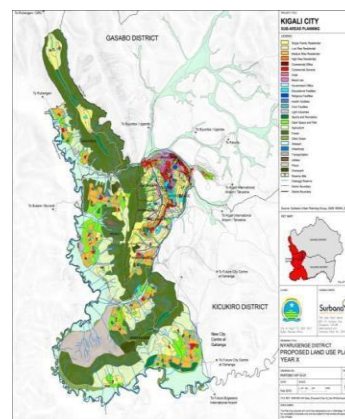




REPUBLIC OF RWANDA



NYARUGENGE DISTRICT



## NYARUGENGE DISTRICT DEVELOPMENT STRATEGY (DDS)

2018-2024

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## MODIFICATION HISTORY

Version	Date	Authors	Summary of Changes
3 rd draft	30 March 2018	RUTSINGA Jacques	Compliance with the new DDS format and gender mainstreaming

## GLOSSARY

The following table presents operational definitions of key terms as per the context of these documents

Term Name	Definition
Output	The products or services resulting from the implementation of DDS strategic intervention in short run
Outcome	Expected mid-term results that the DDS aims to accomplish
Baseline	level of previous DDP achievement that have been used as a basis for setting new targets
Indicator	Base for measurement against which the achievements of DDS outputs will be assessed
Target	Desired value for an indicator at a particular point in time during the DDS implementation period
Priority area	The programmatic area at the sector level that the DDS must address in order to accomplish National mission in 6 years.
Stakeholder	Any person or group with a vested interest in the outcome of the DDS

## LIST OF ABBREVIATIONS AND ACRONYMS

AG	: Auditor General
AIDS	: Acquired immune-Deficiency Syndrome
BDA	: Business Development Associates
BDF	: Business Development Fund
CCA	: Cross cutting areas
CHW	: Community Health workers
CoK	: City of Kigali
CRVS	: Civil registration and vital statistics
CSO	: Civil Society Organizations
DASSO	: District Administration Security Support Organ
DHS	: Demographic and Health Survey
DDS	: District Development Strategy
DDP	: District Development Plan
DDMP	: District Disaster Management Plan
EAC	: East African Community
EAX	East African Exchange
EDPRS	: Economic Development and Poverty Reduction Strategy
EIA	: Environmental Impact Assessment
EICV	: Integrated Household Living Conditions Survey ( <i>Enquête Intégrale sur les conditions de vie des ménages</i> )
FARG	: <i>Fond d'Assistance aux Rescapés du Génocide</i> (GenocideSurvivors Assistance Fund)
FFS	: Farmer Field School
FONERWA	: Funds for the Environment and Climate Change in Rwanda
GGCRS	: Green Growth and Climate Resilience Strategy
JADF	: Joint Action for Development Forum
HC	: Health Center
HIV	: Human Immunodeficiency Virus

HT	: Head Teacher
ICPC	: Integrated Craft Production Center
ICT	: Information Communication Technology
IDP	: Integrated Development Model
IPPS	: Inpatient Prospective Payment Systems
JOC	: <i>Jeunesse Ouvrière Chrétienne</i> ( ChristianWorkingYouth)
LAIS	: Land Administration Information System
LED	: Local Economic Development
LODA	: Local Administrative Entities Development Agency
LSD	: Lumpy Skin Disease
LWD	Living well with a disability
M&E	: Monitoring and Evaluation
MIDMAR	: Ministry of Disaster Management and Refugee Affairs
MIFOTRA	: Ministry of Public Service
MINAGRI	: Ministry of Agriculture
MINALOC	: Ministry of Local Government
MINEACOM	: Ministry of Trade and Industry and East African Community Affairs
MINECOFIN	: Ministry of Finance and Economic Planning
MINEDUC	: Ministry of Education
MINIRENA	: Ministry of Environment and Natural Resources
MINIJUST	: Ministry of Justice
MININFRA	: Ministry of Infrastructure
MoU	: Memorandum of understanding
MVT	: Massive Short Term Vocational Training
NBA	: Non budget agency
NCD	: Non communicable Disease
NEP	: National Employment Program
NGO	: Non-governmental Organization
NIS	: National Investment Strategy
NISR	: National Institute of Statistics of Rwanda
NST	: National strategy for Transformation

PSGL	: <i>Programme Santé Grand Lac</i> (Great Lakes Health Program )
PSDYE	: Private sector Development & Youth Employment
PSF	: Private Sector Federation
RAB	: Rwanda Agriculture Board
RBM	: Results Based Management
RCA	: Rwanda Cooperatives Agency
RCVD	: Rwanda Council of Veterinary Doctors
RDB	: Rwanda Development Board
RDDP	: Rwanda Dairy development Project
PPP	: Private Public Partnership
REG	: Rwanda Energy Group
REMA	: Rwanda Environment Management Authority
RRA	: Rwanda Revenue Authority
RTDA	: Rwanda Transport Development Agency
RVF	: Rift Valley Fever
SACCO	: Savings and Credits Cooperatives
SDGs	: Millennium Development Goals
SEN	Special education need
SEO	: Sector Education Officers
SMEs	: Small and Medium Entreprises
SSPs	: Sector Strategic Plans
STEM	: Sciences, Technology , Engineering and Mathematics
SWOT	: Strength, Weakness, Opportunity and Threat
TV	: Television
TVET	: Technical and Vocational Education and Training
U- SACCO	: Umurenge Savings and Credits Cooperative
VTC	: Vocational Training Center
VUP	: Vision 2020 Umurenge Program
WASAC	: Water and Sanitation Corporation
WDA	: Workforce Development Authority

## EXECUTIVE SUMMARY

This District Development strategy has been elaborated to offer a framework for the District's vision of the future enlightened by the Country's overall vision. It will allow the District to anticipate what opportunities and threats may exist in the future, thus enabling them to match these opportunities and threats with their own strengths and weaknesses.

The vision of Nyarugenge District is becoming “a revitalized Business Hub of Rwanda”, while its mission is to transform Nyarugenge into an urban area, business oriented and investor friendly District by face-lifting the existing urban areas in the District, developing new township, creating alluring recreation features and tourist attractions, providing efficient and cost effective transport system, establishing business friendly environment for the private sector and providing essential public services to the residents of the District.

In the process of DDS elaboration, most endeavors were to collect inputs from the Village level so as to build a strong ownership of the DDS from the grassroots level. This participatory approach served to accommodate inputs from all District stakeholders, including JADF.

Results from District self-assessment showed major challenges faced in different sectors, including inadequate transportation development, Poor physical planning in the past has resulted into the mushrooming of unplanned and settlement patterns, insufficiency of electricity supply, especially for industries, inadequate Water and Sanitation in pre-urban sectors, traditional agriculture and environmental degradation, environmental degradation, households headed by people living with disabilities and large number of street children and other vulnerable people, and cells that don't have offices.

Nyarugenge DDS priorities were identified to address these challenges and to achieve the overarching objectives of NST1. In Economic Transformation, the major priorities include creating decent and productive jobs; accelerating sustainable urbanization; establishing a competitive knowledge-based economy; promoting industrialization and attaining a structural shift in the export base to High-value goods and services; increasing Domestic Savings and

position the District as a hub for financial services to promote investments; Sustainable management of natural resources and environment; and modernizing and increasing productivity and livestock. As for Social Transformation, the District will embark on enhancing graduation from extreme Poverty and promoting resilience; eradicating malnutrition; enhancing demographic dividend through ensuring access to quality health for all; enhancing demographic dividend through ensuring access to quality education; and moving towards a Modern Household. In Transformational Governance, major priorities to focus on include reinforcement of Rwandan culture and values as a foundation for peace and unity; strengthening Safety and Security of citizens and property; strengthen Justice, Law and Order; strengthening Capacity, service delivery and accountability of public institutions; and increasing citizens' participation, engagement and partnerships in development.

Under this DDS, specific challenges and strategic interventions related to the following crosscutting areas- Capacity development; HIV/AIDS and non-communicable diseases; Disability and social inclusion, Environmental and climate change; Regional integration and international positioning, Gender and family promotion as well as Disaster management- have been considered to ensure inclusiveness for all to benefit and no-one to be left behind.

The implementation of Nyarugenge DDS will follow the participatory approach just as was the case for its elaboration. Various District development partners will intervene in the implementation process. Monitoring and evaluation will be done to track implementation and outputs systematically so as to measure the effectiveness of activities implementation.

The District performance indicators will provide the basis for measuring the achievement of District targets, which will be helpful for monitoring and evaluation. The use of various channels of communication will allow stakeholders to participate in the DDS implementation and monitoring process. The District will spare no effort to regularly update its website and improve its online communications. Finally, all DDS activities, output, outcomes and priorities have been costed and the total costs for six years of implementation amounted to RWF 163,089,759,665.

## **CHAPTER ONE: INTRODUCTION**

### **1.1. General introduction**

EDPRS2 ends in 2018, while Vision 2020 phases out at the end of 2020. The National Strategy for Transformation (NST1) covering 7 -year government program will bridge the gap between unfinished agenda of EDPRS 2 and the end of vision 2020 and will integrate far sighted, long-range global and regional commitments. These include vision 2050, the East African Community (EAC) Vision 2050, the African Union Agenda 2063, and the Sustainable Development Goals (SDGs).

As EDPRS 2 ends with District Development Plans, Districts have been required to develop comprehensive 6-years development strategies that will guide actors in the District over the medium term, from 2018 to 2024, to help achieve NST1 priorities.

### **1.2. Context and Purpose of the DDS**

As autonomous entities, Districts need to manage their own affairs by taking ownership in all planning activities so as to set goals tailed to their needs. This planning will offer a framework for addressing questions and solving problems that the District is aware of. It will help to describe District's aspirations of what it really wants to be in alignment with the National Transformation Strategy (NST1)

Nyarugenge Districts needs to intensify its planning activities with most emphasis on participatory approach, mostly by involving people from the grassroots level. This strategic plan is an appropriate tool that will provide a right sense of direction to the District. As decisions will come from within, the DDS will be used as a guiding document in day-to-day decision making activities.

The DDS is also seen as a tool that is useful for evaluating progress and changing approaches when moving forward. It will help the District to give careful thought to the strategic priorities and outcomes it outlines, and then back up these outcomes with realistic targets for evaluating results.

As a vehicle that facilitates improved performance, the DDS elaboration will be utilized by the District to fast track its performance contracts as their elaboration will be a result of commitments and involvements across all levels of the District. The DDS will help the District to increase the efficiency and effectiveness by improving both current and future operations. They will provide an appropriate framework for the District's vision of the future enlightened by the Country's overall vision as compliance with sectors priorities at the national level will be ensured.

The DDS will allow the District to anticipate what opportunities and threats may exist in the future, thus enabling them to match these opportunities and threats with their own strengths and weaknesses.

The DDS will facilitate the District to ensure effective budgeting as one of the fundamental tools for supporting District's innovative management, as District's resources will be spent according to plan, following the prioritization of District's needs.

### **1.3. Elaboration Process of DDS**

The DDS elaboration process was geared towards responding to District needs. This required a participatory approach for priority identification so as to produce a document containing District Development Strategies (DDS) reflecting the voice of the people from the grassroots level.

This will help to achieve participative management of the District as District staff and managers will work in a strong cooperative relationship with people from the grassroots level through management by objectives, because targets will be achieved through performance contracts signed at all District levels from the village level .

Throughout the elaboration process, alignment with NST-1 helped the District to establish a uniform vision and purpose shared among all stakeholders that help them pull in the same national direction, while catering for District specificities. The DDS will work to create an increased level of District's commitment to its targets and will result in improved quality of services and a means of measuring these services.

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

The whole document is organized into 7 chapters along with sections and sub-sections presented as follows:

Chapter 1: Presents the introduction to the DDS. It sets out to explain the context of the DDS elaboration, its purpose, and elaboration process.

Chapter two: Provides the overview of the District. It describes the geography of the District, including its location, and hydrology. It also describes its socio-economic environment, including its population per sector disaggregated by age group and gender. It also provides a synopsis of its businesses activities available. The chapter also goes through the overview of of the District achievements during the DDP Implementation and key District economic potentialities. The chapter also attempts to analyze its strengths, opportunities, weaknesses and treats (external factor (SWOT) for each intervention sector. The chapter ends by presenting all important stakeholders of the District.

Chapter three: Explains the DDS alignment with national policy framework and methodology. It describes the elaboration methodology for the DDS and the implementation of the participatory planning process. It also summarizes the main issues that the District is facing under the economic transformation pillar, social transformation and transformational governance. The chapter ends by providing an overview of the alignment of the DDS with NST 1

Chapter four: Presents strategic Framework. It briefly states the district vision, mission and objectives, and outlines an overview of the District main priorities, and finally presents the logical framework showing the results chain per each NST1 pillar. The chapter ends by showing how cross-cutting areas are considered in the interventions listed in the logical framework

Chapter five: Presents the DDS Implementation. It starts by presenting the sequencing of interventions (implementation plan) by listing all planned projects per intervention sector along with the implementation period (financial years). It also describes the DDS Implementation strategy by presenting the specific stakeholders relevant for the implementation of the DDS. Further, the chapter describes the mechanisms for coordination and information sharing. It also describes possible risks related to the implementation of the DDS. It ends by providing an overview of communication and marketing measures envisioned.

Chapter six: Describes DDS monitoring and evaluation strategies to track implementation and outputs so as to measure the effectiveness of activities implementation. It defines the supervision of the DDS implementation; M&E results-based management; District Management information system and their linkage to National Management information system; DDS evaluation plan; and District performance indicators which serve to provide the basis for measuring performance.

Chapter seven: Deals with costs and financing of the District Development Strategy. It starts by a brief introduction (overview) then provides a synopsis of costs involved.

## **CHAPTER II: OVERVIEW OF NYARUGENGE DISTRICT**

### **2.1. District profile**

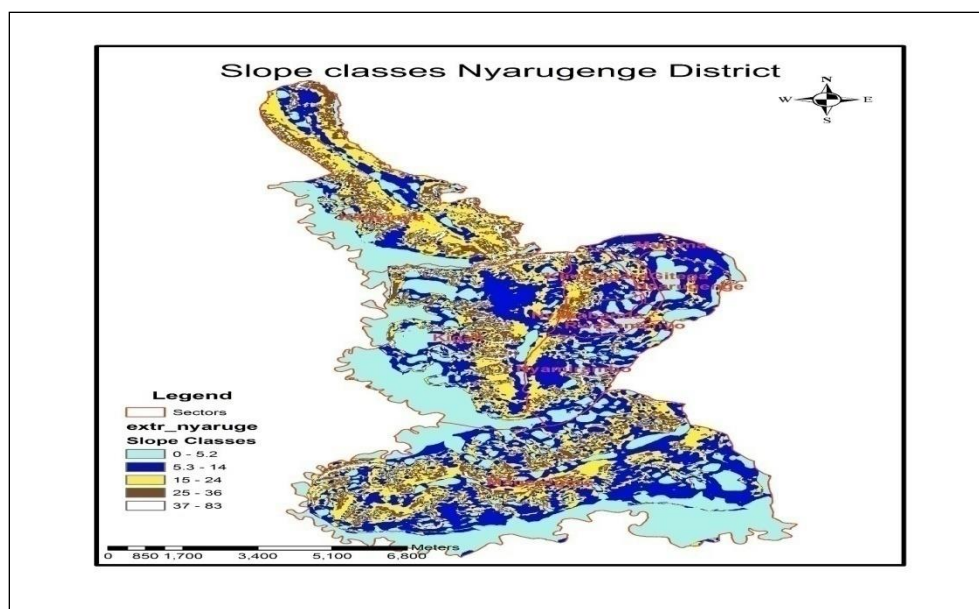
### 2.1.1. Geography

The District is bounded by Nyabarongo River which runs along almost the entire western and southern edge of the District. The proposed City Centre at Gahanga lies to the east of Mageragere Sector, one of Nyarugenge District's pre-urban sectors. The existing International Airport lies about 7 km to the east and the new International Airport proposed to be developed in Bugesera lies about 15 km to the south of the District. A national highway connecting the District to Kigali International Airport and eastern parts of the City runs east west between Kanyinya and Kigali Sectors (District Monograph, 2015).

Another national highway connecting the District to the town of Musanze and other northern parts of the country passes through Kanyinya Sector. Another important road runs along the western and southern edge of the District, crossing Nyabarongo River, offering connections to southern towns such as Muhanga and Huye. Major paved roads only occur in the urbanized areas of the District. The rural areas have roads mostly in the form of mud tracks (District monograph, 2015).

The topographic analysis of Nyarugenge District identifies 4 distinct features: Areas of gentle slopes (less than 20 percent gradient) on the ridges and along the wetlands; areas with steep slopes (more than 20 percent gradient); linear ridges running along the length of the sectors; alluvial plains along the rivers Nyabarongo and Nyabugogo. The average elevation of Nyarugenge District is 1,000 m above the sea level. Mount Kigali, the highest point in Kigali, has an elevation of 1,853m and the highest spot in Mageragere Sector has an elevation of 1,810 m. Due to such hilly topography coupled with large scale deforestation, soil erosion and landslides in the District are key recurrent problems faced by the City, which requires adequate soil protection measures to address this issue (District monograph, 2015).

**Figure 1: Slope classes in Nyarugenge District**



Source: District monograph, 2015

The hydrology of the District of Nyarugenge mainly consists of rivers and brooks which belong to the Akagera River basin, the beginning of the Nile River. The principal rivers of Nyarugenge District are: the Nyabarongo River which flows from the north-east and runs along the west and south of Nyarugenge District, eventually emptying into the Akagera River basin; the Nyabugogo River which originates from Lake Muhazi basin and flows into Nyabarongo River; the Agashiha, which originates from Gikondo and flows into Nyabugogo River; the Rwampara brook which originates from Nyarurama hill and flows into Nyabugogo River; the Mpazi brook which originates in Nyamirambo and flows into Nyabugogo River. The wetlands cover 15% of area in the Nyarugenge District (Nyarugenge District monograph, 2015).

### 2.1.2. Socio-Economic Environment

#### Population of Nyarugenge District

The fourth Rwanda Population and Housing Census conducted by the National Institute of Statistics of Rwanda in 2012 provided 284,561 people corresponding to 25.1 percent of the total population of Kigali City amounting to 1,132,686 residents. According to the census results,

Nyarugenge has the highest population density with 2,149 inhabitants/km and is the least populated district in Kigali city with 284,561 inhabitants as shown through table 1 below:

**Table 1: Population of Nyarugenge district by Sex and density**

District	Both sexes	Male	Female	% of Female	Population share (% of total population)	Density (inhabitants /km <sup>2</sup> )
Rwanda	10,515,973	5,064,868	5,451,105	51.8		415
Kigali city	1,132,686	586,123	546,563	48.3		1,552
Nyarugenge	284,561	148,132	136,429	47.9	25.1	2,124
Gasabo	529,561	274,546	255,015	48.2	46.8	1,234
Kicukiro	318,564	163,445	155,119	48.7	28.1	1,911

Source: NISR, 2012

As statistics from table 1 show, the number of males is bigger than that of females. That is, 148,132( 52.1%) of the total population. As shown through table 2, this is also the case for almost all the sectors of the district except Mageragere and Kanyinya where males are 49.1% and 49.3 %, respectively. The most populated sectors are Kimisagara, Nyamirambo and Kigali (16.4%; 14.2% and 10.6 % of the total population, respectively). The Sector which is the least populated is Rwezamenyo with 5.9% of the total population of Nyarugenge District.

**Table 2: Population of Nyarugenge district by sector, sex and density**

Sector	Both sexes	Male	Female	% Female	Population share (% of the total population)	Density (Inhabitants /km <sup>2</sup> )
<b>Rwanda</b>	<b>10,515,973</b>	<b>5,064,868</b>	<b>5,451,105</b>	<b>51.8</b>		415
<b>Kigali city</b>	<b>1,132,686</b>	<b>586,123</b>	<b>546,563</b>	<b>51.7</b>		<b>1,552</b>
<b>Nyarugenge district</b>	<b>284,561</b>	<b>148,132</b>	<b>136,429</b>	<b>47.9</b>	<b>100</b>	2,149
Gitega	28,728	14,989	13,739	47.8	10.1	24,482
Kanyinya	21,859	10,777	11,082	50.7	7.7	904
Kigali	30,023	15,375	14,648	48.8	10.6	1,022
Kimisagara	46,753	24,451	22,302	47.7	16.4	14,116
Mageragere	23,407	11,482	11,925	50.9	8.2	428
Muhima	29,768	17,222	12,546	42.1	10.5	10,115
Nyakabanda	25,666	13,351	12,315	48.0	9.0	10,589
Nyamirambo	40,292	20,290	20,002	49.6	14.2	4,608
Nyarugenge	21,302	11,477	9,825	46.1	7.5	4,605
Rwezamenyo	16,763	8,718	8,045	48.0	5.9	16,328

Source: NISR, 2012

In terms of density, statistics show that Nyarugenge District is the most populated among the districts of the City of Kigali. This is due to the fact that it is the oldest urban areas of the country. The population density in Nyarugenge district by sector in 2012 is provided through table 3 below:

**Table 3: Population of Nyarugenge district by sector and area of residence**

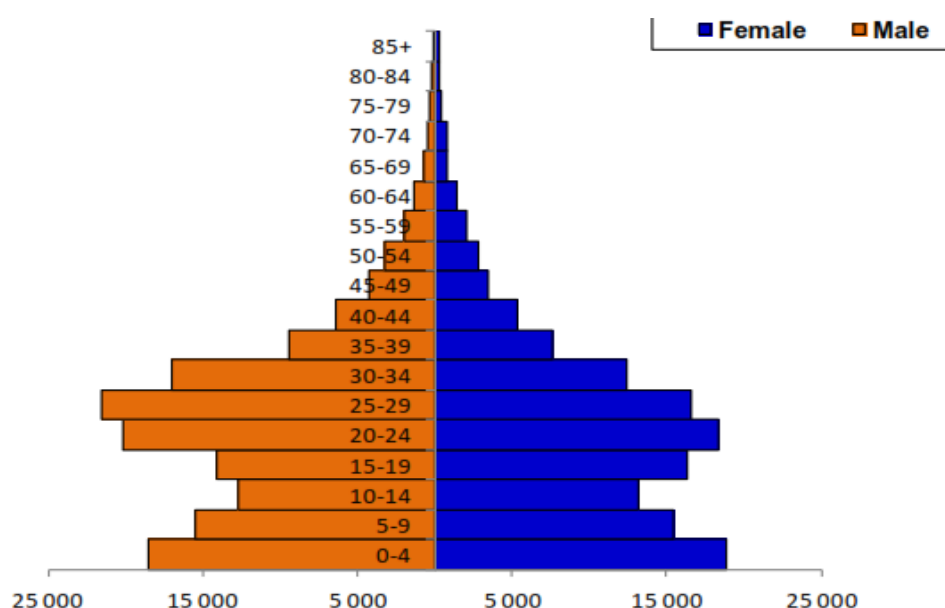
Sectors	Count			%		
	Total	Urban	Rural	Total	Urban	Rural
<b>Rwanda</b>	<b>10,515,973</b>	<b>1,737,684</b>	<b>8,778,289</b>	<b>100</b>	<b>16.5</b>	<b>83.5</b>
<b>Kigali city</b>	<b>1,132,686</b>	<b>859,332</b>	<b>273,354</b>	<b>100</b>	<b>75.9</b>	<b>24.1</b>
<b>Nyarugenge district</b>	<b>284,561</b>	<b>214,020</b>	<b>70,541</b>	<b>100</b>	<b>75.2</b>	<b>24.8</b>
Gitega	28,728	28,728	0	100	100	0.0
Kanyinya	21,859	0	21,859	100	0.0	100
Kigali	30,023	4,748	25,275	100	15.8	84.2
Kimisagara	46,753	46,753	0	100	100	0.0
Mageragere	23,407	0	23,407	100	0.0	100
Muhima	29,768	29,768	0	100	100	0.0
Nyakabanda	25,666	25,666	0	100	100	0.0
Nyamirambo	40,292	40,292	0	100	100	0.0
Nyarugenge	21,302	21,302	0	100	100	0.0
Rwezamenyo	16,763	16,763	0	100	100	0.0

Source: NISR, 2012

As shown through figure 1, the biggest part of the population lives in urban area (75.2% of the population, representing 284,561 inhabitants), while those living in rural area are 24.8%, distributed in 3 rural sectors, namely Kanyinya (100%), Kigali (84.2%) and Mageragere (100%).

