0	0	0	Reports (annual), availability of both provisional and final handover	Availability of funds
Number of Health centres without water supply in services	13	4		2	2				Reports (annual), availability of both provisional and final handover	Availability of funds
Number of Health centers with electricity (on grid)	13	4		2	2				Reports (annual), availability of both provisional and final handover	Availability of funds
Teenage pregnancy and motherhood rate (15-19 years)	6.5% Teenage pregnancy (<20)	<6.5% (national target <7%)	<6.5%	<6.5%	<6.5%	<6.5%	<6.5%	<6.5%	List of beneficiaries and reports	Availability of funds
% of women deliver in health facilities	87%	>95%	>95%	>95%	>95%	>95%	>95%	>95%	List of beneficiaries and health reports	Availability of funds
Proportion of children deaths under 5 years (/1,000)	66	22	59	52	45	38	31	22	Health reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS VERIFICATION	OF ASSUMPTIONS
<b>Outcome 2: Increased health of workforce</b>										
<b>Output 2: Number and quality of human resources for health increased</b>										
Number of Doctors/population ratio	1/28,380	1/11,993	1/25,649	1/22,918	1/20,187	1/17,456	1/14,725	1/11,993	Recruitment and health reports	Availability of funds
Number of Nurses/population ratio	1/2,133	1/1,000	1/1944	1/1,755	1/1,566	1/1,377	1/1,188	1/1,000	Recruitment and health reports	Availability of funds
Number of Midwife/population ratio	1/24,597	1/20,000	1/23,331	1/22,065	1/20,799	1/19,533	1/18,267	1/17,000	Recruitment and health reports	Availability of funds
Number of dentists recruited at HC level	0	17	3	7	10	13	16	17	Recruitment and health reports	Availability of funds
% of results from the District Hospital accreditation process	80% for level 1	85% for achieving level 3	85% for achieving level 1	85% for achieving level 2	85% for achieving level 3	-	-	-	Reports produced	Availability of funds
<b>Outcome 3: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)</b>										
<b>Output 3: disease prevention awareness and reduce Communicable and Non Communicable Diseases Strengthened</b>										
Percentage of NCD combined high risk factors in the population aged between 15-64 years	16.4%	12%	12%	12%	12%	12%	12%	12%	List of patients and health reports	Availability of funds
Teeth and gum diseases morbidity rate at health facility level	4%	1,8%	3.6%	3.2%	2.8%	2.4%	2.0%	1.8%	Health reports	Availability of funds
Eye diseases problem morbidity rate at health facility level	3	<2	<2.5	<2	<2	<2	<2	<2	List of beneficiaries	Availability of funds
Percentage of births attended by skilled health professionals	91%	100%	94%	96%	98%	100%	100%	100%	Health reports	Availability of funds
Percentage of new-born with at least one PNC visit within the first two days of birth	19%	35%	22%	25%	28%	31%	34%	35%	List of beneficiaries and health reports	Availability of funds
Neonatal mortality rate	20	15.2	19.2	18.4	17.4	16.4	15.4	15.2	Health reports	Availability of funds
Maternal mortality rate	210	126	196	182	168	154	140	126	Health reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Under five mortality rate	50	35	47.5	45.0	42.5	42.0	37.5	35	Health reports	Availability of funds
Percentage of Children 12-23 months fully immunized	89	>93	>93	>93	>93	>93	>93	>93	List of beneficiaries and health reports	Availability of funds
% of pregnant women completing four ANC Standards	21%	51%	26%	31%	36%	41%	46%	51%	List of beneficiaries and health reports	Availability of funds
Proportion of persons diagnosed with HIV infection receiving sustained ART	82.7%	90%	83.5%	86.8%	84.8%	86.1%	88.7%	90%	List of beneficiaries and health reports	Availability of funds
HIV prevalence among people aged 15-49 years	2.4%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	Health reports	Availability of funds
HIV incidence/1,000 population	2.7	2	2	2	2	2	2	2	Health reports	Availability of funds
Percentage of infants born to HIV+ mothers free from HIV by 18 months	95	>95	>95	>95	>95	>95	>95	>95	List of beneficiaries and health reports	Availability of funds
Proportion of HH with at least one LLIN	81%	85	82	83	84	85	85	85	List of beneficiaries and health reports	Availability of funds
Malaria incidence per 1,000 population	308	122	277	246	215	184	153	122	Health reports	Availability of funds
Malaria proportional mortality rate	5.7	3	5.2	4.9	3.9	3.0	3.0	3.0	Health reports	Availability of funds
Proportion of children under five years old who slept under a LLIN the previous night	80	85	80.8	81.6	82.4	83.2	84.0	85	Health reports	Availability of funds
Proportion of targeted population who received mass drug administration (MDA)	96	98	98	98	98	98	98	98	List of beneficiaries and health reports	Availability of funds
Percentage of NCD combined high risk factors in the population aged between 15-64 years	16.4	12	12	12	12	12	12	12	Health reports	Availability of funds
Teeth and gum diseases morbidity rate at health facility level	4	1,8	3.6	3.2	2.8	2.4	2.0	1.8	Health reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Eye diseases problem morbidity rate at health facility level	3	<2	<2.5	<2	<2	<2	<2	<2	Health reports	Availability of funds
TB incidence per 100,000 population	58	31	31	53	48	43	38	31	Health reports	Availability of funds
Treatment success rate (TSR) for all forms of TB cases (DS & DR-TB cases)	95	>95	>95	>95	>95	>95	>95	>95	Health reports	Availability of funds
Proportion of new cases treated in health facilities (HC+DH) for mental disorders"	0.1	0.6	0.2	0.3	0.4	0.5	0.6	0.6	List of beneficiaries and health reports	Availability of funds
% of causes of deaths are reported according to ICD10	TBD	100%	100%	100%	100%	100%	100%	100%	Health reports produced	Availability of funds
% of Civil registration records registered according to the CRVS	47	100%	100%	100%	100%	100%	100%	100%	Health reports produced	Availability of funds
Kirehe DH using EMR full package system	50%	100%	100%	100%	100%	100%	100%	100%	Health reports produced	Availability of funds
% of private facilities (dispensaries, clinics, polyclinics and hospitals) regularly reporting through national data collection systems (DHIS-2 and e-IDSR)	0%	100%	0%	50%	75%	100%	100%	100%	Health reports produced	Availability of funds
<b>Outcome 4: Increased contraceptives prevalence</b>										
<b>Output 4: Awareness on reproductive health and contraceptive prevalence increased</b>										
% of women using contraceptive methods	50% (DHS5)	66.3%	65.4%	65.6%	65.8%	66 %	66.2%	66.3%	Health report	Availability of funds
<b>Priority 11: Enhancing demographic dividend through improved access to quality education</b>										
<b>Outcome 1: Increased access to pre-primary education</b>										
<b>Output 1: pre-primary net enrolment rates increased</b>										
Number of ECD constructed	2	5	0	1	1	1	1	1	Reports (annual), availability of both provisional and final handover and reports	Availability of funds
<b>Outcome 2: Improved education quality in primary and secondary education with focus on people with disabilities</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output 2: Improve quality of education at all levels</b>										
Number of Classrooms constructed	458 Classroom constructed	243	63	36	36	36	36	36	Reports (annual), availability of both provisional and final handover and reports	Availability of funds
Number of Latrines Constructed	845	48	48	48	48	48	48	48	Availability of both provisional and final handover and reports	Availability of funds
Number of Nursery school classrooms constructed	58	116	19	19	19	19	20	20	Reports (annual), availability of both provisional and final handover and reports	Availability of funds
Number of boarding School for special needs education constructed and equipped	0	1	-	1	-	-	-	-	Reports (annual), availability of both provisional and final handover and reports	Availability of funds
Number of recruited Teachers	2,011 teachers availed	484	80	80	80	80	80	84	Recruitment reports	Availability of funds
Number of libraries constructed to promote reading culture in schools	1	62 Libraries constructed	8	8	8	8	8	8	Availability of both provisional and final handover and reports	Availability of funds
Number of dining halls in schools constructed	4	45 dining halls	8	8	8	8	8	5	Availability of both provisional and final handover and reports	Availability of funds
Number football playgrounds to promote Sports in Schools constructed	6 football playing grounds (RHS, GS Gatore, GS Mugogo, GS Gahara, GS Kigina and GS Gatarama)	6 football playgrounds		1	1	1	1	1	Availability of both provisional and final handover and reports	Availability of funds
Number of comfortable kitchens constructed in schools	12	33 new comfortable kitchens constructed	5	5	5	6	6	6	Availability of both provisional and final handover and reports	Availability of funds
<b>Outcome 3: Increased Technical and Vocational Education and Training (TVET) schools and graduates</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output 3: Promote TVET by increasing the number of students pursuing TVET</b>										
Number of TVET1 constructed		4		1	1		1	1	Availability of both provisional and final handover and reports	Availability of funds
Number of unskilled youth trained in VTC	1,369 unskilled youth trained	4,150	600	650	650	700	750	800	Availability of participant lists, training report and graduation report (with certificates)	Availability of funds
Number of hostels constructed for TVET students	0	2		1		1		2	Availability of both provisional and final handover and reports	Availability of funds
<b>Outcome 4: Enhanced quality of higher education system</b>										
<b>Output 4: Schools materials and equipment's equipped</b>										
Number of Desks in Primary Schools provided	13,740 desks	30,000	5,000	5,000	5,000	5,000	5,000	5,000	Availability of both provisional and final handover and reports	Availability of funds
Number of classrooms rehabilitated	458	282	42	48	48	48	48	48	Availability of both provisional and final handover and reports	Availability of funds
Number of Teachers Hostels rehabilitated	12 Hostels constructed	12 Hostels rehabilitated	2	2	2	2	2	2	Availability of both provisional and final handover and reports	Availability of funds
% of attendance maintained in Schools	95%	98% of Students maintained in Schools	98%	98%	98%	98%	98%	98%	Education report	Availability of funds
% of illiterate adult peoples trained	14.2%	100% achieved (0% of adult illiteracy)	30%	50%	60%	80%	90%	100%	Education report	Availability of funds
Number of schools equipped with clean water	27 schools	31 schools with clean water	5	5	5	5	5	6	Education report	Availability of funds
Number of schools with electricity	29 schools	34 schools with electricity	5	5	5	5	5	4	Education report	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
% of literacy at early grades P1-P3	0	70% of pupils in early grades with reading fluency	70%	70%	70%	70%	70%	70%	Education report	Availability of funds
Number of smart classrooms constructed	19	39 smart classrooms constructed and equipped	6	6	6	6	6	9	Availability of both provisional and final handover and reports	Availability of funds
Number of STEM Centre of Excellence constructed	0	1	0	0	1	0	0	0	Availability of both provisional and final handover and reports	Availability of funds
Number of schools connected with internet	30	33 schools provided with internet connectivity	6	5	6	6	5	5	ICT reports	Availability of funds
Number of science and technology laboratories constructed	3	9 Laboratories constructed	-	2	2	2	2	1	Availability of both provisional and final handover and reports	Availability of funds
<b>Priority 12: Moving towards a Modern Rwandan Household</b>										
<b>Outcome 1: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)</b>										
<b>Output 1: Basic infrastructure accessed</b>										
% of the population accessing to electricity (on grid & off grid)	31.5%	100%	40%	60%	70%	80%	90%	100%	REG and District reports	Availability of funds
% of population accessing clean water (rehabilitation and extension of water pipelines)	84.3% (EICV5)	100%	100%	100%	100%	100%	100%	100%	WASAC and District annual reports	Availability of funds
Number of water treatment plant constructed	1	2	-	-	1	-	1	-	Availability of both provisional and final handover and reports	Availability of funds
<b>Output 2: Access to sanitation and waste management systems scaled up</b>										
Number of dump sites constructed	2	10	2	2	2	2	1	1	Availability of both provisional and final handover and reports	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS
<b>Output 3: Decent settlement of populations including relocation of those living in high-risk zones developed and facilitated</b>										
Percentage of assistance of Disaster victims	75%	100%	100%	100%	100%	100%	100%	100%	Monthly, quarterly, Annual reports and list of beneficiaries supported	Availability of funds
Percentage of recovery of infrastructures and houses affected by disasters	75%	50%	10%	20%	25%	30%	40%	50%	Annual report, List of infrastructures recovered	Availability of funds
<b>Outcome 2: Increased availability of affordable housing</b>										
<b>Output 1: Settlement improved</b>										
Number of IDP Model village constructed	3	9	1	1	1	1	1	1	Reports (Annual), Both Provisional and final handover report	Availability of Funds
<b>Transformational Governance Pillar</b>										
<b>Priority 13: Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>Outcome 1: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)</b>										
<b>Output 1: ICT Infrastructures developed</b>										
Number of government offices connected to internet	15/75	60	117/165	165/165					District reports	Availability of funds
Number of District Staff trained in ICT driving Licence	2/340	340/340	76/340	232/340	340/340				District reports	Availability of funds
Number of government offices using District E-Reporting and E-Filing system	1	Sector and Cells	District	District & Sector	District, Sector and Cell	District reports	Availability of Funds			
<b>Outcome 2: Enhanced unity among People</b>										
<b>Output 1: Itorero at all levels (Villages, schools...) are operationalized</b>										
Number of people trained in Itorero	8,639 people trained	340,368 people trained	340,368 people	340,368 people					Itorero reports and participants lists	Availability of Funds
Number of the population grouped in Amasibo	4,242 Amasibo	340,368 grouped in Amasibo	340,368 grouped in Amasibo						District reports	Availability of Funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	OF ASSUMPTIONS
<b>Output 2: Protected Historical Memorial sites</b>										
% of works completed for Rubonobono river protection to keep genocide signs	0%	100%				50%	50%		District reports	Availability of Funds
% of construction works completed for Nyakarambi and Rugarama Genocide memorial	Old conditions	100%	50%	50%					District reports	Availability of Funds
<b>Output 3: Sport promoted</b>										
% of construction works completed for Ruhanga mini-stadium	Site identified	100%	10%	30%	30%	30%			District reports	Availability of Funds
<b>Outcome 2: Increased innovations and sustainability across Home Grown Solutions</b>										
<b>Output 1: Ndi Umunyarwanda and Abarinzi b'Igihango" programmes are institutionalized in Kirehe District and scale up of unity clubs to village level</b>										
Number of unity clubs to village level (Village and Schools) operationalized	68 unity clubs in schools	680 unity clubs operationalized	680 unity clubs operationalized						Both District and NURC reports	Availability of Funds
<b>Outcome 3: Strengthen and promote gender equality and ensure equal opportunities for all People</b>										
<b>Output 1: Culture of solidarity with vulnerable groups ( Social inclusiveness) fostered</b>										
% of gender mainstreamed across Kirehe District activities	20%	100%	100%	100%	100%	100%	100%	100%	Both District and GMO reports	Availability of Funds
<b>Priority 14: Ensure Safety and Security of citizens and property</b>										
<b>Outcome 1: Enhanced Peace and Security</b>										
<b>Output 1: community policing strengthened</b>										
Number of Community policing members at all levels trained	3,060	3,060 CPCs	3,060 CPCs	3,060 CPCs	3,060 CPCs	3,060 CPCs	3,060 CPCs	3,060 CPCs	District reports	Availability of Funds
<b>Output 2: Capacity of DASSO strengthened</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of DASSO trained	141 DASSO	141 DASSO trained on job training	141 DASSO trained on job training	141 DASSO trained on job training	141 DASSO trained on job training	141 DASSO trained on job training	141 DASSO trained on job training	141 DASSO trained on job training	Both District and Police reports	Availability of Funds
<b>Output 3: Expand regional security partnerships to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes enhance</b>										
Ironde ry'Umwuga established and supported	50%	100%	100%	100%	100%	100%	100%	100%	Reports produced	Availability of funds
Number of bilateral meetings organized (Good Neighborliness between Kirehe, Ngara and Karagwe districts of Kagera region in Tanzania)	1	24	4	4	4	4	4	4	Reports produced	Availability of funds
<b>Priority 15: Strengthen diplomatic and international cooperation to accelerate District's development</b>										
<b>Outcome 1: Engaged Kirehe population Diaspora</b>										
<b>Output 1: Awareness of population's home-grown solutions locally to support development raised</b>										
Number of annual Inama ya Komite Mpuzabikorwa organized	Annually organized	6	1	1	1	1	1	1	District and PSF reports	Availability of funds
<b>Priority 16: Strengthen Justice, Law and Order</b>										
<b>Outcome 1: Improved Access to quality justice</b>										
<b>Output 1: Equip and train ABUNZI and arbitrators</b>										
Number of Abunzi offices established	Abunzi at cell and sector levels	60 Abunzi offices							District reports	Availability of Funds
Number of Abunzi trained	504 Abunzi	504 Abunzi trained	504 Abunzi trained	504 Abunzi trained	504 Abunzi trained	504 Abunzi trained	504 Abunzi trained	504 Abunzi trained	District reports	Availability of funds
<b>Output 2: Equitable justice ensured</b>										
% of citizens' cases received and handled during community outreach program	87.5% of conflicts resolved by Community outreach program	Citizens' cases received and handled during community outreach program at 100%	Citizens' cases received and handled during community outreach program	Citizens' cases received and handled during community outreach program	Citizen's' cases received and handled during community outreach program	Citizen's' cases received and handled during community outreach program	Citizen's' cases received and handled during community outreach program	Citizen's' cases received and handled during community outreach program	District reports	Availability of Funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
			outreach program at 100%							
% of courts decisions executed	90.8% of courts decisions executed	100% of court decisions executed	District reports	Availability of Funds						
Number of “Icyumweru cy’Umujyanama” organized and conducted	1 “Icyumweru cy’Umujyanama” organized and conducted	District reports	Availability of Funds							
Number of District Councils meeting between District, Sectors and Cells Councils to monitor and evaluate activities at lower levels	0	12 council meetings	2 council meetings	2 council meetings	2 council meetings	2 council meetings	2 council meetings	2 council meetings	District reports	Availability of Funds
<b>Outcome 2: Legal Aid Provision will be streamlined</b>										
<b>Output 1: Capacity of MAJ and Legal advisors streamlined</b>										
Number of sessions (workshops) for MAJ and Legal Advisors organized	1	6	1	1	1	1	1	1	District and MAJ reports	Availability of funds
<b>Priority 17: Strengthen Capacity, Service delivery and Accountability of public institutions</b>										
<b>Outcome 1: Enhanced accountability across public institutions</b>										
<b>Output 1: Capacities of public institutions and performance enhanced</b>										
Number of training on customer care and service delivery at all level (Both in public and private Institutions) organized	1	6	1	1	1	1	1	1	District training reports and list of participants	Availability of funds

