



REPUBLIC OF RWANDA

NYABIHU DISTRICT

DISTRICT DEVELOPMENT STRATEGY (DDS) 2018/19-2023/24

“A goal without a plan is just a wish” **Antoine de Saint-Exupéry**

“By failing to prepare, you are preparing to fail.” **Benjamin Franklin**

**Food
Crops
Production**
(Irish Potatoes,
Maize, Wheat &
Beans)
Leader

**A hub of
Agro-
Processing
Industries**

and

**Eco-
tourism**

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LIST OF ABBREVIATIONS AND ACRONYMS

AU	: African Union
BTC	: Belgian Technical Cooperation
CG	: Central Government
CRC	: Citizen Report Card
DDS	: District Development Strategy
DGGP	: Decentralization and Good Governance Program
EAC	: East African Community
EDPRS	: Economic Development and Poverty Reduction Strategy
EICV	: Enquête Intégrale sur les Conditions de Vie des ménage (Integrated Household Living Conditions Survey)
GDSSP	: Governance and Decentralization Sector Strategic Plan
GoR	: Government of Rwanda
HGS	: Home-Grown Solutions
HIV	: Human Immuno-Deficiency Virus
ICT	: Information Communication Technology
JADF	: Joint Action for Development Forum
LG	: Local Government
LODA	: Local Entities Development Agency
MINALOC	: Ministry of Local Government
MINECOFIN	: Ministry of Finance and Economic Planning
NGO	: Non-Governmental Organization
NISR	: National Institute of Statistics of Rwanda
NST	: National Strategy for Transformation
NSTP	: National Strategy for Transformation and Prosperity
PFM	: Public Financial Management
RALGA	: Rwanda Association of Local Government Authorities
RDSP	: Rwanda Decentralization Support Project
RGB	: Rwanda Governance Board
RGS	: Rwanda Governance Score Card
SDGs	: Millennium Development Goals
SSPs	: Sector Strategic Plans
SWOT	: Strength, Weakness, Opportunity and Threat

UNDP : United Nations Development Programme

0. Executive summary

The District Development Strategy (DDS) of Nyabihu is medium-term planning framework that will begin from 2018/19 to 2023/24. DDS is replacing District Development Plan (DDP) which began from 2012/13 to 2017/18. Nyabihu DDs builds on the National Strategy for Transformation (NST1), Vision 2020 and Vision 2050. Also, it is built on the unfinished businesses from DDP.

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

The vision of Nyabihu District in the next six years is “Food Crops Production Leader; A hub of Agro- Processing industries and Eco-tourism Destination”. The mission and goals of Nyabihu District are mainly focused on the transformation and modernization of agriculture and livestock sector in order to increase production and productivity; value addition to agriculture and livestock production in order to boost exports; increase infrastructure and investments in eco-tourism; and improve urbanization and rural settlements. In addition, the district intends to improve the service deliver by complying with service charters.

The main challenges to be addressed by the DDS were based on SWOT analysis of the district and unfinished businesses during implementation of DDP. In this regard, the main challenges found and to be addressed are among others: lack or insufficient basic infrastructure; infrastructure in poor conditions, especially feeder roads; very low level of urbanization and rural settlements; archaic agriculture and livestock farming; lack or insufficient agro-processing industries of agriculture and livestock production; high percentage of people living from subsistence agriculture, especially women; scarcity of land for agriculture compare to the number of people living from agriculture; landslides and soil erosion, low level of ICT development and weak private sector engagement.

The DDS elaboration was conducted through a highly participatory and consultative process involving the citizens, central and decentralized entities, development partners including civil society and the private sector. This process was overseen by the Ministry of

finance and Economic Planning (MINECOFIN), working with the Ministry of Local Government (MINALOC). Both bottom up and top down communication channels were used in the formulation of Nyabihu DDS priorities. Through community assemblies (at Village, Cell, Sector and District levels) and Joint Action Development Forums (JADF), priorities were identified from the citizens' need assessment. Last but not least, it is noteworthy that the DDS was based on sound statistical evidences. Therefore, EICV 4 and DHS5 as well as official administrative data from the district were the sources of baselines.

For the next 6 years, emphasis will be on economic transformation with key priorities, such as developing Mukamira Industrial Economic Zone; Exploiting available opportunities for eco-tourism in the District (e.g. Volcano Park and Gishwati panorama); Ensuring reliable and affordable infrastructure (Water, Energy and ICT); Accelerating planned human settlements (Planned Imidugudu) and IDP Model Villages; Increasing production and productivity of key agricultural products in Nyabihu (Wheat, Maize, Beans and Irish Potatoes) and their transformation (Agro-processing Plants); Increasing production and productivity of livestock by modernizing Gishwati ranches; Decreasing the unemployment rate among youth and women through job creation; and Ensuring access of all to quality health and educational services. In addition some cross cutting issues were mainstreamed such as Capacity Development, Environment and Climate Change, HIV/AIDS and Non-Communicable Diseases, Disability and Social Inclusion, Environment and Climate Change, Gender and Family Promotion and Disaster Management.

Furthermore, the implementation of Nyabihu DDS involves various stakeholders, namely Sector Ministries, Government agencies, Local Community, National and International Development Partners (NGOs, CSOs, Private Sector), and the District. The effective implementation of DDS requires all stakeholders to own it. However, as the district spearheaded and owned the elaboration of DDS it must also spearhead the implementation, Monitoring and Evaluation of DDS.

Last but not least, it is worth to note that the total cost of the Nyabihu DDS is estimated at 123,893,960,488 Rwf. The economic Transformation pillar will cost 59,465,108,342 Rwf, the Social Transformation pillar will cost 59,559,485,642 Rwf and Transformational Governance will cost 4,869,366,504 Rwf. The source of funds will come from central

government grants and transfers, from donors and development partners, private sector investments and district own revenue.

Chapter 1: General Introduction

1.1 Introduction

The Vision 2020 is remaining with less than four years of implementation while the EDPRS 2 is in its final year. It is in this context that the Vision 2050 with an objective of transforming Rwanda into an upper middle income country by 2035 and a high income country by 2050 was elaborated and adopted by Government of Rwanda (MINECOFIN, 2017)¹. Districts were required to develop inclusive 6-years Development strategies (DDS) that will guide different actors in the District development over a medium term (2018/19-2023/24). The elaboration of DDS was inspired by and aligned to various national policies, especially NST1 and SSPs.

1.2 Context and Purpose of the DDS

The District Development Strategy (DDS) of Nyabihu is medium-term planning framework that will begin from 2018/19 to 2023/24. DDS is replacing District Development Plan (DDP) which began from 2012/13 to 2017/18. While Nyabihu DDP was mainly based on the Vision 2020, current Nyabihu DDS was based on various policies such as the Vision 2020, the National Strategy for Transformation (NST1), and Vision 2050. It was also built on the unfinished businesses from DDP.

The Vision 2020 on which DDS was based on has the main objective for Rwanda to become a middle income country. The vision has been made operational by medium-term national strategies which started by Poverty Reduction Strategy Paper (PRSP I 2002-2007), the second was Economic Development and Poverty Reduction Strategy EDPRS I (2008-2012) and EDPRS II (2013-2018) with a priority given to accelerating growth, creating employment and generating exports².

As the Vision 2020 is remaining with less than two years of implementation, the Government of Rwanda has adopted the elaboration of the Vision 2050 with an objective of transforming Rwanda into an upper middle income country by 2035 with an annual

¹ MINECOFIN, 2017: 7 Years Government Program: National Strategy for Transformation (NST 1). Draft document.

²MINECOFIN, 2013: Economic Development and Poverty Reduction Strategy II (EDPRS II).

