

# REPUBLIC OF RWANDA



## SOUTHERN PROVINCE

### MUHANGA DISTRICT

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*"Muhanga, Essential in Mining, Quarry and Commercial Businesses"*

# MUHANGA DISTRICT DEVELOPMENT STRATEGY:2018-2024

June, 2018

## **Acknowledgement**

The District Executive Committee wishes to express its sincere gratitude, appreciation, recognition and thanks to all the individuals and institutions that in one way or another involved to accomplish this task and without which it would have been difficult to complete on time.

Muhanga DDS is a result of the collaboration between MINALOC and Global Green Growth Institute (GGGI), an international organization dedicated to developing and diffusing green growth as a new development paradigm in Secondary Cities. We are very grateful for the financial and technical support of MINECOFIN. Our profound gratitude goes to the authorities and technical staff in particular those of the National Development Planning and Research (NDPR) Unit.

The District Executive committee extends its sincere thanks to the Provincial Steering Committee members for their proficient guidance and support in accordance with their stipulated mandate.

The District Authorities highly appreciates the guidance accorded by the District Council and JADF during the consultations and validation workshops. The various insights that came up from the District Council and JADF provided direction to inform the six-year priorities, implementation process, the policy actions and the monitoring mechanisms for this DDS.

Finally, we would like to extend our sincere thanks to the various officials of Muhanga District, in particular the District staff coordinated by the Director of Planning, Monitoring and Evaluation, Mr. Bizimana Eric and DDS facilitator, Mr. Kabera Andrew for their effective and invaluable efforts during the whole exercise.

June 2018.

**UWAMARIYA Beatrice**

**Mayor of Muhanga District**

## Executive Summary

The Ministry of Finance and Economic Planning (MINECOFIN) has guided the elaboration process of the District Development Strategies (DDS) and the alignment of the outputs of technical consultation forums with the National Steering Committee in conjunction with the Ministry of the Local Government (MINALOC) for better implementation in the local context and the District championed the elaboration process by conducting extensive consultation meetings with Sectors, Cells and Community. This participatory approach boosted the inclusivity of the locals in the planning process, which gave them a clear understanding of projects to propose and anticipate in the future leading to their great contribution to the National Strategy for Transformation 1 (NST1).

The District of Muhanga as a recognized Secondary City identified in EDPRS 2, the direction of the District is to become a ***Green Secondary City with an Essential focus in Mining, Quarry and Commercial Businesses***, reinforced by a National Roadmap for Green Secondary City Development which is a green growth policy that Global Green Growth Institute (GGGI) helped to develop with focus on Rwanda's Secondary cities. GGGI continued to give support in the Elaboration of Muhanga DDS by developing sustainable strategies with focus on Green Urbanization.

Muhanga is very committed to safeguarding environment and fighting against the impacts of climate change. The national development is supposed to be achieved in a sustainable manner, as highlighted in Vision 2020, Vision 2050 and the new NST1.

Muhanga District is located in fifty kilometers (50 km) from Kigali, Rwanda's capital. It is among the areas that supply Kigali in food especially vegetables, fruit and meat of small livestock, mainly the meat of pigs. In addition, Muhanga is located on the road between Kigali and the southern and western provinces, the Republic of Burundi and Eastern of Democratic Republic of Congo. The Major towns of Southern Province, which are connected to Muhanga, are Ruhango, Nyanza, Huye and Nyamagabe, while those of the Western Province are Ngororero and Karongi. It is also connected to the Mayaga, region rich in agricultural production and Buhanda.

This strategic location makes Muhanga a district for the development of trade and other businesses in the southern part of the country by supplying goods and services but also a transit point for the supply of food in Kigali.

In addition, the District is divided into two natural areas, the central plateau area of Rwanda where the Town of Muhanga is built and Ndiza area of high mountains of the Congo-Nile with enormous agricultural potential, if the threats of erosion are mastered. The District has a suitable area for farming, but given the density of the population and the high slop terrain in Ndiza zone, it is virtually impossible to develop extensive farming. The regrouped habitat mode is virtually

nonexistent except in trading centers (Kiyumba, Kibangu) and this hampers the access to adequate socio-economic development infrastructures.

Muhanga District Development Strategy is aligned to the National Strategy of Transformation-1 (NST1), which is contributing to its implementation and consequently to the revised Vision 2020 targets. The long-term objective of Vision 2020 is to make Rwanda a middle-income country and high-income country by 2050. The country's targets to be classified as a middle-income country are such that the annual economic growth (GDP) is expected to be 11.5% with a per capita income of \$ USD 1240 and under poverty line below 30% by the year 2020.

As mentioned above the District's direction is to become a *Green Secondary City* with an articulated vision being, *Muhanga an Essential in Mining, Quarry and Commercial Businesses*. The mission of the District is to; to implement the government policy, to give services and help sectors to deliver quality services, to establish, coordinate and implement development programs and to promote solidarity and cooperation with Districts.

The Formulated objectives are specific, measurable, appropriate, realistic & achievable, and time bound (SMART). These include;

1. The productivity in mining will be expanded by 12% with improved professional methods and value addition
2. The productivity in quarry will be expanded by 12% with improved professional methods and value addition
3. Six modern commercial malls for regional shopping businesses will be developed
4. Develop value chain in agriculture and livestock by 30% of increased productivity
5. Extend road infrastructure network by 60% (10% each year) and keep them well maintained at 100%.
6. Extend water supply networks by 60% (10% each year) and keep them well maintained at 100%.
7. Extend energy supply networks by 60 % (10% each year) and keep them well-maintained at 100%.
8. Develop soft infrastructure (Equipment and skills for IT, Modern Markets, Waste Management, BDCs, Selling Points, SMEs, Cooperatives, Tourisms, etc.) and promote financial inclusion.

In view of the foregoing achievements and evaluated results within the period of EDPRS II, the main challenges identified limiting the required growth of the District in transformation development are:

### **Economic Transformation Pillar**

- Soil Acidity is high, due to the presence of minerals in the District some parts of the District don't favor agricultural practices because of their high PH levels.

- Terrain and lack of ample land for agriculture has led to low production and productivity in the agricultural sector
- Costly rehabilitation of basic infrastructure (water pipes) due to the high slope of terrain
- Degradation of environment caused by erosion due to hills, deforestation and human occupation in high-risk zones

### **Social Transformation Pillar**

- Ever growing population with insufficient services and facilities to accommodate the population leading to tension on existing services
- Qualified teachers in secondary schools are still lacking
- Sizeable number of vulnerable people to deal with
- Low girls' enrolment in TVETs

### **Transformational Governance Pillar**

- Low decision-making power by women
- Low competence on the budget reporting
- Lack of sports fields (recreational Hub)

Reference made to the NST1 objectives and the current District situation analysis, the District of Muhanga will mainly focus on the following priorities presented according to the NST1 pillars of transformation.

1. Increasing agricultural and livestock productivity and production
2. Developing a mining processing product industry and exploitation of quarries, promoting private and financial sector development to boost creation of off farm jobs
3. Urbanization and rural settlement promoted to accommodate growing population and facilitate access to socio-economic infrastructure and developing touristic products;
4. Enhancing Youth and Women economic empowerment and responsibility.
5. Strengthening technical capacities to increase productivity (in agriculture, industry, handcraft, mining and services such as ICT, tourism...

This DDS implementation cost is based on the identified policy actions and targets that are necessary for the fundamental transformation of the district in general and that are positively affecting the living conditions of the local population. Five main sources of fund were identified, these are: (i) the government transfers, (ii) District own revenues from taxes and non-tax fees, (iii) the private sector, (iv) local and external NGOs and development partners and, (v) contribution from local population. The District's total Projected costs of DDS priorities in the next 6 years is Frw **348,006,663,396**.

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**MODIFICATION HISTORY**

<b>Version</b>	<b>Date</b>	<b>Authors (Evaluators)</b>	<b>Summary of Changes</b>
Muhanga 1 <sup>st</sup> draft	20 Dec 2017	Fred sabiti Marie Uwanyiringira	-Complying with the DDS guidelines given by MINECOFIN -Harmonization of chapters -Update socio economic information by the latest data as per Labour survey -relocating information given to their appropriate chapter -Identifying the new priorities and innovations that the district is providing
Muhanga 1st draft	27 Dec 2017	Agnes Mujawayezu	- Key gender issues in Muhanga District - Engendering some outputs and indicators
Muhanga overview of whole draft one	12 February 2018	Quality assurance team	-Change of structure starting from executive summary as 0 then general introduction as chapter 1 -District starting from output level in formulation of the logical framework and the rest coming from NST1 directly
Muhanga DDS 2nd Draft	12 March 2018	Schwab Sabine, LODA	- Draft documents are not well structured as per set DDS template - Key District economic potentialities were not captured - The Logical framework and intervention matrix have been presented as annexes instead of appearing in Chapter four (4)
Muhanga DDS 2nd Draft	15 March, 2018	Agnes Mujawayezu	Additional key gender strategic interventions
Muhanga DDS 2nd Draft	08 April, 2018	Alex Mulisa	Mainstreaming Green Growth indicators in the DDS



## List of Abbreviations

<b>Abbreviation</b>	<b>Description</b>
<b>AU</b>	Africa Union
<b>7 YGP</b>	Seven Years Government Programme
<b>DDPs</b>	District Development Plans
<b>DDS</b>	District Development Strategy
<b>EAC</b>	East African Community
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>GDP</b>	Gross Domestic Product
<b>GGGI</b>	Global Green Growth Institute
<b>GGCRS</b>	Green Growth Climate Resilience Strategy
<b>JADF</b>	Joint Action Development Forum
<b>LED</b>	Local Economic Development
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NST</b>	National Strategy for Transformation
<b>PPP</b>	Public Private Partnership
<b>PRSP</b>	Poverty Reduction Strategic Plan
<b>SDGs</b>	Sustainable Development Goals
<b>SSPs</b>	Sector Strategy Plans
<b>SWOT</b>	Strengthen Weakness Opportunity Threat
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MINALOC</b>	Ministry of Local Government
<b>LODA</b>	Local Administrative Entities Development Agency
<b>EIA</b>	Environmental Impact Assessment
<b>FRW</b>	Rwanda Franc
<b>N.A</b>	Not Applicable
<b>VUP</b>	Vision 2020 Umurenge Programme
<b>TOR</b>	Terms of Reference
<b>MEIS</b>	Monitoring and Evaluation Information System
<b>CB</b>	Capacity building

# CHAPTER 1: GENERAL INTRODUCTION

This CHAPTER briefly highlights the context and purpose of Muhanga District Development Strategy (DDS). It also gives an overview of the adopted methodology for the elaboration of the DDS and describes in short, the contents of each chapter of the document.

## 1.1 Context and Purpose of the DDS

Rwanda's Vision 2020 is being implemented through the medium-term planning framework that began in 2002 with the first Poverty Reduction Strategic Plan (PRSP 1). During the period of 2008-2012 the medium-term planning framework has been modified as Economic Development and Poverty Reduction Strategy (EDPRS) and the Second Economic Development and Poverty Reduction Strategy (EDPRS 2) is being implemented from 2013/14 to 2017/18.

Vision 2020 presently is remaining with three years of implementation while the EDPRS 2 is entering its final year. The implementation of EDPRS is built on interconnected strategies such as Sector Strategic Plans (SSP), Thematic Strategies and District Development Plans (DDPs) which are ending by June 2018.

The 13<sup>th</sup> National Dialogue (Umushyikirano) of 2015 decided that there would be the development of a new 30-year vision for the period from 2020 up to 2050, to transform Rwanda into upper middle-income country by 2035 and high-income country by 2050. This has led to an expansion of a tool supplementing the EDPRS 2 to implement the remaining projects and programs planned to achieve the Vision 2020 for the last four years of the journey which had to be achieved through classifying the country as Middle income with an annual economic target (GDP) expected to be 11.5% with a per capita income of \$ USD 1240 and under poverty line below 30% by the year 2020. This will be complemented under a new document titled National Strategy for Transformation (NST1) which will cover the period 2018-2024 with related SSPs and DDS. The NST1 is an opportunity for full integration of global and regional development commitments including the Sustainable Development Goals (SDGs), Paris Climate framework and the African Union (AU) Agenda 2063. It is in this context that DDS will be elaborated to implement the above national strategies at district level as a medium-term plan covering the period from July 2018 to June 2024 (2018/19 to 2023/24 FY).

The purpose therefore of this DDS then is to articulate strategic interventions oriented at District priorities that will drive the development of district for the next 6 years 2018/19-2022/24 and be able to meet the social economic development and needs of the population without contradicting with the national priorities. This DDS is elaborated to ensure that all stakeholders have a common vision for the district's development; clarifying the roles of stakeholders, to show clearly who does what, with whom, when, how, where, and with what means. It also aims to promote co-ordination, efficiency and synergy among partners. And it finally aims to promote harmonization and alignment whilst ensuring continuity and ambition.

## 1.2 Methodology and Elaboration of the DDS

The elaboration of the DDS ensured the harmonization of local and national priorities, the implementation of the remaining activities in EDPRS 2, Vision 2020, unfinished business in DDP and the integration of aspiration of Vision 2050, the newly emerged NST1 and SSPs.

This DDS is to be implemented by different Stakeholders including, Government ministries, Private Sector, Civil Society, local community and Muhanga District management team.

The elaboration process required ample desk review to understand the District performance and challenges during the last five years (June 2013-2018). A participatory approach was used to capture various information from the relevant stakeholders of the local community. Among other interviews were carried out with District Directors of Units which helped to collect information on the future perspective of the district in terms of development trends that they have observed.

The draft reports have been discussed and validated in different forums including the District Executive Committee meeting, the District Council workshop and JADF meeting all facilitated by the District. Inputs from those workshops have been taken into consideration and integrated in this document.

## 1.3 Short description of the Contents of each Chapter of the DDS

The DDS is divided into six chapters as follow:

**Chapter One** – This first chapter enlightens on the background and elaboration process of the DDS that took account of all stakeholders in development during the consultations and generation of ideas through a participatory approach which forms the basis of this strategic document.

**Chapter Two** – This second chapter entails an overview and status of the District, this includes; its profile, geography, socio-economic environment, achievements during DDP implementation, economic potentialities, SWOT and stakeholder analysis.

**Chapter Three** – This chapter portrays the alignment of the DDS with the national policy framework and methodology aiming at providing the basis for the prioritization of the intervention sectors and corresponding projects.

**Chapter Four** – This chapter discusses the strategic framework for the next 6 years based on the achievements and challenges identified from the 2013-2018 DDP.

**Chapter Five** – This Chapter elaborates the implementation of the District Development Strategy through sequencing interventions and roles and responsibilities of the stakeholders.

**Chapter Six** – This chapter shows the Monitoring and evaluation of the district strategic objectives highlighted in CHAPTER four.

**Chapter Seven** – The last entails the costing and financing of the District Development Strategy.

## CHAPTER 2: OVERVIEW OF THE DISTRICT

This Chapter entails the geographical location of the District, its physical aspects, achievements, District economic potentialities, stakeholder and poverty analysis and District key challenges and opportunities. The CHAPTER also discusses the SWOT analysis of the district against the Pillars of transformation

### 2.1 DISTRICT PROFILE

#### 2.1.1 Geography

This part presents the geographical location of the District, its physical aspects i.e. flora and fauna, hydrography, topography, soil, environment and climate.

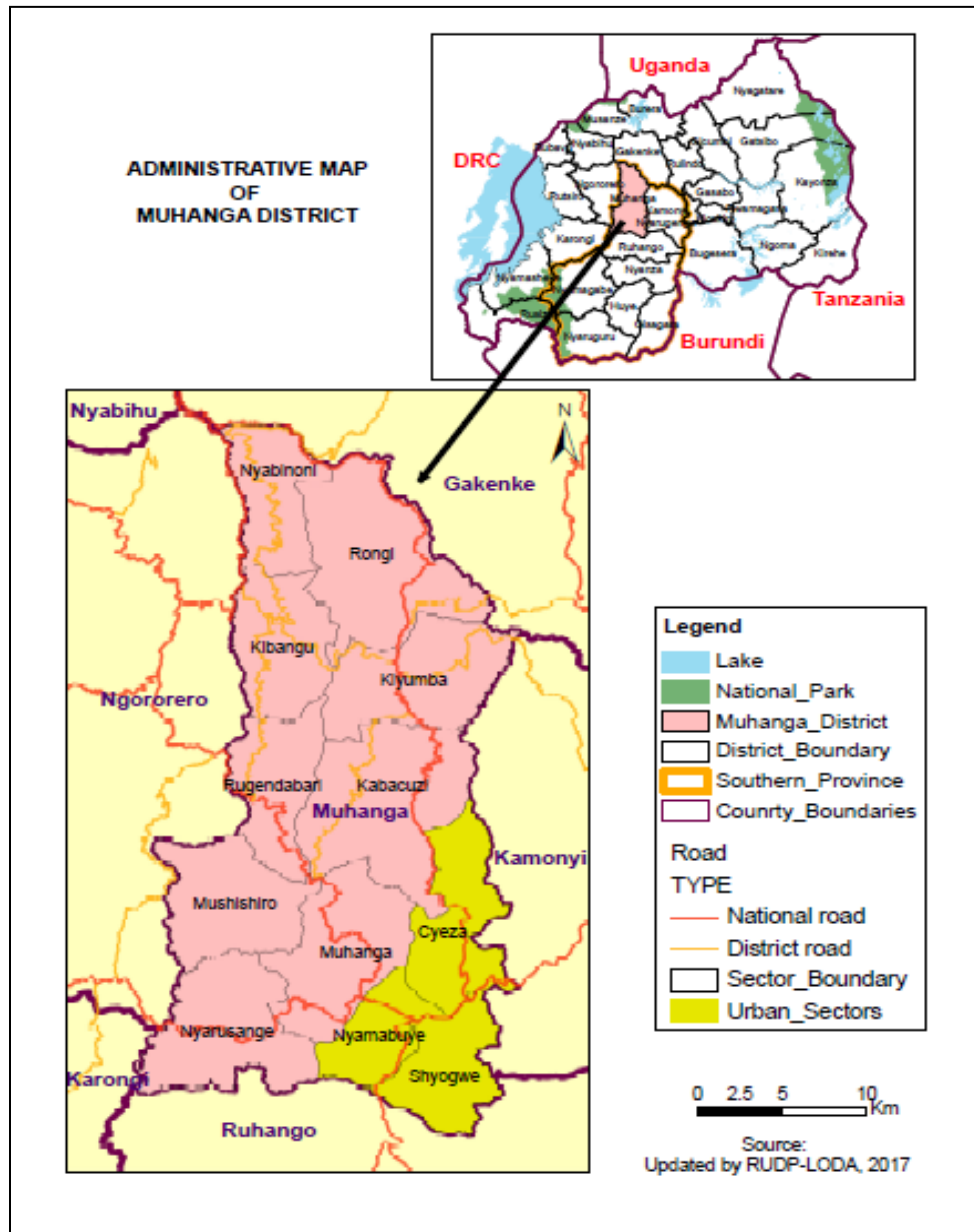
#### Location and area

Muhanga is located in the southern province of Rwanda, West of city of Kigali, it's also one of the eight districts comprising the Southern Province. It is subdivided into twelve (12) sectors, sixty-three (63) cells and three hundred and thirty-one (331) villages (Imidugudu). The District covers an area of six hundred forty-seven point seven square kilometres (647.7 km<sup>2</sup>) and, it is neighbouring the Districts of Gakenke in the North, Kamonyi in the East, Ruhango in the South and Ngororero in the West.

Muhanga (DDP: 2013-2018) describes the District as a Secondary City located fifty Kilometres (50 km) from the City of Kigali (CoK). Muhanga District is among the areas that supply the City of Kigali with food especially vegetables, fruit and meat of small livestock, mainly pork. Muhanga District is also located at the juncture between Kigali and the Southern and Western Provinces, the Republic of Burundi and Eastern of Democratic Republic of Congo.

Major towns of Southern Province connected to Muhanga Secondary City are Ruhango, Nyanza, Huye and Nyamagabe, while those of the Western Province are Ngororero and Karongi. It is also connected to the Mayaga, region rich in agricultural production.

This strategic location makes Muhanga Secondary City an economic pole that strives for development in trade and other businesses in the Southern part of the country by supplying goods and services but also a transit point for the supply of food in Kigali.



Source: MININFRA, RNRA, RHA, NISR, Updated by RUDP-LODA, 2017

## Topography

One part of Muhanga District is located in the "central plateau" of the country with topography of hills type. With high and low peaks, this part constitutes one of the best elements of the central "plateau" of the country. The other part of the District is on the high mountains of the Nil-Congo; it has peaks prancing beyond 2000 meters (Saruheshyi, Kanyarira, Mukingi and Samba). It contains a few peaks belonging to the region of the Budaha- Ndiza-Buberuka.

## **Hydrography**

The District has the following large rivers: Nyabarongo which makes the District hydrographical belt (it crosses six sectors) and collects alone more than 90% of runoff/small rivers; Its tributaries are Miguramo, Nyakabanda, Bakokwe, Birikana, Ururumanza, Sagarara, Kiryango, Base, Akabebya, Mukunguri and pours into Akanyaru. In general, water is abundant in the District, especially in its Northern part.

## **Soil**

Muhanga soils are generally constituted by humic Kaoli soils derived from granitic rocks. However, the soil characteristics vary from one to another ecological type, which is observed from a variety of soils depending on the altitude (high and low hills or lower slopes). In addition, the district has lateritic and granite soils spread over most of the area of the District. Swamps and lowlands are characterized by clay soils rich in silt and covered in places by alluvium and colluviums.

The agricultural potential to the people of Muhanga depends mainly on the presence of the layer humifere. Currently the signs of exhaustion of soils are manifested due to the overexploitation of agricultural parcels and to the limited use of manure and mineral fertilizers. The erosion reached alarming proportions. It must absolutely revive the establishment of mechanisms antierosifs. The balance soil - plant is very fragile. This fragility is a consequence of erosion during the great rain season which corresponds to the period of torrential rain and which outweigh the fields and other infrastructure.

## **Environment and Climate**

The District is located in an area well-watered, between 1100 mm and 1200 mm of altitude. This region enjoys a climate of four seasons of which two rainy seasons and two dry seasons: a short rainy season, which extends from October to December, a short dry season that runs from January to February, and a long rainy season from March to June and a long dry season from June to August or early September. The District is located mainly in the Agro-bio-climatic region called "Granite Ridge".

## **Fauna and flora**

The district Natural plants or ecosystems have disappeared, leaving room for crops and artificial forests. The crops consist of large banana with the combination of avocado, sweet potatoes, cassava, etc. The majority of the current afforested consists of Eucalyptus, Pinus and and few grevilleas especially on the lines conservation tillage.

The main use is the construction of houses, the firewood and the construction of bridges. This imposes the rehabilitation of damaged forests and agroforestry. However, the District has a natural forest of 40 ha called Busaga in Ndiza Mountain. Wildlife no longer exists in the region for a long time except for some birds, small mammals and reptiles encountered in the less

frequented places. Thus, from the wildlife point of view, only domestic animals i.e. cattle, goats, sheep, pigs, rabbits, chickens and cats exist in the District.

## 2.1.2 Socio-Economic Environment

### Demography

The 4<sup>th</sup> Rwanda Population and Housing Census (PHC4 2012) have enumerated **319,141** residents in Muhanga District, which represent 16.3% of the total population of the Southern Province (2,589,975 residents). The population of Muhanga District is predominantly female meaning that 166,358 are female corresponding to 52.1% of the total population. The Sectors of Shyogwe, Nyamabuye are the most populated sectors with over 44 thousand residents each. The less populated sectors are Rongi and Kabacuzi.

Muhanga Secondary City approved by Muhanga District Council where 3 Sectors were selected as urban administrative boundaries of Cyeza, Nyamabuye and Shyogwe are sector with high population density (1503 inhabitants/km<sup>2</sup>, 1243 inhabitants/km<sup>2</sup> and 530 inhabitants/km<sup>2</sup>).

The following table is bringing in the population projections perspectives for easy assessment of future needs and actual density

**Table 1 Population projections perspectives for easy assessment of future needs and actual density**

SECTORS	POPULATION 2012	DENSITY (Inhab/Km <sup>2</sup> )	PROJECTION					
			2022			2032		
			High	Medium	Low	High	Medium	Low
Cyeza	30,209	530	39,271	37,761	36,250	48,334	45,313	42,292
Kabacuzi	25,440	336	33,072	31,800	30,528	40,704	38,160	35,616
Kibangu	20,028	419	26,036	25,035	24,033	32,044	30,042	28,039
Kiyumba	21,766	367	28,295	27,207	26,119	34,825	32,649	30,472
Muhanga	25,819	416	33,636	32,273	30,982	41,310	38,728	36,146
Mushishiro	20,200	381	26,260	25,250	24,240	32,320	30,300	28,280
Nyabinoni	16,780	427	21,814	20,975	20,136	26,848	25,170	23,492
Nyamabuye	44,645	1,503	58,038	55,806	53,574	71,432	66,967	62,503
Nyarusange	25,712	417	33,425	32,140	30,854	41,139	38,568	35,996
Rongi	26,851	328	34,906	33,563	32,221	42,961	40,276	37,591
Rugendabari	16,920	396	21,996	21,150	20,304	27,072	25,380	23,688
Shyogwe	44,771	1,243	58,202	55,963	53,725	71,633	67,152	62,679
<b>TOTAL</b>	<b>319,141</b>	<b>530</b>	<b>414,883</b>	<b>398,926</b>	<b>382,969</b>	<b>510,625</b>	<b>478,711</b>	<b>446,797</b>

**Source:** NISR, 2012, updated by Muhanga District in March 2017



With reference to existing statistical analysis on Natural Population Growth (NPG), the population projections within the study area from 2012 to 2032 (20 Years Projections) with low, medium and high scenarios ranging from 2.0% per annum to 3.0% per annum are explained such as:

- Natural Population Growth: High Rate 3.0%
- Natural Population Growth: Medium Rate 2.5%
- Natural Population Growth: Low Rate 2.0%

By projecting over a period of 20 years, from the last census (2012) while taking into consideration the three scenarios of high, medium and low growth rate as well as the migration movements in addition to natural population growth, the result is a justifiable population projection which leads to proper DDS formulation basis.

The following figure and table are providing more details on urban population and administrative boundaries of Muhanga Secondary City

***Table 2 Urban population and administrative boundaries of Muhanga Secondary City***

URBAN SECTOR	POPULATION	%
Cyeza	1,570	3.1
Nyamabuye	33,289	65.8
Shyogwe	15,749	31.1
<b>TOTAL</b>	<b>50,608</b>	<b>100</b>

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

Muhanga district population is predominantly rural with 84.1% of its population (319,141 inhabitants) living in rural areas. 15.9% of the population of Muhanga district resides in urban areas. Nine of twelve sectors in Muhanga district are entirely rural.