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of service delivery inspections at all levels (Both public and private) organized and conducted	1	6	1	1	1	1	1	1	District reports	Availability of funds
Number of open /accountability day organized	1	12	2	2	2	2	2	2	District and PSF reports	Availability of funds
<b>Outcome 2: Ensure 100% District services are delivered online by 2024</b>										
<b>Output 1: District online services promoted</b>										
5 of awareness campaigns on related online services at all levels (Villages, Cells and Sectors)	40%	100%	100%	100%	100%	100%	100%	100%	District and related institutions reports	Availability of funds
<b>Outcome 3: Developed Capacity for Public Institutions</b>										
<b>Output 1: Functioning, Coordination in planning and implementation JADF enhanced</b>										
Number of trainings on planning, Budgeting, monitoring and evaluation conducted to NBAs, JADF and Councillor members	Training is organised at central level with district key staff once a year	1 training	1 training	1 training	1 training	1 training	1 training	1 training	District reports and lists of participants	Availability of funds
Number of planning & budgeting and feedback sessions organised to community.	1	6	1	1	1	1	1	1		
<b>Outcome 4: Enhanced effective Public Financial Management System</b>										
<b>Output 1: Unqualified audit opinion on financial statements and compliance with laws and regulations increased</b>										
% of PFM cycle staff trained	80%	100%	100%	100%	100%	100%	100%	100%	Training report and list of participants	Availability of funds
Number of Peer Review and Peer Learning inspections conducted	2 inspections conducted	12 inspections conducted	2 inspections conducted	District reports and list of participants	Availability of funds					

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of workshop sessions between Audit committee, Internal auditors, NBA's and Executive Committee conducted	0	12	2	2	2	2	2	2	District report and list of participants	Availability of funds
Number of PFM Joint audits in all NBA's conducted	4	24	4	4	4	4	4	4	District report	Availability of funds
<b>Output 2: Districts revenue capacity to finance their development needs increased</b>										
Taxpayers register updated on annually basis	80%	100%	100%	100%	100%	100%	100%	100%	Updated and validated of taxpayers register	Availability of funds
Number of land weeks organized	1	12	2	2	2	2	2	2	District report	Availability of funds
% of mobilization meetings on taxes	70%	100%	100%	100%	100%	100%	100%	100%	District report	Availability of funds
Number of revenue recovery inspections conducted	12	72	12	12	12	12	12	12	District report	Availability of funds
Number of taxpayers day organized at District level	0	6	1	1	1	1	1	1	District report	Availability of funds
% of revenue collectors trained	70%	100%	100%	100%	100%	100%	100%	100%	District report	Availability of funds
Number of TAC meetings conducted	2	12	2	2	2	2	2	2	District report	Availability of funds
Amount of revenues collected (in Rwf)	1,006,166,860	9,041,953,814	1,189,291,801	1,260,047,928	1,448,661,455	1,575,601,989	1,705,286,815	1,863,063,826	District report	Tax payers are responsive sensitization campaigns to
<b>Priority 18: Increase citizens' participation, engagement and partnerships in development</b>										
<b>Outcome 1: Enhanced decentralization system</b>										
<b>Output 1: Media, non-governmental organizations (NGOs), FBOs, and the private sector to effectively engaged</b>										

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Number of workshops on local development, democratic governance and improving citizens' social welfare conducted	1	12	2	2	2	2	2	2	District reports and list of participants	Availability of funds
Number of workshops in engagement of women and youth and PWD's to effectively contribute to districts planning and prioritization.	0	6	1	1	1	1	1	1	District reports and list of participants	Availability of funds
<b>Outcome 2: Developed Capacity for Civil Society and the Media</b>										
<b>Output 1: Developing home-grown solutions to problems encountered</b>										
% of participation in voluntary national service program (Urugerero)	80%	100%	100%	100%	100%	100%	100%	100%	District reports and list of participants	Availability of funds
<b>Outcome 3: Increased level of satisfaction of service delivery to citizens</b>										
<b>Output 1: Access to public services enhanced</b>										
% of works for additional district office completed	Old building	100%	-	Study	30%	30	40%	Equipment	Availability of both provisional and final handover and reports	Availability of funds
Number of sector offices rehabilitated	12	12	2	2	2	2	2	2	Availability of both provisional and final handover and reports	Availability of funds
Number of cell offices constructed	46 cell offices constructed	14 cell offices	2 cell offices	2 cell offices	2 cell offices	3 cell offices	2 cell offices	3 cell offices	Availability of both provisional and final handover and reports	Availability of funds
Number of cell offices rehabilitated	58 cell offices constructed	21 cell offices	4 cell offices	4 cell offices	4 cell offices	4 cell offices	3 cell offices	2 cell offices	Availability of both provisional and final handover and reports	Availability of funds
Number of police posts constructed	3 police posts constructed	9 police posts constructed	1 police post constructed	2 police posts constructed		Availability of both provisional and final handover and reports	Availability of funds			