As far as age is concerned, the distribution of Nyarugenge district population by age group of 5 years is shown through figure 1:

**Figure 2:** Age pyramid of the resident population of Nyarugenge District



Source: NISR, 2012

As the age pyramid (figure 1) shows, the composition of Nyarugenge district population is predominantly young, given that 57.4% of the population is aged below 25 years, reflecting the high level of fertility. The elderly (60 years and above) represent 2.5 % of the total population of the district. Table 4: Population projection in Nyarugenge District<sup>1</sup>

Sectors	Population (2006)	Population (2012)	Population (2015)	Projected Population (2020)

<sup>1</sup>

Muhima	40,635	28 005	30 247	20,217
Nyarugenge	31,056	21 602	23 331	63,647
Gitega	27,018	29 133	31 465	49,234
Rwezamenyo	18,002	16 999	18 360	58,612
Nyakabanda	22,432	26 027	28 111	34,414
Kimisagara	32,699	47 411	51 207	51,925
Nyamirambo	25,447	40 859	44 130	40,209
Kanyinya	9,313	22 167	23 941	102,458
Kigali	16,380	28 620	30 911	39,685
Mageragere	14,008	23 737	25 637	39,685
Total	236,990	284 561	307 339	488,301

Sources: Nyarugenge District Monograph, 2015

As the table shows, the overall population of Nyarugenge District kept increasing year by year. In 2006 the total population was 236,990, and increased to 284,561 in 2012 and to 307,339 in 2015. But there are cases where in some sectors the trend lines were not linear, that is, increasing and decreasing. This is due to the fact that there are areas where residents were relocated according to the master plan.

As for the projection of the district population (based on a growth rate of 2.60 percent), the population of Nyarugenge District will amount to 488,301 by 2020, and this is in line with the context of national population projections (District monograph, 2015).

### **Main socio-economic activities**

A large number of the population in Nyarugenge District is engaged in the service sectors, In the pre-urban sectors of Nyarugenge District, agriculture and livestock farming are predominant. Nyarugenge is a hub of cooperatives and financial institutions. Nyarugenge offers a wide range of hotels in several categories. Nyarugenge has many touristic forests that attract numerous visitors.

As for education, the MINEDUC education statistical yearbook (2012) provided 36 pre-primary schools, 39 primary schools, 31 secondary schools and two public tertiary learning institutions in Nyarugenge District with students amounting to 23,665 males and 23,656 females in primary school and 7,112 males' vs 7,641 in secondary school. The mean walking distance to a primary school is 28.6 minutes in rural areas, while it is 27.2 minutes at the national level.

Even if there is a need to increase the number of nursery classrooms, Nyarugenge District enjoys an average of almost four classrooms per school which is a good figure compared to most of the other districts, where most of the schools have one classroom. TVETs in Nyarugenge District are made of 9 VTC and 8 TSS. The school programmes cover among others: welding and masonry, hair aesthetics, catering and conservation, tailoring, travel operations, computer science, tourism and hotel management, ICT, electronics and accountancy (District potentialities assessment, 2013).

In health domain, the population covered by community based health insurance (MUSA) in Nyarugenge District as of June 2012 was 97%. In the District, there is one referral hospital, one district hospital, eight health centers, 31 dispensaries, and one prison dispensary. In Nyarugenge District, 54.3% of married women aged 15 – 49 years are using any method for family planning. Those using modern methods were 52.3 % (Demographic and Health Survey, 2010).

## **2.2. Overview of District Achievements during DDP Implementation**

The previous DDP which was elaborated for five years registered important achievements in the main sectors under the main three pillars of development, namely economic development, social development and good governance.

### **2.2.1. Economic transformation**

In Agriculture, data from LED Strategy (2017) provided that the consolidated land area for beans cultivation rose from Ha 2856 cultivated in 2012/2013 to 3000 ha using fertilizers and improved seeds. Reclaimed marshlands area increased from 0 ha to 79 ha in 2017 (Nyarufunzo: 35 ha & Nyabugogo: 44 ha). In Environment and Natural Resources, 25km of Nyabarongo & Nyabugogo rivers banks were protected by bamboo plantation. In Energy sector, access to electricity rose from 75.7% of households with access to electricity to 92.5%, but the target was 100%. In transport,

32.5km new unpaved roads were constructed, against the target of 50km, while 6.3kms of paved roads were constructed against the target of 10kms, and 2.5km of stone paved roads were constructed against the target of 30km.

As for urbanization and rural settlements, 21 projects were finished (plus 14 ongoing), against 15 which were targeted. 2 IDPs were developed against 3 which were targeted; 9 sites were developed against 11 targeted, and land registration for proper record was achieved at 100% as targeted. In ICT, sensitization activities to the population to use Land Administration Information System (LAIS) to access information on their land achieved the target of 100% from 0% in 2012/2013. The number of sectors with connectivity to the internet and Fiber optic rose from 0 to 5 against the target of 10 sectors (LED Strategy, 2017).

For financial inclusion, the population was sensitized to join UMURENGE SACCO, and those with bank account rose from 65.30% in 2012/2013 to 80% in 201. With regard to private sector Development and Youth employment, 47 youth associations were transformed into functioning Cooperatives as targeted, and there is one cooperative per cell. Two advisory training centers to advise the youth and help them to prepare bankable project proposals were put in place (Maison des Jeunes and Club Rafiki) as targeted (LED Strategy, 2017).

### **2.2.2. Social transformation**

In the field of health, infant mortality rate decreased from 31% to 29%. Infection rate of HIV/AIDS especially among females fell from 8% to 7.5% (males: 6%, females: 9%). The contribution to health insurance increased from 67% to 91.8%.

### **2.2.3. Transformational governance**

In decentralization, women committees were trained from Village to District level in GBV (405 women trained). As for unity, reconciliation, law and order, awareness campaigns on legal matters rose from zero to 5 per year. Female participation in these campaigns was higher than that of their male counterparts (women 726/1277; Men 551/1277).

**Table 5: Implementation progress of DDP 2013-2018**

<b>DDP /INDICATOR</b>	<b>OUTPUT</b>	<b>Baseline (2012/2013)</b>	<b>Targets for 5 years</b>	<b>Progress (May 2017)</b>
<b>AGRICULTURE</b>				
Consolidated land use area increased under beans (land cultivated)	Ha	2856	Each year ha 3000 of land are consolidated for beans cultivation	3000 ha consolidated for beans & using fertilizers and improved seeds
100 ha of marshlands in the District reclaimed	0		77ha	79 ha (Nyarufunzo: 35 ha & Nyabugogo: 44 ha)
<b>Environment and Natural Resources</b>				
Increase Forest Cover			Each year 150 ha	150 ha with 173,000 trees planted
Nyabarongo&Nyabugogo rivers bank protected	Rivers back on 25km not protected		25km	25 km protected by planting bamboo
Progressive / slope terraces constructed	Ha 6440		Ha 3850	
<b>Energy</b>				
Increase Access to electricity	75.7%		100%	80%
Increase cooking gas	3.614		1200	960
Cooking stoves	48.923		1350	2836
<b>Water and Sanitation</b>				
increase access to safe water			100%	92.5%
<b>Transport</b>				
Unpaved roads constructed	100.636km		50km	32.5km
Paved roads constructed	24.525km		10kms (2kms per year)	6.3kms constructed
Stone paaved	10.474km		30kms (6km per year)	2.5km
<b>Urbanization/ Settlements</b>				
Implementation of master plan	Existing of master plan		15 bigs projects	39 projects (21 finished, 14 ongoing)

Development of IDPs	0	3	2
Sites developed	0%	11 sites	9 sites developed
Land registration maintained for proper record	0%	100%	100%
<b>Financial inclusion</b>			
Sensitizing the population to join UMURENGE SACCO	65.30%  With bank account	80%	98 % ( Male: 52, 3%) Females: 35, 8%) Groups: 11, 9%)
<b>ICT</b>			
The population is sensitized to use Land Administration Information System (LAIS) to access information on their land )	0%	100%	100%
The District's connectivity to the internet and the efficiency of the line (10 sectors have connection on optic fiber)	0	10	5
All youth groups and associations are transformed into functioning Cooperatives	47 associations	100%	100%. One cooperative per cell
<b>Private sector Development and Youth employment</b>			
A youth advisory training center established to advise the youth and help them to prepare bankable project proposals	0	2	2 (Maison des Jeunes, Club Rafiki)
<b>Health</b>			
Reducing infant mortality rate through proper nutrition and vaccination	31%	21%	29%

Reducing infection of HIV/AIDS in the District especially among females	8%	3%	7.5% (males: 6%, females: 9%)
Increasing the percentage of the people contributing to health insurance	67%	100%	91.8%
<b>Education</b>			
Gross attendance in Secondary schools increased	69.2%	100%	70.6% (Males: 37.1%, Females: 33.5%)
<b>Decentralization</b>			
Training all district staff		100%	Male :38 Female :142
<b>Unity, reconciliation, law and order</b>			
Training women committees from Village to District level in different laws affecting women	0	140	GBV (women 405/793 ;Men : 388)
Increasing the number of sensitization meetings per year on legal matters	0	5	Laws (women 726/1277 ; Men 551/1277)

Source: Nyarugenge LED Strategy;Primary data

### 2.3. Key District economic potentialities

As an economic nexus of the country, Nyarugenge District accommodates an amalgam of economic potentialities like high market demand for infrastructure, manufacturing and service development, abundant human capital for education and skills development; attractions for tourism booming; arts and crafts for manufacturing development; suitable land and large marshlands for agribusiness. The table below provides potentialities per administrative sector in Nyarugenge District.

**Table 6: District Potentialities per administrative sector**

<b>Sector</b>	<b>Potentiality</b>	<b>Production</b>
<b>Gitega</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Skilled labour	Expansion of Agakiriro site
<b>Kanyinya</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Land availability for construction	Real estate development
<b>Kigali</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Touristic sites	Develop Mount Kigali site (meraneza)
<b>Kimisagara</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Touristic sites	Develop Mount Kigali site (meraneza)
<b>Mageragere</b>	Urban and peri-urban high market demand	Commercial infrastructure development
<b>Muhima</b>	Urban and peri-urban high market demand	Commercial infrastructure development
		Nyabugogo market
	Touristic sites	Development of recreative activities
<b>Nyakabanda</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Touristic sites	Develop Mount Kigali site (meraneza)
<b>Nyamirambo</b>	Urban and peri-urban high market demand	Commercial infrastructure development
	Touristic sites	Develop Mount Kigali site (meraneza)
<b>Nyarugenge</b>	Urban and peri-urban high market demand	Commercial infrastructure development

<b>Sector</b>	<b>Potentiality</b>	<b>Production</b>
<b>Rwezamenyo</b>	Urban and peri-urban high market demand	Commercial infrastructure development

Source: "District potentialities assessment for the integrated and self -centered local Economic Development"

## **2.4. District strengths, weaknesses, opportunities and threats (SWOT analysis)**

This section sets out to conduct a situational analysis of NYARUGENGe District by looking its strengths and weaknesses as internal factor and opportunities and threats as external factors. The analysis takes into account economic, social and governance clusters as main pillars of development.

**Table 7: Nyarugenge District SWOT analysis**

N°	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Economic Transformation</b>					
1.	Agriculture	Water for irrigations; availability of exploitable marshlands; hub of commercialization of crop production; farmers cooperatives	Inappropriate post harvest management; traditional farming methods; small land bank for agriculture	Good policies; many partners and agencies( e.g:RAB); season information; Subsidies (improved seeds, inorganic fertilisers); Girinka program; existence of markets new farmers( CoK)	Unpredictable fluctuation of seasons rainy and dry season); flood; soil erosion.
2.	Private sector Development & Youth Employment	Business hub; biggest abbatoir (SABAN Nyabugogo);hub of cooperatives and microfinance institutions	Higher rate of unemployment , especially among university graduates; some SMEs not performing well; start-ups lacking access to finance;	Availability of all market segments; export conducive environment and opportunities; availability of entrepreneurship development programs; easiness of business registration	Frequent cuts of electricity especially during rain seasons;

3.	Transport	Nexus of public transport ; biggest accommodator of taxi stations; good quality of roads in urban area (regularly maintained , no potholes)	Few parking stations; some of the bus stops do not have shelters and there are no seats reserved for pregnant women, women with babies and elderly people in buses, needs of new asphalt roads in suburbs and rural areas ; murram roads rehabilitation in rural areas , needs of new ravines and bridges	Existence of public transport policy; use of technology in transport; existence of public transport cooperatives; existence of regulatory agency (RURA)	Traffic jam; long queues at taxi stations during evening hours
4.	Energy	Availability of different sources of energy( degradable waste, rivers, solar sources); higher rate of households 'access to electricity	Unexploited waste management opportunities; unexploited sources of power ; insufficient electricity lines in rural areas; unexploited alternative sources of energy	Existence of Rwanda Energy group(REG); existence of both hydropower and thermal sources; existence of Renewables Investment Program	Insufficient power for better functioning of industries; .
5.	Water and Sanitation	Existence of sources of water( rivers, rain) Existence of water pipelines;	Poor management of existing water pipelines; Poor water harvesting techniques, lack of clean water in rural areas	District development Partners that can undertake water supply activities;	High prices of water; lack of investors in water supply;

6.	Urbanization and Rural Settlement	Existence of physical plans; hub of urban physical infrastructure( towers, accommodator of main downtown area in the country; hub of commercial buildings); located in the heart of the reputed clean city	insufficient number of private investors to provide affordable houses;Insufficiency of District own budgets for relocation and expropriation	Good policies (IDP models) in rural sectors; availability of master plan; high reputation as among the smartest cities in Africa	high population growth rate;households in scattered areas and high risk zones; informal settlements; lack of awareness of master planand implementing the urban regulatory framework
7.	ICT	Availability of District website; qualified IT staff; offices equipped with computers	Low skills in ICT access and use, especially among females and rural area population; some cells offices not productively exploiting computers applications; some villages offices not using computers	Conducive government ICT development policies ; Fiber optic to speed up service delivery	Poor mindset , especially among the rural population in exploiting opportunities in ICT use ( e;g : useful applications available in telephones)
8.	Environment and Natural Resources	Sources of water( rivers), Touristic sites(mount Kigali); forestation, quarry sites	Unexploited touristic sites; unexploited sources of water; use of biogas and cooking gas not maximized	Available conducive environments for tourists; conducive Environmental policies;	Erosion damaging water sources and pipelines; lack awareness on EIA compliance

9.	Financial Sector Development	Financial hub; hub of financial institutions and microfinance institutions; existence of tontines predominance of off-farm jobs;	Tontines that are not registered at cell level as provided by BNR regulations; Business skills gap among women and limited access to finance (coaching, training, business, start up toolkit etc)	Conducive environment for financial institutions and microfinance development; existence of microfinance associations(AMIR)	People still having poor saving culture; fluctuation of exchange rates.
<b>Social Transformation</b>					
10.	Social Protection	Qualified staff ;Existence of high income population to leverage the most vulnerable ; existence of social savings schemes;	Lack of awareness among beneficiaries on social protection rights; small number of VUP caseworkers; lack of District own budget to cover all social protection programs Slow graduation out of poverty and extreme poverty especially among female	Existence of social protection policies and programs( E.g: VUP); existence of social protection partners	The average size of the household is about five persons per household (4.7), which is higher than many other rural Districts
11.	Health	Existence of Community Health Workers at village level; good hygiene and sanitation ( clean city);	poor service delivery in some health facilities; No mental health centre; insufficient health equipment; insufficient health facilities , health	Availability of health insurance schemes; good health policies; Existence of health partners(E.g: NGOs);	Infectious and communicable diseases( HIV, TB, hepatitis ); increasing cases of mental illnesses; cases of

			facilities not rehabilitated.High prevalence of teenage pregnancies and motherhood and High prevalence of HIV and STI especially among women		malnutrition ; cases of maternal and child morbidity and mortality
12.	Education	Lower illiteracy rate compared to national average; high rate of nursery classrooms; availability of qualified teachers ; low school dropout rate;	Long walking distance to a primary school in rural areas; Poorly equipped TVTs, VTCs; high teacher-students ratio; poor schools infrastructures; Insufficiency of TVETs and VTCs; Gender imbalance among TVET and HLI graduates especially in STEM trades	Political commitment to quality education; Availability of education partners (World Vision, etc);	poor parents involvements; low salary of teachers; reluctance in taking sciences combinations.
<b>Transformational Governance</b>					
13.	Governance and Decentralization	Online service delivery; people satisfaction of service delivery; good customer care;	Cells still renting offices; non-equipped cells( with computers); Low participation of women in leadership and decision making positions at different levels; Limited financing toward GBV prevention and response	Existence of clear policies of good governance; role model top leaders; existence of Rwanda Governance Board;	Poor mindset for some people who do not attend community work;

14.	Justice, Reconciliation, Law and Order	Existence of local mediators(Abunzi) ; existence of e-citizen complaints program; unity and reconciliation clubs	Some delays in execution of judgements; public funds not maximally recovered for won cases; Ineffectiveness of measures to respond to GBV and human trafficking  Low reporting of GBV cases (by women and men victims)  Limited gender equality accountability measures among private sector, CSOs, and FBOs	political stability and security; political commitment to unity and reconciliation( existence of NURC; <i>Itoreroprogram</i> , <i>Ndiumunyarwanda</i> , etc.	Citizens unawareness of common used laws; some cases of passivity in anti-corruption efforts; cases of drugs and prostitutions
15.	Sport and Culture	Existence of Sport facilities; sport associations; cultural troupes	Some schools not having sports facilities needed( foot ball, volley and basket ball play grounds); sports association not sufficiently supported, small number of cultural troupes	Good government policies and program for sport and culture promotion;( e.g: car free zone, sport day per week, etc)	Cases of obesity because of some people with poor mindset towards the role of sports in health promotion

**Source: EICV4, primary data, LED Strategy**

## 2.5. District stakeholder analysis

This section presents key stakeholders active in the District development, including Ministries, parastatal agencies and other development partners, private sector and civil society.

**Table 8: District stakeholders**

Stakeholder	Intervention sector	Geographic area	Responsibilities
MINAGRI; RAB;	Agriculture	All rural sectors	Development of policies, strategies and programs to be followed by the District ; Linkage of products to markets; capacity-building
Ministry of health	Health	All sectors	Development of policies, strategies and programs to be followed by the District; availing drugs, vaccines & consumables
MINEDUC; REB	Education	All sectors	Development of policies, strategies and programs to be followed by the District; monitoring the education indicators and consolidate the data handled by the District
MINIRENA	Environment and natural resources	All sectors	Set up environmental policies, rules and regulations to be followed by the District,
MININFRA RTD;REG, WASAC	Transport	All sectors	Initiate programs to develop and rehabilitate transport infrastructure network, including roads, bridges, airports, railways, and water transportation
	Energy	All sectors	develop power generation facilities to supply energy
	Urbanization,	All sectors	Initiate, develop and facilitate urban development programs
MINALOC	Good governance and decentralization	All sectors	Development of policies, strategies and programs to be followed by the District;developing a legal framework for good governance, and procedures of decentralization; mobilization of resources
MINECOFIN	All sectors	All sectors	Mobilize resources; coordinate the preparation and implementation of Districts Budget and payments; coordinate planning activities
MIGEPROF	All sectors	All sectors	coordination of policy implementation in the area of gender, family, women's empowerment and children's issues

MINIJUST	Justice, reconciliation, law and order	All sectors	Elaboration of national policies, strategies, laws and programs to promote the rule of law, law enforcement and justice for all; elaboration of regulations governing the maintenance of public order, safety and security by the District
MINEACOM, PSF	Private Sector development and youth employment	All sectors	Entrepreneurship, SMEs development and employment
FARG	Social protection, education	All sectors	Assistance the neediest survivors of the Genocide against Tutsis
RGB	Good governance	All sectors	Advise on principles of good governance, democracy, performance and quality services delivery
NURC	Justice, reconciliation, law and order	All sectors	Coordination of Unity, Reconciliation, and social cohesion programs
LODA	Private sector and youth development, transport, good governance, social protection	All sectors	Business development, road infrastructure development, direct support for vulnerable people
RCVD	Agriculture	All rural sectors	Agriculture and live stock development
RDDP	Agriculture	All rural sectors	Agriculture and live stock development
RRA	Financial sector	All sectors	Decentralized tax collection
RDB	Private sector and youth development	All sectors	Tourism development
REMA	Environment and natural resources	All sectors	Environmental protection; environment impact assessment
Broadcasting agencies	All sectors	All sectors	Marketing and branding
PSGL	Health	All sectors	Skills and capacity building
VISION FOR A NATION	Health	All sectors	Eye care services
WORLD VISION	Social protection	All sectors	Skills and Capacity development
ACTION AID	Social protection	All sectors	Skills and Capacity development
Transparency International	Good governance	All sectors	Fight against corruption, promotion of good governance

Source: LED strategy, primary data

## **CHAPTER III: ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY**

### **3.1. Methodology**

#### **Participatory approach**

In the process of DDS elaboration, most endeavors were to collect inputs from the Village level so as to build a strong ownership of the DDS from the grassroots level. The population at Village level was mobilized to massively participate in DDS elaboration. Gathered in Village Councils, they were requested to provide 5 suggestions for each sector to be considered in the DDS elaboration. Village Executive Committee clearly wrote the suggestions provided and submitted them to the Cell level for approval. After their consolidation at the Cell level and approval by the Cell Council, they were submitted to the Sector level.