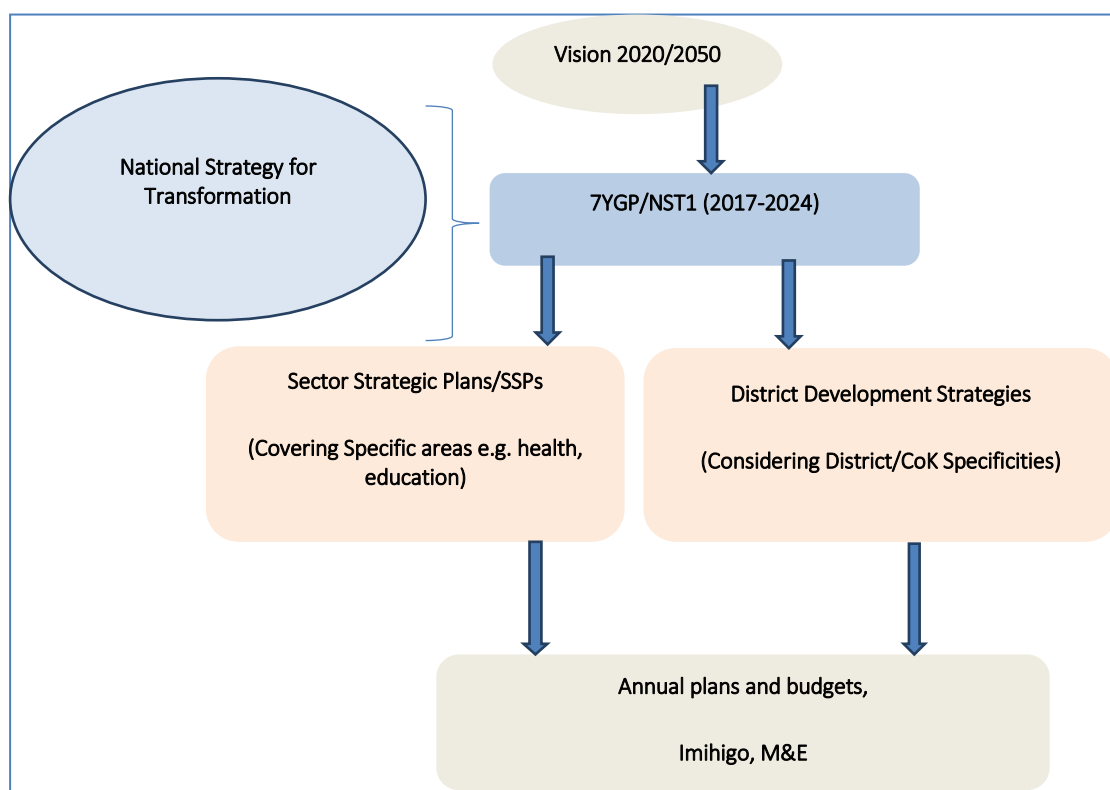
Gross Domestic Product (GDP) per capita income of 4,035\$ and High-income Country by 2050 with 12,476\$ of GDP per capita³.

It will focus on five priorities:

- High quality and standards of life;
- Developing modern infrastructure and livelihoods;
- Transformation for prosperity;
- Values for Vision 2050; and
- International cooperation and positioning.

The achievement of Vision 2050 needs implementation tools. In this context, the National Strategy for Transformation (NST1) is considered as one of the instruments for the implementation of the Vision 2050. In the same way, NST1 needs implementation instruments and therefore, Sector Development Plans (SSPs) and District Development Strategy (DDS) are among others.

The Figure 1 demonstrates the development planning framework of both Vision 2050 and NST1 and the place of the Sector Strategic Plans (SSPs) and District Development Strategy (DDS).



³ MINECOFIN, 2017: 7 Years Government Program: National Strategy for Transformation (NST 1). Draft document.

Figure 1: The Development Planning Framework for Vision 2050 and NST1 (Minecofin, 2017)

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

1.3 Elaboration Process of Nyabihu DDS

Both secondary and primary data were used in the elaboration of DDS. Secondary data were collected through desk review of different documents such as NST1; Vision 2020; Vision 2050; Sector Strategic Plans (SSPs); Nyabihu DDP 2012/13-2017/18; Nyabihu LED Strategy; Nyabihu District Potentialities, Local Community Priorities; and various regional and global commitments. This was done for purpose of harmonization and to ensure that national key priorities and outcomes as contained in NST1 are considered and aligned with DDS.

The collection process of primary data for DDS was fully participatory and interactive. This was to ensure that local priorities which respond to local needs are fully identified and integrated into DDS. Bottom up communication channel ensured that District actors and stakeholders composed of District authorities, staff, District Council, JADF, the Private Sector, Civil Society and the Community from the lowest level participate in DDS elaboration. This was done through consultative meeting sessions, interviews, training workshops with the District involved actors and stakeholders.

1.4 Short Description of the Contents of the Nyabihu DDS

The Nyabihu DDS is divided into seven chapters as follow:

Chapter **One** is General Introduction sub-divided into three sections, namely context of DDS, purpose of DDS and elaboration process of DDS.

Chapter **Two** presents a detailed overview of Nyabihu District. It is sub-divided into sections, namely District profile, Socio-Economic Environment of the district, Overview of the district achievements during DDP Implementation, key District economic potentialities, SWOT Analysis, and Stakeholder analysis.

Chapter **Three** is all about the alignment of the Nyabihu DDS with NST1. It presents in details the methodology; main issues at District level; and DDS Alignment to NST1.

Chapter **Four** presents the strategic framework. It is sub-divided into sections, such as District Vision, Mission and Objectives, Main Priorities at the District level, Results Chain, Logical Framework, and Cross-Cutting Areas.

Chapter **Five** deals with the implementation of the Nyabihu DDS. It presents sequencing of Interventions (Implementation Plan) and DDS Implementation Strategy.

Chapter **Six** focuses on Monitoring and Evaluation Framework. It presents M&E team composition and responsibilities, and reporting mechanisms for effective implementation of Nyabihu DDS.

The last Chapter is all about Costing and Financing of DDS. It elaborates on the costing of Nyabihu DDS.

Chapter 2: Overview of Nyabihu District

2.1 District Profile

This chapter presents in details the district of Nyabihu. Firstly, the geographic, hydrographic and demographic features of the district are presented. Secondly, the socio-economic status of the district is discussed. Lastly, SWOT analysis of the District is underlined.

2.1.1 Geography

Nyabihu District is located in the Western Province of Rwanda. It has 12 sectors that are Bagogwe, Jenda, Jomba, Kabatwa, Karago, Kintobo, Mukamira, Mulinga, Rambura, Rugera, Rurembo, and Shyira. It is divided into 73 cells and 473 villages.

Taking into account its administrative limits, in the north there is Musanze district and the Virunga National Park, which separates it with the Democratic Republic of Congo (DRC). In the South, there are Ngororero and Rutsiro Districts, and in the East there are Gakenke and Musanze Districts. Finally, in the West there is Rubavu District.

Figure 2 below presents the sectors of Nyabihu District

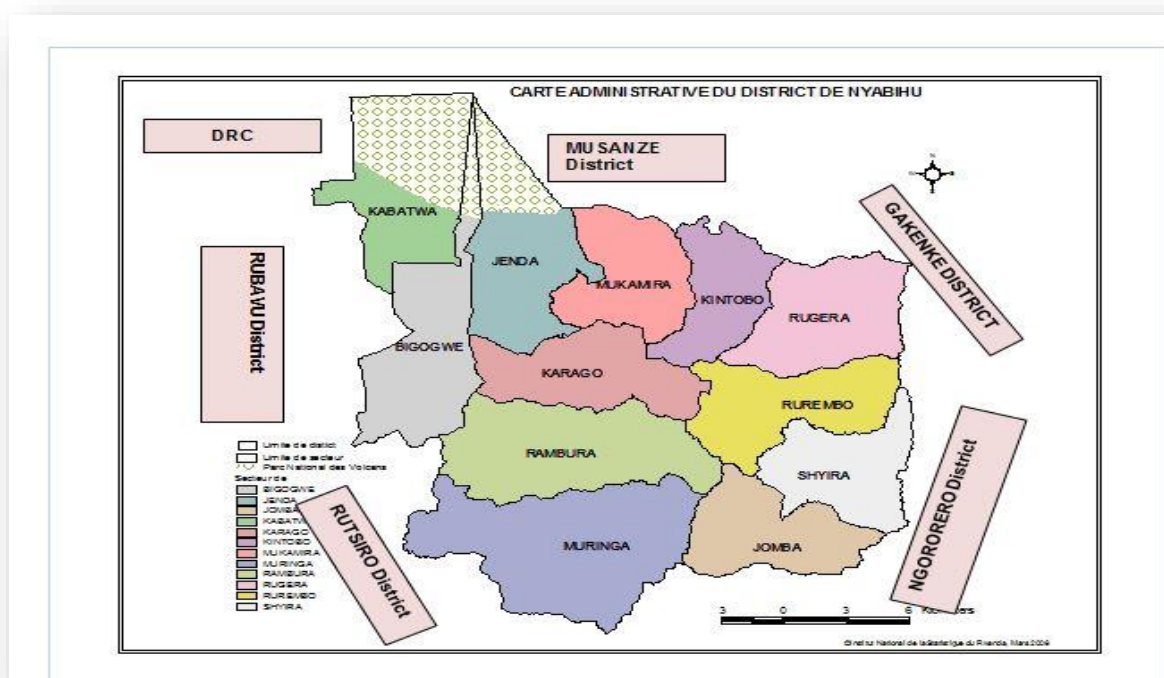


Figure 2: Map of Nyabihu District
Source: www.nyabihu.gov.rw

2.1.2 Flora and Fauna

In terms of fauna and flora, there is Gishwati natural forest and Volcanoes National Parks that are the home of diverse animals, birds and plant species⁴.