INDICATOR INCLUDING UNIT OF MEASUREMENT	BASELINE 2017/2018	OVERALL TARGET	TARGET 2018/2019	TARGET 2019/2020	TARGET 2020/2021	TARGET 2021/2022	TARGET 2022/2023	TARGET 2023/2024	MEANS OF VERIFICATION	ASSUMPTIONS
Nk'Uwikorera service delivery campaign conducted	Radio talks conducted for service delivery awareness	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	4 Quarter radio talks conducted for service delivery	District reports	Availability of funds

## IV. 6. Cross-Cutting Areas

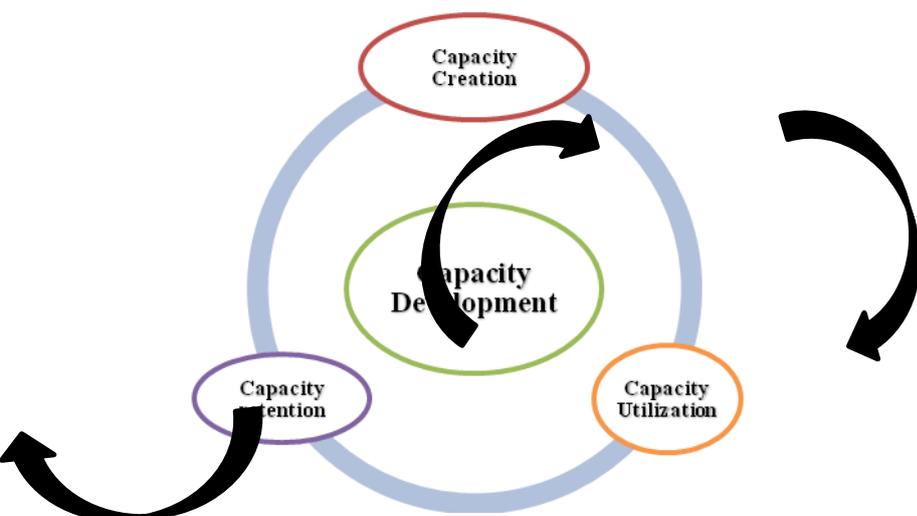
### IV. 6. 1. Capacity Development

Capacity development is about transformations that empower individuals, leaders, organizations and societies. If something does not lead to change that is generated, guided and sustained by those whom it is meant to benefit, then it cannot be said to have enhanced capacity, even if it has served a valid development purpose.

*“Capacity is the ability of people, organizations and society as a whole to carry out their functions and achieve their developmental objectives over time” (Morgan 1998);*

In this framework, Kirehe District based on the study conducted by various government agencies on related organisational performance challenges and gaps, have proposed the following strategies to develop the capacities of all local government at all levels. Special attention is to Youth, women and PWD’s with aim to develop their potentials and capacities in order to create their own jobs through private sector development and entrepreneurship.

**Figure 10:** Kirehe District key steps of Capacity development



**Source:** Author, adapted to the SECB: 20117)

As per above shown figure, 3 stages will take place at all 3 levels of Capacity in Kirehe:

- ***Individual Level, Organizational Level and Institutional Level/ Policy environment***, to make sure that, capacity development at all levels is achieved.

In this regard, the district of Kirehe has put in place some priorities embedded under sectors such as Private sector development and Youth empowerment, Agriculture, Justice, through trainings and coaching:

- ✚ The district will offer trainings semi-skilled & unskilled youth, women and PWDs will under Massive short-term vocational training (all sectors). The district will provide to apprentices and short-term vocational trainee startup toolkits for Self-employment (all sectors)
- ✚ The district will mobilize and coach MSMEs and Businessmen to access the financial institutions (All sectors)
- ✚ A number of interventions in Agriculture sector such as capacity development of farmers through farmer field schools (FFS) groups. Kirehe will strive to build capacity development by improving professionalization of livestock farmers in order to increase the quality, production and productivity of their output
- ✚ In terms of enhancing peace and security, the district will strengthen capacity of security organs for effective discharge of their functions so that they can continue to play a constructive role in development programs and projects where required.
- ✚ In social protection, the district will continue to:
  - Provide formal skills training to extremely poor individuals,
  - To give TVET training to PWDs....
  - Technical and financial support is always necessary to those skilled in order to create jobs, therefore a toolkits will be provided towards, self-employment
  - Provide Hands-on Skills to youth, women and PWD's.
  - Technical provision to all kind of cooperatives in the district

#### **IV. 6. 2. Regional integration**

Since Kirehe District is close to Tanzania and Burundi, it might be important to have a MoU in related cooperation between Kirehe and Tanzania districts, which are closer to him for purpose of cooperation framework.

In addition to this, Kirehe would gain more profit if it has more partnership and collaboration with other Districts both of Eastern Province and those of other Provinces, to profit and exchange best practises, experiences and knowhow on benefits of Kirehe Citizens, emphasis on youth, women and PWD's.

#### **IV. 6. 3. Gender and Family promotion**

Rwanda Government committed to promote gender equality as an approach to attain national sustainable development. Protection of family members including children and parents are prerequisites to achieving equitable and sustainable development.

Kirehe District is committed to consider gender and family in its interventions/priorities especially at this crucial moment when Kirehe is developing its DDS to inform the National Strategy for Transformation among other national strategic tools.

Therefore, Kirehe is required to do the following:

- Conduct a gender situational analysis in the district – how has the district contributed to gender equality and family promotion during EDPRS 2 to inform the package for the next strategy;
- Use of sex disaggregated data is key to track the desired national impact on gender and family Promotion

#### **IV. 6. 4. Environment and climate change**

In order to mainstreaming this sector, across the district planning, here are the priorities:

- **Energy sector:** Strong partnership with Private providers in access of renewable energy (solar) and use of improved energy in order to provide to citizen's solar energy construction of domestic biogas.
- **In sustainable development, urbanization and human settlement:** Kirehe district will implement Master plan developed and design new layout plans for the affordable housings projects, IDP Model villages and tree plantations.
- **In Agriculture and livestock:** Irrigation system in the hillside to sustaining agriculture productivity and resilience of agricultural production.
- Kirehe has various marchlands to be rehabilitation for its productivity
- Usage of modern organic fertilizer is also a priority for Kirehe.

#### **IV. 6. 5. Disaster management**

The priorities proposed are the following:

- Reduce substantially the exposure of arable land/crops and livestock to disasters (land (arable) and livestock exposed to manmade and natural hazards (landslides, floods, drought, wildfire and lightning)
- Make health facilities (HFs) ready to respond to outbreaks
- Raise awareness on DDR&M among students/pupils
- Assist disaster victims
- Recovery of infrastructures and houses affected by disasters
- Implement DDMP at District level efficiently and effectively

#### **IV. 6. 6. Disability and social inclusion**

Government of Rwanda is committed to continuing to improve the lives of disabled people under the National Strategy for Transformation (NST1), it is in this framework, that Kirehe district is also committed to implement this crosscutting issue and take it into consideration in DDS.

To this, the priorities proposed are the following:

- PwDs & poorest HHs (Cat 1) have access to off-grid to electricity.
- Ensure public roads in cities reserved walkable ways for PwDs
- Buildings and constructions designed/upgraded in cities with disabled people facilities (toilets, ways)
- Ensure assistive devices are accessible & covered by CBHI
- Integrate mental health services (package) at health center level
- Ensure inclusive & accessible to primary, TVET & secondary education for PwDs
- Operationalize PwDs council at district level
- Legal aid/representation provided for to PwDs
- Provide social protection benefit to PwDs and all PwDs are categorized.
- Promote Sports, leisure and culture among PwDs

#### **IV. 6. 7. HIV/AIDS and non-communicable diseases**

The following are Kirehe priorities as per defined:

- **To integrate the NCDs community check-up in Imihigo of Local leaders** % of eligible population have received NCDs community check-up per district: aged 35+ for female and 40+ for men
- **To sensitize on NCDs risk factors for prevention and control through Umuganda, speeches and other meeting with population such as community outreach....**
- Conduct annual campaign conducted to sensitize population on NCDs risk factors in partnership with JADF and Hospitals, HC and HP
- **To Promote mass sport in the community to improve well fare of the population**
- **To promote HIV prevention in public gathering (Umuganda,) with % of population with correct knowledge about HIV prevention**



**Chapter V. DDS IMPLEMENTATION**

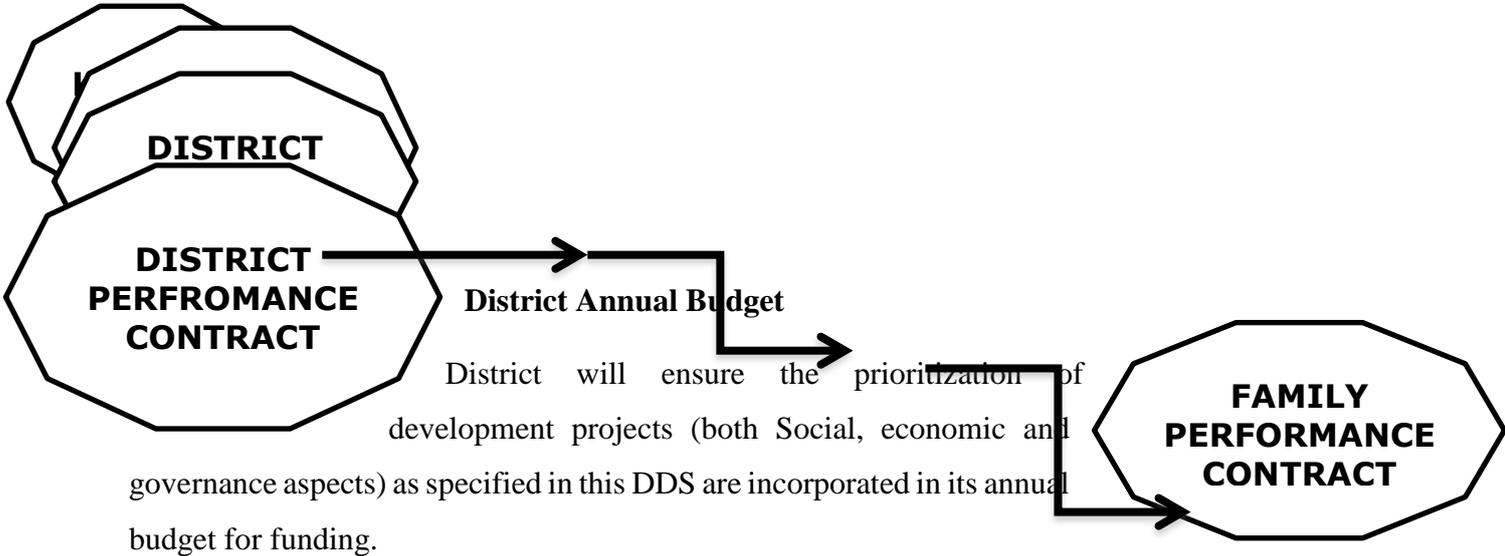
This chapter sets out how DDS 2018/19-2023/24 will be implemented since July 2018 up to June 2024. The sections below show the sequencing of interventions as well as interdependences between sector priorities and key actions, the role and responsibilities of partners and stakeholders, the mechanisms for coordination of interventions as well as the risks analysis and mitigation strategies.

However, Kirehe DDS will be implemented within the district by different institutions: public Institutions, national and international NGOs and civil society. Before this implementation, the district will hold a one-week workshop to set out strategies and proper mechanism should be adopted to implement DDS successfully.

**5.1. Sequencing of Interventions (Implementation Plan)**

Kirehe DDS will be implemented through several interventions from households to central government. This implementation will involve a good planning and good monitoring and evaluation of annual action plan, annual budget and performance contracts from family level up to District level.

**Figure 11:** Sequencing of interventions



The funds mobilization will be confirmed by the Central Government and Parliament according to its availability. Not only these, but also the District’s own revenues will contribute to its implementation by allocating a certain percentage of projected revenues. Meanwhile, different strategies are settled out for each sector to deliver high level of intended

outcomes towards socio-economic development transformation of the district they will drive the daily work of each involved actor.