All the suggestions were compiled at the Sector level and approved by the Sector Council and were finally submitted to the District, and the document containing Sector priorities was consolidated at the District level. These priorities were examined and approved by the District Executive Committee.

#### **Secondary data (desk review)**

Secondary data were collected through an extensive reading of books and other documents containing useful information regarding development strategies both from wider and specific perspectives, including policy documents and technical reports.

Among others, we can mention Vision 2020, EDPRS 2, Sector strategic plans, District local economic development strategies, Thematic strategies, Green development strategies, Sustainable development goals(SDGs), NST1, 7 year government program, Manifesto of RPF, Vision 2035/2050, EAC vision 2050, African Union Agenda 2063, EICV 4, Imihigo annual report, cross-cutting areas guidance notes, Result Based Performance Management, National Investment Strategy, District Profile, District Capacity Building Plan, District record reports, Rwanda decentralization implementation program, Revised Fiscal and Financial Decentralization Policy,

Community Development Policy, Rwanda Local Economic Development Strategy and Action Plan, District Disaster Management Plan and other relevant documents.

### **Primary data (from the field)**

The participatory approach was applied through appropriate tools for collecting views from respondents, including unstructured interviews and focus group discussions.

Unstructured interviews were used and helped respondents to open up in providing their views about core areas of priorities. As interviewers were local people who were briefed beforehand about the participatory approach, the interview administration was conducted and everyone felt free to provide opinions.

The focus group discussion helped to obtain insights about areas of priorities through discussions conducted within small groups, including District Executive Committees, District Council, JADF, etc, to freely share ideas, opinions and reactions over the priorities identified.

**Table 9: Steps involved in the elaboration process**

<b>Steps</b>	<b>Activity</b>
Step1	Initial contact with Members of District Executive Committee, Executive Secretary, Division Manager, and Director of planning
Step2	Examination of sequences of prior activities done by NYARUGENGE District for collecting views from the Village level
Step3	Desk review of all documents relating to National/local planning
Step4	Validation of prior activities done by the District for DDS elaboration
Step5	Technical meeting of Directors at District level to discuss over District priorities
Step 6	Technical meeting with the District Executive Committee, District Executive Secretary, Directors, Sector Executive Secretaries , and Cell Executive Secretaries to agree on District priorities
Step7	Meeting with Presidents of District Council Commissions
Step8	Analysis of statistical data with low standards of performance
Step9	Analysis of 2013-2018 DDP strategic objectives and how they have been achieved.
Step10	Matching Sector priorities with statistical data and other documents

Step11	Discussions with JADF over the District priorities
Step12	Discussions with members of District Council through its commissions over the District priorities
Step13	Meeting with people from various sectors, including JADF, District Executive Committee, District Council, Opinion leaders for the preparation of M&E Matrices.
Step14	Discussing the DDS with multiple key stakeholders including District Executive Committee, District Council & JADF( to be done)
Step15	Fine- tuning the DDS(to be done)
Step15	DDS approval by JADF(to be done)
Step 16	DDS approval by the District Council (to be done)

## 3.2. Main issues at District level

Results from District self-assessment showed challenges faced in different sectors that the District shall have to address.

### 3.2.1. Economic transformation pillar

#### **Inadequate transportation development**

It was found that there is still a gap in peri-Urban area like Mageragere Kigali and Kanyinya and rural part of Nyamirambo Sector where there is still a lot to be done to facilitate transportation of Agriculture and livestock products to the Urban areas so as to promote Businesses expansion in peri Urban sectors.

Nyarugenge District counts 74.2% of unpaved roads, 7.7% of stone paved roads and 18.1% of tarmac roads. The high percent of unpaved roads shows that there is no efficient transportation infrastructure and therefore developing and improving roads infrastructure is required. Nyarugenge has 24.5 km of asphalted roads, 10.5 km of paved roads and 100.6km of earth roads. According to EICV 4 survey 97.5 % of the populations in Nyarugenge walk a distance between 0-19 minutes (LED Strategy).

#### **Poor urban planning and housing development**

Poor physical planning in the past has resulted into the mushrooming of unplanned and settlement patterns leading to large areas of slums which constitute a big challenge to smooth progress of urbanization. On the other hand, the steep nature of the land in Nyurugenge District makes urban development difficult as it becomes expensive to construct road infrastructure and other types of infrastructure (LED strategy).

### **Costly and insufficient energy especially for the Private Sector**

There is insufficiency of electricity supply, especially for industries. At the moment electricity supply at the household level is satisfactory (80%), but there is still a lot to be done to satisfy the needs of industries in power supply so that the District in particular and Rwanda in general can compete favorably in the product market with other countries (Nyarugenge District LED strategy, 2017).

### **Inadequate Water and Sanitation in pre-urban sectors**

Though Nyarugenge District is not badly off as far as the provision of clean water especially in urban sectors is concerned, pre-urban sectors are still faced with insufficiency of clean water. The District in collaboration with WASAC has still a lot to do to extend water infrastructure especially in per-urban areas (Nyarugenge District LED strategy, 2017).

### **Traditional Agriculture and Environmental degradation**

Nyarugenge District also accommodates peri-urban areas where there is a lot of agriculture practices (Mageragere, Kanyinya, Kigali and part of Nyamirambo Sector) . The methods of farming in those Sectors are not compatible with modern pre-urban farming methods given the small plots of land available. More effort shall be needed to supply fertilizers to farmers to help them modernize their agriculture in line with the needs of the City of Kigali (Nyarugenge District LED strategy). The District must also ensure that gender parity in modern farming will contribute more to District development.

As for environmental degradation, the main factors identified include illegal settlements in wetlands and high risk security zones, unprotected water catchment areas and soil erosion on high hills. According to EIVC 4 survey, land protected against soil erosion is 74.1%. Concerted efforts therefore shall be needed to restore what has been lost and create a District that is environment friendly. Estimates show 3,340 households live in wetlands and high risk zones and there are 4,500 ha of unprotected hill slopes which need to be protected from soil erosion (Nyarugenge District LED strategy).

### **3.2.2. Social transformation pillar**

It was shown through statistics that 5.6 % of the households in Nyarugenge District are headed by people living with disabilities and large number of street children and other vulnerable people. The District in collaboration with MINALOC and the Ministry of Youth were in need of identifying street children capable of following courses in rehabilitation centers like IWAWA and train them in different courses which would open them to wider opportunities for self-employment.

For the street children who were too young to join such centers, the District in collaboration with development partners in the District was in obligation to identify those children and give them support that would help them to study in ordinary primary schools. It was also planned to encourage mothers of these children to join women cooperatives and to start small income generating activities to support themselves and their children. Efforts towards supporting people with disabilities should be intensified in this DDS by offering them technical and vocational training on skills they can handle easily and better, and encouraging them to form their own cooperatives or join existing ones for self-reliance.

The fact that people still engage in unprotected sex, the spread of HIV/AIDS especially among females and non-communicable diseases remains a very big challenges. The use of drugs and drunkenness being major causes of involving in sexual acts, the strategies to combat HIV/ AIDS should be intensified and sensitization programs especially among the youth to avoid drugs and unprotected sex.

It was found from DHS4 that HIV infection among the youths between 15 and 24 years in Nyarugenge District is 4.8% and 0.7% among the females and males respectively. This suggests increased sensitization against HIV by the District to the infection statistics at very low levels.

Condoms should continue to be made available and accessible to those who want to use them. Female condoms are also needed to be made accessible, especially to sexual workers who are more prone to infection risks. The District should continue to combat any form of stigmatization of people living with HIV and non-communicable diseases.

In TVET education, it is also worth noting that Nyarugenge District counts a number of training centers, but majority of them does not function. WDA intervention should be necessary to provide awards in form of short course certificates to attract interests of adherents to these courses as these programs will provide qualification opportunities for labor market.

It was planned to encourage more women to join TVTs and vocational training in various fields, not just in cookery, home economics and tailoring. The District was required to encourage women of other vocational trainings which were traditionally destined to men, such as motor-vehicle mechanics, electricity installation, masonry and carpentry. Young women especially those in upper levels of secondary education were to be encouraged to join TVTs even in higher education. However, report from the District show 23% of women participation, a figure which is still very low.

In ICT, a large number of the population especially female in the District does not embrace the use of ICT. Embracing ICT is one of the Government strategies to ease knowledge transfer and to speed up economic development of the country since it would be used not only for ordinary communication purposes but in all types of transactions e.g. e-banking. However, taking on ICT has been very slow in the country (Nyarugenge District LED strategy).

### **3.2.3. Transformational governance pillar**

There are cells that don't have offices and, in this connection, there is the problem of insufficient equipment (computers) for cells, which must be supplied if the cells are to work efficiently. (Nyarugenge District LED strategy)

In the previous DDP, it was planned to give chances to women in all areas of employment in the District starting with the District administration itself, without compromising quality and efficiency during recruitment. What was meant here was that Government recruitment procedures must be respected but where candidates are within the same pass mark range women would be given preference. As per data collected from the District, the current situation is that males are 318 (69%); while females are 142 (31%) which shows that the rate of women is still low and those who are employed are mainly not in high managerial positions

### **3.3. Alignment to NST1**

In the process of elaborating Nyarugenge District Development Strategy, compliance with NST1 was given utmost consideration. Through its 3 pillars, namely economic transformation, social transformation and transformational governance, the 7 year government development program/ NTS 1 is mainly mandated to adopt and scale up home grown solutions based on Rwandan culture, values and the country's unique developmental context; develop private sector as the engine/driver of economic growth; ensure sustainability for long lasting results; ensure inclusiveness and to lay the foundation for a quality standard of living for future generations ( Republic of Rwanda, 7 year government development program/ NTS 1, 2017).

**Table 10: Nyarugenge District Alignment to NST-1**

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
<b>1. Economic Transformation</b>				
<b>1.1.</b> Create 1.5m (over 214,000 annually) decent and productive jobs for economic development		<b>1.1.1:</b> Increased number of Rwandans with appropriate skills tailored to labour market demands	<b>Outcome 1:</b> Increased number of TVET female and male graduates with skills relevant to the labor market.	<ul style="list-style-type: none"> <li>Facilitating New TVET and MVT graduates with a special attention to female to access start up toolkits loan</li> <li>Supporting Startup and early growth SMEs to access finance through BDF guarantee and grant scheme</li> <li>Strengthen BDS operation by opening women's window (training, mentorship, coaching) taking into consideration women's constraints</li> </ul>
		<b>1.1.2:</b> Increased productive jobs for female and male youth and women	<b>Outcome 2:</b> female and male youth and women Supported and empowered to create business through entrepreneurship and access to finance.	<ul style="list-style-type: none"> <li>Increasing off-farm jobs created for Youth and women</li> <li>Enhancing and improving Hands-on Skills through critical massive short -term vocational training (MVT)</li> </ul>
			<b>Outcome 3:</b> Youth and Women provided with capacity building in business and entrepreneurship	<ul style="list-style-type: none"> <li>Coaching Startups for women and youth to develop bankable projects by BDA using vouchers</li> </ul>
<b>1.2</b> Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024		<b>1.2.1:</b> Developed and integrated urban and rural settlements	<b>Outcome 4:</b> urban and rural settlements upgraded with a cultural identity	<ul style="list-style-type: none"> <li>Elaboration of Physical plan</li> <li>Upgrading informal settlements</li> </ul>

<sup>2</sup> Insert NST-1 linked Priority Area;

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
			<b>Outcome 5:</b> Increased awareness and compliance with urban and rural development regulatory framework	<ul style="list-style-type: none"> <li>Increasing awareness of master plan</li> <li>Increasing awareness of urban and rural regulatory framework</li> <li>Increasing compliance with urban and rural development regulatory framework</li> </ul>
		<b>1.2.2.</b> Increased economic opportunities in urban areas	<b>Outcome 6:</b> Improved and sustained quality and gender responsiveness of road network for transport services	<ul style="list-style-type: none"> <li>District roads Class I (asphalt roads) constructed</li> <li>Rehabilitating and maintaining Marrum roads</li> <li>Constructing modern bridges Constructing Ravines</li> <li>Include driving course into TVET curriculum</li> <li>Build shelters at every bus station and stops to help pregnant, women with infants to be able to sit while waiting for a bus</li> <li>Reserve a few seats in each bus with a sign for pregnant women, women with babies and elderly people</li> </ul>
		<b>1.2.3.</b> Increased availability of affordable housing	<b>Outcome 1:</b> Increased affordable and social housing and access to housing	<ul style="list-style-type: none"> <li>Increasing the number of dwelling units</li> <li>Increasing the number of investors (private sector) in affordable housing</li> <li>Scaling up IDP model in three sectors</li> <li>Relocating Households from scattered areas and high risk zones</li> </ul>
<b>1.3</b> Establish Rwanda as a Globally Competitive Knowledge-based Economy		<b>1.3.2:</b> Developed anchor firms and entrepreneurs in priority value chains and new sectors	<b>Outcome 1:</b> Enhanced innovation and extension	<ul style="list-style-type: none"> <li>Developing agribusiness through the promotion of commodity chains</li> <li>Supporting Agribusiness projects for graduates with start-up capital</li> </ul>
		<b>1.3.3:</b> Increased business development services for entrepreneurs	<b>Outcome 1:</b> Start up SMEs coached to develop bankable projects taking gender into consideration	<ul style="list-style-type: none"> <li>Coaching start-ups to develop new businesses ideas Providing advisory services on business development</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
				<ul style="list-style-type: none"><li>• Strengthening women’s exposure to business environment: e.g. Organising study tours within the country and abroad for off farm business; role modelling...</li></ul>
1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.1: Increased exports of high-value goods	Outcome 1: ‘Made in Rwanda’ brand promoted	<ul style="list-style-type: none"><li>• Developing textile, apparel and Leather Sectors</li><li>• Strengthening Value Chain and market linkages</li><li>• Increasing Mineral and Quarry earnings</li><li>• Increasing earnings from fully washed coffee</li><li>• Increasing Handcraft centers</li></ul>	
	1.4.2: Increased exports of high-value services	Outcome 1: Tourism developed in the district	<ul style="list-style-type: none"><li>• Supporting PPP for new hotels construction</li><li>• create an environment for Private sector innovation in tourism</li></ul>	
	1.3. Hard infrastructure developed for trade competitiveness	Outcome 1: Electricity supply increased for trade competitiveness and safety for all	<ul style="list-style-type: none"><li>• Increasing electricity coverage</li><li>• Increasing electricity supply for industries and factories</li><li>• Increasing household ‘s access to electricity</li><li>• Make public spaces safe and free from sexual harassment and other kind of GBV especially during the nights byinstalling lights along the streets and in public spaces</li></ul>	
		Outcome 1: Integrated craft production centre constructed	<ul style="list-style-type: none"><li>• Constructing and operationalizing Integrated Craft Production Center (Modern Agakiro)</li></ul>	
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.5.1: Increased high impact FDIs and domestic investments	Outcome 1: Investment groups increased	Creating enabling environment for private sector Developing strategic partnerships with private sector	

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
		<b>1.5.2:</b> Enhanced long-term savings and innovative financing mechanisms	<b>Outcome 1:</b> Financial services brought closer to females and males	<ul style="list-style-type: none"> <li>Increasing members of SACCOs</li> <li>Increasing usage of financial services</li> <li>Sustain financial literacy with special focus on women through partnership with civil society organizations</li> </ul>
			<b>Outcome 1:</b> long-term savings and pension for all Rwandans operationalized	<ul style="list-style-type: none"> <li>Educate women and men on the culture of saving</li> <li>Mobilizing Citizens to subscribe to the long term savings scheme</li> </ul>
<b>1.6</b> Modernize and increase productivity and livestock		<b>1.6.1:</b> Increased agricultural production and productivity	<b>Outcome 1:</b> Productivity increased, environmental resilience strengthened and gender imbalances reduced	<ul style="list-style-type: none"> <li>Consolidating land for maize, beans, rice</li> <li>Registration of farmers for subsidized inputs distribution</li> <li>Creating Demo plots</li> <li>Creating gender inclusive professional farming centres</li> <li>Facilitating women's integration in all levels of agricultural value chain through trainings, access to credit and increasing control over resources</li> <li>Creating new FFS groups</li> <li>Irrigation Technologies</li> <li>Increasing productivity of cassava, vegetables, beetroots, green beans, eggplants, cabbage, carrots, garden peas, amaranth, cucumber, tomato</li> <li>Supplying Inputs (NPK, Urea, DAP and Seeds for Maize and Beans)</li> <li>Construction of Kitchen gardens</li> <li>Planting fruits trees</li> <li>Planting steams of flowers</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
		<b>1.6.2.</b> Increased traditional and non-traditional export crops	<b>Outcome 1:</b> Exported products increased	<ul style="list-style-type: none"> <li>• Planting Coffee Trees</li> <li>• Producing Parchment coffee ( MT)</li> </ul>
		<b>1.6.4.</b> Increased climate resilience for agriculture	<b>Outcome 1.</b> Environmental and climate change issues mainstreamed	<ul style="list-style-type: none"> <li>• Increasing the level of compliance with required EIAs for agricultural projects</li> </ul>
		<b>1.6.5</b> Improved livestock sector	<b>Outcome 1:</b> Animal husbandry developed	<ul style="list-style-type: none"> <li>• Distribution of Cows through Girinka program,</li> <li>• Distribution of Pigs</li> <li>• Distribution of Poultry</li> <li>• Distribution of goats</li> <li>• Cows insemination</li> <li>• Recording AI calves</li> <li>• Training male and female farmers on Livestock techniques: Animal Feeding, AI</li> </ul>
			<b>Outcome 1:</b> Animal disease control and health management ensured	<ul style="list-style-type: none"> <li>• BQ , LSD, Rabbits , RVF, Brucellosis Vaccination</li> </ul>
			<b>Outcome:</b> Animal products processing facilities developed	<ul style="list-style-type: none"> <li>• Constructing and equipping Pork abattoir and meat processing Unit</li> <li>• Constructing Poultry breeding ( hatchery and slaughtering Unit)</li> <li>• Constructing a modern apiary (Beekeeping)</li> <li>• Constructing a milk collection centre</li> </ul>
<b>1.7</b> Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy		<b>1.7.1:</b> Increased sustainability and profitability of forestry management	<b>Outcome 1:</b> Sustainable and productive forestry management ensured	<ul style="list-style-type: none"> <li>• Increasing Forest plantation and Agro forestry productivity</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
		<b>1.7.2:</b> Increased sustainability of land use system	<b>Outcome 1:</b> Agricultural productivity increased and environmental resilience strengthened through terracing and mechanization	<ul style="list-style-type: none"> <li>• Valorization of Radical terraces</li> <li>• Construction of Progressive terraces</li> <li>• Marshland mechanization</li> <li>• Marshland development through Small Scale</li> </ul>
		<b>1.7.3:</b> Integrated water resource management	<b>Outcome 1:</b> Improved and Sustained urban and rural households access to safe drinking water	<ul style="list-style-type: none"> <li>• Increasing Water Supply coverage</li> <li>• Equipping HHs with rain water harvesting systems</li> </ul>
		<b>1.7.4:</b> Accelerated growth in Green Innovation	<b>Outcome 1:</b> Sustainable and productive forest and agro forest management ensured	<ul style="list-style-type: none"> <li>• Surface area covered by forests is increased</li> </ul>
		<b>1.7.5:</b> Upgraded minerals, oil & gas sector	<b>Outcome 1:</b> Developed Mineral, gas and petroleum resources	<ul style="list-style-type: none"> <li>• Promoting the use of biogas at the household level</li> <li>• Promoting the use of cooking gas stoves at the household level</li> <li>• Promoting efficient and sustainable mineral exploration and exploitation</li> </ul>
<b>Transformational governance</b>				
Reinforce Rwandan culture and values as a foundation for peace and unity	Enhanced unity among Rwandans		<b>Outcome 1 :</b> Unity and Reconciliation preserved and reinforced	<ul style="list-style-type: none"> <li>• To set up 1 Club of Unit and reconciliation in every school and Cell</li> <li>• To Teach <i>NdiUmunyarwanda</i> to Education Staffs(Head&amp; Teachers)</li> <li>• <i>NdiUmunyarwanda</i> dialogues to populations and specific groups</li> <li>• Training of S6 leavers and their deployment for National Service</li> <li>• Training of S3 on National Culture values</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>Monitor the implementation of debate program in all schools within the District</li> <li>To reinforce unity and reconciliation dialogues within leaders</li> </ul>
		<b>.1.2:</b> Increased innovation and sustainability across home grown solutions	<b>Outcome 1:</b> Values, home grown solutions streamlined into all District institutions	<ul style="list-style-type: none"> <li>Operationalise Itorero at villages level</li> <li>Operationalise Itorero at each School</li> </ul>
<b>3.5:</b> Strengthen Capacity, Service delivery and Accountability of public institutions		<b>3.5.1:</b> Enhanced accountability across public institutions	<b>Outcome 1:</b> Strengthened participation of Media and CSOs in promoting transparency and accountability	<ul style="list-style-type: none"> <li>Developing institutional capacity for accountability</li> <li>Increasing JADF participation in District priorities</li> <li>Strengthened participation of Media and CSOs</li> <li>Strengthening feedback to citizen by local government councils</li> </ul>
		Developed Capacity for Public Institutions	<b>Outcome 1:</b> NBA's capacities developed for serving as the centre of service delivery	<ul style="list-style-type: none"> <li>Improving capacity of NBA's to serve as centre of service delivery</li> </ul>
<b>3.6:</b> Increased Citizens Participation and Engagement in Development		<b>3.6.1:</b> Enhanced Decentralization system	<p><b>Outcome 1:</b> : Cells with required infrastructures to become centers of service delivery</p> <ul style="list-style-type: none"> <li>Increase women's participation in leadership and decision making at national, community and family levels</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of cells and sector offices to serve as centers of service delivery</li> <li>Citizens to participate in planning process</li> <li>Strengthening Community outreach program and use of e-Citizens complaints tracking software</li> <li>Build women's capacity to actively participate in leadership and decision making process through sensitisation, education, and training, mentoring, and coaching.</li> <li>Increase involvement of women and youth in district planning and prioritisation</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
			Increased budget allocated to GBV prevention and response	<ul style="list-style-type: none"> <li>Organise community dialogues aiming at promoting women's decision making power within the household (e.g. <i>Umugorobaw'ababyeyi</i>, civil society organisation activities, community meetings...)</li> <li>Increased planning (imihigo) and financing for GBV prevention and response</li> </ul>
<b>3.2</b> Ensure Safety and Security of citizens and property	<b>3.2.1</b> Enhanced peace and security	<b>3.2.1</b> Enhanced peace and security	<b>Outcome 1:</b> Enhanced unity, peace and security in the District	<ul style="list-style-type: none"> <li>Preserve Genocide memory and prevent genocide ideology</li> <li>Organizing DASSO trainings</li> </ul>
<b>3.4</b> Strengthen Justice, Law and Order	<b>3.4.1</b> Strengthened Judicial System (Rule of law)	<b>3.4.1</b> Strengthened Judicial System (Rule of law)	<p><b>Outcome 1:</b> Access to quality justice improved</p> <p><b>Outcome 2:</b> Effectiveness of measures to respond to GBV and human trafficking</p>	<ul style="list-style-type: none"> <li>Timely execution of all judgments and enforceable decisions</li> <li>Recovery of Public fund for won cases</li> <li>Improve the management and productivity of abandoned property</li> <li>Strengthening Abunzi Committees</li> <li>Strengthen collaboration of <i>umugorobaw'ababyeyi</i>, CSO and district for denouncing and follow up GBV and human trafficking victims reintegration</li> <li>Phone based reporting of GBV cases; and human trafficking cases</li> <li>Involve and hold accountable private sector, CSO, and FBOs in preventing and responding to GBV</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
		<b>3.4.3</b> Zero corruption across government services and institutions achieved and maintained	<b>Outcome 1:</b> Control of Corruption, Transparency and Accountability Improved	To conduct anti Corruption Campaigns across all institutions of the District
<b>3.4.</b> Strengthen Justice, Law and Order		<b>3.4.2</b> Sustained respect for human rights and civil liberties	<b>Outcome 1:</b> Human rights law accessible to all	<ul style="list-style-type: none"> <li>• Implementation of Legal Aid and Justice for Children policies</li> <li>• Make Common used laws known by the Population</li> <li>• Awareness raising on laws, GBV forms,</li> </ul>
<b>Social transformation</b>				
<b>2.2</b> Eradicating Malnutrition		<b>2.2.1</b> Reduced malnutrition among children	<b>Outcome 1:</b> Reduced malnutrition and stunting among children	Providing milk, fortified blended foods and other relevant nutrition support to infants and pregnant breast-feeding women
<b>2.3</b> Enhancing demographic dividend through ensuring access to quality Health for all		<b>2.3.1</b> Improved healthcare services	Outcome 1: Health care services strengthened in the District	<ul style="list-style-type: none"> <li>• Reduce Child maternal morbidity and mortality</li> <li>• Improve customer care in all health services</li> <li>• Health infrastructure constructed and rehabilitated</li> </ul>
		<b>2.3.2</b> Increased financial sustainability for the health sector	<b>Outcome 1:</b> Financial management in HFs, revenue generation and mobilization improved	<ul style="list-style-type: none"> <li>• Financial management in HFs,</li> <li>• Improving revenue generation and mobilization</li> <li>• Equipping New Hospital, HCs and Health posts)</li> </ul>
		<b>2.3.3</b> Increased health of workforce	<b>Outcome 1:</b> Human resource in HF is well managed	<ul style="list-style-type: none"> <li>• pre-service training</li> <li>• regulation of clinical practice</li> <li>• skills enhancement applying in-service mentorship</li> <li>• Developing IPPS system in Health</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
				facilities
		<b>2.3.4</b> Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	<b>Outcome 1:</b> Reducing infectious or communicable diseases  Reduce HIV prevalence rate especially among female	community mobilization for testing and prevention <ul style="list-style-type: none"> <li>• Conduct behavior change communication activities to promote positive sexual behaviors among male and female population</li> <li>• Promote safe sex among male and female sex workers</li> <li>• Expand access and promote utilization of STIs prevention and treatment services to male and female population</li> </ul>
		<b>2.3.5</b> Increased contraceptives prevalence	<b>Outcome 1:</b> Increased awareness on, access and use of family planning services	Conduct FP Campaigns <ul style="list-style-type: none"> <li>• Reinforce community education On the use FP services</li> <li>• Male active involvement in the use of FP services</li> <li>• Coordinate stakeholders intervening in FP awareness and harmonization of key message to be disseminated</li> </ul>
<b>3.6</b> Increased Citizens Participation and Engagement in Development		Improved scores for citizen participation	<b>Outcome 1:</b> Strengthening Inclusive programs for the population to get physically active	Provide and promote Sports opportunities at with special attention to women in order to reduce the obesity rate among female  Assist sports associations and community/school clubs to build their capacity
		Rwandan Culture enhanced	<b>Outcome 1:</b> Providing and Promoting Culture Opportunities	Organizing Festival events at the District level