### **Administration and Governance**

The District of Muhanga is one of the eight districts comprising the Southern Province. It is subdivided into twelve (12) sectors, sixty-three (63) cells and three hundred and thirty-one (331) villages (Imidugudu).

Major towns of Southern Province connected to Muhanga Secondary City are Ruhango, Nyanza, Huye and Nyamagabe, while those of the Western Province are Ngororero and Karongi. It is also connected to the Mayaga, region rich in agricultural production.



Muhanga District is divided into two natural areas, the central plateau area of Rwanda where Muhanga Secondary City is built and Ndiza area of high mountains of Congo-Nile with enormous agricultural potential, if the threats of erosion are mastered.<sup>1</sup>

### Access to basic services and facilities

These are results based on the DHS5, Labor Survey 2017, National EICV4 thematic report - Utilities and Amenities and Rwanda Poverty Profile Reports.

**Table 3 Access to basic services and facilities**

Services and Facilities	National Level (%)	District Level (%)
<b>Water</b>		
Access to improved drinking water (% use Improved)	84.8	89
Protected spring	38.3	62.2
Public standpipe	34.0	14.6
Piped into dwelling / yard	8.1	10.8
Surface water	5.3	1.4
Protected well	0.9	1.5
Unprotected spring	6.7	9.1
Unprotected well	0.9	0.4
<b>Sanitary facilities</b>		
access to sanitation (% use improved type)	79.7	83.4
% use improved type, not shared with other HHs	64.2	63.5
Flush toilet	1.8	2.2
Pit latrine with solid slab	81.6	77.5
Pit latrine without slab	13.5	18.8
No toilet facility	3.2	1.5
<b>Primary fuel used for lighting</b>		
Electricity distributor	19.8	17.5
Oil Lamp	5.0	3.6
Firewood	5.5	3.2
Candle	7.4	2.3
Lantern	13.2	23.1
Batteries	44.2	49.3
Solar panel	1.7	0.8
Other	3.2	0.4
<b>Primary fuel used for cooking</b>		
Firewood	83.3	87.5
Charcoal	15.2	11.5
Crop waste	0.8	0.2

<sup>1</sup> Led Strategy 2017-2023

Gas or biogas	0.2	0.0
Other	0.6	0.8
<b>Types of habitat (Imidugudu, etc.)</b>		
Umudugudu	49.2	41.9
Unplanned clustered rural housing	8.7	2.8
Isolated rural housing	25.6	42.7
Unplanned urban housing	12.8	12.2
Small settlement	2.2	0
Modern planned area	1.6	0.4
<b>Types of dwelling</b>		
Single house dwelling	90.4	99.6
Multiple HH dwelling	4.6	0.4
Multi-storied building with one or more HH	0.1	0.0
Group of enclosed dwellings: multiple HH	2.7	0.0
Group of enclosed dwellings: single HH	2.2	0.0
<b>Waste management facilities</b>		
Compost heap	51.6	44.4
Thrown in bushes / fields	40.2	49.9
Rubbish collection service	6.2	3.4
Dumped in river/lake	0.1	0.0
Publicly managed refuse area	1.5	1.9
<b>Usage rates for public transport stage</b>		
Regularly	31.8	15.7
Often	18.3	31.0
Sometimes	36.5	43.6
Not at all	13.4	9.7
Don't know about this service	0.1	0.0
<b>Reasons for not using public transport stage</b>		
Too far	7.5	2.3
Poor quality of service	1.0	0.0
Don't know about it	17.7	14.3
Infrequent need	68.4	78.9
<b>Ownership of transportation assets (% of households owning)</b>		
Bicycle	15.8	10.7
Motorcycle	0.9	0.4
Car	0.8	0.8
<b>Ownership of ICT devices (% of households owning ICT devices)</b>		
Radio	59.8	64.0
Computer	2.5	3.1
Mobile phone	63.7	64.3
TV set	9.9	8.9
Video / DVD Player	7.4	8.0

<b>Computer literacy</b>		
Don't know to use computer	92.9	91.4
Confident to use computer (i.e. computer literate)	7.1	8.6
<b>Usage rates for internet service facility</b>		
Regularly	0.9	1.9
Often	1.0	2.9
Sometimes	3.4	3.2
Not at all	48.4	24.3
Don't know about this service	46.2	67.7
<b>Usage rates for public telephone</b>		
Regularly	2.9	1.7
Often	3.4	0.5
Sometimes	6.6	3.9
Not at all	74.6	78.0
Don't know about this service	12.6	15.9
<b>Employment</b>		
Unemployment rate New definition %	17.7	20.6
Unemployment rate Old definition %	4.9	3.2
<b>Population (%) identified as poor and extremely poor</b>		
Poverty incidence	39.1	30.5
Extreme poverty incidence	16.3	7.8

**Source:***EICV4**Rwanda Labour Force Survey August 2016 - February 2017**Integrated Household Living Conditions Survey, EICV4 (2013/14) Rwanda Poverty Report***2.2 Overview of District Achievements during DDP Implementation**

In 2017, the District carried out an evaluation of the DDP implementation for the past five years development plan (2013-2018) whose execution was 72%. In the following table 4, an overview is provided on the Districts achievements per intervention sector.

The Data utilized in this section to analyze the current situation of Muhanga District are from District Profile, EICV4, DHS5, Seasonal Agriculture survey developed by NISR and Rwanda 4<sup>th</sup> Population and Housing Census, 2012 (NISR)

The analysis of the status and DDP implementation is based on data from the District planning unit, evaluation DDP report 2017.

The main causes for certain targets not to be achieved during the DDP implementation;

**Continued capacity of the private sector being low;** lack of initiatives and experience in the area of sustainable investments. The district inhabits many cooperatives but most of them are Financially and technically not feasible and nearly in the same activities. the low level of education and information to a large extent of the population, especially in entrepreneurial works create a challenge to create new income-generating activities.

#### **Weakness in urban development**

Inexistence of master plans for trade Centre of Kibangu and Kiyumba to control and give guidance to the commercial potentialities in those areas. In addition, inadequate urban occupation is resulting into development of sites with inadequate urban infrastructure such as roads, electricity, water supply, etc.

**Hilly topography** hindering the Connection of Ndiza zone to national grid (Kiyumba-Rongi-Nyabinoni, Rugendabari-Kabacuzi-Kibangu-Nyabinoni)

***Table 4 District Achievements during DDP Implementation***

DDP Outcomes	DDP OUTPUT/INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT 2016/17
<b>Agriculture</b>				
Increased agriculture productivity	Ha of hillside irrigated	0	350	297.73
	Ha of marshland developed	220	407	100
	% of land affected by land-use consolidation	3.1	70	17
	Ha of land under mechanization (CIP, land tillage)	N/A	CIP (ha 37508)	35,171.32
	% of HHs using	11.9	90	*DAP: 132.6 T; *Urea: 45.6T, *NPK: 53.3T
	Organic fertilizers, chemical fertilizer improved seeds	30.3	80	23
		36.1	86	30
	% of land protected against erosion	88.3	100	1227.8
Increased livestock productivity	% of HHs raising quality livestock	76,9	90	85
	Number of improved beehives distributed	N/A	1,500	120
Increased values of agricultural and livestock products	No of dams developed for porciculture	0	14	9
	Number of agricultural drying	Drying: 14	24	26

	ground and storage	Storage: 6	7	4
	Number of Agricultural product transformation units	Rice: 1	12	10
		Coffee: 4		
		Vin/juice: 3		
	Number of famers specialised in horticulture	N/A	300	173
Promoted farmers' organizations and capacity building of producers	% of credit to agriculture sector	N/A		0
	Number of farmer cooperatives under insurance cover	0	20	0
	Number of Agriculture workers at village level reinforced	0	331	331
	Number of District and Sectors Levels Agriculture Committees operational	0	65	36
<b>Energy</b>				
Increased access to electricity	% of HHs with access to electricity	12.1	70	24.9
	% of public offices connected to electricity (sector, cell, HHs)	47	100	90
Reduced consumption of biomass	% of HHs using firewood/ biomass	95.8	50	0
	Number of new HHs using Biogas	0	300	165
	% of HHs using improved cook- stoves	N/A	100	100
<b>Water and Sanitation</b>				
Increased access to safe water	% of HHs with access to safe water	84.4	100	84.4
	% of Water supply system (pipelines, springs, well) in good condition	N/A	100	51
	% of HHs with rain water harvesting facilities	2	100	0
	% of public buildings with rain water harvesting facilities	N/A	100	87
Increased access to basic sanitation	% of HHs with access to basic sanitation	76	100	90
	No of modern landfill for waste management constructed	0	1	0
<b>Transport</b>				
Improved transport conditions	% of roads in good condition	N/A	100	90
	Number of car park built and rehabilitated	1	2	1

<b>Urbanization</b>				
Improved rural and urban settlement	% of population living in Umudugudu	5.6	70	65
	% of HHs in high risk zones relocated	0	100	16
	% of population living in urban area	N/A	30	100
<b>ICT</b>				
Increased access to ICT and business development services within communities	Number of BDCs at Sector levels established	3	12	0
	Number of offices equipped with computers and internet	N/A	100	65
	% of Village with Digital TV	25	331	198
	Number of Sector using E-filing	0	12	0
<b>Environment and Natural Resources</b>				
Increased forest cover	% of forest cover	N/A	30	1298.1 Ha
Improved land use planning	Rate execution of District land use plan	N/A		21
	% of HHs exposed to land tenure regularisation	N/A	100	100
Enhanced protection of ecosystems	% of degraded mines and quarries rehabilitated	N/A	100	50
	% of river banks protected	N/A	100	5
Mainstreaming of Environment and climate change reinforced	Budget allocated to environmental and climate change issues	N/A	10	3
<b>Private Sector Development</b>				
Improved facilities for business development	Amount of new investments	N/A		13
	Number of new investments mobilised	N/A		no data
	Number of modern markets constructed	1	6	5
	Industrial park constructed	0	1	0
	Integrated craft centre operational (Agakiriro)	0	1	1
	Number of Community Processing centre operational	0	3	2
	Number of hotels constructed	8	12	2
	Number of tourism sites developed	0	3	0
Improved skills in	Number of projects financed	10	300	532

entrepreneurship and cooperative management	Number new cooperative financial and technical viable	0	60	190
<b>Financial sector Development</b>				
Increased access to financial services	Number of SACCOs with required facilities	0	12	12
	% of HHs with access to financial services	37	80	65
<b>Youth</b>				
Enhanced Youth economic empowerment	Number of YEGO centres operational	0	13	1
	Number new own business created by young men and women	0	600	384
A responsible youth is built	Number of young men and women attending Itorero program	N/A		6441
	Number of Youth-friendly centres operational	0	2	1
Raised recreational and cultural facilities	Number of playground developed at sector level		12	0
	Genocide against Tusti site at good condition	3	3	3
<b>Health</b>				
Improved access to quality health services	% of population with health insurance coverage	95	100	76.7
	% of population with a comprehensive knowledge about diseases (HIV, NCDs, TB, Malaria,)	HIV: 58.7	HIV: 80	no data
		NCDs:	NCDs:30	
		TB:	TB: 50	
Reduced maternal and child mortality rate		Malaria:	Malaria:80	
	% of birth assisted	76,2	100	98
	% of pregnant women receiving 4 ANC visits	N/A	100	46.5(SIS Report)
	Infant mortality rate/1000	48		20
	% of children immunized against measles	97,5	100	91.8
	Malnutrition rate (stunting)	46,7	10	2.5
Decreased fertility rate	% of HHs using modern contraceptive methods	76,3	100	99.9
	Fertility rate	62		57.8
<b>Education</b>				
Improved leaning conditions across all	Ratio teacher-student	3,8		3.5
	Net Primary school enrolment	90,7	45	52
		20,8		98.35

primary, secondary and vocational centres	rate			
	Net Secondary school enrolment rate	N/A		57.5
	Number of ECD Centres operational	2	63	10
	Number of TSS and VTC centres, operational	TSS: 3	TSS:4	TSS:4
		VTC: 4	VTC: 12	VTC: 4
	Number of teachers benefited services (hostel, loan, ...)	73	225	138(Male: 92, Female: 46)
	Number of Secondary Teachers qualification increased	N/A		79(Male:81% Female:19%)
	Number of Laboratories equipped	17	20	21
	Ratio Pupils –Book	Primary:	Primary:	Primary:2.4
		Secondary:	Secondary:	Secondary: 2.3
	Number of teachers trained in English			Primary: 217 Secondary:264
	% of adult illiterate (15 Years old and above)	71,1		4000(Male: 1812, Female: 2188)
<b>Decentralization</b>				
Increased effectiveness and efficiency in service delivery	Number public offices in good conditions and equipped	Sector: 58	100	95
		Cell: 51		
	Number of Sector JADF operational	N/A	12	0
<b>JRLO (Justice, Reconciliation, Law, Order)</b>				
Increased universal access timely and fair justice	% of judgement executed			97.8
	Number of cases of Genocide against Tusti ideology conducted to court			56
	Number of “abakangurambaga” in unity and reconciliation established			228
	Number of cases of human rights abuse conducted to court			12
	Number of GBV Committees operational			760
	Anti-drugs (ijisho ry’umuturanyi) committees operational			2849
	Anti-corruption committees operational			76
<b>Social protection</b>				



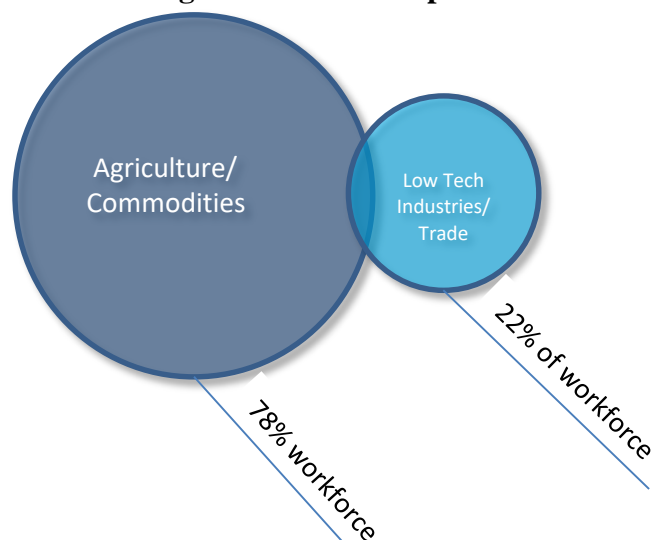
Improved coverage of extreme poor	% of extreme poor benefiting from a social protection programme	N/A		7.8
	Number of shelters constructed for vulnerable HHs		1395	149
	Number of orphans and vulnerable children (OVC) supported	N/A		38
<b>PFM (Public Financial Management)</b>				
Improved service delivery via long term budget	Number of staff trained in PFM	5	202	60
	Rate execution of budget	83	100	89.5
	% of tax payers who paid at time their taxes	N/A	100	40
	% of tax collection as compared to the potential tax amount	N/A	100	75

**Source:** Evaluation of DDP report: Planning Unit, September 2017

## 2.3 Key District Economic Potentialities

Muhanga is located in the southern province of Rwanda, West of Kigali. Muhanga is the closest secondary city to Kigali, which places it in a strong position to absorb migrants from Kigali. Muhanga's proximity also means that it can profit from outsourcing activities from Kigali and export goods for processing. Muhanga being near Kigali, its urban development is rising. Building in Kigali being more expensive than Muhanga therefore means there is need for housing as an opportunity to attract investors in the field of real estate for urban development.

### 2.3.1 Muhanga Economic Composition



## 2.3.2 Economic Anchors

### Agriculture

Agriculture is by far the most common economic activity with 78 % of the workforce being involved in agricultural activities. Muhanga's agriculture composition is the second highest of any of the secondary cities, despite its relatively strong services sector. Muhanga specializes in a few crops where its production exceeds the national average. These are mainly bananas, cassava and climbing beans.

Crop	Harvested area (ha)		Crop Share (%)		Crop Production (MT)		Crop yield (kg/ha)	
	Muhanga	Rwanda	Muhanga	Rwanda	Muhanga	Rwanda	Muhanga	Rwanda
Sorghum	-	9,664	0%	1%	-	12,835	1109	1,328
Maize	2,561	210,191	9%	18%	5,420	505,887	2,117	2,407
Wheat	-	9,405	0%	1%	-	14,392	-	1,530
Rice	130	8,507	0%	1%	585	41,787	4500	4,912
Ordinary beans	2223	105,905	8%	13%	1628	64,589	732	610
Climbing beans	4,342	119,226	15%	13%	8,631	189,362	1,988	1,588
Peas	268	20,762	1%	2%	88	16,271	330	784
Groundnuts	-	14,048	0%	2%	-	7,597	-	541
Soybeans	1393	20,346	5%	1%	1059	11,717	760	576
Banana	9,196	169,180	32%	18%	89,825	1,654,151	9,768	9,777
Irish potatoes	160	90,162	1%	8%	1,218	1,432,045	7609	14,119
Sweet potatoes	1,879	52,784	6%	5%	26,817	500,049	14,274	9,474
Taro	291	8,476	1%	1%	1,897	56,027	6,529	6,610
Yam	-	452	0%	0%	-	1,371	6,573	3,030
Cassava	5,665	95,771	20%	9%	104,069	1,306,014	18,372	13,637
Vegetables	573	18,850	2%	0%	4,800	197,149	8,375	10,459
Fruits	307	10,078	1%	0%	3,391	123,789	11,029	12,283

**Source:** Local Economic Development (Led) Strategy 2017-2023

Muhanga had six drying grounds, three located in Cyeza Sector, two in Muhanga Sector and one in Nyabinoni Sector. The district also offers milk and some other storage facilities. However, storage facilities of this nature are in high demand.

### Industry and Services

Muhanga's value added activities includes rice processing, cassava processing, soy beans processing, mixed flour production and mining of coltan, wolfram and cassiterite.

### Value added processes in Muhanga

	Name of industry	Installed capacity	Utilization capacity (%)	Average Capacity Utilization (Rwanda)	Main challenges
Cassava processing	COOP. ABAHIZI	10 (MT/day)	10%	29%	Lack of sufficient working capital
Soy beans processing	UTA/COCOF	514080 (kg/year)	34%	34%	Limited market
Mixed flour production	UTA/COCOF	504(T/year)	40%	58%	Lack of sufficient working capital
Coltan, Wolfram, Cassiterite	Rwanda Rudniki sarl	1 (Tons/day)	20%	17%	Instability of Prices at World Market, strong competition
Coltan, Wolfram, Cassiterite	Ets Kalinda	5 (Tons/day)	20%		

**Source:** Local Economic Development (Led) Strategy 2017-2023

Muhanga has a strong service sector and is home to a number of banks and financial institutions. The following financial institutions are currently operating in Muhanga District:

- AGASEKE BANK Ltd;
- BPR-12 branches;
- ECOBANK;
- FINA BANK;
- COGEBANK;
- KCB;
- URWEGO OPPORTUNITY BANK;
- EQUITY BANK;
- Microfinance institutions (CLECAM EJO HEZA, INKINGI, DUTERIMBERE, RIM SA,
- CAF ISONGA).

Other potentialities that the District bares are:

### **Strong Political will**

The strategies and legal framework are organized to facilitate the districts to carry out effectively their responsibilities and lead local economic development. The decentralization of finances and power for planning and decision making in the hands of the local population provides a favorable environment where the population and stakeholders, prioritize and implement together.

### **Strategic geographical position**

Muhanga District is located in the center of the country and has the advantage of being at the cross-roads of major highways connecting the major cities of the country. This strategic position provides opportunities to develop trade at the national level. This position is an advantage for the promotion of the private sector and possibility of expanding urbanization for the development of socio-economic infrastructures to meet urban standards.

### **Population and leadership's will for the change**

The management of the District has a strong commitment to achieve the vision of the District and to act differently as usual. The District makes great efforts for mobilizing the population to organize itself to resolve the problems they face through community works Umuganda

### **Existence of dialogues framework with partners (JADF)**

Civil society and the Private Sector through Sector Working Groups (SWGs) and the JADF facilitate in the process of planning and monitoring. The DDS has been elaborated based on this participatory approach with the population and ministries.

## 2.4 SWOT ANALYSIS

The formulation of the DDS focused a SWOT analysis of Muhanga based on the local context of the District

The following table is a compilation of the data collected from the assessment of Muhanga's performance in the development of its local economy.

N°	DDS Sectors	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Economic Transformation</b>					
1.	Agriculture (Agribusiness)	<ul style="list-style-type: none"> <li>• Land for agriculture and livestock</li> <li>• High productivity of Banana, maize, beans sweet potatoes</li> <li>• Honey production / bee keeping</li> <li>• Regional / International markets (Kigali City, Kamonyi, Ngororero, Karongi, Ruhango, Bugesera Districts, International gates: DRC, Republic of Burundi, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Low use of fertilizers and improved seeds</li> <li>• low investments in Agro processing sector</li> </ul>	<ul style="list-style-type: none"> <li>• External investors in coffee sector</li> <li>• International markets for coffee and fruits</li> <li>• Appropriate crops to the region: coffee, pineapple, banana, maize, beans, cassava, etc.</li> <li>• Sectors of Cyeza, Shyogwe, Nyamabuye and a part of Muhanga sector has large areas of marshlands that are a potential for growing varieties of water tolerant crops</li> </ul>	<ul style="list-style-type: none"> <li>• Fluctuations of prices for agricultural products such as Maize at international markets</li> <li>• Climate change and irregular seasons</li> <li>• Erosion in Ndiza Area               <ul style="list-style-type: none"> <li>• High mountain with steep slope area of Ndiza zone: Nyabinoni, Mushishiro, Rongi, Kabacuzi, Kibangu, Kiyumba Sectors (beyond 2000 m) are severally affected by land degradation &amp; soil erosion</li> <li>• Reduction of productive land capacity</li> <li>• Loss of plant &amp; biodiversity</li> <li>• Damage waterways eg. sedimentation and</li> </ul> </li> </ul>

					<p>changes in the quantity, quality &amp; timing of water flow</p> <ul style="list-style-type: none"> <li>• Splash erosion associated heavy rainfalls</li> </ul>
2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> <li>• Modern Markets in Muhanga Urban Center</li> <li>• New centres for business, hand crafts (, Agakiriro)</li> <li>• Abundant international and national transportation agencies (passengers, goods and products for export</li> <li>• Graduated students are supported to start up doing business as well financial motivation (promote businesses for job creation) and more youth to attend TVET</li> <li>• Existence of NGOs or actors in socio-economic projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Weak awareness of use of IT and tele-centres by local communities</li> <li>• Inactive Public Private Partnership (PPP) initiatives</li> <li>• Migration Movements of private business developers from Muhanga to Kigali Capital City;</li> <li>• High cost of transport of imported raw materials and products</li> </ul>	<ul style="list-style-type: none"> <li>• No barrier to national and regional travels</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and international competition</li> </ul>
3.	Transport	<ul style="list-style-type: none"> <li>• Availability of tarmac Roads within Muhanga Urban Center i.e. National Road being 131Km and District class 1&amp;2 ranging between 254Km</li> <li>• Improved feeder roads</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular maintenance and rehabilitation of basic infrastructure (roads, bridges)</li> <li>• Inadequate coverage of public transportation means (rural sectors)</li> </ul>	<ul style="list-style-type: none"> <li>• Political will for feeder roads development in Muhanga District (connectivity with rural areas)</li> <li>• International roads crossing Muhanga district</li> <li>• .</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroying basic infrastructure</li> </ul>
4.	Energy	<ul style="list-style-type: none"> <li>• Availability of on grid electricity and other sources of energy (biogas &amp; gas, mobisol/solar power, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Low percentage of households with access to electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive environment to alternate other sources of energy</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroying basic infrastructure</li> </ul>

		<ul style="list-style-type: none"> <li>• Presence of a hydroelectric plant on the Nyabarongo River.</li> </ul>		<ul style="list-style-type: none"> <li>• Potential for installation of micro-hydroelectric powers.</li> </ul>	<ul style="list-style-type: none"> <li>• High consumption of biomass</li> </ul>
5.	Water and Sanitation	<ul style="list-style-type: none"> <li>• Access to water supply with management committees</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular maintenance and rehabilitation of basic infrastructure (water pipes)</li> <li>• Low percentage of households with access to water</li> <li>• Funds/resource are limited</li> </ul>	<ul style="list-style-type: none"> <li>• Political will for water extension in Muhanga District (connectivity to rural areas)</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroying the infrastructure</li> <li>• Gradual deterioration of the environment due to improper sanitation in rural areas.</li> </ul>
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> <li>• Existing IDP model villages providing access to basic services with an organized setting to the locals.</li> <li>• Upgrading of informal settlements and making layout plans on going</li> <li>• There is availability of local building materials</li> <li>• It's a secondary city</li> </ul>	<ul style="list-style-type: none"> <li>• Unskilled labor in the housing industry</li> <li>• They still use traditional methods of extracting the building materials</li> <li>• Environmental degradation</li> </ul>	<ul style="list-style-type: none"> <li>• "IDP Model" initiative should be implemented in all sectors</li> <li>• Relocation of houses from high risk zones</li> <li>• Provide easy access to all</li> <li>• Promote renewable energy technologies for cooking and lighting in the imidugudu sites</li> <li>• Efficient use of water &amp; promote Rainwater harvesting in HH</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing population due to urban - rural migration.</li> <li>• Informal settlements arising (urban Sprawl)</li> <li>• No basic infrastructure in rural areas.</li> <li>• Population living in High Risk zones</li> </ul>
7.	ICT	<ul style="list-style-type: none"> <li>• IT service supply (4G) and telecommunication facilities (MTN, Tigo, Airtel)</li> <li>• Availability of Fiber optic</li> <li>• It has facilitated Doing Business in construction permitting services</li> </ul>	<ul style="list-style-type: none"> <li>• Small coverage of IT system (Internet) and telecommunication facilities in rural areas (Iminara)</li> <li>• It's expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Good and fast service delivery</li> <li>• Capacity building avenues</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Internet cut off or Congestion could lead to slow public services</li> </ul>