### **Annual Action Plan**

This will be based on DDS Priorities including stakeholders' actions plans specifying the relevant interventions by domain. Therefore, every cluster and their partners of the District will get a roadmap related to his/her domain.

### **District Performance Contract**

For designing performance contract to be executed within the fiscal year, an ascending planning system will be used in order to involve households in their own transformation. Such system stipulates that every HH designs its own performance contract to be signed with the authorities of village (umudugudu); thereafter, the chief of village consolidates all of these performance contracts from different HHs in order to set up village targets to be signed with executive secretary of cell. The same system is used to cell and sector level up to district level. To those HHs' targets will be added the selected development projects as stipulated in this DDS.

For ensuring the implementation of annual action plan, every district department in their respective Clusters will set up its own performance contracts to be signed with the Mayor after incorporating suggestions from grassroots. The later, will ensure a consolidation of all performance contracts from different departments for signing them with the H.E, President of the Republic of Rwanda.

**Table 34:** Planned DDS projects

Projects	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/20224
<b>PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYEMENT</b>						
Construction of ICPCs all sectors (Udukiriro).	2 ICPCs	2 ICPCs	2 ICPCs	2 ICPCs	2 ICPCs	1 ICPC
Construction of Handcraft activities centre	-	-	1 handcraft center constructed at Kigina	-	-	-
5 trainings of entrepreneurial programs developed	2	3	-	-	-	-
Construction of five modern markets (Mushikiri, Kigarama, Mpanga, Nasho and Nyarubuye).	1 modern market	1 modern market	1 modern market	1 modern market	1 modern market	-
Construction of one cross border market (Kigarama).	-	60%	40%	-	-	-
Extension and modernization of Nyakarambi market.	60%	40%	-	-	-	-
Construction of slaughter house at Murindi in Nasho sector	40%	60%	-	-	-	-
Rehabilitation of 3 modern markets (Nganda in Musaza sector, Gahara in Gahara sector and Kiyanzi in Nyamugali sector).	40%	60%	-	-	-	-
Rehabilitation of Kigina Slaughter house	40%	60%	-	-	-	-
Upgrade of Kirehe ICPC	40%	60%	-	-	-	-
Construction of butcheries in all Sectors' centres.		1 butch.	-	1 butch.	-	1 butch.
	-	1 butch.	-	1 butch.	-	1 butch.
	-	1 butch.	1 butch.	1 butch.	1 butch.	-

	-	-	1 butch.	-	1 butch.	-
	-	-	-	1 butch.	-	-
	-	1 butch.	-	1 butch.	-	1 butch.
	-	1 butch.	1 butch.	1 butch.	1 butch.	-
	-	-	1 butch.	1 butch.	1 butch.	-
	-	-	1 butch.	-	-	-
	1 butch.	-				
	-	-	1 butch.	1 butch.	-	-
	-	1 butch.	1 butch.	1 butch.	1 butch.	-
Construction of selling points at Rwabutazi/ Gatore, Gasarabwayi/Musaza, Kabare/Kigarama, Birembo/Nyarubuye and Rusozi/Nyamugali.	-	1 selling point				
Construction of cattle market in Kigarama sector	50%	50%	-	-	-	-
Rehabilitation of Nyarubuye cattle market	50%	50%	-	-	-	-
Construction of small livestock market at Kirehe	-	50%	50%	-	-	-
Create and strengthen 100 cooperatives through an integrated approach for job Creation - YEGO	20	20	20	20	20	-
Construct TVETs (friendly with people with disability) at Mpanga and Mushikiri sectors	1 TVET	2 TVET	2TVET	2TVET	2TVET	-
Build 2 youth Centers	-	1	-	1	-	-
fund 400 youth projects	10	10	-	10	10	-
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>

TRANSPORT						
Construction of 10km of Tarmac road in Kirehe city	3 km	2 km	2 km	1 km	1km	1km
Rehabilitation of Cyagasenyi-Gasarabwayi-Nganda feeder road in Kigarama and Musaza sectors: 30km	5km	20 km	5km	-	-	-
Rehabilitation of Cyunuzi-Gahara-Rwagitugusa feeder road in Gatore and Gahara sectors: 30km	Elaboration of study	5km	5km	5km	5km	5km
Rehabilitation Rusozi-Mahama-Mpanga feeder road in Mpanga and Mahama sectors: 35km	-	25 km	5km	5km	-	-
Rehabilitation of Kamombo-Nyabitare road in Mahama Sector: 7km	Elaboration of study	3 km	4 km	-	-	-
Rehabilitation of Nyakarambi-Mushikiri-Birembo road: 20km	-	Elaboration of study	5 km	15km	-	-
Sagatare-Gatwe road in Musaza sector: 10 km road rehabilitated	-	Elaboration of Feasibility study	-	-	10 km	-
Runyinya-Mushikiri-Kamasaro-Kaduha in Kirehe sector: road 20km rehabilitated	Elaboration of study	20km	-	-	-	-
Rehabilitation of Rugina-Rusave-Rwimondo-Gahara road: 20km	Elaboration of study	-	-	20km	-	-

Rehabilitation of Kabagera-Gashongora road: 4km	Elaboration of feasibility study	-	100%	-	-	-
Construction of Cyanyiranyonza Bridge	100%	-	-	-	-	-
Rehabilitation of Mubuga-Kabuga-Gasarabwayi road	-	-	-	-	-	-
Rehabilitation of Kigarama-Kagane-Kivu-Nyakwisi road	-	-	100%	-	-	-
Rehabilitation of Nyamisagara-Kazizi road	-	-	100%	-	-	-
Rehabilitation of Kiyanzi-Kagasa-Bukora	-	-	100%	-	-	-
Rehabilitation of Rwanteru-Nganda road	-	-	100%	-	-	-
Rehabilitation of Cyambwe-Kabuye	-	-	100%	-	-	-
Rehabilitation of Munini-Kamombo road	-	-	-	100%	-	-
Rehabilitation of Kigarama-Nyakazinga-Buhwaga-Nyagasozi-Nyabikokora road	-	-	-	100%	-	-
Rehabilitation of Cyasusa-Kumubano-Rwantonde	-	-	-	-	100%	-
Rehabilitation of Nyarutunga-Birembo road	-	-	-	-	100%	-
Rehabilitation of Sagatare-Nganda road	-	-	-	-	100%	-
Rehabilitation of Kiyanzi-Nyagahanga -Ruhuha road	-	-	-	-	100%	-
Rehabilitation of Musaza-Gsarabwayi road	-	-	-	100%	-	-

Rehabilitation of Rugoma-Gatare-Gashiru road 8km	-	100%	-	-	-	-
Rehabilitation of Kabuga-Mushikiri road	-	100%	-	-	-	-
Rehabilitation of Bwiyorere-Nyawera road	-	100%	-	-	-	-
Rehabilitaion of Kirehe Rwesero nyabigega road	-	100%	-	-	-	-
Rehabilitation of Nganda Kaziba Nyarwogo road	-	-	-	100%	-	-
Rehabilitation of Bisagara Nkoyoyo Rugarama road	-	-	-	100%	-	-
Rehabilitation of Bisagara Rwanyamuhanga road	-	-	100%	-	-	-
Rehabilitation of Nyagasenyi-geranium-Gahara roads	-	100%	-	-	-	-
Construction of Kanombe muri D Bridge	-	100%	-	100%	-	-
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>ENERGY SECTOR</b>						
Provide Electricity to the Population of Nyakagezi, Nyagasenyi, Butezi, Muhamba Rubimba, and Murehe cells in Gahara sector	15%	20%	10%	20%	5%	-
Electrification of all cells offices	13 cell offices	5 cell offices	5 cell offices	5 cell offices	5 cell offices	-
Provide electricity connection to the population of Musaza (Mubuga, Kabuga and Gasarabwayi Cells) and	10%	25%	10%	10%	10%	10%

Kigarama (Nyamirambo, Cyanya and Nyacyerera) sectors						
Provide Electricity to the population of Rwanyamuhanga-Rugarama in Mushikiri Sector and Ntaruka Cell in Nasho Sector	20%	-	-	10%	7%	7%
Provide Electricity to the population of Nyabigega Cell in Kamuhaza, Bugarura, Duterimbere, Munini, Bengazi and Byimana Villages, Gahama Cell in Nyakatsi, Muhweza and Murugarama Villages, Kirehe Cell in Agatwa Villages in Kirehe Sector	18%	10%	10%	10%	10%	10%
Installation of Public light along Cyunuzi-Kirehe hospital and Nyakarambi-Rusumo border: 39km	20 km	16 km	-	-	-	-
Installation of solar energy system on 45000 HH	5000 HH	8000 HH	7000 HH	8000 HH	8000 HH	9000 HH
Provide electricity to the population of Nyabitare and Kigina Sector	10%	21%	-	-	-	-
Provide electricity to the population of Kiremera and Rugarama cells	20%	30%	10%	10%	15%	15%
Install 60 Km of Electrical line	-	-	20%	10%	10%	-

36 km connections with public lighting	20%	30%	10%	10%	10%	-
1 Hydro power plants constructed (Rusumo)	-	30%	30%	40%	-	-
Connect all Government Instituttions ( <b>Health facilities, Schools and Government Offices</b> )	20%	20%	10%	10%	5%	-
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>WATER AND SANITATION SECTOR</b>						
Rehabilitation and extension of Nyagashangara to serve Kigarama and Musaza sectors	50%	50%	-	-	-	-
Rehabilitation of 17 BoreHoles	3	3	3	3	3	2
Construction of new of 13 BoreHoles	2	2	2	2	3	2
Construction of water treatment plant in Nasho Lake and distribution construction	-		-	-	-	-
Rehabilitation of various water sources of Gahararo and Rubona projects in Gahara sector	-	1	-	1	-	-
Construct 2 water drainage system in Nyakarambi town	-	100%	-	-	-	-
Construct 9 public toilets 12 centers	3	3	3	3	-	-
Extention of Gasebura and Nasho water source	-	1	-	1	-	-
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>

URBANISATION AND RURAL SETTLEMENT SECTOR						
4 IDP Model village constructed	30%	30%	40%	-	-	-
Rusumo border Layout plan implemented at 100%	20%	20%	20%	20%	20%	-
Nyakarambi Master Plan Implemented at 50%	20%	30%	-	30%	20%	-
Kirehe District master plan upgraded up 800ha	200 Ha	200 Ha	100 Ha	100Ha	100Ha	100 Ha
Having cementery in all cells of Kirehe District	10	10	10	10	10	10
Having layout plan of habitation sites in all sectors	2	2	2	2	2	2
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
ICT SECTOR						
Internet Connection in all Public Institutions under District (Focus on Cell and Sector offices)	-	50%	50%	-	-	-
Establish Youth Training Centers in computer skills	-	30%	30%	10%	-	-
Introduce electronic signing in all local government services for better service delivery.	50%	50%	-	-	-	-
Promote the online Tax payment system and Irembo in all LG services for cashless and paperless.	50%	50%	-	-	-	-
Promoting digital literacy for NYC, NWC and PWD's	50%	50%	-	-	-	-

Introducing E-Reporting and E-Filing system in the entities under Districts	100%	100%	100%	100%	100%	100%
Promote IT usage (E-payments) among our Kirehe Citizens	100%	100%	100%	100%	100%	100%
Organise campaigns for girls' involvement in ICT through Ms. Geek Competition, Tech Kobwa camps, Technovation challenges, and digital financial inclusion through Rugori fund among others	100%	100%	100%	100%	100%	100%
Increase and extend ICT infrastructures such as 'Yego Centres', ICT knowledge hubs...	-	1	-	-	1	-
Awarding girls graduates in ICT trades		1		1		
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>ENVIRONOMENT AND NATURAL RESOURCES SECTOR</b>						
New forestry planted	187	319	603	355	336	576
Agroforestry trees planted	1,165	942	924	904	904	904
Fruit trees planted	39	46	50	60	55	50
Forests maintained	35	37	40	40	26	10
Radical terraces establishment	105	25	20	20	15	15
Domestic rain water harvesting promoted by installing rain water harvesting facilities	15%	20%	25%	30%	35%	40%