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
Enhancing demographic dividend through improved access to quality education		2.4.1 Increased access to pre-primary education	Outcome 1: increased enrolments in pre-primary education	Sensitize & mobilize PTAs through School HTs to bring & maintain pupils/students in schools to decrease dropout rates
			Outcome 1: quality education enhanced across all levels of education	All learners enter the primary school at the correct age and successfully complete 12 years' basic education
		Decreasing drop out rate across all levels of education in the District		
		To follow up & monitor teaching methods based on the curriculum.		
		Training teachers to enhance their English proficiency		
		• Construction of ECD in all cells and sensitize parents to take their children to ECDs		
		Outcome 1:Strengthened and continuous professional development and management of teachers across all levels of education	Improving the management, welfare and deployment of teachers	
			Outcome 1: Schools are sensitized to embark on the teaching of STEM across all levels of education and ensure gender balance	To equip C/rooms with science equipments
				To mobilize school HTs to encourage students especially girls to take science combinations • Promoting <i>inspire me</i> initiatives where senior female staff in STEM and TVET inspire young girls in the community or through media  • Increase the number of women in STEM related TVET through sensitization, study toursfor O' level and S6 female levers and incentives to women enrolled in TVET

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
			<b>Outcome 1:</b> Strengthening ICT across all levels of education	Increasing internet connectivity in primary and secondary schools , increasing computer labs and SMART classrooms
			<b>Outcome 1:</b> Strengthened modern school infrastructure and facilities across all levels of education in Nyarugenge district	Ensure that all schools/colleges meet standards of accessibility for LwD
				Strengthening ICT across all levels of education
	2.4.3 Increased technical and vocational education and training (TVET) schools and graduates		<b>Outcome 1:</b> Modern school infrastructure and facilities across all levels of education in Nyarugenge District strengthened and gender responsive	Increasing private investors in TVET schools
				TVET and higher education institutions have sufficient modern infrastructure, facilities and resources
				TVET and HEI programmes are responsive to labour market needs and social and economic development of Rwanda
	5 Increased adult literacy rates		<b>Outcome 1:</b> Increased adult literacy and numeracy	• Increase the geographical access to technical schools by constructing new STEM related TVET
				Increasing adult literacy centers Mobilizing private partners in adult literacy
1Enhancing graduation from extreme poverty and promoting resilience	Increased graduation from extreme poverty and enhanced resilience to shocks		Extremely poor households have access to Social protection programs	<ul style="list-style-type: none"> <li>• Provide Direct Support to extremely poor older female and male, people with disabilities and child headed households</li> <li>• Expand Public Works provided to single worker households with caring responsibilities</li> <li>• 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)</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
			<b>Outcome 1:</b> Social protection beneficiaries are satisfied with quality of services	<ul style="list-style-type: none"> <li>• Delivering Core social protection programs payments on-time</li> <li>• Provide essential equipment and training to enable sector-level access social protection MISs</li> <li>• All villages in Nyarugenge District to be reached by high quality public communications on social protection rights and responsibilities</li> <li>• To develop caseworker management guidelines</li> </ul>
			<b>Outcome 1:</b> Strengthened provision of Social Care Services and sensitization for the most vulnerable	<ul style="list-style-type: none"> <li>• To train volunteers on SGBV</li> <li>• Recruit and enhance caseworkers' skills</li> <li>• Recruit, train and facilitate caseworkers on key issues including: GBV; child neglect and abuse; child protection and nutrition for vulnerable pregnant and lactating women</li> <li>• Strengthen the coordination of stakeholders in social care service delivery including child protection and GBV response</li> <li>• Streamline <i>Umugorobaw'ababyeyi</i> and men inclusion;</li> <li>• Launching the GBV free family certificates for the all deserving Rwandan Modern Household (<i>Itorerory/umudugudu</i>)</li> <li>• To assist PwDs</li> <li>• To Promote savings groups</li> <li>• To promote Income generation for extremely people</li> <li>• To promote vocational trainings within Extremely poor households</li> <li>• To support Cooperatives of PwDs</li> <li>• Promote Sport within PwDs</li> <li>• Promote vocational trainings within PwDs</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>• To provide subsidized agricultural inputs to Extremely poor households</li> <li>• To strengthen kitchen gardens programs within Extremely households</li> <li>• To support Extremely poor and vulnerable households through community works</li> <li>• Construct and or rehabilitate Housing for Genocide survivors and other extremely poor and vulnerable households</li> </ul>
			Sustainable measures for prevention of delinquency and rehabilitation established	<ul style="list-style-type: none"> <li>• Conduct sensitization campaigns on policy against delinquency</li> <li>• Strengthen delinquency rehabilitation</li> </ul>
			Sustainable measures for prevention of child pregnancy motherhood and effective reintegration	<ul style="list-style-type: none"> <li>• Conduct anti-teenage pregnancy campaigns in primary and secondary schools</li> <li>• Reinforce counselling services in “<i>Icyumbacy’umukobwa</i>” at primary and secondary school on adolescents’ sexual and reproductive health</li> <li>• Promote positive sexual behaviors among adolescents girls through effective communication between adults (parents/educators) and adolescent girls through <i>Umugorobaw’Ababyeyi</i> and “Family Days”</li> <li>• Create and expand Yego Centres at sector level with operational ASRH services</li> <li>• Enhancing youth friendly sexual and reproductive health services in health centres</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>2</sup>	NST-1 Outcome	NYARUGENGEDDS Outcomes	NYARUGENGE DDS Strategic Interventions
				<ul style="list-style-type: none"> <li>• Sensitization of adolescents girls to increase their demand for ASRH services</li> <li>• Establish and strengthen ASRH clubs in secondary schools</li> </ul>

## CHAPTER IV: STRATEGIC FRAMEWORK

This chapter constitutes the core of the DDS, and comprises several sub-chapters, including the following:

### 4.1. District Vision, mission, and objectives

#### 4.1.1. Vision

The seven-year vision of Nyarugenge District is becoming “a revitalized Business Hub of Rwanda”

#### 4.1.2. Mission statement

To transform Nyarugenge into an urban area, business oriented and investor friendly District by face-lifting the existing urban areas in the District, developing new township, creating alluring recreation features and tourist attractions, providing efficient and cost effective transport system, establishing business friendly environment for the private sector and providing essential public services to the residents of the District.

#### 4.1.4. Objectives

To achieve its mid-term goals, the objectives of Nyarugenge District are formulated as follows:

**Objective 1:** Develop tourism master plan to make tourism vibrant and contribute up 20% of District Revenues

**Objective 2:** Promote trade in the City of Kigali and expand formal business enterprises

**Objective 3:** Equip the people with skills for facilitating Self-employment

**Objective 4:** Expand infrastructure and create a conducive investment groups

**Objective 5:** Increase agro –Industry development

**Objective 6:** Promote real estate development and affordable housing

**Objective 7:** Develop a Competitive and Capable Population in Nyarugenge District

**Objective 8:** Ensure Quality of education for all aiming at building a knowledge-based economy

**Objective 9:** Move towards a Poverty Free District.

**Objective 10:** Consolidate values and unity of Rwandans, committed to a self-reliant and peaceful Rwanda

**Objective 11:** 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.

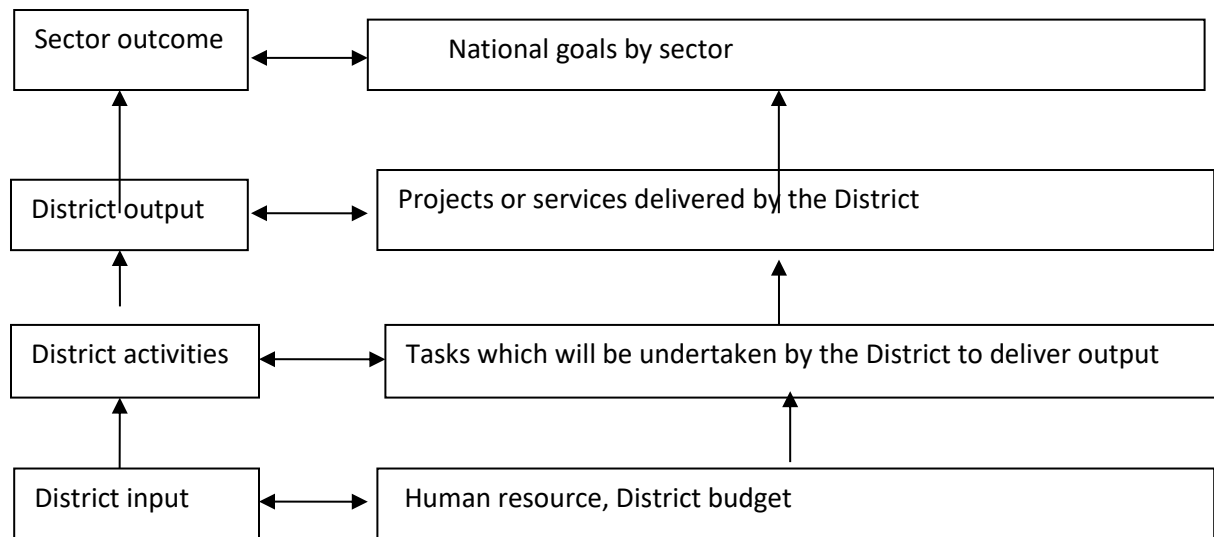
## 4.2. Main priority at District level

In comparison with the previous generation of DDS and EDPRS2 priorities for the District, this DDS presents key priorities that make clear the new direction of the District and new innovations that will drive the District's contribution towards the three pillars of NST-1:

<b>Pillar1: Economic Transformation</b>
Priority area 1.1: Create decent and productive jobs for economic development
Priority area 1.2: Accelerate Sustainable Urbanization
Priority area 1.3: Establish a Competitive Knowledge-based Economy
Priority area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports
Priority area 1.5: Increase Domestic Savings and position the District as a hub for financial services to promote investments
Priority area 1.6: Sustainable management of natural resources and environment
Priority area 1.7: Modernize and increase productivity and livestock
<b>Pillar 2: Social Transformation</b>
Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience
Priority area 2.2: Eradicating malnutrition
Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all
Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education
Priority area 2.5: Moving towards a Modern Rwandan Household
<b>Pillar 3: Transformational Governance</b>
Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity
Priority area 3.2: Ensure Safety and Security of citizens and property
Priority area 3.3: Strengthen Justice, Law and Order
Priority area 3.4: Strengthen Capacity, Service delivery and Accountability of public institutions
Priority area 3.5: Increase citizens' participation, engagement and partnerships in development

### 4.3. Results Chain

This section develops the hierarchical chains of results to be achieved when the DDS is fully implemented by the District. These chains of results are developed into a logical framework detailed below. The following figure serves to provide a clear picture of this logical framework.



### 4.4. Logical framework

The logical framework attempts to provide data on all Districts priorities, outcomes, outputs indicators, baselines and targets during the 6 years of DDS implementation. Details are presented through the table below:

**Table 11 : Logical framework**

INDICATOR including Unit of Measurement	BASELINE  (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: Transport										
Priority area: Accelerate Sustainable Urbanization										
OUTCOME1 Increased economic opportunities and social facilities in urban area										
OUTPUT 1: District roads Class I constructed (asphalt roads)										
Number of roads constructed	9	31	7	8	5	4	4	3	Progress reports	Availability of budget
Number of kilometers of road constructed.	23	79.024	7.816	14.774	9.7	9.85	13.084	23.8	Progress reports	Availability of budget
OUTPUT 2:Marrum roads rehabilitated and/or maintained										
Number of roads Rehabilitated	4	12	4	2	3	1	1	1	Progress reports	Availability of budget
Number of kilometers	102	58.2	15.806	7.4	12	7.5	11	4.5	Progress reports	Availability of budget
Output 3:Modern bridges constructed										
Number of bridges constructed	3	6	0	1	2	1	1	1	Progress reports	Availability of budget
Output 4:New ravines are constructed										
Number of ravines constructed	4	8	1	2	2	1	1	1	Progress reports	Availability of budget
Number of kilometers	0.98	4.5	0.4	0.35	1.2	0.8	0.18	0.5	Progress reports	Availability of budget
DDS Outcome: Improved public transport services, effective and safe traffic management										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output: NYABUGOGO intercity bus terminal upgraded										
Construction progress in %	0%	100%	60%	40%						
Sector : Urbanization & rural settlement										
Priority area : Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
Outcome 1: Liveable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity										
Output: Physical plan elaborated										
number of physical plan elaborated	11	12	2	2	2	2	2	2	physical plan report	Availability of budget
Outcome 2: Upgraded informal settlements										
Output 1 : Informal settlements upgraded										
% of area upgraded	5%	100%	20%	40%	60%	80%	90%	100%	Progress reports	Availability of budget
Outcome 3: Development of affordable and social housing are accessible to households										
Output1: Increased number of dwelling units										
Number of dwelling units constructed 8in1)	7	18	3	3	3	3	3	3	Progress reports	Availability of budget
Output2: increased number of private investors in affordable housing										
Number of private investors attracted	2	12	2	2	2	2	2	2	Progress reports	Availability and commitment of Private investors
Output 3 : IDP model scaled up in three sectors										
Number of IDP model village in place	1	3	1		1		1		Progress reports	Availability of budget
Output 4 : Households are relocated from scattered areas and high risk zones										
Number of households relocated	48	144	24	24	24	24	24	24	Relocation report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Outcome 4 :awareness, adherence, and compliance to urban and rural development regulatory framework										
Output : Increased awareness of master plan and urban regulatory framework implemented										
% of people complying with master plan and building regulations	80%	100%	100%	100%	100%	100%	100%	100%	Progress reports	Availability of budget
Sector: Energy, water and sanitation										
Priority area : Moving towards modern Rwanda household										
Outcome : Universal access to basic infrastructure , water, sanitation, and electricity										
Output 1: Industries and household s access to electricity increased to 100%										
% a of industries and HH with access to electricity	73%	100%	75%	80%	100%	100%	100%	100%	Energy supply report	Availability of budget
Output2 : Increased Water Supply coverage										
0% of HH with access to clean Water	92.5%	100	95%	98%	100%	100%	100%	100%	Reports	Availability of budget
Output 3: Recycling of waste water										
Level of implementation of waste water management policy	To be deter4mined	To be deter4mined	To be deter4mined	To be deter4mine d	To be deter4min ed	To be deter4mine d	To be deter4mined	To be deter4mined	Report	Availability of water management policy
Output 4: Solid waste recycling										
Level of implementation of Solid waste recycling policy	To be deter4mined	To be deter4mined	To be deter4mined	To be deter4mine d	To be deter4min ed	To be deter4mine d	To be deter4mined	To be deter4mined	Report	Availability of silid waste recycling policy
Sector: Private sector and youth development										
Priority area: Create 1,500,000 (over 214,000 annually) decent and productive jobs for economic development.										
Outcome1 : Off-farm jobs created per year										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 1: Increased off-farm jobs created for Youth and women										
Number of off-farm jobs created for female and male youth	20,018	89280( 44640 F; 44640M)	12560(6280 F; 6280 M)	13560(6780 F; 6780M)	14560(7280 F; 7280 M)	15000(7500 F; 7500M)	16000(8000 F; 8000 M)	17600(8800 F; 8800 M)	Youth employment report	Private investors availability
Number of off-farm jobs created for women		36 066	5999	5999	5999	6000	6000	6069		
Outcome 2: Increased number of Rwandans with appropriate skills tailored to labor market demands										
Output 1: Hands-on Skills enhanced and improved through critical massive short term vocational training (MVT)										
Number of female and male Youth trained	102	225 for F 225 for M	75	75	75	75	75	75	Youth employment Report	Availability of budget
Output 2: Integrated Craft Production Center (Modern Agakiriro) constructed and operationalized										
Number of Integrated Craft Production Center in place.	1 agakiriro	1	1						Operational ICPC	Availability of budget
Output3: Startup SMEs and TVET graduates supported to access finance through BDF guarantee and grant scheme										
Number of SMEs and start ups accessing BDF products	327	1,692	282	282	282	282	282	282	Progress reportwith data disaggregated by the sex of the owner	Availability of budget
Output4: A District industrial park constructed										
Availability of an industrial park	0	1	1						District Industrial park operational	commitment of private partners
Priority area : Establish Rwanda as a Globally Competitive Knowledge-based Economy										
Outcome 1: Increased business development services for entrepreneurs										
Output: Start up MSMEs are coached to develop bankable projects by Business Development Advisors using vouchers										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of start-up SMEs for Youth coached	450	2700	450	450	450	450	450	450	Report(With data disaggregated by the sex of the owner)	Availability of budget
<b>Outcome 2: Operationalize the innovation fund to support firms in the innovation and technology industry</b>										
<b>Output:</b> Agribusiness projects for male and female graduates supported with startup capital										
Number of agribusiness for graduates projects supported	2	12( 6 Male 6 female)	2 (1 F 1 M)	2 (1 F 1 M)	2 (1 F 1 M)	2 (1 F 1 M)	2 (1 F 1 M)	2 (1 F 1 M)	Report(With data disaggregated by the sex of the owner)	Availability of budget
<b>Priority area: Promote industrialization and attain a structural shift in the export base to High-value goods and services with the aim of growing exports by 17% annually.</b>										
<b>Outcome 1: Increased exports of value-added goods</b>										
<b>Output 1:</b> Textile, Apparel and Leather Sectors developed										
Number of female and male tailors grouped into cooperatives and supported to increase competitiveness	200	60	10	10	10	10	10	10	Report(With data disaggregated by the sex of members)	Availability and commitment of private investors
Number of female and male leather goods' producers grouped into cooperatives and supported to increase competitiveness	1	30	10	10	10	10	10	10	Report(With data disaggregated by the sex of members )	Availability and commitment of private partners
<b>Output 2:</b> Value Chain and market linkages strengthened										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of contracts between maize female and male Farmers cooperatives and EAX using warehouse receipt system signed	0	5	1	2	3	4		5	EAX report With data disaggregated by the sex of members	Availability and commitment of private partners
<b>Output 3: Fully washed coffee productivity increased</b>										
Number of tones of fully washed coffee	25.6 T	173 T	27	28	29	30	31	32	Progress reports	Commitment of private partners
<b>Output 4: Made in Rwanda supported in quality and quantity</b>										
Number of initiatives that promote Made in Rwanda products supported (agro forestry and livestock products)	3	18	3	3	3	3	3	3	Report With data disaggregated by the sex of the supported people	Availability of private investors
<b>Outcome 2: Minerals, oil, and gas sector promoted</b>										
<b>Output: Mineral and Quarry earnings increased</b>										
Number of small scale mining companies trained in environmental friendly techniques	37	37	12	17	22	27	32	37	training reports With data disaggregated by sex of the trainees	Availability of budget
Number of tons of minerals (wolfram and castelite)	36 tons	375 tons	40	50	60	70	75	80	Progress reports	Commitment of private partners
Number of m3 of quarries produced.	42000 m3	337,000 m3	45000	50000	55000	60000	62000	65000	Progress reports	Commitment of private partners
<b>Outcome 3: Increased exports of high-value services</b>										
<b>Output1: New active leisure Parks constructed</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Availability of leisure parks	0	1	1						Leisure park operational	Availability of private investors
Output2: New hotels constructed (support PPP)										
Availability of new hotels	35	2	1			1			Hotels operational	Availability of private investors
Sector: Financial Sector development										
Priority area: Increase domestic savings and position Rwanda as a hub for financial services to promote investments										
Outcome1: Enhanced long-term savings and innovative financing mechanisms										
Output 1: New members of SACCOs increased										
Number of new members joining SACCOs per year	3781	15000(7500F; 7500M)	2500(1250 F;1250M)	2500(1250 F;1250 M)	2500(1250 F;1250M)	2500(1250 F;1250M)	2500(1250 F;1250M)	2500(1250 F;1250M)	Reports With data disaggregated by sex	Availability of Budget for campaigns
Output 2: Financial institutions meetings maintained										
Number of meetings per year	1	6	1	1	1	1	1	1	Reports With data disaggregated by the sex of the participants	
Output 3: Uptake and usage of financial services increased										
Increased % of female and male members working with commercial bank , MFI and SACCOs	97%	98.5%(49.25M;49.25 F)	97,1%(48.55F; 48.55 M)	97,3%(48.65 F;48.65)	97,5%(48.75 F; 48.75 M)	97,7%(48.85 F; 48.85 M)	98,2%(49.1 F; 49.1 M)	98,5%(49.25M;49.25 F)	Reports With data disaggregated by sex	Availability of Budget for campaigns
Output 4 : Mobilized Citizens subscribing to the long term savings scheme										
Number of Sectors initiating IGICERI PROGRAM	0	6	1	1	1	1	1	1	Reports With data disaggregated	Availability of Budget for campaigns

