

# **REPUBLIC OF RWANDA**



## **SOUTHERN PROVINCE**

### **HUYE DISTRICT**



## **DISTRICT DEVELOPMENT STRATEGY (2018– 2024)**

**July, 2018**

## **Foreword**

Huye District Development Strategy charts an ambitious path to transform the lives of District population all aspects. Therefore, the District Executive Committee wishes to express its sincere gratitude to all stakeholders, individuals, institution and the whole District population who played their roles in the elaboration of this strategic document. Without you, it would have been difficult to complete on time.

Huye DDS is a result of the collaboration between different stakeholders who played key roles for the process to be accomplished. Sincere recognition goes to MINECOFIN who provided both financial and technical support. We also convey our appreciation to MINALOC for the coordination and collaboration in the process. Our profound gratitude goes to the Global Green Growth Institute (GGGI) who provided their full energy in the elaboration process at the same time giving Huye Secondary City a new shift towards Green Urbanization.

Sincere gratitude is extended to the Southern Province Steering Committee members for their proficient and support in accordance with their postulated mandate.

Much appreciation is further addressed to the District Council, JADF and PSF for their active participation throughout the process. Their inputs provided direction and informed the formulation of more focused strategies over the next six-year District development.

We would like extend our sincere thanks to Huye District officials, Staff, local leaders, in particular the Planning, Monitoring and Evaluation Unit for their effective coordination and follow-up making sure that all requirements reached.

**SEBUTEGE Ange**

**Mayor of Huye District**

## **Table of Contents**

List of Tables .....	4
Chapter 0. Executive Summary .....	9
Chapter 1: Introduction.....	12
1.1. General Introduction and Context of Huye District Development Strategy .....	12
1.2. Context and Purpose of Huye District Development Strategy.....	12
1.3. Elaboration Process of Huye District Development Strategy .....	14
1.4. Overview of chapters .....	16
Chapter 2: Overview of Huye District .....	18
2.1. Huye District Profile .....	18
2.1.1. Geography of Huye District .....	18
2.1.2. Demography .....	21
2.1.3. Socio-Economic Environment of Huye District.....	22
2.1.4. Employment and poverty level .....	29
2.1.5. Urbanization.....	33
2.2. Overview of Huye District Achievements during DDP Implementation	34
2.3. Key District Economic Potentialities.....	38
2.4. SWOT Analysis.....	42
2.5. Stakeholder Analysis for Huye District Development Strategy .....	58
Chapter 3. Alignment with National Policy Framework and Methodology ....	67
3.1. Methodology .....	67
3.2. Main Issues in Huye District.....	72
3.2.1. Economic Transformation Pillar .....	72
3.2.2. Social Transformation Pillar .....	73
3.2.3. Transformational Governance Pillar .....	74
3.2.4. Cross-cutting challenges .....	74
3.3. Huye DDS Alignment to the National Strategy for Transformation (NST1) .....	75

3.3.1. Huye DDS Alignment to the Economic Transformation Pillar ....	75
3.3.2. Huye DDS Alignment to the Social Transformation Pillar .....	86
3.3.3. Huye DDS Alignment to the Transformational Governance Pillar	98
Chapter 4. Strategic Framework .....	105
4.1. Huye District Vision, Mission and Objectives.....	105
4.1.1. Vision.....	105
4.1.2. Mission .....	105
4.1.3. Objectives .....	106
4.2. Main Priorities of Huye District .....	106
4.3. Huye DDS Results Chain.....	107
4.3.1. Results Chain under Economic Transformation Pillar.....	107
4.2.2. Results Chain under Social Transformation Pillar.....	113
4.2.3. Results Chain under Transformational Governance Pillar .....	118
4.4. Logical Framework.....	123
4.5. Cross-Cutting Areas .....	208
4.5.1. Capacity Building .....	208
4.5.2. Gender and Family Promotion .....	209
4.5.3. HIV/AIDS and non-communicable diseases .....	210
4.5.4. Environment and Climate Change .....	210
4.5.5. Disaster Management.....	211
4.5.6. Disability and Social Inclusion .....	211
4.5.7. Regional Integration .....	212
Chapter 5. Huye DDS Implementation.....	213
1.1. Sequencing of Interventions (Implementation Plan).....	213
5.2. Huye DDS Implementation Strategy .....	224
5.2.1. Roles and responsibilities of partners and stakeholders.....	224
5.2.2. Mechanisms for coordination and information sharing.....	233
5.2.3. Risk mitigation strategies .....	234
5.2.4. Communication and marketing strategy for the District .....	235
Chapter6. Monitoring and Evaluation.....	236

6.1. Overview of the M&E Plan .....	236
6.2. Management Information Systems for DDS M&E .....	238
Chapter7. Cost and Financing of Huye DDS.....	240
7.1. Huye DDS Costing .....	240
7.2. Financing Mechanisms.....	242
7. CONCLUSION AND RECOMMENDATIONS.....	244
Bibliography.....	245
Annex1. Questionnaire survey for the community priority needs in the 2018/19-2023/24 period .....	247
Annex2: Consolidated Huye DDS Priorities from Sector levels .....	248

## List of Tables

Table 1: Brief Description of Huye District.....	18
Table 2: Demographic situation of Huye District .....	21
Table 3: Population Distribution in Huye District .....	22
Table 4: Key baselines for the economic development of the District .....	23
Table 5: Key baselines for the social development of the District .....	25
Table 6: Employment and Poverty Incidence in Huye District .....	31
Table 7: Urban Demographic Characteristics of Huye City .....	33
Table 8: Huye District achievements for the last 6 years .....	35
Table 9: Huye DDP Implemented Projects.....	37
Table 10: Stakeholder Analysis and Responsibilities to DDS development ..	58
Table 11: Huye DDS Contribution to NST1 Economic Transformation Pillar.	76
Table 12: Huye DDS contribution to the Social Transformation Pillar .....	87
Table 13: Huye DDS contribution to the Transformational Governance Pillar .....	99
Table 14: Logical Framework for Huye District Development Strategy .....	123
Table 15: Potential Stakeholders for Huye DDS Implementation .....	225
Table 16: Huye DDS Risk analysis and mitigation strategies.....	234
Table 17: Roles and responsibilities of actors in M&E process .....	237
Table 18: Huye DDS planned budget cost per year .....	240
Table 19: detailed list of meetings conducted with all stakeholders .....	271

**GLOSSARY**

<b>Term Name</b>	<b>Definition</b>
<b>Strategy</b>	A determination of basic long or medium-term goals and objectives of an enterprise, and adoption of courses of actions and the allocation of resources for carrying out these goals <sup>1</sup> .
<b>Development Strategy</b>	A multi-dimensional process involving reorganization and reorientation of entire economic, social and governance system <sup>2</sup> .
<b>Transformation</b>	A process of profound and radical change that orients an organizational in a new direction and takes it to an entirely different level of effectiveness <sup>3</sup> .
<b>Urbanization</b>	A process of change from rural to urban ways of living, in physical-spatial, social and economic terms. Also defined as the process by which towns and cities are formed and increased in numbers and size as more and more people begin living and working in central areas defined as "Urban" <sup>4</sup>
<b>Green Urbanization</b>	The urbanization process where negative associations (urban sprawl, informal settlements, inefficient use of resources, public services and traffic congestion) are sustainably prevented to account for poverty alleviation and environmental protection and preservation <sup>5</sup> .
<b>Green Growth</b>	A relatively new model of economic growth that is compatible with protecting the environment, reducing carbon and other unwanted emissions, improving the rational use of resources, dealing with climate change, securing access to clean energy and water and simultaneously targeting poverty reduction, job creation and social inclusion <sup>5</sup> .

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<sup>1</sup> Loizos Heracleous (2003). Strategy and Organization. Realizing Strategic management. Cambridge University Press.

<sup>2</sup> Tadaró (1971)

<sup>3</sup> <http://www.businessdictionary.com/definition/transformation.html>

<sup>4</sup> National Road Map for Green Secondary Cities (GoR, GGGI 2015)

**ABBREVIATIONS**

<b>Abbreviation</b>	<b>Description</b>
7 YGP	Seven Years Government Program
BDC	Business Development Centre
CBP	Capacity Building Plan
COP	Conference Of Parties
DDPs	District Development Plans
DDS	District Development Strategy
DS	Direct Support
EAC	East African Community
ECD	Early Childhood Development
ECE	Early Childhood Education
EDPRS	Economic Development and Poverty Reduction Strategy
EIA	Environmental Impact Assessment
EICV	Integrated Household Living Conditions Survey
FS	Financial Support (Services)
GDP	Gross Domestic Product
GGCRS	Green Growth Climate Resilience Strategy
GGGI	Global Green Growth Institute
HH	Household
JADF	Joint Action Development Forum
LED	Local Economic Development
LODA	Local Administrative Entities Development Agency



M&E	Monitoring and Evaluation
MCC	Milk Collection Centre
MDGs	Millennium Development Goals
MEIS	Monitoring and Evaluation Information System
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government and Social Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice and Attorney-General
MINILAF	Ministry of Lands and Forestry
MININFRA	Ministry of Infrastructure
MINIRENA	Ministry of Environment
MINISPOC	Ministry of Sports and Culture
MINIYOU	Ministry of Youth
MITEC	Ministry of Information and Technology
MOH	Ministry of Health
N/A	Not Available
NAEB	National Agricultural Exports Board
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda

NR	National Roadmap for Green Secondary Cities
NST	National Strategy for Transformation
PCM	Project Cycle Management
PME	Planning, Monitoring and Evaluation
PPP	Public Private Partnership
PSF	Private Sectors Federation
RAB	Rwanda Agriculture Board
RCA	Rwanda Cooperatives Agency
RDB	Rwanda Development Board
REMA	Rwanda Environmental Management Authority
RMB	Rwanda Mining Board
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SSP	Sector Strategy Plan
TVET	Technical and Vocational Education and Training
UOM	Unit of Measurement
USD	United States Dollar
VUP	Vision 2020 Umurenge Programme

## Chapter 0. Executive Summary

The elaboration process of Huye District Development Strategy (DDS) has been guided by the Ministry of Finance and Economic Planning (MINECOFIN) in collaboration with the Ministry of Local Government (MINALOC) as the overall coordinating entities; while the District championed the elaboration process by engaging all concerned stakeholders through extensive consultation meetings at all levels. Throughout the process, a participatory approach was used and boosted the inclusivity of the local population in the planning and decision-making process, which gave them a clear understanding and ownership of the proposed interventions that will lead, not only to the District social economic development, but also the overall contribution of the National Strategic ambitions (NST1).

As a host of one of the Secondary Cities identified in EDPRS2, Huye District envisions its City to develop as **a Green Secondary City** with essential focus on *agribusiness, manufacturing, cultural tourism and education*, reinforced by guidelines provided in the National Roadmap for Green Secondary City Development, a green growth policy document that was developed by the Government of Rwanda in close collaboration with Global Green Growth Institute (GGGI) with focus on Secondary Cities. GGGI further supported in the elaboration of Huye DDS by mainstreaming green growth and green urbanization strategies in this strategic document.

With a total area of 581.5 Km<sup>2</sup>, Huye District is one of the eight Districts comprising the southern province of Rwanda bordering with Nyanza District in the North, Gisagara in the East and South, Nyaruguru in the South West and Nyamagabe in the North West. Huye District is located on the main road between Kigali and the Southern Province towards the Republic of Burundi, being a strategic location for exchange of goods and services. The local economy of Huye District is driven by the agricultural and manufacturing sector, where it produces high amount of various food crops, and possess expertise in tin processing, brick making, carpentry, handcrafting and pharmaceuticals. Furthermore, District economic potentialities are basically the suitability of its lands for crops and livestock production, the historical and cultural tourism industry, abundance of water bodies for water and energy production, the industrial park, the academic research and culture, abundance

of forests for manufacturing; all together creating a Favourable environment for modern business.

Huye District Development Strategy is aligned to the National Strategy for Transformation (NST1), a new national strategic framework that is set to guide the initial phase of the revised country vision 2050 which targets at making the making Rwanda a upper-middle income by 2030 and high-income country by 2050, with \$1240 income per capita. By doing so, Huye District will be contributing to the implementation of the sector strategies, as well as national and international commitments.

In the same perspective, over the period of DDS implementation, Huye envisions at achieving *"a strong and green economy that provides a high-quality livelihood and living standard to its citizens"*, strategic objectives being:

- To promote a transformational economic development by scaling up production, productivity and value chain of the District economic potentialities;
- To promote a transformational social development by inducing home-grown solutions and innovations towards the creation of a robust demographic dividend and a more resilient society;
- To promote a transformational governance by strengthening and adopting mechanisms that promote a united, empowered, safe and inclusive society;
- Ensure a sustainable growth across all sectors of interventions by promoting the efficient use of available resources through creativity and innovations.

Therefore, for Huye District to achieve its desired objectives, different strategic interventions will be undertaken key priorities being:

- Increase of agriculture productivity for key crops (Coffee and rice)
- Development of agri-business vocational training
- Development of basic infrastructure: Water for all, access to electricity, access to sanitation
- Development of road network and implementation of green transport modes
- Development of tourism vocational training

- Development of historic and cultural tourism sector, as “a *Centre of heritage corridor*”
- Development and expansion of the industrial park to attract agribusiness, research, pharmaceutical and building materials
- Handicraft development (leather products, carpentry, metalwork, tailoring, ornamental items, etc.)
- Acceleration of knowledge transfer between research institutions and industry

The total projected budget cost for Huye District Development Strategy to be implemented is **324,296,768,509 RWF**. The overall costing of Huye District Development Strategy has been done counting each planned strategic intervention. Therefore, necessary sources of funds to finance DDS implementation will be allocated from different stakeholders and actors such as (i) Government transfers, (ii) District own revenues, (iii) external partners and donors, (iv) the private sector contribution, as well as the (v) District population.

## **Chapter 1: Introduction**

### **11. General Introduction**

The District Development Strategy (DDS) for Huye District is elaborated to guide the transformational development under different intervention sectors and with strategies and actions that will guide different actors and stakeholders over the medium term (2018/19-2023/24), hence feeding into the achievement of the National Strategy for Transformation (NST1) and Vision 2050. In addition, Huye District Development Strategy has generated sustainable strategies that were inspired by and aligned with various national policies such as Vision 2020, as well as regional and international commitments such as EAC Vision 2050, AU Agenda 2063, SDGs and Paris Climate Change Agreements.

#### **1.2. Context and Purpose**

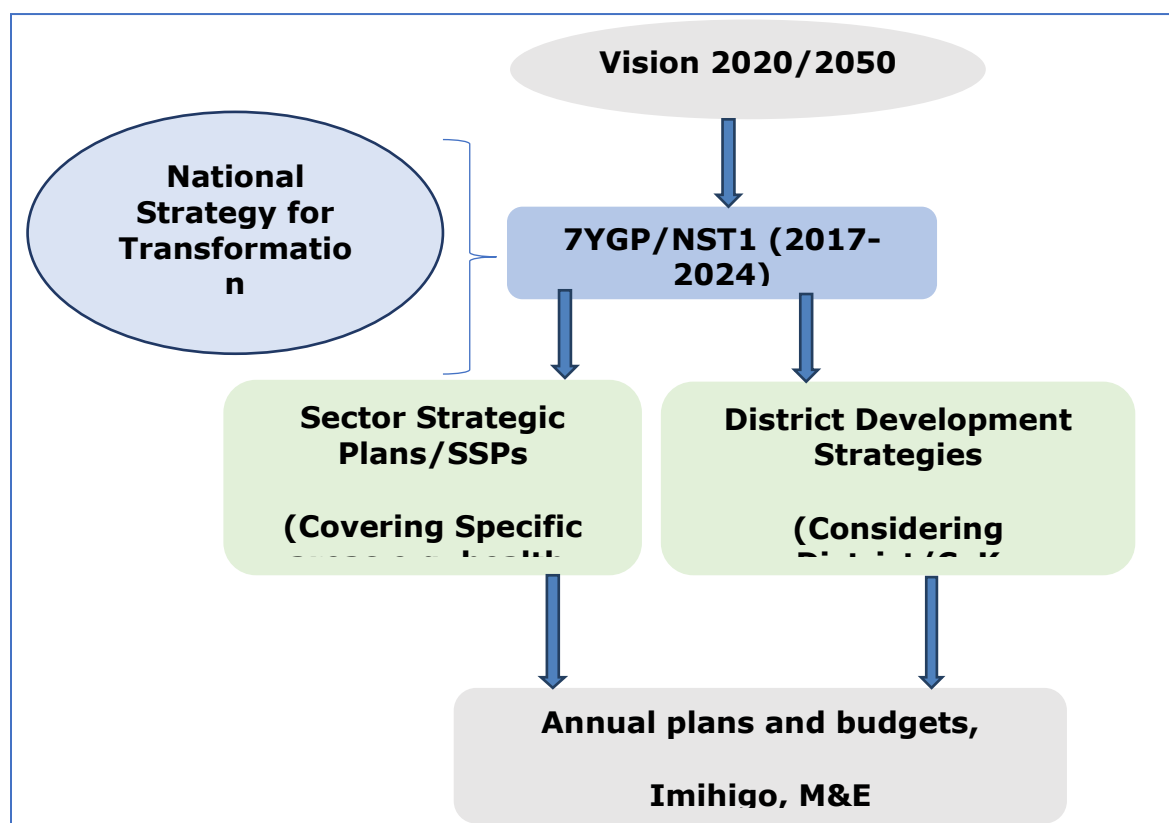
The main purpose of Huye DDS is to provide an overall framework of strategies and innovative ways to guide and enable the attainment of the District sustainable and comprehensive medium-term Development Strategies in different Sectors through its potentialities, priorities and initiatives; in alignment with the national, regional and global priorities, plans and commitments.

Among the considered policies and strategies are the African Union Agenda 2063, SDGs and COP 21 Paris Agreement on Climate Change at international level, while the EAC Vision 2050 comprises one of the regionally considered guiding strategies in Huye DDS elaboration. In the country context, the National Strategy for Transformation (NST1) is the most important document that forms the basis, as it provides milestones for DDS to follow and contribute to the next mid-term development of the country towards Rwanda Vision 2050. In this regard, the unaccomplished actions of Vision 2020, EDPRS II, Huye DDP 2013-2018 and the first six years plan of Vision 2050 and planned actions under District Local Economic Development (LED 2018/19-2023/24) are the foundations of Huye District Development Strategy, where the District has played a key role in the elaboration and implementation of aforementioned policies and strategies.

As previously mentioned, Huye DDS is intended to mainly contribute to the achievement of the new medium-term National Strategy for Transformation (NST1) that is elaborated considering national priorities of the first four years of the Vision 2050, the remaining actions of the Vision 2020, as well as unaccomplished activities of EDPRS II and DDP.

The new long-term Vision of the Country (Vision 2050) that DDS is envisioned to contribute to, was elaborated with an objective of transforming Rwanda into an upper middle-income country by 2035 and a high-income country by 2050 (MINECOFIN, 2016). Herein the focus will be on the following five priorities *(1) High quality and standard of life, (2) Developing modern infrastructure and livelihoods, (3) Transformation for prosperity, (4) Values for Vision 2050 and (5) International cooperation and positioning.*

The figure below demonstrates the development planning framework of Vision 2050, NST1, Sector Strategic Plans and District Development Strategy.

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

Source: MINECOFIN, 2017

### 1.3. Elaboration Process of Huye District Development Strategy

The Huye District Development Strategy (DDS) 2018-24 is cornerstone guiding the District's mid-term development for the next 6 year period starting from July 2018 and ending by June 2024. The document was technically prepared and supported by the DDS facilitator in close collaboration with the District officials, the Southern Province Steering Committee and its key Stakeholders including private sector and CSOs. The report was compiled following the national guidelines provided by the Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Local Government (MINALOC) as the overall coordinating entities. Huye District through her different organs such as the executive and councils played their championing role in the elaboration process of DDS to make sure that provided strategies



and innovations are aligned with and will support towards the achievement of NST1 and Vision 2050 Agenda.

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

The elaboration of Huye DDS was a fully participatory process since the beginning, where awareness and ownership of it was raised among all the District actors and stakeholders composed of District authorities, staff, District Council, JADF, the Private Sector, Civil Society and the Community from the lowest level. Throughout the process, primary and secondary data collection methods were used. In this regard, secondary data was collected through desk review of existing information extracted from different documents such as Huye DDP 2013-18, LED Strategy, Huye District Potentialities, Huye City Master Plan, Local Community Priorities; together with national strategies such as the NST1, Vision 2020, Vision 2050, National Road Map for Green Secondary Cities, as well as the regional and global commitments. On the other hand, primary data was collected through an iterative process of awareness creation, consultative meeting sessions, training workshops with the District involved actors and stakeholders.

## **1.4. Structure of Huye DDS**

Huye DDS is divided into six chapters as follow:

- Chapter One** Briefly sets out the general introduction, the context, the purpose, the process undertaken to elaborate Huye DDS, as well as brief description of the contents in each chapter.
- Chapter Two** Provides the general geographic, social and economic overview of the District. The section further highlights the current status of DDP achievements, presents the SWOT Analysis and Stakeholder analysis and concludes with outlining key District Priorities.
- Chapter three** explains how the DDS is aligned with the national policy frameworks and targets. The chapter starts by providing a full description of the methodology used during elaboration. This is followed by a summary of the District main issues under each Transformation Pillar. The chapter closes with outlining how Huye DDS is aligned to the NST1.
- Chapter four** constitutes the core of the District Development Strategy providing the strategic framework of actions. Furthermore, the District Vision, Mission, Objectives and District Priorities are clarified. In the end, the logical framework is demonstrated respective to the intervention sectors and cross-cutting areas.
- Chapter five** Draws out key features of Huye DDS implementation such as the sequencing of interventions, project costing, roles and responsibilities of the District stakeholders and partners, mechanisms for co-ordination and information sharing, analysis for mitigation strategies, as well as the communication and marketing strategy for the District.
- Chapter six –** Provides strategies for Monitoring and Evaluation of DDS by outlining a Management Information System and their linkages to the National Management Information Systems.

The section also presents the key performance indicators, priority actions and key programs or projects selected for analysis for mid-term review and final DDS evaluation.

**Chapter seven** – Entails the costing and financing of the District Development Strategy

## **Chapter 2: Overview of Huye District**

### **2.1. Huye District Profile**

#### **2.1.1. Geography of Huye District**

Huye District is one of the eight Districts comprising the southern province of Rwanda. It has a total area of 581.5 square kilometers. Huye District borders with Nyanza District in the North, Gisagara in the East and South, Nyaruguru in the South West and Nyamagabe in the North West. Huye District is located on the main road between Kigali and the Southern Province towards the Republic of Burundi and is connected to 7 urban centres (Ruyenzi, Muhanga, Ruhango, Nyanza, Gisagara, Nyaruguru and Nyamagabe), which puts it in a strategic location to provide goods and services among those urban centres as well as a transit point for the cross-border business with the Republic of Burundi.

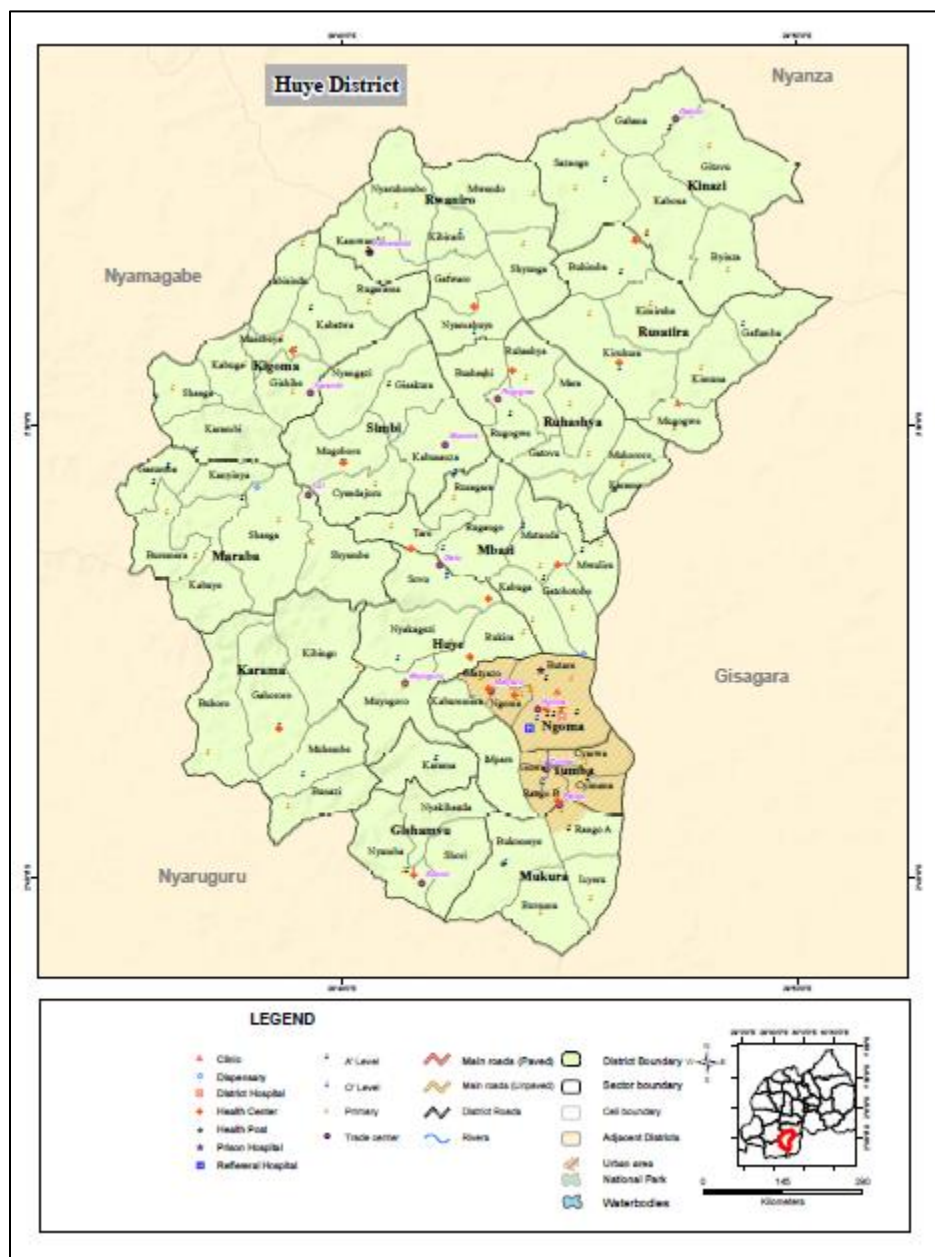
Huye District is composed of 14 administrative Sectors namely Mbazi, Kinazi, Simbi, Maraba, Rwaniro, Rusatira, Huye, Gishamvu, Mukura, Ruhashya, Tumba, Kigoma, Ngoma and Karama. The following table provides a brief description of the District.

*Table 1: Brief Description of Huye District*

Surface ares	581,5 Km <sup>2</sup>
Number of Sectors	14
Number of Cells	77
Number of Villages	509

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

*Map 1: Administrative map of Huye District*



Source: NISR, 2012

- **Relief**

Huye District is situated in the central plateau. The hilly landscape protrudes from East to West and develops into a steep hilly and mountainous area as one move towards the West and North West. These hills are with an average altitude of 1700m which decreases to 1450m towards Songa farm.

In the western part of the District are high undulating mountains including the famous Huye Mountain with an altitude of more than 2000 meters.

- **Climate and Rainfall**

Huye District is characterized by sub equatorial temperate climate with an average temperature fluctuating around the 20°C. Like in the rest of the country, it has four climatic seasons; long rainy season (Mid-February –May), long dry season (June-Mid September), short rainy season (Mid-September-December) and short dry season (January- Mid February). The average annual rainfall is 1160 mm.

- **Hydrography**

Huye District water network comprises various streams. In the West is Kadahokwa stream which flows from the North to South; in the central region is Rwamamba. There is also a big valley called Rwasave drained by Kihene which flows from North to South. All these streams flow towards Migina which is a tributary of Akanyaru River. In the North-West, there is a river of Mwogo which discharges into Nyabarongo River.

- **Soil**

The soil depth in Huye District depends on the situation of the hills. The best soils are found in the swamps where sand and humus, are formed from erosion of the hills. Soils on the dorsal granite are not fertile as they are poor in humus content. Central plateau soils are better, as they are composed of kaolisol type, fertile when the erosion has not impacted it and their humus layer has been conserved. As consequence of topography in Rwanda, Huye District ranges in the region where erosion control is required.

- **Fauna and flora**

Natural vegetation has disappeared due to agricultural pressure and has been replaced by the man-made vegetation dominated by food plant. The largest part of the land is under cultivation for food plants such as rice, banana, beans, maize, cassava and coffee.

Generally, Huye District has insufficient forest cover where up to date forest is estimated to cover 10% of the district surface, while the arboretum forest around the University of Rwanda (UR) plays an important role. However, some of the existing forests require reforestation. Wild animals are found only in RAB Songa Station zone.

### **2.1.2. Demography**

According to the 4<sup>th</sup> Rwanda Population and Housing Census (PHC4), Huye District has 328,398 residents, which represent 12.7% of the total population of the Southern Province (2,589,975 residents). Out of the total population of Huye District, female residents make up to 51.9%. The Sectors of Mbazi and Tumba are the most populated sectors with over 44,000 residents each while the less populated sectors are Gishamvu and Karama.

The following tables provide more detailed information on demographic situation of Huye District

*Table 2: Demographic situation of Huye District*

	<b>Total</b>	<b>Male</b>	<b>Female</b>
Total Population	328,398	158,104 (48,14%)	170,294 (51.86%)
Urban Population	52,768 (16.1%)	29,131 (55.2%)	23,637 (44.8%)
Rural Population	275,630 (83.9%)	128,970 (46.8%)	146,657 (53.2%)
Migrants <sup>5</sup>	42,973	21,779 (50.7%)	21,191 (49.3%)
Mean age	24.3	23.2	25.3
Median age	20	19	21
Number of Households	77,915		
Mean HHs size	4.6		
Population Density	565 inhabitants/Km <sup>2</sup>		
Physiological Population Density <sup>6</sup>	664 inhabitants/Km <sup>2</sup>		

*Source: Rwanda 4<sup>th</sup> Population and Housing Census, 2012 (NISR); Labour force survey Report, 2017 (NISR)*

<sup>5</sup> Here migrants means citizens from other countries and other Districts

<sup>6</sup> Population density where only District area excluding water bodies is considered

*Table 3: Population Distribution in Huye District*

<b>Sectors</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Density (Inhab/Km<sup>2</sup>)</b>
<b>Gishamvu</b>	6,147	7,127	13,274	591
<b>Huye</b>	10,202	11,729	21,931	619
<b>Karama</b>	7,516	8,923	16,439	309
<b>Kigoma</b>	11,593	13,193	24,786	485
<b>Kinazi</b>	12,107	13,193	25,830	427
<b>Maraba</b>	11,746	12,939	24,685	471
<b>Mbazi</b>	14,560	16,641	31,201	758
<b>Mukura</b>	9,326	10,865	20,191	718
<b>Ngoma</b>	16,961	10,744	27,705	1,345
<b>Ruhashya</b>	10,341	11,713	22,054	445
<b>Rusatira</b>	11,798	13,373	25,171	489
<b>Rwaniro</b>	10,250	11,345	21,595	399
<b>Simbi</b>	10,355	11,782	22,137	515
<b>Tumba</b>	15,202	16,197	31,399	1,752
<b>Total</b>	<b>15,8104</b>	<b>169,764</b>	<b>328,398</b>	

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

Based on the Forth Population and Housing Census of 2012 and considering the statistical analysis on the Natural Population Growth (NPG), it is revealed that Huye District will continue to grow which entails proper planning to ensure that this growth is in balance with the economic development and natural resources management.

### **2.1.3. Socio-Economic Environment of Huye District**

Baseline information for the socio-economic status in Huye District is mainly got from the National statistical documents, mainly the integrated household living conditions survey (EICV4), the Demographic and Health Survey 2014/2015, the National Statistical Year book 2016, the agricultural seasonal reports, as well as the National Road Map for Green Secondary Cities 2015.

As outlined in the table 4 of this section, under Agricultural Sector, Huye District is still dominated by the traditional agriculture where around 97% of the farmers still use traditional seeds and 84.1% of the agriculture land is on



hillside. However, the trends show that modern agriculture is being adopted with the purpose of increasing production and productivity through agriculture mechanization, use of chemical fertilizers and improved seeds.

In the energy sector, the 2014 statistics also depicted a considerable low rate of electricity access where only 22% of HHs had access to electricity. On the other hand 85.8% of the HHS were still relying on firewood as energy for cooking, revealing an environmental challenge on the District in terms of forest cover reduction. Despite low rate of car ownership (1.1%), as well as industries and factories that are still few particularly in the urban area, it is estimated that, as long as Huye City incrementally urbanizes, urban pollutants will also increase, and eventually causing more harms to the District as well as the regional environment.

The following table clearly shows the economic development key baselines to inform the strategic planning and development of the District while mitigating with challenges that hinder this development.

*Table 4: Key baselines for the economic development of the District*

Indicator	District Level	National Level
<b>Agriculture</b>		
% of land irrigated	5.5%	4%
% of land protected against soil erosion	79.1%	73%
% of land affected by land consolidation	9%	15.7%
Total cultivated land area (000s)	27	1,310
Stratified physical land use for agriculture (Ha)	46658.6	
Intensive cropland on hillside (Ha)	39249.1 (84.1%)	
Intensive crop land in marshlands (Ha)	6358 (13.6%)	
Range Land (Ha)	1051.5 (2.3%)	
Pasture	1096.9	
Fallow	9093.9	

Non-agricultural land	19075.1	
% of HHs incurring expenditure on chemical fertilizers	37.4%	
% of HHs incurring expenditure on organic fertilizers	17.7%	
% of Traditional seeds	96.9%	
% of improved seeds	3.1%	
<b>Environment</b>		
<b>Use of Energy for lighting</b>		
% of HHs using electricity distributor for lighting	17.2%	19.8%
% of HHs using oil lamp for lighting	1.7%	5%
% of HHs using firewood for lighting	5.5%	5.5%
% of HHs using candle for lighting	10%	7.4%
% of HHs using lantern for lighting	22.3%	13.2%
% of HHS using solar panel for lighting	3.1%	1.7%
% of HHs using batteries for lighting	39.6%	44.2%
<b>Use of Energy for cooking</b>		
% of HHs using firewood for cooking	85.8%	83.3%
% of HHs using charcoal for cooking	14%	15.2%
% of HHs using crop waste	0%	0.8%
% of HHs using Gas or Biogas		0.2%
<b>Car ownership</b>		
% of HHs owning a private car	0.2%	0.8%
% of HHs owning a private car in Urban Area	1.1%	4.5%
% of HHs owing a private car in rural area		0%
<b>Motorcycle Ownership</b>		
% of HHs owning a private motorcycle	1.2%	0.9%
% of HHs owning a private motorcycle in Urban Area	1.1%	1.8%
% of HHs owing a private motorcycle in rural area		0.8%
<b>Bicycle Ownership</b>		
% of HHs owning a private bicycle	17.6%	15.8%

% of HHs owning a private bicycle in Urban Area	14.9%	9.7%
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Source: EICV4, 2014; NISR, 2017; NR, 2015

The Social environment is characterized by aspects that concerns with everyday life of the population and have a more direct impact on their welfare. As shown in the table 5, Huye District faces a severe issue of malnutrition where by 2014, 43% of children less than 5 years were stunted and 13% underweight. Health Sector on the other hand, is characterized with considerably a high proportion of households (21%) without health insurance, a challenge that may reduce the access to healthcare services, hence leading to health risks. Furthermore, Huye District is still constrained by a significantly high prevalence of anaemia among mothers and women that rate far beyond the national average.