Run off water harvesting promoted by establishing 2 water dams in Mpanga and Nasho sectors	Study	10%	30%	30%	30%	Operationalization
Progressive terraces established	150	167	183	185	165	150
Lakes shores (Rwampanga, Cyambwe, Nyabugongwe, Rwakigeli) protection increased	10	30	30	20	5	5
Water dam shores protected	7	3	3	4	5	3
Implementation of EIA to private and public development projects subject to EIA	100%	100%	100%	100%	100%	100%
Strengthening environment committees at district and sector level	13	73	73	73	73	73
Strengthening environment clubs in schools	10	20	30	40	50	66
Use of Biogas	10	10	10	10	20	10
Use of cooking gas	100	105	110	110	120	120
Use of cooking stoves	100%	100%	100%	100%	100%	100%
Greening and beautification promoted	50%	80%	100%	100%	100%	100%
Construction of waste collection facilities	5	4	Operationalization	Operationalization	Maintenance	Maintenance
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>FINANCIAL SECTOR DEVELOPMENT</b>						
Enhanced effective Public Financial Management	100%	100%	100%	100%	100%	100%

System by empowering PFM cycle staff at all levels (Sectors, District, Hospitals, Health Centers and schools)						
Organize PFM, Peer Review, Peer Learning inspections, joint audits and M&E of recommendation status on quarterly basis	100%	100%	100%	100%	100%	100%
Increase Districts revenue capacity to finance their development needs	100%	100%	100%	100%	100%	100%
Organize mass registration of all taxpayers by villages and by category of taxes and Conduct Field inspections related to revenue recovery.	100%	100%	100%	100%	100%	100%
Conduct TAC meeting once per semester and regularly review and update district taxes and fees registry	100%	100%	100%	100%	100%	100%
Organise sessions and workshop on quarterly basis, the implementation status of the Audits conducted in the District including all NBA's recommendations (OAG, Province, Internals, Ministries and Government agencies...)						
Enhanced effective Public Financial Management	100%	100%	100%	100%	100%	100%

System by empowering PFM cycle staff at all levels (Sectors, District, Hospitals, Health Centers and schools)						
Organize PFM, Peer Review, Peer Learning inspections, joint audits and M&E of recommendation status on quarterly basis	100%	100%	100%	100%	100%	100%
Increase Districts revenue capacity to finance their development needs	100%	100%	100%	100%	100%	100%
Organize mass registration of all taxpayers by villages and by category of taxes and Conduct Field inspections related to revenue recovery.	100%	100%	100%	100%	100%	100%
Conduct TAC meeting once per semester and regularly review and update district taxes and fees registry	100%	100%	100%	100%	100%	100%
Organise sessions and workshop on quarterly basis, the implementation status of the Audits conducted in the District including all NBA's recommendations (OAG, Province, Internals, Ministries and Government agencies...)						
Enhanced effective Public Financial Management	100%	100%	100%	100%	100%	100%

System by empowering PFM cycle staff at all levels (Sectors, District, Hospitals, Health Centers and schools)						
Organize PFM, Peer Review, Peer Learning inspections, joint audits and M&E of recommendation status on quarterly basis	100%	100%	100%	100%	100%	100%
Increase Districts revenue capacity to finance their development needs	100%	100%	100%	100%	100%	100%
Organize mass registration of all taxpayers by villages and by category of taxes and Conduct Field inspections related to revenue recovery.	100%	100%	100%	100%	100%	100%
Conduct TAC meeting once per semester and regularly review and update district taxes and fees registry	100%	100%	100%	100%	100%	100%
Organise sessions and workshop on qouterly basis, the implementation status of the Audits conducted in the District including all NBA's recommendations (OAG, Province, Internals, Ministries and Government agencies...)						
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>SOCIAL PROTECTION SECTOR</b>						

Direct Support provided to extremely poor older people, people with disabilities and child headed households	2,723	2,623	2,523	2,232	2,132	2,032
Provide Direct support(classic and special) for vulnerable genocide survivors	590	585	580	580	580	580
Expanded Public Works provided to single worker households with caring responsibilities	574	609	783	870	1044	1206
VUP Classic Public Works employment provided to extremely poor households with labor	4678	4319	4134	3246	2954	2540
Households receiving MPG asset transfers	904	-	985	-	1062	1922
Poor and vulnerable Genocide survivors receiving Shelter construction/rehabilitation	72	72	72	72	72	72
Construct Houses for vulnerable group	160	160	160	160	160	160
Girinka program	1000	1000	1000	1000	1000	1000
Assistive devices (insimburangingo)	3	1	1	2	2	1
Assistive devices (inyunganirangingo)	36	36	36	36	36	36
Children with disabilities supported in special education	9	9	9	9	9	9
People with disability supported (Kuremera)	10 People with disability	10 People with disability supported	10 People with disability supported	10 People with disability supported	10 People with disability	10 People with disability supported

	supported through Kuremera program	through Kuremera program	through Kuremera program	through Kuremera program	supported through Kuremera program	through Kuremera program
People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits	20 People with disability trained in vocational skills and provided tool kits
Construction of playing ground for people with disability	-	-	1 Playing ground for people with disability constructed	-	-	-
Create 2 Teams of people with disabilities by discipline	1 team of Bocia created	-	1 Team of Athletism created	-	-	-
Disaster victims assisted	100%	100%	100%	100%	100%	100%
Recovery of infrastructures and houses affected by disasters	10%	20%	25%	30%	40%	50%
Children from HMP families supported in education (University and vocational training)	20	20	20	20	20	20
Young people from Extremely poor households supported to complete vocational training	100	100	100	100	100	100

Vulnerable people to receive loan from VUP-FS	4600	4700	4800	4900	5000	5100
% of extremely poor households who are members of a community savings group	20%	40%	60%	80%	90%	90%
Scaling up to all sectors the minimum package for Graduation from extreme poverty	2	2	2	2	2	1
Roll-out the VUP Expanded Public works (ePW) to all sectors by 2024 in order to provide flexible employment to poor	2	2	2	1	1	1
Roll-out the VUP Expanded Public works (ePW) to all sectors by 2024 in order to provide flexible employment to poor women	2	2	2	1	1	1
Establish the linkages with stakeholders including those intervening in socio-economic empowerment of vulnerable women including GBV victims	100%	100%	100%	100%	100%	100%
Scale-up the distribution of Fortified Blended Food to	100%	100%	100%	100%	100%	100%

infants and pregnant/lactating women at risk of malnutrition to cover all eligible individuals in the first and second Ubudehe Categories						
Strengthen the use of Home-grown Solutions (Umuganda, Kuremera etc) to provide support to most vulnerable female and male households and GBV victims (e.g through the construction/ rehabilitation of houses	100%	100%	100%	100%	100%	100%
Recruit, train and facilitate VUP caseworkers on key issues including: GBV; child neglect and abuse; child protection and nutrition for vulnerable pregnant and lactating women	100%	100%	100%	100%	100%	100%
Strengthen the coordination of stakeholders in social care service delivery including child protection and GBV response	100%	100%	100%	100%	100%	100%
To link ECD with the Epw scheme to allow women to take part in productive activities (considering women child caring in ECDs as part of ePW)	100%	100%	100%	100%	100%	100%

Awareness raising on Laws, GBV forms and rights	100%	100%	100%	100%	100%	100%
Encourage legal marriage to protect men, women, and children's rights	100%	100%	100%	100%	100%	100%
Streamline <i>Umugoroba w'ababyeyi</i> and men inclusion;	100%	100%	100%	100%	100%	100%
Launching the GBV free family certificates for the all deserving Rwandan Modern Household ( <i>Itorero ry/umudugudu</i> )	100%	100%	100%	100%	100%	100%
Promote positive masculinity through Men Engage approach	100%	100%	100%	100%	100%	100%
Enhance the partnership and role of FBOs, in preventing and managing domestic conflict	100%	100%	100%	100%	100%	100%
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>HEALTH SECTOR</b>						
Percentage of births attended by skilled health professionals	>90	>90	>90	>90	>90	>90
Percentage of new-borns with at least one PNC visit within the first two days of birth	22	25	28	31	34	35
Neonatal mortality rate	19.2	18.4	17.4	16.4	15.4	15.2
Maternal mortality rate	196	182	168	154	140	126
Under five mortality rate	47.5	45.0	42.5	42.0	37.5	35
Percentage of Children 12-23 months fully immunized	>93	>93	>93	>93	>93	>93

50% of pregnant women completing four ANC Standards	26%	31%	36%	41%	46%	51%
% of women using contraceptive methods	>60%	>60%	>60%	>60%	>60%	>60%
Proportion of Exclusive Breastfeeding < 6 months	>90%	>90%	>90%	>90%	>90%	>90%
Teenage pregnancy and motherhood rate (15-19 years)	<6.5%	<6.5%	<6.5%	<6.5%	<6.5%	<6.5%
% of women deliver in health facilities	>95%	>95%	>95%	>95%	>95%	>95%
Proportion of children deaths under 5years (/1,000)	59	52	45	38	31	22
Percentage of children under 5 who are stunted (Chronic malnutrition)	27	25	23	21	19	18
Number of Doctors/ population ratio	1/25,649	1/22,918	1/20,187	1/17,456	1/14,725	1/11,993
Number of Nurses /population ratio	1/1944	1/1,755	1/1,566	1/1,377	1/1,188	1/1,000
Number of Midwife/ population ratio	1/23,331	1/22,065	1/20,799	1/19,533	1/18,267	1/17,000
Number of sectors having at least one health center	12/12	-	-	-	-	-
Number of cells having one health post or health center	36	41	45	50	55	60
% of results from the District Hospital accreditation process	85% for achieving level 1	85% for achieving level2	85% for achieving level 3	-	-	-
Proportion of persons diagnosed with HIV infection receiving sustained ART	83.5%	86.8%	84.8%	86.1%	88.7%	90%

HIV prevalence among people aged 15-49 years	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
HIV incidence/1000 population	2	2	2	2	2	2
Percentage of infants born to HIV+ mothers free from HIV by 18 months	>95	>95	>95	>95	>95	>95
Proportion of HH with at least one LLIN	82	83	84	85	85	85
Malaria incidence per 1,000 population	277	246	215	184	153	122
Malaria proportional mortality rate	5.2	4.9	3.9	3.0	3.0	3.0
Proportion of children under five years old who slept under a LLIN the previous night	80.8	81.6	82.4	83.2	84.0	85
Proportion of targeted population who received MDA	98	98	98	98	98	98
Percentage of NCD combined high risk factors in the population aged between 15-64 years	12	12	12	12	12	12
Teeth and gum diseases morbidity rate at health facility level	3.6	3.2	2.8	2.4	2.0	1.8
Eye diseases problem morbidity rate at health facility level	<2.5	<2	<2	<2	<2	<2
TB incidence per 100,000 population	31	53	48	43	38	31

Treatment success rate (TSR) for all forms of TB cases (DS & DR-TB cases)	>95	>95	>95	>95	>95	>95
Proportion of new cases treated in health facilities (HC+DH) for mental disorders”	0.2	0.3	0.4	0.5	0.6	0.6
Percentage of Health centers without water supply in services	11	5.6	0	0	0	0
Percentage of Health centers without electricity supply in services	11	11	0	0	0	0
Proportion of public Health Facilities (DH and HC) with effective waste management systems according to standards	12	18	24	30	36	42
Percentage of causes of deaths are reported according to ICD10	100%	100%	100%	100%	100%	100%
Percentage of births registered according to the CRVS	100	100	100	100	100	100
Kirehe DH using EMR full package system	100%	100%	100%	100%	100%	100%
Percentage of private facilities (dispensaries, clinics, polyclinics and hospitals) regularly reporting through national data collection systems (DHIS-2 and e-IDSR)	0%	50%	75%	100%	100%	100%