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
									by the sex of the participants	
<b>Sector: Agriculture</b>										
<b>Priority area : Modernize and increase productivity of Agriculture and livestock</b>										
<b>Outcome 1: Increased agricultural production and productivity</b>										
<b>Output1 : female and male Farmers registered</b>										
Number of female and male farmers registered	1941	10,170(5085 F;5085 M)	5170(2585 F;2585 M)	10,170(5085 F;5085 M)	10,170(5085 F;5085 M)	10,170(5085 F;5085 M)	10,170(5085 F;5085 M)	10,170(5085 F;5085 M)	Field visits reports With data disaggregated by sex	Availability of budget
<b>Output2 : Demo plots created</b>										
Number of demo plots created	111	116	116	116	116	116	116	116	Field visits reports With data separated by the sex of owner	Availability of budget
<b>Output3 :Female and male Farmers trained</b>										
Number of male and female farmers trained	785	896	896	896	896	896	896	896	Field visits reports With data separated by the sex of the trainees	Availability of budget
<b>Output4: New FFS group created and evaluated</b>										
Number of new FFS group created and evaluated	19	19	19	19	19	19	19	19	Field visits reports	Availability of budget
<b>Output 5: coffee productivity increased</b>										
Number of Coffee Trees planted	132,724	162,321	135,000	140,000	145,000	150,321	155,321	162,000	Field visits reports	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of Tons of Parchment coffee produced ( T)	128	<b>900</b>	150	150	150	150	150	150	Field visits reports	Availability of budget
Number of tons of Fully washed coffee	25.6 T	<b>180</b>	30	30	30	30	30	30	Field visits reports	Availability of budget
Number of tones of green coffee produced	18T	<b>128</b>	21	21	21	21	21	21	Field visits reports	Availability of budget
<b>Output6 : Plantation of Cassava , Vegetables , Fruit trees, Beetroots , Green bean, Eggplants, cabbages , carrots, garden peas, amaranth, cucumber, spinach, and tomatoes.</b>										
Ha of cassava planted	100	<b>100</b>	100	100	100	100	100	100	Commitment of private partners	Availability of budget
Ha of vegetable planted	100	<b>150</b>	150	150	150	150	150	150	Field visits reports	Commitment of private partners
Ha of fruit trees	20	<b>120</b>	20	20	20	20	20	20	Field visits reports	Commitment of private partners
Ha of beetroots	10	<b>15</b>	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of green beans	13	<b>15</b>	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of eggplant	10	<b>15</b>	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of cabbages	12	<b>15</b>	15	15	15	15	15	15	Field visits reports	Commitment of private partners

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Ha of carrots	12	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of garden peas	10	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of amaranth	12	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of cucumber	10	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of Spinach	11	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Ha of Tomatoes	10	15	15	15	15	15	15	15	Field visits reports	Commitment of private partners
Output 8: Kitchen gardens constructed										
Number of Kitchen Gardens constructed	12000	35000	12000	15000	20000	25000	30000	35000	Field visits reports	Availability of budget for campaigns
Output 9: Agribusiness developed through commodity chain										
Number of cooling room constructed	None	1	1						Progress report	Availability of budget for campaigns
Outcome2: Increased financing and infrastructure for agriculture										
Output 1. Inputs supplied(NPK, UREA, DAP, seeds of maize and seeds for beans)										
Number of tons UREA	18.500	36	20	25	30	35	36	36	Field visits reports	Commitment of private partners
Number of tons DAP	12.150	24	13	15	18	20	22	24	Field visits reports	Commitment of private partners

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of tons :NPK	14.500	28	15	18	22	25	28	28	Field visits reports	Commitment of private partners
Tons of seeds for maize	9.500	19	11	13	19	19	19	19	Field visits reports	Commitment of private partners
Kgs of seeds for beans	2.600	5.2	3	4	5	5.2	5.2	5.2	Field visits reports	Commitment of private partners
<b>Outcome 3: Increased climate resilience for agriculture</b>										
<b>Output 1: Marshland area developed</b>										
Ha of Marshland developed	25ha	45	35	41	42	43	44	45	Field visits reports	Availability of budget
Ha of degraded forest to be rehabilitated	0	152.34	40	40	50	22.34	-	-	Progress report	Availability of budget
<b>Outcome 4 : Increased animal resource productivity(livestock sector)</b>										
<b>Output 1: Cows distributed in Girinka program, pigs, poultry, and goats distributed</b>										
Number of Cows distributed	2002	1200	200	200	200	200	200	200	Field visits reports with data separated by the sex of the beneficiaries	Availability of budget
Number of Pigs distributed	2224	2,640	440	440	440	440	440	440	Field visits reports with data separated by the sex of the beneficiaries	Availability of budget
Number of Poultry distributed	15232	6000	2,000	2,000	2,000	2,000	2,000	2,000	Field visits reports with data separated by the sex of the beneficiaries	Availability of budget
Number of Goats distributed	52	300	50	50	50	50	50	50	Field visits report with data separated by	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
									the sex of the beneficiaries	
<b>Output 2 : Cows inseminated</b>										
Number of Cows inseminated	979	<b>6,199</b>	899	950	1000	1050	1100	1200	Field visits reports	Availability of budget
<b>Output 3: AI calves recorded</b>										
Number of AI calves recorded	380 AI calves recorded	<b>2850</b>	350	400	450	500	550	600	Field visits reports	Availability of budget
<b>Output 4: female and male Farmers trained on Livestock techniques: Animal Feeding, AI</b>										
Number of female and male Farmers trained on Livestock techniques: Animal Feeding, AI	None	<b>1,928</b>	1,928	1,928	1,928	1,928	1,928	1,928	Field visits reports with data separated by the sex of the trainees	Availability of budget
<b>Output 5: Vaccination against BQ, LSD, RVF, Brucellosis and Rabbits vaccination</b>										
Number of cows vaccinated against BQ	3508 cows vaccinated against BQ	<b>3,550</b>	3,550	3,550	3,550	3,550	3,550	3,550	Field visits reports	Availability of budget
Number of cows vaccinated against LSD	3525 cows vaccinated against LSD	<b>3,550</b>	3,550	3,550	3,550	3,550	3,550	3,550	Field visits reports	Availability of budget
Number of Rabbits Vaccinated	310 rabbits Vaccinated	<b>350</b>	350	350	350	350	350	350	Field visits reports	Availability of budget
Number of cows vaccinated against RVF	0 cow vaccinated against RVF	<b>650</b>	650	650	650	650	650	650	Field visits reports	Availability of budget
Number of cows vaccinated against Brucellosis	54 cows vaccinated against Brucellosis	<b>87</b>	87	87	87	87	87	87	Field visits reports	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 6:Pork abattoir and meat processing Unit constructed and equipped										
Number of Pork abattoir and meat processing Unit constructed and equipped	None in whole Kigali city	1	1						Progress reports	Availability of budget
Output 7: Hatchery constructed and slaughtering Unit										
Number of hatcheries constructed and slaughtering Units	None in whole District	1	1						Field visits reports with the sex of theowner	Availability of budget
Output 8: Modern apiary constructed (Beekeeping)										
Number of Modern apiaries constructed (Beekeeping)	None in whole District	1	1						Field visits reports with the sex of the owner	Availability of budget
Output9: Milk Collection Center constructed										
Number of Milk Collection Centers	None in whole District	1	1						Field visits reports with the sex of the owner	Availability of budget
Sector: Environment and natural resource management										
Priority area :Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
Outcome 1: : Increased sustainability and profitability of forestry management										
Output : Surface area covered by forests is increased										
Number of Ha covered by trees	3,617 ha	5,632	940	940	940	940	940	940	Progress reports	Availability of budget and Commitment of private partners
Number of ha of Agro forestry trees planted	80	5,436	906	906	906	906	906	906	Progress report	Availability of budget
Outcome 2 : Increased sustainability of land use system										
Output 1: Land consolidated for specific crops										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Ha of land consolidated for Maize	1,545 Ha	2,789	1,845	2,789	2,789	2,789	2,789	2,789	Field visits reports	Availability of budget
Ha of land consolidated for of Beans	1,695 Ha	3,390	3,390	3,390	3,390	3,390	3,390	3,390	Field visits reports	Availability of budget
Ha of land consolidated for Rice	4 Ha	10	8	10	10	10	10	10	Field visits reports	Availability of budget
<b>Output 2 : Area of marshland mechanized and area covered by terraces developed</b>										
Area (Ha) of radical terraces valorized	450 Ha	66	11	11	11	11	11	11	Field visits reports	Availability of budget
Area of progressive terraces constructed	925Ha	2,478	413	413	413	413	413	413	Field visits reports	Availability of budget
Area Ha of marshland mechanized	35 ha	245	35	41	42	43	44	45	Field visits reports	Availability of budget
<b>Outcome 3: Accelerated growth in Green Innovation</b>										
<b>Output 1: the use of cooking gas stoves is promoted at the household level</b>										
Number of female and male headed Households using cooking gas	4,160	19,500	2,000	2,500	3,000	3,500	4,000	4,500	Progress reports with data separated by the sex of the household head	Availability of budget and Commitment of private partners
<b>Output 2: the use of biogas is promoted at the household level</b>										
Number of Biogas digesters constructed	25	75	10	15	15	15	15	5	Progress reports with data separated by the sex of the household head	Availability of budget and Commitment of private partners
<b>Output 3: District projects are in compliance with Environmental Impact Assessment (EIA)</b>										
% of District development projects	40%	100%	50%	60%	70%	80%	90%	100%	Progress reports	Good collaboration with EIA

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
approved with EIA compliance										monitoring experts
<b>Pillar: Transformational governance</b>										
<b>Sector: Good Governance</b>										
<b>Priority area: Increase citizens' participation, engagement and partnerships in development</b>										
<b>Outcome 1: Improved scores for citizen participation</b>										
<b>Output 1: Citizen's capacities and capabilities towards their participation is strengthened</b>										
% of Citizens (male and female) participation	28,7% (CRC Report 2017)	90%	55%	60%	65%	70%	80%	90%	Citizen's Score Card report with % separated by sex	Availability of budget
<b>Output 2: Community outreach program and use of e-Citizens complaints tracking software is strengthened</b>										
% of Problems solved	97% (Performance Contract 2016-2017)	100%	98%	99%	100%	100%	100%	100%	Performance Contract reports) with gender disaggregated data	Availability of budget
<b>Output 3: Participation of women in leadership and decision making positions is increased</b>										
% of women maintained in leadership positions	47.8%	30%	30%	30%	30%	30%	30%	30%	Reports	Commitment of women
<b>Priority area: Strengthen Justice, Law and Order</b>										
<b>Outcome 1: Control of Corruption, Transparency and Accountability Improved</b>										
<b>Output 1: Developed institutional capacity for accountability</b>										
Number of public accountability days conducted at District level	4 (as provided by Ministerial order)	24	4	4	4	4	4	4	Open Days reports) with data disaggregated	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
									by the six of the participants	
<b>Output 2: Increased JADF participation in District priorities</b>										
% of partners Participation in district planning	70%	<b>90%</b>	75%	80%	85%	87%	88%	90%	RGB Report with gender disaggregated data	Commitment of private partners
<b>Output 3: Feedback to citizen by local government councils ensured</b>										
% of District Councils feedback to citizens	74,7%	<b>95%</b>	80	85	88	91	93	95	Citizens report Card	Effective Communication channels
<b>Output 4: Participation of media and CSO enhanced and citizen access to information increased</b>										
% of Female and male headed Households with access to Communication Channels(Telephone, Radio, TV)	70%	<b>90%</b>	75%	80%	83%	85%	87%	90%	RMB/RGS report with gender disaggregated data	Citizen access to Communications
<b>Output 5: Incidence of corruption in Rwanda decreased</b>										
Number of anti corruption campaigns conducted	1	6	1	1	1	1	1	1	Anti Corruption Campaign report with details on the involvement of both male and female	Availability of budget for campaigns and Raised awareness
% of Local leaders trained on Anti Corruption law	30%	100%	100%	100%	100%	100%	100%	100%	Training report	Availability of budget
<b>Priorty area: Strengthen Capacity, Service delivery and Accountability of public institutions</b>										
<b>Outcome 1: Developed High quality skills in ICT</b>										
<b>Output: Computer literacy developed for women and men</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Percentage of male and female staff equipped with ICT facilities and coached on their use	80%	100%	100%	100%	100%	100%	100%	100%	Progress reports with data separated by the sex of the trainees	Availability of budget
<b>Outcome 2: Reinforced efficient service delivery</b>										
<b>Output 1 : All online services delivered on time</b>										
Number of sectors, cells and Schools connected to fiber optics or 4G	District head office is connected to fibre optics	80% of all District institutions	Five Sectors connected to Fiber optics	All Sectors connected to Fiber optics	Accessed with 4G network in all cells	DH connected to fiber optics	All HCs connected to 4G	20% of schools connected to fiber optics		
<b>Output 2: Safety and Fast document tracking</b>										
% of files accessible through e-filing	60%	100%	100%	100%	100%	100%	100%	100%	Progress reports	Availability of budget
<b>Output 3: Rural communities sensitized on the use of online services</b>										
Number of rural sector sensitized	10	10	10	10	10	10	10	10	Progress report with details on the involvement of male and female	Availability of budget
<b>Output 4 : Improved quality of service delivered</b>										
% Citizens (male and female) satisfied with service delivered	78,6%(CRC 2017)	95%(47.5 F; 47.5M)	80%(40 F; 40 M)	83%( 41.5 F; 41.5 M)	88%(44 F;44 M)	91%( 45.1 F;45.1M)	93%( 46.5 F;46.5 M)	95%(47.5 F; 47.5M)	CRC Report with data disaggregated by sex	Committed District service providers
<b>Output 5 : Improved capacity of NBA's to serve as centre of service delivery</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
% of inspections conducted	5%	50%	11%	13%	20%	30%	40%	50%	Service delivery inspection reports	
<b>Output 6: CRVS framework strengthened and monitored</b>										
% of Citizens registered	80%	100%	100%	100%	100%	100%	100%	100%	Report	Committed service providers
<b>Outcome 3: Increase district's revenue capacity to finance its development needs by focusing on local economic development and reforming laws on locally administered taxes</b>										
<b>Output 1: Increased District Own revenues</b>										
Amount collected per year	7,562,416,770	57,461,311,106	8,447,816,473	8,870,207,297	9,313,717,661	9,779,403,545	10,268,373,722	10,781,792,408	Tax collection reports	Tax collection campaigns budget
<b>Output 2: Public Finance Management meetings maintained</b>										
Number of PFM meetings per year	12	72	12	12	12	12	12	12	PFM Reports With data disaggregated by the sex of the participants	
% of OAG recommendations implemented	56%	100%	100%	100%	100%	100%	100%	100%	Audit reports	Availability of Budget
Number of NBAs audited	36	46	36	38	40	42	44	46	Audit reports	Availability of Budget
<b>Output 3: Compliance with Auditor General Recommendations enhanced</b>										
Level of compliance with Auditor General Recommendations	62%	80%	70%	75%	80%	80%	80%	80%	Audit reports	Auditor General Recommendations available
<b>Sector: Justice, reconciliation, law &amp; order</b>										

INDICATOR including Unit of Measurement	BASELINE  (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Priority area: Strengthen Justice, Law and Order										
Outcome 1: Sustained respect for human rights and civil liberties										
Output 1:All Judgments and enforceable decisions are executed on time										
% of Court Judgments executed	90.5%	95%	95%	95%	95%	95%	95%	95%	Court Judgment execution report	Committed service providers
Output 2: Public fund recovered for won cases										
% of public funds recovered	0	85%	85%	85%	85%	85%	85%	85%	Report	Committed service providers
Output 3: Management and productivity of abandoned property improved										
% of abandoned property annotated	90%	100%	100%	100%	100%	100%	100%	100%	Report	Committed service providers
Output 4: Legal Aid and Justice for Children policies implemented										
% of male and female receiving free/subsidizes legal representation, advice, assistance and mediation	92%	95%	95%	95%	95%	95%	95%	95%	Report with gender disaggregated data	Availability of budget and Committed service providers
Output 5:Common used laws, including GBV and family laws known by the Population										
350 Villages taught common used laws	350	350	20	30	60	70	80	90	Progress reports with details on the involvement of both men and women	Availability of budget
Output 6:AbunziCommittee are strengthened										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
% of Citizen's Cases settled	91%	100% for male; 100 % for female	100% for M 100% for F	100% for M 100% for F	100% for M 100% for F	100% for M 100% for F	100% for M 100% for F	100% for M 100% for F	Abunzi decision reports	Committed <i>Abunzi</i> committees
<b>Priority area: Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>Outcome 1: Enhanced unity among Rwandans</b>										
<b>Output 1: Unity and Reconciliation Preserved and Reinforced</b>										
Number of Clubs of Unity and reconciliation in schools, and Cells put in place	42 Clubs existing	100%	100%	100%	100%	100%	100%	100%	Unity and reconciliation Clubs report with details on male and female involvement	Raised awareness of schools and cells
<b>Outcome 2: Values, home grown solutions and innovations streamlined into all institutions for transformational governance</b>										
<b>Output 1: Operationalised <i>Itorero</i> at villages level and each school</b>										
% of Villages and schools with <i>Itorero</i>	100%	100%	100%	100%	100%	100%	100%	100%	Monitoring report	Availability of budget
<b>Outcome 3: Promote unity and reconciliation among Rwandans through Institutionalization of “Ndi Umunyarwanda and Abarinzi b'Igihango”</b>										
<b>Output: All people in the District adhere to <i>Ndi Umunyarwanda</i> program</b>										
Specific groups adhering to <i>Ndi umunyarwanda</i> program	Cells, Sectors, District Councils, NYC, NWC, NCPD, NCC, Irondo with specific attention to gender	6	Education Staffs (Head & Teachers) with specific attention to gender	Medical staffs (Dr & Nurses) with specific attention to gender	Local Authorities with specific attention to gender	Concils & Security Staffs (Irondo and Dasso) with specific attention to gender	Cooperatives with specific attention to gender	Community Aout reach	Ndi Umunyarwanda report with details on male and female involvement	Raised awareness