2.1.3 Hydrography

Despite heavy precipitations, the area suffers from the lack of water sources given a poor hydrographical network. The flow of water comes from ephemeral streams of torrential nature, such as the Susa and its tributary streams. The very strong slope upstream explains the fact that they are torrential⁵.

The volcano sloping flanks have an average slope of more than 60 %, over 2 200 m. When it rains, the water is raced down the flanks at high speed towards the piedmont, hauling everything in its way: animals, people, lava blocks, etc. The water from the numerous torrents racing down the slopes causes a lot of damages (flooding, sanding and sapping of banks). The water bodies are supposedly numerous and the water is abundant, but those bodies are approximately at a depth of 100 m⁶. This is due to the fact that those water bodies are located in old depression of the basement (synclines and pockmarks) covered by lava.

2.1.4 Geology and soil

The characteristic of the soil in Nyabihu district is sandy and clay, laterite and volcanic.

During the dry season soil is quite dusty although during the rainy season they filter the water rather than holding it. Because they don't contain any clay, they are not compact at all. The lava is so altered that it has resulted in black soil, salty, rich in humus and very fertile but with high porosity. In some places, the lava is intact and presents itself in various sizes, from pebbles to blocks of 100 kg and even more. The bedrock can sometimes be found at a depth of less than one meter⁷.

The best soil for agriculture in Nyabihu District is located in Kabatwa, Jenda and Mukamira Sectors. This potentiality of productive soil for should be exploited. Different strategies to maximize crops production and productivity are highlighted in this DDS⁸.

⁴ Nyabihu District Development Plan (DDP, 2013).

⁵ Nyabihu LED

⁶ District potentialities assessment for the integrated and self-centered local economic development, 2013.

⁷ Idem, p24

⁸ Idem, p23

As far as mining is concerned, Nyabihu district has potential mining including, Colombo Tantalite, Cassiterite, Wolfram and Iranium.

The following table presents the location and size of mining sites in the district.

Table 1: Location and size of mining sites in Nyabihu District

	Location of site	Activities	Surface Area (Ha)
Small and medium scale miners	Munanira/Kintarure Cell/Shyira Sector	Wolfram & Cassiterite	400ha
	Rambura & Mulunga/Sector	Wolfram, Coltan, & Cassiterite	581ha
	Matyazo & Itotsi/Rugera Sector	Wolfram	103.21ha

Source: MINIRENA Records 2012

2.1.5 Socio-Economic Environment

The following tables present the Population of Nyabihu district per sector

Table 2: Population of Nyabihu district per sector

Sectors	Both sexes	Male	Female	% Female	Population share (% of the total population)	Density (Inhabitants / km ²)
Rwanda	10,515,973	5,064,868	5,451,105	51.8		415
Western Province	2,471,239	1,168,445	1,302,794	52.7		420
Nyabihu District	294,740	137,799	156,941	53.2	100	555
Bigogwe	31,657	15,167	16,490	52.1	10.7	606
Jenda	34,648	16,357	18,291	52.8	11.8	724
Jomba	20,610	9,471	11,139	54	7	588
Kabatwa	18,971	8,921	10,050	53	6.4	365
Karago	25,681	11,969	13,712	53.4	8.7	674
Kintobo	15,379	7,107	8,272	53.8	5.2	561
Mukamira	28,675	13,313	15,362	53.6	9.7	744
Muringa	22,876	10,656	12,220	53.4	7.8	335
Rambura	28,484	13,170	15,314	53.8	9.7	448
Rugera	24,236	11,265	12,971	53.5	8.2	588
Rurembo	23,689	11,109	12,580	53.1	8	597
Shyira	19,834	9,294	10,540	53.1	6.7	588

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

According to the 4th Rwanda Population and Housing Census there were 294,740 residents in Nyabihu district, which represented 11.9% of the total population of the Western Province (2,471,239 residents). The population of Nyabihu district was predominantly female; 156,941 are women corresponding to 53.2% of the total population. Jenda and Bigogwe sectors were the most populated sectors with 34.6 and 31.6 thousand respectively. They represented 11.8% and 10.7% of the total population of district, respectively. Table 3 below presents the population of Nyabihu district per Age and Sex

Table 3: Population of Nyabihu district per Age and Sex

Five-year age groups	Count			%		
	Both sexes	Male	Female	Both sexes	Male	Female
Nyabihu District	294,740	137,799	156,941	100.0	100.0	100.0
0-4	43,583	21,547	22,036	14.8	15.6	14.0
5-9	46,914	23,163	23,751	15.9	16.8	15.1
10-14	39,168	19,040	20,128	13.3	13.8	12.8
15-19	32,876	16,023	16,853	11.2	11.6	10.7
20-24	30,942	14,708	16,234	10.5	10.7	10.3
25-29	24,290	11,627	12,663	8.2	8.4	8.1
30-34	19,746	8,698	11,048	6.7	6.3	7.0
35-39	12,130	4,945	7,185	4.1	3.6	4.6
40-44	9,382	4,010	5,372	3.2	2.9	3.4
45-49	8,008	3,306	4,702	2.7	2.4	3.0
50-54	8,196	3,243	4,953	2.8	2.4	3.2
55-59	6,116	2,365	3,751	2.1	1.7	2.4
60-64	4,408	1,763	2,645	1.5	1.3	1.7
65-69	2,665	955	1,710	0.9	0.7	1.1
70-74	2,380	898	1,482	0.8	0.7	0.9
75-79	1,591	612	979	0.5	0.4	0.6
80-84	1,272	506	766	0.4	0.4	0.5
85+	1,073	390	683	0.4	0.3	0.4

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

According to Table 3, the population of Nyabihu district were mostly young. 65.7% of the resident population of Nyabihu were under 25 years old and 44.1% were in the Age range of active population (between 15 and 44 years old). The elderly (60 years and above) represented 4.5% of the total population of the District. The young and active population is an opportunity for the district which must be exploited in the next 6 years of DDS. If jobs are created for these young men and women, they can contribute significantly to the development of the district.

Table 4 below presents poverty level, literacy rate, employment status, and number of businesses registered by size and sector).

Table 4: Socio-economic data of Nyabihu district

Items	Data
Poverty levels (% of poverty and extreme poverty)	Poverty level (39.6 %), Extreme poverty (12.6 %) Source:EICV4
Literacy rate	70.9%(population aged 15 above) (EICV4)
Labour force participation rate /unemployment rate	61.9% of Labour force participation rate and 18.9% of unemployment (RLFS August 2017)
Number of businesses in the District	3,661
Size of businesses (amount of micro, small, medium and large companies)	Micro: 3,360 Small: 255 Medium: 41 Large:5
Formal vs informal sector	Formal sector: 90 Informal sector: 3,408
Largest sectors	1. Agriculture

	2. Trade (Micro and small businesses) 3. Construction
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Source: Nyabihu-LED Strategies, 2017

The table 4 shows that many businesses are not registered and therefore, informal. This challenge will be tackled in the Nyabihu DDS.

2.2 Overview of District Achievements during DDP Implementation

The table 5 and 6 present the summary of major achievements made in the last five years of DDP and unfinished business from the DDP. Data were obtained from District evaluation report of DDP, district administrative data and NISR (EICV4 & DHS5).

Table 5: District Achievements during DDP Implementation

DDP OUTPUT/ INDICATOR	BASELINE 2013/14	TARGET 2017/18	ACHIEVEMENTS
Agriculture and Livestock			
Land use consolidation	37,436ha	52,614 ha	49,505 ha (94%)
Productivity	Beans: (2T/ha); Maize : (3.9T/ha); Irish potatoes :(20.9T/ha); Wheat : (2.8T/ha)	Beans: 3T/ha Maize:6T/ha irish potatoes : 32T/ha Wheat : 3T/ha	Beans : 2.3t/ha (76.6%) Maize : 4.11 t/ha (68.5%) Irish potatoes: 27.25 t/ha (85%) Wheat: 3 T/ha (100%)
Girinka	2500	6112	5,185 (85%)
Artificial insemination	5,942 cows	11,132 cows	9,917 (89%)
Number of coffee washing station constructed	1	1	1 (100%)
# of milk dairy constructed and operationalized	0	1	1 (100%)
Energy			
HHs with Access to electricity	10%	70%	27.5% (achievement at 39.2%).
Number of new mini hydro power plants constructed	2	1	2
# of Administrative Sector offices connected to electricity	9	12	12/12 (100%)
Water and Sanitation			
HHs with access to clean water	70%	100%	86.2 %
Transport			
Number km of feeder roads rehabilitated	108km	450km	350km (70%)
# of Km of stone road constructed	0km	10km	0km (0%)
Urbanization and rural settlement			
% of HHs resettled in grouped settlements	13,632 out of 65,855HHs (20.7 %)	65%	40,515 out of 69,736HHs (58%)
# Of Guest House Built in Mukamira town	0	1	1 (100%)
Number of Hectares expropriated to develop Mukamira Industrial Economic zone	0ha	53ha	43ha out of 53ha (81%)
ICT			