Number new of ambulances purchased	0	1	1	1	1	1
Number of dentists recruited at HC level	3	7	10	13	16	17
Number of HC rehabilitated	1	2	0	0	0	0
Number of maternity wards renovated	0	1	0	0	0	0
Number of health post rehabilitated	0	1	2	0	0	0
Number of landfills constructed	2	2	2	2	1	1
Reinforce community education by CHWs to promote the continuous use of long-acting and permanent methods of FP services	100%	100%	100%	100%	100%	100%
Male active involvement in the use of FP services	100%	100%	100%	100%	100%	100%
Strengthen integration of family planning in post-natal care services	100%	100%	100%	100%	100%	100%
Conduct anti-teenage pregnancy campaigns in primary and secondary schools	100%	100%	100%	100%	100%	100%
Reinforce counselling services in “ <i>Icyumba cy’umukobwa</i> ” at primary and secondary school on adolescents’ sexual and reproductive health	100%	100%	100%	100%	100%	100%

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"	100%	100%	100%	100%	100%	100%
Create and expand Yego Centres at sector level with operational ASRH services	100%	100%	100%	100%	100%	100%
Enhancing youth friendly sexual and reproductive health services in health centres	100%	100%	100%	100%	100%	100%
Sensitization of adolescents girls to increase their demand for ASRH services	100%	100%	100%	100%	100%	100%
Establish and strengthen ASRH clubs in secondary schools	100%	100%	100%	100%	100%	100%
Community education and awareness on good nutrition practices and complementary feeding practices	100%	100%	100%	100%	100%	100%
Reinforce establishment of "kitchen gardens" at households levels	100%	100%	100%	100%	100%	100%
Provide nutrition support to severely malnourished pregnant and lactating women	100%	100%	100%	100%	100%	100%

with micro-nutriments supplements						
Regularly monitoring overweight/ obesity among women in reproductive age	100%	100%	100%	100%	100%	100%
Raising awareness on common signs and symptoms of anemia	100%	100%	100%	100%	100%	100%
Sensitization of women on importance to check for the levels of haemoglobin	100%	100%	100%	100%	100%	100%
Sensitization on a healthy diet that includes sources of iron	100%	100%	100%	100%	100%	100%
Conduct behavior change communication activities to promote positive sexual behaviors among male and female population	100%	100%	100%	100%	100%	100%
Promote safe sex among male and female sex workers	100%	100%	100%	100%	100%	100%
Expand access and promote utilization of STIs prevention and treatment services to male and female population	100%	100%	100%	100%	100%	100%
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>EDUCATION SECTOR</b>						
Construction of new Classrooms	36 classrooms constructed					
Construction of Latrines	144 Latrines constructed					

Construction of Nursery schools/classrooms	19 Classrooms constructed	19 Classrooms constructed	19 Classrooms constructed	19 Classrooms constructed	20 Classrooms constructed	20 Classrooms constructed
Construction of ECD	12 ECD constructed					
Construction of TVET	1 TVET constructed	0 TVET constructed	1 TVET constructed	0 TVET constructed	1 TVET constructed	0 TVET constructed
Promote special needs education	0	1 Boarding School for special needs education constructed and equipped	0	0	0	0
Provision of Desks in Primary Schools	1000 Desks Provided					
Rehabilitation of Classrooms	48 classrooms rehabilitated					
Rehabilitation of Teachers' Hostels	2 Teachers' Hostels rehabilitated					
Construction of teachers hostels	2 Hostels constructed					
Attendance maintained in Schools	98% of Pupils maintained in Primary, 98% Students maintained in Secondary	98% of Pupils maintained in Primary, 98% Students maintained in Secondary	98% of Pupils maintained in Primary, 98% Students maintained in Secondary	98% of Pupils maintained in Primary, 98% Students maintained in Secondary	98% of Pupils maintained in Primary, 98% Students maintained in Secondary	98% of Pupils maintained in Primary, 98% Students maintained in Secondary
Eradicate illiteracy among adults	30% of Illiterate Adult People trained in reading and writing	50% of Illiterate Adult People trained in reading and writing	60% of Illiterate Adult People trained in reading and writing	80% of Illiterate Adult People trained in reading and writing	90% of Illiterate Adult People trained in reading and writing	100% Illiterate Adult People trained in reading and writing

Training Unskilled Youth inVTC	300 Unskilled Youth trained					
Promote Science and Technology	2 Laboratories constructed					
Provide schools with clean water	5 schools provided with clean water	5 schools provided with clean water	5 schools provided with clean water	5 schools provided with clean water	5 schools provided with clean water	6 schools provided with clean water
Provide schools with electricity	5 schools provided with electricity	5 schools provided with electricity	5 schools provided with electricity	5 schools provided with electricity	5 schools provided with electricity	4 schools provided with electricity
construct and equip smart classrooms	6 smart classrooms constructed and equipped	9 smart classrooms constructed and equipped				
Teachers recruitment	80 teachers recruited	80 teachers	80 teachers recruited	80 teachers recruited	80 teachers recruited	84 teachers
Promote literacy at early grades P1-P3	70% of pupils in early grades with reading fluency	70% of pupils in early grades with reading fluency	70% of pupils in early grades with reading fluency	70% of pupils in early grades with reading fluency	70% of pupils in early grades with reading fluency	70% of pupils in early grades with reading fluency
Construct libraries to promote reading culture in schools	8 Libraries constructed					
Construct dining halls in schools	8 dining halls constructed	5 dining halls constructed				
Establish one STEM Centre of Excellence	0	One STEM Centre of Excellence established	0	0	0	0
Construction of comfortable kitchens in schools	5 new comfortable kitchens constructed	5 new comfortable kitchens constructed	5 new comfortable kitchens constructed	6 new comfortable kitchens constructed	6 new comfortable kitchens constructed	6 new comfortable kitchens constructed

Primary & secondary schools internet connectivity	8 schools provided with internet connectivity	8 schools provided with internet connectivity	9 schools provided with internet connectivity			
Provision of playgrounds to promote Sports in Schools	1Football playground will be established	1Football playground established	1Football playgrounds established	2Football playgrounds established	2Football playgrounds established	2 Football playgrounds established
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>GOVERNANCE AND DECENTRALISATION SECTOR</b>						
Construction of cell Offices	Cyanya Musaza	Nyabikokora Kagasa, Curazo	Nyakerera Kirehe Rwantonde	Nyarutunga Kagese	Nasho Rubirizi	Nyamiryango Nyamugali
Rehabilitation of Cell offices	Nyakabungo Nyamugali Muhamba Ruhanga	Kigarama Nyankurazo Rubimba Gatarama	Kabuga Nyarutunga Nyakagezi Rwanteru	Rubaya Butezi Rwabutazi	Ntaruka Rugarama Munini	Mushongi Kazizi Mwoga
Rehabilitation of the sector	Nyamugali Mahama	Mpanga Mushikiri	Kigarama Nyarubuye	Gahara Musaza	Gatore Kirehe	Kigina Nasho
Police post construction	1 Musaza	1 Gahara	-	1 Kirehe, Rwesero	1 Mushikiri	-
Telephone tower installation	1 in Mpanga Sector (Nasho cell)	-	1 Cyanya in Kigarama Sector	-	1 in Muhamba cell, Gahara	-
Television tower installation	1 Kigarama in Cyanya cell	-	1 Muhamba in Gahara Sector	-	-	-
Client charter	100%	100%	100%	100%	100%	100%
Legal frame work and legal decentralisation	100%	100%	100%	100%	100%	100%
Home grown solutions	100%	100%	100%	100%	100%	100%
Increase Citizen Participation and inclusiveness	100%	100%	100%	100%	100%	100%

(Governance month, Umuganda and social inclusion, Itorero, Planning and Budgeting.						
80% of laws published in the official gazette are disseminated through Inteko y'abatwari, Legal Aid week and open day...	100%	100%	100%	100%	100%	100%
35,000 youth and adult citizens to participate in National service and volunteerism (Through Itorero and Civic Education)	100%	100%	100%	100%	100%	100%
Organize service delivery inspections at all levels (Both public and private) and M&E of recommendations	100%	100%	100%	100%	100%	100%
Reinforce mechanisms to monitor transparency and accountability at lower levels	100%	100%	100%	100%	100%	100%
Engage and develop capacity for JADF members, Councilors, NWC, NYC, PWD's and empower them in Planning, Budgeting, Reporting and M&E System	100%	100%	100%	100%	100%	100%
Increase citizens' participation, engagement and partnerships in development	100%	100%	100%	100%	100%	100%

Build women's capacity to actively participate in leadership and decision making process through sensitisation, education, and training, mentoring, and coaching.	100%	100%	100%	100%	100%	100%
Increase involvement of women and youth in district planning and prioritisation	100%	100%	100%	100%	100%	100%
Organise community dialogues aiming at promoting women's decision making power within the household (e.g. <i>Umugoroba w'ababyeyi</i> , civil society organisation activities, community meetings...)	100%	100%	100%	100%	100%	100%
Increase planning (Imihigo) and financing for GBV prevention and response	100%	100%	100%	100%	100%	100%
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR</b>						
Promote Citizen Participation in Itorero ry'Igihugu unity and reconciliation through "Ndi Umunyarwanda" programmes	100%	100%	100%	100%	100%	100%
Sensitize the population to embrace problem solving at family level	100%	100%	100%	100%	100%	100%

Conduct awareness campaign on the culture of problem solving through Umugoroba w'ababyeyi	100%	100%	100%	100%	100%	100%
Scale up of unity clubs to village level	100%	100%	100%	100%	100%	100%
Use media to promote values and HGSs	100%	100%	100%	100%	100%	100%
Increase number of youth to participate in National Service/ Urugerero	100%	100%	100%	100%	100%	100%
Empower and develop capacity development of ABUNZI and arbitrators at all level (Cells and Sectors)	100%	100%	100%	100%	100%	100%
Organized sessions and workshop for MAJ and Legal Advisors	100%	100%	100%	100%	100%	100%
Capacity development of all Community policing member at all levels	100%	100%	100%	100%	100%	100%
Improve Crime prevention through DASSO, AMASIBO and ironde ry'Umwuga with support of Inkeragutabara	100%	100%	100%	100%	100%	100%
Preserve genocide memory and prevent genocide ideology	100%	100%	100%	100%	100%	100%
Strengthen the integrated management of GBV cases (IOSC model)	100%	100%	100%	100%	100%	100%

Strengthen collaboration of umugoroba w'ababyeyi , CSO and district for denouncing and follow up GBV and human trafficking victims reintegration	100%	100%	100%	100%	100%	100%
Phone based reporting of GBV cases and human trafficking cases	100%	100%	100%	100%	100%	100%
Involve and hold accountable private sector, CSO, and FBOs in preventing and responding to GBV at work place	100%	100%	100%	100%	100%	100%
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>SPORT AND CULTURE SECTOR</b>						
Youth center construction	1 in kankobwa cell, (Mpanga, Nyarubuye)	-	1 Kyanzi Cell (Nyamugali, Kigarama)		1 In Musazana Gahara	
Construction of playing grounds	Nyamugali, musaza	Mahama and Mpanga	Nasho, Mushikiri,	Gatore, Nyarubuye	Kigarama, Gahara	Kirehe (Mini stadium
12 Public football Playgrounds will be rehabilited	2	2	2	2	2	2
17 Volley ball playgrounds will be construct	2	3	3	3	3	3
17 Basketball playground will be construct	2	3	3	3	3	3
2 volley ball teams formed (Men & Women)	2	-	-	-	-	-