8.	Environment and Natural Resources	<ul style="list-style-type: none"> <li>• Greened policies i.e. DDPs</li> <li>• Minerals available, White Clay, Cassiterite, Wolfram, Coltan, stones and sand;</li> <li>• Water harvesting techniques have started to be implemented in planned settlements</li> </ul>	<ul style="list-style-type: none"> <li>• Techniques for measuring pollution are limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong political commitment to providing guidance to the population and giving consideration to environmental issues in development programs.</li> <li>• Potential Source for green jobs</li> <li>• Availability of policies that need to be enforced for better management of the Environment</li> </ul>	<ul style="list-style-type: none"> <li>• There is a lot of stress on the environment and natural resources and climate change will add to these pressures.</li> <li>• High mountains with steep slopes leading to land degradation and soil erosion</li> <li>• Water pollution from surrounding Mining and Quarries</li> </ul>
9.	Financial Sector Development	<ul style="list-style-type: none"> <li>• Financial institutions enabling access to finance (banks, insurance companies, SACCOs, Cooperatives, Micro-finances, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of guarantees for financial accessibility by local community</li> <li>• Inadequacy of the enterprises that generate jobs and income.</li> <li>• Lack of education of the local population (neither read nor write).</li> <li>• Banking Culture non-existent (cheque, interest rates).</li> <li>• Lack of widespread ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Constitution of solidarity across associations</li> <li>• Mobile money.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and international competition</li> </ul>
<b>Social Transformation</b>					
10.	Social Protection	<ul style="list-style-type: none"> <li>• Available services to support graduation from extreme poverty and reduced malnutrition. I.e. Girinka, VUP caseworker's mechanism, household profiling, milk support, income generating activities, FARG etc.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a lack of data on the availability of complementary services that support livelihood development.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities interrupting economic activities and retarding development</li> </ul>



11.	Health	<ul style="list-style-type: none"> <li>• Availability of standard health facilities (Kabgayi Hospital, Health Centres and Health posts.)</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of skilled workforce</li> <li>• Difficult access to health care</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Each cell has at least a health infrastructure,</li> </ul>	<ul style="list-style-type: none"> <li>• The lack of access to adequate quantities of water can greatly contribute to the incidence of diseases and the spread of waterborne diseases</li> </ul>
12.	Education	<ul style="list-style-type: none"> <li>• Annual organized school competition in all schools &amp; other competitions such as Umurenge Kagame Cup that boosts LED</li> <li>• Commitment of a big number of youth to join TVET</li> </ul>	<ul style="list-style-type: none"> <li>• Low rate of TVET attendance due to mind-set, poverty and other local community issues</li> <li>• Poor Quality of TVET Trainings from some training centres;</li> <li>• Poor investment motivation from private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of skilled labour force in the EAC region and DRC who can be used to TVET</li> </ul>	<ul style="list-style-type: none"> <li>• Natural calamities destroying basic facilities</li> </ul>
<b>Transformational Governance</b>					
13.	Governance and Decentralization	<ul style="list-style-type: none"> <li>• Existence of decentralized administrative structures and organized.</li> <li>• Functional Home-Grown Solutions (HGSs) include Umuganda, Abunzi, Imihigo, Ubudehe, Itorero &amp; Ingando, Umushyikirano, Umwihereho, and Girinka</li> <li>• Optimistic attitudes and behaviours of the population.</li> <li>• Active population and working spirit.</li> </ul>	<ul style="list-style-type: none"> <li>• There remains great un-tapped potential to harness Umuganda to increase participation of the population at large and of the youth, women and people living urban settings in particular.</li> </ul>	<ul style="list-style-type: none"> <li>• local potentials to sustain equitable local economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient citizens' participation,</li> <li>• Capacity Development still lacking.</li> <li>• Low participation of population in the process of governance and decision making</li> </ul>

14.	Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> <li>• There is access to justice</li> <li>• The use of ICT in Judiciary</li> <li>• Increase of the number of civil, commercial and criminal cases processed</li> <li>• access to legal aid has been advancing</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of professional expertise in the staff acting in the justice sector in general and staff acting in the judicial system in particular</li> <li>• Vulnerable people face many barriers to access formal Justice Institutions (distance, language, costs etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Capable institutions to spur good governance and a justice system for transformational governance and sustainable national development</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging of cybercrime, low cyber security coordination and common understanding for information security.</li> <li>• Reduced access to justice especially for vulnerable persons greatly undermines the rule of law and deepens dissatisfaction of the overall performance of the judiciary</li> </ul>
15.	Sport and Culture	<ul style="list-style-type: none"> <li>• Sport facilities (Muhanga Modern Stadium.)</li> <li>• Muhanga is having interesting tourist sites related to the history of Rwanda, at the time of the monarchy such as Rucuncu, Kanziga.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of complex fields for sports and lack of sports equipment (recreational Hub)</li> </ul>	<ul style="list-style-type: none"> <li>• The regular international sport and cultural competitions</li> <li>• Being close to Kigali, it would also benefit from opportunities to accommodate large events, sport and cultural related activities</li> </ul>	<ul style="list-style-type: none"> <li>• Social media and Internet games affecting the physical facilities.</li> </ul>
16.	PFM	<ul style="list-style-type: none"> <li>• Available budget law for all institutions (District, Sector, Non-Budget Agencies/NBAs)</li> <li>• Availability of action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Low competence on the budget reporting</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• National Budget law is disseminated at the local level and NBAs</li> <li>• IFMIS program is disseminated in all level.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget capacity in manipulating IFMIS program.</li> </ul>

## 2.5 Stakeholder analysis

Muhanga District will oversee the full participation and involvement of all stakeholders at the local level, Central and Local Government institutions, Development Partners, Civil Society and the Private Sector involved in the district or with an interest in the district's development, in the implementation of the programmes and projects for Muhanga DDS.

The following table is providing more information on distribution of stakeholders and specific areas of investments, which are categorized into four main groups including;

1. The Government (Public Investments),
2. Private Investments,
3. Public-Private Investments (PPP)
4. Investments from local community.

*Table 5 Distribution of Stakeholders*

N°	Stakeholder	Intervention sector	Geographic area	Responsibilities
1.	Muhanga District	All interventions sectors	All geographical sectors	<ul style="list-style-type: none"> <li>- Develop working mechanism that brings all actors on board</li> <li>- Strengthen capacity building of staff, hold workshops and regular meetings with all district partners to share best practices</li> <li>- Facilitate the provision of extension services</li> <li>- Mobilize necessary resources for the implementation of the district priorities.</li> <li>- Monitor and evaluate</li> </ul>
2.	MINALOC	All interventions sectors	All geographical sectors	<ul style="list-style-type: none"> <li>- Ensure that all the guidelines and directives from the central government are fully disseminated to the district</li> <li>- Proper use of the public resources</li> <li>- Supporting stakeholder coordination in their activities at district level</li> </ul>
3.	MINECOFIN	Public Financial Management	All sectors	<ul style="list-style-type: none"> <li>- Leads the resource mobilization, allocation process and approve new innovative financing mechanisms</li> <li>- Will assist to link the district strategic outcomes with the NST1 and higher-level plans.</li> <li>- Coordinate the transfer of earmarked funds</li> </ul>
4.	MININFRA	<ul style="list-style-type: none"> <li>- Transport</li> <li>- Urbanization</li> <li>- Energy</li> <li>- Water and Sanitation</li> </ul>	All sectors	<ul style="list-style-type: none"> <li>- Ensure the sustainable development of infrastructure</li> <li>- Overseeing maintenance and development of infrastructure</li> </ul>
5.	MINEDUC/REG	Education	All sectors	<ul style="list-style-type: none"> <li>- Developing and managing Education Monitoring and Evaluation systems</li> <li>- Promoting information and technologies in the area of education</li> <li>- Promoting information and communication</li> </ul>

N°	Stakeholder	Intervention sector	Geographic area	Responsibilities
				<ul style="list-style-type: none"> <li>technology as a tool for learning and teaching;</li> <li>Overseeing the programs of school construction and equipment</li> <li>Overseeing formal education and continuing training of teaching staff</li> </ul>
6.	MINISANTE	- Health	All sectors	<ul style="list-style-type: none"> <li>Financial accessibility of health services</li> <li>Strengthening national referral hospitals, treatment &amp; research centres</li> <li>Institutional capacity building</li> <li>Human Resources Development</li> </ul>
7.	MINAGRI	- Agriculture	All sectors	<ul style="list-style-type: none"> <li>Organization, mobilization and capacity-building for producers and their organizations</li> <li>Promoting the gender approach and reducing vulnerability among disadvantaged groups</li> <li>Diversification and intensification of plant, animal and fish production</li> </ul>
8.	MINIRENA/ REMA	- Environment and Natural resources	All sectors	<ul style="list-style-type: none"> <li>Strengthening climate resilience of communities</li> <li>Water Resources Management</li> <li>Monitor and assess development programs to ensure compliance with the laws on environment during their preparation and implementation;</li> <li>Advice and technical support to individuals or entities engaged in natural resources management and environmental conservation</li> <li>Monitor and supervise impact assessment</li> </ul>
9.	MINICOM	- Private sector development and youth employment		<ul style="list-style-type: none"> <li>Support private sector growth and job creation with a focus on SMEs</li> <li>Build an effective human resource base and institutional capacity for delivery.</li> </ul>
10.	MINISPOC	- Sports and Culture		<ul style="list-style-type: none"> <li>Ensure that sports and culture policies and strategies are disseminated and appropriately implemented to attain the intended results</li> <li>Supervise the functioning and management of affiliated institutions and agencies of the ministry for efficiency and effectiveness.</li> <li>Promote research and development of cultural and sport activities</li> </ul>
11.	National Itorero Commission	Governance and Decentralization	All	<ul style="list-style-type: none"> <li>Teaching all Rwandese to keep their culture through its different values such as national unity, social solidarity, patriotism, integrity, bravery, tolerance, the dos and don'ts of the society, etc</li> </ul>
12.	LODA	<ul style="list-style-type: none"> <li>Private Sector Development &amp; Youth Employment</li> <li>Social protection</li> <li>Urbanization and rural settlements</li> <li>Transport</li> </ul>	All sectors	<ul style="list-style-type: none"> <li>Local Economic &amp; Community Development</li> <li>Capacity building of local administrative entities</li> <li>Monitoring and Evaluating the implementation process of development programs</li> </ul>

Nº	Stakeholder	Intervention sector	Geographic area	Responsibilities
13.	RAB	- Agriculture		- Practise modern methods in crop and animal production, research, agricultural extension, education and training of farmers in new technologies.
14.	DUHAMIC ADRI	- Agriculture - Health - Social Protection		- Stimulating the creation and consolidation of associations, cooperatives and farmers' groups; - Enhancing the work of farmers' associations - Agricultural Entrepreneurship
15.	NAEB	Agriculture	All sectors	- facilitate the growth of business to diversify agriculture and livestock commodity export revenues.
16.	Rwanda Cooperative agency (RCA)	-Agriculture -Financial Sector Development	All sectors	- Promoting the cooperative organizations sector - Promoting business entrepreneurship in the cooperative organizations sector - Assisting cooperative organizations in their capacity building through training and seminars of its members and managers - Supervising implementation of laws and instructions governing cooperatives
17.	BDF	Financial sector Development	All sectors	- Promoting SME development through the provision of financial services
18.	BRD	Financial Sector Development		- Accelerate export development, Catalyse agricultural financing; - Promote affordable housing, Manage and facilitate financing for education loans; and - Increase investments in energy development.
19.	JADF	-Governance and Decentralization -Private Sector Development & Youth Employment -Agriculture -Urbanization and rural settlement -Social protection -Transport	All sectors	- Offer financing opportunities to district entrepreneurs, and other developmental activities in the district. - Provide financing and technical assistance to support the policy and implementation strategy process - Coordinating the different actors in development of sectors
20.	SACCOs	-Private Sector Development & Youth Employment -Agriculture -Urbanization and rural settlement -Social protection -Transport -Financial Sector Development -Public finance	All sectors	- To develop the cooperative sector such as it serves its members equitably, efficiently and empowers them economically. - Fund capacity building

N°	Stakeholder	Intervention sector	Geographic area	Responsibilities
		management		
21.	DFID	- Financial Sector Development - Agriculture - Social protection		- Access to finance - Fund capacity building
22.	COFORWA	Water and Sanitation		- Promote sustainable management of water and energy and improve efficacy of water and sanitation
23.	World Bank	- Urbanization and Rural settlement - Transport	4 urban sectors	- Provision of basic infrastructure - Technical assistance to support sustainable urban management and capacities at Secondary Cities District level and facilitation of Local Economic Development
24.	Hope Made Real - Urukundo Foundation	Education	1 sector	Access to education
25.	WASAC	Water and Sanitation		To increase the water production, distribution, and performance improvement aimed at provision of quality water and sanitation services
26.	REG/Community	Energy	All sectors	- Responsible for maintaining and improving power plants, transmission and distribution networks, as well as delivery of electrical energy to consumers at a sustainable fee  - Community companies support in small micro hydro power plants/Ndiza Zone
27.	VSO	Social protection		- Addresses marginalization and poverty in District - Creating jobs for the poor that respect labour standards; - Standards; research; regional collaboration
28.	BDCs	ICT		- Mentoring, coaching and general management consulting - Network of connections to business services in such as, advertising & marketing, printing, IT, etc. - Incubation—provide forum for brainstorming and refining business ideas
29.	Caritas Rwanda	- Health - Social protection		- Assist people in needs in nutrition, WASH and social welfare activities.
30.	FARG	Social protection	All sectors	Promote the social welfare of the neediest survivors of the Genocide against Tutsi against the Tutsi.

N°	Stakeholder	Intervention sector	Geographic area	Responsibilities
31.	Komite z'ababyeyi (Parents committee's)	- Social protection - Education	all	- Monitor, train and build capacity on cultural values through schools
32.	NCPD	Social protection	All sectors	- works collaboratively to ensure meaningful participation of people with disabilities in all aspects of the life of the Church and society.
33.	IMF	-Financial Sector Development -Public finance management	All	- promote private-sector led growth through, fiscal sustainability based on continued improvements in domestic resource collection, enhancing access to credit and deepening the financial sector.
34.	Peace Corp	Education and Health	All	Capacity building
35.	Search for Common Ground	Governance and Decentralization	All	- Toward cooperative solutions in problem solving in society
36.	Aziz life	Sport and Culture		- Maximizing economic opportunity for rural artisans through the development and promotion of crafts.
37.	MAJ	Justice, Reconciliation, Law and Order	All	- To advise people on law related issues, - To disseminate laws and regulations and to advise specifically Abunzi in legal matter and procedures, monitor and follow-up their activities; - To provide legal assistance and legal representation in Courts for poor and vulnerable people - To handle all issues related to GBV

**Source:** District Planning Unit

## CHAPTER 3: ALIGNMENT WITH NATIONAL POLICY FRAMEWORK AND METHODOLOGY

Muhanga District in the elaboration of the DDS has played its role, championing the elaboration process. The participatory approach boosted the involvement of the locals in the planning process which gave them a clear understanding of what projects to look out for, as way of contributing to the National Strategy for Transformation-1 through the DDS of Muhanga. The process involved generating ideas based on the National and community priorities for the implementation of the NST1. The participatory approach mentioned above was used to promote inclusivity of all stakeholders in capturing their views through Joint Action Development Forum (JADF), Province Steering Committee (PSC), Sector Working Groups (SWGs) and local community priorities collected through the monthly community work (Umuganda). Their involvement in the process simplified the validation process of drafts through meetings with the District Council, JADF and Executive committee.

In the following the elaboration methodology of the DDS will be described in detail.:

### 3.1 Methodology

#### 3.1.1 Primary data collection

This type of information was obtained directly from first hand sources in the District by means of focus group discussions and making use of questionnaires, interviews and observation.

The consultation meetings carried out with District stakeholders include;

- Consultation at the level of Imidugudu: to identify problems and make priorities in the community assembly and all the population was invited to the meeting, the methodology used to collect this data was through questionnaires and a sample of this template for Community participation is found under Annex 2 table 10;
- Compilation at the cell level: to identify 10 problems and to make priorities following the previously established canvas. Results: identification of three projects in social and productive domains. Cells Executive Secretaries, Socio Economic Development Officer at cells levels;
- consultation at the Sector level: identification of at least 10 main problems and interventions. Those who Participated in the validation meetings: Executive Secretaries of sectors, technicians at sector level, Executive Secretaries of cells and Sectors Councils; a sample of the participants at this level can be found under annex 2 Figure 2.
- Consultation meeting with JADF and all its development partners in identifying the role and responsibility of the forum in the elaboration of the DDS, letter of attendance lists are found under Annex 2, figure 3.
- Consolidation of District strategies at District level: a retreat of District Unit Directors was organized to analyze the situation of Sectors, Units and District and the national policy



headed by Planning Unit; this was later followed up by meeting with the District council in validating the views that had been captured for further consideration in the DDS elaboration. A copy of the attendants in the District council is found under annex 2 figure 4

Table 11 under Annex 2, shows a randomly sampled result compilation showing the community needs under the 3 pillars of the National Strategy for Transformation.

## **Interviews**

The conducted interviews included open interviews with District directors of Units and District stakeholders be it from the development partners, private sector, civil society, and District officials; apart from these interviews, Joint Action Development Forum representative members, private sector operators, civil society and development partners were also consulted. Consultations have been conducted through Joint Action Development Forum as well as sector working group meetings. Questionnaires were also used and a sample of the forms used can be found in Annex 3.

### **3.1.2 Secondary Data collection**

#### **The Literature Review**

This includes an extensive review of National documents related to social, environmental and economic progress made by the districts in the period from 2013 to 2018 under the EDPRS2 and developed District data made by the National Institute of Statistics of Rwanda (NISR) which includes the accurate data from EICV 4, DHS 5, Labour force survey and Seasonal Agriculture Surveys; district annual reports. District evaluation reports also guided the assessment of Muhanga achievements for the period of 2013-2018 and served as basis for the identification of district's priorities and targets for the next six years. Relevant documents reviewed during this elaboration, include;

- Rwanda Vision 2020,
- National Strategy for Transformation 1
- SDGs
- Cross Cutting Areas
- Sector Strategic Plans (Draft reports)
- National Strategy for Green Secondary City Development
- District Profile
- District record reports
- Muhanga Local Economic Development Strategy(LED) and Action Plan
- District capacity building plan
- Final report of integrated socio-economic development study of Ndiza zone in the district of Muhanga, Southern province;
- Priorities from Local Community, Cells, Sectors and District Staff;
- Muhanga DDP evaluation report

Other relevant documents including, policies, guidelines, budget, reports, and budget execution reports.

## 3.2 Main issues at District level

This chapter aims at providing the basis for the prioritization of the intervention sectors and corresponding projects defined in the upcoming chapters.

### 3.2.1 Economic Transformation Pillar

The analysis below presents the current issues by sectors under the Economic Transformation pillar which are Agriculture, Private Sector Development and Youth Employment, Transport, Energy, Water and Sanitation, Urbanization and Rural Settlement, ICT, Environment and Natural Resources and Financial Sector Development. LED strategies were taken into account in the elaboration of this section.

The following is a summary of the key issues the District is facing under Economic Transformational pillar;

- Low productivity of agriculture and livestock feeds; lack of ample land for agriculture has led to over exploitation of small land using traditional techniques, consequently leading to low production and productivity. And due to lack of pasture, the challenge being faced by farmers is livestock feeding.
- Soil Acidity is high, due to the presence of minerals in the District some parts of the District don't favor agricultural practices because of their high PH levels.
- Limited participation of private sector investing in big projects to facilitate job creation, promote industry and reduce the predominance of informal sector
- Unemployed youth
- Low access to finance by women
- Inadequate technical skills to improve productivity;
- Insufficient and poor condition of infrastructure such as roads
- Insufficient access to electricity mainly in rural areas. due to the high slop of terrain
- Costly rehabilitation of basic infrastructure (water pipes) due to the high slop of terrain
- Inexistence of detailed town master plan
- Limited sex-disaggregated data
- Poor condition of public building (offices of sectors, cells, villages, schools, health centers)

- Settlement in high-risk zones
- Isolated rural housing in rural area
- Lack of heavy industrial development
- Natural topography of the District limits ideal Internet connections
- Degradation of environment caused by erosion due to hills, deforestation and human occupation in high-risk zones;
- Low development of Urban areas and trade centers;

### **3.2.2 Social Transformation Pillar**

Following are the current issues by sectors under the Social Transformation pillar i.e. Social protection, Health and Education.

- Sizeable number of vulnerable people to deal with;
- High population growth with insufficient services and facilities to accommodate the population leading to tension on existing services
- Old classrooms which affects the quality of education.
- Class ratios
- Qualified teachers in secondary schools are still lacking
- Low girls 'enrolment in TVETs
- Persistence of GBV

### **3.2.3 Transformational Governance Pillar**

Following are the current issues by sectors under the Transformation Governance pillar i.e. Governance and Decentralization, Justice, Reconciliation, Law and Order, Sport and Culture and Public Finance Management.

- Insufficient staff district to cell
- Insufficient staff of MAJ
- Lack of sports fields (recreational Hub)
- Low competence on the budget reporting
- Low decision-making power by women

### 3.3 Alignment of DDS with NST1

The following table illustrates Muhanga's District Development Strategy alignment with NST-1.

**Table 6 Alignment of Muhanga DDS with NST 1**

NST-1 PILLAR	NST-I PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
<b>1. Economic Pillar</b>	1.1 Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	1.1.1: Increased number of Rwandans with appropriate skills tailored to Labour market demands	Increased Labour productivity in off-farm sectors	Employment promotion through skills development, entrepreneurship and regulation
				Promote Technology, Innovation, Standards and High-Growth Entrepreneurship Policy
	1.1 Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	1.1.2: Increased productive jobs for youth and women	Off-farm jobs created per year	Support and empower youth (male and female) and women to create business through entrepreneurship with access to finance
				Strengthen BICA (Business Incubation Center of Kabgayi) on agroprocessing focusing on youth and women.
				Develop and enhance strategic partnerships with private sector companies in the implementation of Work Place Learning.
				Scale up the number of TVET graduates with skills relevant to the labor market.
<b>1. Economic Pillar</b>	1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	Developed integrated urban and rural settlements with Increased availability to affordable housing	green urban land use plans implemented
			Improved public transport services, effective and safe traffic management	Improve Rural and Urban transport services through Establishment of Scheduled Bus Routes, Construction of Urban Roads and rural roads rehabilitated, route franchising, as well as

NST-1 PILLAR	NST-1 PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS		
		1.2.1: Developed and integrated urban and rural settlements		Operationalization of Smart Ticketing System		
			Street lighting expanded to all national and district roads.	Provide existing major roads with street lighting		
			Livable, well-serviced, connected, compact, green and productive urban and rural settlements with a cultural identity	Secondary cities developed as poles of socio-economic growth	To implement 48 urban infrastructure projects implemented that make SC's attractive for investment	
				1.2.2: Increased economic opportunities in urban areas	green open public spaces established	Reinforce affordable housing
		Street lighting enhanced			Developed Basic infrastructure through servicing rural settlements	
		Urban Transport Developed			Rural transport (feeder roads) constructed and maintained	
		<b>1. Economic Pillar</b>	1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually		1.4.1: Increased exports of value-added goods	Increased exports of value-added goods
				Traditional Agriculture export crops and products to complement agricultural exports increased		
<b>1. Economic Pillar</b>	1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.2: Increased exports of high-value services	Increased exports of high-value services	Professional services for exports (Financial Services/Fin-tech/e-payment, BPOs, Legal, Security Guards services, etc.) Developed with high quality		
				Tourism revenues scaled up		
	Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.4.3: Upgraded minerals, oil & gas sector	Upgraded minerals, oil & gas sector	Quantity and Quality of sustainably extracted minerals for export increased		
			The number of households depending on firewood as a source of energy for cooking halved to 42%	Support the distribution and use of alternative fuels and cooking technologies		

NST-1 PILLAR	NST-I PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
	Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.4: Hard infrastructure developed for trade competitiveness	Sustained functionality of rural water supply infrastructure by strengthening O&M management arrangements	Water resource management from sources improved
			Productive user access to electricity increased to 100%	Connect all existing productive users to electricity using on-grid solutions
				Connect all existing productive users to electricity using off-grid solutions
			Losses in the transmission and distribution networks reduced to 15%	Build new network infrastructure
				Promote awareness and encourage correct behaviours among consumers
<b>1. Economic Pillar</b>	1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.5.1: Increased high impact FDIs and domestic investments	FDIs and domestic investments increased	Develop financial service centers in the District
	1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	Increased agricultural and livestock production and productivity	Enhance male and female farmers' access to agriculture inputs through private sector and other stakeholders.
			Increased financing, climate resilience and infrastructure for agriculture	Consolidated and irrigated land increased to promote agricultural mechanization working with the private sector
	1.6 Modernize and increase productivity and livestock	1.6.4: Increased climate resilience for agriculture	Increased financing, climate resilience and infrastructure for agriculture	New models of irrigation scheme managed, Water users' associations and scaled up public-private partnership models involving private service providers in managing irrigation schemes.
				Land covered by terraces increased (from 1227 ha to 1860 ha)
				Access to improved seeds increased

NST-1 PILLAR	NST-I PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
		1.6.5: Improved livestock sector	Improved livestock sector	Productivity of selected crops increased
				Post-harvest handling and storage facilities developed to add value to agricultural produce with the private sector
				Strengthen the commercialization of crop by increasing private sector engagement and promoting market-oriented agri-businesses
<b>1. Economic Pillar</b>	1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.7.4: Accelerated growth in Green Innovation	Accelerated growth in Green Innovation	Male and female households using firewood as source of energy halved to 42% from 83%
<b>2. Social Transformation</b>	2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from extreme poverty	Increased graduation from extreme poverty	Scale up minimum package for graduation (MPG); VUP expanded Public Works (with focus on female-headed households caring for young children) and VUP Classic Public Works and refocus to areas of the country at most risk of seasonal and climate-related shocks
	2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.2 Reduced poverty among Rwandans	Reduced poverty among Rwandans	Management of One Cow per Poor Family Program and other social programs run at the village level and support poor households to acquire small livestock improved.
		2.1.3 Enhanced resilience of Rwandans	Enhanced resilience of Rwandans	coordination and partnerships between stakeholders involved in household's poverty eradication programmes enhanced
	2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	Reduced malnutrition among children	sustaining food security ensured, Distributed Food and vitamin supplements using Fortified Blended Food (FBF), one Cup of milk per child, to those already affected
				All forms of malnutrition prevented and managed 100%