Number of BDCs/Knowledge hubs at Sector levels established	3	9	3 out of 9 (33%)
Number of Sectors connected on optic fiber and 4G internet connection	0	12	12 (100%)
Environment and Natural Resources			
Number of Ha covered by forest (forestry and agroforestry trees)	8,700ha	15,372ha	23,257ha (151%)
Number of Ha of radical terraces constructed to protect soil erosion	1,306ha	3,306ha	4,352.15ha (131%)
Number of ha for progressives terraces constructed to protect soil erosion	268,3ha	29,101ha	19,060ha (65.5%)
Private Sector Development			
Mukamira Industrial park constructed	0	1	0 (0%)
Integrated craft centres(Adukiriro) constructed & operational	0	4	2 ICPCs (50%)
Number of Community Processing Centre operational	1	2	2
Number of hotels constructed	0	1	0 (0%)
# of job created	Not available	5100	2,0762 (40.7%)
Financial sector Development			
Number of Umurenge SACCOs constructed and full operational	0	12	12 (100%)
% of HHs with access to financial services	40%	100%	87%
Youth			
# of youth cooperatives created	12	325	30 (9%)
Number of modern playgrounds constructed	0	1	0 (0%)
Health			
Number of new Health Centers built	14	2	2 (100%)
Number of hospital upgraded (Shyira Hospital)	1	1	1 (100%)
Number of District Hospital	1	1	0 (0%)

constructed (Mukamira Hospital)			
Number of new Health Posts constructed	2	12	10 out of 12 (83.3%)
% of HHs with Health insurance	75%	100%	80.6%
% of Population using Modern Family Planning Methods	35%	70%	53,1% (75.8%)
Rate of population with malnutrition (stunting)	51% (DHS, 2010)	38%	59% (DHS 2015)
Education			
% of schools with School feeding program	0	100%	85%
Number of primary and secondary classrooms constructed	76	471	379 (80.4%)
Number of latrines for primary and secondary schools constructed	Not available	729	965 (132%)
# of houses for teachers constructed	0	48	12 (25%)
# of VTCs & TVETs constructed	1	8	14 TVETs
Adult literacy	32%	100%	77.4%
Public Finance Management			
Amount of District own revenue collected	344,872,741Rwf	517,309,111Rwf	727,571,060Rwf (144%)
Decentralization & Governance			
Administrative offices constructed and/ or rehabilitated	8 Sectors	Cells :73 Sectors :12 District office	Cells: 63 out of 73 (86%) -Sectors: 12/12 (100%) -New District office in completion
Number of genocide site memorials renovated	1	1	1 (100%)
% of people's participation in Community Work	70.8%	100%	90%
Monetary Value of Umuganda scaled up	482,556,655 Rwf	700,000,000 Rwf	720,000,000 Rwf (102%)
% Citizen satisfaction on Service delivery in all Sectors	n/a	100%	70.5% (CRC,RGB 2016)

Social Protection			
% of population living under poverty line	28.5% (EICV 3)	11%	39.6 % (EICV4)
% of population living in extreme poverty	11.9 % (EICV3)	8%	12.6 % (EICV4)
Number of people received loan under VUP-Financial services	Total : 1,812 people (M:1,077 and Female : 735)	15,939	Total : 14,021 peoples (Male :6,539 and Female: 7,482 people)
% of eligible HHs received VUP Direct support	100% in 3 Sectors (Rurembo, Jomba and Shyira) : M=240 ; F=463 . Total =703 HHs	100%	100% in all 12 sectors Total: 2,061 HHs. (Male :960 and Female :1641 HHs)
Number of HHs employed in VUP – Public Works	Total : 6,043 House Holds (Male: 3,550 HHs and Female :2,493 HHs) in 3 sectors (Rurembo ,Jomba and Shyira)	26,134	Total: 18, 671 House Holds in 6 Sectors (Jomba, Shyira, Bigogwe, Kintobo ,Rugera and Mulinga)
Number of houses rehabilitated for Genocide survivors	0	60	39 Houses (65%)
Number of houses constructed for Vulnerable HHs of HMP (Historical Marginalized people)	42 Houses for HMP	138	138 Houses constructed for HMP (100%

Due to various circumstances, some of the priorities planned in DDP (2012/13-2017/18) were partially achieved or not achieved at all. The table 5 below shows the unfinished businesses.

Table 6: Unfinished Businesses during last DDP Implementation

0 No	Indicator	DDP Target	Achievement 2017/18	Gaps	Challenges
1	1 HHs accessing to electricity	70%	20.5%	49.5%	- Budget constraints - Scattered settlements
2	Number cows distributed to vulnerable HHs under Girinka Program	6112 cows	5185 HHs	927 cows	- Budget constraints - Insufficient stakeholders in this domain
3	% of HHs accessing to clean water	100%	86.2%	13.8 %	- Budget constraints - Scattered settlement and unplanned settlements
4	% of HHs Settled in Planned villages (imidugudu)	100%	61%	39%	- Budget constraints for the relocation of people living in HRZ and those living in scattered zones - People mind sets
5	Number of km of feeder roads rehabilitated and maintained	450 km	350 km	100 km	- Budget constraints - Geographical relief (volcanic stony) - Erosion and landslide
6	Viabilization of Nyabihu Industrial zone	100%	Expropriation and 4km of road constructed	Necessary infrastructure are not put in place	-Budget constraints -Absence of investors - Level of private sector involvement very low
7	Construction of Mukamira Hospital	100%	0%	100%	- Absence of stakeholders (private sector)

2.3 Key District economic potentialities

Different types of potentialities have been identified in NYABIHU District. Figure 2 below presents 5 key potentialities.



Figure 2: District potentialities of Nyabihu (LODA 2013)

Nyabihe benefits from three national highways that connect it to Musanze, Muhanga and Rubavu. The District is located between Musanze and Rubavu towns and not far from Goma town in DRC which makes easier the exportation of its agricultural and livestock production within and outside Rwanda. Also, this location is another competitive advantage for business and tourism.

In spite of a strategic location, the district's main potentialities remain in agriculture and livestock sector. Its volcanic soil is very fertile. The climate in Nyabihu District which is with an average temperature of 15⁰ C is favourable for agro-pastoral activities throughout the year with less risk of development of bacteria and diseases⁹. Nyabihu district is the largest producer of Irish Potatoes in Rwanda, and it is among three districts which produce pyrethrum in Rwanda. In addition, local agro-processing industries, such as Nyabihu Irish Potatoes Company and Mukamira Milk Dairy offer a significant opportunity to farmers

⁹ Nyabihu District-Local Potentialities, 2013.

who find markets for their agriculture and livestock production. The production of tea and the tea factory (Nyabihu tea factory) is another opportunity to consider. Gishwati cattle ranches are important opportunity of the District to boost modernized livestock.

Furthermore, because of its natural touristic sites located in GENDA, KABATWA and RAMBURA sectors, Nyabihu district offers significant opportunities for tourism, especially eco-tourism. Another potentiality of Nyabihu District is the existence of Mineral deposits and Quarries located in the areas of SHYIRA, RAMBURA, MULINGA and RUGERA.

The maps and tables which display all potentiality per administrative Sectors of Nyabihu District are put in Appendices.

2.4 SWOT Analysis

SWOT analysis helps to know where to invest more efforts and the strategies to take in order to overcome threats.

Table 7: SWOT Analysis of Nyabihu District

N o	Sector	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Economic Transformation					
1.	Agriculture	<ul style="list-style-type: none"> • High soil fertility, especially for Irish Potatoes and Maize; • Largest producer of Irish potatoes in Rwanda; • Active population and abundant manpower; • Local farmers with skills in Irish potatoes crop intensification techniques; • Best soil for horticulture; • Big proportion of land protected against soil erosion through radical terraces (80%); • High use of fertilizers compared to national average (EICV4); • Land consolidation at 94%. 	<ul style="list-style-type: none"> • Limited number of skilled agricultural technicians and veterinary • Low level of processing and packaging of agriculture and livestock production • Loss in post-harvest due to inappropriate post-harvest management • Farmers with limited skills in modern farming techniques, especially irrigation • Lack of water in Gishwati ranches • Insufficient dairy cattle in Gishwati ranches • Lack or insufficient use of mechanization and use of modern farming techniques • 	<ul style="list-style-type: none"> • Local agro-processing industries(Nyabihu Irish Potatoes Company, Nyabihu Tea Factory Company and Mukamira Milk Dairy) • Climate favourable with sufficient rainfall and well seasonal distribution • Big number of farmers operating in agriculture and organized in cooperatives; • Easy access to big markets, such as Kigali, Rubavu, Goma, Bukavu in DRC • District partners in agriculture sector development • Easy access to improved seeds and fertilizers • University of Rwanda (college of agriculture and veterinary medicine). With this facility around, the District may get all support 	<ul style="list-style-type: none"> • Feeder roads in poor conditions • Steep slopes combined with high rainfall lead to soil erosion and land slide • High costs of electricity and electricity shortages for agro-processing industries • Water shortage and unreliable for agro-processing plants • Water flows from National Volcanoes park • High interest rate for bank loans contracted by farmers • Absence of Agricultural Guaranty Fund • Insufficient markets for food crops, especially Irish potatoes during pick harvest period. • Low demand of agriculture production, especially Irish potatoes and Maize by local