Fencing Rubonobono river for keeping genocide signs	1 in Rugarama cell, Kigina	100%	-	-	-	-
Nyakarambi Genocide memorial construction	1 in Nyabikokora cell	100%	-	-	-	-
Expropriation for cemetery land	30%	30%	30%	10%	-	-
Construct 1 Stadium	-	-	50%	50%	-	-
<b>Projects</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/20224</b>
<b>CAPACITY DEVELOPMENT (CROSS CUTTING SECTOR)</b>						
Training of 12 Sector BDP staff and in charge of Startup Development officers and 12 sector social Affairs on income generating projects once in a year.	24	24	24	24	24	24
Training of 12 Sector Education on school financial management and other school materials are well managed once in a year.	12	12	12	12	12	12
Training of 5 district disciplinary committee on legal matters each year	5	5	5	5	5	5
Training of 12 Sector Accountants, 21 Health Center Accountants, 12 Sector Admin and all other concerned staff on PFM	96	96	96	96	96	96
Training of director of Agricultural Unit, Agricultural officers at District Level and	13	13	13	13	13	13

12 Sector Agronomists on enhancing productivity techniques						
Training of director of agriculture, director of One Stop Center, 12 sector agricultural Officers and 12 Sector Land Settlement officers on land use planning and urban master plan management.	26	26	26	26	26	26
Training of one District veterinary officer and 12 Sector Veterinaries on insemination technics	13	13	13	13	13	12
Training of director of Agriculture Unit, 7 agricultural officer at a district Level and 12 Sector agronomists on irrigation techniques	20	20	20	20	20	20
Training of all 5 staff of business development Unit on job creation and employment opportunities	5	5	5	5	5	5
Training of 5 staff of good governance, Civil status and Notary on enhancing better delivery of online services	17	17	17	17	17	17
Training of 5 good governance staff, Sector Executive	88	88	88	88	88	88

secretary, all directors, Cell executive secretary on receiving citizen's complaints, handling, resolution services delivery, and on Kirehe district service charter						
Training of District Executive Secretary, Division Manager, Director of Administration and 2 Human Resources Managers on general statute law on its guidance, its implementation.	8	8	8	8	8	8
Train all directors, Sector Executive Secretaries, District Executive Secretary, Division Manager of Corporate Services and HR Officers on Performance management.	27	27	27	27	27	27
Train on Induction course for new employees recruited	100%	100%	20	20	20	20
Training of district staff on law determining modalities of imposing disciplinary sanctions to public servants	88	88	88	88	88	88
Training of director of Planning, Monitoring and evaluation officer, Sector admin on tools of M&E	15	15	15	15	15	15
Training of district infrastructure staff, 2	20	20	20	20	20	20

Procurement officers, 3 Auditors and 3 human Resources officers on contract management						
Training of district health Staff (Nurses and Midwives) on service delivery	30	30	30	30	30	30
Training of Allied Health Sciences (Laboratory technicians) (Radiology Technicians) (Nutritionist technicians) On service delivery	30	30	30	30	30	30
Training of Procurement Officer in Kirehe Hospital and Kirehe health Centers	60	60	60	60	60	60
Training of Internal Auditors and Cashiers from the health Sectors	25	25	25	25	25	25
Training of head teachers on school leadership and management	60	60	60	60	60	60
Training of head teachers and school accountants on financial management and procurement	60	60	60	60	60	60
Training of Parents teachers committees (PTC) on Roles, Duties and responsibilities of PTCs towards school development	60	60	60	60	60	60

Training of ECD teachers	60	60	60	60	60	60
Training of teachers teaching Adult education	60	60	60	60	60	60
Training of all district staff on ICT software use and other application	120	120	120	120	120	120
Purchase of ICT infrastructure (Computers & other ICT items) for staff district staff	100	100	100	100	100	100

## **5.2 DDS Implementation Strategy**

### **5.2.1 Roles and responsibilities of partners and stakeholders**

The implementation of DDS 2017/18-2023/24 will involve diverse stakeholders. Among them, there are Ministries, government agencies, lower level and private Sector with specific missions, objectives and responsibilities, which are closely related to the DDS as, outlined in the DDS document.

However, the lead institution responsible for ensuring the implementation of this DDS is the Kirehe District. It is therefore; Kirehe District authorities together with other ministries, Agencies and partner are as above mentioned to provide support with key roles and responsibilities to ensure the implementation of the DDS. The major roles and responsibilities of Kirehe District partner's in DDS are indicated below:

#### **A. MINISTRIES**

The following roles and responsibilities but not limited to, will be:

- ✓ Overall Monitoring and Evaluation of the DDS implementation
- ✓ Resources Mobilisation
- ✓ Coordination and oversight of implementation of DDS

#### **B. GOVERNMENT AGENCIES/PUBLIC AGENCIES**

The following roles and responsibilities but not limited to, will be:

- ✓ Overall Monitoring and Evaluation of the DDS implementation
- ✓ Resources Mobilisation
- ✓ Coordination and oversight of implementation of DDS
- ✓ Provide both technical and financial support to District in order to achieve DDS

#### **C. DEVELOPMENT PARTNER'S**

Development partners of District play a vital role in the implementation of interventions in different programs/areas through technical and financial support. They organize and participate in consultative meetings with all stakeholders through various channels as presented mostly, though JADF and Councillors.

For instance, District has local and International Organisations, which implement various activities in the District, some do provides technical support others can support financially

or facilitate different meetings, sessions and workshops organized by District.

#### **D. CIVIL SOCIETY ORGANISATIONS (CSO's)**

The following tasks and assignments can be well performed by CSO's in the District:

- Organize with administrative authorities at both central and local level, consultative forums and thematic groups to debate on issues pertaining to local development
- Provide feedback to the population on commitments made, on discussed policies and strategies
- Support the DDS in implementing and monitoring some social economic and governance programs

#### **E. PRIVATE SECTOR**

As provided by Vision 2020, Private Sector, which has the mission of driving the economy and development of the country, shall play a key role in the DDS implementation. This includes but not limited:

- Develop a local infrastructure through public works private investment;
- Act as a catalyst in the promotion of rural economy and of local investments;
- Provide financial support, to community initiatives through the system of micro-finance and build viable microfinance institutions;
- Create local employment for people not employed in the public sector;
- Increase mutual accountability in implementation of public works by instituting checks and balances;
- Contribute to the broadening of the knowledge base by investing their profits into research and development, innovations and skills development.
- Through PPP framework, LED strategy will be achieved and therefore, LED projects will be implemented as planned by District.

#### **F. KIREHE CITIZEN'S**

Rwanda is a country that, well known as people cantered government; therefore, as reflected in the DDS priorities, citizen participation is the basis as well as the objective of the strategy. The transformation sought for the citizen in terms of improving the livelihood and ensuring quality of life shall be achieved by involving the prime beneficiaries (citizen themselves).

As such, the DDS implementation shall benefit from citizen involvement through among others the following interventions:

- Participate in the planning, budgeting and Imihigo process at the level of planning and implementation
- Provide feedback on issues that concerns them to the local government
- Engagement and Participation in transformational activities through community works (umuganda, public works programs, ubudehe, etc)

## **G. KIREHE JADF**

Based on Prime Minister's Instructions No 004/03 of 27/12/2013 published in Official Gazette n°29bis of 20/07/2015, establishing Joint Action Development Forum, common known as JADF has the mission of ensuring sustainable socio-economic development and improved service delivery through: The dialogue; Active participation; Accountability; Information sharing and Coordination of stakeholders" interventions in decentralized entities.

In addition to this, JADF has a key role in the implementation of DDS since among the specific objectives attributed to JADF, is therefore responsible to ensure full participation of citizens in local development process through their representatives from the public and private sectors and civil society; to promote the culture of dialogue and accountability so that the Voice of citizens can be heard by local leaders and service providers; ensure coordination and integration of activities among all development stakeholders to enhance efficiency of development efforts and avoid duplication or redundant efforts; promote the culture of participatory planning, monitoring and evaluation of development activities at District level and support sustainable local economic development among others....

### **5.2.2 Mechanisms for coordination and information sharing**

The effective co-ordination for this DDS will be possible through various mechanisms in the District include the Joint Action Development Forum (JADF), Council Commissions, Sector Working Group (SWG) and related Technical Working Groups (TWGs) which are organized in a manner that development partners, local and international NGOs participate in the matters concerning the implementation of the whole DDS. However, this provides a basis for a proper implementation of the DDS based on a good and efficient working relationship between all stakeholders above presented.

Mechanisms for coordination are embedded in the manner partners and stakeholders as above mentioned own the DDS and find in it the reflection of what they aspire to achieve. The capacity of each stakeholder to package well his/her interventions to fit in the target to be achieved but also the sound complementarity of interventions is the key ingredients for well-co-ordinated interventions.

Finally, information sharing between District and its stakeholders on the implementation of the developed DDS is key and vital. This forum and groups with other stakeholders establish closer linkages and coordination between themselves to set tasks and responsibilities and avoid duplication of roles. Stakeholders should arrange to meet on a monthly period or when it necessitates.

Key processes for information sharing and consultation are quarterly meetings of the DDS. The Joint Reviews are planned and conducted by Kirehe District and its development Partners. Reports on on-going projects and programs are generated to disseminate key information, including all pertinent issues and relevant data to all stakeholders as evidence of strong collaboration in ensuring effective implementation of the strategic plan.

To this, communication internally should be managed by District. Management meetings that bring together heads of departments/Units and Executive Secretaries of sectors and cells, shall share information and coordinate the planning, implementation and monitoring of DDS. Once deemed required, representatives from the private sector, development partners, Sectors, Cells, JADF, Councilors and other relevant agencies decentralized at District, would also attend the weekly management meetings.

Both effective communication and coordination between District and its lower level is critical to ensure that the DDS is correctly transmitted down to district level, incorporated into district plans and therefore has an impact on the community at sector and cell level. Communication and coordination between the districts and agencies above mentioned is important to enable management that is more effective and planning of activities. Formalized channels of information sharing and coordination are institutionalized, with regular meetings between district authorities and central level departments and agencies organized.

### **5.2.3 Risk mitigation strategies**

The main risk that may jeopardize the implementation of the DDS is the failure to embrace the culture of collaboration as well as coordination or complementarity. Given the fact that all outcomes and key priority actions are self-enforcing is influenced by the contribution of

other sectors as well as crosscutting areas, the failure in implementing part of the strategy risks to impact negatively overall strategy. The mitigation strategy to this risk lies in *effective communication with all stakeholders within and outside the sector as well as their continuous engagement towards jointly implementing the agreed upon interventions to achieve the set targets.*

There is also the risk of disconnecting with the overall goal or impact sought and be overwhelmed by daily stress and implementation of unplanned activities. The DDS is different from the previous DDP in that it is embedded in the Vision 2050 aspirations and has been highly consultative. The contribution to the transformation agenda requires the mind-set change as well as the systematic implementation of DDS. The mitigation strategy to the above risk is *the effective communication as well as the mutual enforcement among stakeholders and the capacity development, which focuses on the ability to be driven by the Vision and keep in touch with the daily realities, the daily steps to be performed.*

The failure to implement the DDS through annual actions plans and Imihigo throughout the whole DDS duration is another risk to consider. The mitigation strategy shall consist among others in the *ownership by the top managers in partner institutions and to minimize as much as possible the “ad hoc agenda”.*

#### **5.2.4 Communication and marketing strategy for the District**

The effective co-ordination for this DDS will be possible through various mechanisms in the District include the Joint Action Development Forum (JADF), Council Commissions, Sector Working Group (SWG) and related Technical Working Groups (TWGs) which are organized in a manner that development partners, local and international NGOs participate in the matters concerning the implementation of the whole DDS. However, this provides a basis for a proper implementation of the DDS based on a good and efficient working relationship between all stakeholders above presented.