*Table 5: Key baselines for the social development of the District*

<b>Indicator</b>	<b>District Level</b>	<b>National Level</b>
<b>Nutrition</b>		
<b>% of children under 5 years by nutritional status</b>		
Stunted	43%	38%
Wasting	1%	2%
Underweight	13%	9%
Median duration of exclusively breastfed children under age 5	7.2	5.4
<b>% distribution of women aged 15-49, by nutritional Status</b>		
Total thin	9%	7%
Total normal	72%	73%
Total overweight or obese	19%	21%
<b>Health</b>		
Average time (in minutes) to reach a health Centre		56.5
Prevalence of health insurance		70
% of de jure HH members with Health insurance	79%	71%
Median age at first marriage	Male: 23.8 Female: 27.1	Male: 21.9 Female: 25.4

Median number of months since preceding birth (birth interval)	43.2	38.5
Median age at first birth among women age 25-49	24.5	22.7
% of women age 15-19 who have begun childbearing	10%	7%
Wanted and observed total fertility rates for women age 15-49	Wanted: 3 Observed: 4	Wanted: 3.1 Observed: 4.2
% of women aged 15-49 who received antenatal care from a skilled provider	99%	
% of mothers 15-49 who delivered in a health facility	95%	
% of mothers assisted by a skilled provider during delivery	96%	99%
% of women/new born who received postnatal check up in the first two days after birth	Women: 45% New-born: 30%	Women: 43% New-born: 19%
Prevalence of Acute Respiratory Infection (ARI) among children under-five years	5%	6%
Prevalence of Diarrhea among children under five years	18%	12%
% of children aged 6-59 months classified as having anaemia (haemoglobin<11.0gr/dl	47%	37%
Prevalence of anaemia among women age 15-49	29%	19%
% of de facto HH's population with an Insecticide-Treated Nets (ITNs)	66%	61%
% of children under age 5 who sleep under ITN	66%	68%
Prevalence of malaria among children under 5 years	15%	2%
Prevalence of malaria among women age 15-49	1.4%	0.6%
% of people with complete knowledge of HIV prevention methods	Men: 90% Women: 84%	Men: 88% Women: 83%

% of women and men age 15-49 with comprehensive knowledge on HIV	Men: 77% Women: 71%	Men: 69% Women: 67%
Prevalence of sexually transmitted infections (STIs) and STI symptoms	Men: 1% Women: 11%	Men: 5% Women: 15%
% of men age 15-49 who are circumcised	29%	30%
% of women and men age 15-49 with HIV prevalence	Men: 2.5% Women: 3.2%	Men: 2.2% Women: 3.6%
<b>Education</b>		
<b>% distribution of de facto male and female HHs population above 6yrs by the highest level of education attained</b>		
No education	Male:15% Female: 20%	Male:13% Female: 19%
Primary	Male: 65% Female: 62%	Male: 71% Female: 66%
Secondary	Male: 15% Female: 15%	Male: 13% Female: 13%
Higher	Male: 5% Female: 3%	Male: 3% Female: 2%
Number of primary schools	98	
Number of classrooms in Primary schools	934	
Number of desks in primary schools	17398	
Number of secondary schools	50	
Number of classrooms in secondary schools	558	
Number of desks in secondary schools	9550	
Number of TVET Centres	11	
Number of TVET Classrooms	73	
Number of desks in TVET Centres	536	
Net attendance ratio in primary schools	Male: 83% Female:90%	Male: 91% Female:92%
Net attendance in secondary schools	Male: 30% Female: 40%	Male: 27% Female: 32%
<b>Habitat</b>		
% of Grouped Settlements	63%	49.2%

% of unclustered rural housing	6%	8.7%
% of isolated rural housing	10%	25.6%
% of unplanned urban housing	9.8%	12.8%
% of small settlements		2.2%
% of modern planned area	0.5%	1.6%
<b>Electricity</b>		
Electricity coverage	22%	23%
Electricity Customers	22974	
<b>Water</b>		
Water Production by source (m3)	2121491	
Water customers	6457	
% of HHs using improved drinking water source	96%	84.8%
% of HHs using improved water source piped into dwelling/yard	9.8%	8.1%
% of HHs using improved public standpipe	27.8%	34%
% of HHs using improved protected springs	57.3%	38.3%
% of HHs using improved rain water	0%	0.2%
% of HHs with no improved water source	4%	15.2%
% of HHs walking a mean time to improved water source	8.6%	11.2%
<b>ICT</b>		
% of HHs with Radio	53%	55%
% of HHs with Mobile Phone	51%	60%
% of HHs with Television	13%	10%
% of HHs with Computer	6%	3%
<b>Sanitation</b>		
% of HHs with access to improved sanitation	71.7%	83.4%
% use improved type, not shared with other HH		
% of HHs with Flush toiled		
% of HHs with Protected latrines		
% of HHs with unprotected latrines		
% of HHs with no toilet facilities		
% of HHs with hand washing place		

<b>Solid Waste Management</b>		
Daily waste generation in the City (0.5Kg/capiata/day)	26,384 Kg/day	
Total Annual waste generation in the City (in tons)	9,630 tons/year	
Landfill volume (m3 accumulated)	23,112 m3	
% of publicly managed refuse area	1.6%	1.5%
% of rubbish collection service	0.2%	6.2%
% of thrown rubbish in bushes or fields	33.9%	40.2%
% of rubbish dumped in compost heap	63.7%	0.1%

*Source: EICV4, 2014; DHS5, 2015; NR,2015; Statistical Year Book, 2016; Establishment Census, 2015.*

#### **2.1.4. Employment and poverty level**

Huye District scores among Districts with a considerable high rate of employment where 84.4% of the population are employed. However, statistics reveal that the bigger number of population is involved in informal sector (56.2%) than formal (43.8%). On the other hand, the unemployment rate is lower (12.7%) than that of the national level (17.4%). The inactivity rate is also at 14% while wage non-farm is at 22.9% compared to the wage farm that is at approximately 11%.

According to EICV4, statistical information exposed 4,560 establishments across different institutional sectors in the District. Among the major seven outlined sectors that provide employment, the private sector contributes the most with 93.8%. However, the majority of these institutions are distributed in the micro enterprises that employ less than 3 people each. It is also found that foreign investment is still at a low proportion where only 1% of the employments are foreigners that operate and work in the District. Employment sector in Huye District was also further found to be dominated by informal sector (52.6%), these being some of the key reasons for the unemployment rate to increase, and District revenues to stay at a low level.

By 2014, poverty incidence was found to be at 32.5% while 5.7% of the population were identified to be at extreme poverty incidence, revealing a considerable elevated number compared to the envisioned rate by the Vision 2020 target (20% by 2020). In this regard, the new District Strategy will put

more emphasis on strategic actions to be taken to create a resilient environment that facilitate creation of jobs, hence contributing to the reduction of poverty incidence among the population. Table below indicates information discussed above in comparison to the country level.



*Table 6: Employment and Poverty Incidence in Huye District*

Indicator		District Level		National Level	
Employment					
Employment to population ratio		84.4%			
Unemployment rate		12.7% <sup>7</sup>			
Labor force participation		56.2% <sup>8</sup>			
Inactivity rate		14%		16.9%	
Wage farm		10.9%		12.2%	
Wage non-farm		22.9%		20.8%	
Employment by gender		<b>14479</b>		<b>493302</b>	
		M:60%	F:40%	M:63.7%	F:36.3%
Employment by payment status and gender	Paid workers	<b>9,280</b>		<b>295,527</b>	
		M:62.1%	F:37.9%	M:65.3%	F:34.7%
	Unpaid workers	<b>5,189</b>		<b>197,511</b>	
		M:56.2%	F:43.8%	M:61.3%	F:38.7%
Employment Distribution	Total	<b>10908</b>		<b>370477</b>	
	Formal	4775 (43.8%)		157827 (42.6%)	
	Informal	6133 (56.2%)		212650 (57.4%)	
Employment by nationality	Rwandan	14327 (99%)		487365 (98.8%)	
	Foreigner	152 (1%)		5937 (1.2%)	
Establishments					
Distribution of establishment	Total	<b>4,560</b>		<b>154,236</b>	
	Micro (1-3)	3,991 (87.5%)		138,894 (90%)	
	Small (4-30)	511 (11.2%)		13,385 (8.7%)	
	Medium (31-100)	50 (1%)		1,628 (1%)	
	Large (100+)	8 (0.2)		329 (0.2%)	
Distribution of enterprises (Private & Public)	Total	4,324		147,717	
	Formal	381 (8.8%)		10,018 (6.8%)	
	Informal	3943 (91.2%)		137,699 (93.2%)	

<sup>7</sup> According to the new definition. The new definition reveals that the unemployment rate was at 4.8% (Labor Force Survey Report, 2017). The EICV4 on the other hand highlighted a 1.8% of unemployment rate in 2013/14

<sup>8</sup> According to the new definition. The old definition demonstrated 77.2% as the labor force participation rate in Huye District. (Labor Force Survey Report, 2017).

Distribution of establishments by institutional sector	Total	<b>4,560</b>	<b>154,236</b>
	Private	4,279	146,227
	Mixed Private and Public	2	81
	Public	69	1,499
	Cooperative	77	2,071
	Local NGO	71	2,406
	International NGO	2	142
	Joint CS and Government	60	1,810
<b>Poverty</b>			
Poverty incidence		32.5%	39.1%
Extreme poverty incidence		5.7%	16.3%

Source: EICV4, 2014; Labour Force Survey, 2017

### **2.1.5. Urbanization**

Huye is one of the six Secondary Cities identified and set to be poles of economic growth across the country, and to serve as focus for investment and urbanization (EDPRS II). The city is composed of residential areas in the North and South, and a cluster with commercial, administrative and public institutions in the central part; while agriculture serves as a backbone sector for Huye economic growth (NR, 2015) with a high potentiality in historical and cultural tourism and resource-based manufacturing opportunities.

According to the 2012 National Census, Huye City is a home to 52,768 people, representing 16.1% of the entire District Population (NISR, 2012), which is still low considering the target of Vision 2020 and NST1 that envisions at achieving 35% of urbanization across the Country (GoR, 2013). Therefore, to realize this level, Huye will require considerable investments in infrastructure and services with direct linkages to its emerging potentialities, vision and strategies to attract and catalyse sustainable economic and urban growth.

*Table 7: Urban Demographic Characteristics of Huye City*

	<b>Total</b>	<b>Male</b>	<b>Female</b>
Urban Population	52,768 (16.1%)	29,131 (55.2%)	23,637 (44.8%)
Urban Population Growth Rate	1.9%		
Urbanization Rate	16%		
Mean size of urban household (Persons)	3.9		

*Source: RPHC4, 2012; Rwanda National Road Map for Green Secondary Cities, 2015.*

The Local economy of Huye City is mainly characterised of business activities that play a key role in creating jobs. Among those include 1,876 firms (46% growth), of which 8 are large firms, 50 medium firms, 77 cooperatives, 21 hotels (NR, 2015). The presence of an Industrial Park and Agakiro Centre is also a significant opportunity for the City to create more jobs, in addition to several TVET centres that will play a role in capacity building and providing capable and skilled people, hence bringing a change towards a transformative economy.

According to the National Road Map for Green Secondary Cities (NR, 2015), based on Huye City highest potentialities, the specific branding of Huye City was meant to be **"A Hub for Knowledge, Culture and Agribusiness"** and key economic clusters should be the key focus:

- Education and academic research
- Agribusiness (food and beverage, coffee culture and washing, dairy and livestock, seed production)
- Building fixtures and wood crafting
- Pharmaceutical research and drug manufacturing
- Tourism based on historic and natural attractions and academic tourism
- Handicraft (Leather, carpentry, metalwork, tailoring, ornamental items)

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

As per the national agenda through Vision 2020 and Vision 2050, Huye District during the next six years, based on its potentialities and needs, will focus on implementing the activities that will contribute to the achievement of NST1 goals, at the same time boosting the overall development of the District. Therefore, faced challenges in implementing the Vision 2020, EDPRS2, SDGs and DDP 2013-2018 amongst others will be addressed. In this section, the previous DDP evaluation is presented, major challenges faced and the way forward respective of the three pillars.

The following table outlines some key activities and their level of achievements according to what was planned under different Sectors of interventions.

*Table 8: Huye District achievements for the last 6 years*

<b>DDP Output/indicator</b>	<b>Baseline 2012/13</b>	<b>Target 2017/18</b>	<b>Achievement 2016/ 2017</b>	<b>Achievement (%)</b>
<b>AGRICULTURE</b>				
Marshland irrigation	1,500 ha	2,019 ha	1,740 ha	86
Hillside irrigation	11 ha	360 ha	81ha	23
Bench terraces	418 ha	1,168 ha	961 ha	82
Progressive terraces coverage	20,575 ha (76%)	26,773 ha (95%)	23,054 ha	86
Farmers using improved seeds	40%	100%	55%	55
Mechanized land	15 ha	450 ha	100 ha	22
<b>Use of fertilizers</b>				
Kg of inorganic fertilizer used per ha/year	29	45	35	78
% of farmers using organic fertilizer	75	100	80	80
% of farmers using lime	5	20	7	35
<b>Plant fruit trees</b>				
Avocadoes trees	13,448	85,948	78,800	92
Mango trees	41,802	42,500	6,300	15
Passion fruits/ha	20	190	40	21
Flowers	2ha	10ha	3ha	30
Vegetable greenhouses	6	11	7	64
<b>PRIVATE SECTOR</b>				
Business plan competition (BPC) organized and sponsored	1	1	1	100
SMEs and Business Owners trained	35	174	140	80
Training of trainers in business plan competition	16	80	38	48
Construction of modern markets	7	12	8	67

DDP Output/indicator	Baseline 2012/13	Target 2017/18	Achievement 2016/ 2017	Achievement (%)
Hotels constructed	5	10	8	80
Construction of a modern slaughter house	-	1	Not realized	0
<b>ENERGY SECTOR</b>				
% of electricity access	8.3%	70%	27.4%	39
Extension of electricity supply infrastructure	11 sectors	14 sectors	12 sectors	33.3
Street public lighting extension	12.5 km	103 km	27.65 km	27
Use of Biogas energy	21 HHs&5 Institutions	176HHs&10 Institutions	106	57
Use of Solar energy	25 Institutions	29 Institutions	26	90
Use of eco- friendly cooking systems	250	77,915	76,201	97.8
<b>TRANSPORT</b>				
Construction and rehabilitation of tarmac roads [Huye-Kibeho (15km) and Huye-Nyamagabe (21km)]	33 km	69 km	Not realized	0
Construct Mukoni-MAGERWA road for heavy trucks	-	8 km	Not realized	0
Construct and rehabilitate bridges	15	10	8	80
Rehabilitation and use of Huye airport	-	1	Not realized	0
<b>WATER AND SANITATION</b>				
HHs with access to clean water at a shorter distance	78%	100%	82%	82
Construction and maintenance of public hygienic facilities in public places	100	186	132	71
<b>URBANIZATION AND RURAL SETTLEMENTS SECTOR</b>				

<b>DDP Output/indicator</b>	<b>Baseline 2012/13</b>	<b>Target 2017/18</b>	<b>Achievement 2016/ 2017</b>	<b>Achievement (%)</b>
Huye Town master plan implementation	20%	100%	35%	35
Use of rain water harvesting for home and agricultural activities	8%	80%	55%	55
<b>ENVIRONMENT AND NATURAL RESOURCES</b>				
Capacity building in the use of modern technologies for forest exploitation (charcoal)	5	51	35	68
Capacity building on the use of modern technologies for tiles and bricks making	126	222	135	61
<b>HEALTH SECTOR</b>				
Eradicate children malnutrition	118	0	38%	38
Increased proportion of youth using sexual and reproductive services	25%	100%	75%	75
Increased use of contraceptive method	65%	80%	55.7%	70
Reduced proportion of children under 5 years with fever	15.8%	5%	66,6%	66,6%
<b>EDUCATION SECTOR</b>				
Constructed and rehabilitated classrooms to accommodate 12 YBE	1,369	309 classrooms to be constructed	281 classrooms and 184 latrines constructed	91
<b>JUSTICE, RECONCILIATION, LAW AND ORDER</b>				
Trained mediators (Abunzi) committees at sector and cell level	1	5	4	80

*Source: Compiled by Huye District, April 2017*

*Table 9: Huye DDP Implemented Projects*

S/N	SECTOR SPECIFIC OUTCOME	PLANNED ACTIVITIES/ PROJECTS	ACTIVITIES/ PROJECTS IMPLEMENTED	%
1	Agriculture	57	40	70%
2	Private sector Development	16	11	69%
3	Energy	7	4	57%
4	Transport	8	5	63%
5	Water and Sanitation	9	7	78%
6	Urbanisation	10	5	50%
7	Health	24	15	63%
8	Education	12	9	75%
9	Environment and Natural Resources	21	16	76%
10	Information Communication Technology	7	6	86%
11	Financial Sector Development	4	3	75%
12	Social Protection	11	7	64%
13	Productivity and youth employment	10	9	90%
14	Public Finance Management	6	5	83%
15	Justice, Reconciliation, Law and Order	6	5	83%
16	Decentralization	6	5	83%
<b>TOTAL</b>		<b>214</b>	<b>152</b>	<b>71%</b>

*Source: Compiled by Huye District, April 2017*

As identified in the previous tables, over the period of the District Development Plan Implementation 2012/13-2017/18, Huye District could manage to implement its planned activities to the extent of 71% by April 2017, while others could not be realized due to various challenges. Moreover, **Urbanization, Energy, Transport, Health, Social Protection, Private Sector Development and Agriculture** sectors scored the most with more challenges and hence need more efforts in the District Development Strategy period.

### **2.3.Key District Economic Potentialities**

Reference made to the District Potentiality Assessment Study conducted in 2013, five key potentialities for Huye District were identified as follow:



- **Suitable lands for crops production and agribusiness** – Coffee and rice being the key crops produced at a considerably higher scale, Huye District is characterised by a fertile and favourable land for coffee plantation, as well as swamps favourable for rice plantation. In addition, Huye land is also favourable for various food crops such as beans, soybeans, maize, cassava and sweet potatoes. Huye agricultural land also revealed a high potentiality in fruits and horticulture production.
- **Favourable environment for Livestock Production** – The agriculture sector is characterized by a high potentiality in livestock where cattle, pigs and bee keeping production are scaling up.
- **Historic and Cultural Tourism Industry** – According to the Strategic Tourism Master Plan, Huye District, due to its strategic location, the presence of the National Museum, the Royal's Palace and its related touristic assets like Ikibuye cya Shari, Mont Kinyamakara, Mont Mwulire, Ibisi bya Huye, Nyagakecuru history, Rwaniro History amongst others, and arboretum forest which houses more than 3000 tree species and monkeys, is considered as the ***"Rwanda's cultural and historic pulse"*** and was identified as the ***"Centre for Heritage Corridor"***. Currently, Huye is a home to 8 hotels and more than 15 businesses that provide tourism hospitality services. This reveals a considerably high potentiality of Huye in attracting tourists and tourism related investments and services.
- **Rivers and Water bodies for clean water production, energy generation and irrigation** – Huye District are composed of different water bodies that can be used for different purposes. Among those features include Mwogo River and waterfalls that can be used for hydro-electricity generation to directly serve the high local demand (households, centres, schools and health centres). In addition, available sources of water can be used for irrigation purposes, hence playing a key role in agriculture production and productivity. Waterfalls and ground water sources were also identified as potential resources that can play a key role in increasing the access to clean water which is one of the biggest challenges across the District.
- **Transport Facilities** – its urban area being one of the Secondary Cities in Rwanda, Huye has one of the well-developed Complex Bus Parking in the

Country that directly links four Districts of the Southern province namely Nyanza, Nyaruguru, Nyamagabe and Gisagara; at the same time a transit towards Burundi and DRC through National Roads. Additionally, Huye City has an aerodrome infrastructure that, once rehabilitated, would facilitate the easy and faster movement of people and goods, hence contributing to the Economic Development of the Districts.

- **Huye Industrial Park and Agakiriro Craft Development Centre** – Potential places that were established to attract local and foreign investments, particularly in the transformation sector where locally and regionally available raw materials will be transformed and their value chain added. Therefore, if well organized and managed, shall significantly contribute to the economic development of the District.
- **Academic, Research and Culture** –Huye District has been known as a hub of education, especially the City, for its intellectual capacity, where it has severe academic institutions and a host to the largest campus of the University of Rwanda, various education institutions such as the prestigious Nyakibanda Seminary, G.S.O de Butare amongst others, that contributed much in the Rwandan education history. To date, more education institutions have been established in the District, with enough space and facilities for research and development such as ARBORETUM and the former hostler of NIRDA, that offer a *masse-critique* for education, research and development.
- **Favorable business landscape** – By 2014, Huye District has exposed a comparative advantage with 4,357 business investments with 46.4% of investments growth<sup>9</sup>, the highest in the region. Current population growth combined with the urbanization growth, reveal that business environment will continue to grow, and if better strategies are adopted, this sector could be one of the cornerstones of the District economic growth.
- **High market demand for infrastructure, manufacturing and service industry development** – As aforementioned, Huye District is characterized by a growing population, urbanization and tourism Sectors

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<sup>9</sup> EICV4, 2015

that create more demand for quality infrastructure and services. Moreover, if strategically provided, these will play a role in attracting more investments in the District.

- **Forest for manufacturing development** – Huye District is also characterised by productive forests potential for manufacturing and transformation where high quality products such as **processed wood, timber, Arts and Handcrafts** are made. On the other hand, available forests in the District provide a Favorable environment for **bee keeping** where locally produced honey presents a comparative advantage across the country.

## 2.4.SWOT Analysis

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Economic Transformation</b>					
<b>1</b>	<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• Favorable land and environment for agriculture and livestock</li> <li>• Considerable production and productivity of Rice, Coffee and Fruits</li> <li>• High quantity of milk production</li> <li>• High production of honey from bee keeping</li> <li>• Strategic Location to the regional markets</li> <li>• Availability of land for agro-processing facilities in the industrial zone</li> </ul>	<ul style="list-style-type: none"> <li>• Limited capacity in modern agriculture and livestock</li> <li>• Limited use of modern agriculture systems</li> <li>• Limited availability of improved seeds</li> <li>• Low agriculture and livestock productivity</li> <li>• Lack of research, development and innovation in agriculture</li> <li>• Limited number and poor maintenance of post harvesting facilities</li> <li>• Lack of and small scale of agro-processing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of Encouraging national policies and programs in agriculture and value chain development</li> <li>• Availability of partners and stakeholders in agriculture sector development</li> <li>• Availability of internal and External investors in agriculture sector development</li> <li>• Presence of International</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change and irregular seasons</li> <li>• Hillside and marshland soil erosion</li> <li>• Fluctuations of prices for agricultural products at national and international markets</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• low investments in agro-processing and agribusiness sector</li> <li>• Limited access to finance for agriculture and agribusiness</li> <li>• Deficient agro-processing plants</li> </ul>	<p>and external markets for agriculture production</p> <ul style="list-style-type: none"> <li>• Availability of modern equipment and technologies</li> <li>• Availability of financing institutions and government aids in agriculture sector</li> </ul>	
2	<b>Private sector Development &amp; Youth Employment</b>	<ul style="list-style-type: none"> <li>• Availability and Variety of active business development partners</li> <li>• Presence of Huye Modern Market and commercial buildings in Huye Urban Centre</li> <li>• Presence of new centres for business</li> </ul>	<ul style="list-style-type: none"> <li>• Limited capacity and skills in entrepreneurship and professionalism</li> <li>• Limited number and capacity of sub-sectors with high potential growth and employment generation</li> <li>• Limited investment in services,</li> </ul>	<ul style="list-style-type: none"> <li>• No barrier to national, regional and international travels</li> <li>• Easy access to external markets</li> <li>• Existence of mechanisms and programs to support start-up businesses for</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of transport of imported raw materials and products</li> <li>• Regional and international competition</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<p>development (Expo-ground for local products, Industrial Park, Agakiro, etc.)</p> <ul style="list-style-type: none"> <li>• Abundant international and national transportation agencies (passengers, goods and products for export)</li> <li>• Availability of various education institutions (nursery, primary, secondary, research institutes and universities) creating business environment,</li> <li>• Presence of historic, cultural and natural touristic sites</li> </ul>	<p>transformation and green jobs sector</p> <ul style="list-style-type: none"> <li>• Low level of productive jobs for youth and women</li> <li>• Weak Public Private Partnership (PPP) initiatives;</li> <li>• Migration of private business developers from Huye to Kigali Capital City;</li> <li>• Limited financial access for business creation</li> <li>• Limited number of and low level of facilities for tourism development Sector</li> <li>• Limited number of hard infrastructures for trade competitiveness</li> </ul>	<p>young graduates and cooperatives</p> <ul style="list-style-type: none"> <li>• Availability of mechanisms to facilitate local businesses to access finance</li> </ul>	

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Availability of financial institutions enabling access to finance</li> <li>• significant number of capable youth and young graduates</li> </ul>			
3	Transport	<ul style="list-style-type: none"> <li>• Improved Road networks in urban and Rural areas linking Huye to other regions</li> <li>• Presence of Huye Regional Complex Car Park</li> <li>• Favourable topography for green and integrated transport system</li> <li>• Considerable demand for green transport infrastructure (High</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular maintenance and rehabilitation of basic infrastructure</li> <li>• Limited integrated transport system</li> <li>• Limited green transport infrastructure (walkways, bicycle lanes, bicycle parking lots)</li> <li>• Inadequate coverage of public transportation system (urban and rural sectors)</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of International roads crossing Huye District to Burundi and DRC</li> <li>• National road (to Nyaruguru) that is in Government priority 2018/19-2023/24</li> <li>• Increasing demand for integrated transport in the District (Public, bicycles, motorbikes...)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial means for transport infrastructure</li> <li>• Natural calamities destroying roads infrastructure</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		number of bicycle ownership) • Presence of Huye Airstrip • Improved feeder roads	• Limited safety utilities in transport infrastructure (Public lights) • Lack of a bypass road in Huye City • Non-operational airstrip	(Tourists, students, ...) • Presence of partners in financing transport infrastructure	
4	Energy	• Availability of diversified sources of energy for lighting and cooking	• Insufficient energy production • High proportion use of biomass as energy for cooking • Limited use of diversified and renewable sources of energy • Limited access to sufficient energy for productive use • Low coverage of electricity in the District • Irregular maintenance and rehabilitation	• Political will to increase energy production and supply • Political commitment on scaling-up off-grid and renewable energy • Increasing private sector involvement in energy production and supply • Increased road networks that	• Environmental calamities • High cost of electricity generation



N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			energy infrastructure • Limited financial means for water production, supply and access • Weak private investments in energy production and supply • Low awareness on sustainable production and consumption of energy • Limited specialized skills in energy sector.	link energy products to consumers	
5	<b>Water and Sanitation</b>	• Availability of diversified sources water • Considerable access to clean water with management committees	• Insufficient water production • Irregular maintenance and rehabilitation of water infrastructure • Limited financial means in water	• Political will to increase water production and supply • Clear Government Policy and programs on	• Environmental calamities • High cost of water generation and supply

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Presence of a modern landfill for wastes collection and treatment</li> <li>• Initiative in place for waste treatment and transformation (Organic manure)</li> </ul>	<ul style="list-style-type: none"> <li>• production and supply</li> <li>• Low private investments in water production and supply</li> <li>• Presence of households without access to clean water</li> <li>• Ineffective management of rural water supply schemes</li> <li>• Incomplete solid waste management system in the City</li> <li>• Lack of waste water treatment system in the City</li> <li>• Lack of a sewerage system in the City</li> <li>• Insufficient public latrines in trading Centres and along transport highways</li> </ul>	<ul style="list-style-type: none"> <li>• water and sanitation</li> <li>• Presence of partners and donors support in water supply</li> <li>• Interested private Sector in water and Sanitation Sector</li> </ul>	

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>Limited awareness on appropriate sanitation among households.</li> </ul>		
6	<b>Urbanization and Rural Settlement</b>	<ul style="list-style-type: none"> <li>Strategic location of Huye City in the region</li> <li>Presence of potential infrastructure and services in the City</li> <li>Presence of urban planning and development tools</li> <li>Increasing rate urbanization and urban growth</li> </ul>	<ul style="list-style-type: none"> <li>Low proportion of urbanization</li> <li>Lack of flagship projects for the City branding and attraction</li> <li>Inappropriate urban planning and implementation tools</li> <li>Inappropriate urban growth and Inefficient use of urban land</li> <li>Limited number of human capital and capacity in sustainable urban planning, development and management</li> </ul>	<ul style="list-style-type: none"> <li>Huye identified as a Secondary City</li> <li>Political will for urban infrastructure development</li> <li>Presence of partners and donors in the City infrastructure and economic development</li> <li>Increasing demand for urban infrastructure and services</li> <li>Initiated national fund for affordable</li> </ul>	<ul style="list-style-type: none"> <li>High rate of population migration from Huye City</li> <li>Limited number of public and private institutions in the City</li> <li>Urban land value speculation (High cost)</li> <li>High cost of construction materials</li> <li>Inappropriate staffs structure for the urban</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• Limited financial means for infrastructure and services development</li> <li>• Limited land bank for residential and commercial housing investment</li> <li>• Presence and development of informal/unplanned settlements</li> <li>• Limited private sector participation in the urbanization process</li> <li>• Limited consideration of green urbanization components and guidelines</li> <li>• Small scale of urban economic opportunities</li> </ul>	<p>housing development</p> <ul style="list-style-type: none"> <li>• Interested private sector in affordable housing development</li> <li>• Availability of guiding policies and tools for sustainable urban planning and development</li> <li>• Availability of partners in capacity development for green urbanization and green city development</li> </ul>	<p>planning, development and management of the City</p> <ul style="list-style-type: none"> <li>• Environmental calamities</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• Poor/Lack of local sustainable construction materials</li> <li>• Limited availability of affordable and social housing</li> </ul>		
<b>7</b>	<b>ICT</b>	<ul style="list-style-type: none"> <li>• Presence of IT service supply (4G) and telecommunication facilities</li> <li>• High rate of IT and communication devices</li> <li>• Increased number of internet and smart device users</li> </ul>	<ul style="list-style-type: none"> <li>• Small coverage of IT system (Internet) and telecommunication facilities</li> <li>• Limited financial means for infrastructure and services supply</li> <li>• Low capacity and awareness on the use of internet and smart devices particularly among female population</li> <li>• Low proportion of s and services in ICT Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Government will in scaling up internet coverage</li> <li>• Increased number of online public service provision</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of ICT services and equipment</li> <li>• Environmental calamities</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• Low level of private investment in ICT services</li> </ul>		
8	<b>Environment and Natural Resources</b>	<ul style="list-style-type: none"> <li>• Increasing trend in District forest coverage</li> <li>• Presence of staffs and committees in charge of environmental management</li> <li>• Abundance of natural resources for human activities development</li> <li>• Considerable awareness on environment and natural resources management among population</li> <li>• District and private sector initiatives in natural resources management and value chain</li> </ul>	<ul style="list-style-type: none"> <li>• Low coverage of District forest and green spaces</li> <li>• Inappropriate exploitation and management of forests</li> <li>• High rate of use of firewood as energy for cooking</li> <li>• High loss of biodiversity</li> <li>• Lack of/limited environmental conservation and rehabilitation</li> <li>• Inefficient use of natural resources (land, minerals, water, ...)</li> <li>• Limited consideration of green growth</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of government policies and programs for sustainable management of environment and natural resources</li> <li>• Presence of financing institutions for environmental management and protection initiatives/project</li> <li>• Availability of reusable and recyclable natural resources and other resources in the District (eg. Solid</li> </ul>	<ul style="list-style-type: none"> <li>• Regional environmental pollutions</li> <li>• Natural disasters (Landslides, soil erosion, floods, draughts, heavy rains, ...)</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<p>development (eg. Organic manure from wastes)</p> <ul style="list-style-type: none"> <li>• Low rate of polluting elements (Car ownership, industries)</li> </ul>	<p>components in the District Development activities</p> <ul style="list-style-type: none"> <li>• Limited awareness on disaster risk reduction and mitigation</li> <li>• Limited initiatives in sustainable use of natural resources and environmental management</li> <li>• Limited financial means for environmental management projects</li> <li>• Increasing trend in the use of polluting features (cars, chemical fertilizers, industries...)</li> </ul>	<p>and liquid Wastes)</p> <ul style="list-style-type: none"> <li>• Availability of partners in capacity development for environmental management</li> </ul>	
9	<b>Financial Sector Development</b>	<ul style="list-style-type: none"> <li>• Increasing trend in access to finance</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to finance and saving mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of government policies and</li> </ul>	<ul style="list-style-type: none"> <li>• High interest rate in</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Availability of financial institutions at local level (UMURENGE SACCOs)</li> <li>• Local initiatives on access to formal and informal savings (Ibimina, amatsinda yo kugurizanya)</li> </ul>	<ul style="list-style-type: none"> <li>• Low awareness and limited use of modern financial systems (Online/mobile systems)</li> <li>• Low level of UMURENGE SACCOs operation</li> <li>• Limited coverage of financial institutions at the lower level of administration</li> <li>• Lack of warranties for access to finance particularly in low and medium-income groups</li> </ul>	<p>programs for financial sector development</p> <ul style="list-style-type: none"> <li>• Availability of government funds, public and private institutions to facilitate access to finance and savings</li> <li>• Presence of District partners in capacity building and financial support</li> </ul>	<p>financial institutions</p> <ul style="list-style-type: none"> <li>• Rigid process to access finance</li> </ul>
<b>Social Transformation</b>					
<b>10</b>	<b>Social Protection</b>	<ul style="list-style-type: none"> <li>• Existence of local initiatives for social protection</li> <li>• Increasing rate of poverty graduation</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of poverty and extreme poverty</li> <li>• High rate of HHs with social protection needs</li> <li>• High rate of malnutrition among</li> </ul>	<ul style="list-style-type: none"> <li>• Government programs for social protection using home-grown solutions</li> <li>• Presence of partners in social</li> </ul>	<ul style="list-style-type: none"> <li>• Economic crisis</li> <li>• Increased population growth</li> <li>• High competition on job market</li> </ul>



N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			children and mothers	protection initiatives	
11	Health	<ul style="list-style-type: none"> <li>• Availability of high standard health facilities (CHUB, CARAES, Isange OSC, Health Centres, etc.)</li> <li>• Considerable number of HHs with access to health insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Limited coverage of health facilities and services</li> <li>• Limited capacity in quality health services</li> <li>• Limited/low level of research and development in health sector</li> <li>• Limited financial means to access health services</li> <li>• High rate of teenage pregnancy and motherhood</li> <li>• High rate of women of reproductive age with anaemia</li> </ul>	<ul style="list-style-type: none"> <li>• Government policy and programs to increase access to quality health services</li> <li>• Presence of partners in health services</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive health services</li> <li>• Economic crisis</li> <li>• Poverty</li> </ul>
12	Education	<ul style="list-style-type: none"> <li>• Significant coverage of various Education facilities (<b>Education Hub</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• Low coverage and access to pre-primary education facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Government policies and programs to increase access</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroying basic facilities</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>• Commitment of a big number of youth to join TVET</li> </ul>	<ul style="list-style-type: none"> <li>• Inappropriate education facilities</li> <li>• Low access to ICT</li> <li>• Low enrolment and attendance rate in TVET especially girls</li> <li>• Poor Quality of TVET Trainings</li> <li>• Low level of private investment in education</li> <li>• Low number of skilled labor in education</li> <li>• High rate of adult illiteracy</li> </ul>	<p>to high quality education</p> <ul style="list-style-type: none"> <li>• Private investment in high quality education services</li> <li>• Availability of partners in education services</li> <li>• Availability of skilled labour force in the country and the region</li> </ul>	<ul style="list-style-type: none"> <li>• External competition among schools</li> </ul>
<b>Transformational Governance</b>					
<b>13</b>	<b>Governance and Decentralization</b>	<ul style="list-style-type: none"> <li>• Existence of local initiatives for public accountability</li> <li>• Partnership and coordination with District stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Limited public human resource capacity in effective service delivery</li> <li>• Limited use of ICT in public accountability</li> <li>• Limited coordination among public institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Government policies and programs</li> <li>• Partners in good governance</li> </ul>	

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
			<ul style="list-style-type: none"> <li>• Limited number of local administrative offices</li> <li>• Low number of human resources in public service</li> <li>• Low citizens participation in District planning and implementation</li> </ul>		
<b>14</b>	<b>Justice, Reconciliation, Law and Order</b>	<ul style="list-style-type: none"> <li>• Presence of home-grown solutions for security enforcement</li> <li>• Inclusive justice support</li> <li>• Increased reconciliation among population</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of crime</li> <li>• Limited awareness on justice, laws and orders</li> <li>• Limited coverage of justice assistance</li> <li>• Persistence of GBV</li> </ul>	<ul style="list-style-type: none"> <li>• Government policies and programs to ensure justice and reconciliation</li> <li>• Availability of partners in Justice, reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>• External security violation</li> </ul>
<b>15</b>	<b>Sport and Culture</b>	<ul style="list-style-type: none"> <li>• Availability of quality Sport facilities</li> <li>• Annual organized sport competition</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of complex fields for sports and lack of sports equipment</li> <li>• Inexistence of talent detection</li> </ul>	<ul style="list-style-type: none"> <li>• The regular international sport and cultural competitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities</li> </ul>

N°	SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> <li>Existence of Cultural centres and Cultural groups</li> </ul>	and support in sports and culture sectors		
<b>16</b>	<b>Public Financial Management Sector</b>	<ul style="list-style-type: none"> <li>Increasing rate of tax collection</li> <li>Peer Learning approach for public financial management system.</li> </ul>	<ul style="list-style-type: none"> <li>Limited effectiveness in public financial management system</li> <li>Limited collection of local taxes</li> </ul>	<ul style="list-style-type: none"> <li>Government will</li> <li>Policies and Programs</li> <li>Use of ICT in Public Financial Management system</li> </ul>	<ul style="list-style-type: none"> <li>ICT external challenges</li> </ul>

## 2.5. Stakeholder Analysis for Huye District Development Strategy

The Strategic Development of Huye District to be achieved will need an effective involvement, collaboration with and full participation of different stakeholders and actors at all levels, including Ministries and sectors, Development Partners, the private sector and civil society. The following table provides detailed information on potential and active stakeholders in Huye District and their respective responsibilities.