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Outcome 4: Strengthened values of self-reliance, respect for rights and community-based support for the vulnerable										
Output : Increased number of cells and sector offices to serve as centers of service delivery										
Number of offices constructed	Cells: 18	29	5	5	5	5	5	4	Progress reports	Availability of budget
Number of Sectors constructed	Sectors:2	3	1	1	1					
Outcome 5: Fight against genocide ideology intensified										
Output 2: Genocide memory preserved and genocide ideology prevented										
Genocide Memory event taking place at least once a year at grassroots level	1	6	1	1	1	1	1	1	Genocide Memory celebration report	Raised awareness
Priority area: Ensure safety and security of citizens and property										
Outcome: Enhanced peace and security										
Output 1 Capacity of DASSO as a new security organ is built (refresher courses, tools)										
Number of DASSO trainings organized	1	6	1	1	1	1	1	1	Training report with gender disaggregated data	Availability of budget
Pillar : Social transformation										
Sector: Sport and culture										
Priority area: Enhancing demographic dividend through ensuring access to quality Health for all										
Outcome 1 : Promotion of sports and culture										
Output 1 : Sports Facilities(Basket and Volley ball play ground) availed to all schools										
Number of sports Facilities Constructed (volley ball play ground, Basket ball	15/53 VPG 12/53 BPG 5/53 FPG	12	2	2	2	2	2	2	Sports facilities report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Play ground and Basket ballPlay ground)										
<b>Output 2: Increased appreciation and promotion of health</b>										
Frequency of Mass sport practice per year	12	72	12	12	12	12	12	12	Mass Sport Report with details on the active participation of women	Raised awareness
<b>Output 3: Sports Associations strengthened</b>										
Amount of support provided to associations	Kiyovu(60,000,000) & AS Kigali(12,000,000)	432,000,000	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000	Financial Support report	Availability of budget
<b>Output 4: Sectors Football, Volley and Basket ball Team strengthened</b>										
Number of teams available (Foot, Basket, Volley ball Team at District level)	3	3	1	1	1	1	1	1	Support Teams report gender disaggregated data	Availability of budget
<b>Output 5: Culture opportunities promoted</b>										
Number of permanent culture troupes in the District	0	11	11	11	11	11	11	11	Financial Support report	Availability of budget
Number of Festivals organized	0	6	1	1	1	1	1	1	Festival report	Availability of budget
<b>Sector: Health</b>										
<b>Priority area: Enhancing demographic dividend through ensuring access to quality Health for all</b>										
<b>Outcome 1:Infrastructure and medical equipment norms and standards strengthened(Increased geographical accessibility)</b>										
<b>Output 1: Nyarugenge District Hospital Constructed</b>										
Progress level towards completion (in %)	0	100%	40%	60%	80%	100%	100%	100%	Report on construction	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 2:Gitega and Rwezamenyo HCs constructed										
Progress level towards completion (in %)	0	100%	0	0	0	60%	80%	100%	Construction report	Availability of budget
Output 3:Butamwa, Kabusunzu and Nzove health post rehabilitated										
Level of progress towards completion (in %)	0	100%	40%	60%	80%	100%	100%	100%	Progress report	Availability of budget
Output 4: New Hospital, HCs and Health postsequipped										
Number of new health facilities equipped	0	16	0	0	4	4	4	4	Inspectio report	Availability of budget
Outcome 2: Increased health of workforce										
Output : Developed IPPS system in Health facilities										
Number of health facilities with functional IPPS	1	54	1	1	13	13	13	13	Inspection report	Availability of budget
Outcome 3: Increased contraceptive prevalence										
Output : Increased access and use contraceptives prevalence										
% of married woman use of Family planning	49.5	60%	51	53	55	57	59	60	Family planning report with details on the involvement of men	Availability of budget
Outcome 4: Improved healthcare services										
Output 1 : Rate of maternal child mortality reduced										
% o of Post-natal care	49.5	60%	51	53	55	57	59	60	Child mortality report	Availability of budget
% of children, young and mothers Immunized	95	100%	100	100	100	100	100	100	Child mortality report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 2 : Customer care in all health services improved										
Number of HCs with operational suggestion boxes	0	13	13	13	13	13	13	13	Inspection report	Availability of budget
% of children under 5 screened for nutrition (screening, rehabilitation and	15	50%	20	25	30	35	40	50	Children nutrition report	Availability of budget
Outcome 5: Increased financial sustainability for the health sector										
Output 1: Community based health insurance Promoted										
% CBHI achieved	98.9	100%	100	100	100	100	100	100	Health insurance report	Increased awareness
Output 2: Health care cost recovery in public health facilities Ensured(IT)										
Number of Public health facilities with IT system for recovery	0	53	0	1	13	13	13	13	Cost recovery report	Availability of budget
Output 3: Improved financial management system in HFs										
Number of health facilities who have financial management system through PFM	0	13	0	0	0	0	0	13	PFM report	Availability of budget
Outcome 6: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)										
Output 1:Current prevalence rate of HIV infection reduced										
Prevalence rate of HIV incidence	7.5%(9% female 6 % male)	2%	2.6	2.5	2.4	2.3	2.1	2	Survey report	Availability of budget
Output 2: Hepatitis screening and treatment Strengthened										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Proportion of hepatitis treated/hepatitis detected	0	70%	20	30	40	50	60	70	Survey report with gender disaggregated data	Availability of budget
<b>Output 3: TB, prevention and treatment improved</b>										
TB incidence/100.000	58%	38%	53%	48%	45%	43%	40%	38%	Survey report with gender disaggregated data	Availability of budget
<b>Output 4: Malaria prevention and treatment improved</b>										
Malaria incidence/1000	308%0	122%	271%	234%	200%0	170%	140%	122%0	Survey report with gender disaggregated data	Availability of budget
<b>Output 5: Mental Health program strengthened</b>										
Number of Health facilities with Mental health specialist	1	13	3	5	7	9	11	13	HR report	Availability of budget
<b>Sector: Education</b>										
<b>Priority area: Enhancing the demographic dividend through improved access to quality education</b>										
<b>Outcome 1: Increased equitable access to education programs</b>										
<b>Output 1: All learners enter primary school at the correct age and successfully complete 12 years' basic education</b>										
Net intake rate in P1 and S1	P1: 78.3%	91%	81.4%	83%	85%	87%	90%	91%	Enrollment report	Increased awareness
	S1: 9.7%	18%	11.8%	12%	14%	16%	17%	18%	Enrollment report	Increased awareness
Primary dropout rate	5.7%	1.9%	4.5%	3.5%	2.5%	2.2%	2%	1.9%	Dropouts report	Increased awareness
Lower secondary dropout rate	6.5%	1.5%	5.5%	4%	3%	4%	3%	1.5%	Dropouts report	Increased awareness

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Upper secondary school dropout rate	6.5%	2.5%	5.6%	5%	3%	4%	3%	2.5%	Dropouts report	Increased awareness
Primary repetition rates	18.4%	2.9%	13%	11%	7%	4%	3%	2.9%	Repetition report	Increased awareness
Lower secondary repetition rate	65.2%	2.5%	5.2%	4%	3.5%	3%	2.7%	2.5%	Repetition report	Increased awareness
Upper secondary repetition rate	11.6%	6.0%	9.8%	9.5	9.0	8.0	7.0	6.0	Repetition report	Increased awareness
Primary completion rate	65.2%	78.2%	68.5%	70%	72%	73%	75%	78.2%	School completion report	Increased awareness
Secondary education completion rate	68.2%	78.2%	68.5%	70%	72%	73%	75%	78.2%	School completion report	Increased awareness
Transition rate from primary to lower secondary education	71.1%	92.2.	78%	80%	84%	87%	90%	92.2%	Enrollements report with gender disaggregated data	Increased awareness
Transition rate from lower secondary to upper secondary	83.6%	96%	87%	89%	91%	93%	95%	96%	Enrollements report with gender disaggregated data	Increased awareness
<b>Output 2: Increased number of students enrolled in primary and secondary schools</b>										
Pre-primary NER (Net enroll. Ratio)	NER: 17.5%	45%	24.4%	24%	29%	35%	40%	45%	Enrollment report	Raised awareness
Primary NER	NER: 97.7%	98.0%	97.8%	97.9%	98%	98%	98%	98.0%	Enrollment report	Raised awareness

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Lower secondary NER	NER: 22.6%	61.0%	32.2%	37%	44%	50%	55%	61.0%	Enrollment report	Raised awareness
Upper secondary NER	NER: 23.5%	61.0%	32.9%	34%	39.5%	46%	53%	61.0%	Enrollment report	Raised awareness
<b>Outcome 2: Increased Technical and Vocational Education and Training (TVET) schools and graduates</b>										
<b>Output : TVET graduates are responsive to both labour market needs and the social and economic development of Rwanda</b>										
% TVET graduates employed within 6 months of graduation (female/male)	70%	87.3%	75%	77%	79	82	85	87.3%	TVET graduates employment report with gender disaggregated data	Public private partnership
<b>Outcome 3: Improved education quality in primary and secondary education</b>										
<b>Output 1: All schools, TVET and higher education institutions have sufficient modern infrastructure, facilities and resources</b>										
% of schools meeting minimum quality assurance standards	30.0%	76.8%	45%	47%	52%	59%	67%	76.8%	Inspection report	Availability of budget
% schools meeting standard PCR(pupil classroom ratio): pre-primary 32:1	83.0%	98.1%	86.8%	88.3%	90.6%	93%	95%	98.1%	Inspection report	Availability of budget
% schools meeting standard PCR: primary (classroom) 40:1	12.2%	32.7%	17.4%	20%	22%	24.5%	29%	32.7%	Inspection report	Availability of budget
% schools meeting standard PCR: lower sec.: 40:1	70%	92%	76%	79%	82%	84%	88%	92%	Inspection report	Availability of budget
% schools meeting standard PCR: upper secondary 38:1	78%	90%	80%	82%	84%	86%	88%	90%	Inspection report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
% of TVET schools meeting standard trainees-classroom ratio 25:1	40.0%	54%	44%	46%	48%	50%	52%	54%	Inspection report	Availability of budget
% primary, lower secondary, upper secondary, TVET schools with electricity % pre-primary, primary, secondary, TVET schools with improved water	Primary: 32.0%	100%	49%	59.5%	65%	77%	83%	100%	Inspection report	Availability of budget
	Secondary: 46.0%	100%	59.5%	61%	70%	79%	80%	100%	Inspection report	Availability of budget
	TVET: 85.5%	100%	89.6%	91%	93%	95%	78%	100%	Inspection report	Availability of budget
	Primary: 36.0%	51.1%	39.8%	41%	43%	47%	50%	51.1%	Inspection report	Availability of budget
	Secondary: 39.0%	53.4%	42.6%	44%	46%	48%	51%	53.4%	Inspection report	Availability of budget
	TVET: 61%	100 %	72.1% %	75%	79.5%	83%	90%	100%	Inspection report	Availability of budget
% primary, secondary, TVET schools with improved toilets	Primary: 5.0%	22%	10.6	15%	17%	19.5%	22%	27.4%	Inspection report	Availability of budget
	Secondary: 8.5%	27%	13.9%	17%	20%	24%	27%	30.0%	Inspection report	Availability of budget
	TVET: 11.0%	44%	20.9%	235	30%	39%	44%	50.6%	Inspection report	Availability of budget
% Primary, secondary, TVET and higher education	Primary: 45.2%	905	60.9%	71%	74%	81%	905	100%	Inspection report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
institutions with hand washing facilities	Secondary: 51.1%	89%	65.1%	70%	75%	80%	89%	100%	Inspection report	Availability of budget
	TVET: 20%	84%	40%	49%	62%	72%	84%	100%	Inspection report	Availability of budget
<b>Output 2: STEM strengthened and engendered across all levels of education</b>										
% of male and female learners enrolled in STEM related subjects	Upper sec: 60.3%	62.6%	60.9%	61%	61.1%	61.2%	61.4%	62.6%	Progress reports	Raised awareness
	TVET:58.0%	64.4%	59.6%	61%	62%	63%	63.4%	64.4%	Progress reports	
% of Science teachers who are qualified	54.3%	65.1%	57%	60%	61%	63%	64.5%	65.1%	Progress reports	Availability of qualified staff
<b>Output3 : quality teaching and learning enhanced</b>										
Number of schools inspected (in %)	97%	100%	98%	100%	100%	100%	100%	100%	Inspection reports	Committed inspectors
<b>Output 4: Trained English teachers</b>										
Number of teachers trained	85	200	100	150	150	200	200	200	Training report	Availability of budget
<b>Output 5: ICT strengthened and engendered across all levels of education</b>										
% of primary, secondary schools with internet connectivity	Prim: 32.0%	60.6%	39.2%	42%	45%	50%	55%	60.6%	Progress reports	Availability of budget
	Second:37.7%	63.9%	44.2%	45%	51%	55%	60%	63.9%	Progress reports	Availability of budget
Student-computer ratio at all levels of education	Prim: 1:13	1:11	1:12					1:11	Progress reports	Availability of budget
	Sec: 1:23	1:13	1:20	1:19	1:17	1:18	1:15	1:13	Progress reports	Availability of budget
	TVET:1:14	1:6	1:12	1:11	1:11	1:10	1:9	1:6	Progress reports	Availability of budget
% of schools with access to computers	Prim:51.0%	94.6%	61.9%	67%	73%	79%	84%	94.6%	Progress reports	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
	Sec:	87.3%	80.3%	81%	82%	84%	86%	87.3%	Progress reports	Availability of budget
% of secondary schools with computer labs	45.0%	74.5%	52.6%	57%	61%	66%	71%	74.5%	Progress reports	Availability of budget
% of schools (including TVET) equipped with at least 2 SMART classrooms	Primary: 10%	100%	32.5%	41%	59%	66%	79%	100%	Progress reports	Availability of budget
	Secondary: 6%	100%	29.5%	38%	49%	59%	77%	100%	Progress reports	Availability of budget
	TVET: 15%	71.3%	30.7%	33%	40%	49%	59%	71.3%	Progress reports	Availability of budget
<b>Output 6: Teachers trained to use SMART classrooms at secondary &amp; primary levels</b>										
number of teachers trained (in %)	100%	100%	100%	100%	100%	100%	100%	100%	Training report	Availability of budget
<b>Outcome 4: Improved management and deployment of teachers in order to attract and retain high quality teachers in the teaching profession</b>										
<b>Output 1: Strengthened and continuous professional development and management of teachers</b>										
Average, primary and secondary pupil qualified teacher ratio (PQTR)	Pre-pr: 1:32	1:24	1:32	1:30	1:28	1:26		1:24	Teacher qualification report	Availability of budget
	Prim: 1:62	1:38	1:59	1:48	1:46	1:44	1:40	1:38	Teacher qualification report	Availability of budget
	Second: 1:28	1:20	1:30	1:28	1:26	1:24	1:22	1:20	Teacher qualification report	Availability of budget
<b>Output 2: SEOs &amp; HTs trained on the teachers statutes</b>										
% of SEOs & HTs trained	85	100%	100%	100%	100%	100%	100%	100%	Training report	Availability of budget
<b>Output 3: Horizontally promoted education staff</b>										
% of staff promoted	100%	100%	100%	100%	100%	100%	100%	100%	Progress reports	Availability of budget
<b>Outcome 5 : Increased access to pre-primary education</b>										
<b>Output 1: All children complete school pre-primary readiness programmes</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
% of primary schools having pre-primary level	42%	66.4%	48.1%	53%	57%	61%	64%	66.4%	School completion report	Raised awareness
Output 2: Increased private pre- primary schools										
Number of private pre-primary schools	Pre-Primary: 33.7%	50%	38%	40%	42%	45%	48%	50%	Private pre-primary schools report	Public private partnership
Outcome 6: Increased adult literacy rate										
Output: Increased adult literacy and numeracy										
% of the male and female population aged over 15years who are literate	72.1% (2013/14)	85.4%	76%	78.5%	81%	83%	84%	85.4%	Adult literacy report with gender disaggregated data	Raised awareness
Outcome 7: Equitable opportunities to all levels of learning irrespective of gender, socio-economic or other status										
Output : All schools/colleges meet standards of accessibility for LwD										
% of schools/colleges meeting standards of accessibility for LwD	Pri: 6%	37,3%	16.4%	18%	22%	27%	31%	37,3%	Inspection report	Availability of budget
	Sec: 8%	38.7%	18.2%	19%	21%	30%	34%	38.7%	Inspection report	Availability of budget
	TVET: 8%	38.7%	18.2%	20%	22%	31%	33%	38.7%	Inspection report	Availability of budget
Outcome 8: : Strengthened governance and accountability across all levels of education										
Output : Head teachers (male and female) are trained and mentored in leadership and management										
% of male and female head female and male teachers trained and	School leaders: 89%	95%	91%	92%	93%	93.5%	94%	95%	Training report	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
mentored in leadership and management	TVET female and male leaders trained and certified: n/a	97%	44%	52%	66%	75%	80%	97%	Training report	Availability of budget
	TVET female and male leaders mentored: n/a	97.3%	42%	48%	58%	69%	78%	97.3%	Training report	Availability of budget
<b>Sector: Social protection</b>										
<b>Priority area: Enhancing graduation from extreme poverty and promoting resilience</b>										
<b>Outcome 1: Increased graduation from extreme poverty</b>										
<b>Output 1: Direct Support provided to extremely poor older people, people with disabilities and child headed households</b>										
Number or % of extremely poor male and female covered by social protection	DS VUP= 682(382 F; 300 M	761	761	761	761	761	761	761	Direct support report with gender disaggregated data	Availability of budget
	DS FARG : 869(557 F and 312 M)	895	895	895	895	895	895	895	Direct support report with gender disaggregated data	Availability of budget
	FARG (family deprived) : 53 ( 51 F; 18 M)	69	69	69	69	69	69	69	Direct support report with gender disaggregated data	Availability of budget
	Older people: 53%	100%	60%	65%	70%	80%	90%	100%	Direct support report with gender disaggregated data	Availability of budget
	PwDs: 305(191 F;114 M)	1841	306	306	306	306	306	307		

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 2: Expanded and classic public Works provided to single worker households with caring responsibilities										
Number of extremely poor and vulnerable female and male headed households participating in VUP public works (disaggregated by cPW and ePW)	VUP classic public Work: 1903(1141 F; 762 M )	2500	2000	2000	2500	2500	2500	2500	List of beneficiaries with gender disaggregated data	Availability of budget
	VUP expanded public work: 95 (22 M and 73 F)	103	103	103	103	103	103	103	List of beneficiaries with gender disaggregated data	Availability of budget
Output3 : Core social protection programme payments delivered on-time										
% of core social protection programme (VUP and FARG) payments delivered on-time	100%	100%	100%	100%	100%	100%	100%	100%	Report from MIS	Availability of budget
Output 4: Essential equipment and training provided to enable sector-level access social protection MISs										
Number of male and female staff trained	10 Sector social affairs officers are trained	57	57	57	57	57	57	57	Progress reports with gender disaggregated data	Availability of budget
Output 5: All villages are reached with high quality public communications on social protection rights and responsibilities										
% of the public with good awareness of social protection rights and responsibilities	50%	100%	100%	100%	100%	100%	100%	100%	Progress reports	Raised awareness and Availability of budget
Outcome 2: Enhanced resilience of Rwandans										
Output 1: Nyarugenge districts is supported to develop, update and implement District Disaster Management plans										
% of disaster victims assisted within 24 hours	50%	100%	100%	100%	100%	100%	100%	100%	Progress reports	Disaster Management plan available
Output2: Housing constructed and rehabilitated for Genocide survivors and other extremely poor and vulnerable households										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of Genocide survivors and other extremely poor and vulnerable households receiving shelters	40	144	24	24	24	24	24	24	List of beneficiaries	Availability of budget
<b>Output 3: Integrated caseworker management guidelines developed and implemented</b>										
No. of sectors implementing integrated caseworker management system	Caseworkers are operational only in Kigali sector	6	1	2	3	4	5	6	Progress reports	Availability of budget and caseworker management guidelines
<b>Output 4: Community outreach volunteers trained on GBV and child protection</b>										
Number of outreach volunteers trained on GBV and child protection	20( 14 F; 6 M)	120( 140 F; 60 M)	20( 14 F; 6 M)	20( 14 F; 6 M)	20( 14 F; 6 M)	20( 14 F; 6 M)	20( 14 F; 6 M)	20( 14 F; 6 M)	List of volunteers trained	Availability of budget
<b>Output 5: VUP caseworkers recruited, trained and facilitated</b>										
Number of VUP caseworkers recruited, trained and facilitated	7 caseworkers are operational in Kigali sector( 4 F; 3 M )	7( 4 F; 3 M	7( 4 F; 3 M	7( 4 F; 3 M	7( 4 F; 3 M	7( 4 F; 3 M	7( 4 F; 3 M	7( 4 F; 3 M	Progress reports	Availability of budget
<b>Output 6: Equip and staff integrated health care services to GBV victims in all health centers District wide</b>										
% of GBV, human trafficking and child abuse victims supported	50%	100%	100%	100%	100%	100%	100%	100%	Progress reports With data disaggregated by sex	Availability of budget
<b>Output7 : Health center male and female staff trained on GBV</b>										
% of staff trained	50%	100%	50%	100%	100%	100%	100%	100%	Progress reports With data disaggregated by sex	Availability of budget
<b>Output 8 : Centers of excellence for rehabilitation of PwDs Constructed equipped and staffed</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
No. of PwDs with access to rehabilitation services	0	1	1	1	1	1	1	1	1Center operational	Availability of budget
<b>Output 9 : PwDs provided with assistive devices</b>										
Number or % of female and male PwDs receiving assistive devices	169	100%	100%	100%	100%	100%	100%	100%	Report With data disaggregated by sex	Availability of budget
<b>Output 10 : Community savings groups Promoted and strengthened</b>										
% of extremely poor and vulnerable female and male headed households who are members of a community savings group	-	100%	100%	100%	100%	100%	100%	100%	List of community savings group members	Raised awareness
<b>Outcome 3: Strengthened linkages with complementary services for sustainable graduation from extreme poverty</b>										
<b>Output 1: Extremely poor female and male headed households provided with technical and vocational training</b>										
No. of SP male and female beneficiaries receiving formal skills training	5	60	5	7	9	11	13	15	List of beneficiaries disaggregated by sex	Availability of budget
<b>Output 2: Cooperatives of PwDs supported</b>										
Number of cooperatives supported	16 cooperatives	24	4	4	4	4	4	4	List of cooperative supported disaggregated by the sex of the members	Availability of budget
<b>Output 3 : Income generating projects for extremely poor male and female promoted and strengthened</b>										
Number of income generating projects financed	74	983	157	161	163	165	167	170	List of beneficiaries	Availability of budget