Mechanisms for coordination are embedded in the manner partners and stakeholders as above mentioned own the DDS and find in it the reflection of what they aspire to achieve. The capacity of each stakeholder to package well his/her interventions to fit in the target to be achieved but also the sound complementarity of interventions is the key ingredients for well-co-ordinated interventions.

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**Chapter VI: MONITORING AND EVALUATION**

*“Monitoring and evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact”*

Monitoring and evaluation (M&E) is an essential part of any program, large or small. It can tell us whether a program is making a difference and for whom; it can identify program areas that are on target or aspects of a program that need to be adjusted or replaced. Information gained from M&E can lead to better decisions about program investments. Additionally, it can demonstrate to program implementers and funders that their investments are paying off.

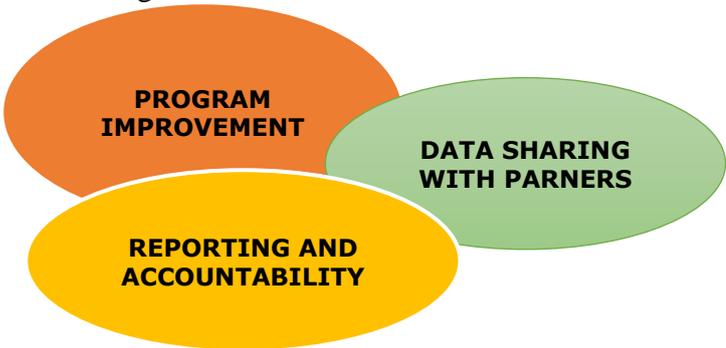
**Monitoring** is the routine tracking and reporting of priority information about a project<sup>2</sup> or program<sup>3</sup>: its inputs, activities, outputs, outcomes and impacts.

**Evaluation** is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth. If a program is judged to be of merit, it is also important to determine whether it is worth its cost. Evaluation provides credible information for improving programs, identifying lessons learned, and informing decisions about future resource allocation.

**VI.1. PURPOSE OF MONITORING AND EVALUATION OF DDS**

The first and perhaps the most important guiding principle for all M&E efforts is that information should be collected with the intention of being used for program improvement (Patton, 1997). Although data reporting for accountability remains an important priority to sustain funding, the capacity to collect pertinent, good quality, and timely data and to strategically use this information to improve programs is the cornerstone of an effective and efficient DDS response.

**Figure 11:** Purpose of Monitoring and Evaluation



**Source:** UNAIDS: 2013

To this, M&E is key to the successful implementation the DDS, which is scheduled to be implemented from the Financial Year 2018/19 and cover the period up to 2023/2024. The M&E is important in order to fill the gaps between what is planned and what is implemented but also in order to measure the impact of what is implemented as well as the negative impact of what is not implemented. This is mainly crucial and important as this DDS has been developed to contribute to NST 1 which is the 7 Year Government Program, but also in order to help achieve Vision 2020 and even the progress of the Vision 2050 due to take over after 2020.

## **VI.2. DDS MONITORING ARRANGEMENTS**

The lead institution for the monitoring and evaluation of the DDS implementation is Kirehe District. In the District, the Unit of Planning, Monitoring and Evaluation lead this activity. Staff both technical and Professionals from within District, other implementing lower level (Sectors and Cells) as required. Unit of planning, monitoring and Evaluation in the District with support of other staff such us statisticians and other units (Directors are responsible for the data collection and analysis of data in line with DDS Monitoring Matrix.

There is quarterly monitoring of activities and progress against agreed outputs in the DDS Annual Action Plan. The implementing organs under District (Sectors and Cells) and agencies under other ministries as well as other district partners will carry out quarterly monitoring and report to their line ministries detailed results for further analysis (MINALOC and MINICOFIN). The internal monitoring and evaluation is supported by District Technical Committee or sector working group management meetings together with representatives from all various partners like JADF, Councillors, Sectors and Cells, at which progress on activities, projects and programs are reviewed, analysed and approved. District Technical Committee or Sector working group also appoints dedicated task forces to review and report on key DDS initiatives and priorities to be undertaken and accelerated. Progress reports and a consolidated annual activity reports once approved by the District Technical Committee or sector working group management and District, are submitted to the MINALOC and MINICOFIN Offices for further analysis and interpretation.

The DDS will be implemented at district level, where regular Joint Action Forums with stakeholders review District Development Strategies and achievements against set targets.

There is need to strengthen a close liaison between district staff (from Both District, Sector and Cells), the Line Ministries, and various government agencies through well-developed planning and evaluation processes. District is required to provide data on DDS for national level monitoring and evaluation. District shall carry out its own self-assessments of performance, based on targets Kirehe District have set itself in its District Development Strategies (DDSs).

These self-assessments conducted by district include data and indicators that may not be reported to another level, instead used to inform its own planning and to improve its performance. Kirehe district is required to draw its own monitoring framework, with the support from Line Ministries and Government agencies. The Kirehe District leads a biannual joint review of the DDS with the first one oriented to forward looking and a second one on backward looking. The forward-looking reviews priorities and plans for the coming year, inform measures, strategies, and annual operational plans, this includes Imihigo. The backward looking reviews, the budget execution status, DDS achievements against agreed indicators and targets.

All stakeholders in the District, including other Line Ministries, public Institutions, government agencies, development partners, civil society, JADF, Councillors and decentralized entities (District, Sectors and Cells up to Villages and Community), support the Joint Review of DDS. A detailed report indicating performance against the core DDS indicators from the Performance Assessment Framework is signed by District after being approved by Councillor, and then submitted to MINECOFIN and MINALOC.

Finally, other forums such as Imihigo evaluation, National Leadership Retreats, National Dialogues are going to be key in DDS monitoring and evaluation.

### **VI.3. DDS MONITORING MATRIX**

The Matrix provides a summary of the key DDS indicators that will be used to monitor DDS outcomes, the current baseline and the annual targets between 2018/19 and 2023/24. The indicators are a combination of progress and process indicators. This combination has been chosen to ensure that the DDS is monitoring both the achievement of specific activities as well as overall performance of the DDS at district level. The indicators are also based on the availability of data, being disaggregated where appropriate per sub-sector or per pillars and by gender. The indicators have also been aligned with NST 1, Vision 2020....

### **VI.4. DDS EVALUATION PLANS**

The DDS evaluation plans include a combination of both formative and summative evaluations. The formative evaluations will take place at the end of key project phases undertaken and focus on the effectiveness and immediate impact of projects. Formative evaluations focus on whether activities are on track or not, and if outputs are being achieved.

They will then identify lessons learnt from the initial phases of implementation that can be used to improve further delivery on the project being assessed or other projects to be initiated. The summative evaluations will take place at the end of projects/programs focusing on the impact and sustainability of projects, and programs and indicate whether overall

outcomes have been achieved or not. Further, summative evaluations will also assess lessons learnt for delivery of other projects and programs.

Mid-term review and final evaluation will also be used as DDS evaluation plans to detect either DDS is progressively achieved or not. At the end, the evaluations will help the District to draw conclusions about five main aspects of the intervention:

**a) Relevance b) Effectiveness c) Efficiency d) Impact e) Sustainability**

Both internal External actors can play a key role in DDS evaluation. On related internal actors, all heads of departments have to report against their clusters and submit a clear and smart (With tangible baseline, facts and indicators) report to the Division Manager who will present it in the Management meeting for validation (Technical level) with support of Executive Secretary. The technical report will be presented first to Executive Committee and Council Executive Committee, which will provide inputs before it presented to Councillor and JADF members.

By External actors, here we mean Central Government through its respective Line ministries and agencies (MINECOFIN and MINALOC) that ensure the effective implementation of DDS in the whole country. Moreover, they will ensure the availability of required. The Province will ensure the execution of planned activities of districts through Approved Budget and Signed District Performance Contracts are well aligned with DDS through the assessment and deep analysis on the reports from Districts then, chair a annual meeting of DDS peer review mechanism.

Meanwhile, the remaining partners can contribute both technically and financially in the implementation of this DDS.

**VI.5. M&E team composition and responsibilities**

No	DDS M&E Team members	Position	Responsibilities	Periodicity
<b>I. Central Government</b>				
1	Line Ministries and Agencies	Overall coordination	M&E of DDS, Avail Findings and Assure quality assurance of DDS and other plans including Imihigo (Performance Contract)	Quarterly, Mid-term and Annually
2	Province	Overall coordination	Advise, provide technical support, advocacy and assure the DDS alignment with other plans including Imihigo (Performance contract)	Quarterly, Mid-term and Annually
<b>II. Local Government</b>				
1	Deputy Vice Mayor in charge of economic Planning and Development	Chairperson	Convene and chair the peer review mechanism on DDS and provide	Quarterly, Mid-term and Annually

No	DDS M&E Team members	Position	Responsibilities	Periodicity
			technical inputs as well as advise and advocacy to other partners	
2	Head of Councilor Commissions	1 <sup>st</sup> Vice-Chairperson (Economic Commission President)	Convene and chair the peer review mechanism on DDS and provide technical inputs as well as advise and advocacy to other partners (In the absence of Chair and 1 <sup>ST</sup> Vice chairperson)	Quarterly, Mid-term and Annually
3	JADF Executive committee	2 <sup>nd</sup> Vice Chairperson (Social Commission President)	Convene and chair the peer review mechanism on DDS and provide technical inputs as well as providing financial support and funding	Quarterly, Mid-term and Annually
4	District Executive Secretary	Technical advisor	Work and guide all heads of Units towards DDS implementation Ensure plans developed are all aligned with DDS	Quarterly, Mid-term and Annually
4	Corporate Manager, Division Services	Technical advisor	Work and guide all heads of Units towards DDS implementation Ensure plans developed are all aligned with DDS	Quarterly, Mid-term and Annually
6	Director of Planning, Monitoring and Evaluation	Secretary of the Team	Responsible for the design, coordination and implementation of the monitoring and evaluation, research, and learning framework of the DDS  Develop a systematic monitoring framework to improve the qualitative and quantitative evidence gathered by the DDS.  Provide technical assistance to the implementing units and JADF members particularly in relation to monitoring, reporting and governance issues.	Quarterly, Mid-term and Annually
7	Staff in charge of Statistics	Member	Assist in data collection, data analysis and producing quality data (Disaggregated data) on DDS	Quarterly, Mid-term and Annually
8	Head of Departments (Directors)	Member	Provide quality and smart report with facts, data and against indicators	Quarterly, Mid-term and Annually
9	Two Sector Executive Secretaries, Representing sectors	Member	Provide quality and smart report with facts, data and against indicators	Quarterly, Mid-term and Annually

No	DDS M&E Team members	Position	Responsibilities	Periodicity
10	Five Cell Executive Secretaries, Representing Cells	Member	Provide quality and smart report with facts, data and against indicators	Quarterly, Mid-term and Annually

**Chapter VII. COST AND FINANCING OF THE DDS**

This chapter sets out the expenditure requirements to meet the priorities outlined in the Kirehe DDS and envisaged sources of finance from both own revenues, Central Government and District Partner’s through JADF.... It also highlights the financing gap and its implication for resource allocation over the Strategy period.

The uniqueness is that this strategy elaborates strategic actions of the entire DDS, which needs complementary financing from various channels such us Banks, Financial Institutions, Micro Finances through loans.

It is worth to recall that, DDS source of Funding will be available through various channels; mainly here are some of them:

- Own revenues (Financing from District Budget)
- Different Government transfers
- Donors Funding’s (Donor Project Support)
- JADF Financial support
- Loans from Banks and other Financial Institutions
- PPP Framework

The below table shows the DDS costing in summary, the detailed is in annex.

<b>DISTRICT DEVELOPMENT STRAGEY PILLARS COASTING</b>	
Economic Transformation	97.652.778.273
Social Transformation	34.843.351.184
Transformational Governance	4.575.359.058
<b>TOTAL DD COSTS</b>	<b>137.071.488.514</b>