*Table 10: Stakeholder Analysis and Responsibilities to DDS development*

	Intervention Sector	Stakeholder	Geographic Area	Responsibilities
1	Agriculture	MINAGRI, RAB, NAEB, MINEDUC	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Design policies and implementation framework for agriculture</li> <li>➤ Provide technical capacity in agriculture</li> </ul>

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
		International ALERT, Profemmes Twese hamwe, ONE ACRE FUND (TUBURA), VETERINAIRE SANS FRONTIERES/ Belgique, Urugaga IMBARAGA,	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Facilitate citizen participation in Agriculture planning and budgeting</li> <li>➤ Promote agriculture productivity and sustainability</li> <li>➤ Promote Veterinary Service and livestock</li> </ul>
2	➤ PSDYE	DOT RWANDA, DUHAMIC-ADRI, LUTI, HPA	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Provide capacity building for professional jobs creation</li> <li>➤ Provide education and training to students in vocational skills</li> <li>➤ Support Youth Education in ICT, business, Employment &amp; entrepreneurship</li> <li>➤ Support students, internship placement, coaching and start up kits</li> </ul>
3	➤ Transport	RTDA	➤ All Sectors	➤ Provide technical and financial support in the construction, rehabilitation and maintenance of transport infrastructure and services
4	➤ Energy	REG	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Energy Production, supply</li> <li>➤ Construction, rehabilitation and maintenance of energy infrastructure</li> </ul>

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
5	➤ Water and Sanitation	WASAC	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Water Production and supply</li> <li>➤ Construction, rehabilitation and maintenance of water infrastructure</li> </ul>
6	➤ Urbanization and Rural Settlements	MININFRA, RHA	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Design policies and implementation framework for Urban development</li> <li>➤ Provide technical and financial support in urban and rural settlements</li> </ul>
		WB	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Financing urban and rural development projects to promote local economic development</li> </ul>
		GGGI	➤ Urban Area	<ul style="list-style-type: none"> <li>➤ Provide capacity development in Green Urbanization and Green Growth</li> <li>➤ Mobilize resources to finance green urbanization and green growth projects</li> </ul>
7	ICT	MITEC	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Design policies and implementation framework for ICT</li> </ul>
8	Environment and Natural Resources	MINIRENA, MINILAF, REMA, RMB	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Ensuring environmental respect to during resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects.</li> <li>➤ Monitoring energy and environment sector projects compliance to environmental standards</li> </ul>

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
		GGGI	➤ Urban Area, other Sectors	➤ Provision of technical capacity in the efficient use and value addition to natural resources ➤ Resource mobilization for environmental management projects
		VETERINAIRE SANS FRONTIERES/Belgique, Urugaga IMBARAGA	➤ All Sectors	➤ Green and Sustainable energy promotion
9	Financial Sector Development	MINICOM, MICROFINANCE Institutions (UMURENGE SACCO, ...)	➤ All Sectors	➤ Design policies and implementation framework for trade ➤ Facilitation of access to finance
		AFRICAN EVANGELISTIC ENTERPRISE (AEE), ARTCF, CARE International, TROCAIRE, CARE International, ARTCF, RWAMREC, YWCA, NORAD, Access to Finance Rwanda, GRIEG	➤ All Sectors	➤ Promote and support OVC's (Youth) and women saving groups Promote Access to finance and investment

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
		through Care Norway		
10	Social Protection	MINALOC, LODA	➤ All Sectors	➤ Financial and technical support
		COMPASSION INTERNATIONALE, Protestant churches (ADEPR, EAR, Restauration church, Methodiste, UEBR, EPR), APROJUMAP, CROIX ROUGE RWANDA, CARITAS DIOCESAINE BUTARE, DUHAMIC-ADRI	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Support vulnerable children from poorest families</li> <li>➤ Assistance and reintegration of families from war and disasters</li> <li>➤ Socio-economic promotion for vulnerable families</li> </ul>
11	Health	MOH, RBC	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Design the national health policy and strategy</li> <li>➤ Responsible for budgeting and resource mobilization</li> <li>➤ Develop institutional and legal frameworks as well as overall health sector performance monitoring</li> <li>➤ Human resource capacity building</li> </ul>



	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
		WORLD VISION CLUSTER ISHEMA, APROJUMAP, CARITAS DIOCESAINE BUTARE, MCSP, USAID, MSH, CCN- RWANDA, FXB RWANDA, NSANGA Association, HEALTH CARE FOUNDATION, SFH, KUZAMURA UBUZIMA GROWING HEALTH, CENTRE IGITI CY'UBUGINGO,	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Support poor and Vulnerable families and children to access health services</li> <li>➤ Promote reproductive maternal, New born and child health</li> <li>➤ Strengthening health system activities in all health Centres and hospitals</li> <li>➤ HIV counselling and testing, condom education and distribution</li> <li>➤ Support of children's vulnerable families and education</li> <li>➤ Assistance in family planning</li> <li>➤ People with Diabete complication, mental illness</li> <li>➤ Disseminate HIV prevention, sexual reproductive health messages through life skills training for KPs (high risk youth) and reduction of population growth</li> <li>➤ Provide Support in nutrition and health facilities for patients in hospital</li> <li>➤ Cooperatives of vulnerable people living with HIV</li> </ul>
12	Education	MINEDUC, WDA	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Elaboration of national policy and strategy</li> <li>➤ Design and coordinate educational programs implementation</li> </ul>

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
				➤ Responsible for curriculum development of school-based program
		WORLD VISION CLUSTER ISHEMA, DIGITAL OPPORTUNITY TRUST, DOT RWANDA, MCF, APROJUMAP, CARITAS DIOCESAINE BUTARE, ASSOCIATION MWANUKUNDWA, DUHAMIC-ADRI, HPA, FXB RWANDA, AFRICA MISSION ALLIANCE (AMA),	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Promote Adult Literacy,</li> <li>➤ Support Youth Education in ICT</li> <li>➤ Support poor and Vulnerable families and children to access education services</li> <li>➤ Support of girl's vulnerable families and PVV</li> <li>➤ Promotion of pre-primary education</li> <li>➤ Facilitate students through school fees, training for teachers, internship placement, coaching and provide start up kits</li> </ul>
13	Governance and Decentralization	CSB, MIFOTRA, MINALOC, RGB, RIM, RALGA, MITEC	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Enhance capacities of local administration entities and performance</li> <li>➤ Reinforcing the functioning of District clusters</li> </ul>
14	Justice, Reconciliation, Law and Order	MINIJUST, MINISPOC,	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Develop unconventional methods to reduce backlog cases</li> <li>➤ Streamline legal aid provision</li> </ul>

	Intervention Sector	Stakeholder	Geographic Area	Responsibilities
		MINALOC, CNLG, ITORERO, OMBUDTSMAN, MINADEF, RNP		<ul style="list-style-type: none"> <li>➤ Prevent and combat corruption in public services</li> <li>➤ Fight against genocide ideology In the District</li> </ul>
		AFRICAN EVANGELISTIC ENTERPRISE (AEE), ASSOCIATION MODESTE ET INNOCENT (AMI), RWAMREC, YWCA, CARE International, LUTI, OPDE, CCN-RWANDA, NSANGA Association, CAPACITAR RWANDA, RWANDA FOR JUSTICE, MHD, HDI, CENTRE IGITI CY'UBUGINGO, NEVER AGAIN RWANDA, TUMAINI FOUNDATION	➤ All Sectors	<ul style="list-style-type: none"> <li>➤ Promote unity and reconciliation</li> <li>➤ Culture of Peace, conflict management and reconciliation promotion, Governance, Trauma healing promotion</li> <li>➤ GBV prevention, promoting positive masculinity and gender equality</li> <li>➤ GBV trauma healing for marginalized groups</li> <li>➤ Marginalized groups and victims of psychological trauma and stress</li> <li>➤ Support girls and single mothers and girls in 12YBE</li> <li>➤ Support Single mothers and orphans in hand craft activities</li> <li>➤ Vulnerable children protection and reintegration in their families</li> <li>➤ Support Children living with their mothers in prison and street children and Domestic conflict resolution and community</li> </ul>

	<b>Intervention Sector</b>	<b>Stakeholder</b>	<b>Geographic Area</b>	<b>Responsibilities</b>
				<ul style="list-style-type: none"> <li>➤ Prevent females sex workers and their Peer educators</li> <li>➤ Support cooperatives of vulnerable people living with HIV</li> <li>➤ Peace building, conflict resolution and Genocide commemoration</li> <li>➤ Bridging the gap for ex-prisoners psychological orientation and socio-economic integration</li> </ul>
15	Sport and Culture	MINISPOC	➤ All Sectors	➤ Design policy framework for sport and culture
16	Public Finance Management	MINECOFIN, RRA	➤ All Sectors	➤ Increase District revenue capacity

Source: Huye District, 2017

## **Chapter 3. Alignment with National Policy Framework and Methodology**

### **3.1. Methodology**

The elaboration of Huye District Development Strategy was conducted using both Bottom-Up and Top-Down approaches to ensure the harmonization of local priorities to national level priorities and addresses Programs and projects that are still in the process of the District Development Plan (DDP), the Economic Development and Poverty Reduction Strategies (EDPRS 2) and Vision 2020. Hence, collection of secondary data, mostly from Government records and Sector Specific Plans was ensured so as to make Huye DDS contributing to Rwanda's strategies in meeting global commitments to sustainable development.

- **Primary Data Collection**

During the elaboration of DDS for Huye District, primary data collection was done in two stages, the aim being to raise awareness and population ownership on the District mid-term planning, at the same time collecting views, needs and priorities from the lowest level of administration (village). The first stage took place at the earlier stage of DDS brainstorming during the Government ruling Party manifestation through community outreach and community work sessions. The output results are the ones that founded the basis in the elaboration of 7YGP and NST1.

The second stage took place in the very beginning of DDS elaboration through consultation meetings with community leaders and representatives from village to District level, different District partners and stakeholders including the Private Sector, Civil Society, NGOs, CBOs, etc; with the purpose of collecting views, District priorities at the same time raising awareness and creating ownership of the Strategy in long and medium-term period.

Collection of opinions was done using questionnaire survey at Village level, with closed and open questions. On the other hand an open filling list was used to capture needs and priorities under each intervention Sector and National priorities, an exercise that mainly involved community leaders and key District stakeholders. The collection of opinions was a process

that involved 1043 participants in different consultation meetings and workshops and took place all along the elaboration process and the end stage was the prioritization of projects and activities which was done by the community representatives, leaders, stakeholders, District technicians and authorities.

*Photo 1: Identification of District Priorities from Local Levels*



- **Secondary Data Collection**

During the elaboration process of DDS, secondary data collection was done mainly by consulting available documents from District, provincial and National level that relevantly inform and give direction to the elaboration process. Among the reviewed documents include:

***At National Level:***

- ❖ **NST1:** This is the National Strategy set to guide to guide the mid-term transformational economic growth 2018/19-2023/24, focusing on the key strategic actions to be taken to overcome challenges of **EDPRS2** and Vision 2020, while guiding the initial phase of Vision 2050. NST1 was elaborated in consideration of various regional and international commitments and goals such as **SDGs, Paris Agreement on Climate Change, AU Agenda 63, EAC Vision 2050**, and integrated all necessary information for other strategies to comply.

Therefore, this document was used as a cornerstone that provides an oversight and guidance on how the District will incrementally develop and hence contribute to the national, regional and international overall development.

- ❖ **SSPs:** Strategic documents developed to guide the mid-term development under each intervention sector. The elaboration of mid-term District Development Strategy for Huye District slightly considered guidelines and actions planned under each sector of intervention, to ensure their alignments, as long as all sector strategies are implemented within districts.
- ❖ **National statistics:** Both national and thematic statistical reports were consulted to inform the progress of Huye District in the national and regional context. Statistical information was mainly used to undertake the District Profile, collect baseline indicators towards setting realistic targets. Among the key statistical documents used include the EICV4, DHS5, Statistical Year Books, NPHS, etc
- ❖ **National Roadmap for Green Secondary City Development:** Published in the year 2015, the NR was elaborated by GGGI in collaboration with the Government of Rwanda, as a coordination tool and practical planning instrument that aims to provide a clear strategic guidance for the Government and other key stakeholders. The document proposes green guidelines to ensure sustainable growth of the six secondary cities, Huye being one of them. Furthermore, the NR also plays a key role as a direct implementation tool for the National Strategy for Climate Change and Low Carbon Development that was adopted by the Government of Rwanda in 2011. In this perspective, the new Strategic Development for Huye also considered the NR as one of the key guiding instruments to ensure the Huye City plays its role as an engine of the District Sustainable Economic Growth.

#### ***At District Level:***

- ❖ **LED Strategy:** A document elaborated to provide insight of the District potentialities as well as strategic actions to be taken to promote its local economic development along the mid-term period 2018/23-2023/24. This document was used to feed in the Economic Transformation Pillar of Huye DDS, hence ensuring a harmonized plan across District Strategies.

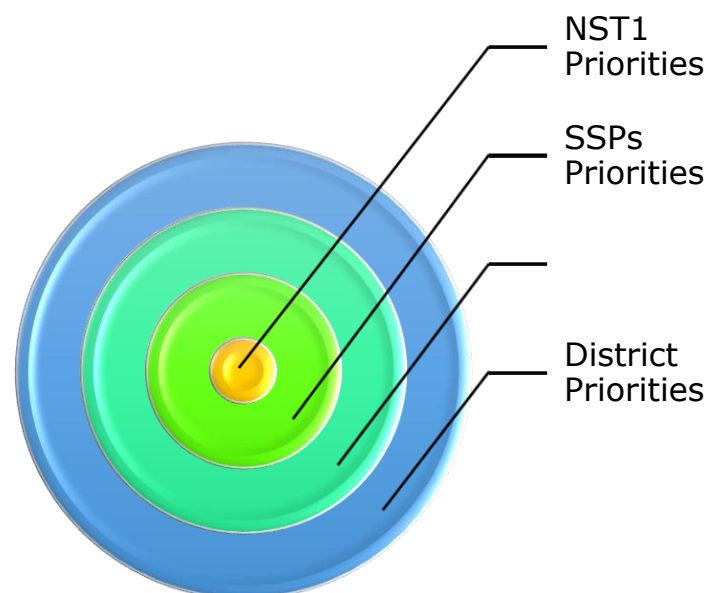
- ❖ **DDP 2012/13-2017/18:** Being at its final year of implementation, the District Development Plan was consulted and used as a basis for setting new actions towards the next mid-term District Development by looking at what was planned over the last mid-term period, achievements, challenges and successful strategies, for the DDS to be elaborated in a way that will promote the continuation of better approaches and mitigation of faced challenges, so as to achieve a desired transformational vision across different sectors of intervention. In this regard, the DDP document was used in line with its assessment of targets achieved by April 2017, hence setting baselines from the results.
- ❖ **District Potentialities Assessment:** Elaborated in 2013, District Potentialities for Huye is a document that was elaborated as a result from an assessment undertaken to inform and guide the elaboration of Local Economic Development of the District over time. In this document, key economic potentialities, available and required skills are identified, and most appropriate strategies suggested for making use of those potentialities to achieve accelerated economic growth. Therefore, this document was also further used in addition to potentialities identified in the current LED to further inform and give direction to the District Development Strategy, particularly under the Economic Transformation Pillar.
- ❖ **Huye City Master Plan:** Elaborated as an integrated planning and implementation tool for the City Development, Huye City Master Plan was established to serve as a guiding instrument that will give a new and sustainable direction to the City growth. In this regard, this master plan was also considered as one of the key guiding tools that need a special attention for the District Development Strategy to provide more strategic guidelines for Huye City to prosper.



- **Data Analysis**

As previously discussed, the elaboration of Huye District Development Strategy document underwent an integrative process that involved collection of both primary and secondary data to inform the strategic orientation of the District over the next mid-term development. Specifically, information collected was used to outline District needs, issues and interventions which all led to the formulation of priorities across different sectors of interventions. The following sketch displays how District priorities were identified.

*Figure 2: District priorities identification process*



As shown in shown in the figure2, the final identification of the DDS priorities was the end result of the analysis undertaken from the consideration of the local needs and priorities, and further aligned to the Sector Strategic Plans and to the overall

National Strategic Plan, so as to make sure that local interventions are reflecting the national targets. It is from the consolidation of all priorities that District priorities were strategically and realistically identified.

## **3.2. Main Issues in Huye District**

### **3.2.1. Economic Transformation Pillar**

According to the Local Economic Development Report done in 2017, the economy of Huye is founded on key sectors such as Infrastructure development, Agriculture, Private Sector development, Urbanization and rural settlements. Baseline statistics and previous DDP revealed that the District stills lies below the national average development indicators and could not effectively achieve some targets in its economic development trends mainly in Agriculture, private sector development, energy, transport and urbanization sectors due to various challenges. Among those challenges include:

- Limited capacity across sectors of economic development
- Limited inputs (financial means, natural resources, human capacity, ...) to promote economic development sectors
- Low private sector engagement and investment in the transformation sector
- Lack of/or limited effort in research and development sector to respond to the population needs, innovation and creativity
- Lack of, limited, and poor maintenance of infrastructure and facilities for economic sectors of development
- Limited capacity and small-scale operation of sub-sectors with high potential for growth and employment generation
- Low access to reliable energy and improved water and sanitation across the District
- Inefficient use of natural resources
- Weak urban planning, development and implementation for sustainable urbanization
- Limited infrastructure, facilities and services for urban development and growth

### **3.2.2. Social Transformation Pillar**

Social development sector has been facing challenges over time as shown by the statistical information where poverty incidence is proportionally high (32.5%)<sup>10</sup>, affecting other major issues such as malnutrition and limited access to basic services. Therefore, the strategic orientation of Huye District over the next mid-term development, Huye District envisions at achieving a society with considerably reduced poverty and with inclusive access to high quality basic services. In this regard, following challenges will be addressed;

- High rate of poverty among population
- High rate of malnutrition among children and mothers
- High rate of anaemia among mothers
- Limited access to high quality health and education services
- Limited women access to high quality services (Health, education, etc.).
- High prevalence of anaemia among children and mothers
- High proportion of children with fever
- High prevalence of people with communicable and non-communicable diseases
- Limited use of contraceptive services
- Low proportion of youth using sexual and reproductive services
- High rate of teenage pregnancy and motherhood
- Low access to pre-primary education services
- Low enrolment in TVET schools, especially among girls

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<sup>10</sup> DHS5

### **3.2.3. Transformational Governance Pillar**

District achievements reveal that Huye has been doing well in terms of Governance where above 80% of the planned activities were achieved. However, looking at the overall statistics, the District still has a long way to go to achieve desired goals of the national vision which is to effectively provide services to the highest satisfactory rate by ensuring accountability and efficient service delivery. Therefore, following identified challenges will need to be addressed:

- Limited public human resource capacity in effective service delivery
- Low level of leadership skills at local level
- Limited use of ICT in public service delivery
- Limited coordination among public institutions
- Limited number of well-maintained local administrative offices and equipment
- Low number of human resources in public services
- Low citizens participation in planning and implementation
- Limited awareness on justice, laws and orders
- Persistence of GBV
- Limited access to quality justice
- Low level of talent detection in sport and culture sector
- Limited collection of local revenues
- Limited effectiveness and accountability in public financial management
- Low decision-making power by women within the households.

### **3.2.4. Cross-cutting challenges**

The Development has also been facing other cross-cutting challenges that will need to be addressed in Huye DDS. Among those challenges include gender issues that relates to the limited sex-disaggregated data, low access to financial resources for women, teenage pregnancy and motherhood, high rate of anaemia among women, weak decision-making power by women within households. Moreover, the District will focus on the three important commitment made by the country in the context of “HeforShe” campaign, namely bridging the gender digital divide and attain parity in ICT access, usage and innovation by 2020; triple girls’ enrollment in Technical & Vocational Training to advance women’s employment opportunities; and Eradicate Gender Based Violence in all its forms.

### **3.3. Huye DDS Alignment to the National Strategy for Transformation (NST1)**

This chapter clearly explains how Huye District Strategy aligns with the National policy frameworks and targets. The alignment is done in three categories based on the three Core Pillars of the National Strategy for Transformation (NST1) and further highlight respective information that mainly relate to key and cross-cutting sectors of the Country development.

#### **3.3.1. Huye DDS Alignment to the Economic Transformation Pillar**

Huye District, with its strategic location and its economic potentialities; this District Development Strategies will aim at enhancing its opportunities to ***accelerate Green Economic Growth and development founded on capable human resource, Private Sector and its natural resources***; by focusing on key actions that will play an extensive role in job creation, acceleration of green urbanization, promotion of industrialization and technology, promoting investment, financial services, as well as increasing domestic savings. Agriculture and livestock in Huye will be strengthened to increase productivity and value addition through agro-processing. Carbon Neutral Economy to be achieved in Huye, much emphasis shall also be put in the sustainable management and use of natural resources to ensure that the both local and regional

environment is protected against all sorts of pollution and degradation. Therefore, creativity and innovative behavior and actions will take a big part in the long-term development. Following are the District priorities aligned to the NST1 Priority areas under the Economic Transformation Pillar.

*Table 111: Huye DDS Contribution to NST1 Economic Transformation Pillar*

<b>NST-1 Pillar</b>	<b>NST-1 Priority Area<sup>11</sup></b>	<b>NST-1 Outcome</b>	<b>Huye DDS Outputs</b>	<b>Huye DDS Interventions</b>	<b>Strategic</b>
<b>1. Economic Transformation</b>					
<b>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>Output 1:</b> Enabling environment for skills development and entrepreneurship developed	<ul style="list-style-type: none"> <li>• Establish and empower Vocational and Training Institutions for skills development</li> <li>• Establish and reinforce Business development and Employment Service Centres</li> <li>• Organize and undertake business plan competitions and trade fairs</li> </ul>	
			<b>Output 2:</b> Priority sub-sectors with high potential for growth and employment developed	<ul style="list-style-type: none"> <li>• Promote Tourism, agro-processing, industry, crafts and education sub-sectors</li> </ul>	
		<b>1.1.2:</b> Increased productive jobs for youth and women	<b>Output 3:</b> Youth and women businesses empowered and supported	<ul style="list-style-type: none"> <li>• Provide business development assistance through BRD and BDF</li> <li>• Foster young people in ICT careers (ICT Centric Ecosystem)</li> </ul>	

<sup>11</sup> Insert NST-1 linked Priority Area;

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
			<b>Output 4:</b> Youth and Women provided with capacity building in business and entrepreneurship	<ul style="list-style-type: none"> <li>• Promote Employment promotion through skills development, entrepreneurship and regulation</li> </ul>	
			<b>Output 5:</b> Strategic partnership with private sector for skills development and job creation developed and enhanced	<ul style="list-style-type: none"> <li>• Facilitate private investors, provide incentives and establish an enabling environment for the private sector</li> <li>• Develop long-term partnerships to attract capital, technology and other economic opportunities from private investors</li> <li>• Establish a data bank of PPP projects implemented under LED</li> </ul>	
			<b>Output 6:</b> Employment plans in all key sectors of economy mainstreamed	<ul style="list-style-type: none"> <li>• Integrate programmes responsive to labour market needs and social and economic development In TVET and HEI</li> <li>• Conduct, update the mapping of local potentialities in the District</li> <li>• Develop Communication strategy on existing potentialities</li> </ul>	
			<b>Output 7:</b> Model income and employment-	<ul style="list-style-type: none"> <li>• Enhance knowledge and skills transfer for youth, turn their local economic and cultural endowments into income and job creating</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
			generating projects developed in villages	ventures	
<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>Output 8:</b> Flagship projects developed	<ul style="list-style-type: none"> <li>• Implement urban infrastructure projects that make Huye SC's attractive for investment</li> <li>• Elaborate and implement Huye SC's branding strategy</li> </ul>	
			<b>Output 9:</b> Huye City Master Plan updated	<ul style="list-style-type: none"> <li>• Elaboration and review of Huye SC Master Plan and other emerging Centres</li> <li>• To ensure that Huye District One Stop Centre has an urban planner</li> </ul>	
			<b>Output 10:</b> Huye City Land area sustainably developed	<ul style="list-style-type: none"> <li>• Prepare and conduct Urban month and urban forum</li> </ul>	
			<b>Output 11:</b> Local Urban development and emerging Centres plans elaborated	<ul style="list-style-type: none"> <li>• Elaborate and implement local Urban Development plans</li> </ul>	
			<b>Output 12:</b> Informal and Unplanned settlements upgraded	<ul style="list-style-type: none"> <li>• Implement the National Informal Urban Settlement Upgrading Strategy at the District level</li> <li>• Upgrade 10% of current informal settlement area in the District Urban Area</li> </ul>	



NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
	1.2.2. Increased economic opportunities in urban areas		<b>Output 13:</b> Basic Green Infrastructure developed	<ul style="list-style-type: none"> <li>• Develop eco-friendly infrastructure contributing to the green economic growth</li> </ul>	
			<b>Output 14:</b> Rural and Urban Transport Services improved	<ul style="list-style-type: none"> <li>• Reduce Traffic Congestion through improvement of junctions, avail dedicated bus lanes, introduction of traffic control system (ITS)</li> <li>• Install public lighting on road networks</li> </ul>	
			<b>Output 15:</b> Urban Business and residential infrastructure developed	<ul style="list-style-type: none"> <li>• Implement urban infrastructure projects that make Huye SC's attractive for investment</li> <li>• Create free internet zones in strategic and residential areas</li> <li>• Establish digital citizen engagement tools and ensure they are accessible to all</li> </ul>	
			<b>Output 16:</b> Local Construction materials promoted and developed	<ul style="list-style-type: none"> <li>• Design and implement programs to professionalize the construction industry</li> </ul>	
	1.2.3: Increased availability of affordable housing		<b>Output 17:</b> Affordable and Green Housing developed	<ul style="list-style-type: none"> <li>• Attract investments in affordable and social housing</li> </ul>	

<b>NST-1 Pillar</b>	<b>NST-1 Priority Area<sup>11</sup></b>	<b>NST-1 Outcome</b>	<b>Huye DDS Outputs</b>	<b>Huye DDS Interventions</b>	<b>Strategic</b>
<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>Output 17:</b> Capacity of local farmers for value chain development is increased	<ul style="list-style-type: none"> <li>• Develop skills for agriculture value chain actors, including farmer organizations, women and youth</li> <li>• Strengthen agricultural market linkages and market infrastructure</li> </ul>	
		<b>1.3.3:</b> Increased business development services for entrepreneurs	<b>Output 18:</b> Business development Centre facilities established	<ul style="list-style-type: none"> <li>• Promote Backbone Services, and Priority Service Sector VCs</li> <li>• Promote Technology, Innovation, Standards and High-Growth Entrepreneurship</li> </ul>	
<b>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 by 17% annually		<b>1.4.1:</b> Increased exports of high-value goods	<b>Output 19:</b> Quantity of high value coffee production exported	<ul style="list-style-type: none"> <li>• Promote value addition for the District coffee</li> </ul>	
			<b>Output 20:</b> Quantity of mining products exported	<ul style="list-style-type: none"> <li>• Promote the processing and transformation of mining products for export</li> </ul>	
			<b>Output 21:</b> Quantity of artisanal and craft products exported	<ul style="list-style-type: none"> <li>• Promote the local artisanal crafts and their value addition</li> </ul>	
		<b>1.4.2:</b> Increased exports of high-value services	<b>Output 22:</b> Tourism services improved	<ul style="list-style-type: none"> <li>• Promote the Historic and Cultural Tourism development and hospitality in the District</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		<b>1.4.3:</b> Hard infrastructure developed for trade competitiveness	<b>Output 23:</b> Agro-processing infrastructure developed	<ul style="list-style-type: none"> <li>• Promote energy generation to ensure access to all productive users</li> <li>• Promote easy access to basic infrastructure for agro-processing (Water, electricity, roads, Internet)</li> <li>• Establish agro-processing factories</li> </ul>	
			<b>Output 24:</b> Animal production and processing infrastructure developed	<ul style="list-style-type: none"> <li>• Provide access to basic infrastructure that facilitate animal products processing</li> </ul>	
			<b>Output 25:</b> Factory processing plants operated	<ul style="list-style-type: none"> <li>• Promote industries operationalization through infrastructure development</li> <li>• Promote PPP for easy and faster development of the transformational Sector</li> </ul>	
		<b>1.4.4:</b> Enabling platforms developed for productivity		<ul style="list-style-type: none"> <li>• Develop infrastructure and logistic facilities for Industrial Development and trade competitiveness</li> </ul>	
<b>1.5</b> Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments		<b>1.5.1:</b> Increased high impact FDI and domestic investments			
		<b>1.5.2:</b> Enhanced long-term savings and	<b>Output 26:</b> People with access to innovative	<ul style="list-style-type: none"> <li>• Promote and support innovative</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		innovative financing mechanisms	finance and saving increased	mechanisms for financing	
			<b>Output 27:</b> Umurenge SACCOs automated	<ul style="list-style-type: none"> <li>Promote the automation of U-SACCOs, Establishment of the District SACCO</li> </ul>	
<b>1.6</b> Modernize and increase productivity and livestock	<b>1.6.1:</b> Increased agricultural production and productivity		<b>Output 28:</b> Capacity development for farmers increased	<ul style="list-style-type: none"> <li>Promote Capacity building in agriculture and agribusiness development.</li> </ul>	
			<b>Output 29:</b> Agricultural Land sustainably developed and used	<ul style="list-style-type: none"> <li>Strengthen environmental resilience for agriculture development</li> </ul>	
			<b>Output 30:</b> Improved seeds distributed	<ul style="list-style-type: none"> <li>Increase the number of seeds producers</li> <li>Undertake research and development for sustainable seeds production</li> </ul>	
			<b>Output 31:</b> Agricultural research and development established	<ul style="list-style-type: none"> <li>Promote research and development for agriculture and agribusiness development</li> </ul>	
			<b>Output 32:</b> Agriculture Productivity increased	<ul style="list-style-type: none"> <li>Increase production and productivity of the key crops (Rice, coffee, cassava, beans, soybeans, etc)</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
			<b>Output 33:</b> Agriculture production value chain improved	• Development of Post-Harvest facilities	
		<b>1.6.2.</b> Increased traditional and non-traditional export crops	<b>Output 33:</b> Traditional and non-traditional export crops increased	• Promote local production of traditional and modern export crops	
		<b>1.6.3.</b> Increased financing and infrastructure for agriculture	<b>Output 34:</b> Farmers with access to agriculture finance increased	<ul style="list-style-type: none"> <li>• Implement the national agriculture insurance scheme</li> <li>• Implement the financing scheme through an incentive-based risk-sharing facility where the agriculture value chain is developed and integrated with agriculture value chain financing.</li> <li>• Providing business development assistance through BRD and BDF lending schemes in agriculture sector</li> </ul>	
		<b>1.6.4.</b> Increased climate resilience for agriculture	<b>Output 35:</b> Sustainable Irrigation Infrastructure developed	• Promote large-scale hill side and marshland irrigation	
			<b>Output 36:</b> Sustainable infrastructure for agriculture land protection developed.	<ul style="list-style-type: none"> <li>• Scale-up the development and use of radical and progressive terraces on agricultural land</li> <li>• Scale-up anti-erosive mechanisms for agricultural land protection</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		<b>1.6.5</b> Improved livestock sector	<b>Output 37:</b> Capacity development for livestock farmers increased	<ul style="list-style-type: none"> <li>• Build the capacity of local farmers on modern and sustainable livestock farming and value chain development</li> </ul>	
			<b>Output 38:</b> Animal productivity increased.	<ul style="list-style-type: none"> <li>• Improve animal resources (including pig, bee keeping and fisheries) production systems</li> </ul>	
			<b>Output 39:</b> Animal Production value chain improved	<ul style="list-style-type: none"> <li>• Establish animal value chain infrastructure (Slaughter house and transformational plants)</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>Output 40:</b> District forest coverage increased	<ul style="list-style-type: none"> <li>• Increase and maintain District forest cover at 30%</li> </ul>	
			<b>Output 41:</b> District forest sustainably exploited and managed	<ul style="list-style-type: none"> <li>• Increasing forestry productivity through private sector involvement in forestry management</li> <li>• Increase agro-forestry practices</li> </ul>	
			<b>Output 42:</b> The number of households depending on firewood as a source of energy for cooking halved to 42%	<ul style="list-style-type: none"> <li>• Deliver alternative fuels and cooking technologies to consumers</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye Interventions	DDS Strategic
		<b>1.7.2:</b> Increased sustainability of land use system	<b>Output 43:</b> Available land efficiently used	<ul style="list-style-type: none"> <li>• Implement the holistic and integrated land management system to optimize land productivity</li> </ul>	
		<b>1.7.3:</b> Integrated water resource management	<b>Output 44:</b> Sustainable Water resource Management improved	<ul style="list-style-type: none"> <li>• Optimize and scale-up integrated water resource management (IWRM)</li> </ul>	
		<b>1.7.4:</b> Accelerated growth in Green Innovation	<b>Output 45:</b> Green Growth and climate resilience practices increased	<ul style="list-style-type: none"> <li>• Promote green growth and climate resilience strategy for socio-economic development</li> <li>• Conduct robust monitoring, enforcement and compliance for EIA</li> <li>• Establish Smart Air Quality Management and Monitoring System and Stations</li> <li>• Rehabilitate degraded ecosystems</li> </ul>	
			<b>Output 46:</b> Environment and Climate Change issues mainstreamed across all development sectors	<ul style="list-style-type: none"> <li>• Mainstream environment and climate change into other priority sector plans (Agriculture, Transport, Energy, Water, Construction, Waste Management, etc)</li> </ul>	
			<b>Output 47:</b> Enhanced and Reliable weather and climate information regularly and timely provided	<ul style="list-style-type: none"> <li>• Improve observation networks to deliver reliable real-time information for informed decisions</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>11</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		<b>1.7.5</b> Upgraded minerals, oil & gas sector	<b>Output 48:</b> Mining and quarry sustainably developed	<ul style="list-style-type: none"> <li>• Promote sustainable exploration of minerals</li> <li>• Consolidate small mining concessions into district mining blocks to meet national quality standards</li> <li>• Modernize mining techniques and expand mineral value addition exported</li> <li>• Increase the mining export contribution to GDP</li> <li>• Increase employment in mining subsector</li> </ul>	

### 3.3.2. Huye DDS Alignment to the Social Transformation Pillar

In the same line with the National Strategy for Transformation, over the next six years, Huye District will continuously work on ***developing healthy, educated population and skilled workers by creating an environment for, and promoting the quality of living, stable and safe society***. Therefore, effort will put in empowering local economy by supporting the urban and rural poor to graduate from extreme poverty, and become resilient through various home-grown solutions. The District Development Strategy will also enable collaborative environment for multi-stakeholders projects and Programs to ensure sustainable food security; hence eradicating malnutrition, and stunting. Huye District will further aim at enhancing the access to quality health care services through provision and upgrade of adequate health infrastructure and facilities. With a high potentiality in Education institutions, Huye will play an important role in laying a strong education



foundation for its children, in line with the international and national agenda, the vision will be to provide an improved quality of education at all levels, by ensuring an inclusive education system as well as increasing the number of students pursuing technical and Vocational schools towards job creation. In collaboration with relevant stakeholders, Huye District will guarantee the provision of basic services to ensure universal access to water, sanitation, energy, etc. and would actively address issues of those living in high-risk zones, while promoting strategies that facilitate adequate shelter for all.