NST-1 PILLAR	NST-I PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
				1,000 days of good nutrition and care at village level and Sensitized households on good nutrition practices through ECDs and health centers promoted
				Strengthened Multi-sectoral coordination through the Nutrition Secretariat and strengthened social cluster coordination at decentralized levels up to the village.
<b>2. Social Transformation</b>	2.3 Enhancing demographic dividend through ensuring access to quality Health for all	2.3.1 Improved healthcare services	Improved healthcare services	Construct and upgrade Health facilities with adequate infrastructure. This will be achieved through ensuring 100% access to electricity and water for health facilities by 2024.
	2.3 Enhancing demographic dividend through ensuring access to quality Health for all	2.3.3 Increased health workforce	Increased health workforce	number and quality of human resources for health including: general practitioners, specialists, nurses and qualified administrators increased
		2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Reduced Communicable Diseases and Non-Communicable Diseases	Identified innovative sources of financing for the health sector including Public Private Partnerships
		2.3.5 Increased contraceptives prevalence	Increased contraceptives prevalence	Drug abuse and trafficking prevented among all sections of the population
				Raising awareness on family planning and increase demands of FP services from 48% (2013/14) to 60% in 2024
<b>2. Social Transformation</b>	2.4 Enhancing demographic dividend through improved access to quality education	2.4.2 Improved education quality in primary and secondary education	Improved access to quality education in pre-primary, primary and secondary education	access to pre-primary education and pre-primary net enrolment rates increased from 17.5% (2016) to 45% by 2024
				quality of education improved at all levels
				strengthen mechanisms to promote completion rates in primary and secondary education for boys and girls
				48 People with disabilities starting schools and progressing through all levels



NST-1 PILLAR	NST-1 PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
		2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	Increased Technical and Vocational Education and Training (TVET) schools and graduates especially among girls	Increase number of students pursuing TVETs schools with triple female enrolment by 2020
		2.4.5 Increased children and adult literacy rates	Increased children and adult literacy rates	mechanisms strengthened to promote completion rates in primary and secondary education
<b>2. Social Transformation</b>	2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to Basic infrastructure (water, sanitation, electricity, ICT, shelter)	Access to basic electricity	Scale up access to electricity to all from 34.5% (Estimate 2017) to 100% by 2024
			Improved and Sustained urban and rural households access to safe drinking water	Construction, extension and rehabilitation of water supply
		2.5.1 Universal access to Basic infrastructure (water, sanitation, electricity, ICT, shelter)	Universal sanitation access	Scaled up access to sanitation to all from 84% (Est. 2016) to 100% and waste management systems
				Increase access to internet and broadband
				Organize campaigns for girls' involvement in ICT through Ms. Geek Competition, Tech Kobwa camps, Technovation challenges, and digital financial inclusion through Rugori fund among others
				GBV preventive and management measures enhanced
				Connect households to the on and off grid electricity
				Develop and facilitate decent settlement for locals including relocation of those living in high-risk zones
				Orphans raised in families
				Mainstream Disaster Risk Reduction and Management into all development sectors
		2.5.1 Universal access to Basic infrastructure (water, sanitation,	Sustained safe and reliable water supply services for schools,	Develop and Implement a comprehensive Plan for water connectivity to schools,

NST-1 PILLAR	NST-I PRIORITIES	NST-1 OUTCOME	DDS Outputs	DDS STRATEGIC INTERVENTIONS
		electricity, ICT, shelter)	health facilities and public places	Health facilities and Public Places
<b>3, Transformation Governance</b>	3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	Enhanced unity among Rwandans	Enshrine Kinyarwanda language and Rwandan values enshrined
		3.1.2: Increased innovations and sustainability across Home Grown Solutions	Increased innovations and sustainability across Home Grown Solutions	Unity and reconciliation promoted among Rwandans
				Raising awareness on gender equality and equal opportunities for all
	3.2 Ensure Safety and Security of citizens & property	3.2.1: Enhanced Peace and Security	Enhanced Peace and Security	Robust community policing done
				security organs strengthened
				values and culture of excellence, patriotism reinforced
	3.4 Strengthen Justice, Law and Order	3.4.1: Strengthened Judicial System (Rule of Law)	Strengthened Judicial System (Rule of Law)	Legal Aid Provision streamlined to ensure Universal and affordable quality justice done.
	3.4 Strengthen Justice, Law and Order	3.4.3: Zero corruption across government services and institutions achieved and maintained	Zero corruption across government services and institutions achieved and maintained	Intensified efforts to prevent and fight against corruption done
				efforts to fight against Genocide against Tusti ideology intensified
	3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.3: Reinforced efficient service delivery	Reinforced efficient service delivery	100% Government services are delivered online by 2024 from 40% in 2017.
		3.5.4: Enhanced effective Public Financial Management System	Developed Capacity for Public Institutions	the functioning of JADF Strengthened
<b>3, Transformation Governance</b>	3.6 Increased Citizens Participation and Engagement in Development	3.6.1: Enhanced decentralization system	Developed Capacity for Public Institutions	Increased citizen participation in district planning and prioritization, especially youth and women
		3.6.3: Improved scores for citizen participation	Improved scores for citizen participation	the culture of self-reliance, solidarity and patriotism among Rwandans promoted
				home-grown solutions to problems encountered by different categories of our society developed

***Source:** Alignments with National policy framework and methodology*

## CHAPTER 4: THE STRATEGIC FRAMEWORK

The country's target is to be classified as an upper middle-income country, such that the annual economic growth, Gross Domestic Product (GDP) per capita income of 4,035\$ by 2035 becomes 12,476\$ for High Income by 2050.

The National Strategy for Transformation (NST 1) is the medium-term strategy (July 2018-June 2024) attributed to Economic transformation, Social transformation and Transformational Governance for implementing Vision 2020/2050, it aims at ensuring high standards of living for all Rwandans.

### 4.1 The District Vision, Mission and Objectives:

#### District Vision

The District of Muhanga as a recognized Secondary City identified in EDPRS 2, the Vision of the District is to become a ***Green Secondary City with an Essential focus in Mining, Quarry and Commercial Businesses***

#### District Mission

The mission and responsibilities of the District are defined by the law N°8/2006 of 24/02/2006 concerning organization and functioning of the District.

The mission entrusted to the District by the said Law is as follows:

- ❖ To implement the government policy;
- ❖ To give services and help sectors to deliver quality services;
- ❖ To establish, coordinate and implement development programs;
- ❖ To promote solidarity and cooperation with Districts.

#### District Objectives

The objectives formulated for Muhanga District Development strategy are derived from the LED Strategy describing specific results that Muhanga District aims to achieve within a timeframe of six years (2017-2023), with available resources aligned under each defined goal. Formulated objectives are specific, measurable, appropriate, realistic & achievable, and time bound (SMART). Formulated objectives are:

**Objective 1:** The productivity in mining will be expanded by 12% with improved professional methods and value addition (2% each year)

**Objective 2:** The productivity in quarry will be expanded by 12% with improved professional methods and value addition (2% each year)

**Objective 3:** Six modern commercial malls for regional shopping businesses will be developed (one modern commercial hall per year)

**Objective 4:** Develop value chain in agriculture and livestock by 30% of increased productivity (5% each year)

**Objective 5:** Extend road infrastructure network by 60% (10% each year) and keep them well maintained at 100%.

**Objective 6:** Extend water supply networks by 60% (10% each year) and keep them well maintained at 100%.

**Objective 7:** Extend energy supply networks by 60 % (10% each year) and keep them well maintained at 100%.

**Objective 8:** Develop soft infrastructure (Equipment and skills for IT, Modern Markets, Waste Management, BDCs, Selling Points, SMEs, Cooperatives, Tourisms, etc.) and promote financial inclusion.

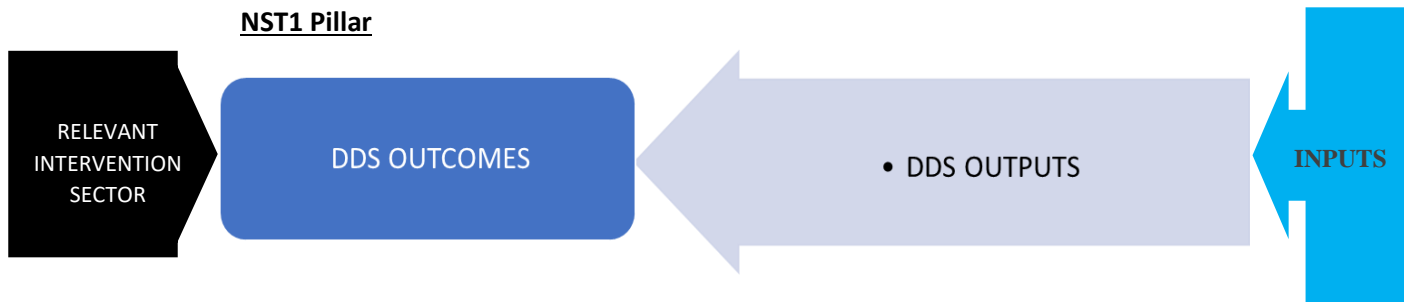
## 4.2 Main Priorities at District level

Based on the key issues identified in chapter 3.2 and in alignment to the above-mentioned District objectives and on the potentialities of the District, the District of Muhanga will mainly focus on the following key priorities presented below and priority details per Pillar are shown in annex 3:

- i. Increasing agricultural and livestock productivity and production
- ii. Developing a mining processing product industry and exploitation of quarries, promoting private and financial sector development to boost creation of off farm jobs
- iii. Urbanization and rural settlement promoted to accommodate growing population and facilitate access to socio-economic infrastructure and developing touristic products;
- iv. Enhancing Youth and Women economic empowerment and responsibility.
- v. Strengthening technical capacities to increase productivity (in agriculture, industry, handcraft, mining and services such as ICT, tourism...

### 4.3 Results chain

This section provides three result chains elaborated according to the NST1 pillars. For harmonization, Muhanga DDS outcomes and outputs are formulated with respect to the NST1 goal outcome and output indicators to allow aggregation and comparison between Districts



## CHAPTER 4: THE STRATEGIC FRAMEWORK

**Economic Transformation Pillar**

AGRICULTURE	Increased agricultural production and productivity	<ul style="list-style-type: none"> <li>• Farmers' access to improved seeds, enhanced through private sector and other stakeholders.</li> </ul>
	Increased financing, climate resilience and infrastructure for agriculture	<ul style="list-style-type: none"> <li>• Consolidated and irrigated land increased to promote agricultural mechanization working with the private sector</li> <li>• Land covered by terraces increased</li> <li>• Productivity of selected crops increased</li> </ul>
	Improved livestock sector	<ul style="list-style-type: none"> <li>• Improved quality, production and productivity of livestock</li> </ul>
	Increased exports of value-added goods	<ul style="list-style-type: none"> <li>• Home grown industries working with the private sector promoting locally produced materials</li> <li>• Traditional agriculture export crops and products to complement agricultural exports increased</li> </ul>
	Increased exports of high-value services	<ul style="list-style-type: none"> <li>• Professional services for exports (financial services/fin-tech/e-payment, developed with high quality)</li> </ul>
PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT	Increased productive jobs for youth and women	<ul style="list-style-type: none"> <li>• Youth and women supported and empowered</li> </ul>
	Increased number of Rwandans with appropriate skills for markets demands	<ul style="list-style-type: none"> <li>• Strategic partnerships with private sector companies developed and enhanced</li> <li>• Skills relevant to the labor market scaled up through TVET</li> <li>• Model income and employment-generating project in each village developed</li> </ul>
TRANSPORT	Improve and sustained quality of road network	<ul style="list-style-type: none"> <li>• District road class one in a good condition constructed and rehabilitated</li> <li>• Feeder roads constructed and maintained</li> </ul>
ENERGY	Street lighting expanded to all National and District roads	<ul style="list-style-type: none"> <li>• Provide district existing major road with street lighting</li> </ul>
	Provide user access to electricity increased by 100%	<ul style="list-style-type: none"> <li>• All existing productive users connected to electricity using on and off grid solutions</li> </ul>
	Losses in the transmission and distribution networks reduced to 15%	<ul style="list-style-type: none"> <li>• Awareness and encouraging correct behaviors among consumers promoted</li> <li>• New network infrastructure built</li> </ul>
	Upgraded minerals oil and Gas sector	<ul style="list-style-type: none"> <li>• The distribution and use of alternative fuels and cooking technologies delivered</li> </ul>
WATSAN	Sustained functionality of rural water supply infrastructure	<ul style="list-style-type: none"> <li>• Water resource management from sources improved</li> </ul>
URBANIZATION AND RURAL SETTLEMENT	Secondary cities developed as poles of socio economic growth	<ul style="list-style-type: none"> <li>• 48 urban infrastructure project implemented that make secondary cities attractive for investment</li> </ul>
	Livable, well serviced, connected, compact, green and productive urban and rural settlement	<ul style="list-style-type: none"> <li>• Green urban land use plans implemented</li> <li>• Green city detailed physical plans for emerging centers</li> <li>• Green open public spaces established</li> </ul>
	Developed integrated urban and rural settlements	<ul style="list-style-type: none"> <li>• Local construction materials promoted and developed</li> <li>• Affordable housing reinforced, Households relocated from high risk zone</li> </ul>
	enabled vibrant competitive, and innovative ICT private sector	<ul style="list-style-type: none"> <li>• Young people supported in ICT careers</li> </ul>
ICT	Sustained vibrant Smart Cities	<ul style="list-style-type: none"> <li>• Gis-based urban management platform (smart RMP)</li> <li>• Free internet zones strategic created in the residential areas.</li> </ul>
	More productive public sector	<ul style="list-style-type: none"> <li>• Private and public institution facilitated on the ICT for service delivery</li> </ul>
	Vibrant, efficient and responsible mining spurring sustainable economic development	<ul style="list-style-type: none"> <li>• Mining export contribution to GDP increased from 2.4% in 2016/17 to 3.6%</li> <li>• Mining techniques modernised and mineral value addition exported expanded</li> </ul>
ENVIRONMENT AND NATURAL RESOURCES	Increased green growth and climate resilience for socio-economic development	<ul style="list-style-type: none"> <li>• Robust EIA monitoring and enforcement compliance system developed</li> <li>• Degraded ecosystem rehabilitated</li> </ul>
	Sustainable and productive forest management ensured	<ul style="list-style-type: none"> <li>• Forest cover increased and maintained</li> </ul>
	Integrated water resource management	<ul style="list-style-type: none"> <li>• Nyabarongo river bank and buffer zone protected</li> </ul>
	Improved Private Sector financing	<ul style="list-style-type: none"> <li>• New affordable housing financing model implemented</li> </ul>
FINANCIAL SECTOR DEVELOPMENT	Long term saving and innovative financing mechanisms enhanced	<ul style="list-style-type: none"> <li>• Financing model for affordable housing linked to personal savings developed</li> </ul>
	Increased financial inclusion	<ul style="list-style-type: none"> <li>• District SACCO and cooperatives banks established to enable financial accessibility and usage</li> <li>• Access to financial services improved</li> </ul>
SPORT AND CULTURE	Develop, creative arts and industries towards employment generation	<ul style="list-style-type: none"> <li>• Talents of youth promoted in Muhanga district</li> </ul>

Availability of infrastructure

Funds available

Citizen participation

Local leader's ownership to development programs

## CHAPTER 4: THE STRATEGIC FRAMEWORK





**Transformational Governance Pillar**



## 4.4 Logical framework per intervention sector

**Table 7 MUHANGA DISTRICT DEVELOPMENT STRATEGY LOGICAL FRAMEWORK 2018/19 -2023/24**

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	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>1. SECTOR: AGRICULTURE</b>										
<b>PRIORITY AREA 1.7: Modernized and increased agricultural productivity and livestock</b>										
<b>OUTCOME 1.7,1: Increased agricultural production and productivity (direct alignment to NST1)</b>										
<b>OUTPUT 1.7,1.1: farmers access to improved seeds and fertilizers Enhanced and production in horticulture, vegetables fruits increased</b>										
ha of agriculture land for horticulture increased (Imboga) in all sectors.	50	101.25		20	30	45	67.5	101.25	District Performance Report	Population committed and fund available
ha of agriculture land for floriculture increased	n/a	3		1	1	1			District Performance Report	Population committed and fund available
number of greenhouses constructed for horticulture and farming promotion	1	8	1	1		1	2	3	report	Population committed and fund available
Number of Plantation of fruit trees increased to boost production (Imbuto)	10	15	1	2	2	2	3	5	report	Population committed and fund available
% of male and female farmers who have timely access and use:1. Chemical fertilizers;2. Organic fertilizers; 3. fertilizer enriched product	30	77 (cumulative)	31	37	45	54	64	77	Agriculture report	Population committed and fund available
Number of "Agri business Development Center developed in (seeds multiplication, smart agriculture / livestock demonstration, soil erosion control, small scale agroprocessing demonstration)	3	4		COIABNDI					District Performance Report	Population committed and fund available
Number of selling points Constructed for horticulture products (indabo, imbuto, imboga) in Kivumu, Nyarusange and Kanyinya	1	8	1	1	1	1	2	2	report	Private Sector committed and fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTCOME 1.7.2: Increased financing, climate resilience and infrastructure for agriculture</b>										
<b>OUTPUT 1.7.2.1: Consolidated and irrigated land increased to promote agricultural mechanization working with the private sector</b>										
Ha installed with small scale hillside irrigation with green technologies	Only Cyeza, Shyogwe and Nyamabuye	759 (cumulative)	100	150	225	338	506	759	District Performance Report	Population committed and fund available
<b>OUTPUT 1.7.2.2: New models of irrigation scheme managed, Water users' associations and scaled up public-private partnership models involving private service providers in managing irrigation schemes.</b>										
Ha of marshland developed	*Rugeramigozi I: 80 Ha and II:75.5Ha *Ruterana: 35 Ha; *Makera: 63 Ha (Total: 224.9 Ha)	95		Takwe: 45 Ha		Rwansamira : 50 Ha			District Performance Report	fund available
% of modern techniques of Hillside Irrigation & water harvesting ponds promoted	no data	60% (cumulative)	10%	20%	30%	40%	50%	60%	District Performance Report	Population committed and fund available
<b>OUTPUT 1.7.2.3: Land covered by terraces increased (from 1227 ha to 1860 ha)</b>										
Ha of land covered by terraces from	1227.8 Ha	1860 (cumulative)	245	368	551	827	1240	1860	District Performance Report	Population committed and fund available
<b>OUTPUT 1.7.2.4: Productivity of selected crops increased</b>										
Yield of major crops increased	* Maize:4.43 T/Ha * Beans :2.5T/Ha * Rice: 5.4 T/Ha, *Irish potatoes:27 T/Ha;	* Maize:5.43 T/Ha * Beans :3.5T/Ha * Rice: 6.4 T/Ha, *Irish potatoes:31.8T/Ha;	* Maize:4.49 T/Ha * Beans :2.6T/Ha * Rice: 5.8 T/Ha, *Irish potatoes:28 T/Ha;	* Maize:4.90 T/Ha * Beans :2.8T/Ha * Rice: 5.98 T/Ha, *Irish potatoes:29.3T/Ha;	* Maize:5.2 T/Ha * Beans :3.1T/Ha * Rice: 6.1 T/Ha, *Irish potatoes:30T/Ha;	* Maize:5.28 T/Ha * Beans :3.4T/Ha * Rice: 6.28 T/Ha, *Irish potatoes:30.1T/Ha;	* Maize:5.35 T/Ha * Beans :3.5T/Ha * Rice: 6.3 T/Ha, *Irish potatoes:31 T/Ha;	* Maize:5.4 3T/Ha * Beans :3.5T/Ha * Rice: 6.4 T/Ha, *Irish potatoes:31.8T/Ha ;	District Performance Report	Inputs timely provided to farmers
Tones of fertilizers (organic manure) promoted and used by farmers in Muhanga District (20 tones / ha /fy for organic manure)	254,000	1603905 (cumulative)	265,200	266,000	267,032	268,031	268,321	269,321	District Performance Report	Population committed and fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of male and female farmers mobilized and trained on boosting productivity of crops with great potential (Maize, coffee etc.)	173	1971 (cumulative)	260	389	584	876	1,314	1,971	District Performance Report	Population committed and fund available
Number of Cooperatives and locals in making and using organic fertilizers facilitated and trained (Not cost relevant)	20	228 (cumulative)	30	45	68	101	152	228	District Performance Report	Population committed and fund available
Number of fertilizer production plants Constructed and operationalized	n/a	2 (additional)					1	1	report	Population committed and fund available
ha of Land protected with erosion control measures	1,227	2582 (cumulative)	340	510	765	1,148	1,721	2,582	report	Population committed and fund available
<b>OUTPUT 1.7.2.5: Post-harvest handling and storage facilities developed to add value to agricultural produce with the private sector</b>										
Number of drying facilities Constructed	16	23 (cumulative)	3	5	7	10	15	23	report	Population committed and fund available
Number of stores houses Rehabilitated	0	4 (additional)		2	2				report	Population committed and fund available
number of new store houses constructed	0	2 (additional)		Ndiza Zone: 2					report	Population committed and fund available
Number of modern slaughter houses constructed and equipped	1	3 (additional)		Mushishiro/ Kabadaha: 1	kiyumba/ Remera: 1	Kibangu/ Nyakabanda : 1			District Performance Report	Private Sector committed and fund available
<b>OUTCOME 1.7.3: Improved livestock sector (direct alignment to NST1)</b>										
<b>OUTPUT 1.7.3.1: Improved quality, production and productivity of livestock</b>										
Number of female cows artificially inseminated for improved genetics (Annual Target)	10000	15188 (cumulative)	2000	3000	4500	6750	10,125	15,188	District Performance Report	Private committed and fund available
Number of animals vaccinated against diseases: (LSD, BQ, RABBIS)	LSD:12000	136688 (cumulative)	18000	27000	40500	60750	91125	136688	District Performance Report	Private committed and fund available
	BQ:12000	136688 (cumulative)	18000	27000	40500	60750	91125	136688	District Performance Report	Private committed and fund available
	RABBIS:1000	11391 (cumulative)	1500	2250	3375	5,063	7,594	11,391	District Performance Report	Private committed and fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Milk collection posts Installed and equipped	0	6 (additional)	1	1	1	1	1	1	District Performance Report	Private committed and fund available
Number of milk processing plants in muyebe (milk, yoghurt, cheese, etc.) constructed	0	1		1					District Performance Report	Private committed and fund available
Number of livestock and small livestock improved /upgraded in genetics (inkoko, inkwavu, ihene, intama, ingurube, inzuki, amafi, etc.)	80	911 (cumulative)	120	180	270	405	608	911	District Performance Report	Private committed and fund available
Number of Livestock & Agriculture Development Centers (veterinary clinic centers, mituelle Yinka, ubuvuzi bw'ibimera n'amatungo, imiti, abavuzi b'amatungo n'ibihingwa) constructed and operationalized	1	15 (cumulative)	2	3	5	7	10	15	District Performance Report	Private committed and fund available
Number of Silaging facility for storing feeds to support the Milk Processing Unit Established	n/a	15 (cumulative)	2	3	5	7	10	15	District Performance Report	Private committed and fund available
Number of animal leather processing plants (impu) in Muhanga Industrial Park Constructed	n/a	2 (additional)		1	1				Report	Private committed and fund available
Number of male and female farmer' cooperatives trained for pig value chain development	20	228 (cumulative)	30	45	68	101	152	228	District Performance Report	Private committed and fund available
Number of Pig product factory constructed and equipped (Amavuta, Inyama, Sausage, etc.) Muhanga Industrial Park	n/a	1			1				District Performance Report	Private committed and fund available
Number of poultry Centers improved for farmers (Irerero)	n/a	1		1					District Performance Report	Private committed and fund available
Number of poultry cooperatives trained on modern poultry farming (focus on youth & women)	n/a	1			1				Training of Modules and certificates	Private committed and fund available
Number of Men and women cooperatives trained for modern technologies in bee keeping	8	91 (cumulative)	12	18	27	41	61	91	District Performance Report	Private committed and fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of honey collection centers	6	7 (additional)		1	2	2	2		District Performance Report	Private committed and fund available
Number of new modern beehives supplied to farmers	120	1367 (cumulative)	180	270	405	608	911	1367	District Performance Report	Private committed and fund available
Number of farming cooperatives trained on fish production in sustainable techniques. (Artificial lakes and water dams)	n/a	6 (Additional)	1	1	1	1	1	1	District Performance Report	Private committed and fund available
<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 1.4.1: Increased exports of value-added goods (direct alignment to NST1)</b>										
<b>OUTPUT 1.4.1.1: Home grown industries working with the private sector promoting locally produced materials and "Made in Rwanda."</b>										
Number of Private Commercial Halls Constructed in Muhanga Secondary City (Not cost relevant)	n/a	3 (additional)	1		1		1		Report	fund available
Number of Modern Markets Constructed in Muhanga District (8 Modern markets constructed in Mbuye, Buringa, Kivumu, Cyakabiri, Misizi, Rwambariro and Bukiro)	5	8 (additional)	1	2	2	1	2		Report	PRIVATE SECTOR COMMITTED
% of basic services constructed within the Industrial Park and Hand craft center (electricity, access roads, water, plotting, greening, car parking, etc.)	0%	99% (cumulative)	15%	20%	29%	44%	66%	99%	Final and provisional handover reports	fund available
Number of warehouses developed in collaboration with District and Private Sector (PPP)	n/a	3 (additional)	1	1	1				Report	PRIVATE SECTOR COMMITTED
% of clay exploitation investment promoted	n/a	50%		50%					District Performance Report	PRIVATE SECTOR COMMITTED
<b>OUTPUT 1.4.1.2: Traditional Agriculture export crops and products to complement agricultural exports Increased</b>										
Number of Agro-processing plants Constructed (banana, potatoes, rice and cassava-isombe) and valorizing the wastes of those products	2	6	1	1	1	1	1	1	District Performance Report	PRIVATE SECTOR COMMITTED
ha of agriculture land for coffee production increased	704.26	500,000		100,000	100,000	100,000	100,000	100,000	District Performance Report	Population committed and fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of coffee processing plants constructed with increased production	2	23	3	5	7	10	15	23	District Performance Report	PRIVATE SECTOR COMMITTED
<b>OUTCOME 1.4.2: Increased exports of high-value services (direct alignment to NST1)</b>										
<b>OUTPUT 1.4.2.1: Professional services for exports (Financial Services/Fin-tech/e-payment, BPOs, Legal, Security Guards services, etc.) developed with high quality</b>										
% of "Nk'uwikorerera" in the different services promoted and disseminated	n/a	99% (cumulative)	13%	20%	29%	44%	66%	99%	District Performance Report	fund available
Number of youth both male and female having access to loans and integrated in professional services and District projects	45	242 (cumulative)	45	63	88	123	172	242	Report	fund available
<b>2. SECTOR: PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT</b>										
<b>PRIORITY AREA 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development</b>										
<b>OUTCOME 1.1, 1: Increased productive jobs for youth and women (direct alignment to NST1)</b>										
<b>OUTPUT 1.1, 1.1: youth and women supported and empowered to create business through entrepreneurship with access to finance</b>										
number of cooperatives for PWD, women and youth created	*Cooperative of People With disability:15;	23 (additional)	3	5	7	10	15	23	District Performance Report	Women ownership and commitment to the project
	*Youth cooperative:72;	106 (additional)	14	21	32	47	71	106	District Performance Report	Women ownership and commitment to the project
	*Women Cooperative:129	190 (additional)	25	38	56	84	127	190	District Performance Report	Women ownership and commitment to the project
Number of youth (both male and female) trained to acquire start-up equipment and toolkits	2689	4078 (cumulative)	537	806	1208	1812	2719	4078	District Performance Report	Availability of young and Fund
Number of Youth (both male and female) and Women mobilized for competitive and attractive Business Ideas and Macro small medium enterprises (MSMES)	4	8 (cumulative)	1	2	2	3	5	8	District Performance Report	Availability of young and women
Number of youth (both male and female) and women entrepreneurs linked to finance benefits (Not cost relevant)	1870	2840 (cumulative)	374	561	842	1262	1893	2840	District Performance Report	Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
number of Women identified and supported to start businesses through cooperatives (Not cost relevant)	2530	3842 (cumulative)	506	759	1139	1708	2562	3842	District Performance Report	Women committed
% of Agro processing initiatives for women promoted through "Made in Rwanda" program	2	8 (additional)	1	2	2	3	5	8	Report	Women ownership and committed
Number of women and men employed in the Off-Farm sector	Women:11960 Men:10964	Women: 20727 Men: 21573 (cumulative)	Women:34 54 Men:3596	Women:690 8 Men:7192	Women:1 0362 Men:1078 8	Women:138 16 Men:14384	Women:172 70 Men:17980	Women:2 0724 Men:215 79	Report	Fund available
number of youths and women cooperatives trained on BDCs accessibility	380	577 (cumulative)	76	114	171	257	385	577	Training modules; Certificates	Youth and Women committed and fund available
<b>OUTCOME 1.1,2: Increased number of Rwandans with appropriate skills tailored to labor markets demands (direct alignment to NST1)</b>										
<b>OUTPUT 1.1, 2.1: strategic partnerships with private sector companies in the implementation of Work Place Learning developed and enhanced</b>										
Number of young people (both male and female) and women trained on handcraft skills	n/a	76 (cumulative)	10	15	23	34	51	76	Training modules; Certificates	Youth and Women committed and fund available
<b>OUTPUT 1.1, 2.2: skills relevant to the labor market scaled up through TVET</b>										
number of TVET facilities established	1	3 (cumulative)		1		2		3	Final and provisional handover reports	Fund available
Number of youth both male and female graduated and employed through TVET	n/a	53 (cumulative)	23	35	35	35	53	53	certificate	Fund available
Number of agribusiness projects for youth (both male and female) and women supported and funded	n/a	76 (cumulative)	10	15	23	34	51	76	Training modules	Fund available
Number of youth both male and female trained on green technology i.e. maintaining biogas digesters and installing solar equipment, waste management/ recycling practices, rainwater harvesting techniques	n/a	53 (cumulative)	7	11	16	24	35	53	Training modules, Certificate	Fund available
<b>OUTPUT 1.1, 2.3: Model income and employment-generating project in each village developed</b>										
number of cooperative created at village level for Income generation	19	30 (cumulative)	4	6	9	14	20	30	Report	Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of women and men cooperative members trained on Tontine operationalization to the culture of saving and management of fund	n/a	425 (cumulative)	56	84	126	189	284	425	Training modules	Fund available
number of Tontine established at village levels	27	797 (cumulative)	105	158	236	354	532	797	Training modules	Fund available
<b>OUTPUT 1.1, 2.3: Revenue increased from tourism sector</b>										
Number of Touristic Sites in Muhanga Identified and developed for revenue generation such as; artificial lakes, kankazi, busaga natural forest & ndiza mountain, mata, kanyarira, kabgayi museum, ibirenge bya ruganzu/kirigi river, bihongore caves.	1 local Plan	1	1						District Performance Report	fund available
Number of traditional troupes involved in cultural tourism development (ex: Azizi life)	1	9 (cumulative)	1	2	4	5	7	9	Report	fund available
Number of additional touristic buildings / halls Constructed and equipped	2	5		1	2	3	4	5	Report	fund available
Number of Integrated Cultural Centers for youth empowerment Constructed	0	5		1	2	3	5	5	District Performance Report	fund available
Number of Helipads Constructed	0	2		1	2				District Performance Report	fund available
"Made in Rwanda Expo-Grounds Constructed and equipped	0	1			1				report	fund available
<b>3. SECTOR: TRANSPORT</b>										
<b>PRIORITY AREA 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</b>										
<b>OUTCOME 1.2, 1: Improved and sustained quality of road network (direct alignment to SSP)</b>										
<b>OUTPUT 1.2, 1.1: District road class one in a good condition constructed and rehabilitated</b>										
Km of asphalt road constructed in Muhanga Town	4.08 Km	20.25 (cumulative)	3	4.5	6	9	13.5	20.25	Master plan of Muhanga Town implementation report	fund available
Km of BK-Stade asphalt Road, Kibirigi, Kabgayi Hospital and Kavumu-Agakiriro asphalt Roads constructed	n/a	121.4 Km	4.08 Km	1	1	1			Master plan of Muhanga Town implementation report	fund available



INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Km of asphalt road constructed from Kabadaha to Nyabarongo Hydropower plant	n/a	23			23				Final and provisional handover reports	fund available
% of unpaved roads rehabilitated and regenerated	5%	76% (cumulative)	10%	15%	22.50%	33.75%	50.63%	76%	Final and provisional handover reports	fund available
% of beacons Installed to identify all proposed roads on the masterplan	n/a	99% (cumulative)	13%	20%	29%	44%	66%	99%	Master plan of Muhanga Town implementation report	Fund available
km of asphalt road Constructed from KARAMA to Cyakabiri (By Pass): 13 Km	13	13			13				Master plan of Muhanga Town implementation report	fund available
Km of roads maintained in Muhanga sectors	Different Road (340 Km)	405 (cumulative)		80	120	180	270	405	Master plan of Muhanga Town implementation report	fund available
Km of pedestrian & cycle lanes established in Muhanga City Center	n/a	20.25 (cumulative)	3	4.5	6	9	13.5	20.25	Master plan of Muhanga Town implementation report	fund available
Km of an alternative asphalt road constructed from handcraft (Agakiriro) gihuma zone to Rugarama-Gifumba link	n/a	8		8					Final and provisional handover reports	fund available
<b>OUTPUT 1.2, 1.2: feeder roads constructed and maintained</b>										
Km of feeder roads transformed into an asphalt road which will link the district road to national road. (Cyakabiri-Nyabikenken-ndusu; 65.6Km National road and Rugendabari-Ngaru; 57 Km District road Mbuga-Mpimbi-Burerabana-Nyabinoni and 32 Km of Nkono Nshya Remera feeder road)	154.6Km	177 (cumulative)	35	53	79	118	177	177	Master plan of Muhanga Town implementation report	fund available
% of EIA conducted in constructing drainage channels along the feeder roads	n/a	100%	100%	100%	100%	100%	100%	100%	Master plan of Muhanga Town implementation report	FUND AVAILABLE

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
		50		3. % Tree plantations	3. % Tree plantation	3. % Tree plantations	3. % Tree plantations	3. % Tree plantations	Master plan of Muhanga Town implementation report	FUND AVAILABLE
Number of bridges related to feeder road constructed in all sectors	Different bridges 12	25 (cumulative)	5	8	11	17	25	25	Master plan of Muhanga Town implementation report	fund available
<b>4. SECTOR: ENERGY</b>										
<b>PRIORITY AREA 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</b>										
<b>OUTCOME 1.2, 1: Street lighting expanded to all National and District roads (SSP OUTCOME)</b>										
<b>OUTPUT 1.2.1.1: Provide District existing major road with street lighting</b>										
Number of trade centers and residential areas electrified for public lighting	only Muhanga Town	23 (cumulative)	3	5	7	10	15	23	MEIS report	fund available
% of Public lighting maintained	50%	100%	100%	100%	100%	100%	100%	100%	MEIS report	fund available
<b>PRIORITY AREA 1.4: Promote industrialization and attain a structural shift export base to high value goods and services with the aim of growing export by 17% annually</b>										
<b>OUTCOME 1.4, .2: Provide user access to electricity increased by 100% (SSP OUTCOME)</b>										
<b>OUTPUT 1.4.1.2: All existing productive users connected to electricity using on and off grid solutions</b>										
% of productive users connected by off grid	Off grid: 9.79%	Off Grid: 48%	Off Grid: 10%	Off Grid: 18%	Off Grid: 24%	Off Grid: 34%	Off Grid: 40%	Off Grid: 48%	MEIS report	Fund available, private sectors committed
% of productive users connected by on grid	On grid: 25.33%	On grid: 52%	On grid: 32%	On grid: 39%	On grid: 42%	On grid: 48%	On grid: 50%	On grid: 52%	MEIS report	Private Sector committed. Fund available
<b>OUTCOME 1.4,3: Losses in the transmission and distribution networks reduced to 15% (SSP OUTCOME)</b>										
<b>OUTPUT 1.4.3.1: awareness and encouraging correct behaviors among consumers promoted</b>										
Number of awareness Session organize	n/a	14 (cumulative)	2	4	6	8	12	14	MEIS report	Fund available, private sectors committed
<b>OUTPUT 1.4, 3.2: new network infrastructure built</b>										
Km sites electrified of (167.81 km)	n/a	167.61		Rugendabari , Kibangu (33.90 km)	Kibangu, Nyabinoni (26.70 km)	Kabacuzi, Muhanga, Mushishiro and Rugendabari (13.80 km)	Rongi, Kiyumba, Kayenzi (64.61 km)	Kiyumba and Kabacuzi (18.34 km)	MEIS report	Private Sector committed. Fund available
<b>PRIORITY AREA 1.6: Sustainable Management of natural resources and environment to transition Rwanda towards carbon neutral economy</b>										
<b>OUTCOME 1.6, 1: Upgraded minerals oil and Gas sector (NST1 OUTCOME 1.4.3)</b>										
<b>OUTPUT 1.6, 1.2: The Distribution and use of alternative fuels and cooking technologies delivered</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
number of Micro-Hydropower Plant Constructed for electrification of Kibangu, Nyabinoni, Rongi Sectors	Site identified	3			3				Report	Fund available, private sectors committed
<b>6. SECTOR: URBANIZATION AND RURAL SETTLEMENT</b>										
<b>PRIORITY AREA 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</b>										
<b>OUTCOME 1.2.1: Secondary cities developed as poles of socio economic growth (direct alignment to SSP OUTCOME)</b>										
<b>OUTPUT 1.2, 1.1: 48 urban infrastructure projects implemented that make secondary cities attractive for investment</b>										
Ha of plots in urban area Reserve and developed land banks for residential housing through PPP	366 Ha	1400 ha		50ha	100 ha	120 ha	180 ha	200 ha	Master plan of Muhanga Town implementation report	Fund available
Number of warehouses constructed to showcase potentiality of minerals available in the District.	0	2 (additional)		1	1				Report	Fund available
Number of taxi parks constructed linking Urban public transport to rural for better mobility in and outside the Secondary city.	1 park	4 (additional)			1	1	1	1	Master plan of Muhanga Town implementation report	fund available
Km of street and housing with modern urban addressing codification and sign posts	no data	68 (cumulative)	9	14	20	30	46	68	Master plan of Muhanga Town implementation report	Fund available
<b>OUTCOME 1.2.2: Livable, well serviced, connected, compact, green and productive urban and rural settlement with a cultural identity (direct alignment to SSP OUTCOME)</b>										
<b>OUTPUT 1.2, 2.1: green urban land use plans implemented</b>										
% of urban male and female – headed HHs living in planned settlements	10%	99%	13%	20%	29%	44%	66%	99%	Master plan of Muhanga Town implementation report	Fund available
ha of urban land greened increased (greening and beautification: city, develop green open spaces, public institutions, urban green garden, etc.)	Retaining wall in Muhanga town done	189.8 (cumulative)	25	37.5	56.3	84.4	126.6	189.8	Master plan of Muhanga Town implementation report	Fund available
District street addressing plans and sign posts	n/a	4 Sectors	4 sectors						Master plan of Muhanga Town implementation report	fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of integrated transit oriented township plans done (Township organization- compact, walkable neighborhoods with easy access)	no data	76%	10%	15%	22.50%	33.75%	50.63%	76%	Master plan of Muhanga Town implementation report	Fund available
<b>OUTPUT 1.2, 2.3: green open public spaces established</b>										
% of developed spaces such as; botanic gardens and horticulture park	no data	76%	10%	15%	22.50%	33.75%	50.63%	76%	Master plan of Muhanga Town implementation report	Fund available
ha occupied by planted new trees in Shyogwe, Nyamabuye, Cyeza, Muhanga Sectors	no data	114 (cumulative)	15	23	34	51	76	114	Master plan of Muhanga Town implementation report	Fund available
<b>OUTCOME 1.2, 3: Developed integrated urban and rural settlements with increased availability to affordable housing (2 NST1 OUTCOMES COMBINED)</b>										
<b>OUTPUT 1.2, 3.1: Local construction materials promoted and developed</b>										
Number of investments in local production of construction materials attracted	0	5 (cumulative)		1	2	2		5	Master plan of Muhanga Town implementation report	Fund available
<b>OUTPUT 1.2, 3.2: Affordable housing reinforced</b>										
Number of layout plans for new settlement sites developed (Plan de Lotissement) in all sectors	n/a	15 (cumulative)	2	3	5	7	10	15	Master plan of Muhanga Town implementation report	fund available
<b>7. SECTOR: ICT</b>										
<b>PRIORITY AREA 1.1: Create 1.5 M (over 214,000 annually) decent and productive jobs for economic development</b>										
<b>OUTCOME 1.1,1: enabled vibrant competitive, and innovative ICT private sector (direct alignment to SSP OUTCOME)</b>										
<b>OUTPUT 1.1, 1.1: Young people supported in ICT careers</b>										
% of young people (girls and Boys) supported in ICT careers (Irembo, Mobile money, Cyber etc.)	n/a	50%		5%	15%	25%	45%	50%	Report	Private Sector committed. Fund available
<b>PRIORITY AREA 1.2: Accelerate sustainable urbanization from 17.3%(2013/14) to 35% by 2024</b>										
<b>OUTCOME 1.2, 1: Sustained vibrant Smart Cities (direct alignment to SSP)</b>										
<b>OUTPUT 1.2, 1.1: GIS-Based urban management platform (Smart RMP) (direct alignment to SSP Strategic Intervention)</b>										
% of Urban Geodatabase strengthened (Master plan implementation)	5%	50%		10%	15%	25%	35%	50%	Master plan of Muhanga Town implementation report	fund available
<b>OUTPUT 1.2, 1.2: Free internet zones created in strategic and residential areas (direct alignment to SSP Strategic Intervention)</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of Free internet zones strategic created in the residential areas	n/a	30%		5%	9%	13%	20%	25%	ICT Report	Public and private committed; fund available
<b>OUTPUT 1.2, 1.3: Healthcare facilities equipped with electronic medical records that allows patients to be managed using their health insurance card (direct alignment to SSP Strategic Intervention)</b>										
% Healthcare facilities equipped with electronic medical records that allows patients to be managed using their health insurance card	n/a	50%		10%	18%	23%	35%	40%	ICT Report	Public and private committed; fund available
<b>OUTPUT 1.2, 1.2: Private and Public institution facilitated on the ICT for service delivery</b>										
number of Administrative Cells increased by access to IT facilities	only District and Sectors levels	48 (cumulative)		12	20	30	40	48	report	Fund available
ICT hub established	n/a	5 (Additional)		1	1	1	1	1	Report	fund available
number of NBAs increased with access to IT facilities	24	198 (cumulative)		19	60	90	110	198	report	Fund available
<b>8. SECTOR: ENVIRONMENT AND NATURAL RESOURCES</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 1.4, 1: Vibrant, efficient and responsible mining spurring sustainable economic development (direct alignment to SSP)</b>										
<b>OUTPUT 1.4, 1.1: Mining export contribution to GDP increased from 2.4% in 2016/17 to 3.6%</b>										
number of mining selling points constructed in Muhanga Industrial Park	0	5 (Additional)			1	2	4	5	District Performance Report	PRIVATE SECTOR COMMITTED
Number of mining treatment facility/ factory constructed (for exportation in Muhanga Industrial Park)	n/a	10 (cumulative)		4	6	8	10		report	PRIVATE SECTOR COMMITTED
<b>OUTPUT 1.4, 1.2: Mining techniques modernized and mineral value addition exported expanded</b>										
Number of Model mining sites constructed and operational through PPP (Nyarusange, Muhanga & Kabacuzi sites)	n/a	3 (additional)		1	1	1			District Performance Report	PRIVATE SECTOR COMMITTED
Number of mining cooperatives in mineral exploitation techniques, environment protection and climate change resilience trained	0	30 (cumulative)	5	10	15	20	25	30	training modules and Certificates	PRIVATE SECTOR COMMITTED
<b>PRIORITY AREA 1.6: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTCOME 1.6, 1: Increased green growth and climate resilience for socio-economic development (direct alignment to SSP)</b>										
<b>OUTPUT 1.6, 1.1: Robust EIA monitoring and enforcement compliance system developed</b>										
% of infrastructure with EIA compliance	n/a	100%	100%	100%	100%	100%	100%	100%	EIA Reports	Fund available; Green building minimum compliance
Number of male and female staffs (In charge of environment) trained on Green building compliance	n/a	65		65					Report	Fund available
<b>OUTPUT 1.6, 1.2: Degraded ecosystem rehabilitated</b>										
Number of detailed studies carried out for rehabilitation and degraded mines and quarry areas	5	23 (cumulative)	5	7	10	15	23	23	District Performance Report	PRIVATE SECTOR COMMITTED
<b>OUTPUT 1.6, 1.3: Green growth and climate resilient strategy supported for socio-economic development</b>										
% of activities realized for recycled waste as productive resources	n/a	30%	10%	15%	20%	22%	25%	30%	report	Population committed and fund available
Number of cooperatives mobilized in using modern technics of renewable energy production	20	228 (cumulative)	30	45	68	101	152	228	report	Population committed and fund available
<b>OUTCOME 1.6, 2: Sustainable and productive forest management ensured (direct alignment to SSP)</b>										
<b>OUTPUT 1.6, 2.1: Forest cover increased and maintained</b>										
% of ha coverage of forest Increased	4199.9/64 780 Ha (6%) are covered by forest	30%	10%	15%	20%	22%	25%	30%	report	Population committed and fund available
<b>OUTCOME 1.6, 3: Integrated water resource management (direct alignment to SSP)</b>										
<b>OUTPUT 1.6, 3.1: Nyabarongo river bank and buffer zone protected</b>										
Ha of Nyabarongo River bank protection through radical and progressive terraces and Afforestation	radical Terraces: 560 Ha	3569 (cumulative)	470	705	1058	1586	2379	3569	District Performance Report	Population committed and fund available
	progressive terraces:100 Ha	380 (cumulative)	50	75	113	169	253	380	District Performance Report	Population committed and fund available
	Afforestation:222 Ha	319 (cumulative)	42	63	95	142	213	319	District Performance Report	Population committed and fund available
<b>9. SECTOR: FINANCIAL SECTOR DEVELOPMENT</b>										
<b>PRIORITYAREA 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTCOME 1.1, 1: Improved Private Sector financing (direct alignment to SSP)</b>										
<b>OUTPUT 1.1, 1.1: New affordable housing financing model implemented</b>										
Number Private committed to implement New affordable housing financing model program	n/a	3 (cumulative)		1	1	2	2	3	Infrastructure report	Private Sector committed; Fund available
<b>PRIORITY AREA 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments</b>										
<b>OUTCOME 1.5, 1: Long term saving and innovative financing mechanisms enhanced (direct alignment to SSP)</b>										
<b>OUTPUT 1.5, 1.1: Financing model for affordable housing linked to personal savings developed</b>										
Number of male and female people receiving loan for houses	8	80 (cumulative)		15	28	48	64	80	Infrastructure report	Private Sector committed; Fund available
<b>OUTCOME 1.5, 2: Increased financial inclusion (direct alignment to SSP)</b>										
<b>OUTPUT 1.5, 2.1: District SACCO and Cooperatives banks established to enable financial accessibility and usage</b>										
Number of banking systems in SACCO established	1	12 (additional)	SACCO 2	2	2	2	2	2	District Performance Report	SACCO'S COMMITTEE COMMITTED
Number of new MSMEs guaranteed by BDF	128	3037 (cumulative)	600	600	900	1350	2025	3038	report	Youth and Women committed and fund available
Number of new startup businesses with access to financial institutions by youth cooperatives	35	498 (cumulative)	35	60	101	172	292	498	District Performance Report	PRIVATE SECTOR COMMITTED
<b>OUTPUT 1.5, 2.2: Access to financial services improved</b>										
Number of male and female citizens mobilized to use Bank accounts	59360	90153	11872	17808	26712	40068	60102	90153	report	Citizen committed
<b>PILLAR: SOCIAL TRANSFORMATION</b>										
<b>1. SECTOR: SOCIAL PROTECTION</b>										
<b>PRIORITY AREA 2.1: Enhancing graduation from Poverty and extreme and promoting resilience</b>										
<b>OUTCOME 2.1, 1: Increased graduation from extreme poverty (direct alignment to NST1)</b>										
<b>OUTPUT 2.1, 1.1: Minimum package for graduation (MPG)Scaled; VUP expanded Public Works (with focus on female-headed households caring for young children) and VUP Classic Public Works refocused to areas of the country at most risk of seasonal and climate-related shocks</b>										
Number of Sectors implemented VUP expanded public work for women headed HHs	12	60	12	12	12	12	12		VUP Report	Population committed and fund available
Number of Sectors implemented VUP classic public work in areas at risk of seasonal climate change	12	60	12	12	12	12	12		VUP Report	Population committed and fund available
<b>OUTCOME 2.1, 2: Reduced poverty among Rwandans (direct alignment to NST1)</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTPUT 2.1, 2.1: management of One Cow per Poor Family Program and other social programs run at the village level and support poor households to acquire small livestock improved.</b>										
Number of poor male and female headed HHs supported through Girinka Program	12	12	12	12	12	12	12	60	Girinka Report	Population committed and fund available
Number of poor female headed and male headed HHs supported through small livestock	12	12	12	12	12	12	12	60	Livestock Report	Population committed and fund available
<b>OUTCOME 2.1, 3: Enhanced resilience of Rwandans (direct alignment to NST1)</b>										
<b>OUTPUT 2.1, 3.1: coordination and partnerships between stakeholders involved in household's poverty eradication programmes enhanced</b>										
Number of Sectors enhanced collaboration with different development partners	12	60	12	12	12	12	12		report	Population committed and District owned
<b>SECTOR: URBANIZATION AND RURAL SETTLEMENT</b>										
<b>PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household</b>										
<b>OUTCOME 2.5, 1: Increase of the population's quality of living</b>										
<b>OUTPUT 2.5, 1.1: Mainstreaming disaster risk reduction and management into all development sectors</b>										
Number of session of Conduct risk assessments and vulnerability mapping to develop effective disaster management systems	N/A	6		1	1	1	1	1	Report	Citizen committed, fund available
Number of retrofitting of house's roof to be more resilient to wind and heavy rain related disasters improved	N/A	6		1	1	1	1	1	Report	Citizen committed, fund available
Number of guidelines on construction for safe construction practices based on official regulations of construction Set and monitored	N/A	6		1	1	1	1	1	Report	Citizen committed, fund available
% of habitation in high-risk areas through zoning and overlay Controls prohibited	N/A	100%		100%	100%	100%	100%	100%	Report	Citizen committed, fund available
Proportion of HHs used rain water harvesting tanks	N/A	40%		15%	25%	30%	35%	40%	Report	Citizen committed, fund available
<b>OUTCOME 2.5, 2 Develop and facilitate decent settlement of Rwandans including relocation of those living in high-risk zones.</b>										
<b>OUTPUT 2.5, 2.1: IDP Model constructed per rural sector</b>										
Number of IDP Model Villages constructed and operational	2	6 (additional)	1	1	1	1	1	1	Final and provisional handover reports	fund available



INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTPUT 2.5, 2.2: Households relocated from High risk zone and relocated from scattered settlement</b>										
Number of Male and female headed HHs relocated from HRZ	500	5951(cumulative)		1190	1190	1190	1190	1190	settlement report	Citizen committed, fund available
Number of Male and female headed HHs relocated from scattered settlements	980	6012 (cumulative)		1000	2253	3506	4759	6012	settlement report	Citizen committed, fund available
<b>ENERGY under SOCIAL TRANSFORMATION</b>										
<b>PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household</b>										
<b>OUTCOME 2.5, 1: Universal access to basic infrastructure "electricity" (direct alignment to NST1)</b>										
<b>OUTPUT 2.5, 1.1: Households connected to on and off grid</b>										
number of male and female-headed HHs using Cooking gas in Muhanga Town through Private Sectors	219	350	301	331	596	302	332	598	Report	Private Sectors committed
Number of male and female-headed HHs using solar energy in the rural areas through District Different partners (in all Sectors)	1365	52760 (cumulative)	4569	5026	9047	16284	29311	52760	Report	Fund available
<b>5. SECTOR: WATER AND SANITATION UNDER SOCIAL TRANSFORMATION</b>										
<b>PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household</b>										
<b>OUTCOME 2.5, 1: Improved and sustained urban and rural households access to safe drinking water (direct alignment to SSP)</b>										
<b>OUTPUT 2.5, 1.1: water constructed, extended and rehabilitated</b>										
Number of new water supply networks constructed in all Sectors	n/a	10		2	2	2	2	2	report	Private Sector committed. Fund available
% of activities realized in Gatoki water supply system in Kabacuzi Sector	n/a	100%		50%	50%				report	Private Sector committed. Fund available
% of works executed in the rehabilitation of Mushishiro Water adduction supply network	n/a	100%				50%	50%		report	Private Sector committed. Fund available
% of works executed in the Construction of adduction GASHORERA / MBUGA / NYARUSOZI / MASANGANO in Nyabinoni sector	n/a	100%		50%					report	Private Sector committed. Fund available
% of works executed in the Construction of adduction MBUGA / RYAKANIMBA in Kibangu Sector	n/a	100%					50%	50%	report	Private Sector committed. Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of water supply system Managed by private sector	n/a	100%	100%	100%	100%	100%	100%	100%	report	Private Sector committed. Fund available
% of works in extension and rehabilitation of water supply system in Muhanga city	n/a	100%	25%	25%	25%	25%			report	Private Sector committed. Fund available
% of works executed in the Construction of adduction KANYANA-KIBAGA in Rugendabari Sector	n/a	100%		50%					report	Private Sector committed. Fund available
% of works executed in the Construction of adduction GASAVE - NSANGA in Rugendabari Sector	n/a	100%		50%	50%				report	Private Sector committed. Fund available
% of works executed in the Construction of adduction NYAGASOZI - MUNAZI in Mushishiro Sector	n/a	100%		50%	50%				report	Private Sector committed. Fund available
% of works executed in the Construction of adduction NYARUSANGE in Nyarusange Sector	n/a	100%		50%					report	Private Sector committed. Fund available
% of works executed in the Rehabilitation of water supply networks in all Sectors	n/a	100%			50%	50%			report	Private Sector committed. Fund available
% of works executed in the water infrastructure in all Sectors	n/a	100%					50%	50%	report	Private Sector committed. Fund available
% of male and female headed HHs with access to improved drinking water	84.40%	100%		93%	97%	99%	100%		report	Private Sector committed. Fund available
<b>OUTPUT 2.5, 1.2: Establishment of waste management facilities using Faecal sludge management and modern land fill</b>										
Number of Public Toilets Constructed	79	304 (cumulative)		60	90	135	203	304	report	Private Sector committed. Fund available
Number of Collective solid compost established	50	570 (cumulative)		113	169	253	380	570	report	Private Sector and population committed. Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of works executed in the Elaboration of Muhanga Town Sanitation Master Plan (Sewage and Fecal sludge management system) in the urban area.	0	100%		50%	50%				report	Private Sector committed. Fund available
% of works executed in the construction and supervision of a modern eco-friendly Landfill	0	100%		50%	50%				report	FUND AVAILABLE
% of works executed in the Installation of dustbins and transit sites (solid waste collection center)	n/a	100%				50%	50%		report	Private Sector committed. Fund available
% of male and female headed HHs with access to improved sanitation	90%	100%		97%	99%	100%			report	Private Sector committed. Fund available
<b>OUTCOME 2.5, 2: Sustainable safe and reliable water supply services for schools, health facilities public places (direct alignment to SSP)</b>										
<b>OUTPUT 2.5, 2.1: Develop and implement a comprehensive for water connectivity to schools, health facilities and public places</b>										
% of Schools connected to water supply system	121/180(67.2%)	100%	70%	85%	89%	92%	96%	100%	Infrastructure report	Fund available
% of Health facilities connected to water supply system	20/34(58%)	100%	60%	78%	91%	94%	98%	100%	Infrastructure report	fund available
Number of Public institution facilities connected to water supply system	33%	100%	33%	40%	60%	79%	89%	100%	Infrastructure report	fund available
<b>SECTOR: URBANIZATION AND RURAL SETTLEMENT UNDER SOCIAL TRANSFORMATION</b>										
<b>OUTCOME 2.5, 1: facilitated development of affordable and social housing and access to housing (direct alignment to SSP)</b>										
<b>OUTPUT 2.5, 1.1: Basic infrastructure provided in government supported affordable housing projects supporting</b>										
% of Green infrastructure established (water harvesting, solid waste management, proper run-off design, solar energy)	n/a	50.63%		10%	15%	22.50%	33.75%	50.63%	Master plan of Muhanga Town implementation report	fund available
Number of affordable houses and social houses	n/a	6798		650	1170	1404	1685	2022	Infrastructure report	fund available
<b>2. SECTOR: HEALTH</b>										
<b>PRIORITY AREA 2.2: Eradicating Malnutrition</b>										
<b>OUTCOME 2.2, 1: Reduced malnutrition among children (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUTS 2.2, 1.1: sustaining food security ensured, Distributed Food and vitamin supplements using Fortified Blended Food (FBF), one Cup of milk per child, to those already affected</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of eligible under two years received FBF	100%	100%	100%	100%	100%	100%	100%	100%	Health Report	Population committed and District owned
% of eligible mothers receiving FBF	100%	100%	100%	100%	100%	100%	100%	100%	Health Report	Population committed and District owned
<b>OUTPUTS 2.2, 1.2: All forms of malnutrition prevented and managed 100%</b>										
% under-five children with acute malnutrition supported	100%	100%	100%	100%	100%	100%	100%	100%	Health Report	Population committed and District owned
% of stunting for under five children	41.60%	19%National	35%	32%	30%	28%	26%	24%	Health Report	Population committed and District owned
<b>OUTPUTS 2.2, 1.3: 1,000 days of good nutrition and care at village level and Sensitized households on good nutrition practices through ECDs and health centers promoted</b>										
% of programme scaled up to village level implemented 1000 days periods	100%	100%	100%	100%	100%				Health Report	Population committed and District owned
number of works executed in the ECDs for each Sectors	1	12	2	2	2	2	2	2	Report	Fund available
<b>OUTPUTS 2.2, 1.4: Strengthened Multi-sectoral coordination through the Nutrition Secretariat and strengthen social cluster coordination at decentralized levels up to the village.</b>										
Number of Partners collaboration with different development partners improved on DPEM implementation	1	2	2	2	1	1	1	9	MINALOC, JADF, DISTRICT	Population committed and District owned
<b>PRIORITY AREA 2.3: Enhancing demographic dividend through ensuring access to quality Health for all</b>										
<b>OUTCOME 2.3.1: Improved healthcare services</b>										
<b>OUTPUTS 2.3.1.1: Health facilities with adequate infrastructure constructed and upgraded.</b>										
Number of Health posts constructed and equipped	17	30	5	5	5	5	5	5	Final and Provisional Handover	Population committed and Fund available
% of activities realized of Nyabikenke Hospital	18%	100%		50%	50%				Final and Provisional Handover	Fund available
Number of new health centers constructed	n/a	2	1	1					Final and Provisional Handover	Population committed and Fund available
Number of Health Centers maintained	16	16	3	3	3	3	2	2	Final and Provisional Handover	Population committed and Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Health Facilities supported by electricity	11	5	3	1	1				Final and Provisional Handover	Population committed and Fund available
Number of Health Facilities supported by water	11	5	3	1	1				Final and Provisional Handover	Population committed and Fund available
<b>OUTPUTS 2.3, 1.2: Maternal Mortality and Child Health improved</b>										
%, 000 rates of maternal mortality	92/100000	50/100000	80/100000	73/100000	70/100000	63/100000	58/100000	50/100000	Health Report	Population committed
% Rate of under 5 years mortality	41/1000	30/1000	40/1000	38/1000	36/1000	34/1000	32/1000	31/1000	Health Report	Population committed
Neonatal Mortality Rate/1000 LB	18/1000	13/1000	17/1000	16/1000	15/1000	14/1000	13/1000	13/1000	Health Report	Population committed
Infant Mortality Rate/1000 LB	16.3/1000	14/1000	16/1000	15.3/1000	15/1000	14.6/1000	14.3/1000	14/1000	Health Report	Population committed
% of children 12-23 months fully immunized	82%	93%	85%	86%	87%	89%	90%	93%	Health Report	Population committed
ANC coverage (4 standards visits)	43%	51%						51%	Health Report	Population committed
Percentage of births attended by skilled health professionals	94.80%	97%	95%	95.50%	96.00%	96.50%	96.80%	97%	Health Report	Population committed
Percentage of new-born with at least one PNC visit within the first two days of birth	11%	70%	20%	30%	40%	50%	60%	70%	Health Report	Population committed
<b>OUTCOME 2.3, 2: Increased health of workforce</b>										
<b>OUTPUT 2.3, 2.1: human resources for health including: general practitioners, specialists, nurses and qualified administrators increased</b>										
number and quality of Medical doctors (1/7000), nurses (1/800) and midwives (1/2500 by sex	* Medical Doctor:1/17894; Nurses: 1/1312; Midwives:1/5965	*Medical doctors (1/7000), nurses (1/800) and midwives (1/2500)	*Medical Doctor:1/17853;Nurses: 1/1200;Midwives:1/4457	*Medical Doctor:1/13645;Nurses: 1/1123;Midwives:1/3500	*Medical Doctor:1/11789;Nurses: 1/1001;Midwives:1/3200	*Medical Doctor:1/9031;Nurses: 1/980;Midwives:1/3000	*Medical Doctor:1/8730;Nurses: 1/858;Midwives:1/2700)	*Medical doctors (1/7000), nurses (1/800) and midwives (1/2600)	Health Report	Population committed
Pharmacist /pop ratio	1/17000	1/15000	1/85000	1/56666	1/42500	1/34000	1/21250	1/15000	Health Report	Population committed
Lab Technicians /pop ratio	1/9444	1/7500	1/9000	1/8500	1/8000	1/7500	1/7500	1/7500	Health Report	Population committed
Ratio ground ambulance / population	1/48571	1/40000	1/45000	1/42000	1/40000	1/40000	1/40000	1/40000	Health Report	Population committed

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Average time to walk to a nearby HF (in minutes)	19.8	19.8	19.8	19.8	19.8	19.8	19.8	19.8	Health Report	Population committed
Percentage of Health centres with functional internet and local area network connectivity	N/A	100%	20%	40%	60%	80%	90%	100%	Health Report	Population committed
% HFs with < 5% of vital medical products stock-outs	87	95%	90%	91%	92%	93%	94%	95%	Health Report	Population committed
% of public health facilities (HC, DH, PH and RH) using EMR full package system	0%	100%	50%	60%	70%	100%	100%	100%	Health Report	Population committed
% of private facilities regularly reporting through national data collection systems (DHIS-2 and e-IDSR)	87%	100%	95%	96%	97%	98%	99%	100%	Health Report	Population committed
<b>OUTCOME 2.3, 3: Increased financial sustainability for the health sector (direct alignment to SSP)</b>										
<b>OUTPUT 2.3, 3.1: Identified innovative sources of financing for the health sector including Public Private Partnerships Identified, Public Community Partnership for health financing and sustainable model for Community Based Health Insurance</b>										
% of men and women having medical insurance	78.30%	100%	100%	100%	100%	100%	100%	100%	Health Report	Population committed
<b>OUTPUT 2.3, 3.2: Drug abuse and trafficking prevented among all sections of the population</b>										
Number of awareness campaign of Disease prevention organized	2	12	2	2	2	2	2	2	Health Report	Population committed
number of awareness campaign of fight against Drug abuse and trafficking organized	2	12	2	2	2	2	2	2	Health Report	Population committed
number of Youth Friendly center extended at Sector levels	1	4	1	1	1	1			Health Report	Youth Committed and fund available
<b>OUTCOME 2.3, 4: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs) (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 2.3, 4.1: Communicable Diseases and Non-Communicable Diseases (NCDs) reduced (on going activities)</b>										
Proportion of persons diagnosed with HIV infection receiving sustained ART by sex	80.10%	90%	82.00%	83.00%	84.00%	86.00%	88.00%	90%	Health Report	Population committed
TB Treatment success rate	90%	90%	90%	90%	90%	90%	90%	90%	Health Report	Population committed
% of HIV prevalence among people aged 15-49 years by sex	2.40%		2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	Health Report	Population committed

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% Proportion of male and female-headed HHs with at least one LLIN	90.30%	90.50%	90.30%	90.30%	90.40%	90.50%	90.50%	90.50%	Health Report	Population committed
Malaria incidence per 1,000 population	384.5/1000	122/1000	350/1000	300/1000	250/1000	200/1000	150/1000	122/1000	Health Report	Population committed
Malaria proportional mortality rate	8.90%	3%	8%	7%	6%	5%	4%	3%	Health Report	Population committed
Proportion of children under five years old who slept under a LLIN the previous night	73.70%	85%	74.00%	78.00%	80.00%	81.00%	83.00%	85%	Health Report	Population committed
Proportion of targeted population who received MDA	99%	99%	99%	99%	99%	99%	99%	99%	Health Report	Population committed
Cataract Surgical Rate (number of cataract surgeries per 1000 population per year)	51.7/1000	52/1000	51.7/1000	51.7/1000	51.7/1000	52/1000	52/1000	52/1000	Health Report	Population committed
Eye diseases problem morbidity rate at health facility level	7.60%	5%	7%	6.00%	5.80%	5.70%	5.50%	5%	Health Report	Population committed
Proportion of new cases treated in health facilities (HC+DH+PH+RH) for mental disorders"	0.20%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	Health Report	Population committed
<b>OUTCOME 2.3, 5: Increased contraceptives prevalence (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 2.3, 5.1: The use of Post-Partum FP and effectively integrate this into ANC and maternity and PNC services strengthened</b>										
Number and quality of awareness activities on importance of FP	5	12	2	2	2	2	2	2	Health Report	Population committed
% of men and women with access to quality FP services	53%	60%	54%	55%	56%	57%	58%	59%	Health Report	Population committed
% of men and women using long-term FP methods	53%	60%	54%	55%	56%	57%	58%	59%	Health Report	Population committed
% of men and women receiving post-partum FP education	53%	60%	54%	55%	56%	57%	58%	59%	Health Report	Population committed
% of Quality /effectiveness coordination of stakeholders involved in FP awareness	53%	60%	54%	55%	56%	57%	58%	59%	Health Report	Population committed
<b>OUTPUT 2.3, 5.2: Response strategies to fight gender-based violence Strengthened and prevented</b>										
Number/% of GBV victims who received medical, psycho-social economic and legal support	N/A	98%		80%	85%	90%	95%	95%	Reports	Citizen committed, fund available, police
% of GBV and child abuse monitored	GBV Room was constructed at Kabgayi Hospital	100%		100%	100%	100%	100%	100%	report	Citizen committed, fund available
<b>3. SECTOR: EDUCATION</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>PRIORITY AREA 2.4: Enhancing demographic dividend through improved access to quality education</b>										
<b>OUTCOME 2.4, 1: Increase access to preprimary education (direct alignment to NST1)</b>										
<b>OUTPUT 2.4, 1.1: All children completed preprimary program before entering primary education</b>										
Number of Nursery schools constructed at Village levels	120	221	40	90	140	180	200	221	Education report	Citizen committed, fund available
rate of enrolment to pre-primary education up to 45% by 2024	10	45%	35%	39%	40%	42%	44%	45%	education Report	Population committed, Fund available
% children entering P1 having completed 3 years of Pre- primary	n/a	100%	100%	100%	100%	100%	100%	100%	Education report	Citizen committed, fund available
<b>OUTCOME 2.4,2: Improved access to quality education in primary and secondary education (direct alignment to NST1)</b>										
<b>OUTPUT 2.4, 2.1: access to pre-primary education and pre-primary net enrolment rates increased from 17.5% (2016) to 45% by 2024</b>										
rate of enrolment to primary education improved	GER:103 NER:99.9	GER:100 NER:100	GER:103 NER:100	GER:103 NER:100	GER:101 NER:100	GER:101 NER:100	GER:100 NER:100	GER:100 NER:100	education Report	Population committed, Fund available
rate of enrolment to Secondary education improved	NER:85.07	NER:100	NER:89	NER:92	NER:95	NER:98	NER:100	NER:100	education Report	Population committed, Fund available
Primary ratio per teachers up to 45 students by 2024	76	45	70	65	60	55	50	45	education Report	Population committed, Fund available
Number of classroom replaced	240	0	200	100	0				education Report	Population committed, Fund available
<b>OUTPUT 2.4, 2.2: quality of education improved at all levels</b>										
Number of schools used ICT based solutions in inspection of education	0	Primary: 25 Secondary: 25		Primary: 5 Secondary: 5	Primary: 10 Secondary: 10	Primary: 15 Secondary: 15	Primary: 20 Secondary: 20	Primary: 25 Secondary: 25	education Report	Fund available
% of ICT access, usage and innovation among girls and boys	No Data	30%		5%	9%	15%	23%	30%	education Report	Fund available
Number of Classrooms connected by internet for smart education	Network connection: Primary: 33/120; Secondary:44/60	Network connection: Primary: 120/120; Secondary:60/60	Network connection: Primary: 50/120 Secondary: 48/6	Network connection: Primary: 70/120; Secondary:50/60	Network connection: Primary: 80/120; Secondary :55/60	Network connection: Primary: 120/120; Secondary:60/60			education Report	Fund available
Number of Schools used electronic transactions	N/A	District, 12 Sectors, 180 Schools					District, 12 Sectors, 180 Schools		education Report	Fund available



INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of schools used installation of data center from District to Sectors	N/A	Primary: 25 Secondary: 25		Primary: 5 Secondary: 5	Primary: 10 Secondary: 10	Primary: 15 Secondary: 15	Primary: 20 Secondary: 20	Primary: 25 Secondary: 25	education Report	Fund available
<b>OUTPUT 2.4, 2.3: People with disabilities starting schools and progressing through all levels</b>										
Number of boys and girls with disability who have started in schools and progressing through all levels	13	90	15	15	15	15	15	15	Disability reports	Fund available
<b>OUTCOME 2.4, 3: Increased Technical and Vocational Education and Training (TVET) schools and graduates (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 2.4, 3.1: TVET by increasing the number of students pursuing TVET Promoted from 46.4% (2016) to 60% by 2024</b>										
number of female students pursuing TVET	2378	3187	2497	2622	2753	2890	3035	3187	education Report	Fund available
Number of TVET Schools constructed	9	4		2		4			education Report	Fund available
<b>OUTCOME 2.4, 4: Increased adult literacy rates (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 2.4, 4.1: mechanisms strengthened to promote completion rates in primary and secondary education</b>										
% of the men, women, boys and girls who are literate	57%	100%	100%	100%	100%	100%	100%	100%	education Report	Population committed, Fund available
<b>PILLAR: TRANSFORMATIONAL GOVERNANCE</b>										
<b>1. SECTOR: GOOD GOVERNANCE AND DECENTRALIZATION</b>										
<b>PRIORITY AREA 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>OUTCOME 3.1, 1: Citizen participation, empowerment and inclusiveness enhanced (direct alignment to SSP)</b>										
<b>OUTPUT 3.1, 1.1: "Ndi Umunyarwanda and abarinzi b'igihango" programmes institutionalized</b>										
Number of session of "Ndi Umunyarwanda and abarinzi b'igihango" programmes	407	2442	407	407	407	407	407	407	Reports from Villages, Cells, Sectors and District	Citizen committed, fund available
<b>OUTPUT 3.1, 1.2: Unity clubs extended and strengthened up it village levels</b>										
Number of Unity clubs at village level forum organized	76	456	76	76	76	76	76	76	Reports from Cells, Sectors and District	Citizen committed, fund available
<b>OUTPUT 3.1, 1.3: the non- state actors in citizen participation frameworks</b>										
value of Umuganda in development increased in term of %	10%	91%	12%	18%	27%	41%	61%	91%	Umuganda report	District owned, Minaloc, Community committed

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
OUTPUT 3.1, 1.4: Local government councils empowered to deliver to their mandate										
Number women and men of local leader's councils trained	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	District: 26(W:12 M:14) Sector:264(W: 123; M:141)	Report of training	Fund available
OUTPUT 3.1, 1.5: The population sensitized to embrace problem solving at family levels										
number of different session organized at Local community level	12	456	76	152	228	304	380	456	Reports from Cells, Sectors and District	Citizen committed, fund available
OUTPUT 3.1, 1.6: Awareness campaign conducted on the culture of problem solving through Cell committees, Inshuti z'umuryango and Umugoroba w'ababyeyi forum										
Number of session of problem solving organized	12	456	76	152	228	304	380	456	Reports from Cells, Sectors and District	Citizen committed, fund available
OUTPUT 3.1, 1.7: Citizen at Cell levels engaged in the participatory planning/priotization as well as budgeting										
Number of Session organized	1	24	4	8	12	16	20	24	Minutes of Councils	District owned, Minaloc, Community committed and Fund available
Number of male and female local leaders trained on the planning and budgeting	N/A	12	2	4	6	8	10	12	Report of training; Attendance List	
OUTPUT 3.1, 1.8: Policy dialogues conducted with medias, academia and CSOs										
Number of Capacity development for media, JADF, CBOs, FBOs, for their contribution on engagement in national development and improved citizen welfare	N/A	6	1	1	1	1	1	1	report	Fund available
OUTCOME 3.1, 2: Increased innovations and sustainability across Home Grown Solutions (direct alignment to SSP)										
OUTPUT 3.1, 2.1: Itorero operationalized and monitored in all villages and Schools										
Number of session related Itorero conducted in all villages and Schools	4	12	2	4	6	8	10	12	Report of training; Attendance List	District owned, Minaloc, Community committed and Fund available
OUTPUT 3.1, 2.2: Awareness campaign of youth in the participation in National services/Urugerero conducted										
Number of awareness campaigns organized	N/A	1	1	2	3	4	5	6	Report of training; Attendance List	District owned, Minaloc, Community committed and Fund available

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTPUT 3.1, 1.3: gender equality and equal opportunities for all Strengthened and promoted</b>										
Number of Session organized for gender equality	12	12	12	24	36	48	60	72	Report	District owned, Minaloc, Community committed
% of men and women accepting wife beating	Women:59% Men: 11%	Women:59% Men: 11%		Women:59% Men: 11%					DHS Reports	Citizen committed, fund available
Number of programs and strategies to rehabilitate victims of GBV in place	N/A	24		4	4	4	4	6	report	Citizen committed, fund available
% of married women participating in decision making according to the types of decision	Decision: *Own health Care:79%	*Own health Care:79%		*Own health Care:79%					DHS Reports	Citizen committed,
	*Making majors HHs purchases:68%	*Making majors HHs purchases:68%		*Making majors HHs purchases:68%					DHS Reports	Citizen committed,
	*Visit to her family:78%	*Visit to her family:78%		*Visit to her family:78%					DHS Reports	Citizen committed,
<b>PRIORITY AREA 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions</b>										
<b>OUTCOME 3.5, 1: Reinforced efficient service delivery (direct alignment to NST1)</b>										
<b>OUTPUT 3.5, 1.1: The use of technology strengthened to promote efficiency and effectiveness in service delivery</b>										
100% of services are delivered online by 2024	N/A	100%	100%	100%	100%	100%	100%	100%	Report	District owned
number of Video conference rooms at Sector levels established	N/A	12		6	6				Report and invoice	District owned
<b>OUTPUT 3.5, 1.2: infrastructure and equipment availed</b>										
Number of works executed for Nyamabuye, Shyogwe, Nyarusange, Rugendabari offices constructed	site identified	4		2	2				Final and Provisional Handover	Fund available
Number of works executed for Kiyumba, Mushishiro, Rongi rehabilitated	Offices available	3		2	1				Final and Provisional Handover	Fund available
<b>OUTPUT 3.5, 1.3: New service charters adopted at cell levels</b>										
Number of Cells adopted service charters	Old service charters	63		63					Service charters available	Fund available; MINALOC committed
<b>OUTPUT 3.5, 1.5: Orphans raised in families promoted</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Number of Session of Tubarere mu muryango programme monitored	2	12		2	2	2	2	2	report	Citizen committed, fund available
Number of session organized for Inshuti z'umuryango/Family protection volunteers	2	12		2	2	2	2	2	report	Citizen committed, fund available
<b>Priority area 3.6: Increase citizens' participation, engagement and partnerships in development</b>										
<b>OUTCOME 3.6, 1: Enhanced decentralization system</b>										
<b>OUTPUT 3.6, 1.1: partnership in planning, monitoring and evaluation of DDS reinforced</b>										
Number of activities related to monitoring and evaluation done on the DDS	1	12	2	4	6	8	10	12	Evaluation report Meeting Minutes	Fund available, Citizen and Minecofin committed
Number of sessions organized related to citizen inclusiveness in DDS implementation	2	24	4	8	12	16	20	24	Monitoring and evaluation report Meeting minutes	Fund available, Citizen, Minecofin and Minaloc committed
<b>SECTOR: URBANIZATION AND RURAL SETTLEMENT under TRANSFORMATIONAL GOVERNANCE</b>										
<b>PRIORITY AREA 3.5: Strengthen capacity, service delivery and accountability of public institutions</b>										
<b>OUTCOME 3.5, 1: effective and efficient management of government assets and public buildings (direct alignment to SSP)</b>										
<b>OUTPUT 3.5, 1.1: Government assets maintained for improving service delivery</b>										
% of old public buildings maintained	N/A	100%		10%	25%	45%	70%	100%	Final and Provisional Handover	Fund available
% of public and private buildings that having lightening rod(Imirindankuba)	N/A	100%	15%	35%	50%	75%	85%	100%	District Disaster management report	Private and public committed
<b>2. SECTOR: JUSTICE, RECONCILIATION, LAW AND ORDER</b>										
<b>PRIORITY AREA 3.4: Strengthen justice, Law and Order</b>										
<b>OUTCOME 3.4, 1: Access to quality justice improved (direct alignment to SSP)</b>										
<b>OUTPUT 3.4, 1.1: Legal Aid Provision streamlined to ensure Universal and affordable quality justice promoted</b>										
Number of outreach activities from Districts to Sector levels session organized	63	378	63	63	63	63	63	63	Citizen report	Citizen committed, District owned, Fund available
Number of problem-solving in families and reinforce amicable settlement of disputes session organized	N/A	1986	331	331	331	331	331	331	Citizen report	Citizen committed, District owned, Fund available
<b>OUTPUT 3.4, 1.2: Access to quality of justice for vulnerable people improved</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of case of vulnerable people supported through MAJ	N/A	100%	100%	100%	100%	100%	100%	100%	MAJ Report	MINIJUST and citizen committed
<b>OUTCOME 3.4, 2: Enhanced Peace and Security (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 3.4, 2.1: Genocide against Tutsi memory preserved and Genocide against Tutsi ideology prevented</b>										
% of works realized for Kabgayi memorial center constructed	Only phase one of Kabgayi memorial site was constructed	100%		100%					Report of Final reception	Fund available
Number of Genocide against Tutsi monuments rehabilitated	12	12	12	12	12	12	12	12	Report	Fund available
<b>OUTPUT 3.4, 2.2: Prisoner's living conditions improved</b>										
The % of activities realized for relocate Muhanga Prison	N/A	100%		50%	50%				Final and Provisional Handover	Fund available
<b>3. SECTOR: SPORT AND CULTURE</b>										
<b>PRIORITY AREA 3.1 Reinforce Rwandan culture and values as a foundation for peace and unity</b>										
<b>OUTCOME 3.1, 1: A more active community with access to quality sports facilities and programs (direct alignment to NST1 &amp; SSP)</b>										
<b>OUTPUT 3.1, 1.1: Existing sports infrastructure by local sports development and resulting benefits used</b>										
% of Extension and equipment works at Modern Stadium (Muhanga Regional Stadium) in Nyamabuye Sector	Old Muhanga Town stadium available	100%		30%	44%	66%	100%		District Performance Report	fund available
% of works executed in the Promotion of recreational activities	N/A	100%		50%	50%				report	Citizen committed, fund available
Number of new play grounds Developed in each sector (All Sectors)	N/A	6	1	1	1	1	1	1	District Performance Report	fund available
% of Construction works for Gymnasium and exhibition ground in Muhanga Town	Site identified	100%		30%	44%	66%	100%		District Performance Report	fund available
Access to program events and facilities are disabilities and age friendly	N/A	50%	5%	10%	20%	25%	35%	50%	Report	Fund available
<b>PRIORITY AREA 3.1: Reinforce Rwandan culture and values as a foundation for peace and Unit</b>										