				<p>related to agriculture easily</p> <ul style="list-style-type: none"> • The best solution to deforestation is to curb the felling of trees, by employing a series of rules and laws to govern it. • Clear cutting of forests must be banned. This will curb total depletion of the forest cover. It is a practical solution and is very feasible. • Also the cutting must be replaced by planting young trees to replace the older ones that were cut. Trees are being planted under several initiatives every year, but they still don't match the numbers of the ones we've already lost. • 	<p>agro-processing industries</p> <ul style="list-style-type: none"> • Soil Erosion • Sedimentation • Loss of soil fertility and yields, • Water contamination by fertilizers
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2.	Private sector Development & Youth Employment	<ul style="list-style-type: none"> • Existence of 7 TVETs, especially Nyabihu TVET • Craft production centres • Existence of Integrated Craft Production Centres (ICPCs) • Existence of 5 modern markets and 4 selling points 	<ul style="list-style-type: none"> • A big number of informal sector • Insufficient non-farm jobs being created • Lack of skills tailored to labour market demands • Lack of managerial and entrepreneurship skills among start-up business men and women; • Inadequate support and accompaniment of businesses by the District, which cause death of many businesses before their first anniversary • Lack of Nyabihu Investment group • Unskilled labour force. 	<ul style="list-style-type: none"> • Rwanda Cooperative Agency for capacity building • Profitable and unexploited opportunities, especially in Mining and quarries exploitation; • Easy access to markets for handcrafts & manufactured products • Access to Business Development Fund 	<ul style="list-style-type: none"> • Low level of private sector engagement in District –LED projects • Local, regional and international competition; • Required Quality standards for various products • High interest rate for bank loans • Low level of urbanization • Lack or insufficient basic infrastructure, such as electricity, water and ICT
3.	Transport	<ul style="list-style-type: none"> • Links to three national highways • All sectors and cells are linked by feeder roads • Mukamira car park 	<ul style="list-style-type: none"> • Insufficient budget for transport infrastructure development and maintenance • Old bridges • Insufficient car parks • Lack or inadequate transport in the lacs • Difficult inter-sectors transportation of goods and persons due to lack or limited number of transport facilities (Buses, Taxis and motorcycles) 	<ul style="list-style-type: none"> • Partners in transport sector • Existence of raw materials (stone and sand) for transport infrastructure development 	<ul style="list-style-type: none"> • District roads in poor conditions • Geographical relief that makes construction and rehabilitation of feeder roads difficult and expensive • Heavy rainfalls and water flows from National volcanoes park which damage roads and bridges
4.	Energy	<ul style="list-style-type: none"> • High electricity demand (households, commercial centers, schools, factories and health centres; 	<ul style="list-style-type: none"> • Low level of electricity supply (electricity connection at 27.5% only) • Lack of local electrical engineers • Low level of Electrification of 	<ul style="list-style-type: none"> • Presence of Rwanda Energy Group (REG) for energy supply and technical support; 	<ul style="list-style-type: none"> • High cost of electricity • Low purchasing power of electricity by local communities • Reluctance of private

		<ul style="list-style-type: none"> Local production of electricity by hydropower plants of Nyamyotsi I &II and Giciye I &II. 	<ul style="list-style-type: none"> administrative offices and rural areas Scattered households which complicate electricity supply 	<ul style="list-style-type: none"> Possibilities of extension of Hydropower generation from Nyamyotsi & Giciye rivers Existing of mountains which makes possible Wind energy generation Existing of geothermal site Access and use of metal poles and reinforced concrete poles to increase Kms of public light and construct of street lighting and asphalt roads Conduct EIAs and feasibility studies Mobilization of local community on techniques of making improved cooking stoves. 	<ul style="list-style-type: none"> investors in high cost projects of electricity generation Natural disasters (floods) which destroy electricity supply infrastructure Deforestation due to search for wooden poles for electricity connection and to search for fire wood
5.	Water and Sanitation	<ul style="list-style-type: none"> High water demand(households, commercial centers , schools, factories and health centres; High number of water springs High access level to improved water at 86.2%. 	<ul style="list-style-type: none"> Water pipelines are still few, and the ones that are there are not well maintained due to limited qualified engineers ; Loss of water because of inadequate equipment (old infrastructure) Scattered households which complicate water supply Inadequate waste management systems. 	<ul style="list-style-type: none"> Presence of Water and Sanitation Corporation (WASAC) for water supply and technical support; Availability of enough underground water sources; Availability of easily treatable water from rivers and lacs for households use 	<ul style="list-style-type: none"> Natural disasters (floods) which destroy water supply infrastructure; High mountains which complicate water supply Water pollution Reduction of underground water Poor installation of water supply systems causing rapid underground water shortage and/or contamination as result of applicability of chemical fertilizers

					<ul style="list-style-type: none"> • General hygiene and sanitation (jiggers, bedbugs, landfills, flies, dirtiness, fleas). • If poorly constructed toilets can cause local pollution. Flooding may cause contamination of surrounding area. Can cause some air pollution.
6.	Urbanization and Rural Settlement	<ul style="list-style-type: none"> • 9 IDP model villages • Urban milieu in speedy expansion 	<ul style="list-style-type: none"> • Significant number of scattered households • only 13.8% live in urban milieu • Households still in High Risk Zones (HRZs) • Insufficient budget for urbanization development and rural settlement 	<ul style="list-style-type: none"> • Partners in urbanization and rural settlement • Increased number of HH relocated towards planned villages • Increased number of Green IDP Model Villages • Implementation of land use master plan 	<ul style="list-style-type: none"> • People's mind set • Expensive projects which require huge amount of money • Unplanned urban centers that affects environment events • The supply of housing for the urban centers is still insufficient as the price of these houses is beyond the reach of this. • Lack of housing provision for the low income group • Social problems such as Child education, crime, drugs, delinquency and others. • Flash floods due to the Poor drainage system • Incapacity of the existing facilities due to the increased the demand on infrastructure and utility

					<ul style="list-style-type: none"> • Lack of greening and beautification • Refused disposal
7.	ICT	<ul style="list-style-type: none"> • Video Conference operational • 6 village knowledge hubs (Ibyumba mpahabwenge) established and operational 	<ul style="list-style-type: none"> • Poor connection to ICT • Low digital literacy rate • Low Internet penetration (Usage) • Low modern ICT devices penetration (Smart phones, tablets and PCs) • Lack or insufficient ICT professionals 	<ul style="list-style-type: none"> • Top leadership will and engagement in ICT development 	<ul style="list-style-type: none"> • Poor investment to empower citizens in digital literacy • Limited budget allocated to ICT • Available content on internet not translated into local language that can be understood by the average citizen • Low electricity penetration • Cost of broadband and ICT devices (Computers and other Smart devices are relatively expensive compared to rural citizens' income)
8.	Environment and Natural Resources	<ul style="list-style-type: none"> • More than 30% of area covered by forest; • 	<ul style="list-style-type: none"> • Low level and archaic exploitation of natural resources, especially mining and quarries • Lack or insufficient investment and exploitation of natural touristic sites for tourism development; • High pressure on forest exploitation due to the use of firewood as major source of cooking energy 	<ul style="list-style-type: none"> • Availability of minerals and quarries: (Wolfram in Mukamira and Rurembo; Tin and Coltan in Shyira, Rambura, Mulinga and Rugera; and Sand, clay, and limestone in all sectors. • Two National parks, namely Volcanoes and Gishwati forest; 	<ul style="list-style-type: none"> • Natural disasters, such as floods, drought • Lack or insufficient professional miners
9.	Financial Sector	<ul style="list-style-type: none"> • 12 Imirenge SACCOs 	<ul style="list-style-type: none"> • District own revenue at very low 	<ul style="list-style-type: none"> • Availability of financial 	<ul style="list-style-type: none"> • Very low level of urbanization