*Table 122: Huye DDS contribution to the Social Transformation Pillar*

<b>NST-1 Pillar</b>	<b>NST-1 Priority Area<sup>12</sup></b>	<b>NST-1 Outcome</b>	<b>Huye DDS Outputs</b>	<b>Huye DDS Interventions</b>	<b>Strategic</b>
<b>2. Social Transformation</b>					
<b>2.1</b> Enhancing graduation from extreme Poverty and promoting resilience	<b>2.1.1</b> Increased graduation from extreme poverty		<b>Output 1:</b> Eligible HHs supported through Home-Grown Solutions	• Support vulnerable households to graduate from extreme poverty through MPG	
			<b>Output 2:</b> Eligible HHs supported with access to public works	• Support vulnerable households to graduate from extreme poverty through public works	
			<b>Output 3:</b> Eligible HHs supported with livestock	• Support vulnerable households to graduate from extreme poverty through livestock farming	
	<b>2.1.2:</b> Enhanced resilience of Rwandans		<b>Output 4:</b> People with special needs supported	• Implement mechanisms for increased resilience	
<b>2.2</b> Eradicating Malnutrition			<b>Output 5:</b> Eligible children and mothers	• To improve the coordination of different stakeholders in the	

<sup>12</sup> Insert NST-1 linked Priority Area;

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		<b>2.2.1</b> Reduced malnutrition among children	with malnutrition supported	nutrition program <ul style="list-style-type: none"> <li>•To ensure the uniformity and effective coverage of nutrition supplements/commodities</li> <li>•Improve one-on-one nutrition counselling to target groups (pregnant women, adolescents and under five children).</li> </ul>	
			<b>Output 6:</b> Good nutrition practices increased	<ul style="list-style-type: none"> <li>•Increase knowledge on good nutrition practices and intensify health promotion/nutritional counselling for prevention of nutritional related conditions</li> <li>•Enhance Nutrition sensitive agriculture</li> <li>•Use community/village based ECD as an entry point for education/provision of nutritional and health services</li> </ul>	
<b>2.3</b> Enhancing demographic dividend through ensuring access to quality Health for all		<b>2.3.1</b> Improved healthcare services	<b>Output 7:</b> Health facilities and Infrastructure developed	<ul style="list-style-type: none"> <li>• Develop, rehabilitate and maintain health facilities</li> </ul>	
			<b>Output 8:</b> Health Facilities provided with utilities and equipment	<ul style="list-style-type: none"> <li>• Enable healthcare workers to use ICT to increase their ability to diagnose and treat diseases</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
				<ul style="list-style-type: none"> <li>• Equip healthcare facilities with electronic medical records that allows patients to be managed using their smart health insurance cards</li> </ul>	
			<b>Output 9:</b> People with access to quality health care services increased	<ul style="list-style-type: none"> <li>• Increase easy access to quality health care services</li> </ul>	
			<b>Output 10:</b> Health Facilities of Excellence established	<ul style="list-style-type: none"> <li>• Strengthen Kabutare Hospital with special health care services</li> </ul>	
			<b>Output 11:</b> Research and Development facilities established	<ul style="list-style-type: none"> <li>• Establish a medical research and development Centre</li> <li>• Establish a pharmaceutical manufacturing factory</li> </ul>	
	2.3.2 Increased financial sustainability for the health sector		<b>Output 12:</b> People with special health care needs supported	<ul style="list-style-type: none"> <li>• Support vulnerable people to access quality health care services</li> </ul>	
			<b>Output 13:</b> People with access to Health Insurance increased	<ul style="list-style-type: none"> <li>• Improve the efficiency of existing health services purchasing mechanisms</li> </ul>	
	2.3.3 Increased health of workforce		<b>Output 14:</b> Health care workforce increased	<ul style="list-style-type: none"> <li>• Improve the quality of the health workforce through training, regulation of clinical practice and skills enhancement</li> <li>• Increase quantity of the health</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)		<p>workforce by attracting investment in clinical and health educational opportunities</p> <ul style="list-style-type: none"> <li>• Strengthen HR management for enhanced leadership skills, improve retention and reduce health workers attrition</li> </ul>	
			<b>Output 15:</b> Awareness on Communicable and NCDs prevention increased	<ul style="list-style-type: none"> <li>• undertake community mobilization for testing and prevention of Communicable and NCDs</li> </ul>	
			<b>Output 16:</b> Access to Communicable and NCDs prevention and treatment services increased.	<ul style="list-style-type: none"> <li>• Sustain the universal access to ARVs for all HIV+ pregnant and breastfeeding women, newly diagnosed and older cases of HIV</li> <li>• Ensure availability, accessibility and affordability for NCD patients to quality and modern medical laboratory and imaging technologies, treating technology and medicines</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
		2.3.5 Increased contraceptives prevalence	<b>Output 17:</b> Prevalence of anemia among women of reproductive age reduced	<ul style="list-style-type: none"> <li>• Raising awareness on common signs and symptoms of anemia</li> <li>• Sensitization of women on importance to check for the levels of hemoglobin</li> <li>• Sensitization on a healthy diet that includes sources of iron</li> </ul>	
			<b>Output 18:</b> Awareness on use of contraceptive methods increased	<ul style="list-style-type: none"> <li>• Undertake community mobilization to raise awareness on use of contraceptive methods</li> </ul>	
			<b>Output 19:</b> Access to family planning services increased	<ul style="list-style-type: none"> <li>• Strengthen the use of Post-Partum FP (PPFP) and effectively integrate this into ANC and maternity and PNC services</li> <li>• Encourage male engagement in the use of FP services</li> <li>• Promote the multi-sectoral and stakeholder's collaboration to improve the demand and delivery of FP services</li> </ul>	
			<b>Output 20:</b> Rate of teenage pregnancy and motherhood reduced	<ul style="list-style-type: none"> <li>• Conduct anti-teenage pregnancy campaigns in primary and secondary schools</li> <li>• Reinforce counselling services in "Icyumba cy'umukobwa" at</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
				secondary school on adolescents' sexual and reproductive health <ul style="list-style-type: none"> <li>• Promote positive sexual behaviors among adolescents' girls through effective communication between adults (parents/educators) and adolescent girls through <i>Umugoroba w'Ababyeyi</i> and "Family Days"</li> <li>• Enhancing youth friendly sexual and reproductive health services in health centres</li> <li>• Sensitization of adolescent's girls to increase their demand for ASRH services</li> </ul>	
		<b>2.3.6</b> Decreased mortality rate	<b>Output 21:</b> Neonatal, maternal and infant Mortality rate decreased	<ul style="list-style-type: none"> <li>• Increase knowledge on good nutrition practices and intensify health promotion/nutritional counselling for prevention of nutritional related conditions</li> <li>• Support vulnerable people to access quality health care services</li> </ul>	
<b>2.4.</b> Enhancing the demographic dividend through improved access to quality education		<b>2.4.1</b> Increased access to pre-primary Education	<b>Output 22:</b> Pre-school primary infrastructure developed	<ul style="list-style-type: none"> <li>• Construct and upgrade ECEs</li> <li>• Attract investors in Pre-primary education</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
	2.4.2 Improved access to quality primary and secondary Education		<b>Output 23:</b> equitable access to pre-primary education programs is Increased	<ul style="list-style-type: none"> <li>• Ensure all children complete pre-primary programme before entering Primary Education</li> </ul>	
			<b>Output 24:</b> Primary and secondary school infrastructure developed		
			<b>Output 25:</b> equitable access to primary and secondary education programs is Increased	<ul style="list-style-type: none"> <li>• Increase the number of students enrolled in and completing primary and secondary education</li> <li>• Ensure all children enter primary school at the correct age and successfully complete 12 years basic education</li> <li>• Ensure all learners achieve basic levels of literacy and numeracy in early years</li> </ul>	
			<b>Output 26:</b> Primary and secondary school children provided with nutritional support	<ul style="list-style-type: none"> <li>• Provide nutritional support to school children</li> </ul>	
	2.4.3 Increased Technical and Vocational Training (TVET) schools and graduates		<b>Output 27:</b> TVET school infrastructure developed	<ul style="list-style-type: none"> <li>• Construct, upgrade and maintain TVET school facilities</li> </ul>	
			<b>Output 28:</b> Women/girls'	<ul style="list-style-type: none"> <li>• Encourage women/girls to pursue TVETs schools through Study tours</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
			enrollment in TVET increased	<p>of O' level and S6 female levers in TVET Schools to see how ladies are able to perform technical activities</p> <ul style="list-style-type: none"> <li>• Promoting <i>inspire me</i> initiatives where senior female staff in STEM and TVET inspire young girls in the community or through media sensitization and incentives to women enrolled in TVET</li> </ul>	
		2.4.4 Enhanced quality of higher Education system	<b>Output 29:</b> Access to quality HE institutions in increased	<ul style="list-style-type: none"> <li>• Increase number of students enrolled in HE programmes</li> <li>• Increase research and development that responds to community challenges with innovative approaches</li> </ul>	
		2.4.5 Increased adult literacy rates	<b>Output 30:</b> Access to quality adult literacy services increased	<ul style="list-style-type: none"> <li>• Increase adult literacy and numeracy</li> </ul>	
			<b>Output 31:</b> Children with special education needs supported	<ul style="list-style-type: none"> <li>• Ensure gender parity in participation and achievement at all levels</li> <li>• Increase participation and achievement of learners with disabilities at all levels</li> </ul>	
			<b>Output 32:</b> Education Quality at all levels is ensured	<ul style="list-style-type: none"> <li>• Improve leadership, management and improved services in all schools</li> <li>• Improve public private partnership</li> </ul>	



NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
				in education	
			<b>Output 33:</b> Education teachers are facilitated and motivated	<ul style="list-style-type: none"> <li>• Improve teacher motivation and retention</li> <li>• Provide rewards system for best teachers from school to District level.</li> <li>• Improved teachers' welfare through provision of incentives for teachers</li> <li>• Set up mechanism for attrition, retention and motivated teachers</li> </ul>	
			<b>Output 34:</b> Education Institutions provided with basic utilities and equipment	<ul style="list-style-type: none"> <li>• Provide appropriate infrastructure, facilities and resources in all schools' institutions (public and private)</li> </ul>	
			<b>Output 35:</b> Use of ICT in all levels of education is increased	<ul style="list-style-type: none"> <li>• Strengthen the use of ICT in all levels of Education Institutions</li> <li>• Strengthen STEM in all levels of Education Institutions</li> <li>• Promote Smart Classrooms (Digital talent Policy)</li> <li>• Implement e-Torero Programme</li> <li>• Train and Certify Secondary and HLI students</li> <li>• Carry out a District ICT Skills supply and demand matching study</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
2.5 Moving towards a Modern Rwandan Household		2.5.1 Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	<b>Output 36:</b> Electricity production increased	• Promote a diversified electricity production in the District	
			<b>Output 37:</b> Electricity network expanded	• Ensure 100% access to electricity across the District	
			<b>Output 38:</b> Productive use access to electricity increased	• Ensure 100% access to electricity for all productive users	
			<b>Output 39:</b> Households with access to electricity increased	• Connect households to the on-grid • Connect households to off-grid solutions	
			<b>Output 40:</b> Public lighting expanded and maintained	• Install public lighting on all major roads and in all commercial centres	
			<b>Output 41:</b> Quantity of water production increased	• Increase daily water production capacity	
			<b>Output 42:</b> Access to clean water increased	• Construction, extension and rehabilitation of water supply networks in rural areas • Rehabilitation of Non-functional rural water supply systems country wide • Construction, extension and rehabilitation of Water Supply networks in Huye City	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
			<b>Output43:</b> Sanitation Practices improved	<ul style="list-style-type: none"> <li>• Mobilize and promote the use of effective sanitation practices</li> </ul>	
			<b>Output 44:</b> Solid waste management system improved	<ul style="list-style-type: none"> <li>• Complete the Huye modern Landfill</li> <li>• Increase the coverage and improve wastes collection, treatment services</li> <li>• Scale-up the transformation of wastes to productive uses (Manure, energy, recycles, reuse, etc)</li> </ul>	
			<b>Output 45:</b> Liquid waste management system improved	<ul style="list-style-type: none"> <li>• Establish centralized sewerage system, faecal sludge management and gray water management system</li> </ul>	
			<b>Output 46:</b> Internet Access increased	<ul style="list-style-type: none"> <li>• Create collaborative community co-working spaces and digital excellence centres</li> <li>• Promote Smart device penetration</li> </ul>	
			<b>Output 47:</b> Improved Settlements developed	<ul style="list-style-type: none"> <li>• Provide basic infrastructure in areas reserved for affordable and social housing projects</li> <li>• Implement “Smart Villages” initiative by providing access to sustainable basic needs, the growth of productive enterprises to boost incomes, and enhanced</li> </ul>	

NST-1 Pillar	NST-1 Priority Area <sup>12</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Interventions	Strategic
				security, gender equality and democratic engagement.	
			<b>Output 48:</b> Recreational facilities developed	• Scale-up recreational facilities in all Cell administrative areas	
			<b>Output 49:</b> Improved Social facilities developed	• Ensure access to sustainable social facilities (community, youth, cultural Centres, cemeteries, etc)	
			<b>Output 50:</b> Disaster Risk Reduction and management mainstreamed in all development sectors	<ul style="list-style-type: none"> <li>• Raise awareness on disaster risks prevention, mitigation and adaptation measures</li> <li>• Provide support to disaster risks vulnerable people</li> </ul>	

### 3.3.3. Huye DDS Alignment to the Transformational Governance Pillar

Huye District, under its Development Strategy will increase efforts to ensure security, unity, good governance and peace as a prerequisite for sustainable development of Rwanda. The District Development Strategy would promote existing Programs on good values for citizens to reach the national goal which is intended to *consolidate Good Governance and Justice, building blocks for equitable and sustainable National Development*. Therefore, for the District to move in line with this goal, the aim will be to **"Build upon home grown solutions to ensure a Safe, United and Inclusive Society"**. The achievement of will be facilitated by enshrining the Rwandan culture and values which will be mainstreamed through different ITORERO and in all District attached institutions. Safety and Security will also be ensured by promoting

local initiatives that play role at reducing crimes and conflicts among the community. Fair Justice will also be decentralized to ensure that Laws and Orders are well understood among the population hence equity Justice being facilitated. It is important to highlight that, capacity development to both public and private service providers will be strengthened to ensure accountability, at the same time promoting an inclusive participation in planning and implementation.

*Table 133: Huye DDS contribution to the Transformational Governance Pillar*

<b>NST-1 Pillar</b>	<b>NST-1 Priority Area<sup>13</sup></b>	<b>NST-1 Outcome</b>	<b>Huye DDS Outputs</b>	<b>Huye DDS Strategic Interventions</b>
<b>3. Transformational Governance</b>				
<b>3.1</b> Reinforce Rwandan culture and values as a foundation for peace and unity		<b>3.1.1:</b> Enhanced unity of Rwandans	<b>Output 1:</b> Kinyarwanda language and Rwandan values are enshrined in Community Centres	<ul style="list-style-type: none"> <li>• Put in place Better and fully functional geographical names</li> <li>• Put in place creative sensitization and mobilization programs</li> <li>• Promulgate Kinyarwanda Language across the District</li> </ul>
			<b>Output 2:</b> Unit and reconciliation promotion initiatives are developed	<ul style="list-style-type: none"> <li>• Extend and strengthen Unity clubs up to village level</li> </ul>
			<b>Output 3:</b> Genocide ideology is prevented	<ul style="list-style-type: none"> <li>• Preserve and avail all about the Genocide against the Tutsi information in the District</li> <li>• Construct the District commemorative Site</li> </ul>

<sup>13</sup> Insert NST-1 linked Priority Area;

NST-1 Pillar	NST-1 Priority Area <sup>13</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Strategic Interventions
			<b>Output 4:</b> Gender equality promoted through GBV preventive and management measures, and increase of women's participation in decision making at all levels	<ul style="list-style-type: none"> <li>• Promote gender equality awareness among District population</li> <li>• Promote and reinforce "HeforShe" program</li> <li>• Awareness raising on Laws, GBV forms, rights;</li> <li>• Promote positive masculinity through Men Engage approach</li> <li>• Enhance the partnership and role of FBOs, in preventing and managing domestic conflict</li> </ul>
			<b>Output 5:</b> Orphans are raised in families	<ul style="list-style-type: none"> <li>• Ensure that all orphans are effectively raised in families</li> </ul>
		<b>3.1.2:</b> Increased innovations and sustainability across Home Grown Solutions	<b>Output 6:</b> Home Grown Solutions and Innovations Operationalized	<ul style="list-style-type: none"> <li>• Operationalize and monitor Itorero in all villages and schools</li> <li>• Conduct impact assessment of Itorero program at District level</li> <li>• Promote the participation of the youth in National Service/ Urugerero</li> </ul>
<b>3.2</b> Ensure Safety and Security of citizens & property		<b>3.2.1:</b> Enhanced Peace and Security	<b>Output 7:</b> Crime is prevented and Security ensured	<ul style="list-style-type: none"> <li>• Improve Crime prevention through "Menya Nkumenye" approach in all administrative Sectors</li> <li>• Strengthen capacity of Security organs in the District (Community Policing, Inkeragutabara, Irondo, etc"</li> </ul>

<b>NST-1 Pillar</b>	<b>NST-1 Priority Area<sup>13</sup></b>	<b>NST-1 Outcome</b>	<b>Huye DDS Outputs</b>	<b>Huye DDS Strategic Interventions</b>
<b>3.3</b>	Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development	<b>3.3.1:</b> Enhanced international profile and reputation of Rwanda	<b>Output 8:</b> Huye District is recognized as a Hub of sports and recreation	<ul style="list-style-type: none"> <li>• Raise the profile of sport and recreation to make the District recognized as a Sports and Recreation destination</li> </ul>
		<b>3.3.2:</b> Engaged Rwandan Diaspora	<b>Output 9:</b> District Diaspora is engaged in the Development Projects	<ul style="list-style-type: none"> <li>• Involve Diaspora in the District Development Projects</li> </ul>
<b>3.4</b>	Strengthen Justice, Law and Order	<b>3.4.1:</b> Strengthened Judicial System (Rule of Law)	<b>Output 10:</b> Awareness on laws, rules and justice is increased	<ul style="list-style-type: none"> <li>• Deepen awareness and respect of laws, rules and regulations</li> </ul>
			<b>Output 11:</b> Inclusive access to quality Justice is improved	<ul style="list-style-type: none"> <li>• Improve access to quality justice for vulnerable people</li> <li>• Implement ADR mechanisms to ensure citizen ownership and participation in quality justice</li> <li>• Timely execute all judgments and enforceable decisions</li> </ul>
		<b>3.4.2:</b> Sustained respect for human rights and civil liberties	<b>Output 12:</b> Adherence to Human rights is enhanced	<ul style="list-style-type: none"> <li>• Deepen awareness and respect of human rights</li> <li>• Sensitize the population to embrace problem solving at family level</li> <li>• Implement the national human rights action plan</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>13</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Strategic Interventions
		<b>3.4.3:</b> Zero corruption across government services and institutions achieved and maintained	<b>Output 13:</b> Corruption incidences are reduced	<ul style="list-style-type: none"> <li>• Reinforce mechanisms to reduce incidence of corruption and injustice in the District</li> <li>• Enhance transparency and accountability</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>Output 14:</b> Enforcement mechanisms for transparency and accountability are developed and implemented	<ul style="list-style-type: none"> <li>• Reinforce mechanisms to monitor transparency and accountability in the District organs</li> <li>• Conduct public accountability days in local government through community outreaches</li> </ul>
			<b>Output 15:</b> Coordination platform to enforce transparency and accountability is in place	<ul style="list-style-type: none"> <li>• Develop capacity of media houses to contribute in ensuring transparency and accountability</li> <li>• Engage and develop capacity for JADF members</li> <li>• Use ICT platforms in addressing citizens' grievances</li> </ul>
	<b>3.5.2:</b> Developed Capacity for Public Institutions		<b>Output 16:</b> Capacity development is increased across Government partner institutions	<ul style="list-style-type: none"> <li>• Empower and engage the non-state actors in citizen participation frameworks</li> <li>• Develop capacity for all civil society</li> </ul>
	<b>3.5.3:</b> Reinforced efficient service delivery		<b>Output 17:</b> Capacity development is	<ul style="list-style-type: none"> <li>• Empower local government councils to deliver to their mandate</li> </ul>



NST-1 Pillar	NST-1 Priority Area <sup>13</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Strategic Interventions
			increased among local leaders on effective service delivery	<ul style="list-style-type: none"> <li>Enhance capacity of individuals and institutions to attain the required level of professionalism in terms of service delivery standards</li> <li>Carry out service delivery inspections and enforce compliance with SD standards</li> </ul>
			<b>Output 18:</b> Administrative infrastructure and utilities are developed	<ul style="list-style-type: none"> <li>Provide Electricity, Internet and Water in all Administrative offices</li> <li>Promote use of technology for self-serving Government.</li> </ul>
			<b>Output 19:</b> Public service delivery is facilitated	<ul style="list-style-type: none"> <li>Strengthen the use of technology to promote efficiency and effectiveness in service delivery</li> <li>Avail required infrastructures and equipment for the cell to become the centre of service delivery</li> <li>Recruit related staff as per the adopted organizational structure</li> <li>Implement the Gender Strategy recommendations</li> </ul>
			<b>Output 20:</b> Sport is promoted across Public Institutions	<ul style="list-style-type: none"> <li>Put in place sensitization campaigns and communication strategy to promote sports as a healthy and active national capital</li> <li>Promote quality and sustainable sports</li> </ul>

NST-1 Pillar	NST-1 Priority Area <sup>13</sup>	NST-1 Outcome	Huye DDS Outputs	Huye DDS Strategic Interventions
				<p>services in sports associations, community and schools</p> <ul style="list-style-type: none"> <li>• Detect, promote and support talented sportsmen, sportswomen and coaches in the District</li> </ul>
		<b>3.5.4:</b> Enhanced effective Public Financial Management System	<b>Output 21:</b> Revenue collected increased	<ul style="list-style-type: none"> <li>• Regularly review and update district taxes and fees registry</li> <li>• Reinforce the local PFM peer review mechanisms</li> <li>• Engage with responsible institutions to increase block grants and reduce earmarked funds</li> <li>• Strengthen the technical capacity of the District on efficient budget allocation</li> </ul>
<b>3.6 Increased Citizens Participation and Engagement in Development</b>		<b>3.6.1:</b> Enhanced decentralisation system	<b>Output 22:</b> Inclusive Planning and Implementation increased	<ul style="list-style-type: none"> <li>• Engage the citizen at village level in participatory planning/prioritization as well as budgeting</li> <li>• Involve LGs in projects that are directly implemented by Central Government agencies</li> <li>• Promote the participation of District communities in the National Heritage Day</li> </ul>

Source: Consolidated priorities from sectors and District, 2017

## **Chapter 4. Strategic Framework**

This chapter constitutes the core of Huye District Development Strategy, as it extensively brings about the all the necessary works that are intended to be done to give a new direction to Huye District towards Social, economic and governance transformation. The chapter comprises of subsections that clearly define what is the gap in what has been done in the previous National and District Strategies and what innovations are brought about to drive the District contribution towards national goals.

### **4.1. Huye District Vision, Mission and Objectives**

#### **4.1.1. Vision**

Huye as one of the six Secondary Cities, and branded as the "***Knowledge, Culture and Agribusiness Hub***", over the DDS period, its vision is to achieve "***a strong and green economic growth that provides a high quality livelihoods and living standards to the Citizens***".

#### **4.1.2. Mission**

Over the next six years, much effort shall also put in interventions that will envision at "***promoting an inclusive economy that contribute to the Development of the District social and governance clusters, where all District citizens have equal opportunities to live in the District***".

### **4.1.3. Objectives**

The medium-term objectives of Huye District are set under four areas of intervention:

- **Objective 1: To promote a transformational economic development** by scaling up the production, productivity and value chain of economic potentialities in the Districts, hence boosting the number of jobs and economic opportunities created.
- **Objective 2: To promote a transformational social development** by inducing home-grown solutions and innovations that will bridge the gap towards the creation of a robust demographic dividend and more resilient society
- **Objective 3: To promote a transformational governance** by strengthening and adopting mechanisms that promote a united, empowered safe, secured and inclusive society
- **Objective 4: To Ensure a sustainable growth across all sectors of interventions** by promoting the efficient use of available resources through creativity and innovations.

### **4.2. Main Priorities of Huye District**

Based on the identified main issues in Chapter 3.2 and alignment to the aforementioned objectives, an overview of the main priorities in Huye Districts is outlined as follow:

- Increase of agriculture productivity for key crops (Coffee and rice)
- Development of agri-business vocational training

- Development of basic infrastructure: Water for all, access to electricity, access to sanitation
- Development of road network and implementation of green transport modes
- Development of tourism vocational training
- Development of historic and cultural tourism sector, as “a *Centre of heritage corridor*”
- Development and expansion of the industrial park to attract agribusiness, research, pharmaceutical and building materials
- Handicraft development (leather products, carpentry, metalwork, tailoring, ornamental items, etc.)
- Acceleration of knowledge transfer between research institutions and industry

### **4.3. Huye DDS Results Chain**

The Result Chain clearly outlines the hierarchical chains of results that will be achieved when Huye DDS is fully implemented. The Result chain is developed in the form of the Conceptual framework where under each Pillar, a Goal or Impact, Outcomes, Outputs, Activities and Resources needed are identified. The following tables clearly show this flow that is based on the Results Based Management Principles.

#### **4.3.1. Results Chain under Economic Transformation Pillar**

**Impact 1: *Inclusive and sustainable economic development founded on the Private Sector, knowledge and Rwanda’s Natural Resources***

**Outcomes:**

**Outcome 1:** Increased number of Rwandans with appropriate skills tailored to labour market demands

**Outcome 2:** Increased productive jobs for youth and women

**Outcome 3:** Developed and integrated urban and rural settlements

**Outcome 4:** Increased economic opportunities in urban areas

**Outcome 5:** Increased availability of affordable housing

**Outcome 6:** Developed anchor firms and entrepreneurs in priority value chains and new sectors

**Outcome 7:** Increased business development services for entrepreneurs

**Outcome 8:** Increased exports of high-value goods

**Outcome 9:** Increased exports of high-value Services

**Outcome10:** Hard infrastructure developed for trade competitiveness

**Outcome 11:** Enabled platform for productivity development

**Outcome 12:** Increased high impact FDIs and domestic investments

**Outcome 13:** Enhanced long-term savings and innovative financing mechanisms

**Outcome 14:** Increased agricultural production and productivity

**Outcome 15:** Increased traditional and non-traditional export crops

**Outcome 16:** Increased financing and infrastructure for agriculture

**Outcome 17:** Increased climate resilience for agriculture

**Outcome 18:** Improved livestock sector

**Outcome 19:** Increased sustainability and profitability of environment and natural resources for green growth

**Outcome 20:** Increased sustainability of land use system

**Outcome 21:** Integrated water resource management

**Outcome 22:** Accelerated growth in Green Innovation

**Outcome 23:** Upgraded minerals, oil & gas sector

**Outputs:**

**Output 1:** Enabling environment for skills development and entrepreneurship developed

**Output 2:** Priority sub-sectors with high potential for growth and employment developed

**Output 3:** Youth and women businesses empowered and supported

**Output 4:** Youth and Women provided with capacity building in business and entrepreneurship

**Output 5:** Strategic partnership with private sector for skills development and job creation developed and enhanced

**Output 6:** Employment plans in all key sectors of economy mainstreamed

**Output 7:** Model income and employment-generating projects developed in villages

**Output 8:** Flagship projects developed

**Output 9:** Huye City Master Plan updated

**Output 10:** Huye City Land area sustainably developed

**Output 11:** Local Urban development and emerging Centres plans elaborated

**Output 12:** Informal and Unplanned settlements upgraded

**Output 13:** Basic Green Infrastructure developed

**Output 14:** Rural and Urban Transport Services improved

**Output 15:** Urban Business and residential infrastructure developed

**Output 16:** Local Construction materials promoted and developed

**Output 17:** Affordable and Green Housing developed

**Output 18:** Business development Centre facilities established

**Output 19:** Quantity of high value coffee production exported

**Output 20:** Quantity of mining products exported

**Output 21:** Quantity of artisanal and craft products exported

**Output 22:** Tourism services improved

**Output 23:** Agro-processing infrastructure developed

**Output 24:** Animal production and processing infrastructure developed

**Output 25:** Factory processing plants operated

**Output 26:** People with access to innovative finance and saving increased

**Output 27:** Umurenge SACCOs automated

**Output 28:** Capacity development for farmers increased

**Output 29:** Agricultural Land sustainably developed and used

**Output 30:** Improved seeds distributed

**Output 31:** Agricultural research and development established

**Output 32:** Agriculture Productivity increased

**Output 33:** Agriculture production value chain improved

**Output 34:** Farmers with access to agriculture finance increased

**Output 35:** Sustainable Irrigation Infrastructure developed

**Output 36:** Sustainable infrastructure for agriculture land protection developed

**Output 37:** Capacity development for livestock farmers increased

**Output 38:** Animal productivity increased

**Output 39:** Animal Production value chain improved

**Output 40:** District forest coverage increased

**Output 41:** District forest sustainably exploited and managed

**Output 42:** **Output 42:** The number of households depending on firewood as a source of energy for cooking halved to 42%

**Output 43:** Available land efficiently used

**Output 44:** Sustainable Water resource Management improved

**Output 45:** Green Growth and climate resilience practices increased

**Output 46:** Environment and Climate Change issues mainstreamed across all development sectors

**Output 47:** Enhanced and Reliable weather and climate information regularly and timely provided

**Output 48:** Mining and quarry sustainably developed.

**Activities:**

- Establish and operate employment service Centres
- Establish and operate Business Development Centres (BDCs)
- Organize business plan competitions



- Organize and conduct District Trade Fairs
- Extend and complete development works for Huye Industrial Park
- Establish new and extend the existing Integrated Craft Production Centre (ICPC)
- Upgrade the existing hotels to the higher stage
- Construct and operate modern markets
- Rehabilitate and extend local markets
- Empower and support Youth and women entrepreneurs to access finance
- Establish and operate modern businesses in Huye City
- Build capacity of youth and women cooperatives on business skills and management
- Raise the number of youth and women enrolled and graduated in TVETs
- Build partnerships with private firms for students and young graduates to acquire professional skills
- Create and operate model income generating projects across villages
- Support start up youth and women innovative projects
- Develop and Implement the Huye Tourism Strategic Master Plan
- Review, Upgrade and Implement Huye City Master Plan and other Local Urban Development Plans
- Upgrade informal and unplanned settlements
- Provide, upgrade and maintain basic infrastructure and services in Huye City
- Add value to the local construction materials
- Avail land bank for affordable housing development
- Develop affordable housing
- Extend land area for coffee plantation
- Use modern and green technology to increase the agricultural and livestock production and productivity
- Add value to the touristic and crafts for export
- Establish and operate agro-processing and animal production processing facilities
- Develop and rehabilitate market infrastructures and facilities
- Establish and operate garment and textile factory

- Conduct awareness campaigns on the use of innovative financial and saving mechanisms
- Promote the automation of Umurenge SACCOs
- Build the capacity of farmers in modern and sustainable farming
- Establish a Centre of Excellence for Research and Innovation in agriculture
- Establish and rehabilitate post-harvesting facilities
- Facilitate farmers to access finance
- Develop sustainable infrastructure for agricultural land protection and climate resilience
- Rehabilitate and plant forests
- Plant agro-forestry plantations
- Allocate public forests to private operators
- Convert private forests into productive forests managed by forests owners' associations
- Train environmental committees on sustainable forests management
- Plant eco-friendly plantations alongside rivers and water streams
- Promote rain water harvesting
- Promote the use of green energy for cooking
- Rehabilitate and maintain biogases
- Rehabilitate mining and quarry extraction sites

### **Inputs**

- Financial resources (District own revenues, earmarked, grants, loans, Private Sector Investment)
- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials, ...)