INDICATOR including Unit of Measurement	BASELINE (2016/17)	OVERALL TARGET	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTCOME 3.1, 1: Promote unity and reconciliation among Rwandans through institutionalization of "Ndi Umunyarwanda and Abarinzi b'igihango" programmes in local government and scale up of unit clubs to village level</b>										
<b>OUTPUT 3.1, 1.1: Genocide against Tusti against the Tutsi understood and preserved among the local community</b>										
% of information victims of Genocide against Tusti consolidated (kwandika amateka yo kuri Genocide against Tusti no gukora ubushakashatsi)	N/A	100%		35%	50%	68%	78%	100%	File of victim's report	District. CNLG Committed,
<b>PRIORITY AREA 3.5: Strengthen capacity, service delivery and accountability of public institutions</b>										
<b>OUTCOME 3.5, 1: Mainstream governance for production across sectors and enhance capacities of public institutions and performance (direct alignment to SSP)</b>										
<b>OUTPUT 3.5, 1.1: Sport association and community/School Clubs provided</b>										
Number of competition at Schools organized	1	6	1	2	3	4	5	6	education Report	District and school committed
Number of Kagame Cup competition organized	1	6	1	2	3	4	5	6	Good Governance Report	District and MINALOC committed
<b>4. SECTOR: PUBLIC FINANCIAL MANAGEMENT</b>										
<b>PRIORITY AREA 3.5: Strengthen capacity, service delivery and accountability of public institutions</b>										
<b>OUTCOME 3.5, 1: Improved local government revenue mobilization and management for self-service (direct alignment to SSP)</b>										
<b>OUTPUT 3.5, 1.1: District taxes and fees registry updated and regularly reviewed</b>										
Number of session organized for updating District tax	1	6	1	2	3	4	5	6	Minute of District council	District council committed
<b>OUTPUT 3.5, 1.2: Efficiency in revenue collection increased</b>										
% of District revenue generation capacity Increased	89	300	50	50	50	50	50	50	Financial Report	Fund available
% of recommendation of Auditor General report achieved	64%	100%	70%	80%	85%	90%	95%	100%	Financial Report	Fund available
<b>OUTPUT 3.5, 1.3: Peer review mechanisms reinforced for local PFM</b>										
Number of Session Related Peer review organized	N/A	12	2	4	6	8	10	12	Report of session	Fund available, NBAs committed

## 4.5 Cross Cutting Areas (CCAs)

### 4.5.1 Capacity Development

To account for the citizen's and staff capacity development the following actions have been mainstreamed in the DDS;

- Dissemination of national policies at sectors and cells levels through workshops and library at District level;
- Providing appropriate equipment's and facilities;
- Training district officers in their respective duties and fields;
- Establishing an integrated filing system from district to cells including non- budget agencies;
- Enabling sectors to access to the Official Gazette and other official government documents containing government policies;
- Establishing an efficient system of data collection and management;

### 4.5.2 Environment and climate change

The climate change and disaster management will be mainstreamed through rehabilitation of degraded mines and quarry areas, Water harvesting techniques in planned settlements to reduce water run off for erosion control and storage natural resource. Degraded forest ecosystems will be rehabilitated through afforestation and re-afforestation and forestry resources sustainably managed. Mining related activities will ensure sustainable exploitation of minerals and quarries. Mining sites will have efficient water and waste management system. waste management techniques (recycling, reuse, reduce and recover) will be promoted to improve environmental health and potential.

### 4.5.3 Gender and Family promotion;

The district will undertake programs that are gender responsive. Women will be supported and empowered to create business through entrepreneurship with access to finance, ICT usage, trainings and production factors. More female's enrolment in TVETs will increase their employment opportunities.

The district will have to address the low decision-making power of women within the household and combat gender-based violence in all its forms. This will be done in partnership with active and experienced CSOs and through community dialogues including those organized in the framework of Umugoroba w'Ababyeyi.

Sex-disaggregated data will allow to demonstrate whether both women and men are included in the programs or projects and to measure differential impacts on men and women

#### **4.5.4 Disaster management**

The relocation of residents in high-risk zones due to disasters, especially flood and erosion is also an action taken in the DDS to overcome climate change and disaster issues

#### **4.5.5 Disability and social inclusion**

One of the fundamentals stipulated in the National Roadmap for Green Secondary City Development is social safeguard policies, these reflects in the DDS as Social inclusion factors such as the right to health and education, and that both men and women have equal opportunities to markets, jobs and participation in decision making. The DDS also accounts for all vulnerable groups such as the extreme poor, people with disability, people living with HIV/AIDS to mention but a few. Disabled people especially the youth will be encouraged to join vocational training to enable them to be able to create jobs for themselves.

#### **4.5.6 HIV/AIDS and non-communicable diseases;**

Under this section several awareness campaigns have been strategized on reproductive health and increase of contraceptive prevalence. As well as access to treatment and health services increased for persons diagnosed with HIV infection receiving sustained ART.

#### **4.5.7 Regional integration;**

This is accounted for in programs that have impact that goes beyond the administrative borders of Muhanga District such as; roads, industrial parks and commercial centers.



## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

This chapter entails the implementation of Muhanga DDS which requires the prioritization of interventions out of the projects considered in the logical framework (chapter 4.4) due to available funds. Each activity defined in the implementation plan is to be considered in the annual action plan.

The implementation requires therefore the coordination of different stakeholders mentioned below working together with a joint effort towards a common goal. This aims to inform and mobilize participation and persuading ownership of private sector and Civil Society with analyzed risk mitigation strategies. All the stakeholders were exhaustively consulted and their decisions and ideas form the basis of this plan. This participatory approach has and will be maintained during the implementation and monitoring and evaluation phases, hence recommending the need to further strengthen district performance.

### 5.1 Sequencing of interventions

**Table 8 MUHANGA DISTRICT DEVELOPMENT STRATEGY IMPLEMENTATION PLAN**

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
<b>PILLAR: ECONOMIC TRANSFORMATION</b>						
<b>1. SECTOR: AGRICULTURE</b>						
Valorization of radical terraces valorized by organic manure from 2000ha - 2278ha	300	450	675	1013	1519	2278
Plantation of fruit trees increased to boost production (Imbuto)	2	3	5	7	10	15
installation and value chain of selling points horticulture products (indabo, imbuto, imboga) in Kivumu, Nyarusange and Kanyinya	1	2	2	3	5	8
installed small scale hillside irrigation with green technologies	100	150	225	338	506	759
Develop Takwe and Rwansamira Marchlands		Takwe: 45 Ha		Rwansamira: 50 Ha		
Construction 23 drying ground in the Different sectors	3	5	7	10	15	23
Rehabilitation of 4 stores houses		2	2			
Construction 2 new store houses		Ndiza Zone: 2				
Construction and equip modern slaughter houses		Mushishiro/ Kabadaha: 1	Kiyumba/ Remera: 1	Kibangu/ Nyakabanda: 1		

## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Installation and equip 6 Milk collection posts	1	1	1	1	1	1
Construction and equip milk processing plants in muyebe (milk, yoghurt, cheese, etc.)		1				
Establish Silaging facility for storing feeds to support the Milk Processing Unit	2	3	5	7	10	15
Establish of honey collection centers		1	2	2	2	
<b>2. SECTOR: PRIVATE SECTOR DEVELOPMENT AND YOUTH EMPLOYMENT</b>						
Construct 8 Modern markets in Mbuye, Buringa, Kivumu, Cyakabiri, Misizi, Rwambariro and Bukiro	1	2	2	1	2	
Constructed basic infrastructure (electricity, access roads, water, plotting, greening, car parking, etc.) in industrial park and handcraft center	15%	20%	29%	44%	66%	99%
Develop warehouse in collaboration with District and Private Sector (PPP)	1	1	1			
Promotion of Muhanga clay exploitation		1				
Establish TVET facilities for promoting off farm job creation		1		2		3
Elaboration and implement Muhanga Tourism Strategic Plan (Master Plan)		1	1	1		
Develop cultural center through PPP		50%	50%			
<b>3. SECTOR: TRANSPORT</b>						
Construction 20.25 Km of asphalt road in Muhanga Town	3	4.5	6	9	13.5	20.25
	4.08 Km	1	1	1		
Develop 23 Km of asphalt road from Kabadaha to Nyabarongo Hydropower plant			23			
Develop 12 km of asphalt road from KARAMA to Cyakabiri (By Pass)			13			
Develop asphalt road Cyakabiri-Nyabikenke-Ndusu and Rugendabari-Ngaru		1	1			
Maintain 405 Km of roads (Murrum and Asphalt road) in Muhanga sectors		80	120	180	270	405
Construction of 25 bridges related to feeder road in all sectors		5	8	11	17	25
Establish pedestrian & cycle lanes in Muhanga City Center	3	4.5	6	9	13.5	20.25

## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Develop 8 Km of an alternative asphalt road from handcraft (Agakiro) gihuma zone to Rugarama-Gifumba link		8				
Establish lanes in Muhanga Town for public transport		4 sectors				
Number of taxi parks constructed linking Urban public transport to rural for better mobility in and outside the Secondary city.	1 park	4 (additional)			1	1
<b>4. SECTOR: ENERGY</b>						
Electrify trade centers and residential areas by public lighting	3	5	7	10	15	23
Increase by on grid energy from 32% to 52% and off grid from 10% to 48%	Off Grid: 10%	Off Grid: 18%	Off Grid: 24%	Off Grid: 34%	Off Grid: 40%	Off Grid: 48%
	On grid: 32%	On grid: 39%	On grid: 42%	On grid: 48%	On grid: 50%	On grid: 52%
Installation of 167.81 km by electricity		Rugendabari, Kibangu (33.90 km)	Kibangu, Nyabinoni (26.70 km)	Kabacuzi, Muhanga, Mushishiro and Rugendabari (13.80 km)	Rongi, Kiyumba, Kayenzi (64.61 km)	Kiyumba and Kabacuzi (18.34 km)
Construction of Micro-Hydropower Plant in Kibangu, Nyabinoni, Rongi Sectors			3			
<b>5. SECTOR: WATER AND SANITATION</b>						
Number of new water supply networks constructed in all Sectors		2	2	2	2	2
Develop Gatoki water supply system in Kabacuzi Sector		50%	50%			
Rehabilitation of Mushishiro Water adduction supply network				50%	50%	
Extension and rehabilitation of water supply system in Muhanga city		25%	25%	25%	25%	
Construction of adduction GASHORERA / MBUGA / NYARUSOZI / MASANGANO in Nyabinoni sector		50%				
Management of water supply system through PPP						
Construction of adduction GITEGA / RUBYINIRO in Kibangu Sector			50%	50%		
Construction of adduction RUBYINIRO / JURWE in Kibangu Sector			50%	50%		
Construction of adduction KANYANA-KIBAGA in Rugendabari Sector		50%				

## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Construction of adduction GASAVE - NSANGA in Rugendabari Sector		50%	50%			
Construction of adduction NYAGASOZI - MUNAZI in Mushishiro Sector		50%	50%			
Construction and rehabilitation of urban and rural water supply systems	15%	20%	29%	44%	66%	99%
Construction of Public toilets		60	90	135	203	304
Establish of Collective solid compost		113	169	253	380	570
Elaborate and implement Muhanga Town Sanitation Master Plan (Sewage and Fecal sludge management system) in the urban area.		50%	50%			
construction works of waste water treatment plant		50%				
construction and supervision of a modern eco-friendly Landfill		50%	50%			
% of works executed in the Installation of dustbins and transit sites (solid waste collection center)				50%	50%	
connection Schools by water supply system	70%	85%	89%	92%	96%	100%
connection Health facilities by water supply system	60%	78%	91%	94%	98%	100%
connection of Public institution facilities by water supply system	33%	40%	60%	79%	89%	100%
<b>6. SECTOR: URBANIZATION AND RURAL SETTLEMENT</b>						
Reserved and developed land banks for residential housing through PPP		50ha	100ha	120ha	180ha	200ha
% Green Building Technology suitable to local climate in urban area	5%	7.50%	11.25%	17.25%	25.88%	38.82%
Develop (Approval and implement) Muhanga town detailed master plan	4812 Ha					
Codification and sign post 68 Km of Muhanga Town street	9	14	20	30	46	68
Increase 189.8 ha of urban land greened (greening and beautification: city, develop green open spaces, public institutions, urban green garden, etc.)	25	37.5	56.3	84.4	126.6	189.8
Develop an open public space variety of public parks		50%	100%			
Develop 6 IDP Model Villages	1	1	1	1	1	1
Relocation 5951 HHs living in High Risk Zone		1190	1190	1190	1190	1190

## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Relocation 6012 HHs from scattered settlements		1000	2253	3506	4759	6012
<b>7. SECTOR: ICT</b>						
creation Free internet zones in the residential areas		5%	9%	13%	20%	25%
Increase IT facilities in the Administrative Cells		12	20	30	40	48
Establish ICT hub		1	1	1	1	1
<b>8. SECTOR: ENVIRONMENT AND NATURAL RESOURCES</b>						
Maintain existing targets for afforestation and implement a forest management plan.		25%	40%	60%	75%	100%
EIA to be enforce in all existing & proposed projects wherever applicable	100%	100%	100%	100%	100%	100%
Riverbanks to be protected using joint erosion planning and agroforestry.		25%	40%	60%	75%	100%
1. Protection & conservation of wetlands through buffer zones 2. Protection and Rehabilitation of critical ecosystems & wetlands	100%	100%	100%	100%	100%	100%
Strictly enforce EIA & EMP to the mining site (rehabilitation of mining, wastewater management, recycling, pollution etc.) - Change the Quarterly monitoring to monthly monitoring			1	2	4	5
Construction of mining treatment facility/ factory (for exportation in Muhanga Industrial Park		4	6	8	10	
Construction and operationalize of Model mining sites through PPP (Nyarusange, Muhanga & Kabacuzi sites)		1	1	1		
<b>9. SECTOR: FINANCIAL SECTOR DEVELOPMENT</b>						
Implement new affordable housing financing model program		1	1	2	2	3
Establish banking systems in SACCO	SACCO 2	2	2	2	2	2
<b>PILLAR: SOCIAL TRANSFORMATION</b>						
<b>2. SECTOR: HEALTH</b>						
construct and equip Health posts	5	5	5	5	5	5
Rehabilitation of Kabgayi Hospital		100%				
Completion of Nyabikenke Hospital		1				
Upgrading health centers		50%	50%			
Manage health posts by		25%	50%	75%	100%	

## CHAPTER 5: IMPLEMENTATION OF THE DISTRICT DEVELOPMENT STRATEGY

PROJECT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
private sector						
<b>3. SECTOR: EDUCATION</b>						
Construction of 221 Nursery schools at Village levels	40	90	140	180	200	221
Replacing 240 classroom replaced	200	100	0			
Connection schools by internet for smart education	Network connection: Primary: 50/120 Secondary:48/6	Network connection: Primary: 70/120; Secondary:50/60	Network connection: Primary: 80/120; Secondary:55/60	Network connection: Primary: 120/120; Secondary:60/60		
Construction 4 TVET Schools		2		4		
Installment of laboratories in science schools		50%	50%			
<b>PILLAR: TRANSFORMATIONAL GOVERNANCE</b>						
<b>1. SECTOR: GOOD GOVERNANCE AND DECENTRALIZATION</b>						
Construction and supervision Nyamabuye, Shyogwe, Nyarusange, Rugendabari sectors offices		2	2			
rehabilitation of Kiyumba, Mushishiro, Rongi sectors offices		2	1			
rehabilitation and extension of cell offices		18	25	37	42	63
Operation and maintenance of old public buildings		10%	25%	45%	70%	100%
Provide Lightening rod (Imirindankuba)	15%	35%	50%	75%	85%	100%
Upgrade transit center of Muhanga District		25%	40%	60%	75%	100%
<b>2. SECTOR: JUSTICE, RECONCILIATION, LAW AND ORDER</b>						
Construction of Kabgayi memorial of Genocide against Tusti Phase II		100%				
Rehabilitation of Genocide against Tusti monuments	12	12	12	12	12	12
Relocation of Muhanga Prison		50%	50%			
<b>3. SECTOR: SPORT AND CULTURE</b>						
Upgrading of Muhanga Regional Stadium in Nyamabuye Sector		30%	44%	66%	100%	
Construction works for Gymnasium and exhibition ground in Muhanga Town		30%	44%	66%	100%	

## **5.2 DDS Implementation Strategy**

### **5.2.1 Roles and responsibilities of partners and stakeholders in the District**

#### **The role of the district**

Among the challenges that constrained effective implementation of the DDP one is the programming of activities. To ensure effective coordination and proper programming for the DDS resources have to be mobilized and personnel must be deployed. The role of the district management will be to develop a working mechanism that brings all actors on board. The district of Muhanga will have a critical role of harmonizing activities be it from Central Government, private operators, Civil society and other actors at local level and in creating synergies between district stakeholders and their respective interventions.

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

The district will play a role that facilitates the provision of extension services. This extension will be facilitated through acquisition of knowledge from capacity development programs and exchanges with similar operators working within the district or out of it. These kinds of exchanges are very valuable for increasing capabilities and business development, entrepreneurship and innovations. The district will also endeavor to mobilize necessary resources for the implementation of the district priorities.

#### **The role of the provincial administration**

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

#### **The role of line Ministries and public institutions**

The line ministries as well as the public institutions have developed their respective outcomes and priorities through SSPs and these have been harmonized with DDS priorities as joint development plan to guide the implementation process of those priorities at the district level. These institutions will have to decentralize their activity related budgets to the district, monitor progress and carry out joint review planning. They will also build capacity of their line management and technical district staff in skills gap as identified in the district capacity building

plan. They will also endeavor to review policies and procedures to facilitate the smooth operations of the district sector activity plans.

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

### **The role of MINALOC and MINECOFIN**

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

The role of MINECOFIN is to provide the planning strategic guidelines for the district development planning processes and lead the resource mobilization and allocation process. With respect to planning and resource allocation, MINECOFIN will assist to link the district strategic outcomes with the NST 1 and higher-level plans. It will facilitate resource mobilization with development partners and approve new innovative financing mechanisms for this strategy. It will ensure that key ministries with upstream district responsibilities prioritize and allocate sufficient funds to up stream activities to the district level. MINECOFIN will coordinate the transfer of earmarked funds; these are sector transfers to finance specific sector activities to be implemented at the district level.

### **The role of Development Partners**

The district has established a forum where all stakeholders are meeting to plan, monitor and evaluate together the district performance. The forum aims to harmonize different interventions and limit duplication, the forum is called Joint Action Development Forum (JADF). This forum will play a critical role in bringing together all partners in ensuring practical co-ordination of their interventions. JADF will assist to identify inappropriate duplications of interventions to effectively realize better value for money. Strengthened JADF will support other efforts of the district by obtaining feedback from district development players on how programme implementation need to be improved and what are other priorities that are not being currently addressed.

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

### **The role of the Private operators and Civil Society**



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

- Creating jobs to reduce unemployment in the district for sustainable development
- Providing the technical skills required for the design of more complex public works projects
- Creating revenue-generating investment opportunities in the district to increase district revenues.

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

### **The role of the population**

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

### **The roles of the private sector in LED projects**

This document also recognizes the roles and responsibilities of the Private sector in the implementation of LED identified programs as a contribution to the development of the Muhanga district. Their specific areas of interventions are;

<b>LED Selected Program</b>	<b>Specific Projects</b>	<b>Private sector responsibilities</b>
Agribusiness Development	❖ Value Chain Development for Agriculture Products: Rice, Coffee, Vegetables and fruits	➤ Building of Ago-processing plants (factories & micro industries) ➤ Human Capacity building ➤ Access to Financing
Promotion of Business Development facilities	❖ Empowering new MSMEs, TVETs, repairing, hotels, tourism, handcrafts / Agakiriro, etc. ❖ Modern markets	➤ Access to finance ➤ Fund capacity building
Development and rehabilitation of hard infrastructures	❖ Roads and bridges ❖ On grid –grid energy provision (electricity) ❖ Water supply systems ❖ Off-grid energy provision	➤ Own and implement processes ➤ Monitor and evaluate ➤ Access to finance ➤ Fund capacity building
Development of Soft Infrastructures	Promotion of entrepreneurship skills, financial literacy inclusion	➤ Access to finance ➤ Fund capacity building

### 5.2.2 Mechanisms for coordination and information sharing

The District administration will lead coordination level, starting from the DDS elaboration, implementation and to monitoring and evaluation stages.

In order to enhance the coordination, the district will have to acquire a robust database system and efficient management information System (MIS)- containing detailed institutional profiles for the profit of its stakeholders. The reporting system will be harmonized by using the same reporting template and using the same method of data collection. Reports will be from the village (Umudugudu) level and will be regularly consolidated at the district level to capture wide picture of the district situations and other stakeholders such as; private sectors, NGOs, Civil societies will frequently submit their performance reports to the district for planning and understanding the district- actors better.

In response to information and data gathering from all stakeholders, the district will ensure timely sharing of its reports and other key decisions to stakeholders through the district websites, during community work or meetings, official writing and other available channels.

The rationale of effective information sharing is to build the culture of ownership of the strategies, credibility to the district and a sense of accountability.

### 5.2.3 Risk Mitigation Strategies

The elaboration of the DDS and the set targets are based on the assumptions that the likely internal and external risks and shocks will be minimal as the district has competent staff, strong internal controls and updated management information system (MIS); However, risks could happen and negatively affect the performance of the district, the possible risks identified are:

- ❖ Wrong basis and information for decision making resulting from poor planning;
- ❖ Monitoring and Evaluation;
- ❖ Limited budget to support the implementation of planned activities;
- ❖ Natural calamity risks due to uncontrolled facts such as floods, climate change, erosions;
- ❖ Operational related risks resulting from incompetent staff to implement and monitor the district performance;
- ❖ Absence of reliable efficient MIS and internal control mechanism to help detect and measure risks.

In order to mitigate the occurrence of the identified risks and their likely adverse effect on the DDS, the district will commit to the following:

- ✓ To consider developing a robust risk management framework. This will involve the understanding of the probable risks.
- ✓ Developing a strong MIS and the establishing a regular reporting framework for identifying/detecting, measuring, managing and reporting risks.
- ✓ Developing a robust database and MIS will facilitate the district get timely information and similarly be able to understand all stakeholders and subsequently to be able to identify and mitigate any risks.

### 5.2.4 Communication and Marketing strategy for the District

Out of the six secondary cities, Muhanga is the closest to Kigali, where most of its economic production is transported to the capital itself. Muhanga has the slowest population growth rate of all the six secondary cities, with a rate of 1.1% which is half the national average of 2.6%.

The dominating sectors are trade, industry and construction. Several mining operations are active in Muhanga, but the mineral processing plant operates at only 20% capacity. Muhanga has the potential to become the commercial and financial services hub in Rwanda as per the National Roadmap for Green Secondary City Development. As Muhanga pursues to become a green city having a green economy approach to economic transformation, two specific areas will be promoted Green Urbanization and Green Innovation in industrial and private sectors.

### Objectives for Communicating and Marketing Muhanga District

1. To **Inform** the targeted audience about Muhanga's brand;
2. To **persuade** the audience in using the available products and services;
3. To **Remind** them through various marketing channels about the products and services available.

The above objectives shall be contextualized through the following strategies;

1. **To inform;** Muhanga District strategizes to capture attention through informing the public and nation at large about its potentialities through promoting platforms that already exist, such as the District Website. This will require continuous updating of information including; news, announcements for jobs or tenders, advertising District potentialities visually and in text and so on. Another strategy to communicate and Market is through Open-day programs and organizing internal and external private sector forums of development.

2. **To Persuade;** as a continuous process, after capturing the attention through informing the public and advertising the District brand another strategy to get the public going is to build their interest by organizing press conferences and talk shows on community radio and TV providing clear links that the public can follow to attain the quick services and report complaints for improvements, this will build a sense of trust in the system. Another Strategy to use here is promoting ICT in the District by providing Internet connections at all cell levels and increasing the delivery of online services by local entities through IREMBO to ease access of services.

3. **To Remind;** as this is done through various marketing channels, such as; Radios, TVs, and District website. This is for continuity and keeping the public up to date on the District affairs.

## CHAPTER 6: MONITORING AND EVALUATION

Monitoring and Evaluation will be made at various levels with clearly defined roles and responsibilities to boost ownership and sustainability. Conducting M&E will ensure

sustainability of community-initiated projects, provides early warning indicators of any possible breakdown in the implementation process.

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

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

The follow responsibilities of this DDS will be done at local levels:

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

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

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

The final step is dealing with monitoring and evaluation tools and proposal of timelines for periodic possible review of the DDS of Muhanga. The annual review is always recommended for proper adjustment and alignment with modifications on local circumstances.