	Development	<p>established and full operational</p> <ul style="list-style-type: none"> 87% of households have at least one saving account (Administrative data, 2017) 	<p>level</p> <ul style="list-style-type: none"> Limited sources of district taxes due to limited businesses in the district 	<p>institutions, namely BPR, BK, and Unguka Bank</p> <ul style="list-style-type: none"> 2 micro-finance 	and economic activities
• Social Transformation					
10.	Social Protection	<ul style="list-style-type: none"> 6 Administrative Sectors covered by VUP Financial Service Fertile soil and favourable climate which guarantee auto-sufficient food stuff Sufficient manpower 	<ul style="list-style-type: none"> High % of population living under poverty line (39.6 % (EICV4) High % of population living in extreme poverty 12.6 % (EICV4) High Rate of population with stunting malnutrition (59%, DHS5) Ignorance among population 	<ul style="list-style-type: none"> Government commitment and willingness to eradicate poverty and malnutrition Fertile soil, favourable for food crops and horticulture Partners in the fight of poverty and malnutrition 	<ul style="list-style-type: none"> Natural disasters which destroy crops High number of vulnerable due to the war and genocide against Tutsi High number of vulnerable refugees returned home from DRC People mind set which impact negatively on the fight against malnutrition
11.	Health	<ul style="list-style-type: none"> Modern district Hospital of SHYIRA 16 Health centres 10 health posts 	<ul style="list-style-type: none"> Insufficient specialized doctors and general practitioners. Inadequate health infrastructure Limited geographical access to health services 	<ul style="list-style-type: none"> Partners in health care sector Cold climate unfavourable for bacteria development 	<ul style="list-style-type: none"> Lack or insufficient private healthcare providers Social cultural beliefs and practices
12.	Education	<ul style="list-style-type: none"> 81% of learners enrolling P1 at the correct age(7 years) 	<ul style="list-style-type: none"> Low literacy rate (68.4%) compared to national level (69.7%) Early and childhood Education less developed Overcrowded classrooms Poor hygiene in schools, lack of basic infrastructure such as water & electricity Student/computer ratio at very low 	<ul style="list-style-type: none"> Partners in education sector Leadership commitment and willingness for access to quality education 	<ul style="list-style-type: none"> Road infrastructure in poor conditions which jeopardize effective school inspection Lack of transport facilities for school inspectors at district and sector level Natural disasters that destroy education infrastructures

			level		
Transformational Governance					
13.	Governance and Decentralization	<ul style="list-style-type: none"> • Imihigo implemented at 80% • Vacant positions filled at more than 80%. 	<ul style="list-style-type: none"> • Citizen satisfaction on service delivery at 61.6% (CRC, 2016) • Low level of use of online services (IREMBO) by the citizens • Lack or inadequate functioning of statistical offices and M&E 	<ul style="list-style-type: none"> • Increase of district own revenue • Increase of government transfers to district • Joint Imihigo system has enhanced the implementation 	<ul style="list-style-type: none"> • Limited local fiscal base • Under-developed private sector and high levels of poverty which jeopardize scope of local taxation • High staff turn-over
14.	Justice, Reconciliation, Law and Order	<ul style="list-style-type: none"> • The culture of problem-solving in families and amicable settlement of disputes promoted through Abunzi; • Court decisions executed at 80% • Limited cases of human and drug trafficking 	<ul style="list-style-type: none"> • MAJ outreach not yet brought near to the citizens 	<ul style="list-style-type: none"> • Home-Grown Solutions, such as umuganda, urugerero, itorero ry'igihugu, Girinka etc. 	<ul style="list-style-type: none"> • Low level of awareness of Rwanda's Home-Grown Solutions • Limited budget to implement HGS
15.	Sport and Culture	<ul style="list-style-type: none"> • Nyabihu cycling team 	<ul style="list-style-type: none"> • Lack or insufficient playgrounds in all fields 	<ul style="list-style-type: none"> • Talented young men and women 	<ul style="list-style-type: none"> • Limitation of budget • Lack or insufficient partners in sport and culture promotion and development

2.5 Stakeholder analysis

Development stakeholders in the Nyabihu district are mainly categorized into government institutions, Non-Governmental Organizations (NGOs), civil society, Faith-based Organizations and private sectors. The first important categories of partners are the Government institutions and Government agencies. The second category is civil society organizations such as non-government organizations, associations and churches. The third category of development partners include private sector which comprises of cooperatives, banks, insurance companies, hotels, transport companies etc. Directly or indirectly all these stakeholders contribute to the implementation of DDS and to the development of the District.

Though the list is not exhaustive, the table 8 below summarizes development stakeholders of the District.

Table 8: Stakeholders analysis

	Stakeholders	Intervention sector	Geographic area	Responsibilities
1	MININFRA: - WASAC - RMF - REG - RHA MINALOC: - LODA MINECOFIN	Infrastructure Development	All sectors	<ul style="list-style-type: none"> - To assist the district to initiate programs, rehabilitate and maintain an efficient infrastructure network, including roads, bridges, and water transportation; - To help the district to develop and facilitate urban development programs with a view to providing affordable shelter with due regard to adequate water and sanitation facilities for the population and promote grouped settlements (Imidugudu); - To help the district in initiating programs aimed at increasing access to affordable energy, water and sanitation, and transport infrastructure and related services for the population; - Outsourcing funding to finance the socio-economic development of the district; - To assist the district to increase the raise up the economy, employment opportunities and the investment climate
2	MINAGRI: - NAEB - RAB	Agriculture Livestock	All sectors	<ul style="list-style-type: none"> - To help the district to initiate, develop and manage suitable programs of transformation and modernization of agriculture and livestock; - To assist the district to modernize Agriculture and Livestock to achieve food security - To assist the district in organizing , mobilization and capacity-building for farmers and their

				organizations
3	MINISANTE - RBC	Health	All sectors	<ul style="list-style-type: none"> - Helping the district in recruitment of staff in health sector , - Resource mobilization for health infrastructures in the district, -Develop institutional and legal frameworks as well as overall health sector performance monitoring - Assisting the district in Human resource capacity building in health sector
4	MINELA: - REMA - FONERWA	Environment and Natural resources	All sectors	<ul style="list-style-type: none"> - Assisting the district in ensuring environmental respect & resources exploitation especially in mining subsector, discharge of regulations and environmental impact assessment of environment and energy sectors projects; - Monitoring development projects compliance to environmental standards
5	REMA	Energy, Environment and Natural Resources	All sectors	<ul style="list-style-type: none"> - To assist the district to promote and ensure the protection of the environment and sustainable management of natural resources - To provide to the district , advice and technical support in natural resources management and environmental conservation; - To closely monitor and assess development programs undertaken by the district to ensure compliance with the laws on environment during their preparation and implementation;
6	Compassion	Education & Health	4 sectors: (Mukamira, Jenda,Kabatwa and	- Pays fees for poor children

	International		Shyira)	- Provides with school materials to poor and vulnerable children
7	Vision for a Nation Foundation	Health (Primary Eye care)	15 Health Centers from Nyabihu District	<ul style="list-style-type: none"> - Provides glasses for poor people - Provides treatment for poor people with eyes' illnesses
8	Access Project	Health (Improving Maternal and Child Health)	All sectors	<ul style="list-style-type: none"> - Assist mothers and their babies
9	RCN Justice and Democracy	Justice & Democracy	All sectors	<ul style="list-style-type: none"> - Awareness campaigns on access to justice
10	TECHNOSERVE	Business Development (Promoting Entrepreneurship)	8 Sectors: Kintobo, Rugera, Bigogwe, Mukamira, Jenda, Kabatwa, Rambura and Jomba	<ul style="list-style-type: none"> - Training on entrepreneurship
11	Adventist Development and Relief Agency (ADRA)	Health (Preventing malnutrition)	4 Sectors: Jenda, Karago, Kintobo and Bigogwe	<ul style="list-style-type: none"> - Distribution of small livestock - Awareness on kitchen gardens
12	African Students' Education Fund (ASEF)	Education	Whole District	<ul style="list-style-type: none"> - Mobilization of funds for poor & vulnerable pupils and students
13	Catholic Relief Service (CRS) via CARITAS NYUNDO	Health (Nutrition)	3 Sectors: Jomba, Rurembo and Shyira	<ul style="list-style-type: none"> - Construction of health centres - Providing health equipment - Paying mutuelle de Santé for vulnerable and poor people
14	Delagua International	Health	Whole District	<ul style="list-style-type: none"> - Mobilization and awareness on diseases prevention
15	International Gorilla Conservation Program	Environment Conservation & Protection	Kabatwa Sector	<ul style="list-style-type: none"> - Conservation and protection of gullies and volcano forest
16	SPARK	Farmers' cooperatives	5cooperatives (KMTB, KOAIKI,	<ul style="list-style-type: none"> - Empowering farms from trainings