#### **4.2.2. Results Chain under Social Transformation Pillar**

##### ***Impact 1: Capable and skilled Rwandan with quality standard of living, stable and secure society***

###### **Outcomes:**

**Outcome 1:** Increased graduation from extreme poverty

**Outcome 2:** Enhanced resilience of Rwandans

**Outcome 3:** Reduced malnutrition among children

**Outcome 4:** Improved access to quality healthcare services

**Outcome 5:** Increased financial sustainability for the health sector

**Outcome 6:** Increased health of workforce

**Outcome 7:** Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)

**Outcome 8:** Increased contraceptives prevalence

**Outcome 9:** Decreased mortality rate

**Outcome 10:** Improved access to quality pre-primary Education

**Outcome 11:** Improved access to quality primary and secondary Education

**Outcome 12:** Increased Technical and Vocational Training (TVET) schools and graduates

**Outcome 13:** Enhanced quality of higher Education system

**Outcome 14:** Increased adult literacy rates

**Outcome 15:** Universal access to basic infrastructure (electricity, water, sanitation, ICT, shelter)

**Outputs:**

**Output 1:** Eligible HHs supported through Home-Grown Solutions

**Output 2:** Eligible HHs supported with access to public works

**Output 3:** Eligible HHs supported with livestock

**Output 4:** People with special needs supported

**Output 5:** Eligible children and mothers with malnutrition supported

**Output 6:** Good nutrition practices increased

**Output 7:** Health facilities and Infrastructure developed

**Output 8:** Health Facilities provided with utilities and equipment

**Output 9:** People with access to quality health care services increased

**Output 10:** Health Facilities of Excellence established

**Output 11:** Research and Development facilities established

**Output 12:** People with special health care needs supported

**Output 13:** People with access to Health Insurance increased

**Output 14:** Health care workforce increased

**Output 15:** Awareness on Communicable and NCDs prevention increased

**Output 16:** Access to Communicable and NCDs prevention and treatment services increased

**Output 17:** Prevalence of anemia among women of reproductive age reduced

**Output 18:** Awareness on use of contraceptive methods increased

**Output 19:** Rate of teenage pregnancy and motherhood reduced

**Output 20:** Neonatal, maternal and infant Mortality rate decreased

**Output 21:** Pre-primary school infrastructure developed

**Output 22:** equitable access to pre-primary education programs is Increased

**Output 23:** Primary and secondary school infrastructure developed

**Output 24:** equitable access to primary and secondary education programs is Increased

**Output 25:** Primary and secondary school children provided with nutritional support

**Output 26:** TVET school infrastructure developed

**Output 27:** Women/girls enrollment in TVET increased

**Output 28:** Access to quality HE institutions increased

**Output 29:** Access to quality adult literacy services increased

**Output 30:** Children with special education needs supported

**Output 31:** Education Quality at all levels is ensured

**Output 32:** Education teachers are facilitated and motivated

**Output 33:** Education Institutions provided with basic utilities and equipment

**Output 34:** Use of ICT in all levels of education is increased

**Output 35:** Electricity production increased

**Output 36:** Electricity network expanded

**Output 37:** Productive use access to electricity increased

**Output 38:** Households with access to electricity increased

**Output 39:** Public lighting expanded and maintained

**Output 40:** Quantity of water production increased

**Output 41:** Access to clean water increased

**Output 42:** Sanitation Practices improved

**Output 43:** Solid waste management system improved

**Output 44:** Liquid waste management system improved

**Output 45:** Internet Access increased

**Output 46:** Improved Settlements developed

**Output 47:** Recreational facilities developed

**Output 48:** Improved Social facilities developed

**Output 49:** Disaster Risk Reduction and management mainstreamed in all development sectors

**Activities:**

- Provide Minimum Package for Graduation to eligible female-headed households
- Provide direct and financial support to eligible households
- Support eligible households through public works
- Provide livestock to eligible poor families
- Support vulnerable groups with special supports
- Conduct awareness campaigns on good nutritional practices
- Support eligible children and mothers with nutritional products (FBF, milk and vitamins)
- Develop, rehabilitate and maintain health infrastructures and facilities
- Provide equipment and utilities (Electricity, water, internet, ...) in the health facilities
- Increase awareness on community welfare, human health and access to basic health care services (delivering at the Health facility, Children immunization, family planning, exclusive breast feeding, post-natal care, drug abuse...)
- Introduce specialized services in the health facilities
- Establish and operate a medical research centre
- Establish and operate a pharmaceutical manufacturing plant
- Support vulnerable people to access health care services
- Recruit more health care workforce
- Conduct awareness campaigns on prevention and reduction of Communicable and non-communicable diseases
- Provide prevention tools and health care services against the communicable and non-communicable diseases
- Conduct awareness campaigns on the reproductive health, family planning and positive sexual behaviour
- Construct and upgrade ECEs and ECDs School facilities

- Construct, rehabilitate and maintain primary, secondary and TVET school facilities
- Construct Science Laboratories in 12 YBE schools
- Support children in needs with nutritional aids (School feeding and milk provision)
- Provide basic utilities to schools in needs (Electricity, water and internet)
- Conduct regular inspections for education quality assurance
- Establish STEM research centres in education institutions
- Build the capacity of teachers for education quality improvement
- Upgrade teachers' hostels and provide affordable houses to teachers
- Provide salaries to nursery schools teachers
- Support vulnerable children (Poor and disabled) to access education services
- Educate illiterate adult people
- Establish libraries in local communities
- Provide basic infrastructure and utilities within neighbourhoods and business centres (Electricity, water, internet, roads, sanitation facilities, etc)
- Conduct awareness campaign on sustainable sanitation practices
- Plan and develop new settlements sites for grouped settlements
- Construct IDP Model villages
- Relocate people from HRZ and scattered settlements
- Construct and upgrade houses for Genocide survivors
- Develop, rehabilitate and maintain recreational and other social facilities
- Conduct awareness campaigns on disaster risks prevention, reduction and mitigation
- Develop and provide facilities to fight against disaster risks

### **Inputs**

- Financial resources (District own revenues, earmarked, grants, loans, Private Sector Investment)

- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials, ...)

#### **4.2.3. Results Chain under Transformational Governance Pillar**

##### **Impact 1: *Safe, Capable and United Society that is built on Rwanda culture and values***

##### **Outcomes:**

- Outcome 1:** Enhanced unity of Rwandans
- Outcome 2:** Increased innovations and sustainability across Home Grown Solutions
- Outcome 3:** Enhanced Peace and Security
- Outcome 4:** Enhanced international profile and reputation of Rwanda
- Outcome 5:** Engaged Rwandan Diaspora
- Outcome 6:** Strengthened Judicial System (Rule of Law)
- Outcome 7:** Sustained respect for human rights and civil liberties
- Outcome 8:** Zero corruption across government services and institutions achieved and maintained
- Outcome 9:** Enhanced accountability across public institutions
- Outcome10:** Developed Capacity for Public Institutions
- Outcome 11:** Reinforced efficient service delivery
- Outcome 12:** Enhanced effective Public Financial Management System
- Outcome 13:** Enhanced decentralisation system



**Outcome 14:** Developed Capacity for Civil Society and the Media

**Outcome 15:** Improved scores for citizen participation

**Outputs:**

**Output 1:** Kinyarwanda language and Rwandan values are enshrined in Community centres

**Output 2:** Unit and reconciliation promotion initiatives are developed

**Output 3:** Genocide ideology is prevented

**Output 4:** Gender equality promoted through GBV preventive and management measures, and increase of women's participation in decision making at all levels

**Output 5:** Orphans are raised in families

**Output 6:** Home Grown Solutions and Innovations Operationalized

**Output 7:** Crime is prevented and Security ensured

**Output 8:** Huye District is recognized as a Hub of sports and recreation

**Output 9:** District Diaspora is engaged in the Development Projects

**Output 10:** Awareness on laws, rules and justice is increased

**Output 11:** Inclusive access to quality Justice is improved

**Output 12:** Adherence to Human rights is enhanced

**Output 13:** Corruption incidences are reduced

**Output 14:** Enforcement mechanisms for transparency and accountability are developed and implemented

**Output 15:** Coordination platform to enforce transparency and accountability is in place

**Output 16:** Capacity development is increased across Government partner institutions

**Output 17:** Capacity development is increased among local leaders on effective service delivery

**Output 18:** Administrative infrastructure and utilities are developed

**Output 19:** Public service delivery is facilitated

**Output 20:** Sport is promoted across Public Institutions

**Output 21:** Revenue collected increased

**Output 22:** Inclusive Planning and Implementation increased

**Activities:**

- Operationalize Kinyarwanda and Rwandan values into youth Centres and Itorero at village level
- Create clubs for Kinyarwanda language and Rwandan values promotion
- Conduct dialogues on “Ndi Umunyarwanda” Program at local level
- Provide rewards to “Abarinzi b’Igihango”
- Empower and increase Unity and Reconciliation clubs
- Construct District Genocide Memorial Site
- Rehabilitate and maintain Genocide memorial sites
- Write and conserve Genocide History of the District
- Conduct dialogues on fighting against Genocide ideology
- Execute Gacaca judgments
- Conduct awareness campaigns on gender equality and “HeforShe” program promotion
- Provide trainings to Village committees and CNF on gender promotion and family sovereignty
- Conduct campaigns and inspections to strengthen “*Umugoroba w’Ababyeyi*” Program
- Conduct awareness campaigns on fighting against Gender Based Violence (GBV) and child abuse
- Conduct awareness campaigns to promote “*Tubarerere mu Muryango*” Program
- Carry out follow-up visits on the reintegrated Orphans in families
- Carry out capacity building programs to promote family protection volunteers (*Inshuti z’Umuryango*)
- Provide support in education and reintegration for street children in transit centres
- Conduct Voluntary National Service Program sessions “*URUGERERO*” for the youth

- Construct ITORERO Centre
- Conduct Impact Assessment Study for Itorero Program
- Upgrade and Extend Huye Rehabilitation Centre
- Provide training to reinforce Community Policing Program
- Provide training to reinforce Social Problems Resolution Committees
- Mainstream the “*Menya Nkumenye*” Program in all Sectors
- Provide training to Strengthen “*Abunzi*” Program
- Decentralize “*MAJ*” at Sector Level
- Conduct Mobilization Campaigns to reinforce the culture of problem-solving in families and amicable settlement of disputes through
- Conduct awareness campaigns to raise awareness on justice, respect of human rights and Anti-corruption
- Develop Human Resource Function through training and capacity building
- Carry out public accountability and good governance events through community outreaches
- Use ICT to address citizen’s grievances
- Build the capacity of media, civil society, JADF and other District partners to reinforce and ensure transparency and accountability
- Regularly conduct monitoring and evaluation on solving citizens’ complaints
- Build the capacity of local leaders and public servants on effective service delivery
- Implement gender strategy recommendations
- Construct, rehabilitate and maintain local administrative offices infrastructure
- Provide basic facilities, utilities and equipment in the local administrative offices (Water, electricity, Internet, etc.)
- Promote sports as a healthy and national capital through mass sport, sport courses into District institutions, competitions and talent detection

- Conduct mobilization campaigns, peer review and provide training on Effective Public Finance Management and local revenue collection
- Promote participatory planning, implementation, monitoring and evaluation through Community Outreaches
- Establish local committees to promote innovative home-grown solutions

### **Inputs**

- Financial resources (District own revenues, earmarked, grants, loans, Private Sector Investment)
- Human resources (Humana capacity development, Technical assistance)
- Natural resources (Construction materials, ...)

## ECONOMIC TRANSFORMATION

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23				
PILLAR: ECONOMIC TRANSFORMATION											
AGRICULTURE SECTOR											
PRIORITY AREA 1.6: Modernize and increase productivity of Agricultural and Livestock											
OUTCOME1: Increased agricultural production and productivity											
OUTPUT 1: Capacity development for farmers increased by gender											
Number of Water users' associations for marshlands irrigation trained by gender	8	2	1	1						List of trained water users' associations	Funding for irrigation training
Number of trainings provided to farmers on modern horticulture by gender	N/A	4	1	1	1	1				List of trained on modern horticulture	Funding for modern horticulture training
OUTPUT 2: Agricultural Land sustainably developed and used											

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Ha of land developed through agriculture mechanization	100	30	5	5	5	5	5	5	Reports on land developed through agriculture mechanization	Funding for purchasing mechanization materials; -Sensitize farmers to increase mechanized land in the district
Ha of land developed for horticulture	300	50	5	10	10	15	5	5	Reports on land developed for horticulture	Funding for developing land for horticulture; Rainfall is normal
Output 3. Improved seeds distributed to farmers by gender										
Ha of land extended for improved seeds production in the District	30	360	60	60	60	60	60	60	Reports on land extended for improved seeds production	Improved seeds available on time; Rainfall is normal

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Tones of improved maize seeds distributed to farmers on consolidated sites by gender	43.3 (2017-18)	288	48	48	48	48	48	48	48	Reports on improved maize seeds distributed on time; Seed monitoring and inspection capacity developed; Rainfall is normal; Maize consumption increases
Tones of improved soybeans seeds distributed to farmers on consolidated sites by gender	3 tones (2017-18)	21	3.5	3.5	3.5	3.5	3.5	3.5	3.5	Reports on improved soybeans seeds distributed on time; Seed monitoring and inspection capacity developed; Rainfall is normal
Output 4. Agricultural research and development established										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Number of Centres of Excellence for research and Innovation in agriculture established	N/A	1	1						Reports established Centres of Excellence for research and innovation in agriculture	Availability of stakeholders
<b>Output 5. Agriculture Productivity increased</b>										
% of farmers using chemical fertilizers by gender	35%	75%	55%	60%	65%	68%	72%	75%	Reports on farmers using chemical fertilizers	Sensitize farmers to use chemical fertilizers; Availability of chemical fertilizers; Rainfall is normal
% of farmers using improved seeds by gender (Not cost relevant)	35%	75%	50%	65%	70%	72%	73%	75%	Reports on farmers using improved seeds	Sensitize farmers to use improved seeds; Availability of improved seeds; Rainfall is normal



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR: ECONOMIC TRANSFORMATION										
% of farmers using organic fertilizers by gender (Not cost relevant)	50%	90%	65%	78%	82%	86%	88%	90%	Reports on farmers using organic fertilizers	Sensitize farmers to use organic fertilizers; Availability of organic fertilizers; Rainfall is normal
Output 6. Agriculture production value chain improved										
Number of rice processing plants relocated (constructed)	N/A	4	2	1	1				Reports on rice processing plants and field visits	Rice production increased
Number of maize drying grounds established	9	3	1	1	1				Report on maize drying grounds and field visits	Maize production increased; Availability of funds for establishment of maize drying grounds
Number of rice drying grounds established	26	10	4	2	1	1	1	1	Report on rice drying grounds and field visits	Rice production increased; Availability of funds for establishment of rice drying grounds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of beans processing plant rehabilitated and operated	1	1		1					Reports on beans processing plants and field visits	Beans production increased
Number of post-harvesting storage facilities rehabilitated	17	3	1	1	1				Reports on rehabilitated post-harvesting storage facilities	Funding for rehabilitation of post harvesting storage facilities; Harvest wastage reduced
Number of agro-processing plants for flour constructed and operated	N/A	1	1						Reports and Field Visits	Availability of funds; Partnership with investors
Number of upgraded and rehabilitated selling points for horticulture products	2	2	1	1					Reports and Field Visits	Availability of funds; Partnership with investors

[illegible]

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Ha of land installed with small and large-scale hillside irrigation	160	300	50	55	45	55	45	50	Reports on irrigated hillside, Performance contracts and Field visit.	Availability of enough Budget
Ha of marshlands developed using modern and sustainable irrigation technology	1,486	668		141	141	151	123	112	Reports on irrigated marshland and Field visit.	EIAs foresee environmentally compatible ways to develop the marshlands; Irrigation done successfully
Number of dams constructed in marshlands	5	2			1			1	Reports on constructed dams	Funding for dams construction
Number of dams maintained	5	7		1	2	2	1	1	Reports on maintained Dams	Funding for dams maintenance
Output 9. Sustainable infrastructure for agriculture land protection developed										
Ha of land developed with Radical terraces	961	200	20	25	30	35	40	50	Reports on radical terraces made	Land will be properly protected
Ha of radical terraces rehabilitated	N/A	175	25	30	40	45	30	30	Reports on radical terraces rehabilitated	Land will be properly protected

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Ha of eligible land covered by progressive terraces	18,132	4,922	820	820	820	820	820	822	Reports on progressive terraces established	Land protection improved
OUTCOME 4: Improved livestock sector										
Output 10. Capacity development for livestock farmers increased										
Number of cooperatives trained on modern bee keeping and processing	9	14	1	4	5	2	1	1	Reports on trained cooperatives on modern bee keeping and processing	Funding for training
Number of poultry farmers cooperatives trained on modern poultry farming	4	6	1	1	1	1	1	1	Reports on trained cooperatives on modern poultry farming (Youth and women)	Funding for training for poultry farmers
Number of fish farming cooperatives trained on sustainable fishing technics	7	10	1	4	3	1	1		Report on training of fish farming cooperatives on sustainable fishing technics	Funding for fish farming trainings

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Number of farmers cooperatives trained on pigs value chain development	N/A	1				1			Report on training of farmers cooperatives on pigs value chain development	Funding for farmers cooperatives on pigs value chain development
<b>Output 11. Animal productivity increased</b>										
Number of artificially inseminated cows for improved genetics	14,500	5,216	3,919	5,217	5,216	5,216	5,216	5,216	Reports on artificially inseminated cows	Availability of semen; Insemination becomes very productive
Number of vaccinated animals against diseases	23,000 annually	156,000	25,000	26,200	26,200	26,200	26,200	26,200	Reports on vaccinated animals; Cattle movement reports	No new outbreaks of major epidemic animal and poultry diseases in Huy District; Availability of vaccines

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR: ECONOMIC TRANSFORMATION										
Number of service providers in improved breeds for poultry established	1	14	2	3	3	3	2	1	Reports on service providers in improved breeds for poultry	Poultry production will increase
Number of modern beehives supplied to bee-keeping farmers and operated	300	120	20	20	20	20	20	20	Reports on modern beehives	Honey's price reduces
Output 12. Animal Production value chain improved										
Number of honey collection centres established	2	1		1					Report on established honey collection centre	Funding for establishment of honey collection centre
Number of selling points for pigs meat established	N/A	1			1				Report on established selling point for pigs meat	Funding for establishment of selling point for pigs meat

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR: ECONOMIC TRANSFORMATION										
Number of animal artificial insemination centres constructed and operated	N/A	1				1			Reports and Field Visits	Availability of funds; Mind set of farmers on artificial insemination
Number of Milk Collection Centres upgraded and maintained	N/A	3		1		1		1	Reports and field visits	Availability of funds; Partnership with investors
Number of new Milk Collection Centres constructed and operated	3	2		1		1			Reports and Field Visits	Availability of funds; Partnership with investors
Number of modern slaughter houses constructed and operated	N/A	1			1				Reports and Field Visits	Availability of funds; Partnership with investors
SECTOR: PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT										
PRIORITY AREA 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME 1: Increased number of Rwandans with appropriate skills tailored to labour market demands										
Output 1. Enabling environment for skills development and entrepreneurship developed										



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of employment Service Centres established and Operated	N/A	1	1						Reports on established Employment service centres	
Number of Business Development Centres (BDCs) established and operated	8	14	2	12					Reports on established business development Centres (BDCs)	Business Development Centres well established
Number of business plan competitions organized and sponsored	4	18	1	1	1	1	1	1	Reports on organized business plan competitions	
Number of organized and conducted District Trade fairs	5	6	1	1	1	1	1	1	Reports on organized District Trade fairs	
Output 2. Priority sub-sectors with high potential for growth and employment developed										
% of Industrial Park establishment works completed	30%	100%	60%	85%	100%				Reports on progress activities and Field reports	

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
% of water access provided in the existing ICPC	N/A	100%	100%						Reports on water access in existing ICPC	
Number of new ICPCs established	1	6		1	1	1	2	1	Reports on established new craft centres	Availability of funds
Number of hotels upgraded to the higher stage (up to 5 stars)	8	4		1	1	1	1		Reports on upgraded hotels to the higher stage (up to 5 stars)	Partnership with investors
Number of new hotels constructed	8	3		1	1	1			Reports on constructed hotels	Partnership with investors
Number of modern markets constructed and operated	2	3		1		1		1	Reports and field visits	Partnership with investors
Number of local markets rehabilitated and extended	11	4	1	1	1	1			Reports and field visits	Availability of funds
OUTCOME2: Increased productive jobs for youth and women										
Output 3. Youth and women businesses empowered and supported										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of new businesses mobilized and created for youth and women (New industries, SMEs, Cooperatives, etc.)	6,800	280	35	45	50	50	50	50	Reports and field visits	Few SMEs interested to request for loans
Number of Youth and women cooperatives empowered and supported to access finance	99	300	50	50	50	50	50	50	Reports and field visits	Partnership with investors
Output 4. Youth and Women provided with capacity building in business and entrepreneurship										
Number of cooperatives provided with capacity building on business skills and management	265	588	98	98	98	98	98	98	Reports and field visits	Funding for capacity building on business skills and management

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of capacity building programs provided to women and youth for professional development skills (Handcraft, Hospitality, value chain development)	N/A	12	2	2	2	2	2	2	Reports and field visits	
Number of young people provided with access to practical skills by gender Through TVETs	N/A								Reports and field visits	
Output 5. Strategic partnership with private sector for skills development and job creation developed and enhanced										



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Number of created and operated model income and employment generating projects in Villages	N/A	508	85	85	85	85	85	83	Reports and field visits	Business activities increase
Number of youth women and Innovative projects supported	N/A	6	1	1	1	1	1	1	Reports and field visits	Projects supported
<b>Priority Area 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually</b>										
<b>OUTCOME 3: Increased exports of high-value goods</b>										
<b>Output 8. Quantity of high value coffee production exported</b>										
Ha of land extended for coffee plantation	1,925	50	5	5	7	8	10	15	Reports and field visits	Availability of funds; Partnership with investors and NAEB

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of coffee processing centres for peeling and roasting established and operated	N/A	1	1						Reports and field visits	Quality of coffee increased
Output 9. Quantity of mining products exported										
Number of trainings provided in improved technics for minerals extraction	2	6	1	1	1	1	1	1	Reports on the use of required technics for minerals extraction	Miners well trained
Number of trainings provided on artisanal mining	2	2		1	1				Reports	Miners well trained
Output 10. Quantity of artisanal and craft products exports increased										





INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Km of National tarmac roads constructed (Not cost relevant)	65	19	13	6					Reports and Field Visits	Availability of funds
Km of urban tarmac roads constructed	7.7	44	4	6	10	8	8	8	Reports and Field Visits	Availability of funds
Km of Huye Bypass constructed	N/A	6.5			6.5				Reports and Field Visits	Availability of funds
Km of feeder roads constructed	150	100	15	15	15	15	20	20	Reports and Field Visits	Availability of funds
Km of cobble stone roads maintained	11.3	67.8	11.3	11.3	11.3	11.3	11.3	11.3	Reports and Field Visits	Availability of funds
Km of Tarmac Roads maintained	72.7	616.2	108.7	108.7	108.7	108.7	108.7	108.7	Reports and Field Visits	Availability of funds
Km of earth roads maintained	240	450	75	75	75	75	75	75	Reports and Field Visits	Availability of funds
Number of bridges maintained	8	19	2	2	2	2	2	1	Reports and Field Visits	Availability of enough budget

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of bridges constructed	8	14	3	3	2	2	2	2	Reports and Field Visits	Availability of funds
Km of walk ways constructed	1	6	1	1	1	1	1	1	Reports and Field Visits	Availability of funds
Km of Bicycle lanes constructed	1	6	1	1	1	1	1	1	Reports and Field Visits	Availability of funds
Number of Bicycle parking lots constructed	N/A	2			1		1		Reports and Field Visits	Availability of enough budget
Establish traffic lights in Huye Urban Roads	N/A	3		2	1				Reports and Field Visits	Availability of funds
Km of Public lighting maintained	27.4	212.4	35.4	70.8	106.2	141.6	177	212.4	Reports and Field Visits	Availability of funds
Km of Public lighting extended	27.4	60	10	10	10	10	10	10	Reports and Field Visits	Availability of sufficient Funds
OUTCOME 2: Improved public transport services, effective and safe traffic management										
Output 2. Rural and Urban Transport Services improved										
% of Public Transport System in the Urban Area improved	20%	50%	30%	50%					Reports and Field Visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Km of new powerlines for electrification constructed	N/A	150	50	15	25	25	150		Reports and field visits	Availability of funds; Partnership with investors
<b>Output 4. Electricity supply and consumption process improved</b>										
Number of awareness campaign undertaken for effective supply and consumption behaviour	N/A	6	1	1	1	1	1	1	Reports and field visits	Campaigns will help in the change of the mind set
<b>WATER AND SANITATION SECTOR</b>										
<b>PRIORITY AREA 1.4: Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually</b>										
<b>OUTCOME 1: Increased water generation capacity and improved sanitation</b>										
<b>Output 1. Quantity of water production increased</b>										
Number of water pumps installed	10	3	1		2		3		Reports and field visits	The big majority of Huye people will get water
<b>Output 2. Solid waste management system improved</b>										
% of construction and operation works for Huye Modern Landfill	70%	100%	90%	100%					Reports and field visits	Modern landfill well operational



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
Number of Huye Tourism Strategic Plan (Master Plan) developed	N/A	1	1						Reports and field visits	Availability of funds
Number of touristic sites and services ( <i>Ibisi bya Huye, Coffee Tour, Arboretum, etc.</i> ) developed	34	10		2	2	2	2	2	Reports and field visits	Tourists increase
Number of Tourism Community Complex Centres (Permanent exhibition, show rooms, Touristic and cultural events show) operated	1	1	1						Reports and field visits	Tourists increase
Output 2. Huye City Master Plan updated										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
% of review and upgrading the Huye City Detailed Master Plan works completed	5%	100%	100%						Reports and field visits	Availability of funds
Output 3. Huye City Land area developed										
Ha of land area for residential housing serviced with roads	N/A	30	5	5	5	5	5	5	Reports and field visits	Availability of funds
ha of land availed for commercial buildings	2	5		1	1	1	1	1	Reports and field visits	Availability of funds
Output 4. Local Urban development and emerging Centres plans elaborated										
Number of review and upgrading Local Urban Development plans in the emerging Centres works completed	N/A	1	1						Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Number of Local Urban Development Detailed Plans for emerging centres developed	1	5	1	2	2				Reports and field visits	Availability of funds
<b>Output 5. Informal and Unplanned settlements upgraded</b>										
Upgrade informal settlement sites in Huy Urban areas	N/A	6	1	1	1	1	1	1	Reports and field visits	Availability of funds; Partnership with private sector
<b>Output 6. Basic Infrastructure developed</b>										
% of Improved and extended street and house addressing with modern urban addressing Codification and sign posts works completed	25%	100%		50%	100%				Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
% of waste water treatment system (Sewage system) works developed and operated	N/A	100%			100%				Reports and field visits	Availability of funds
% of firefighting system works completed in the City	N/A	100%		25%	35%	50%	75%	100%	Reports and field visits	Availability of funds
M² of asbestos removal works completed	146,161m²	146,161m²		87,697	58,464				Reports and field visits	Availability of funds
Number of Green Urban Public spaces established	N/A	3	1		1		1		Reports and field visits	Urban Public spaces established
Number of integrated sports and cultural Centre constructed	N/A	1	1						Reports and field visits	Availability of funds
OUTCOME 2: Increased economic opportunities in urban areas										
Output 7. Urban Business and residential infrastructure developed										

[illegible]

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
Number of modern Kilns for bricks and tiles making established	N/A	2			1	1			Reports on established modern Kilns for bricks and tiles making.	Availability of funds
<b>OUTCOME 3: Increased availability of affordable housing</b>										
<b>Output 9. Affordable and Green Houses developed</b>										
ha of land bank for affordable housing availed	4	10		2	2	2	2	2	Reports and field visits	Availability of funds
Number of green affordable houses Developed	1	12	2	2	2	2	2	2	Reports and field visits	Availability of funds
<b>SPORT AND CULTURE SECTOR</b>										
<b>PRIORITY AREA 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</b>										
<b>OUTCOME 1: Improved Recreational and Sport Facilities</b>										
<b>Output 1. Recreational facilities developed</b>										
% of Construction works for Huye Stadium Phase 3 completed	80%	100%		100%					Reports and field visits	Availability of funds
% of Maintained Huye and Kamena Stadiums	N/A	100%	100%	100%	100%	100%	100%	100%	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE 2016/17	OVERALL TARGET 2018/2024	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
<b>SECTOR: ICT</b>										
<b>PRIORITY AREA 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development</b>										
<b>OUTCOME 1: Enabled vibrant, competitive, and innovative ICT private sector</b>										
<b>Output 1. Internet Access by male and female population increased</b>										
Number of public spaces provided with access to internet	N/A	5	1	2	2				Reports and field visits	Availability of funds
Number of new tele Centres established	2	4		1	1	1	1		Reports and field visits	Availability of funds
Number of service Access Points upgraded tele Centres	2	8	1	2	2	2	1		Reports and field visits	Availability of funds
<b>ENVIRONMENT AND NATURAL RESOURCES SECTOR</b>										
<b>PRIORITY AREA 1.7: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy</b>										
<b>OUTCOME 1: Increased sustainability and profitability of environment and natural resources for green growth</b>										
<b>Output 1. District forest coverage increased</b>										
Ha of forest plantation coverage in the District	6,459.38	1,076	40	51.83	52	52	52	52	Reports and field visits	Availability of enough trees for Plantation

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR: ECONOMIC TRANSFORMATION										
Ha of forest plantations rehabilitated	266	299.83	40	51.83	52	52	52	52	Reports and field visits	Availability of funds
Ha of agro-forestry plantation in the District	10,010	12,000	2,157	1,967	1,969	1,969	1,969	1,969	Reports and field visits	Availability of enough trees for plantation
Output 2. District forest sustainably exploited and managed										
Ha of public forests allocated to private operators	N/A	3,100	516	516	516	516	516	520	Reports and field visits	Availability of funds
Ha of private forests converted into productive forests and managed by forests owners' associations	N/A	2,619.9				873.3	873.3	873.3	Reports and field visits	Availability of enough trees for plantation
Output 3. Male and female headed households using green energy for cooking increased										
Number of public institutions and HHs using cooking gas	400	720	120	120	120	120	120	120	Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR: ECONOMIC TRANSFORMATION										
% of mining and quarry extraction sites rehabilitated	10%	100%	20%	35%	45%	60%	65%	100%	Reports and field visits	Availability of funds
OUTCOME 4: Reduced Disaster Risks										
Output 6. Disaster Risk Reduction and management mainstreamed in all development sectors										
% of EIA conducted on implemented projects	N/A	100%	100%	100%	100%	100%	100%	100%	Reports and field visits	Availability of funds
FINANCIAL DEVELOPMENT SECTOR										
PRIORITY AREA 1.3: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME 5: Enhanced long-term savings and innovative financing mechanisms										
Output 7. Male and female people with access to innovative finance and saving increased										
% of men and women in saving groups at Village level (Ibimina)	73%	95%	75%	78%	82%	85%	90%	95%	Reports and field visits	Mindset change
% of men and women that are banked	25%	80%	30%	50%	60%	72%	77%	80%	Reports and field visits	Mindset change
% of adults (men and women) with savings in UMURENGE SACCO	41%	85%	50%	55%	68%	75%	80%	85%	Reports and field visits	Mindset change

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: ECONOMIC TRANSFORMATION</b>										
<b>Output 8. Umurenge SACCOs automated</b>										
% of UMURENGE SACCOs Automated with services integration	N/A	100%	50%	100%	100%	100%	100%	100%	Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
<b>SOCIAL PROTECTION SECTOR</b>										
<b>PRIORITY AREA 2.1: Enhancing graduation from extreme Poverty and promoting resilience</b>										
<b>OUTCOME 1: Increased graduation from extreme poverty</b>										
<b>Output 1. Eligible male and female headed HHs supported through Home-Grown Solutions</b>										
Number of eligible male and female-headed HHs beneficiaries provided with minimum Package for Graduation (MPG)	432	2,651	401	450	450	450	450	450	MPG Reports	Availability of funds
Number of eligible male and female-headed HHs beneficiaries provided with direct support (DS) VUP	3557HHs (6,266members)	20,580	3685	3379	3379	3379	3379	3379	DS Reports	Availability of funds
Number of eligible male and female-headed HHs beneficiaries provided with direct support (DS)	4,554	2,124	354	354	354	354	354	354	DS Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Number of eligible male and female-headed HHs beneficiaries supported through Ubudehe program	501	3,048	508	508	508	508	508	508	Social protection Reports	Availability of funds
Number of eligible male and female-headed HHs beneficiaries supported through Financial Services /VUP	13,167	87,402	13,567	13,967	14,367	14,767	15,167	15,567	Social protection Reports	Availability of funds
Output 2. Eligible male and female-headed HHs supported with access to public works										
Number of eligible male and female-headed HHs beneficiaries supported through classic public works/VUP	3,510 (2017-18)	20,398	2,848	3,510	3,510	3,510	3,510	3,510	Social protection Reports	Availability of funds
Number of eligible male and female-headed HHs	166 (2017-18)	1,200	200	200	200	200	200	200	Social protection Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
beneficiaries supported through extended public works/VUP										
<b>Output 3. Eligible male and female-headed HHs supported with livestock</b>										
Number of cows provided to eligible male and female-headed HHs beneficiaries	10,631	7,533	1,033	1,100	1,200	1,300	1,400	1,500	Report of new cows recipients through Girinka program	Dairy products increased
Number of goats provided to eligible male and female-headed HHs beneficiaries	1000 per year	6,000	1,000	1,000	1,000	1,000	1,000	1,000	Social protection Reports	Increased number of goats
Number of pigs provided to eligible male and female-headed HHs beneficiaries	590	3,500	583	583	583	583	583	583	Social protection Reports	Availability of funds
Number of poultries provided to eligible male and female-headed HHs beneficiaries	30,000	30,000	5,000	5,000	5,000	5,000	5,000	5,000	Social protection Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
OUTCOME 2: Enhanced resilience of Rwandans										
Output 4. Male and female people with special needs supported										
Number of eligible FARG beneficiaries Provided with direct support (DS) disaggregated by gender	1959	11,754	1959	1959	1959	1959	1959	1959	Re Social protection Reports ports	Availability of funds
Number of cooperatives of people with disability provided with special support	3	18	3	3	3	3	3	3	Reports of operational cooperatives and their activities	Cooperatives transforming members lives
Number of Men, women, boys and girls with disability provided with special support	N/A	60	10	10	10	10	10	10	Report on the disabled people support	People with disability well integrated
Number of historical marginalized Men, women, boys and	N/A	30	5	5	5	5	5	5	Social protection Reports	Marginalized people well integrated