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
									disaggregated by sex	
<b>Output 4 : Sport of PwDs promoted</b>										
Number of teams of PwDs participating in sport	2	4		2			2		Available teams per sex	Availability of budget
<b>Output 5: PwDs (male and female ) provided with technical and vocational training</b>										
No. PwDs (male and female )receiving TVET training	0	12	2	2	2	2	2	2	List of beneficiaries disaggregated by the sex of the trainees	Availability of budget
<b>Output 6: Increased campaigns on policy against delinquency</b>										
Number of sensitization campaigns	3	30	5	5	5	5	5	5	Progress report	Availability of budget
<b>Output 7: Increased delinquency rehabilitation</b>										
Number of male and female delinquent rehabilitated	243	1078	328	150	150	150	150	150	Report of delinquent rehabilitated	Availability of budget
<b>Outcome 4 : Strengthened provision of Social Support for the most vulnerable</b>										
<b>Output 1: Extremely poor and vulnerable households supported through Umuganda, Kuremera and Urugerero</b>										
Number of poor and vulnerable female and male headed households supported	10	60	10	10	10	10	10	10	List of beneficiaries	Raised community awareness
Numbers of extremely poor female and male headed households supported	16,808	17,000	17,000	17,000	17,000	17,000	17,000	17,000	List of beneficiaries	Availability of budget
<b>Priority area: Eradicating Malnutrition</b>										
<b>Outcome 1 : Reduced malnutrition among children</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGE T	TARGE T	TARGET	TARGET	TARGET	MEANS OF VERIFICATI ON	ASSUMPTI ONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Output 1: Chronic malnutrition r and stunting reduced among										
% of malnutrition and stunting cases	7%	0%	5%	4	3	3	2	0	Survey report with gender disaggregated data	Availability of budget
Output 2: Extremely poor households supported to establish a kitchen gardens										
Numbers of extremely poor female and male headed households supported	16,808	17,000	17,000	17,000	17,000	17,000	17,000	17,000	List of beneficiaries	Availability of budget
Output 3 Milk, fortified blended foods and other relevant nutrition support provided to infants and pregnant breast-feeding women										
% of infants	50%	100%	100%	100%	100%	100%	100%	100%	List of beneficiaries	Availability of budget
%pregnant breast-feeding women	50%	100%	100%	100%	100%	100%	100%	100%		
Outcome 2: Prevention of unplanned pregnancy										
Output 1: Teenage pregnancy and motherhood rate reduced										
% of teenage pregnancy among female aged 15-19 reduced	7%	6%	6.8%	6.7%	6.6%	6.4%	6.2%	6.0%	Teenage pregnancy report	Raised awareness
Output 2: Increased anti-teenage pregnancy campaigns in primary, secondary schools and community										
Number of sensitization campaigns	To be determined	To be determined	To be determined	To be determined	To be determine d	To be determined	To be determined	To be determined		
Output 3: Established and strengthened Adolescent Sexual Reproductive Health(ASRH) clubs in secondary schools										
Number of clubs established	To be determined	To be determined	To be determined	To be determined	To be determine d	To be determined	To be determined	To be determined		
Output4: Created and expanded Yego Centres at sector level with operational Adolescent Sexual Reproductive Health (ASRH) services										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Number of Yego Centers created and expended with operational ASRH services	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined		

## 4.5. Cross-cutting areas

Cross-cutting areas to be mainstreamed are presented through the following table in terms of key intervention sectors and priorities for each sector:

**Table 12: Cross-cutting areas**

Sector	Priorities
<b>Disaster management</b>	
Agriculture	Reduce arable land and livestock exposed to landslides, floods, drought, wildfire and lightning
Education	Increase pupils awareness of Disaster risk reduction and management
Social protection	Assist disaster victims
	Recovering infrastructure and houses destroyed
Environment, natural resources	Reducing natural resources and forests at risk
Urbanization & housing	Increasing infrastructures/buildings resilience to disasters
Health sector	Equip facilities to respond to diseases outbreaks
<b>Environment &amp; Climate change</b>	
Urbanization	Increasing green certified buildings in urban areas
	Increasing urban households in urban areas with access to collective sewerage services
	Improving utilisation of waste streams, including Development and implementation of landfill regulations in all urban areas.
	Recycling urban non-organic solid waste (organic, paper, metal, plastic, glass)
	Implementing cleaner production best practices implemented
Industries	Reducing waste water
	Reducing and reusing solid waste
Energy	Increasing renewable energy in power generation mix
	Increasing households using modern cooking technologies (Tier 2-4 cooking technologies)

Agriculture	Increasing the number of farmers who have timely access to and use quality seeds (on consolidated sites)
	Increasing farmers who have timely access to organic fertiliser
	Increasing farmers adopting appropriate technology and improved practices
	Constructing radical terraces
	Constructing radical terraces
	Increase the level of compliance with required EIAs for agricultural projects
<b>HIV &amp; Non communicable diseases</b>	
Education Sector	Inspect schools for updated curricula with NCDs module
Local Government	community check for NCDs: aged 35+ for female and 40+ for men
<b>Disability &amp; Social Inclusion</b>	
Energy	Increase the number of poorest HHs & poor HHs headed by PwDs with access to off-grid electricity.
Transport	Constructing or rehabilitate workability areas for PwDs.
Urbanization and Rural Settlement.	Constructing new buildings designed with disability facilities (toilets, ways)
Education	Provide improved specialized education centers for PwDs
	Training teachers in special education
Justice, Reconciliation, Law and Order	Providing PwDs with the legal aid.
<b>Gender &amp; Family promotion</b>	
Agriculture	<ul style="list-style-type: none"> <li>• Ensure gender balance in production of high value crops</li> <li>• Ensure gender balance for trained farmers in modern farming</li> <li>• Organise community dialogue of male and female farmers (land owners) on land rights and family resources management</li> <li>• Create gender inclusive professional farming centres</li> <li>• Facilitate women's integration in all levels of agricultural value chain through trainings, access to credit and increasing control over resources</li> </ul>

Access to finance	<ul style="list-style-type: none"> <li>• Educate women and men on the culture of saving and sustain financial literacy with special focus on women through partnership with civil society organizations (e.g. Duterimbere, Care International)</li> <li>• Linking women and youth to existing credit opportunities and financial institutions ( e.g. VUP; Credit facilities offered by MINAGRI projects RDDP&amp;PASP, Duterimbere IMF, COOPEDU... through BDS)</li> </ul>
Private sector development & Youth employment	<ul style="list-style-type: none"> <li>• Ensure gender balance in owners of large scale businesses and SMEs;</li> <li>• Ensure gender balance in people employed in SMEs;</li> <li>• Ensure gender balance in people trained in financial literacy</li> <li>• Strengthen BDS operation by opening women's window (training, mentorship, coaching) taking into consideration women's constraints</li> <li>• Strengthen women and youth's exposure to business environment: e.g. Organising study tours within the country and abroad for off farm business; role modelling...</li> <li>• Equip women and youth with business skills through Training, mentorship and coaching including those in informal sector</li> <li>• To provide start up and toolkit to TVET graduates with special attention to women and girls</li> </ul>
Justice, Reconciliation, Law and Order  - Families free from GBV	<ul style="list-style-type: none"> <li>• Awareness raising on Laws, GBV forms, rights;</li> <li>• Speed and report cases of GBV perpetrators;</li> <li>• Speed and report cases of human trafficking</li> <li>• Speed and report cases of child abuse perpetrators</li> <li>• Ensure gender balance in people trained in GBV prevention and responses</li> <li>• <i>Umugorobaw'ababyeyi</i> and men inclusion;</li> <li>• Launching the GBV free family certificates for the all deserving Rwandan Modern Household (<i>Itorerory/umudugudu</i>)</li> <li>• Promote positive masculinity through Men Engage approach</li> <li>• Strengthen collaboration of <i>umugorobaw'ababyeyi</i>, CSO, FBOs and district for denouncing and follow up GBV and human trafficking victims reintegration and in preventing and managing domestic conflict</li> <li>• Phone based reporting of GBV cases; and human trafficking cases</li> <li>• Involve and hold accountable private sector, CSO, and FBOs in preventing and responding to GBV at work place</li> <li>• Increased planning (imihigo) and financing for GBV prevention and response</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• 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</li> <li>• Increase and extend ICT infrastructures such as 'Yego Centres', ICT knowledge hubs...</li> <li>• Awarding girls graduates in ICT trades</li> </ul>

Education	<ul style="list-style-type: none"> <li>• Increase the geographical access to technical schools by constructing new STEM related TVET</li> <li>• Organize study tours of O' level and S6 female leavers in TVET Schools to see how ladies are able to perform technical activities</li> <li>• Promoting <i>inspire me</i> initiatives where senior female staff in STEM and TVET inspire young girls in the community or through media</li> <li>• Increase the number of women in STEM related TVET through sensitization and incentives to women enrolled in TVET</li> <li>• Construction of ECD in all cells and sensitize parents to take their children to ECDs (with the participation of district stakeholders)</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Include driving course into TVET curriculum</li> <li>• Build shelters at every bus station and stops to help pregnant women with infants to be able to sit while waiting for a bus</li> <li>• Reserve a few seats in each bus with a sign meaning that they are reserved for pregnant women, women with babies and elderly people</li> </ul>
Health	
-Teenage pregnancy	<ul style="list-style-type: none"> <li>• Conduct anti-teenage pregnancy campaigns in primary and secondary schools</li> <li>• Reinforce counselling services in “<i>Icyumbacy’umukobwa</i>” at primary and secondary school on adolescents’ sexual and reproductive health</li> <li>• Promote positive sexual behaviors among adolescent girls through effective communication between adults (parents/educators) and adolescent girls through <i>Umugorobaw’Ababyeyi</i> and “Family Days”</li> <li>• Create and expand Yego Centres at sector level with operational ASRH services</li> <li>• Enhancing youth friendly sexual and reproductive health services in health centres</li> <li>• Sensitization of adolescent girls to increase their demand for ASRH services</li> </ul>
- HIV/AIDs	<ul style="list-style-type: none"> <li>• Conduct behavior change communication activities to promote positive sexual behaviors among male and female population</li> <li>• Promote safe sex among male and female sex workers</li> <li>• Expand access and promote utilization of STIs prevention and treatment services to male and female population</li> </ul>
Urbanisation	<ul style="list-style-type: none"> <li>• Equip infrastructures such as (hospitals, shopping malls, public sanitation facilities) with a space where for example nursing/lactation mothers can breastfeed and change their babies with some toys for the kids to play with</li> <li>• Install lights along the street and public spaces</li> </ul>
Social protection	<ul style="list-style-type: none"> <li>• 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)</li> </ul>

Governance and decentralisation	<p>Increase women's participation in leadership and decision making at all levels by:</p> <ul style="list-style-type: none"> <li>• Building women's capacity to actively participate in leadership and decision making process through sensitisation, education, and training, mentoring, and coaching.</li> <li>• Increasing involvement of women and youth in district planning and prioritisation</li> <li>• Organising community dialogues aiming at promoting women's decision making power within the household (e.g. <i>Umugorobaw'ababyeyi</i>, civil society organisation activities, community meetings...)</li> </ul>
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## **CHAPTER V: IMPLEMENTATION OF NYARUGENGE DDS**

### **5.1. Sequencing of activities**

This section provides all planned projects per intervention sector as well as the implementation period for each project during the period of 6 years. Details are presented through the table below:

**Table 13: Nyarugenge District key projects**

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
<b>Transport sector</b>						
Constructing District roads Class I (asphalt roads)	<p>Construction of asphalt roads: km 7.816:</p> <p>1.Cyivugiza – Cemetery –Rugarama 4.081km</p> <p>2.Muhima Hospital Nyabugogo 1.528km</p> <p>3.Minadef - EcoleBelge - KCB 0.300km</p> <p>4.Road biryogo 0.722km</p> <p>5.Road Around Grace Hotel 0.561km</p> <p>6.Road near Kimisagara Market 0.624km</p> <p>7. Road in Nyarugenge sector (Upgrading)1km</p>	<p>Construction of asphalt roads: km 14.774:</p> <p>1.Green Corner-Karabaye-Kabusunzu: 1.600km</p> <p>2.Quartier belgeNyamirambo 1.358km</p> <p>3.Nyakabanda around Kigali stadium :1.395km</p> <p>4.Nyamirambo Mageragere prison:6.9km;</p> <p>5.Muhima-Apacope:0.526km</p> <p>6.Muhima-Ibagiro: 0.530km;</p> <p>7.Road in UBUMWE cell: 1.465km</p> <p>8. Road in Nyarugenge sector(Upgrading)1km</p>	<p>Construction of asphalt roads: km 9.7:</p> <p>1.Ryanyuma Rugarama 3.100</p> <p>2.Mutwe -Gisimba and around :1.7km</p> <p>3.Biryogo- CIESK 1.7km</p> <p>4. Road connecting Nyakabanda I &amp;II to Green Corner –Sun city Stone road ( 1.7km</p> <p>5. Road in Nyarugenge sector (Upgrading) 1.5km</p>	<p>Construction of asphalt roads: km 9.85:</p> <p>1.Nzove-BibungoPhaseI (2.5km)</p> <p>2.Roads connecting Kimisagara:3.350km</p> <p>3.Rwarutabura – Gihanga (Miduha) 1km</p> <p>4.Kimisagara-National-Muganza Phase II: 3km</p>	<p>Construction of asphalt roads: km 13.084:</p> <p>1 .Ring road - Ruliba - Kigali – Mageragere Phase I 10km;</p> <p>2.Road La Banane-Mwami: 1km;</p> <p>3.Mumena stadium-near la Banane:1km;</p> <p>4.Roads connecting Mumena stadium-stone paved road:1.084km</p>	<p>Construction of asphalt roads: km 23.8:</p> <p>1.Gakoni Residential Site 2.5km</p> <p>2.Ring road - Ruliba -Kigali – Mageragere Phase II (17km)</p> <p>3.Nzove- Bibungo PhaseII: 4.3km</p>

Rehabilitating and maintaining Marrum roads	<p>Rehabilitation of Ayabaramba-Kigaramamurum road in Mageragere Sector 3.7km</p> <p>Rehabilitation of the road Cyivugiza-Cemetery 4.048km</p> <p>Rehabilitation of the murrum road Ruliba-Mwendo 3.058km</p> <p>Rehabilitation of Nzove-Nyamwerumurum road in Kanyinya Sector 5km</p>	<p>Rehabilitation of Ayabaramba-Nyarurenzimurum road in Mageragere Sector 3.5km</p> <p>Rehabilitation of the murrum road Mwendo-Rwesero 3.9km</p>	<p>Rehabilitation of the murrum road Kanyinya-Jari 3km</p> <p>Construction of drainages and laterite compaction for Kagunga-Karukoromurum road in Nyamirambo Sector 4.740km</p> <p>Rehabilitation of the murrum road Ayabaramba – Runzenze 4.5km</p>	Rehabilitation of the murrum road Mataba – Runzenze 7.5km	Rehabilitation of the murrum road Kavumu– Ntungamo 11km	Mwendo – mont Kigali 4.5km
Constructing modern bridges	Upgrading of existing wood bridges in durable bridges (RC, metallic) according to traffic	Construction of bridge connecting Kanyinya and Kigali	<p>Rehabilitation of bridge connecting Kamonyi and Nyarugenge ( Ruliba Bridges</p> <p>Construction of bridge connecting Kanyinya and Jari</p>	Construction of the bridge connecting Mageragere and Kamonyi	Construction of bridge in Mumena	Construction of bridge near CIESK
Constructing Ravines	Construction of Cyivugiza ravine Phase II : 400m Monitoring of Kabasenerezi -, Mumena , Rugenge ravine constructed in partnerships with Cok	Construction of ravine in Nyarugenge sector (Agatare project): 2km Completion of Cyivugiza ravine (350m)	Construction of ravine in Nyarugenge sector (Agatare project) 1km Construction of Akabahizi- Mpazi ravine (200m)	Construction of Mumena ravine located between Mumena stone road and la Banane (800m)	Construction of Akabeza- Muhima ravine (180m )	Construction of Kimisagara ravine near WASAC (500m )

Upgrading Nyabugogo intercity bus terminal	Feasibility study  Signing MoU between CoK and contractor	Monitoring construction activities				
<b>Urbanization sector</b>						
Elaboration of Physical plan	Elaboration of Physical plan in Mageragere and Kigali sectors	Elaboration of Physical plan in Mageragere and Kigali sectors	Elaboration of Physical plan in Mageragere and Kigali sectors	Elaboration of Physical plan in Mageragere and Kigali sectors	Elaboration of Physical plan in Mageragere and Kigali sectors	Elaboration of Physical plan in Mageragere and Kigali sectors
Upgrading informal settlements	Feasibility Study in Gitega, Kimisagara and Nyarugenge	Feasibility Study in Gitega, Kimisagara and Nyarugenge	Expropriation and construction of infrastructure in the same sectors.	Expropriation and construction of infrastructure in the same sectors.	Expropriation and construction of infrastructure in the same sectors.	Expropriation and construction of infrastructure in the same sectors.
Increasing the number of dwelling units	Identification of sites in Mageragere , Kigali, Nyamirambo, Gitega and Kimisagara and Kanyinya sectors	Mobilisation of investors and construction of dwelling units in one selected sector.	Mobilisation of investors and construction of dwelling units in one selected sector.	Mobilisation of investors and construction of dwelling units in one selected sector.	Mobilisation of investors and construction of dwelling units in one selected sector.	Mobilisation of investors and construction of dwelling units in one selected sector.
Scaling up IDP model in three sectors	Identification of sites in Mageragere , Kigali Gitega and Kimisagara and Kanyinya sectors	Construction of houses I IDP model village.	Construction of houses I IDP model village.	Construction of houses I IDP model village.	Construction of houses I IDP model village.	Construction of houses I IDP model village.
Relocating Households from scattered areas and high risk zones	Relocating households in high risks zone	Relocating households in high risks zone	Relocating households in high risks zone	Relocating households in high risks zone	Relocating households in high risks zone	Relocating households in high risks zone
<b>Energy sector</b>						
Increasing household 's access to electricity	Construction of electricity line of 6km in Mageragere and Kanyinya., 2km in Kigali, 2km with 1 transformer in Mataba	Construction of electricity line of 4km in Mageragere, 2 km in Kigali, 3km in Gasharu (nyamirambo) and	Construction and upgrading electricity line of 12 km in kanyinya and 3 km in kigali, 4km in			

		upgrading 4km in Kanyinya with 1 transformer	Nyamirambo with 5 transformer			
<b>Water and sanitation sector</b>						
Increasing Water Supply coverage	Construction of pipe line Of 6 km in Ntungamo , 3 km in Kigali and construction of 2 water tanks	Construction of pipeline Of 5 km in Runzenze and 4km in Kavumu, 2 km in Kigali, 2km in Gasharu and construction of 2 water tank , and upgrading 12 km in the urban area	Construction of pipe line Of 3km in Nyarurenzi, 2km in Mataba , 3km in Nyamweru, 1,5 km in Kigali and upgrading 10 km in the urban area			
Equipping HHs with rain water harvesting systems	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)	Increasing the number of HHs equipped with rain water harvesting systems (100 HHs)
<b>Private sector and youth development</b>						
Constructing and operationalizing ICPCs	To have an approved Industrial park for SMEs	to allocate all needed infrastructure	Construction of ICPC at 50%	To support SMEs and Coops in ICPCs to access modern equipment	To ensure a strategic management of ICPC	To facilitate a good partnership with the prospects clients.
Facilitating New TVET and MVT graduates to access start up toolkits loan	Awareness of the startup toolkits loan to beneficiaries (graduates)	Awareness of the startup toolkits loan to beneficiaries (graduates)	Awareness of the startup toolkits loan to beneficiaries (graduates)	Awareness of the startup toolkits loan to beneficiaries (graduates)	Awareness of the startup toolkits loan to beneficiaries (graduates)	Awareness of the startup toolkits loan to beneficiaries (graduates)

Supporting Agribusiness projects for graduates with startup capital	Mobilize University graduates towards the scheme	Mobilize University graduates towards the scheme	Mobilize University graduates towards the scheme	Mobilize University graduates towards the scheme	Mobilize University graduates towards the scheme	Mobilize University graduates towards the scheme
Supporting Made in Rwanda in quality and quantity	to increase Handcraft centers	To promote Exhibitions and open day	to increase Handcraft centers	to increase Handcraft centers	To promote Exhibitions and open day	To promote Exhibitions, study visits and open day
Constructing a District industrial park	To conduct a feasibility study of the industrial park in Nyarugenge district.	Acquiring land for Nyarugenge District industrial park	Installation of infrastructures in the industrial park and relocation of business firms to industrial park	Installation of infrastructures in the industrial park and relocation of business firms to industrial park	Installation of infrastructures in the industrial park and relocation of business firms to industrial park	Installation of infrastructures in the industrial park and relocation of business firms to industrial park
Constructing New active leisure Parks	Constructing New active leisure Parks					
Agriculture						
Training farmers	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB	1. Identification of farmers; 2. Organize farmers into cooperatives; 3. Organize and conduct trainings on different livestock techniques in collaboration with RAB

Constructing terraces	1. Preparation of the concept note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.	1. Preparation of the concept Note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.	1. Preparation of the concept Note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.	1. Preparation of the concept Note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.	1. Preparation of the concept Note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.	1. Preparation of the concept Note; 2. Feasibility study; 3. Tender process; 4. Purchasing of material; 5. Put in place erosion control; 6. Technical assistance and remuneration.
Marshland mechanization	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities	1. Purchasing or renting of different machines; 2. Supervision of the agriculture activities
Supplying Inputs (NPK, Urea, DAP and Seeds for Maize and Beans)	1. Registration of farmers; 2. Distribution of inputs	1. Registration of farmers; 2. Distribution of inputs	1. Registration of farmers; 2. Distribution of inputs	1. Registration of farmers; 2. Distribution of inputs	1. Registration of farmers; 2. Distribution of inputs	1. Registration of farmers; 2. Distribution of inputs
Construction of Kitchen gardens	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed	Identification of Households (HH); Purchasing of vegetable seeds; Sensitization and guidance to practice the kitchen gardens; Monitoring of kitchen gardens constructed
Distribution of cows, Pigs, poultry, and goats	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries	1. Selection of beneficiaries; 2. Tender process; 3. Provide pigs to selected beneficiaries

Recording AI calves	1. Identification of cows; 2. recording of AI calves	1. Identification of cows; 2. recording of AI calves	1. Identification of cows; 2. recording of AI calves	1. Identification of cows; 2. recording of AI calves	1. Identification of cows; 2. recording of AI calves	1. Identification of cows; 2. recording of AI calves
Training farmers on Livestock techniques: Animal Feeding, AI	1. Registration of farmers; 2. Training of farmers	1. Registration of farmers; 2. Training of farmers	1. Registration of farmers; 2. Training of farmers	1. Registration of farmers; 2. Training of farmers	1. Registration of farmers; 2. Training of farmers	1. Registration of farmers; 2. Training of farmers
Constructing and equipping Pork abattoir and meat processing Unit	N/A	N/A	N/A	Concept note; Tendering; construction and supervision;		
Constructing Poultry breeding ( hatchery and slaughtering Unit)	N/A	N/A	concept note; Tendering; construction and supervision;			
Constructing a modern apiary (Beekeeping)	N/A	N/A	Concept note; Tendering; construction and supervision;			
Constructing a milk Collection Center	N/A	N/A	Concept note. Tendering; construction and supervision;			