		empowerment/Agribusiness	KOAITU, KOKUI and COJYIMU) from Bigogwe, Jenda and Mukamira sectors	- Advisory and advocacy roles
17	Winrock International (WI)	Social Protection (Child Labor Prevention & Education)	2 Sectors: Karago, Mulinga	- Mobilization and awareness on child labour - Integration of children in the families
18	Aids Healthcare Foundation (AHF)	Health (HIV Prevention)	3 Sectors: Mukamira, Bigogwe, Rugera	- Awareness on HIV/AIDS - Providing tools for HIV prevention
19	GiveDirectly	Health (Prevention of stunting malnutrition)	3 Sectors: Kabatwa, Rugera and Rurembo	- Mobilization and awareness on balanced diet and its diversification - Assisting poor families with food stuff
20	Cooperative for Assistance and Relief Everywhere (CARE)	Justice and Governance (GBV prevention)	2 Sectors: Jomba and Rurembo	- Distribution of small livestock - Access to clean water - Mobilization and awareness on GBV - Providing small start-up capital for youth and women
		Economic (Financial Inclusion)	All Sectors	
		Social Protection and Nutrition	Bigogwe Sector	
21	HANDICAP International	Social Protection (PwDs)	All sectors	- Advisory and advocacy role for PwDs - Providing assistive devices
22	Association pour le Développement Intégré (ADI-TERIMBERE)	Social- economic	2 Sectors: Mulinga, Jomba	- Empowering farmers with training - Mobilization and awareness on financial and agriculture fund - Modern farming technique
23	Association Bamporeze	Health	3 sectors: Kintobo, Karago and Rambura	- Assisting vulnerable, especially genocide widows to access specialized health care services
24	Caritas Diocesan/Diocese of Ruhengeri	Socio-economic Development	5 Sectors: Kintobo, Rugera, Mukamira, Jenda & Shyira	- Construction of houses for vulnerable people - Education of poor children
25	Save the Children	Education	All sectors	- Nutrition - Preventing dropout for children
26	Access to Holistic Education (ACHE)	Education	Rurembo Sector	- Assisting vulnerable and poor children to attend schools

				<ul style="list-style-type: none"> - Preventing dropouts
27	Collectif des Ligues et Associations de Defense des Droits de l'homme au Rwanda (CLADHO)	Justice and Governance	All sectors	<ul style="list-style-type: none"> - Assisting poor and vulnerable people in courts by finding for them advocates - Awareness on laws - Preventing injustices by following & reporting on injustice cases
28	Rwanda Green Initiative (RGI)	Environment protection	2 Sectors: Rambura& Mulinga	<ul style="list-style-type: none"> - Promoting green rural settlement and green urbanization
29	Reach the Children of Rwanda International (RCRI)	Early Education and Social Protection	Bigogwe Sector	<ul style="list-style-type: none"> - Facilitating schooling in Early Education
30	4ème Phase du Programme d'Appui aux Initiatives Paysannes de Développement(PA IPD IV)	Environment Protection	Rambura & Mulinga Sectors	<ul style="list-style-type: none"> - Protection of environment by planting trees and bamboo alongside rivers and lacs - Awareness on sustainable agriculture & development
31	Never Again Rwanda	Unity & reconciliation	3 Sectors: Mukamira, Bigogwe and Jenda	<ul style="list-style-type: none"> - Awareness on genocide ideology - Preventing all practices & genocide ideologies
32	Health Builders	Health	Whole District	<ul style="list-style-type: none"> - Awareness on good health practices - Awareness on NCDs and their prevention
33	CARITAS GIMBUKA	Education, Financial	Six Sectors: Jomba, Karago, Kintobo, Muringa, Rambura, Shyira	<ul style="list-style-type: none"> - Assisting poor and vulnerable families for better growth of children - Assisting with small start-up capital for small businesses
34	Empowering Children with	Social Protection; Special and Inclusive education	Mukamira Sector	<ul style="list-style-type: none"> - Education of children with disabilities - Assistive devices

	Disabilities			- Advocacy role
35	Fondation Artisans de la Paix et du Developpement au Rwanda (FAPDR)	Economic; Environment Protection	4 Sectors: Kabatwa,Jenda, Mukamira , Bigogwe	- Awareness on unity & reconciliation - Mobilization on peaceful cohabitation

CHAPTER 3: Alignment with national policy framework and methodology

3.1. Methodology

The methodology used in the elaboration of Nyabihu DDS ensured that local priorities which respond to local needs are fully identified and integrated into DDS. And, national key priorities and outcomes as contained in NST1 were considered and aligned with DDS. In this regard, guidelines provided by MINECOFIN were followed: Both bottom up as well as top down communication channels were considered. The bottom up channel ensured that priorities from citizens are solicited and taken into consideration in DDS; while the top down channel ensured that the overarching National priorities (NST1) and priorities contained in various Sector Strategic Plans (SSPs) are consulted, contextualized and packaged in Nyabihu DDS.

Both primary and secondary data were used during the Nyabihu DDS elaboration process. Secondary information was obtained from desk review. Desk review consisted of an extensive review of books, government policies, official reports, regional and international commitments of which the Government of Rwanda ratified and committed for. Consulted official documents include: 7YGP/National Strategy for Transformation (NST1), Mid-term evaluation report of EDPRS 2; Assessment of the impact of decentralization policy implementation in Rwanda in the last 16 years; Sector Strategic Plans (SSPs/ drafts) 2018/19-2023/24; NYABIHU District Profile; Mid-term evaluation report of Nyabihu DDP implementation (District performance review); NYABIHU District LED; and EICV4 and DHS5, to mention but a few.

Primary data were collected through consultation meetings, interviews with all stakeholders in the district. The elaboration process of DDS was participatory to ensure that all stakeholders are actively engaged in the process.

Citizens' participation in DDS elaboration

Through community outreach platforms such as: Umuganda, Inteko z'abaturage and other public assemblies, citizens were invited to provide priorities to be considered in DDS. Priorities provided by citizens were grouped under 16 sectors, such as Health, education,

agriculture etc. and 7 Cross-cutting areas. The process of priorities identification by the citizens started in May 2017. Gathered in Village Councils, they were requested to provide 5 priorities for each sector and cross-cutting area. Village Executive Committee clearly wrote the citizens' priorities and submitted them to the Cell level for approval. After their consolidation at the Cell level and approval by the Cell Council, they were submitted to the Sector level. All suggested priorities were compiled at the Sector level and approved by the Sector Council and were finally submitted to the District. The document containing citizens' priorities in different Sectors was consolidated at the District level. This document was highly considered in the elaboration of DDS.

Development partners' participation in DDS elaboration

Through meetings and consultations/ interviews, different development partners, namely NGOs (National, Regional and International), Civil Society Organizations and Private sector were approached and requested to provide ideas on what should be the District priorities in the next 6 years. In addition, JADF members got opportunities to participate during DDS review meetings organized both at district and provincial level.

District Executive committee and District Council' participation in DDS elaboration process

Through review meetings and consultations, District organs were engaged and had the primary responsibility of owning and championing the elaboration of Nyabihu DDS. District Technical Team for DDS elaboration was put in place and owned the assignment at the highest level. To gather data, members of District Technical Team and members of JADF created group discussions according to 16 sectors and cross-cutting areas. During Focused Group Discussions (FGDs), priorities were identified, discussed and arranged according to their importance and emergency. Last but not least, Province Steering Committee was also engaged via different meetings organized at Provincial level.

Table 9: Important date and activities during DDS elaboration

Date	Activities	Responsible and Participants
May 2017	Gathering priorities from citizens	Local authorities and citizens
10-20 Oct 2017	<ul style="list-style-type: none"> - Preparation of Inception report - Preparation of Roadmap 	District Technical Team and Facilitator
21 Oct- 5 Nov 2017	<ul style="list-style-type: none"> - Contacts & clarification on NST1 - Identification of unfinished businesses during DDP 	District Technical Team and Facilitator
5 Nov-10 Nov 2017	Identification of priorities according to 16 sectors and cross-cutting areas	District Technical Team and Facilitator
12 Nov-13 Nov 2017	DDS priorities harmonization and elaboration of the first draft	District Technical Team and Facilitator
09 Nov 2017 & 15 Nov 2017	<ul style="list-style-type: none"> - First extended meeting for DDS - Presentation of the first draft of DDS priorities - Soliciting inputs on the 1st draft of DDS priorities 	District Technical Team, ES Sectors, JADF, District Executive Committee and District Council
22 Nov-24 Nov 2017	<ul style="list-style-type: none"> - Integration of inputs - DDS priorities harmonization 	District Technical Team and Facilitator
26-27 Dec 2017	<ul style="list-style-type: none"> - Presentation of DDS draft in Stakeholders Consultative Forum at the Provincial level - Soliciting inputs 	Facilitator Stakeholders Consultative Forum at the Provincial level
28 Dec 2017	<ul style="list-style-type: none"> - Presentation of DDS draft to extended District Council 	Facilitator District Council members
13 March-16 March 2018	<ul style="list-style-type: none"> - New structure of DDS document - Harmonization of DDS content 	District Technical Team Facilitator Quality assurance Team from MINALOC & MINECOFIN
01st June 2018	<ul style="list-style-type: none"> - High level meeting at provincial level 	Facilitators ; District technical teams ; Technical teams from sector ministries ; Technical teams from MINALOC & MINECOFIN

3.2. Main issues at District level

This section presents briefly the main issues identified at the District level, and of which DDS will tackle.