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
girls provided with special support										
Number of historical marginalized cooperatives provided with special support	1	12	2	2	2	2	2	2	Reports	Cooperatives transforming members lives
Number of eligible vulnerable male and female headed-HHs supported in small income generating projects	N/A	30	5	5	5	5	5	5	Reports	Availability of funds
Number of eligible men and women in special needs assisted	N/A	600	100	100	100	100	100	100	Social protection Reports	Availability of funds
Number of elderly men and women assisted	N/A	30	5	5	5	5	5	5	Social protection Reports	Availability of funds
Number of elderly initiatives through retirement	2	12	2	2	2	2	2	2	Social protection Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Centres supported										
Priority Area 2.2. Eradicating Malnutrition										
OUTCOME 3: Reduced malnutrition among children										
Output 5. Eligible children and mothers with malnutrition supported										
Number of eligible children provided with food and Vitamin using FBF	3207	16,447	3187	2988	2833	2697	2477	2265	Reports	Reduced maternal and child deaths and improved nutrition services
Number of eligible children provided with milk support	975	4,557	975	870	814	768	600	530	Reports	Reduced maternal and child deaths and improved nutrition services
Number of eligible mothers provided with food and Vitamin using FBF	654	3,197	625	596	577	512	467	420	Reports	Reduced maternal and child deaths and improved nutrition services
Output 6. Good nutrition practices increased										
Number of sensitization campaigns conducted on good nutrition practices	2 each year	12	2	2	2	2	2	2	Reports on conducted campaigns	Campaigns will help in the change of the mindset

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
targeting men and women										
Number of Established and reinforced sustainable gardens for vegetables in households	34,123	43,800	7300	7300	7300	7300	7300	7300	Reports	Gardens for vegetables contribute to improved nutrition
<b>HEALTH SECTOR</b>										
<b>PRIORITY AREA 2.3: Enhancing demographic dividend through ensuring access to quality Health for all</b>										
<b>OUTCOME 1: Improved access to quality healthcare services</b>										
<b>Output 1. Health facilities and Infrastructure developed</b>										
% of construction works for rehabilitation and upgrading of Kabutare Hospital	25%	100%	50%	75%	100%				Reports and field visits	Availability of funds
Number of Health posts upgraded	9	4		1	1	1		1	Reports and field visits	Availability of funds
Number of Health Centres rehabilitated	1	16	2	3	3	2	3	3	Reports and field visits	Availability of funds
Number of maternities Constructed and	13	3		1	1	1			Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
equipped in Health Centres										
Number of Health posts established	11	40	28	12					Reports and field visits	Availability of funds
Number of Health Posts Rehabilitated and upgraded	8	5	1	1	1	1	1		Reports and field visits	Availability of funds
Output 2. Health Facilities provided with utilities and equipment										
Number of health facilities provided with access to Electricity	11	15	2	3	3	3	2	2	Reports and field visits	Availability of funds
Number of health facilities provided with access to safe water	12	14	2	4	2	2	2	2	Reports and field visits	Availability of funds
Number of ambulances increased in Health Centres	6	3		1	1	1			Reports	Availability of funds
Ratio ground ambulance / population	1/50,505	<1/50,000			1/50,000			<1/50,000	Reports	Availability of funds
Number of health facilities provided	N/A	34	4	5	7	7	7	4	Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
with internet network										
% HF's with < 5% of vital medical products stock-outs	87%	>95%	>95%	>95%	>95%	>95%	>95%	>95%	Reports and field visits	Availability of funds
% of availed drugs, consumables and medical equipment	95%	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
Output 3. People with access to quality health care services increased										
% of women delivering in health facilities and assisted by a skilled provider	99.0%	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
Number of capacity building sessions provided to Community Health workers	4 each year	12	2	2	2	2	2	2	Reports	Availability of funds
% of 12-23 months children fully immunized	93.7%	100%	98%	99%	100%	100%	100%	100%	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Number of awareness campaigns conducted on drug abuse and trafficking prevention	3	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of mobilization campaigns conducted on antenatal care, family planning, immunization, exclusive breast feeding (Under 6 months), malnutrition eradication, post-natal care visits, etc	2 per year for each topic	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Output 4. Health Facilities of Excellence established										
Number of Rehabilitation Centre for drug	1	1			1				Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
abuse treatment reinforced										
Number of Hospitals introduced with specialized services	N/A	1		1					Reports and field visits	Availability of funds
Number of health facilities for mentor disorder treatment reinforced	1	1			1				Reports and field visits	Availability of funds
Output 5. Research and Development facilities in Health Sector established										
Number of medical research Centres established	N/A	1	1						Reports and field visits	Availability of funds
Number of pharmaceutical manufacturing plants established	N/A	1		1					Reports and field visits	Availability of funds
Output 6. Male and female people with special health care needs supported										
Number of low-income men and women with disability	49	360	60	60	60	60	60	60	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
supported for treatment										
Number of facilitation Centres for children with mental disability facilitated	1	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
Number of facilitation Centres established for day care to people with mental disability	2		3	5	6				Reports	Availability of funds
OUTCOME 2: Increased financial sustainability for the health sector										
Output 7. Male and female people with access to Health Insurance increased										
Number of men and women with access to health insurance	70.6%	100%	100%	100%	100%	100%	100%	100%	Reports	Reduced maternal and child deaths
Number of eligible male and female-headed HHs facilitated to	52,850	317,100	52,850	52,850	52,850	52,850	52,850	52,850	Reports	Reduced of rate of morbidity

[illegible]

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Number of mobilization campaigns conducted on communicable and Non-Communicable Diseases prevention	N/A	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of sports for all activities carried out for NCDs prevention	1 each month	12	2	2	2	2	2	2	Reports	NCDs prevention increased
Output 10. Access to Communicable and NDCs prevention and treatment services increased										
Number of Indoor Residual Spray (IRS) activities conducted to for Malaria prevention and eradication	1	2	1		1		1		Reports	Availability of funds
% of male and female-headed HHs with mosquito nets	94.30%	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
Number of NCDs Screening activities carried out through population outreach	2 each year	12	2	2	2	2	2	2	Reports	Availability of funds
Proportion of persons diagnosed with HIV infection receiving sustained ART	82.7%	90%	83%	88%	90%	90%	90%	90%	Reports	Availability of funds
<b>Output 11. Prevalence of anaemia among women and children decreased</b>										
Number of campaigns conducted on prevention of anaemia	N/A	30	5	5	5	5	5	5	Reports on campaigns conducted	Campaigns will help in the change of the mindset
<b>OUTCOME 5: Increased contraceptive prevalence</b>										
<b>Output 12. Awareness on use of contraceptive methods increased</b>										
Number of awareness campaigns conducted on reproductive	2 each year	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
health and family planning										
Number of interpersonal communication sessions conducted to promote positive general behaviour among teenagers' girls	N/A	12	2	2	2	2	2	2	Reports	Communication will help in the change of the mindset
Output 13: Prevalence of teenage pregnancy and motherhood reduced										
% of teenage pregnancy and motherhood	10									
Reinforce Youth Corners for unexpected teenage pregnancy prevention	1 per month	1 per week	1 per week	1 per week	1 per week	1 per week	1 per week	1 per week	Reports	Youth corners will help in the change of the mindset
Output 14: Access to family planning services increased										
Number of villages provided with quality family planning services	508	508	508	508	508	508	508	508	Reports	Family planning improved



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Modern contraceptive prevalence rate	58.5%	70%	63.4%	65%	67%	68%	69%	70%	Reports	Family planning improved
OUTCOME 6: Decreased mortality rate										
Output 1. Neonatal, maternal and infant Mortality rate decreased										
Maternal Mortality Ratio/100, 000	210	126	190	180	168	150	140	126	Reports	Availability of funds
Neonatal Mortality Rate/1000 LB	20	15.2	19	18.5	18	17	16	15.2	Reports	Availability of funds
Under five mortality rate	50	35	49.5	49	48	43	40	35	Reports	Availability of funds
Infant Mortality Rate/1000 LB	32	22.5	31	29	28	26	24	22.5	Reports	Availability of funds
EDUCATION SECTOR										
PRIORITY AREA 2.4: Enhancing the demographic dividend through improved access to quality education										
OUTCOME 1: Increased access to quality pre-primary Education										
Output 1. Pre-primary school infrastructure developed										
Number of ECE schools constructed and operated	35	44	3	10	12	8	6	5	Reports	Availability of funds
Number of existing ECEs upgraded	35	30	1	8	10	6	5		Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Number of ECDs established and operated	6	502	3	99	100	100	100	100	Reports	Availability of funds
Output 2: Equitable access to pre-primary education programmes is Increased										
Number of children who completed pre-primary programme before entering Primary Education	7,059	18,550	7,236	9,300	11,200	13,350	15,600	18,550	Reports	Mindset change
OUTCOME 2: Improved access to quality primary and secondary Education										
Output 3. Primary and secondary school infrastructure developed										
Number of primary schools/classrooms maintained	41	210	42	32	34	34	34	34	Reports and field visits	Availability of funds
Number of primary schools Upgraded to Secondary Schools	33	2		1		1			Reports and field visits	Availability of funds
Rehabilitate Secondary Schools	N/A	100%	50%	100%					Reports and field visits	Availability of funds





INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
Number of adult learners provided with literacy trainings	8495	21,367	3027	6114	6113	6113			Reports	Availability of funds
Number of Libraries established at Local Level	1	521	87	87	87	87	87	86	Reports and field visits	Availability of funds
<b>Output 10. Vulnerable Children with special education needs are supported</b>										
Number of special education schools for disabled children upgraded	N/A	2		1		1			Reports and field visits	Availability of funds
Number of children with disability supported with school fees and facilities	50	300	50	50	50	50	50	50	Reports	Availability of funds
<b>Output 11. Education Quality at all levels is ensured</b>										
Number of school Inspections conducted	115	690	115	115	115	115	115	115	Reports and field visits	Availability of funds
Number of teachers by	833	14778	2463	2463	2463	2463	2463	2463	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
gender trained for professional development										
Number of trainings provided to education councillors (Abajyanama b’uburezi) at cell	N/A	12	2	2	2	2	2	2	Reports	Availability of funds
Number of STEM research Centres in established in the existing Science Education Institutions	N/A	4		1	1	1	1		Reports and field visits	Availability of funds
Output 12. Education male and female teachers are facilitated and motivated										
Number of affordable houses provided to teachers by gender	N/A	30		5	5	5	5	5	Reports and field visits	Availability of funds
Number of teachers’ hostels upgraded	N/A	14	2	3	3	2	2	2	Reports and field visits	Availability of funds
Number of nursery school	N/A	3132	522	522	522	522	522	522	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
teachers provided with salaries										
<b>Output 13. School infrastructure are provided with basic utilities and equipment</b>										
Number of schools provided with internet connection	6	109	10	20	30	30	13	6	Reports and field visits	Availability of funds
Number of schools provided with ICT equipment	58	54	8	12	10	8	7	9	Reports and field visits	Availability of funds
Number of school facilities provided with electricity	68	47	10	14	16	7			Reports	Availability of funds
Number of primary schools connected to safe water	54	61	10	12	12	10	8	8	Reports and field visits	Availability of funds
<b>Output 14: Use of ICT in all levels of education is increased</b>										
Number of Smart classrooms established	N/A	154	24	26	26	26	26	26	Reports and field visits	Availability of funds
Number of Schools with e-Torero Programme	N/A	60	10	10	10	10	10	10	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
Number of studies undertaken on matching District ICT Skills supply and demand	N/A	4	1		1		1	1	Reports	Availability of funds
<b>ENERGY</b>										
<b>Priority Area 2.5. Moving towards a Modern Rwandan Household</b>										
<b>OUTCOME 1: Universal access to basic infrastructure (electricity, water, sanitation, shelter)</b>										
<b>Output 1. Male and female-headed households with access to electricity increased</b>										
Number of male and female-headed-HHs provided with access to on-grid electricity	20450	44624	2059	8513	8513	8513	8513	8513	Reports and field visits	Availability of funds
Number of male and female-headed-HHs provided with access to off-grid electricity	4897	15862	3362	2500	2500	2500	2500	2500	Reports and field visits	Availability of funds
<b>Output 2. Public lighting expanded and maintained</b>										
Km of public lighting established	27.65	25	3	5	6	5	4	2	Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
Km of Public Lighting maintained	27.65	263.55	27.65	30.65	35.65	41.65	46.65	50.65	Reports and field visits	Availability of funds
<b>WATER AND SANITATION SECTOR</b>										
<b>Priority Area 2.5. Moving towards a Modern Rwandan Household</b>										
<b>OUTCOME 1: Universal access to basic infrastructure (electricity, water, sanitation, shelter)</b>										
<b>Output 1. Access to clean water by male and female headed-households increased</b>										
Km of water supply distribution networks Constructed, Rehabilitated, Reinforced and extended	385.634	162.9	162.9						Reports and field visits	Availability of funds
Km of water supply networks rehabilitated	628.634K	243	155.13	45	42.87				Reports and field visits	Availability of funds
Km of water supply systems maintained	628.63	100%	100%	100%	100%	100%	100%	100%	Reports and field visits	Availability of funds
Km of new water supply networks constructed	628.634	185	151	34					Reports and field visits	Availability of funds
% of male and female-headed-	82%	100%	83%	92%	95%	97%	99%	100%	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
HHs provided with access to clean water										
Output 2. Sanitation Practices by male and female-headed households improved										
% of mobilized male and female-headed-HHs on improved sanitation	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Mobilization will help in the change of the mindset
Number of public toilets constructed	2	10	1	3	3	2	1		Reports	Availability of funds
URBANIZATION AND RURAL SETTLEMENTS SECTOR										
Priority Area 2.5. Moving towards a Modern Rwandan Household										
OUTCOME 1: Universal access to basic infrastructure (electricity, water, sanitation, shelter)										
Output 1. Improved Settlements for male and female-headed HHs developed										
Number of new settlement sites developed for grouped settlements	N/A	28	3	10	15				Reports and field visits	Availability of funds
Number of layout plans for new settlement sites reviewed and developed	N/A	108	28	28	26	18	5	3	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
Number of IDP Model villages constructed	5	9	3	1	2	2	1		Reports and field visits	Availability of funds
Number of female-headed-HHs relocated from HRZ	1,640	1,459	58	486	487	428			Reports and field visits	Availability of funds
Number of female-headed-HHs relocated from scattered settlements	1,389	13,658	1258	2480	2480	2480	2480	2480	Reports and field visits	Availability of funds
Number of houses developed for Genocide survivors	140	120	20	20	30	30	20		Reports and field visits	Availability of funds
Number of houses upgraded for Genocide survivors	1191	1,116	186	186	186	186	186	186	Reports and field visits	Availability of funds
SPORT AND CULTURE SECTOR										
Priority Area 2.5. Moving towards a Modern Rwandan Household										
OUTCOME 1: Universal access to basic infrastructure (electricity, water, sanitation, shelter)										
Output 1. Recreational facilities developed										
Number of recreational areas	N/A	14	2	4	4	2	2		Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
PILLAR: SOCIAL TRANSFORMATION										
for children established										
Number of sports playgrounds established	40	37	10	5	5	7	5	5	Reports and field visits	Availability of funds
Number of local stadiums Upgraded and Rehabilitated	N/A	1		1					Reports and field visits	Availability of funds
Number of sports playgrounds for people with disability established	N/A	2		1		1			Reports and field visits	Availability of funds
Output 2. Improved Social facilities developed										
Number of a modern cemeteries allocated and developed	N/A	1				1			Reports and field visits	Availability of funds
Number of Cemeteries established and extended in rural Sectors	N/A	77	5	12	23	25	7		Reports and field visits	Availability of funds



INDICATOR including Unit of Measurement	BASELINE 2016/17	OVERALL TARGET 2018/2024	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
<b>SPORT AND CULTURE SECTOR</b>										
<b>PRIORITY AREA 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>OUTCOME 1: Enhanced unity of Rwandans</b>										
<b>Output 1. Kinyarwanda language and Rwandan values are enshrined in Community Centres</b>										
% of Kinyarwanda operationalization and Rwandan values into Youth Centres and Itorero at Village Level	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
Number of clubs Created for Kinyarwanda and Rwandan culture and values promotion	N/A	14	14						Reports	Availability of funds
Number of dialogues per year conducted to promote "Ndi Umunyarwanda" program at Local Level	4 times per year	4	4	4	4	4	4	4	Reports	Availability of funds
<b>Output 2. Unit and reconciliation promotion initiatives are developed</b>										
Number of rewards per year provided to promote Unity and Reconciliation	N/A	6	1	1	1	1	1	1	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
through “Abarinzi b’Igihango” Program at Local Level										
% of mobilized male and female citizens in the established Unity and Reconciliation clubs	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Mobilization will help in the change of the mindset
Output 3. Genocide ideology is prevented										
% of Construction works for the District Genocide Memorial Site completed	N/A	100%		40%	100%				Reports and field visits	Availability of funds
Number of Rehabilitated Genocide memorial sites	17	17	4	4	2	2	3	2	Reports and field visits	Availability of funds
% of completed works on writing and conserving Genocide History of the District	N/A	100%	100%						Reports and field visits	Availability of funds
Number of mobilization Dialogues per year conducted on	N/A	12	2	2	2	2	2	2	Reports	Mobilization will help in the change of the mindset

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
fighting against Genocide ideology										
% of Gacaca judgments executed	95%	100%	98%	100%					Reports	
Output 4. Gender equality and equal opportunities for all promoted										
Number of awareness campaigns per year conducted on gender equality and “HeforShe” promotion	N/A	24	4	1	1	1	1	1	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of trainings provided per year to Village committees and CNF on Gender promotion and Family sovereignty	1	6	1	1	1	1	1	1	Reports	Availability of funds
Number of campaigns and inspections per month conducted to Strengthen Umugoroba w’ababyeyi program	1 per month	72	12	12	12	12	12	12	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Output 5. GBV preventive and management measures enhanced										



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
Rate of teenage pregnancy and motherhood (15-19 years)	9.5%				8%			5%	Reports	Mindset change
Number of awareness campaigns per year Conducted for Anti-GBV and child abuse	1	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Output 6. Orphans are raised in families										
Number of awareness campaigns per year conducted on Tubarerere Mu Muryango program	4	24	4	4	4	4	4	4	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of Follow-up visits per year carried out on the reintegrated Orphans in families	4 each year	24	4	4	4	4	4	4	Reports and field visits	Availability of funds
Number of conducted capacity building sessions per year to family protection	4 each year	24	4	4	4	4	4	4	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
volunteers/Inshuti z'Umuryango										
% of facilitation provided for the education and reintegration of street children in transit Centres	30%	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
OUTCOME 2: Increased innovations and sustainability across Home Grown Solutions										
Output 7. Home Grown Solutions and Innovations Operationalized										
Number of monitoring sessions per year conducted on Itorero in all villages and schools	N/A	24	4	4	4	4	4	4	Reports and field visits	Availability of funds
Number of conducted voluntary national service program (Urugerero) sessions per year for the youth	1 per year	6	1	1	1	1	1	1	Reports	Availability of funds
% of Construction works for ITORERO training Centre completed	N/A	100%		40%	100%				Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23				
PILLAR3: TRANSFORMATIONAL GOVERNANCE											
Number of impact assessment study on Itorero Program conducted per year	N/A	6	1	1	1	1	1	1	1	Reports and field visits	Availability of funds
Priority Area 3.3. Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa’s development											
OUTCOME 3: Enhanced international cooperation though Sport											
Output 8: Huye District is recognized as a Hub of sports and recreation											
Number of international Organized Sports competitions in the District	N/A	12	1	2	3	3	3			Reports	Availability of funds
OUTCOME 4: Engaged Rwandan Diaspora											
Output 9: District Diaspora is engaged in the Development Projects											
Number of projects with Diaspora participation	N/A	15	2	2	2	2	2	3		Reports	Availability of funds
Priority Area 3.5. Strengthen Capacity, Service delivery and Accountability of public institutions											
OUTCOME 5: Reinforced efficient service delivery											
Output 10. Sport is promoted across Public Institutions											
Number of sensitization campaigns conducted per month to promote sports as a healthy and national capital	1	12	2	2	2	2	2	2		Reports on campaigns conducted	Campaigns will help in the change of the mindset

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23			
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
% of schools, sports associations and communities with quality and sustainable sport services	1	100%	40%	60%	80%	100%	100%	100%	Reports	Availability of funds
% of District Institutions provided with sport courses	N/A	100%	40%	80%	100%	100%	100%	100%	Reports	Availability of funds
Number of Sports competitions per year organized for sportsmen, sportswomen and coaches’ talents promotion	N/A	11	1	2	2	2	2	2	Reports	Availability of funds
Number of Indatwirwabahizi sport competition per year organized and conducted (Huye Rally Memorial Gakwaya, Cycling, Athletics, Volleyball memorial Rutsindura, Hiking, Sitting Volleyball)	2	13	3	2	2	2	2	2	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
Number of Umurenge Kagame Cup competition per year organized and carried out ( <i>Foot, Athletism, Sit ball</i> )	1 each year	6	1	1	1	1	1	1	Reports	Availability of funds
Number of Supports per year provided to Mukura Victory Sport Club	1	6	1	1	1	1	1	1	Reports and field visits	Availability of funds
Number of Organized and carried out International Football competitions per year in the District	N/A	6		1	1	1	1	1	Reports	Availability of funds
Number of sports for all sessions per month conducted in the District	1	12	2	2	2	2	2	2	Reports	Availability of funds
<b>JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR</b>										
<b>Priority Area 3.2. Ensure Safety and Security of citizens and property</b>										
<b>OUTCOME 1: Enhanced Peace and Security</b>										
<b>Output 1. Crime is prevented and Security ensured</b>										
% of upgrading and extension works for	30%	100%	55%	100%					Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
Huye rehabilitation Centre for completed										
Number of trainings per year provided to reinforce Community Policing Program	N/A	6	1	1	1	1	1	1	Reports	Availability of funds
Number of trainings per year carried out to reinforce Social Problems Resolution Committees	1	6	1	1	1	1	1	1	Reports	Availability of funds
Number of administrative Sectors adopting "Menya Nkumenye" approach for crime prevention	1	13	13						Reports	Availability of funds
Number of mobilization campaigns per year conducted to reinforce the culture of excellence, Patriotism, dedication and	N/A	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset

INDICATOR including Unit of Measurement	BASELINE 2016/17	OVERALL TARGET 2018/2024	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
service through "imihigo"										
<b>Priority Area 3.4. Strengthen Justice, Law and Order</b>										
<b>OUTCOME 2: Strengthened Judicial System (Rule of Law)</b>										
<b>Output 2. Awareness on laws, rules and justice is increased</b>										
Number of trainings per year provided to Abunzi	N/A	6	1	1	1	1	1	1	Reports	Availability of funds
% of trained Abunzi on the Use the Abunzi Management Information System for data collection and sharing by gender	N/A	100%		100%					Reports	Availability of funds
<b>Output 3. Inclusive access to quality Justice is improved</b>										
% of MAJ Decentralization at Sector level	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
Number of mobilization campaigns per year conducted to reinforce the culture of problem-solving in families and amicable settlement of disputes through "Umugoroba w'ababyeyi" Program	1	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
% of facilitated Abunzi for the operationalization of Abunzi Program (Health Insurance, transport facilities, etc)	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
<b>OUTCOME 3: Sustained respect for human rights and civil liberties</b>										
<b>Output 4. Adherence to Human rights is enhanced</b>										
Number of awareness campaigns per year conducted on the	N/A	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
PILLAR3: TRANSFORMATIONAL GOVERNANCE										
respect of human rights										
% of implemented human rights action plans	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
OUTCOME 4: Zero corruption across government services and institutions achieved and maintained										
Output 5. Corruption incidences are reduced										
Number of established and reinforced Anti-corruption clubs	N/A	100%	100%	100%	100%	100%	100%	100%	Reports and field visits	Availability of funds
Number of Mobilization campaigns per year conducted on Anti-corruption	N/A	12	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of trainings per year provided to reinforce the operationalization of Council Committees for anti-corruption and injustice	4 each year	24	4	4	4	4	4	4	Reports	Availability of funds
GOVERNANCE AND DECENTRALIZATION SECTOR										
Priority Area 3.5. Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME 1: Enhanced accountability across public institutions										
Output 1. Enforcement mechanisms for transparency and accountability are developed and implemented										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24			
PILLAR3: TRANSFORMATIONAL GOVERNANCE											
Number of capacity building programs per year provided to Develop Human Resource Function (Including District, Sector and Cell)	1	6	1	1	1	1	1	1	1	Reports	Availability of funds
Number of public accountability events per year conducted in local government entities	1	12	2	2	2	2	2	2	2	Reports	Availability of funds
% of received and addressed citizen's grievances through community outreach programs	N/A	100%	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
% of citizen's grievances addressed via ICT use	N/A	90%	40%	50%	60%	80%	80%	80%	90%	Reports	Availability of funds
Output 2. Coordination platform to enforce transparency and accountability is in place											
Number of capacity building sessions per year provided to media houses to contribute in	N/A	12	2	2	2	2	2	2	2	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE 2016/17	OVERALL TARGET 2018/2024	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
ensuring transparency and accountability										
Number of capacity building sessions per year provided to JADF members to contribute in ensuring transparency and accountability	N/A	12	2	2	2	2	2	2	Reports	Availability of funds
Number of monitoring and evaluation sessions conducted on solving citizens' complaints	N/A	24	4	4	4	4	4	4	Reports	Availability of funds
<b>Output 3. Local leaders Transparency and accountability is service delivery is increased</b>										
% of citizen participation score in leader's transparency and accountability	56.5%	90%	90%	90%	90%	90%	90%	90%	Citizen Report Card	Mindset of population
<b>OUTCOME 2: Developed Capacity for Public Institutions</b>										
<b>Output 4. Capacity development is increased across Government partner institutions</b>										
% of implemented capacity development	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
strategies across Governance and Decentralization Sector in line with transformational agenda										
Number of capacity development sessions per year provided to all civil societies	N/A	12	2	2	2	2	2	2	Reports	Availability of funds
Number of capacity development sessions per year provided to the media houses	N/A	12	2	2	2	2	2	2	Reports	Availability of funds
<b>OUTCOME 3: Reinforced efficient service delivery</b>										
<b>Output 5. Capacity development is increased among local leaders on effective service delivery</b>										
Number of Implemented Capacity Building Plan each year provided to all local leaders on effective service delivery	1	6	1	1	1	1	1	1	Reports	Availability of funds
Number of conducted and	N/A	6	1	1	1	1	1	1	Reports	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
implemented Capacity Need Assessment Study per year										
% of implemented gender strategy recommendations	N/A	100%	100%	100%	100%	100%	100%	100%	Reports	Availability of funds
<b>Output 6. Citizen satisfaction on service delivery is increased</b>										
% of citizen satisfaction	73.1%	95%	95%	95%	95%	95%	95%	95%	Reports	Mindset of population
<b>Output 7. Administrative infrastructure and utilities are developed</b>										
Number of constructed, upgraded and maintained Sector Administrative Offices	N/A	14	2	4	5	3			Reports and field visits	Availability of funds
Number of constructed, upgraded and maintained Cell Administrative Offices	N/A	77	5	12	23	25	10	2	Reports and field visits	Availability of funds
Number of Constructed Village Offices	N/A	1,278	83	85	85	85	85	85	Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23				
PILLAR3: TRANSFORMATIONAL GOVERNANCE											
% of upgrading, Rehabilitating and equipping works for the District Headquarter Office completed	N/A	100%	20%	75%	100%					Reports and field visits	Availability of funds
Number of administrative offices Connect to electricity	62	47	4	18	15	10				Reports and field visits	Availability of funds
Number of Administrative offices provided with access to powerful internet	12	91	40	51						Reports and field visits	Availability of funds
Number of Administrative offices provided with ICT equipment	N/A	91	14	25	30	22				Reports and field visits	Availability of funds
Output 8. Public service delivery is facilitated											
Number of human resources recruited to complete the administrative structure	326	24	7	4	6	6			24	Reports	Availability of funds
Number of cells and villages	N/A	662		154	508					Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	TARGET 2023/24		
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>										
administrative leaders provided with facilitation										
% of District information and service delivery disseminated through media (Radio, TV, Public screens, Newspapers)	N/A	100%	50%	100%	100%	100%	100%	100%	Reports	Availability of funds
<b>Priority Area 3.6. Increase Citizens Participation, engagement and partnerships in development</b>										
<b>OUTCOME 4: Enhanced decentralisation system</b>										
<b>Output 9. Inclusive Planning and Implementation increased</b>										
Number of outreach programs per year conducted for planning and Implementation	1	12	2	2	2	2	2	2	Reports	Availability of funds
Number of established online platforms and social media to interact with citizen on District development agenda	N/A	1		1					Reports and field visits	Availability of funds

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
PILLAR3: TRANSFORMATIONAL GOVERNANCE											
Number of established Local committees for innovative home-grown solutions at Sector level	N/A	14		14						Reports and field visits	Availability of funds
OUTCOME 5: Improved scores for citizen participation											
Output 8. Citizen Participation Score is increased											
% of citizen participation score per year	67.5	98%	75%	80%	85%	88%	%	95%	98%	Reports	Decentralization and awareness increased
% of citizen participation score in District Planning	31%	98%	55%	70%	82%	88%	%	95%	98%	Reports	Decentralization and awareness increased
% of citizen participation score in District budgeting	28.7%	98%	55%	70%	82%	88%	%	95%	98%	Reports	Decentralization and awareness increased
% of citizen participation score in the planning of District performance contracts	63.2%	98%	70%	78%	82%	88%	%	95%	98%	Reports	Decentralization and awareness increased
% of citizen participation score in decision making	53.3%	60%	78%	84%	88%	95%	98%	%	98%	Reports	Decentralization and awareness increased
PUBLIC FINANCIAL MANAGEMENT SECTOR											
Priority Area 3.5. Strengthen Capacity, Service delivery and Accountability of public institutions											



INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	2016/17	2018/2024	2018/19	2019/20	2020/21	2021/22	2022/23				
<b>PILLAR3: TRANSFORMATIONAL GOVERNANCE</b>											
<b>OUTCOME 6: Enhanced effective Public Financial Management System</b>											
<b>Output 10. Revenue collected increased</b>											
Number of mobilization campaigns per year conducted on local taxes and fees collection at local level	N/A	12	2	2	2	2	2	2	2	Reports on campaigns conducted	Campaigns will help in the change of the mindset
Number of trainings per year provided on public financial management, laws and regulations	N/A	24	4	4	4	4	4	4	4	Reports	Availability of funds
Number of conducted peer learning and peer review programs per year among public institutions	1	24	4	4	4	4	4	4	4	Reports and field visits	Availability of funds

## **4.5. Cross-Cutting Areas**

The previous section outlined various activities that will be conducted in the District Development Strategy under each intervention Sector. However, there are other cross cutting areas that are integrated in these sectors for their interventions to play a role in ensuring sustainable and inclusive growth. This section outlines how cross-cutting areas are considered and integrated in the Logical Framework.

### **4.5.1. Capacity Development**

Huye District recognizes and considers Capacity Development as one of the cornerstones in the achievement of District Vision. In this regard, providing the ability to the individuals, groups of people, organizations, public and private institutions is the key concern for them to undertake and perform their particular functions. This will be done by firstly identifying capacity gaps then put in place mechanisms embedded under intervention sectors by providing skills and knowledge required to bridge this gap. Therefore, over the period of Huye DDS, Capacity Development interventions will be as follow:

- Under agriculture Sector, capacity development intervention will be provided to farmers in the sake of promoting modern technology and practices, hence scaling-up production, productivity and value chain development.
- The District in Collaboration with different partners will provide interventions in the Private Sector Development and Youth empowerment by providing capacity to non-skilled and semi-skilled people toward employment generation and market competitiveness
- Capacity development interventions will also be provided to those people involved in the infrastructure development sectors such as Urbanization and Rural Settlement, Transport, Energy, Water and Sanitation, and ICT; particularly by empowering engineers and technicians on modern and innovative

ways of doing to ensure efficient use of resources towards green infrastructure development and green economy.

- Within the Social Transformation Pillar, capacity development interventions are integrated across its sectors where vulnerable people will not only be supported, but also empowered to become more resilient to social issues. On the other hand, capacity building will be raised among personnel of the social sectors so as to provide quality services.
- Capacity Development will also play a key role under Transformational Governance in Huye District, where each stakeholder involved in the District development Strategy need to clearly know his/her responsibility, duties and rights to ensure effective service delivery. In this regard, numerous awareness campaigns, trainings and workshops will be undertaken to improve capacity of service deliverers, promote Government and District programs that are meant to lead to the governance envisioned.

#### **4.5.2. Gender and Family Promotion**

In line with the SDGs and Government Agenda, Huye District under its Development Strategies, achieving gender equality and empowering all women and girls is one of the key targets.

Under Economic Transformation Pillar, in the PSDYE, key gender strategic interventions are designed to empower women in employment creation by enhancing business environment such as access to finance, improved skills to on-farm and off-farm activities and modern technology (ICT).

Under Social Transformation Pillar, girls and women are given special attention whereby vulnerable women and female-headed householders are considerably integrated among beneficiaries of various programs designed for poverty eradication and community empowerment. Moreover, gender health issues (that merely gender sensitive) like teenage pregnancy and motherhood, anemia among mothers amongst others are strictly considered.

Within the Transformational Governance, GBV prevention and response and family promotion through increase of women's participation in decision making process at family level are taken into consideration.

#### **4.5.3. HIV/AIDS and non-communicable diseases**

HIV/AIDS & NDCs is considered as one of the key cross-cutting areas that affect human life in Huye District. Over the period of DDS implementation, strategic interventions are set to improve the quality of health among District population. Health Sector is the main sector where both communicable diseases and NDCs interventions are imbedded though targeting all levels of the population that work under different sectors of intervention. Therefore, over the period of DDS, Huye seeks to considerably reduce those related diseases by:

- Raising awareness on HIV/AIDS and NDCs by focusing on the prevention measures
- Providing prevention and protection tools and equipments such as mosquito nets, etc
- Increasing access to affordable HIV/AIDS and NDCs scanning and treatment services for all

#### **4.5.4. Environment and Climate Change**

Bearing in mind that the District heavily depend on the local environment and natural resources, and that the use of these resources increases in line with the population growth; without sound environmentally sensitive actions, the local economic growth would be undermined. It is in this regards that Environment and climate change were highly considered and mainstreamed, mainly across almost all sectors by promoting innovative actions that would facilitate the efficient use of available resources, reduction of GHGs emissions, valorization of available resources into a circular economy; hence ensuring a sustainable

economic growth that will provide an opportunity for improved and sustainable livelihoods of the present and future generations.