## CHAPTER 7: COST AND FINANCING OF THE DISTRICT DEVELOPMENT STRATEGY

### 7.1. Muhanga DDS costing

Based on the priorities of the District and the identified policy actions to take place this chapter structures the financial plans for the implementation of the DDS. The budget is based on the targets that are necessary for the fundamental transformation of the district in general and that are positively affecting the living conditions of the local population. To mobilize the necessary resources for the implementation of the DDS, five main sources of fund have been identified such as; the government transfers, the own revenues from taxes, the private sector as well as local and external and development partners and the contribution of the population. The planned budget costs per budget year of the DDS are presented in the below table;

**Table 9 Muhanga DDS Planned budget costs per budget year**

Nº	Muhanga DDS Costing Template (2018 - 2024)	Yr1 2018/2019	Yr2 2019/2020	Yr3 2020/2021	Yr4 2021/2022	Yr5 2022/2023	Yr6 2023/2024	Total
	<b>Total</b>	<b>9,912,106,681</b>	<b>28,973,318,344</b>	<b>79,859,887,978</b>	<b>80,189,951,140</b>	<b>87,899,177,795</b>	<b>52,994,569,592</b>	<b>348,006,663,396</b>
<b>1</b>	<b>Pillar1: Economic Transformation</b>	<b>1,204,890,900</b>	<b>20,524,620,697</b>	<b>68,582,409,863</b>	<b>72,660,553,151</b>	<b>81,703,422,721</b>	<b>48,513,920,260</b>	<b>293,189,817,592</b>
1.1	Priority area 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	31,500,000	250,725,000	353,822,750	510,993,002	434,791,004	134,522,754	1,716,354,510
1.2	Priority area 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	996,384,000	16,112,012,730	60,457,010,386	65,087,937,528	79,577,644,028	45,633,795,646	267,864,784,318
1.4	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	102,000,000	1,165,603,500	4,981,608,900	2,792,958,410	262,549,420	544,221,100	9,848,941,330
1.5	Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	15,698,000	60,000,000	1,500,000	1,500,000	1,500,000	1,500,000	81,698,000
1.6	Priority area 1.6: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy	500,000	559,260,800	904,227,100	285,331,100	141,419,600	88,132,000	1,978,870,600
1.7	Priority area 1.7: Sustainable Management of Natural Resources and Environment to	58,808,900	2,377,018,667	1,884,240,727	3,981,833,111	1,285,518,668	2,111,748,760	11,699,168,833

Nº	Muhanga DDS Costing Template (2018 - 2024)	Yr1 2018/2019	Yr2 2019/2020	Yr3 2020/2021	Yr4 2021/2022	Yr5 2022/2023	Yr6 2023/2024	Total
	Transition Rwanda towards a Carbon Neutral Economy							
<b>2</b>	<b>Pillar 2: Social Transformation</b>	<b>8,297,865,781</b>	<b>7,454,312,507</b>	<b>10,376,627,270</b>	<b>6,442,065,244</b>	<b>5,639,340,304</b>	<b>3,889,178,458</b>	<b>42,099,389,565</b>
2.1	Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience	1,217,395,781	1,219,499,987	1,221,034,278	1,217,995,782	1,219,499,988	1,221,034,279	7,316,460,096
2.2	Priority area 2.2: Eradicating Malnutrition	696,840,000	1,098,196,002	936,268,004	855,304,006	774,340,008	696,340,010	5,057,288,030
2.3	Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all	6,032,130,000	901,851,200	2,100,192,200	1,830,631,225	263,859,203	88,994,203	11,217,658,031
2.4	Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education	3,000,000	1,072,287,000	706,644,000	450,322,000	209,672,000	194,000,000	2,635,925,000
2.5	Priority area 2.5: Moving towards a Modern Rwandan Household	348,500,000	3,162,478,318	5,412,488,788	2,087,812,231	3,171,969,105	1,688,809,966	15,872,058,408
<b>3</b>	<b>Pillar 3: Transformational Governance</b>	<b>409,350,000</b>	<b>994,385,140</b>	<b>900,850,845</b>	<b>1,087,332,745</b>	<b>556,414,770</b>	<b>591,470,874</b>	<b>12,717,456,240</b>
3.1	Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity	261,300,000	282,798,640	250,229,320	252,338,887	254,469,549	256,621,518	9,735,409,780
3.2	Priority area 3.2: Ensure Safety and Security of citizens and property	-	-	-	-	-	-	-
3.3	Priority area 3.3: Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development	-	-	-	-	-	-	-
3.4	Priority area 3.4: Strengthen Justice, Law and Order	35,500,000	210,595,000	107,690,950	509,787,860	9,885,738	9,984,595	883,444,143
3.5	Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions	49,750,000	448,991,500	488,330,575	267,875,999	231,862,983	241,813,498	1,728,624,554
3.6	Priority area 3.6: Increase citizens' participation, engagement and partnerships in the development	62,800,000	52,000,000	54,600,000	57,330,000	60,196,500	83,051,263	369,977,763

## 7.2. Financing Mechanisms

The following initiatives will remain open for the district to mobilize funds:

1. The District shall mobilize the population to participate in their own development through community works like Umuganda in order to minimize the burden on the budget. Citizens shall financially and physically contribute for the development of their residential area for example by protecting the environment, constructing classrooms, health facilities, road maintenance, etc.
2. The District shall also borrow funds to bridge the gap between the projected costs and revenues. According to the law establishing sources of funds for Districts, a District is a legal entity, free to borrow funds and it can sue and be sued for any contract not honored. This law therefore allows Districts to borrow funds within given limits for the implementation of activities not covered by own revenues.
3. The District shall advocate for more support from the Central Government and Development Partners to help in financing the big project which are far beyond the district financial means like settlement organization and infrastructure development within the district.
4. Finally, the District shall encourage the private sector to participate as much as possible in as many activities as possible for the mutual benefit of the District and the private sector.

## CONCLUSION AND RECOMMENDATION

The elaboration of Muhanga DDS started with involvement of key stakeholders in problem identification, planning and decision making which enhanced ownership of the stakeholders and will sustain the implementation of the DDS and its monitoring and evaluation.

As a Secondary city, with guidance of the national roadmap for green secondary city development, the direction of the District is to become a green secondary city with an essential focus in Mining, quarry and commercial businesses. The DDS was formulated to compliment the District LED strategy during a period of six years (2018-2023/24) to allow alignment and complementarity of District Planning Documents.

In the same framework, different projects mentioned and selected for effective implementation of this DDS will feed into the “District Performance Contracts –Imihigo” as well as the individual staff performance for the purposes of ownership while making sure that these projects are respectively integrated within the annual planning and budgeting exercises.

The inclusivity of the community in the elaboration process contributed to awareness and participation of the citizens which will boost DDS ownership in its implementation, service delivery and accountability.

For the effective implementation, the following should comply:

- Commitment and participation of community in the implementation of DDS;
- Participation of District partners such as Joint Action for Development forum “JADF”, FBO, Civil Society, NGO’s and Private Sector;
- Ownership and support of Central level such as MINECOFIN, MINALOC and Southern Province in driving monitoring and evaluation during the implementation periods;
- Reinforce PPP in the project implementation
- Availability of domestic and external funds.

The total amount to implement entirely the DDS for Muhanga District is estimated at: Three hundred forty-eight billion six million six hundred sixty-three thousand three hundred ninety-six Rwandan Francs (**348,006,663,396** Rwf) to be mobilized from diverse sources including The Government, Local Revenues, Private Sector, Development Partners, NGOs, etc.



## CHAPTER 8: ANNEXES

## Annex 1

Table 10 ACHIEVEMENTS OF SECTORS

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENT 2016/17
<b>Agriculture</b>			
Ha of hillside irrigated	0	350	297.73
Ha of marshland developed	220	407	100
% of land affected by land-use consolidation	3.1	70	17
Ha of land under mechanization (CIP, land tillage)	N/A	CIP (ha 37508)	35,171.32
% of HHs using	11.9	90	*DAP: 132.6 T; *Urea : 45.6T, *NPK: 53.3T
Organic fertilizers, chemical fertilizer improved seeds	30.3	80	23
	36.1	86	30
% of land protected against erosion	88.3	100	1227.8
% of HHs raising quality livestock	76,9	90	85
Number of improved beehives distributed	N/A	1,500	120
No of dams developed for porciculture	0	14	9
Number of agricultural drying ground and storage	Drying: 14	24	26
	Storage: 6	7	4
Number of Agricultural product transformation units	Rice: 1	12	10
	Coffee: 4		
	Vin/juice: 3		
Number of famers specialised in horticulture	N/A	300	173
% of credit to agriculture sector	N/A		0
Number of farmer cooperatives under insurance cover	0	20	0
Number of Agriculture workers at village level reinforced	0	331	331
Number of District and Sectors Levels Agriculture	0	65	36

Committees operational			
<b>Energy</b>			
% of HHs with access to electricity	12.1	70	24.9
% of public offices connected to electricity (sector, cell, HIs)	47	100	90
% of HHs using firewood/ biomass	95.8	50	0
Number of new HHs using Biogas	0	300	165
% of HHs using improved cook- stoves	N/A	100	100
<b>Water and Sanitation</b>			
% of HHs with access to safe water	84.4	100	84.4
% of Water supply system (pipelines, springs, well) in good condition	N/A	100	51
% of HHs with rain water harvesting facilities	2	100	0
% of public buildings with rain water harvesting facilities	N/A	100	87
% of HHs with access to basic sanitation	76	100	90
No of modern landfill for waste management constructed	0	1	0
<b>Transport</b>			
% of roads in good condition	N/A	100	90
Number of car park built and rehabilitated	1	2	1
<b>Urbanization</b>			
% of population living in Umudugudu	5.6	70	65
% of HHs in high risk zones relocated	0	100	16
% of population living in urban area	N/A	30	100
<b>ICT</b>			
Number of BDCs at Sector levels established	3	12	0
Number of offices equipped with computers and internet	N/A	100	65
% of Village with Digital TV	25	331	198
Number of Sector using E-filing	0	12	0
<b>Environment and Natural Resources</b>			
% of forest cover	N/A	30	1298.1 Ha

Rate execution of District land use plan	N/A		21
% of HHs exposed to land tenure regularisation	N/A	100	100
% of degraded mines and quarries rehabilitated	N/A	100	50
% of river banks protected	N/A	100	5
Budget allocated to environmental and climate change issues	N/A	10	3
<b>Private Sector Development</b>			
Amount of new investments	N/A		13
Number of new investments mobilised	N/A		no data
Number of modern markets constructed	1	6	5
Industrial park constructed	0	1	0
Integrated craft centre operational (Agakiriro)	0	1	1
Number of Community Processing centre operational	0	3	2
Number of hotels constructed	8	12	2
Number of tourism sites developed	0	3	0
Number of projects financed	10	300	532
Number new cooperative financial and technical viable	0	60	190
<b>Financial sector Development</b>			
Number of SACCOs with required facilities	0	12	12
% of HHs with access to financial services	37	80	65
<b>Youth</b>			
Number of YEGO centres operational	0	13	1
Number new own business created by young men and women	0	600	384
Number of young men and women attending Itorero program	N/A		6441
Number of Youth-friendly centres operational	0	2	1
Number of playground developed at sector level		12	0
Genocide against Tusti site at good condition	3	3	3
<b>Health</b>			
% of population with health insurance coverage	95	100	76.7

% of population with a comprehensive knowledge about diseases (HIV, NCDs, TB, Malaria,)	HIV: 58.7	HIV: 80	no data
	NCDs:	NCDs:30	
	TB:	TB: 50	
	Malaria:	Malaria:80	
% of birth assisted	76,2	100	98
% of pregnant women receiving 4 ANC visits	N/A	100	46.5(SIS Report)
Infant mortality rate/1000	48		20
% of children immunized against measles	97,5	100	91.8
Malnutrition rate (stunting)	46,7	10	2.5
% of children U5 sleep under mosquito nets	76,3	100	99.9
% of HHs using modern contraceptive methods	62		57.8
Fertility rate	3,8		3.5
<b>Education</b>			
Ratio teacher-student	90,7	45	52
Net Primary school enrolment rate	20,8		98.35
Net Secondary school enrolment rate	N/A		57.5
Number of ECD Centres operational	2	63	10
Number of TSS and VTC centres, operational	TSS: 3	TSS:4	TSS:4
	VTC: 4	VTC: 12	VTC: 4
Number of teachers benefited services (hostel, loan, ...)	73	225	138(Male: 92, Female: 46)
Number of Secondary Teachers qualification increased	N/A		79(Male:81% Female:19%)
Number of Laboratories equipped	17	20	21
Ratio Pupils –Book	Primary:	Primary:	Primary:2.4
	Secondary:	Secondary:	Secondary: 2.3
Number of teachers trained in English			Primary: 217 Secondary:264
% of adult illiterate (15 Years old and above)	71,1		4000(Male: 1812, Female: 2188)
<b>Decentralization</b>			
Number public offices in good conditions and equipped	Sector: 58	100	95

	Cell: 51		
Number of Sector JADF operational	N/A	12	0
<b>JRLO (Justice, Reconciliation, Law, Order)</b>			
% of judgement executed			97.8
Number of cases of Genocide against Tusti ideology conducted to court			56
Number of “abakangurambaga” in unity and reconciliation established			228
Number of cases of human rights abuse conducted to court			12
Number of GBV Committees operational			760
Anti-drugs (ijisho ry’umuturanyi) committees operational			2849
Anti-corruption committees operational			76
<b>Social protection</b>			
% of extreme poor benefiting from a social protection programme	N/A		7.8
Number of shelters constructed for vulnerable HHs		1395	149
Number of orphans and vulnerable children (OVC) supported	N/A		38
<b>PFM (Public Financial Management)</b>			
Number of staff trained in PFM	5	202	60
Rate execution of budget	83	100	89.5
% of tax payers who paid at time their taxes	N/A	100	40
% of tax collection as compared to the potential tax amount	N/A	100	75



**Table 12 Compilation of sampled results from village and Cell Public Participation**

IBITEKEREZO BIKENEWE MU GUTEGURA INGAMBA Z'ITERAMBERE RY'AKARERE RY'IMYAKA ITANDATU (District Development Strategy) KUYA 2017/2018 KUGEZA 2023/2024		
<b>UMUDUGUDU:</b>	<b>MUNZERERI</b>	
<b>AKAGARI:</b>	<b>REMERA</b>	
No	IBYICIRO	IBIKORWA BY'INGENZI BIZIBANWAHO MU GUTEGURA INGAMBA Z'ITERAMBERE RY'AKARERE RY'IMYAKA ITANDATU 2017/2018-2023/2024
1	UBUKUNGU	1.Kunoza imihanda n'amateme 2.Amashanyarazi 3. Imiturire myiza 4.Gukorana n'ibigo byimari
2	IMIBEREHO MYIZA	1.Gukangurira abaturage gutanga mituelle 3.Gutangira komite nyobozi mituelle
3	IMIYOBORERE MYIZA	1.Kurwanya amakimbirane mungo 2.Amahugurwa kunzego zatowe
<b>UMUDUGUDU:</b>	<b>MURAMA</b>	
<b>AKAGARI:</b>	<b>REMERA</b>	
1	UBUKUNGU	1.Gukora umuhanda uhuza umudugudu wa murenge na kabacuzi 2.Amashanyarazi 3. Gufasha abari mumanegeka
2	IMIBEREHO MYIZA	1.Gukangurira abaturage gutanga mituelle 2.Poste de sante
3	IMIYOBORERE MYIZA	1.Kurwanya amakimbirane mungo 2.Amahugurwa kunzego zatowe
<b>UMUDUGUDU:</b>	<b>MUHANGA</b>	
<b>AKAGARI:</b>	<b>REMERA</b>	
1	UBUKUNGU	1.Amashanyarazi 2.Gutunganya umuhanda wo mumudugudu 3.Gufasha abakiri mumanegeka
2	IMIBEREHO MYIZA	1.Gukangurira abaturage gutanga mituelle
3	IMIYOBORERE MYIZA	1.Kurwanya amakimbirane mungo 2.Gukangurira abaturage uburinganire n'ubwuzazanye



ABAJYANAMA GITABIRIYE INAMA NJANAMA IBASANZWE  
HA IBASANZWE YOMURANGE WA  
RUGENDABALI YO KUWA 03/11/2017

AMA ZINA	ICYO ASHINZWE	AKAGAAI	TELEFONI	UMUKO NO
1. YANDIRIYE Vincent	Umujyanama usungu	Nsanga	0783085731	<del>Handwritten signature</del>
2. MUCUMVANEZA Fabien	Umujyanama usungu	Nsanga	078261753	<del>Handwritten signature</del>
3. MUKAKIMENGI Marie Claire	Umujyanama usungu	Nsanga	0785031021	<del>Handwritten signature</del>
4. MUKAGIRI Benaodette	30%	GASHWE	0783543203	<del>Handwritten signature</del>
5. UMUGWANGA Jocelyne	30%	NSANGA	0786393679	<del>Handwritten signature</del>
6. NABINDIYI Anastase	Umujyanama usungu	Kanyama	0788278720	<del>Handwritten signature</del>
7. MUKAMAZIMANA Honorée	30%	Mpinga	0783383106	<del>Handwritten signature</del>
8. UWIMANA Seraphine	Umujyanama usungu	Mpinga	0783125112	<del>Handwritten signature</del>
9. MUKAKAGINA Christine	CMF	Kanyama	0788540817	<del>Handwritten signature</del>
10. MUKARUKURU Florence	CNJ	Kibaga	0785088023	<del>Handwritten signature</del>
11. IRAGENA Seraphine	Umujyanama usungu	Kibaga	0781066829	<del>Handwritten signature</del>
12. UWIZETIMANA M. Grace	Umujyanama usungu	Nsanga	0788563276	<del>Handwritten signature</del>
13. MUKAMANA Daphrose	Presidenti abafite ubumwe	Kibaga	0786380605	<del>Handwritten signature</del>
14. TUYISINGIRE Charlotte	Umujyanama usungu	NSANGA	0783745384	<del>Handwritten signature</del>
15. MUKAMANA Clarisse	ONG	NSANGA	0783754842	<del>Handwritten signature</del>
16. UWIMANA Beathe	Umujyanama usungu	Mpinga	0783280962	<del>Handwritten signature</del>
17. HAGENIMANA Alphonsine	Umujyanama usungu	GASHWE	0783375983	<del>Handwritten signature</del>
18. YANDERUYE Odette	30% abagor	Kibaga	0788278518	<del>Handwritten signature</del>

URUTONZE RW ABITABIRIYE INAMA NJANAMA IBASANZWE  
YO KUWA 03/11/2017

No	AMA ZINA	ICYO ASHINZWE	Telefoni	UMUKO NO
1.	HABAMUNU Pascal	Umujyanama usungu	0788831477	<del>Handwritten signature</del>
2.	BIZIMANA Christophe	Umujyanama usungu	0788548372	<del>Handwritten signature</del>
3.	TURAKAMUNU Valère	Umujyanama usungu	0788302247	<del>Handwritten signature</del>
4.	NGENDAHIMANA Innocent	Umujyanama usungu	0788586750	<del>Handwritten signature</del>
5.	UHAWENIMANA Alphonsine	Umujyanama usungu	0784159870	<del>Handwritten signature</del>
6.	NIREKE Vestine	Umujyanama usungu	0782046052	<del>Handwritten signature</del>
7.	MUKAMANA Muriel	Umujyanama usungu	0787443235	<del>Handwritten signature</del>
8.	Donatille N. NTAHOBAWUKI	Umujyanama usungu	0783401314	<del>Handwritten signature</del>
9.	NDOHARONGU ANICET	Umujyanama usungu	0784922202	<del>Handwritten signature</del>
10.	Mpampaye Thaddée	RP sector com. d.	0783092303	<del>Handwritten signature</del>
11.	MUKAMANA Claudine	30% abagor	0783494162	<del>Handwritten signature</del>
12.	MUKAMANA Restude	30% abagor	0785618484	<del>Handwritten signature</del>
13.	MUKAMANA Gilberte	30% abagor	0788868446	<del>Handwritten signature</del>
14.	SEKAMANA Pauline	Coord. mater. yashyamba	0783736111	<del>Handwritten signature</del>
15.	NIREYIMANA J. Claude	Securite	078177939	<del>Handwritten signature</del>
16.	MUTETERAZINA Genevieve	CMF	0788878555	<del>Handwritten signature</del>
17.	UWIZIMANA Daphrose	30% abagor	0782911605	<del>Handwritten signature</del>

Figure 1 DDS Consultation Meeting Attendance list at Sector Level







URUTONDE RW'ABITABIRIYE INAMA IDASANZWE Y'INAMA NIYANAMA YO KUWA 29/01/2018						
S/N	AMAZINA	IGITISINA	UMURENGE	ICYO ASHINZWE	TEL	UMUKONO
1	NABUKUMUBO ND Euvien	M	KICUMBA	Se- Majimana	0788632677	
2	HABAYARIMANA Alfred	M	MUHISHIMU SHOCHWE	Prez. Communi- Secrétaire	0788491914	
3	MUKABATEZI J. alarc	F		UMUYANAMA	0788578705	
4	ABATAMBE Ewald	M	Rugababli	Umuyimana	0788263064	
5	MUSENGAMANA Oreste	M	Mukanga	Umuyimana	0783770017	
6	MUKIMUNYISABA Ismael	F	Rongi	Communication Road to Peace	0783886317	
7	SHAKA Théobald	M	Mukanga	Umuyimana	0788852366	
8	BARAJAVUZA Jean Paul	M	Rongi	Umuyimana	0788441928	
9	UMUKUKA Josephine	F	Rugababli	V/P Niyama	0788304910	
10	MUSENDAHA Erueshine	F	Mushushu	Umuyimana	0788170019	
11	INSHIMIRE Marie Sélène	F	Muyana	Umuyimana	0786153121	
12	MUSENIMUKUREMISI Adalbert	M	Nyansanga	Umuyimana	0783573995	
13	MUSENDAHA Eline	F	Kabababli	Umuyimana	0788590266	

URUTONDE RW'ABITABIRIYE IGIKORWA CYO KUMURIKIRA DDS INAMA NIYANAMA CYO KU WA 03/12/2017					
NO	AMAZINA	GENDER	ICYO ASHINZWE	CONTACT/EMAIL	UMUKONO
1	MUKAMUNA Olivier	F	Umuyimana	gatalid26yoko	
2	Beatus Uvashariya	F	Umuyimana	umuyimana	
3	Kanyiranga Innocent	M	Councillor V/P Gacaca	umuyimana	
4	ABATAMBE Ewald	M	Umuyimana	umuyimana	
5	Alfred Habayarimana	M	Umuyimana	umuyimana	
6	MUKABATEZI Jeanne d'Arc	F	Umuyimana	umuyimana	
7	Kanyiranga Innocent	M	Umuyimana	umuyimana	
8	Mukababli Belina	F	Umuyimana	umuyimana	
9	NSANZIMANA VESTRE	M	"	umuyimana	
10	KIMANA Joseph	M	"	umuyimana	
11	MUSENDAHA Erueshine	F	cliff	umuyimana	
12	BIZIMANA Eric	M	Director of Planning	umuyimana	

Figure 3 DDS elaboration meeting with District council

## ANNEX 3.

Table 13 Detailed District Priorities per intervention sector

Intervention sector	Priorities
Agriculture	<ul style="list-style-type: none"> <li>• Valorization of radical terraces valorized by organic manure</li> <li>• Plantation of fruit trees increased to boost production</li> <li>• small scale hillside irrigation with green technologies</li> <li>• Construction 23 drying ground in the Different sectors</li> <li>• Construction and equip milk processing plants in muyebe</li> <li>• Establish Silaging facility for storing feeds to support the Milk Processing Unit</li> <li>• Establish of honey collection centers</li> </ul>
Private Sector Development & Youth Employment	<ul style="list-style-type: none"> <li>• Construct 8 Modern markets in Mbuya, Buringa, Kivumu, Cyakabiri, Misizi, Rwambariro and Bukiro</li> <li>• Develop warehouse in collaboration with District and Private Sector(PPP)</li> <li>• Promotion of Muhanga clay exploitation</li> <li>• Establish TVET facilities for promoting off farm job creation</li> <li>• Elaboration and implement Muhanga Tourism Strategic Plan (Master Plan)</li> <li>• Construction 20.25 Km of asphalt road in Muhanga Town</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Develop 12 km of asphalt road from KARAMA to Cyakabiri (By Pass)</li> <li>• Develop 23 Km of asphalt road from Kabadaha to Nyabarongo Hydropower plant</li> <li>• Develop asphalt road Cyakabiri-Nyabikenke-Muvumba-Nyabinoni-Rugendabari</li> <li>• Establish pedestrian &amp; cycle lanes in Muhanga City Center</li> <li>• Establish lanes in Muhanga Town for public transport</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Electrify trade centers and residential areas by public lighting</li> <li>• Increase by on grid energy from 32% to 52% and off grid from 10% to 48%</li> <li>• Construction of Micro-Hydropower Plant fin Kibangu, Nyabinoni, Rongi Sectors</li> </ul>
Water and Sanitation	<ul style="list-style-type: none"> <li>• Develop Gatoki water supply system in Kabacuzi Sector</li> <li>• Construction of adduction GASHORERA / MBUGA / NYARUSOZI / MASANGANO in Nyabinoni sector</li> <li>• Establish of Collective solid compost</li> <li>• construction and supervision of a modern eco-friendly Landfill connecting institutions to water supply system</li> </ul>
Urbanization	<ul style="list-style-type: none"> <li>• Developed with basic services in new areas for residential housing through PPP</li> </ul>

and Rural Settlement	<ul style="list-style-type: none"> <li>• Green Building Technology suitable to local climate in urban area</li> <li>• Codification and sign post 68 Km of Muhanga Town street</li> <li>• Increase 189.8 ha of urban land greened (greening and beautification: city, develop green open spaces, public institutions, urban green garden, etc.</li> <li>• Develop 8 IDP Model Villages</li> <li>• Relocation 6012 HHs from scattered settlements</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• creation Free internet zones in the residential areas</li> <li>• Increase IT facilities in the administrative Cells</li> <li>• Establish ICT hub</li> </ul>
Environment and Natural Resources	<ul style="list-style-type: none"> <li>• Construction of mining selling points in Muhanga Industrial Park</li> <li>• Construction of mining treatment facility/ factory (for exportation in Muhanga Industrial Park</li> <li>• Construction and operationalize of Model mining sites through PPP (Nyarusange, Muhanga &amp; Kabacuzi sites)</li> </ul>
Financial Sector Development	<ul style="list-style-type: none"> <li>• Implement new affordable housing financing model program</li> <li>• Establish banking systems in SACCO</li> </ul>
Health	<ul style="list-style-type: none"> <li>• construct and equip Health posts</li> <li>• Completion of Nyabikenke Hospital</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Construction of 221 Nursery schools at Village levels</li> <li>• Connection schools by internet for smart education</li> <li>• Replacing 240 classroom replaced</li> <li>• Construction 4 TVET Schools</li> </ul>
Governance and Decentralization	<ul style="list-style-type: none"> <li>• Construction and supervision Nyamabuye, Shyogwe, Nyarusange, Rugendabari sectors offices</li> <li>• rehabilitation of Kiyumba, Mushishiro, Rongi sectors offices</li> <li>• Provide Lightening rod (Imirindankuba)</li> </ul>
Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> <li>• Construction of Kabgayi memorial of Genocide against Tusti Phase II</li> <li>• Rehabilitation of Genocide against Tusti monuments</li> </ul>
Sport and Culture	<ul style="list-style-type: none"> <li>• Extension and equipment of Modern Stadium (Muhanga Regional Stadium) in Nyamabuye Sector</li> <li>• Construction works for Gymnasium and exhibition ground in Muhanga Town</li> </ul>

Please provide the reference used in the document