Planting fruits trees , steams of flowers, Coffee Trees	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. planting; 7. Maintenance	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. Tree planting; 7. Maintenance	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. Tree planting; 7. Maintenance	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. Tree planting; 7. Maintenance	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. Tree planting; 7. Maintenance	1. Preparation of the Concept Note; 2. Feasibility Study; 3. Tendering Process; 4. Purchase of tree seeds; 5. Production of tree seedlings; 6. Tree planting; 7. Maintenance
Producing Parchment coffee ( MT)	Identification of farmers; Signing of MoU with coffee washing station.	Identification of farmers; Signing of MoU with coffee washing station.	Identification of farmers; Signing of MoU with coffee washing station.	Identification of farmers; Signing of MoU with coffee washing station.	Identification of farmers; Signing of MoU with coffee washing station.	Identification of farmers; Signing of MoU with coffee washing station.
<b>Environment and natural resource management</b>						
Increasing surface area covered by forests	to plant forestry and agro forestry trees	to plant forestry and agro forestry trees	to plant forestry and agro forestry trees	to plant forestry and agro forestry trees	to plant forestry and agro forestry trees	to plant forestry and agro forestry trees
Promoting the use of biogas at the household level	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the rural community on the Use of biogas technology</li> <li>• To identify farmers</li> <li>• To sign contract between farmers and companies</li> <li>• To construct biogas digesters</li> </ul>

Promoting the use of cooking gas stoves at the household level	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>	<ul style="list-style-type: none"> <li>• To Sensitize the community on the Use of cooking gas technology</li> <li>• Connect the Communities to the cooking Gas suppliers</li> <li>• Field visit</li> </ul>
Promoting efficient and sustainable mineral exploration and exploitation	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>	<ul style="list-style-type: none"> <li>• To train mining companies and cooperatives on environment friendliness</li> <li>• Monthly joint inspection of quarry sites</li> </ul>
<b>Good governance</b>						
Increase the number of cells and sector offices to serve as centers of service delivery	To construct 1 Sector office and 5 Cells Offices	To construct 5 Cells Offices	To construct 1 Sector office and 5 Cells Offices	To construct 5 Cells Offices	To construct 1 Sector office and 5 Cells Offices	To construct 4 Cells Offices
<b>Justice, reconciliation, Law and Order</b>						
Implementation of Legal Aid and Justice for Children policies	To teach all laws protecting Children to 50 Villages	To teach all laws protecting Children to 50 Villages	To teach all laws protecting Children to 50 Villages	To teach all laws protecting Children to 50 Villages	To teach all laws protecting Children to 50 Villages	To teach all laws protecting Children to 100 Villages
Strengthening Abunzi Committees	Abunzi to handle all citizens cases registered	Abunzi to handle all citizens cases registered	Abunzi to handle all citizens cases registered	Abunzi to handle all citizens cases registered	Abunzi to handle all citizens cases registered	Abunzi to handle all citizens cases registered

Make Common used laws known by the Population	To teach all Common used laws to 20 Villages	To teach all Common used laws to 30 Villages	To teach all Common used laws to 60 Villages	To teach all Common used laws to 70 Villages	To teach all Common used laws to 80 Villages	To teach all Common used laws to 90 Villages
Organizing DASSO trainings	To Train 100 DASSO	To Train 100 DASSO	To Train 100 DASSO	To Train 100 DASSO	To Train 100 DASSO	To Train 100 DASSO
<b>Sport and Culture</b>						
Avail Sports Facilities(Basket and Volleyball play grounds) to all schools	To Construct 2 Play Grounds (Volley & Basket Ball)	To Construct 2 Play Grounds (Volley & Basket Ball)	To Construct 2 Play Grounds (Volley & Basket Ball)	To Construct 2 Play Grounds (Volley & Basket Ball)	To Construct 2 Play Grounds (Volley & Basket Ball)	To Construct 2 Play Grounds (Volley & Basket Ball)
Assist sports associations and community/school clubs to build their capacity	To Support Kiyovu Sport and AS Kigali	To Kiyovu Sport Association and AS Kigali	To Kiyovu Sport and AS Kigali	To Kiyovu Sport and AS Kigali	To Kiyovu Sport and AS Kigali	To Kiyovu Sport and AS Kigali
Strengthening Sectors Football, Volley and Basket ball Team	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level	To Support 3 Teams(Foot, Volley &Basket ball) at Sector level
<b>Health sector</b>						
Construct Nyarugenge District Hospital	Carrying out Construction activities	Carrying out Construction activities	Carrying out Construction activities	To equip and inaugurate the hospital	District hospital available	District hospital available

Constructing Gitega and Rwezamenyo HCs	Advocate for budget	Identification of site	Expropriation	To construct 2 health centers	To construct 2 health centers	To equip and inaugurate 2 Health centers
Rehabilitation of Butamwa, Kabusunzu and Nzove health posts	Advocate for budget	Rehabilitation activities	Rehabilitation activities	2HCs Rehabilitated	2HCs Rehabilitated	2HCs Rehabilitated
<b>Education sector</b>						
To improve teacher skills & English proficiency	Training teachers to enhance their English proficiency	Training teachers to enhance their English proficiency	Training teachers to enhance their English proficiency	Training teachers to enhance their English proficiency	Training teachers to enhance their English proficiency	Training teachers to enhance their English proficiency
<b>Social protection</b>						
To assist PwDs	To provide assistive devices to PwDs	To provide assistive devices to PwDs	To provide assistive devices to PwDs	To provide assistive devices to PwDs	To provide assistive devices to PwDs	To provide assistive devices to PwDs
To promote vocational trainings within Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs	To provide technical and vocational training to Extremely poor households and PwDs
To support Cooperatives of PwDs	To identify beneficiaries, To provide support to cooperatives identified	To identify beneficiaries, To provide support to cooperatives identified	To identify beneficiaries, To provide support to cooperatives identified	To identify beneficiaries, To provide support to cooperatives identified	To identify beneficiaries, To provide support to cooperatives identified	To identify beneficiaries, To provide support to cooperatives identified

To improve nutrition to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women	To provide Milk, fortified blended foods and other relevant nutrition support to infants and pregnant/breast-feeding women
Construct and or rehabilitate Housing for Genocide survivors and other extremely poor and vulnerable households	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor	To identify beneficiaries, construct and rehabilitate housing for Genocide survivors and other extremely poor.

## 5.2. DDS Implementation Strategy

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

#### **Responsibilities of the District**

The District shall take prime responsibilities of DDS implementation given that the District has its full – fledged ownership. In this respect, its responsibilities are the following:

- The District shall Prepare detailed annual action plans from DDS broadly stated activities. The DDS provides the District with a sense of direction. The DDS will be used as a guiding document in their day-to-day decision making activities. The DDS will be utilized to fast track the performance contracts.
- The District Executive Committee shall keep implementation and will that consistency between Districts targets, resources and opportunities are maintained .The District shall ensure that mobilization of funds from its own source or from other Partners is effectively done.
- For projects co-sponsored by the City of Kigali or Ministries, the District shall ensure that its contribution is provided in due course.
- As the DDS elaboration followed a participatory approach whereby most endeavors were to collect inputs from the Village level to build a strong ownership of the DDS from the grassroots level, the DDS implementation will also follow the same approach. The District will involve, whenever possible, the population from the grassroots level in the realization of DDS targets.
- The District shall ensure that an environment which is conducive is provided to boost private investments, such availing the land or other relevant infrastructure.
- To maintain the values of transparency and accountability, reports on different levels of DDS implementation progress shall be provided to authorities concerned.

## **Responsibilities of Development partners at the District level (JADF)**

The District JADF (Joint Action for Development Forum) consists of local NGOs, international NGOs, religious organizations, public and private institutions as well as projects operating in Nyarugenge District. As the forum meets to review the progress made in the development of the District and discuss development issues of the District, detailed responsibilities of JADF in the DDS implementation are as follows:

- To provide their financial pledges in the DDS implementation
- To implement pledges made by respecting the payment schedules as pledged.
- Attend meetings organized by the District to discuss the development of the District;
- Take ownership of the DDS both in preparation and implementation
- Participate in DDS implementation monitoring and evaluation

## **Responsibilities of the private sector**

The Private sector is the engine of the economic growth. The role of the Private Sector in the DDS implementation is therefore vital. The District puts forth a strong partnership with the private sector to effectively and efficiently achieve its targets. The responsibilities of the private sector in DDS implementation are therefore as follows:

- Exploit investment opportunities provided by the District by taking advantages of available facilities and infrastructure existing in the District.
- Undertake District projects which are expected to create jobs
- Take part in District urbanization process through meeting existing demands in construction and transports.
- Promote innovation and competitive value chains made in Rwanda in Nyarugenge District
- Promote entrepreneurship in the District by increasing firm-level productivity and enhancing diversification

- Boost good service delivery in the District through efficiency in the provision of services to increase satisfaction of consumers.

### **Responsibilities of the City of Kigali**

The City of Kigali plays the major role in coordinating activities of its Districts and links them with Central Government. As the CoK performed major coordinating activities during DDS elaboration, it is also expected to do the same during its implementation. In this regard, the responsibilities of CoK are the following:

- Ensure the monitoring of all stages of DDS implementation
- Examine all DDS implementation reports and provide relevant advice
- Intervene in the provision of technical assistance where some expertise is required
- Financially contribute to projects co-sponsored by the District and the City of Kigali in due course

### **Responsibilities of Sectors**

Though the implementation of Nyarugenge DDS will be at District level, its elaboration was in compliance with strategic plans of all sectors at national level, namely 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 and cross-cutting issues.

Sectors responsibilities will therefore be the following:

- Transfer to the District specific funds needed to implement certain projects identified as sector priorities which are implementable at District level. These transfers should be made on time to avoid delays in the implementation of activities;
- Provide to District relevant information with regard to updates on SSPs that must be implementable at the District level.

## **Responsibilities of MINECOFIN and MINALOC**

- Examine reports from the District on the progress of DDS implementation.
- Provide advice on how to improve DDS implementation activities.
- Follow up the progress of projects they support identified as District priorities.
- MINECOFIN should make timely transfer of the money planned to implement District priorities so as to avoid delays in the implementation process.

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

#### **Reporting for NST1**

The M&E report preparation will be under the duties of the District Executive Committee through the officer in charge of monitoring and evaluation in the District. The report shall be submitted to the Executive Secretary who will subsequently submit them to hierarchical levels in charge of overseeing the progress of the DDS implementation.

To be consistent in drafting M&E reports, it is worth noting that they will revolve around 4 major parts:

1. DDS physical implementation: This part is essentially narrative whereby the implementation of DDS outputs and activities within planned period will be thoroughly described
2. DDS Financial progress: This part is aimed at providing financial information in terms of budget execution
3. Challenges encountered: like other reports, M&E reports will clearly explain different challenges encountered during the DDS implementation (of course within the period covered by the report).
4. Lessons learnt: lessons learnt are experiences that should be taken into account in the future projects implementation. The knowledge or understanding of these experiences (be

they negative or positive) is crucial as it will help to reduce or eliminate failures and reinforce positive results.

5. Corrective measures: After explaining challenges and lessons learnt, it is a logical flow to put forward proposals regarding corrective measures as a range of solutions to address challenges encountered.

It is worth noting that the report format shall be developed by the District with the support of MINECOFIN.

As far as the frequency of reports provision is concerned, it is important to note that there will be monthly M&E reports which will help the District Executive Committee to follow the implementation progress of the DDS. Further, quarterly reports will be prepared and submitted to the District Council, JADF, SWGs, MINECOFIN and MINALOC. These reports shall be prepared and submitted every quarter i.e. every three months. There shall also be annual reports to the District Council, JADF, Sector Working Groups, MINECOFIN and MINALOC to provide the annual situation of DDS implementation.

### **5.2.3. Risks mitigation strategies**

It is worth anticipating possible risks that can affect the implementation of the DDS. This is very important because the awareness of possible risks will help to adopt strategies for prevention or mitigation.

#### **Possible risks in NYARUGENGE DISTRICT**

Major possible risks include:

- Lack or delay to provide budget to support the implementation of planned activities: funds from public sector (e.g.: MINECOFIN) or from other development partners can delay or even some development partners can fail to fulfill their pledges, which can complicate the implementation of the DDS.

- Unrealistic targets: this can happen when targets are set on the basis of wrong information, which can make the implementation difficult.
- Environmental Risk: this can happen as result of environment hazards like erosions, floods, wind-tunneling, drought, etc.
- Operational Risk: this can result from failure to fulfill effectively and efficiently the assigned tasks due to in competencies or misbehaviors.

## **Risks management**

In view of the risks presupposed above, the District is expected to develop an adequate risk management framework to mitigate their occurrences. To this end, the District will assess its level of exposure, and prioritize areas of greatest vulnerability, and to ensure that proper controls are in place for risk prevention. This will involve a thorough understanding of possible risks, and the District's will endeavor to achieve efficiency and develop a strong MIS which will enable a regular reporting framework that will help in detecting, measuring, managing and reporting risks.

### **4.2.4. Communication and marketing strategies**

Effective communication with stakeholders is one of the important tools that will enable the District to achieve its targets. The use of various channels of communication will allow stakeholders to participate in the DDS implementation and monitoring process. The District will spare no effort to regularly update its website and improve its online communications. Minutes of District Meetings will be provided on time to stakeholders involved. The District will also work with media to enhance communication and increase awareness to the public.

## **CHAPTER VI: MONITORING AND EVALUATION FRAMEWORK**

Monitoring and evaluation will be done to track implementation and outputs systematically so as to measure the effectiveness of activities implementation. M&E is a tool that will help the District to improve performance. It will provide District stakeholders will information about the progress the DDS implementation. Monitoring and evaluation will help to determine exactly when projects implementation is on the right track and when changes may be needed.

## **6.1. Supervision of the DDS implementation**

As the DDS elaboration followed a participatory approach from the grassroots level, the supervision of its implementation will be done at different levels (Village, Cell, Sector, and District) by hierarchical administrative entities. In this respect, data for DDS implementation progress report will be collected from Village level, and submitted hierarchically. The District Council as the supreme decision making organ of the District will ensure that the DDS implementation is on the right track.

## **6.2. Monitoring and evaluation and results-based management**

The monitoring and evaluation will take reference to hierarchical chains of results developed into a logical framework. They have been developed on the basis RBM principle which will help to work on targets and measurable performance indicators during the DDS implementation. This will facilitate monitoring and evaluation on the basis of demonstrable results, especially those achieved through annual performance contracts signed by employees. It is worth noting that the District Results Monitoring Framework is found on annex 1 (in terms of activities planned) and annexes 2 (in terms of targets).

## **6.3. District Management information system and their linkage to National Management information system**

Nyarugenge District will keep alignment with National Management information system which will help to improve its operational efficiency. The District will enhance connection to Fiber optics, and 4G networks, and improve fast tracking of its documents. The District will install electronic filing software and documents scanning so as to make all District archives easily accessible, thus adding value to District monitoring and evaluation system.

## **6.4. DDS evaluation plan**

As the DDS evaluation plan is concerned, there shall be conducted an annual evaluation for activities planned to be implemented within one year. Further, a mid-term evaluation will be done after three years, while the final evaluation (of the full implementation of the DDS) will be done after six years

#### **6.5. Key performance indicators**

District performance indicators serve to provide the basis for measuring performance. District performance indicators are detailed in the logical framework attached on this document and they are set in alignment with Sector outcomes. These indicators will provide the basis for measuring the achievement of District targets, which will be helpful for monitoring and evaluation.

## **CHAPTER VII: COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY**

This chapter sets out to present costing and financing mechanisms of the District development Strategy. Table 14 below provides summarized estimates of costs projected for the period of 6 years (2018 to 2024).

**Table 14: Total estimated costs for Nyarugenge DDS implementation**

<b>TOTAL NYARUGENGE DDS ESTIMATED COSTS</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>Total</b>
	<b>22,849,671,907</b>	<b>28,796,157,372</b>	<b>26,779,897,172</b>	<b>23,968,038,672</b>	<b>24,294,207,893</b>	<b>36,548,750,370</b>	<b>163,089,759,665</b>
<b>Pillar 1: Economic Transformation</b>	<b>16,249,610,415</b>	<b>23,406,695,880</b>	<b>20,579,835,680</b>	<b>18,267,977,180</b>	<b>19,153,582,680</b>	<b>31,683,088,874</b>	<b>129,468,790,709</b>
<b>Priority area 1.1:</b> Create decent and productive jobs for economic development	95,385,441	1,045,385,441	1,020,385,441	1,020,385,441	20,385,441	20,385,441	3,222,312,646
<b>Priority area 1.2:</b> Accelerate Sustainable Urbanization	14,334,182,878	20,066,411,200	16,194,551,000	15,461,692,500	17,360,298,000	29,890,180,000	113,445,315,578
<b>Priority area 1.3:</b> Establish a Competitive Knowledge-based Economy	8,742,009	8,742,009	8,742,009	8,742,009	8,742,009	8,742,009	52,452,054
<b>Priority area 1.4:</b> Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports	1,148,932,967	1,591,790,110	2,091,790,110	1,091,790,110	1,091,790,110	1,091,414,286	8,107,507,693
<b>Priority area 1.5:</b> Increase Domestic Savings and position the District as a hub for financial services to promote investments	3,878,166	3,878,166	3,878,166	3,878,166	3,878,166	3,878,166	23,268,996
<b>Priority area 1.6:</b> Sustainable management of natural resources and environment	232,201,826	232,201,826	232,201,826	232,201,826	232,201,826	232,201,831	1,393,210,961
<b>Priority area 1.7:</b> Modernize and increase productivity and livestock	426,287,128	458,287,128	1,028,287,128	449,287,128	436,287,128	436,287,141	3,224,722,781
<b>Pillar 2: Social Transformation</b>	<b>5,805,084,244</b>	<b>4,594,484,244</b>	<b>5,405,084,244</b>	<b>4,905,084,244</b>	<b>4,345,647,965</b>	<b>4,070,684,244</b>	<b>28,851,105,464</b>
<b>Priority area 2.1:</b> Enhancing graduation from extreme Poverty and promoting resilience	1,212,252,485	1,207,052,485	1,207,052,485	1,207,052,485	1,207,052,485	1,207,052,485	7,247,514,910
<b>Priority area 2.2:</b> Eradicating malnutrition	42,960,000	17,960,000	17,960,000	17,960,000	17,960,000	17,960,000	132,760,000
<b>Priority area 2.3:</b> Enhancing demographic dividend through ensuring access to quality health for all	3,858,893,333	2,178,493,333	2,679,093,333	2,179,093,333	2,154,693,333	2,154,693,333	15,204,959,998
<b>Priority area 2.4:</b> Enhancing demographic dividend through ensuring access to quality education	416,014,705	416,014,705	416,014,705	416,014,705	416,014,705	416,014,705	2,496,088,230
<b>Priority area 2.5:</b> Moving towards a Modern Rwandan Household	274,963,721	774,963,721	1,084,963,721	1,084,963,721	549,927,442	274,963,721	3,769,782,326
<b>Pillar 3: Transformational Governance</b>	<b>794,977,248</b>	<b>794,977,248</b>	<b>794,977,248</b>	<b>794,977,248</b>	<b>794,977,248</b>	<b>794,977,252</b>	<b>4,769,863,492</b>
<b>Priority area 3.1:</b> Reinforce Rwandan culture and values as a foundation for peace and unity	632,000,000	632,000,000	632,000,000	632,000,000	632,000,000	632,000,000	3,792,000,000
<b>Priority area 3.2:</b> Ensure Safety and Security of citizens and property	13,333,333	13,333,333	13,333,333	13,333,333	13,333,333	13,333,333	79,999,998
<b>Priority area 3.3:</b> Strengthen Justice, Law and Order	43,866,666	43,866,666	43,866,666	43,866,666	43,866,666	43,866,670	263,200,000
<b>Priority area 3.4:</b> Strengthen Capacity, Service delivery and Accountability of public institutions	83,777,249	83,777,249	83,777,249	83,777,249	83,777,249	83,777,249	502,663,494
<b>Priority area 3.5:</b> Increase citizens' participation, engagement and partnerships in development	22,000,000	22,000,000	22,000,000	22,000,000	22,000,000	22,000,000	132,000,000

As shown through table 14, the total costs estimated for the implementation of Nyarugenge DDS amounts to RWF 163,089,759,665 for six years. It is observed that the biggest part of the projected costs (RWF 129,468,790,709) will be allocated to economic transformation pillar. This is obvious given that big and expensive projects, such as road constructions, relocation, house constructions, to name a few, feature in this pillar. The second pillar is social transformation which requires the estimated costs totaling RWF 28,851,105,464, while total estimated costs for transformational governance are only RWF 4,769,863,492.

It is worth noting that costs for priorities are broken down into costs for outcomes, outputs and activities, respectively, that are clearly displayed in details through annex 2.

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## **APPENDICES**

## **ANNEX 1 : PARTICIPANTS TO THE DEVELOPMENT OF THE DDS**

### **Districts Roles and Responsibilities**

- Take ownership of the DDS elaboration and outputs
- Analyze the needs of the district to identify priorities which respond to district needs
- Communicate emerging local priorities to the Public
- Develop LG programs and projects to be implemented under the DDS
- Organize public hearings on priorities and draft DDS to the Public
- Develop sector costing and M&E frameworks
- Take into account District LED Strategy and programmes and projects elaborated and include them in the DDS

### **Province Steering Committees will be chaired by the Governors/Mayor of Kigali City and comprises top leadership of the District.**

- Coordinating the elaboration process among Districts in the Province
- Coordinating training of Districts on the elaboration process
- Supporting districts to identify their priorities
- Ensuring regional coordination between Districts and spatial planning beyond District boundaries
- Enforcing adherence to timeframes for district level elaboration
- Ensuring that TWG and SWG priorities are reflected in the district development strategies and that local implementation priorities are highlighted to be resolved by the TWGs and SWGs

### **JADF**

- Analyzing the needs of the district to identify priorities which respond to district needs
- Communicating emerging local priorities to the Province Steering Committees to guide the development of district strategies

- Focusing district development strategies on achieving the NST 1 priorities
- Developing monitoring and evaluation frameworks in line with district strategies

#### **District Council**

- providing guidance and feedback at different stages of the consultations
- Approving the final DDS

#### **MINECOFIN and MINALOC**

- Examine reports from the District on the progress of DDS implementation.
- Provide advice on how to improve DDS implementation activities.
- Follow up the progress of projects they support identified as District priorities.
- MINECOFIN should make timely transfer of the money planned to implement District priorities so as to avoid delays in the implementation process.



## **ANNEX 2: DETAILED DDS COSTING**

(to be printed and annexed)