#### **4.5.5. Disaster Management**

Like any other District across the country, realization of Huye DDS as a channel for development programs cannot be guaranteed when there are unpredictable disasters, unless such events are mitigated. In this regards, Disaster Risk Reduction and Management throughout the implementation process of Huye DDS, will touch almost all sectors of interventions and is mainstreamed with the purpose of raising awareness and enforcing sustainable measures that will lead to a disaster resilient District. Among those include the awareness campaigns directed to all population and actors, particularly residents of disasters-prone areas, reforestation, use of eco-friendly materials, protection of land against soil erosion and landslides, installation of rapid response disaster management equipment and early warning systems amongst others.

#### **4.5.6. Disability and Social Inclusion**

Huye District does not intend to develop in exclusion of any of its citizen. Therefore, the elaborated District Development Strategy ensures that people with disabilities (PWDs) and other disadvantaged groups are taken into consideration and actively contribute to the District development, at the same time benefiting from it. Under social and economic transformation pillar, the mainstreaming of disability and social inclusion is meant to empower those people through social protection interventions, access to social and economic facilities and services such as education, health, finance and savings. As also planned in the national legal and regulatory framework, both private and public sector will be required to ensure easy access to all infrastructures and services such as buildings and transport facilities, special equipments and devices for

easy access to information, etc. In the same perspective, it is also planned that dedicated personnel, teachers and trainings will be introduced and increased wherever those special services are required. Under transformational governance, Huye District will also ensure that people with disabilities as well as vulnerable ones actively participate in the governance process and take part of the lead.

#### **4.5.7. Regional Integration**

Huye District being a transit to the south-western regional arena towards Burundi and DRC, will play its role in spanning social and economic development, integration, democratic governance, peace and security. Under economic transformation sectors, regional integration is mainstreamed in a way that will boost and attract international investments and trade whereby infrastructure development under transport, energy and water will be developed accordingly. Huye District, being a hub of social-cultural facilities and services, regional integration is also mainstreamed in a way that will facilitate cooperation between regional and other foreign countries through social-cultural events such as sports competition, cultural events and integrated tourism.

## Chapter 5. Huye DDS Implementation

### 1.1. Sequencing of Interventions (Implementation Plan)

#### ▪ Planned Projects in Agriculture Sector

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Install small and large-scale hillside irrigation system	90 in all Sectors	50 in all Sectors	50 in all Sectors	50 in all Sectors	50 in all Sectors	50 in all Sectors
Develop land for horticulture	474 ha in all Sectors	484 ha in all Sectors	494 ha in all Sectors	510 ha in all Sectors	515 ha in all Sectors	520 ha in all Sectors
Construct Radical terraces	155ha in Rusatira, Kinazi and Karama Sectors	25ha in all Sectors	30ha in all Sectors	35ha in all Sectors	40ha in all Sectors	50ha in all Sectors
Facilitate the relocation of rice processing plants	2 in industrial Park (Huye Sector)	1 in Industrial Park (Huye Sector)	1 in Industrial Park (Huye Sector)			
Establish maize drying grounds	1 in Tumba Sector	1 in Mbazi Sector	1 in Gishamvu Sector			
Establish rice drying grounds	4 in Tumba, Ngoma, Mukura and Simbi Sectors	2 in Tumba and Rwaniro Sectors	1 in Ngoma Sector	1 in Mukura Sector	1 in Simbi Sector	1 in Rwaniro Sector
Establish a Centre of Excellence for research and innovation in agriculture	1 in Ngoma Sector					
Develop marshlands using modern and sustainable irrigation technology		141ha in all Sectors	141ha in all Sectors	151ha in all Sectors	123ha in all Sectors	112ha in all Sectors
Construct dams in marshlands			1 in Kigoma Sector			1 in Karama Sector

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Rehabilitate and operate beans processing plant		1 in Industrial Park (Huye Sector)				
Construct and operate a food processing plant			1 in Industrial Park (Huye Sector)			
Establish a honey collection Centre		1 in Ngoma Sector				
Establish a selling point for pigs meat			1 in Ruhashya Sector			

▪ **Planned Projects in Private Sector Development and Youth Employment Sector**

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Complete construction works for Huye Industrial Park		60% in Industrial Park (Huye Sector)	85% in Industrial Park (Huye Sector)	100% in Industrial Park (Huye Sector)		
Construct and Operate Huye Employment Service Centre	1 in Ngoma Sector					
Establish and empower Business Development Centres (BDCs)	2 in 2 Sectors	12 in 12 Sectors				
Rehabilitate and Extend of local markets		1 in Rusatira Sector	1 in Ruhashya Sector	1 in Gishamvu Sector	1 in Kigoma Sector	
Extend the existing ICPC (Integrated Craft Production Centre)			1 in Huye Sector			
Establish new craft Centres		1 in one Sector	1 in one Sector	1 in one Sector	2 in two Sector	1 in one Sector
Construct and Operate modern markets		1 in Mukura Sector		1 in Mbazi Sector		1 in Kinazi Sector



▪ **Planned Projects in Transport Sector**

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction of tarmac roads (National Road) (Huye-Nyaruguru & Huye-Gisagara)	13Km	6Km				
Construction of urban tarmac roads (District Roads)		7Km	11Km	9Km	9Km	8Km
Construction of feeder roads (in All Sectors)		15Km	15Km	15Km	20Km	20Km
Construction of bridges (In All Sectors)		3	3	2	2	2
Improve Urban-Rural Public Transport	10% in Huye, Ngoma and Karama Sector	40% in Huye Sector to Gisagara and Gishamvu Sector	60% in Huye to Rusatira Sector	70% in Huye to Ruhashya Sector	80% in Huye to Rwaniro Sector	95% in Huye to Kigoma Sectors
Construction of walk ways	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors
Construction of Bicycle lanes	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors	1Km in urban sectors
Extend Public lighting along roads (In all Sectors)		12Km	12Km	11Km	10Km	10Km
Improve Public Transport in the Urban Area		30% in Ngoma, Tumba, Huye and Mukura Sector	80% in Ngoma, Tumba, Huye and Mukura Sector			
Improve and extend street and house addressing with modern urban addressing Codification and sign posts		50% in urban sectors	100% in Urban Sectors			
Construction of Bicycle parkings			1 in Ngoma Sector		1 in Tumba Sector	

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Upgrade Huye Airstrip			1 in Ngoma Sector			
Establish traffic lights System in Huye Urban Roads			2 in Ngoma Sector	1 in Ngoma Sector		
Construct Huye Bypass Road			6.5Km in Ngoma and Tumba Sector			

▪ **Planned Projects in Energy Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Construct new powerlines for electrification (In all Sectors)	25Km in all sectors	25Km in all sectors	25Km in all sectors	25Km in all sectors	25Km in all sectors	25Km in all sectors
Connect productive users to electricity (In all Sectors)		28 in all sectors	38 in all sectors	48 in all sectors	58 in all sectors	68 in all sectors
Provide access to on-grid electricity to households (All Sectors)	4,731 in all sectors	8513 in all sectors	8513 in all sectors	8513 in all sectors	8513 in all sectors	8513 in all sectors
Provide access to off-grid electricity to households and public institutions	1,000 in all sectors	2500 in all sectors	2500 in all sectors	2500 in all sectors	2500 in all sectors	2500 in all sectors
Connect electricity to administrative offices (All Sectors)	4 in Rwaniro and Kigoma Sectors	6 in Rwaniro and Kigoma Sectors	8 in Rwaniro and Kigoma Sectors	8 in Rwaniro and Kigoma Sectors	1 in Rwaniro Sector	
Install Public lighting around administrative offices and trade Centres		6 Km in all sectors	7Km in all sectors	5Km in all sectors	4Km in all sectors	2Km in all sectors
Connect electricity to school facilities (All Sectors)	10 in all sectors	14 in all sectors	16 in all sectors	12 in all sectors	7 in all sectors	5 in all sectors
Establish and operate green and low-cost energy production plants		1 in Huye Sector		1 in Gishamvu Sector		1 in Karama Sector

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Number of male and female-headed-HHs provided with access to on-grid electricity	4,731 in all sectors	10,572 in all sectors	19,085 in all sectors	27,598 in all sectors	36,111 in all sectors	44,624 in all sectors
Number of male and female-headed-HHs provided with access to off-grid electricity	1,000 in all sectors	5,862 in all sectors	8,362 in all sectors	10,862 in all sectors	13,362 in all sectors	15,862 in all sectors

▪ **Planned Projects in water and sanitation Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Conduct feasibility Studies for water supply and extension						
Installation of water pumps			10			
Construct, Rehabilitate, and extend water supply distribution networks	162.9 Km in all sectors					
Rehabilitate water supply networks	155.13Km in all sectors	200.13 all sectors	243 all sectors			
Constructed new water supply networks	151Km in Rusatira, Kinazi, Ruhashya, Mbazi, Rwaniro, Huye Sectors	185 Rusatira, Kinazi, Ruhashya, Mbazi, Rwaniro and Huye Sectors				
Finalize construction works for Huye Modern Landfill	90% in Huye Sector	100% in Huye Sector				
Construct Semi centralized sewerage systems		1 in Ngoma and Tumba Sectors		1 in Ngoma and Tumba Sectors		
Construct Huye Faecal Sludge Treatment Plant		100% in Ngoma, Tumba, Huye, Mukura, Mbazi Sector				
Construct public toilets		2 in all sectors				

▪ **Planned Projects in Urbanization and Rural Settlement Sector**

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Develop touristic sites and services		2	2	2	2	2
Operate the Tourism Community Complex Centre		1 in Ngoma Sector				
Review and upgrading the Huye City Detailed Master Plan	50% Huye, Ngoma, Tumba, Mbazi, Mukura, Ruhashya Sectors	50% Huye, Ngoma, Tumba, Mbazi, Mukura, Ruhashya Sectors				
Road servicing in land area for residential housing	5ha	5ha	5ha	5ha	5ha	5ha
Review and upgrade Local Urban Development plans in the emerging Centres	1 in Karambi Sector	1 in Kinazi Sector				
Developed Local Urban Development Detailed Plans for emerging Centres	1	3	5			
Upgrade informal settlement sites in Huye Urban areas	1	2	3	4	5	6
Improve and extend street and house addressing		50%	100%			
Established Green Urban Public spaces	1		2		3	
Constructed a modern commercial incubation Centre				1		
Construct and Upgrade modern Business buildings with apartments	2	2	4	4	4	4
Establish modern Kilns for bricks and tiles making			1	1		
Avail land bank for affordable housing		2ha	2ha	2ha	2ha	2ha

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Developed affordable houses	2	2	2	2	2	2
Developed new settlement sites for grouped settlements	3	10	15			
Review and develop layout plans for new settlement sites	28	28	26	18	5	3
Construction of IDP Model villages	3	1	2	2	1	
Relocate HHs from HRZ	33	486	487	428		
Relocated HHs from scattered settlements	557	2480	2480	2480	2480	2480
Develop houses for Genocide survivors	70	30	30	20		
Upgraded houses for Genocide survivors	186	186	186	186	186	186

▪ **Planned Projects in ICT Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Provision of internet access in the public spaces	1	3	5			
Established new telecentres		1	1	1	1	
upgrade service Access Points into telecentres	1	2	2	2	1	

▪ **Planned Projects in Environment and Natural Resources Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Increase forest plantation in the District	20.2ha	202ha	203ha	203ha	203ha	203ha
Rehabilitation of forest plantations	40ha	51.83ha	52ha	52ha	52ha	52ha

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Increase agro-forestry plantation in the District	4,339ha	3,500ha	1969ha	1969ha	1969ha	1969ha
Install biogas facilities	28	28	28	28	28	28
Rehabilitation and maintenance of biogas facilities	49	49	49	49	49	50
Plantation of echo-friendly trees alongside rivers for protection	1ha	1ha	1ha	1ha	1ha	
Rehabilitation of mining and quarry extraction sites	20%	35%	45%	60%	65%	100%

▪ **Planned Projects in Social Protection Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Provide with minimum Package for Graduation (MPG) to eligible HH beneficiaries	401 HHs	450 HHs	450 HHs	450 HHs	450 HHs	450 HHs
Provided food and Vitamin using FBF to eligible children	3187children	2988 children	2833 children	2697 children	2477 children	2265 children
Provide food and Vitamin using FBF to eligible mothers	625 mothers	596 mothers	577 mothers	512 mothers	467 mothers	420 mothers
Provided milk to eligible children	975 children	870 children	814 children	768 children	600 children	530 children

▪ **Planned Projects in Health Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Rehabilitate and upgrade Kabutare Hospital	50%	75%	100%			
Upgrade health posts		1	1	1		1
Rehabilitate health Centres	2	3	3	2	3	3

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Construct and equip maternities in Health Centres		1	1	1		
Establish Health posts	2	26	12			
Rehabilitate and upgrade Health Posts	1	1	1	1	1	
Provide health facilities with access to Electricity	2	3	3	3	2	2
Provide health facilities with access to safe water	2	4	2	2	2	2
Provide ambulances in Health Centres		1	1	1		
Provide health facilities with internet	4	5	7	7	7	4
Establish a medical research Centre	1					
Establish a pharmaceutical manufacturing plant		1				

▪ **Planned Projects in Education Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Construct and operate ECE schools	3	10	12	8	6	5
Upgrade existing ECEs	1	8	10	6	5	
Establish and operate ECDs	3	99	100	100	100	100
Upgrade primary schools to Secondary Schools		1		1		
Construct Science Laboratories in 12YBE schools		4	8	9	8	10
Old classrooms replaced by new ones	55	30	30	30	30	20
Construct school latrines	48		60			
Construct and Upgrade TVET schools	2	2	3	2	1	1

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Establish Libraries at Local Level	87	87	87	87	87	86
Upgraded special education schools for disabled children		1		1		
Upgrade teachers' hostels	2	3	3	2	2	2
Provide schools with internet connection	10	20	30	30	13	6
Provide ICT equipment to schools	8	12	10	8	7	9
Provide school facilities with access to electricity	10	14	16	7		
Connect primary schools to safe water	10	12	12	10	8	8

▪ **Planned Projects in Governance and Decentralization Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Upgrade, Rehabilitate and equip the District Headquarter Office	20%	75%	100%			
Construct, upgrade and maintain Sector Administrative Offices	2	4	5	3		
Construct, upgrade and maintain Cell Administrative Offices	5	12	23	25	10	2
Construct Village Offices	83	85	85	85	85	85
Connect administrative offices to electricity	4	18	15	10		
Provide Administrative offices with access to powerful internet	40	51				
Provide administrative offices with ICT equipment	14	25	30	22		



▪ **Planned Projects in Justice, Reconciliation, Law and Order Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Construction the District Genocide Memorial Site		40%	100%			
Rehabilitate Genocide memorial sites	4	4	2	2	3	2
Write and conserve Genocide History of the District	100%					
Construction ITORERO training Centre		40%	100%			
Upgrade and extend Huye rehabilitation Centre for drugs addicts		55%	100%			

▪ **Planned Projects in Sport and Culture Sector**

<b>Project</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>
Construct an integrated sports and cultural Centre		1				
Construct Huye Stadium Phase 3		100%				
Maintain Huye and Kamena Stadiums	100%	100%	100%	100%	100%	
Establish recreational areas for children	2	4	5	2	1	
Establish sports playgrounds	10	5	5	7	5	5
Upgrade and Rehabilitate local stadiums		1				
Establish sports playgrounds for people with disability		1		1		

## **5.2. Huye DDS Implementation Strategy**

Achieving a transformational economy for Huye District will require an increased and strong coordination among stakeholders and innovative strategies in delivery. This includes a more harmonized scope of actions during implementation, monitoring and evaluation through various levels of operationalization, adequate sequencing, clear assignment of duties and responsibilities, as well as a maximized ownership and participation of all concerned stakeholders including citizens.

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

The structure for the implementation of Huye DDS is dictated by the need for increased coordination among various stakeholders. In this regard, each stakeholder is assigned with specific duties and responsibilities to deliver on from national to local level. While planning and coordination is the responsibility of the District of the Planning, monitoring and evaluation Unit in the District under direction of the Thematic Working Groups (TWG) at national level and the Southern Province at provincial level; implementation will continue to be done at sector and district level under coordination of aligned units in the District.

As budget agencies, the roles of ministries, allied ministry implementation agencies and the District will remain unchanged. Therefore, the overall coordination responsibility at national level will still be on the Prime Minister's office in close collaboration with MINECOFIN to ensure effective implementation and monitoring of DDS. On the other hand, The Southern Province and the Ministry of Local Government (MINALOC) will work closely with MINECOFIN to ensure that local priorities are well aligned to the national level priorities (NST1). In this regard, central-local government meetings will be held on a regular basis.

Prior to the limited budget of the District, successful implementation of Huye DDS priorities will strongly require participation of and coordination with the private sector. In this perspective, an effective Public Private Dialogue platform will be ensured to address and effectively respond to private sector concerns across all sectors of interventions, and regular consultations sessions of Public-Private actors will be

undertaken with district investment groups (IGs). Moreover, for specific programmes, private actors will be involved in the regular management of implementation.

Success of DDS for Huye District will also come true under effective coordination with District partners and donors to avoid duplications and gaps in programs and projects. In this regard, the District will have to plan with partners to avoid resources scarcity. Furthermore, the Joint Action District Forum (JADF) will be responsible for coordination of DDS implementation, particularly ensuring that District priorities are well addressed. The following table highlights some specific roles and responsibilities that are assigned to particular stakeholders.

*Table 155: Potential Stakeholders for Huye DDS Implementation*

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
<b>ECONOMIC TRANSFORMATION</b>			
<b>1</b>	<b>Agriculture</b>	International ALERT & Profemmes Twese hamwe	Empower and promote citizen participation in agriculture planning and budgeting
		ONE ACRE FUND (TUBURA)	Support farmers to increase agriculture productivity and sustainability
		VETERINAIRE SANS FRONTIERES/Belgique & Urugaga IMBARAGA	- Promote veterinary services -Promote livestock production and productivity
		DUHAMIC-ADRI	- Empower and support rural farmers in agriculture development - Provide assistance to youth farmers' groups
<b>2</b>	<b>Private sector Development &amp;</b>	DOT Rwanda	- Empower youth in business, employment and entrepreneurship

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
	<b>Youth Employment</b>	DUHAMIC-ADRI	- Empower and support rural farmers' groups and youth in economic development
		LUTI	- Support single mothers and orphans to reach job potentialities (hand craft activities)
		HPA	- Support vulnerable students in internship placement, coaching and provide start-up kits
<b>3</b>	<b>Transport</b>	RTDA	- Provide financial and technical support in the construction and management of transport infrastructure and services.
		WB	- Financing urban road infrastructure to promote local economic development
<b>4</b>	<b>Energy</b>	REG	<ul style="list-style-type: none"> <li>- Energy production</li> <li>- Rehabilitation, construction and extension of power lines, as well as provision of reliable and affordable energy</li> </ul>
		Private Sector (MOBISOL, BBOX, etc.)	- Provision of reliable and affordable off-grid energy (Solar energy)
		RDF	- Provide support in the provision of reliable and affordable energy to increase access to electricity (Through army week periods)
<b>5</b>	<b>Water and Sanitation</b>	WASAC	<ul style="list-style-type: none"> <li>- Water production</li> <li>- Provide financial and technical support in the construction and management of sewage systems</li> </ul>

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
			<ul style="list-style-type: none"> <li>- Rehabilitation, construction and extension of water pipelines, as well as provision of reliable and affordable water across the District</li> </ul>
<b>6</b>	<b>Urbanization and Rural Settlement</b>	RHA	<ul style="list-style-type: none"> <li>- Provide financial and technical support in the review and update of Huye Master Plan</li> <li>- Provide financial and technical support in the upgrading of informal/illegal settlements</li> <li>- Provide financial and technical support in the development of affordable housing</li> <li>- Provide financial and technical support in the development of urban and rural settlement sites</li> <li>- Provide financial and technical support in the construction, rehabilitation and maintenance of public building</li> </ul>
		WB	<ul style="list-style-type: none"> <li>- Provide financial and technical support in the development of urban and rural infrastructure and services to promote local economic development</li> </ul>
<b>7</b>	<b>ICT</b>	DOT Rwanda	<ul style="list-style-type: none"> <li>- Support Youth Education in ICT</li> </ul>
<b>8</b>	<b>Environment and Natural Resources</b>	MINILAF	<ul style="list-style-type: none"> <li>- Provide financial and technical support in the increase and sustainable management of the District forests</li> </ul>
		VETERINAIRE SANS FRONTIERES/Belgique & Urugaga IMBARAGA	<ul style="list-style-type: none"> <li>- Provide financial and technical support on the use of green energy for cooking to reduce the use of fossil fuels</li> </ul>

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
9	Financial Sector Development	AFRICAN EVANGELISTIC ENTERPRISE (AEE)	- Empower and support OVC's youth and women cooperatives through saving groups
		ARTCF	- Empower and support vulnerable women groups through saving and credit promotion
		APROJUMAP	- Support and empower members of cooperatives
		CARE International	- Facilitate vulnerable women to access finance
SOCIAL TRANSFORMATION			
10	Social Protection	COMPASSION INTERNATIONALE through Protestant Churches (ADEPR, EAR, Restauration church, Methodiste, UEBR, EPR)	- Support vulnerable children from poorest families
		APROJUMAP	- Support vulnerable families
		CROIX ROUGE RWANDA	- Provide Assistance to victims of the war and other disasters and reintegration of families in bad conditions from the war
		CARITAS DIOCESAINE BUTARE	- Support poor and vulnerable families
		DUHAMIC-ADRI	- Support adult people from poor households
		WORLD VISION CLUSTER ISHEMA	- Provide social-economic assistance to Ovc's, poor families and farmers cooperatives
		GLOBAL COMMUNITIES	- Support local NGO's to implement integrated livelihood's program (AEE, ADEPR, Duhamic)

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
		LUTI	- Support single mothers and orphans to reach job potentialities
		HPA	- Support vulnerable students in school fees, training for teachers, internship placement, coaching and provide start up kits
		CARE International	- Support vulnerable women to access finance
		CENTRE IGITI CY'UBUGINGO	- Support and empower Cooperatives of vulnerable people living with HIV
		ASSOCIATION MWANUKUNDWA	- Support vulnerable households
		AFRICA MISSION ALLIANCE	- Support vulnerable families
		YWCA	- Support the Out of school girls and single mothers through EDOAG Project and students from 12 YBE through Safe School Girls project
<b>11</b>	<b>Health</b>	WORLD VISION CLUSTER ISHEMA	- Provide assistance to poor and vulnerable families to access health services
		APROJUMAP	- Provide assistance to poor and vulnerable families to access health services
		CARITAS DIOCESAINE BUTARE	- Provide assistance to poor and vulnerable families to access health services
		MCSP	- Promote the reproductive maternal and new born and child health through "Maternal and Child Survival Program (MCSP)"
		MSH	- Empower Health system by strengthening activities in all health Centres and hospitals

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
		NSANGA Association	- Provide assistance in family planning and GBV trauma healing for marginalised groups
		HEALTH CARE FOUNDATION	- Promote the Prevention and Fighting against Diabetes, Blood pressure through education and Counselling
		SFH	- Disseminate HIV prevention, sexual reproductive health messages through life skills training for KPs (high risk youth) and reduction of population growth
		KUZAMURA UBUZIMA GROWING HEALTH	- Support non-assisted patients from different sectors in Hospitals
		CARITAS DIOCESAINE BUTARE	- Support vulnerable families and children in health services
		CENTRE IGITI CY'UBUGINGO	- Support and empower Cooperatives of vulnerable people living with HIV
<b>12</b>	<b>Education</b>	WORLD VISION CLUSTER ISHEMA	- Provide assistance in education to children from poor and vulnerable families
		APROJUMAP	- Support students in Secondary schools and universities
		CARITAS DIOCESAINE BUTARE	- Provide assistance in education to children from poor and vulnerable families
		ASSOCIATION MWANUKUNDWA	- Provide assistance to vulnerable students and youth to join vocational Centres
		DUHAMIC-ADRI	- Provide assistance to children (under 6yrs) in ECDs



N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
		HPA	- Support Vulnerable students in school fees, training for teachers, internship placement, coaching and provide start up kits
		ARTCF	- Provide education support to vulnerable women groups by reducing illiteracy
		CARE International	- Provide education support to vulnerable women groups and out of school adolescent girls to increase adult literacy
		FXB RWANDA	- Support children from vulnerable families in education
		HDI	- Provide assistance in education of female sex workers and their peer educators
		AFRICA MISSION ALLIANCE (AMA)	- Support students and youth in vocational Centres
TRANSFORMATIONAL GOVERNANCE			
14	Justice, Reconciliation, Law and Order	AFRICAN EVANGELISTIC ENTERPRISE (AEE)	- Promote unity and reconciliation
		ASSOCIATION MODESTE ET INNOCENT (AMI)	- Support vulnerable people including Genocide survivors, prisoners and ex-prisoners
		RWAMREC	- Facilitate Couples from VSL groups, Men engage clubs to perform the community around GBV prevention, youth people
		YWCA	- Provide assistance to out of school girls and single mothers through EDOAG Project and students from 12 YBE through Safe School Girls project

N°	INTERVENTION SECTOR	PARTNER/STAKEHOLDER	ROLE AND RESPONSIBILITY
		OPDE	- Promote the protection vulnerable children and reintegration in their families
		NSANGA Association	- Provide assistance in family planning and GBV trauma healing for marginalised groups
		CAPACITAR RWANDA	- Provide Trainings and undertake Dialogues for Counselling and Trauma healing for marginalised groups
		RWANDA FOR JUSTICE	<ul style="list-style-type: none"> <li>- Promote children rights</li> <li>- Fight against GBV</li> <li>- Provide assistance to victims of child sexual abuse</li> <li>- Provide direct assistance to victims to access justice and legal support</li> </ul>
		MHD	- Provide assistance in trauma healing
		CENTRE IGITI CY'UBUGINGO	- Support and empower cooperatives of vulnerable people living with HIV
		NEVER AGAIN RWANDA	- Promote Peace building, conflict resolution and Genocide commemoration
		TUMAINI FOUNDATION	- Bridge the gap for ex-prisoners psychological orientation and socio-economic integration
		SEARCH FOR COMMON GROUND	- Provide Training and Dialogue for youth population from Rwanda, Burundi and RDC Congo
<b>15</b>	<b>Sport and Culture</b>	MINISPOC	

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

Huye DDS implementation will be made possible by the emphasis of ownership, participation, communication and coordination among stakeholders, to ensure effective delivery of expected results as well as its sustainability. Therefore, as aforementioned, each organ will make sure to comply with its duties and responsibility, and will timely coordinate report and be accountable to others that fall under the same hierarchy.

Information sharing throughout the implementation process will be undertaken at all levels of implementation periods and shared among all concerned stakeholders and target groups such as CSOs, communities and general public. This is to mean that weekly, monthly, quarterly and annual progress reports on specific projects, programs and imihigo achievements, to form a basis for development dialogue. Furthermore, as part of transformational governance area, the District will use existing and all other possible channels for information dissemination and feedback acquisition from the general public about public programs and service delivery. In addition, these channels will be used to manage expectations for public expenditure, promoting behaviour change and innovations towards community contribution to the delivery of DDS outcomes and goals.

### 5.2.3. Risk mitigation strategies

For Huye DDS to be implemented various requirements will be needed and in case of unavailability of some inputs, planned projects and programs could not be realized. In this subsection, possible risks are identified and mitigation strategies formulated to ensure a strategic orientation of Huye District Development.

*Table 16: Huye DDS Risk analysis and mitigation strategies*

Risk Identification		Risk Analysis	Risk mitigation
Description of Risk	Period of identification	Probability	Action(s)
Limited reliability and validity of DDS Projects	During the elaboration stage	Low	- Consultation meetings to include all concerned stakeholders and population and to agree on reliable projects
			- Ensure that the DDS is aligned to the National strategic documents and District LED Projects
Limited involvement and participation of stakeholders	Preparation, Implementation and operation	High	<ul style="list-style-type: none"> <li>- Mobilize all possible stakeholders to be part of DDS preparation, implementation and operation in all levels of administration</li> <li>- District to play a key role in the coordination and communication of DDS progress across stakeholders</li> <li>- Advocacy by all relevant Institution mainly PROVINCE,</li> </ul>

<b>Risk Identification</b>		<b>Risk Analysis</b>	<b>Risk mitigation</b>
			MINECOFIN and MINALOC and District mobilization
Limited engagement of the private sector in the District Development Projects	Implementation	High	<ul style="list-style-type: none"> <li>- Set Strategic Mobilization of the Private Sector by District (Internal and external investors)</li> <li>- Provide incentives to attract private investment in the DDS plans</li> </ul>
Limited availability of funds	Implementation	High	<ul style="list-style-type: none"> <li>- Prioritization of projects based on available resources</li> <li>- Promote the efficient use of available resources</li> <li>- Mobilization of resources through partners and donors' channels</li> </ul>

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

Communication and marketing are ones of the key strategic components that will be strengthened for the DDS targets to be achieved. Communication was used throughout the elaboration and planning process whereby each involved stakeholder from the central to the local level was communicated and this made easier for coordinating and reaching a mutual consensus on the District priorities and strategies over the mid-term period of DDS implementation. In this regard, communication will continue to be a key strategy where through different platforms such as radio, television, newspapers, social media and community outreaches amongst many others will be used to disseminate information regarding District actions, achievements and needs.

In the same perspective, for some planned projects and programs to be achieved, there is a considerable need for stakeholders, partners and investors, as well as consumers of the district goods and services. In this regard, DDS document itself will serve as a marketing and resource mobilization tool to attract inputs. On the other hand, various channels, including those mentioned ones for communication, will be put in place and used for marketing purpose so as to attract as many as possible partners and investors in the District development process.

## **Chapter6. Monitoring and Evaluation**

For the evaluation of District performance towards the achievement of District targets, monitoring and evaluation exercise will be done at different levels where clearly defined roles and responsibilities are highlighted and measurement indicators identified.

### **6.1. Overview of the M&E Plan**

As mentioned, the monitoring and evaluation of DDS implementation will be undertaken at different levels and by different actors.

At village and cell levels, monitoring and evaluation exercise will be carried out by the Sector Executive Committee and Council. At this level, consolidated monitoring and evaluation reports will be submitted to the superior organ (District) on a quarterly basis for analysis.

At sector level, self-assessment will be done by the Sector Executive Committee in conjunction with the Sector Council Committee and quarterly reports submitted to the District. On the other hand, the District will conduct the monitoring and evaluation on the projects implementation implemented at sector level, and produces an annual performance report.

At the District level, a quarterly self-assessment for monitoring and evaluation will be undertaken and reports submitted to the province and line ministries, while an annual assessment will be conducted twice a year, facilitated by a joint national and provincial team.

For the monitoring and evaluation of DDS implementation to be achieved, a framework of action process is developed to ensure information availability to the District on an on-going basis. Therefore, on one hand, annual evaluations will be undertaken as self-evaluation or central government evaluation with regard to the implementation of annual action plans and performance contracts; while on the other hand two evaluation terms will be conducted (mid and end-term) for the overall achievement of DDS.

The following table outlines actors involved in the Monitoring and Evaluation process, as well as their roles and responsibilities.

*Table 177: Roles and responsibilities of actors in M&E process*

<b>Actor</b>	<b>Roles and Responsibilities</b>	<b>Means of Verification</b>	<b>Periodicity</b>
<b>Central government</b>	<ul style="list-style-type: none"> <li>- Develop M&amp;E policy and guidelines</li> <li>- Conduct quality assurance of the alignment between District and ministries' priorities</li> <li>- Conduct annual evaluation of District performance</li> </ul>	<ul style="list-style-type: none"> <li>- M&amp;E policy and guidelines</li> <li>- Annual evaluation reports</li> </ul>	- Annually
<b>Province</b>	<ul style="list-style-type: none"> <li>- Conduct quarterly assessment of the implementation of national and district priorities</li> </ul>	- M& Reports	- Quarterly

<b>Actor</b>	<b>Roles and Responsibilities</b>	<b>Means of Verification</b>	<b>Periodicity</b>
	- Monitor and evaluate District performance contracts		
<b>District executive committee</b>	- Coordinate, monitor and evaluate the implementation of national and DDS priorities - Adopt and ensure effective implementation of the District annual action plans and annual performance contracts	- Self M&E reports	- Monthly - Quarterly - Annually
<b>JADF</b>	- Participate in the implementation of District priorities - Ensure exchange and collaboration between District and partners	- Accountability day reports - District reports	- Quarterly - Annually
<b>Population</b>	- Contribute to the implementation of the District priorities - Participate in the open and accountability weeks	- Accountability week reports - District reports	- Quarterly - Annually

## **6.2. Management Information Systems for DDS M&E**

Throughout the implementation of Huye DDS projects, the use of Management Information Systems will be enforced to ensure effective monitoring and evaluation. Following are those systems that will be used.



**MEIS** – Currently used for monitoring and evaluation of District infrastructure development projects, the system will continue to be used for the same purpose by supporting Social Protection Process and economic development. The system is designed in a way that all components and information of any particular projects are capture throughout the planning, implementation and post implementation process to ensure effective allocation and efficient use of resources towards the achievement of the objectives and targets. The system also serves as a bridging platform between local and national level where the District fill in the information concerning a program or projects and the system generates consolidated information that facilitates LODA to monitor and evaluate what is being done at District level.

## Chapter7. Cost and Financing of Huye DDS

## 7.1. Huye DDS Costing

The overall costing of Huye District Development Strategy has been done counting each planned strategic intervention that will contribute to the District priorities to move forward, hence contributing to the social economic development of the entire population while ensuring sustainable governance across the District and beyond its limits. On the other hand, necessary resources to finance DDS implementation will be allocated from different stakeholders and actors such as Government transfers, District own revenues, external partners and donors, the private sector contribution, as well as the District population. The following table presents budget allocated for each implementation period of DDS, categorized under each pillar and priority areas.

Table 18: Huye DDS planned budget cost per year

[illegible]

[illegible]

As shown in the previous table, the total budget projected for the implementation of Huye District Development over the period of size years is **Rwf 324,296,768,509.**

## **7.2. Financing Mechanisms**

For the District Development Strategy to be implemented, strategic financing mechanisms will be taken to mobilize funds. Following are some of the initiatives to be considered:

1. As long as the District will be implementing some projects that are meant to contribute to Sector strategies such as agriculture, urbanization, water, energy, social security safeguards amongst others; the District shall collaborate with the concerned ministries to allocate funds that will be used to implement some particular development projects.
2. Huye District, as an autonomous organ, will use its mandate to raise its own revenues through taxes and fees collection, where part of it will be used to implement DDS projects, at the same time ensuring District functionality in effective service delivery.
3. Public Private Partnership (PPP) is another important approach that shall be used by the District to allocate funds by working closely with the Private Sector in development projects, particularly those that will contribute in the creation of more jobs, at the same time attracting more investments in the District.
4. The District will also funds that are allocated from the central government to finance some bigger projects that would not be realized at local level without high level intervention.
5. Another approach that will also facilitate the District to implement some DDS planned projects will be to partner with local NGOs, CBOs and other donors that contribute to the District social economic Development through different ways.

6. Finally, the District shall encourage and work closely with the population through community works and other voluntary initiatives as one of the sustainable approaches to achieve common District and overall national targets with limited financial resources.

## **7. CONCLUSION AND RECOMMENDATIONS**

The elaboration of Huye District Development Strategy has been in intensive exercise that involved various stakeholders from all levels throughout the process. It was undertaken into different phases starting from the identification of the District Priorities based on the analysis of its strengths, weaknesses, opportunities and threats; the Local Economic Development (LED), as well as the aspirations of the national, regional and international policy frameworks, the National Strategy for Transformation being the lead.

As a District that host one of the Secondary Cities in the Country, Huye envisions at attracting more population and investments in the urban area, where at least 30% of the District will be urbanized. This will be done in respect to the national direction which is to promote urbanization that is climate resilient through GHGs emissions reduction. In this respect, Huye will be developed as a green secondary city, where all associated infrastructure and facilities will be developed in compliance with green guidelines, hence leading to the achievement of Green Economy.

Therefore, it is intended that all planned activities and projects in this document will be implemented through District annual plans, District Performance Contracts and action plans. The overall budget cost of Huye DDS is Rwf 324,296,768,509 and involves different kinds of resources that will be allocated not only at the District level, but also from other District stakeholders.

For effective implementation and achievement of the targets, following recommendations shall be considered:

- Reinforce awareness and ownership of the document and its implementation among District population and all concerned stakeholders
- Strengthen strategic partnership with the Private Sector through PPP
- Undertake regular monitoring and evaluation of the DDS implementation to ensure that any of the desired outcomes are missed out

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**Annex1. Questionnaire survey for the community priority needs in the 2018/19-2023/24 period**

<b>IBITEKEREZO BIKENEWE MU GUTEGURA INGAMBA Z'ITERAMBERE RY'AKARERE KA HUYE MURI GAHUNDA YA GUVERINOMA Y'IMYAKA 7 (7YGP) kuva 2017 kugeza 2024</b>		
<b>Umurenge (Sector): .....</b>		
<b>Akagali (Cell): .....</b>		
<b>Umudugudu (Village): .....</b>		
<b>No</b>	<b>IBYICIRO (PILLARS)</b>	<b>IBIKORWA BY'INGENZI BIZIBANDWAHO (PRIORITY PROJECTS)</b>
<b>1</b>	<b><u>UBUKUNGU (ECONOMIC)</u></b>	
	Bugizwe n'ibi bikurikira:	1)
	Ibikorwa remezo ( <i>imihanda, amashanyarazi, amazi meza, imiturire, amashuri amavuriro, , , ) Ubuhinzi n'ubworozi, Inganda, Ubucuruzi, Ubukerarugendo</i>	2)
		3)
		4)
		5)
<b>2</b>	<b><u>IMIBEREHO MYIZA (SOCIAL)</u></b>	
	Igizwe n'ibi bikurikira:	1)
	Ubuzima, Uburezi	2)
	n'ubwiyongere bw'abaturage,	3)
	Kurengera abatishoboye,	4)
	Umuco, Ubwiteganyirize,	5)
	Imikino n'imyidagaduro	
<b>3</b>	<b><u>IMIYOBORERE MYIZA (GOOD GOVERNANCE)</u></b>	
	Igizwe n'ibi bikurikira: Gutanga servisi nziza, gukemura ibibazo by'abaturage,	1)
	Ubukangurambaga bugamije guhindura imyumvire	2)
	y'abaturage, Uburinganire	3)
	bw'umugabo n'umugore,	4)
	Itangazamakuru	5)

**Biteguwe na:**

**Annex2: Consolidated Huye DDS Priorities from Sector levels**

<b>ECONOMIC TRANSFORMATION</b>			
<b>Strategic Interventions</b>	<b>Projects-Activities</b>	<b>Sector</b>	<b>Specifications</b>
<b>1. Value addition to local crops – drying facilities</b>	1. Extend drying facilities for rice and maize	Tumba	Cyimana cell
		Mbazi	Rugango, Mutunda, Gatobotobo
	2. Construct drying facilities for maize	Kigoma	- 2 drying facilities (Musebeya, Karambi)
<b>2. Private investors in Land consolidation</b>	3. Rehabilitation of marshlands	Tumba,	Mpaza marshland
		Huye	
		Mbazi	Mutunda, Gatobotobo, Rugango and Kabuga
		Karama	- Agatorove 30ha - Agatobwe 45ha - Kibingo 15ha - Kinyamaganga 25ha
		Maraba	Shyembe, Shanga, Kanyinya, Kabuye
		Mukura	- Akarera: 20ha - Mpaza: 15ha
		Rusatira	Simbuka (Kimirehe Cell)
		Simbi	Ruhoboba, Kabakanka, Kirutamwogo, Gisenyi (Approximately 70ha all)

	4. Increase and rehabilitate irrigation infrastructure	Rwaniro	Mwogo and Rusuri Marshlands
	5. Train Water Users Associations	Mukura	- Cooperative working in Mukura Marshland (Bukomeye Cell)
		Rwaniro	Cells in proximity to Mwogo and Rusuri marshlands
	6. Train local farmers on modern agriculture and <i>"Twigire Muhinzi"</i> Program	Rusatira	All Cells
		Rwaniro	All Cells
	7. Increase land for rice Plantation	Mukura	155ha (Bukomeye,Buvumu,Icyeru and Rango A)
	8. Increase land for beans plantation	Mukura	1250ha (Bukomeye,Buvumu,Icyeru and Rango A)
	9. Increase land for maize plantation	Mukura	360ha (Bukomeye,Buvumu,Icyeru and Rango A)
	10. Increase land for cassava Plantation	Mukura	80ha (Bukomeye,Buvumu,Icyeru na Rango A)
	11. Increase land for banana plantation	Mukura	50ha (Bukomeye,Buvumu,Icyeru and Rango A)
<b>12. Private investors in irrigation</b>	13. Marshland Irrigation	Kinazi	Nyamukana and Sazange (Sazange and Gahana Cells)
		Tumba	50 machines

	14. Buy irrigation machines (For hillside irrigation)	Kinazi	10 machines (5cells)
		Simbi	Kabusanza, Gisakura and Nyangazi
	15. Carry out Hillside irrigation	Kigoma	50ha (Musebeya, Kabuga, Nyabisindu and Karambi)
		Mukura	20ha (All Cells)
		Rusatira	Gafumba and Kimuna
<b>16. Increase land covered by terraces</b>	17. Increase Land Covered by Radical Terraces	Karama	50ha (All Cells)
		Mukura	50ha (Bukomeye Cells)
	18. Increase land covered by progressive terraces	Rusatira	Kimina and Gafumba
<b>19. Ensure and increase access to improved seeds</b>	19. Improved seeds production Centre for banana, maize, beans, vegetables, flowers	Tumba	Cyimana, Cyarwa and Mpare
	20. Establish a Centre for improved seeds production	Rwaniro	For cassava and rice
		Simbi	For cassava, maize, beans, etc
	21. Increase the use of Improved seeds for maize	Mukura, Ruhashya	6000Kg (Bukomeye,Buvumu,Icyeru and Rango A)
	22. Increase the use of Improved seeds for cassava, sweet potatoes, banana and maize	Ruhashya	All Cells

	23. Improved seeds production for maize, soybeans, irish potatoes, beans and fruits	Karama	All Cells
	24. Improve cassava plantation	Karama	All Cells
	25. Establish Improved seeds production Centre for cassava	Kigoma	Musebeya
<b>26. Ensure and increase access to fertilizers</b>	27. Increase the use of Chemical fertilizers	Mukura	30 T of DAP, 20 T of NPK ,30 T of Urea and 50 T of Ishwagara
<b>28. Post harvesting storage</b>	28. Establish storage facilities	Tumba,	Sector level
		Huye	Each Agricultural Cell
		Mbazi	Rugango, Mutunda, Gatobotobo
		Kigoma	Karambi
		Kinazi	Sazange, Gitovu, Byinza, Kabona and Gahana
		Mukura	Buvumu and Bukomeye Cells
		Rusatira	Buhimba
		Rwaniro	Kibiraro (Rice, maize and beans)
		Simbi	At Sector Level
<b>29. Engagement of private sector in agri-business</b>	29. Plantation of rice and vegetables	Ngoma	Ngoma and Butare and Kaburemera Cells
		Kigoma	From 110ha to 160ha

	30. Increase land for rice plantation	Maraba	Buremera, Kabuye, Shanga, Shyembe Cells
	31. Increase land for banana plantation and production	Kinazi	Buremera, Kabuye, Shanga, Shyembe Cells
	32. Increase land for Avocadoes Plantation	Mukura	15ha (Buvumu, Bukomeye and icyeru Cells)
	33. Increase land for Horticulture (Fruits and vegetables)	Rwaniro	All Cells
	34. Fish farming (Fish ponds)	Ngoma	Butare Cell
<b>35. Develop Agro-Industry</b>	35. Develop Processing Industries for rice	Mbazi	Mutunda
		Rwaniro	Gatwaro
	36. Develop Processing Industries for maize	Mbazi	Mutunda
		Mukura	Buvumu
		Rusatira	Kimuna
		Rwaniro	Gatwaro
	37. Develop Processing plant for banana	Mbazi	Mutunda
		Kigoma	Musebeya
		Mukura	Bukomeye and Rango A
		Rusatira	Kiruhura
	38. Slaughter house	Tumba	
		Ruhashya	Rugogwe
	39. Slaughter house for pigs	Mbazi	Gatobotobo

<b>40. Value addition and production of exports</b>	41. Value addition and production of coffee	Huye	Nyakagezi, Sovu, Muyogoro
		Karama	Kibingo Cell
		Kigoma	Gishihe, Kabatwa, Karambi
		Maraba	Buremera, Shanga, Shyembe, Kabuye, Kanyinya and Gasumba Cells
	42. Establish peeling plants for coffee	Kigoma	2 coffee plants (Kabatwa and Gishihe)
<b>45. Upscale mining</b>	43. Establish coffee frying plants	Kigoma	1 plant (Karambi)
	44. Establish a coffee processing plant	Simbi	Nyangazi Cell
	45. Mineral exploration	Kigoma	Rugarama
		Rwaniro	Kamwambi, Nyaruhombo and other cells
	46. Use modern techniques for mining extraction and processing	Rwaniro, Simbi	
<b>49. Private Sector &amp; Youth Employment/Guha nga umurimo</b>	47. Establish a mining procession factory	Rwaniro	Kamwambi and Nyaruhombo Cell
	48. Conduct a disaster risk management study for mining	Rwaniro	
	49. Development activities (Crafts, playgrounds, hotels, market, milk collection	Tumba	Cyarwa and Cyimana Cell (Agasharu, Taba, Kigarama and Akamuhoza villages)

	Centre, gardens, garages, children recreation areas)		
	50. Train and provide start-up tool kits to youth and cooperatives in professional works (Carpentry, Construction, handcrafts, ...)	Rwaniro	
	51. Promote crafts	Karama, Ruhashya	Clothes making (Gahororo Cell)
	52. Establish a multiservice Centre	Rwaniro	Nyamabuye
	53. Construct Motels/Lodges	Rwaniro	
<b>54. Construction of urban roads</b>	54. Construction of Paved roads	Tumba	- Mukoni-Agateme-Cyarwa-Gisagara - Cyarwa-Kimana-Kibirizi-Gisagara
		Huye	- Industrial Park - Agahenerezo/Rukira - Kamatyazo/Ngoma uhuza imihanda Huye - Nyamagabe na Huye – Nyaruguru - Muyogoro/ Nyarwumba – Anthene/Huye - Muyogoro – Nkamatira – Rwaza - Rugerero



		Mbazi	- Nkundabagenzi-Gako
		Ngoma	- Ngoma- matyazo - Rwabayanga-ngoma-irimbi-mpare - Magerwa- rwasave-arboretum-mukoni <b>(Bypass)</b> - Ngoma cemetery-paroisse ngoma-matyazo - Not-stoned roads in Taba
		Mukura	- Rango-Kihene-Mburamazi, - Rango-Buzana
	55. Construction of Access roads	Tumba	- Agateme-Urunana-Rwasave - Gitwa Cell-Rango - Mukoni-Mpare dancing-Kadahokwa - Roads in Cyarwa Cell, Agasharu and Cyiri villages
	56. Road servicing in Urban residential sites	Tumba	
		Kinazi	- Gahana, Kabona and Gatovu - Other villages appearing on the master plan
<b>56. Construction of rural roads</b>	57. Construction of new roads	Mukura	Cyili-Sata: 5km
		Rwaniro	• Rwaniro - Rwabicuma (Mwendo, Nyaruhombo and Kamwambi Cells)

				<ul style="list-style-type: none"> <li>•Rwaniro Sector office-Rusuri-Shyunga-Mwendo-Kinazi Sector-Rwambariro</li> <li>•Gatwaro-Kibiraro-Mwendo</li> </ul>
			Simbi	<ul style="list-style-type: none"> <li>•Kabusanza – Rugango (6Km)</li> <li>•Simbi – Rugogwe (7Km)</li> <li>•Kabusanza – Rusagara</li> <li>•Cyendajuru – Kabusanza - Rugogwe</li> </ul>
<b>57. Rehabilitation of existing roads</b>	58. Rehabilitation of Urban roads	kinazi		Retaining walls on the National (Gahana/Gasaka)
	59. Rehabilitation of rural roads	Maraba		Kagoma-Nkoto-Karama, Gasumba-Kinazi-Ep Buremera-Nyarusange-Shanga
		Mukura		50 km: Akayenzi-Kibuye cya shari, Rujumbura-Akaremera, Akabuga-Akamahinda-Nyagisenyi, Akabuga-Cell Office, Akabuga-Nyagisenyi, Bweramana –Shori, Mubumbano Health Centre-Cell Office, Rwinuma-Kabakobwa, Buzana-Kabakobwa
		Ruhashya		Karama-Rugogwe
		Rusatira		Roads connecting Kimirehe and Byinza Cells
	60. Rehabilitation of access roads with	Tumba		Cyarwa, Gitwa and RangoB
		Mbazi		Gatobotobo

	provision of drainages alongside		
	61. Rehabilitation of roads by VUP to become Feeder roads	Huye	<ul style="list-style-type: none"> <li>•Muyogoro/ Rwankoni – Nyakagezi – Sovu</li> <li>•Huye/Muyogoro/Rwaza – Gishamvu/Ryakibogo/Kiduha</li> <li>•Huye/Muyogoro/Rwankoni – Gishamvu/Ryakibogo</li> <li>•Huye – Maraba</li> <li>•Huye – Ngoma</li> <li>•Huye – Mbazi/Rugango</li> <li>•Huye/Rukira – Mbazi/Kabuga</li> </ul>
	62. Construction of feeder Roads	Mbazi	Rugango-Rusagara-Rugogwe
		Kinazi	Kiyovu – Cyiri Kigarama – Mwendo
		Mukura	Bweramana-Sholi
		Rusatira	Buhimba-Kimirehe-Kimuna
		Simbi	Kabusanza-Rugango Kabusanza-Gisakura-Nyangazi (11Km)
	63. Rehabilitation of feeder roads by constructing drainages along	Simbi	Gako-Simbi-Cyizi Simbi-Kabakobwa Digue Simbi-Kigoma
<b>62. Construction of bridges</b>	64. Construction of bridges	Tumba	Bridges on road Rwasave-Gisagara (Cyarwa Cell)
		Ngoma	- Huye sector-Ngoma sector

			-Ngoma and Mpare cell(tumba) -matyazo-kaburemera) -Butare cell –save) -Kamucuzi village & Ruvuzo -Ngoma ii, Ngoma vi, Bukinanyana, Rwabayanga, Ngoma i
		Mbazi	Gahenerezo-Kabuga Rwabuye-Kabuga
		Kigoma	Gishihe
		Maraba	Nyirarusine, Kagoma, Cyarumbo (Gasumba and Shyembe Cells)
		Mukura	Bukomeye-Buvumu Mburamazi-Rujumbura Kabakobwa (Buvumu and Rango Cells)
		Rwaniro	•Rwaniro-Nyamagabe (Kaviri bridge) •Ntaruka bridge
		Simbi	•Runukangoma bridge •Musonga bridge (Gisakura Cell)
	65. Rehabilitation of non-sustainable bridges	Huye	All cells
		Ruhashya	All Cells

		Rwaniro	<ul style="list-style-type: none"> <li>• Kivu bridge</li> <li>• Rusuri bridge</li> <li>• Agasuma bridge (Shyunga, Kamwambi, Mwendo Cells)</li> </ul>
		Simbi	Rusuma bridge (Kabusanza Cell)
<b>63. Storm water management</b>	66. Construction of Drainages	Kigoma	2 drainages in Karambi Cell
<b>64. Urbanization</b>	67. Develop detailed physical plans	Huye	Rukira (Magonde, Kanazi, Agahenerezo, Agasharu, Agacyamu, Rugarama, Nyanza)
		Mukura	Rango A and Icyeru
	68. Construction of a bus terminals (Parkings)	Kinazi	Gahana Cell (Parking and Petrol Station)
		Mukura	Rango A
	69. Construction of Affordable Houses	Mukura	Rango A
	70. Develop Green Open Spaces	Huye	Rugarama, Kanazi, and Agacyamu sites
		Mukura	Rango A and Icyeru
	71. Public/Street Lighting	Huye	Agahenerezo/Rukira – Kamatyazo/Ngoma Joining roads Huye - Nyamagabe and Huye – Nyaruguru
		Mbazi	Rwabuye-Sector office-Byiza Centre

		Maraba	Shyembe, Shanga
		Mukura	National Road to kanyaru Rango-Buzana, Rango-Mburamazi
		Rusatira	Kinkanga and Rugarama Centres
<b>65. Urban transport</b>	72. Establish Public Transport	Mbazi	City Centre – Byiza Centre
<b>66. Tourism Development</b>	73. Promotion of other touristic sites	Ngoma	Arboretum (Butare Cell)
		Karama	Intebe y’abasizi (Buhoro Cell)
		Kinazi	Cultural –Historical House in the former King Palace (Sazange/Giseke)
		Maraba	Coffee based Ibisi bya Huye Forest Umuwumu wa Semugisha
	74. Artificial Lake	Ngoma	Lower side of Credo Hotel
	75. Rehabilitation of the Museum to high level	Ngoma	National Ethnographic Museum
	76. To write ancient history	Rwaniro	Rwaniro war and Genocide history
<b>67. Increase areas covered by forest to 30%</b>	77. Rehabilitation and Management of forests	Huye	Ibisi bya Huye Forest
		Rwaniro	Nyamabuye, Gatwaro, Nyaruhombo, Kamwambi, Kibiraro and Mwendo Cells
	78. Increase forests cover	Karama	40,000 trees/year (All 5 cells)
		Kigoma	400,000 trees

		Mukura	40ha (Bukomeye, Buvumu, Icyeru)
	79. Increase agro-forestry trees	Kigoma	80,000 trees
	80. Plant trees in residential areas	Karama	20,000 trees/year (All cells)
	81. Promote agro-forestry and forest industry (Carpentry, construction and handcraft)	Rwaniro	
<b>68. Water Resource Management</b>	82. Management of water flows from rivers	Simbi	Protection of Mwogo river and other water streams towards Mwogo
<b>69. Use of renewable energy</b>	83. Increase number of HHs using biogas	Mukura	20 HHs (All Cells)
	84. Rehabilitate existing biogases	Simbi	28 biogases
	85. Increase Number of HHs that use cooking gases	Mukura	300 HHs (Rango A)
<b>70. Finance and savings</b>	86. Construction of modern markets	Mukura	Rango A
		Kinazi/Arrete	Gahana-Kegera Village
		Rusatira	Kimuna, Kiruhura (Rugarama), Buhimba (Kinkanga)
		Rwaniro	Gatwaro
	87. Expansion of local markets	Huye	Muyogoro and Sovu

	88. Construction of selling points for vegetables	Simbi	Mugobore/Nyamirama Village
	89. Establish a Training Centre	Kinazi	Gahana-Cyegera Village (Used to be a Professional School –SERAI)
	90. Mobilize Youth and women to work with financial institutions	Mukura	120 Youth and Women (All Cells)
<b>71. Promotion of available local construction materials</b>	91. Construction of modern Kilns	Mbazi	Kabuga
		Mukura	Icyeru and Rango A
<b>72. ICT Promotion</b>	92. Increase number of computers in the Access Points	Mukura	In the Sector
<b>SOCIAL TRANSFORMATION</b>			
<b>1. Construct and upgrade facilities adequate infrastructure with Health</b>	1. Rehabilitate Health Centres	Karama	Maternity (Karama Health Centre)
		Kigoma	Karambi Health Centre
		Rwaniro	Rwaniro Health Centre and construct a maternity
	2. Establish Health Centres	Kinazi	Upgrade Kinazi Health Post to become a Health Centre
		Rwaniro/Mwendo	Upgrade Mwendo Health Post to become a Health Centre
	3. Construct Health posts	Tumba	Cyarwa, Cyimana Cell
		Huye	Nyakagezi Cell
		Mbazi	Rugango



		Mukura	2 HPs (Buvumu, Icyeru)
		Ruhashya	5 HPs (Karama, Gatovu, Mara, Busheshi, Rugogwe)
		Rwaniro	5 HPs (In 5 Cells)
		Simbi	Kabusanza, Cyendajuru and Nyangazi Cells
	4. Rehabilitation of health posts	Huye	Rukira Health Post
	5. Provision of water and Electricity to health facilities	Huye	Nyakagezi Health post
		Rwaniro	Rwaniro and Mwendo Health facilities
		Simbi	Gisakura Health Post (Electricity)
<b>2. Poverty Graduation</b>	6. Provision of cows to poor households	Kigoma	500 cows (All Cells)
		Mukura	500 cows (All Cells)
	7. Provision of small livestock	Kigoma	2000 goats and 2000 pigs
	8. Provide works to Women HHs Heads	Mukura	100 women
<b>3. Other nutritional interventions (CBO, FBO&lt; NGO...</b>	9. Promote and reinforce kitchen gardens for vegetables	Karama	All villages
<b>4. increasing the number of students pursuing TVET</b>	10. Rehabilitation of TVETs	Rwaniro	Mwendo (To be consolidated and transformed into a strong and capable TVET school)
	11. Construction of TVETs	Mbazi	Mutunda
		Karama	Gahororo Cell

		Kigoma	Shanga
		Kinazi	Nyarusange
		Maraba	Shyembe
		Mukura	3TVETs (Buvumu, Icyeru and Rango A)
		Ruhashya	Karama
		Rusatira	Gafumba
		Rwaniro	Kibiraro
		Simbi	Cyendajuru
<b>5. Improve the quality of Education</b>	12. Provide Salaries to Nursery schools' teachers	Ruhashya	All Cells
<b>6. School construction and rehabilitation</b>	13. Construction of ECEs	All Sectors	1 in each cell
	14. Construction of ECDs	All Sectors	1 in each cell
	15. Construction of new schools	Ruhashya	9YBE (Gatovu)
	16. Rehabilitation of existing schools	Karama	EP Kibingo EP Buhoro
		Ruhashya	EP RUKUBIRO, RUHASHYA, MARA RUGOGWE

		Kinazi	Kinazi Maza EP Remera EP Buremera EP Gitovu
		Rusatira	EP Kato (Kimirehe Cell)
		Rwaniro	Rwaniro PS Rugarama PS Gashoba PS (To be extended and make it GS to accommodate pupils from Mwendo and Shyunga Cells)
<b>7. IT in schools</b>	17. Establish smart classrooms	Karama	GS Karama GS Muhembe
		Maraba	GS Mugano, GS Kabuye, GS Shyembe
<b>8. Universal access to electricity</b>	18. Increase access to electricity	Tumba	Cyarwa, Cyimana, Mpare Cells (Agasharu, Mukoni-Runana, Icyiri and Cyimana-Kamuhoza)
		Mbazi	All 46 villages
		Karama	Muhembe and Bunazi
		Kinazi	Sazange, Gitovu, Gahana, Kabona (Ruvugizo, Rwambariro, Remera and Mugejuru Villages)
		Rusatira	Gafumba and Kimirehe Cells

	19. Rehabilitation of electricity network poles	Tumba	
<b>9. Universal access to water</b>	20. Increase access to safe water	Karama	Bunazi, Muhembe, Gahororo, Kibingo
		Kinazi	Ruvugizo, Mugejuru
		Maraba	Buremera, Gasumba, Kabuye
		Rusatira	Buhimba, Kimirehe, Kiruhura, Mugogwe, Kimuna
		Rwaniro	Kamwambi, Nyaruhombo, Mwendo and Shyunga Cells
		Simbi	Kabusanza, Gisakura, Nyangazi
	21. Increase the number of public water taps	Tumba	Cyarwa, Cyimana, Mpare
	22. Increase the existing water capacity	Rwaniro	Nyamabuye, Gatwaro and Kibiraro Cells
<b>10. Increase access to internet and broadband</b>	23. Connect administrative offices to Optic fiber	Rwaniro	• Rwaniro Sector ((the line could be Rugarama-RUHASHYA-RWANIRO KIGOMA))
	24. Connect public institutions with wireless internet	Rwaniro	Rwaniro Sector Office Rwaniro Health Centre 7 Cell Offices 6 schools
<b>11. Recreation and Sports Promotion</b>	25. Rehabilitation of playgrounds	Karama	Gahororo, Kibingo (Football and Volley ball grounds)
		Rwaniro	Shyunga, Gatwaro and Gisiza football grounds

	26. Construction of an entertainment hall and playground	Kinazi	Gahana and Rwambariro
		Rwaniro	<ul style="list-style-type: none"> <li>Construct BB and VB grounds in all 7 cells</li> <li>Construct BB and VB grounds in all 6 schools</li> </ul>
	27. Rehabilitation of Stadiums	Karama	Byiza stadium
<b>12. Rural settlement</b>	28. Layout plans and infrastructure servicing	Karama	Kibingo, Gahororo, Buhoro and Muhembe
		Mukura	Bukomeye, Buvumu, Icyeru
	29. Relocated HHs from HRZ and Scattered Settlements	Kigoma	600HHs (All Cells)
		Mukura	100HHs (Bukomeye, Buvumu, Icyeru)
	30. Relocate HHs from the mining sites	Rwaniro	Kamwambi and Nyaruhombo Cells
	31. Construct affordable houses in IDP model villages	Rwaniro	Mwendo, Nyamabuye and Kamwambi
	32. Allocate Cemetery sites	Rwaniro	Nyaruhombo, Kamwambi
<b>13. Improve access to sanitation</b>	33. Construct Public Toilets	Kigoma	Karambi, Nkenke
		Maraba	Commercial Centres
		Rusatira	Kiruhura (Rugarama), Buhimba (Kinkanga)

		Rwaniro	Nyamabuye, Gatwaro, Kibiraro and Kamwambi Cells (Along feeder roads)
	34. Establish a Public Landfill	Maraba	Kibirizi Centre (Shyembe)_
	35. Establish waste collection points	Simbi	Whole Sector
	36. Reinforce sanitation clubs	Simbi	Whole Sector
<b>TRANSFORMATIONAL GOVERNANCE</b>			
<b>1. Enhance capacities of local administration entities and performance</b>	1. Construct and Equip Administrative Offices	Tumba	Tumba Sector Office
		Mukura	Rango A Cell
		Ruhashya	All Villages
	2. Rehabilitate and Equip Administrative offices	Mukura	Icyeru, Buvumu and Bukomeye Cells
		Ruhashya	All Cells
	3. Fill in the positions required employees according to MIFOTRA Organigram	All Sectors	All Sectors
	4. Increase Sectors Budget for functioning	All Sectors	All Sectors
	5. Establish cultural groups	Huye	Each Cell

<b>2. Preserve and Promote Rwanda culture</b>	6. Establish Kinyarwanda and Rwandan culture clubs into secondary schools	Huye	All Secondary schools
	7. Establish Kinyarwanda and Rwandan culture clubs at local level	Rwaniro	All Cells
<b>3. Fight Against Genocide Ideology</b>	8. Construct a Genocide Memorial Site	Ngoma	Butare Cell
	9. Establish a club (Itorero) grouping Genociders and Genocide survivors	Mukura	All Cells
	10. Mobilization on "Ndi Umunyarwanda Program"	All Sectors	All Villages
	11. Establish Unity and Reconciliation Committees	All Sectors	All Villages
<b>4. Increase district revenue generation capacity</b>	12. Increase revenues and tax collection	Kigoma	From 42,000,000 to 60,000,000Rwf
<b>Justice, Laws</b>	13. Train Committees in charge	All Sectors	All Cells

	of fighting against corruption		
<b>5. Security and Safety</b>	14. Train Community Policing Members	All Sectors	All Villages
	15. Establish Police Stations	Mukura	Rango A
		Rwaniro	
<b>6. Reinforce values and culture of excellence, patriotism</b>	16. Provide certificates to people with high values and culture of excellence (Abarinzi b'Igihango)	All Sectors	All Villages
<b>7. Clean financial audit report</b>	17. Reinforce working modalities towards a clean financial audit report	All Sectors	



*Table 19: detailed list of meetings conducted with all stakeholders*

<b>NO</b>	<b>DATE</b>	<b>MEETING AGENDA</b>	<b>NUMBER OF PARTICIPANT</b>	<b>ATTENDANTS/PARTICIPANTS</b>
1	8-12/05-2017	Identification of priorities at village level through Community Outreaches for the 7YGP (Ruling Party Manifesto)	161,407	Community, Village leaders, Cell leaders, Sector leaders, District technicians, District Authorities, Representatives of the Ruling Party
2	31-10-2017	Identification of needs and Priorities at Cell level for Huye DDS Elaboration	70	Sector Executive Secretaries, Sector Planners, Sector Council representatives, District stakeholders (JADF, CBOs, Civil Society, PSF an NGOs, Security Council, District), District Directors of Units, District Authorities
3	15-11-2017	Consultative workshop on The Identification of District Priorities	30	Sectors leaders, JADF, PSF, District Directors of Units, District Technicians, District Authorities
4	16-11-2017	Consultative meeting on DDS Priority projects dissemination, awareness and ownership creation	639	Community leaders from all levels of administration, all District stakeholders (JADF, NGOs, CBOs, PSF, Security Council, District Council, District Technicians, District Authorities, Government Representative)
5	30-10-2017; 20-11-2017	3 Consultation workshops for Coordination and Prioritization at Provincial Level	36	Southern Province technicians, Province authorities, District Executive Secretaries, District Planners, DDS facilitators

<b>N0</b>	<b>DATE</b>	<b>MEETING AGENDA</b>	<b>NUMBER OF PARTICIPANT</b>	<b>ATTENDANTS/PARTICIPANTS</b>
6	30-11-2017; 22-12-2017	2 Evaluation workshops on DDS elaboration process, projects and priorities	17	District Council/Economic, Social and Governance commissions, CNF, CNJ, District Planner, District authorities, DDS Facilitator
7	19-12-2017	Consultative meeting on Agriculture Sector priorities in the District	49	Farmers representatives from all sectors, District Directors of Agriculture and planning units, District Authorities, International ALERT and PROFEMME TWESE HAMWE
8	24-12-2017	Consultation meeting with District people living out of Huye (The 15 <sup>th</sup> Sector) on DDS dissemination and ideas sharing	52	People living out of Huye District, District Directors of Units and District Authorities
9	28-12-2017	Presentation of DDS Priorities, Project, Locations and Targets for coordination Province level	116	RGB, Southern Province authorities and technicians, Districts authorities and technicians, DDS facilitators
10	29-12-2017	Consultative meeting on Projects, Priorities, Targets and Costs	32	District Council, Sector Executive Secretaries, District authorities

<b>N0</b>	<b>DATE</b>	<b>MEETING AGENDA</b>	<b>NUMBER OF PARTICIPANT</b>	<b>ATTENDANTS/PARTICIPANTS</b>
		with the District Council.		
11	08-10/01/2018	3 days Consultation workshop on cross checking and finalizing DDS Projects, Targets, Priorities and Costing	19	District Directors of Units, District Executive committee
12	14-16/03-2018	Consultation workshop for coordination at Provincial level	19	All District Planners from the Southern Province, Southern Province Planner and National Assurance Committee

- **Summary of discussions and results with all stakeholders**

As indicated in the table 19, various stakeholders and partners were engaged and contributed in the elaboration of the mid-term District Development Strategy, especially in identifying District needs and interventions to be undertaken for the District to develop in a transformative way across all sectors of interventions. The following table briefly outlines key discussions and results from different consultative meetings and workshops.

N°	Stakeholders	Summary of discussions	Results
1	Local leaders & authorities, District Technicians & Authorities, Sectors and District councils' representatives, JADF	<ul style="list-style-type: none"> <li>- Explanation of DDS and the alignment need to the national strategic framework (NST1, Vision 2050)</li> <li>- Needs identification at sector administrative level</li> <li>- Interventions and projects identification to respond to the identified needs</li> </ul>	<ul style="list-style-type: none"> <li>- DDS was well understood and how it complies with the National Strategic framework</li> <li>- Each administrative sector provided an exhaustive list of issues and needs to be addressed under DDS period</li> <li>- Specific interventions and projects were identified for the identified issues and needs to be addressed</li> </ul>
2	Sector leaders, District technicians & Authorities, JADF, PSF	<ul style="list-style-type: none"> <li>- Analysis of the consolidated issues, needs, interventions and projects</li> <li>- Sorting of District issues and needs and their specific interventions</li> <li>- Ranking of District priorities and key interventions over the DDS period</li> </ul>	<ul style="list-style-type: none"> <li>- A ranking list of District priorities and interventions over the DDS period</li> <li>- A Concise list of District priorities, interventions and projects ready for the matrix framework</li> </ul>
3	Local leaders, District stakeholders, District authorities and central government representative	<ul style="list-style-type: none"> <li>- Discussion on the consolidated District priorities</li> </ul>	<ul style="list-style-type: none"> <li>- Common agreement on the consolidated District priorities with new inputs</li> </ul>
4	Southern Province technicians & Authorities, Districts Technicians and	<ul style="list-style-type: none"> <li>- Discussion on the 8 District priorities and how their responds to the overall region</li> </ul>	<ul style="list-style-type: none"> <li>- Agreement on Key priorities that would play a cross-boundary role at provincial level</li> <li>- Key considerations noted and integrated in Huye DDS</li> </ul>

N°	Stakeholders	Summary of discussions	Results
	authorities in the Southern Province	- Key considerations in all 8 DDSs and in each particular District	
5	District Technicians, Authorities and JADF	- Sequencing of DDS interventions, projects and costing in the matrix framework	- Matrix framework with DDS projects sequenced with baselines, targets and costs
6	District Council & District Authorities and Technicians	- Discussion and assessment of the elaborated DDS, planned projects and interventions	- Agreement on the elaborated DDS with comments and new inputs