3.2.1 Economic transformation pillar

The economy of the district is heavily dependent on agriculture, whereby according to EICV 4 approximately 74% of the population of the district derive their income from this sector. However, the practiced agriculture is not business-oriented agriculture, but subsistence agriculture. The majority of households are small farmers, who lack knowledge and skills on modern farming techniques (irrigation & mechanization). Though majority lives from agriculture, there is a big issue of scarcity of land. According to EICV4, 89.7% of households own less than 0.9 ha of land, among them 49.9% own less than 0.3ha, and only 10.3% own more than 1 ha in Nyabihu District. This state of affairs shows how much is critical to create off-farm jobs for young men and women in Nyabihu district.

The geographical relief of the district is characterized by 90% rugged mountains with a slope of more than 55% creates a high risk of erosion¹⁰. Because of erosion and landslide, many hectares of crops and infrastructure, such as feeder roads are destroyed every year. The agro- business and agro-processing is still at very low level. As a leader in Irish Potatoes production and vegetables production, especially carrots and cabbages, there is a serious lack of the post-harvest techniques and facilities in case of surplus of production.

Basic infrastructure for economic development, such as electricity and quality roads are still lacking in Nyabihu district. Transportation of agricultural and livestock production to the market is not easy, because of feeder roads in poor conditions. Only 27.5% have access to electricity¹¹ and this is an obstacle to economic development. Regardless of tourism potentials in the District, there is a lack of infrastructure or inadequate infrastructure.

Last but not least, urbanization and rural settlement is another important issue in Nyabihu district. Majority is living in rural areas scattered on hills and in high risk zones.

3.2.2 Social transformation pillar

The main issues that the District is facing under the social transformation pillar are related to malnutrition, sanitation, quality health care and quality education.

¹⁰ Nyabihu District-LED, 2017.

¹¹ Data from REG in Nyabihu district, 2017

Stunting malnutrition in Nyabihu district was at 59% (RDH5), and currently at 48% according to District Administrative data of 2017. Issue of malnutrition is among critical issues to deal with in the next 6 years.

Sanitation is another issue the district is facing. Waste management is lacking or inadequate. Also, majority of households do not possess adequate latrines. Nyabihu district is among district where natality is very high, due to low level of usage of contraception. Issue of HIV prevalence is not to ignore. According to RDHS (2014-15), HIV prevalence among men and women age 15-49 in Nyabihu district is at 3.2%, which is high.

In Nyabihu district, access to quality health care is made difficult due the fact that qualified and specialized personnel in health sector are lacking. Lack of basic infrastructure, such as water, electricity and internet connection for some health facilities is another barrier to quality health care.

Poor quality education is another issue to deal with in Nyabihu district. Poor or inadequate quality education is due to among others: overcrowded classrooms, old and inadequate classrooms, unqualified teachers, and lack of basic infrastructure for some schools. In addition, issue of insufficient ECDs, issue of dropout rate, especially in secondary schools (22.3% for boys and 14.5 % for girls (EICV4, 2013/14), and issue of teenage pregnancies are critical.

3.2.3 Transformational Governance Pillar

The main issues that the District is facing under the transformation governance pillar are related to sport and recreational infrastructure, gender equality, district own revenue, quality service delivery, unity and reconciliation and access to justice.

Sport and recreational infrastructure are lacking in Nyabihu district.

As far as gender is concerned, the followings are issues to deal with:

- Limited access to off farm productive jobs by women and youth due to lack on hands on skills in business;
- Women headed household are majority in vulnerable categories with low capacity to resettle from High Risk Zones.

- Gender Based Violence (GBV). 138 GBV cases were reported in 2017 (Nyabihu District report, January 2018).

District own revenue represents less than 5% of the total budget of the district. This is an issue to deal with, because it jeopardizes political, administrative and fiscal autonomy and independence of the district. Poor quality service delivery is another issue to deal with. Poor quality is due to the fact that grassroots levels lack basic infrastructure, such as adequate offices, office equipment, electricity and internet, to mention but a few. Though the level of unity and reconciliation is satisfactory, more efforts will be needed to maintain what have been achieved and scale up this level.

3.3 Alignment to NST1

Nyabihu DDS was strictly elaborated in alignment with national policies, namely NST1 and SSPs. However, only the NST1 outcomes that are relevant for the Nyabihu DDS were considered. The table 8 below shows how Nyabihu DDS outputs and strategic interventions were aligned to NST1 outcomes.

Table 10: Alignment to NST 1

NST-1 Pillar	NST-1 Priority Area	NST-1 Outcome	Nyabihu DDS Outputs	Nyabihu DDS Strategic Interventions
1. Economic Transformation				
.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		<ul style="list-style-type: none"> Output 1: Doing business environment developed Employment opportunities increased 	<ul style="list-style-type: none"> Scale up the number of TVET graduates with skills relevant to the labour market Develop partnership with the private operators for skills development through internship program Organize study visits and trade fairs for SMEs
			<ul style="list-style-type: none"> Output 2: Men and women with appropriate skills in agro-processing, handcrafts and hospitality increased 	<ul style="list-style-type: none"> Number of VTCs and TVTs teaching various arts ,such as carpentry, hospitality, knitting and tailoring, leather processing and food processing increased
	1.1.2: Increased productive jobs for youth and women		<ul style="list-style-type: none"> Output 3: TVET graduates both male and female increased and supported 	<ul style="list-style-type: none"> Empower Vocational and Training Centres with business plan to increase the number of females in TVETs Start-up toolkits provision to male and female graduates
			<ul style="list-style-type: none"> Output 4: Production of non-traditional export products increased and farmers cooperatives for value chains developed 	<ul style="list-style-type: none"> Train women and men farmers in horticulture crops production and export of horticulture production Support agro processing units inclusive of women farmers
			<ul style="list-style-type: none"> Output 5: Easy access to the markets by men and women farmers enhanced 	<ul style="list-style-type: none"> Rehabilitate feeder roads Rehabilitate and/or construct markets, selling points, MCCs and MCPs to ease access to the markets by farmers (both men and women)

		<ul style="list-style-type: none"> • Output 6: Model income and employment-generating projects developed in villages 	<ul style="list-style-type: none"> • Create 37,884 (over 5,412 annually) decent and productive jobs for economic development • Support and empower youth and women to create business and ensure that at least one model income and employment-generating project in each village exists and full operational
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	1.2.1: Developed and integrated urban and rural settlements	<ul style="list-style-type: none"> • Output 7: Urbanization increased from 3.5% (2016/2017) to 15% 	<ul style="list-style-type: none"> • Implement urban infrastructure projects • Update and implement Mukamira Master plan • Update and implement master plans of emerging commercial centres of Kora and Gasiza • Develop basic infrastructures in urban milieu, such as public lighting
		<ul style="list-style-type: none"> • Output 8: Informal and Unplanned settlements upgraded 	<ul style="list-style-type: none"> • Upgrade current informal settlement in the District • Facilitate relocation of scattered settlements in planned village/Imidugudu
		<ul style="list-style-type: none"> • Output 9: Land in the district sustainably managed • 	<ul style="list-style-type: none"> • Elaborate and implement Local Land and Urban Development Plans (LLUDP) • Update and implement Imidugudu layout plans
		<ul style="list-style-type: none"> • Output 10: Eco-friendly infrastructure developed 	<ul style="list-style-type: none"> • Encourage eco-friendly infrastructure contributing to the green economic growth
	1.2.2. Increased availability of affordable housing	<ul style="list-style-type: none"> • Output 11: Local Construction materials promoted and developed 	<ul style="list-style-type: none"> • In collaboration with the private sector, promote local construction materials • Attract investors to explore and invest in transformation of existing quarries, sands and

			rocks into improved material construction
		<ul style="list-style-type: none"> • Output 12: Affordable and Green Housing developed 	<ul style="list-style-type: none"> • Engage the private sector to invest in the construction of affordable and green houses. •
1.3 Establish Rwanda as a Globally Competitive Knowledge-based Economy	1.3.2: Developed anchor firms and entrepreneurs in priority value chains and new sectors	<ul style="list-style-type: none"> • Output 13: Digital literacy for all youth (16 to 30 years) and digital literacy among adults increased. • Output 14: Capacity of local farmers in using e-Soko increased 	<ul style="list-style-type: none"> • Increase and equip ICT knowledge centres (Ibyumba mpaha bwenge) • Train farmers in using emerging ICT programs relevant to them •
	1.3.3: Increased business development services for entrepreneurs	<ul style="list-style-type: none"> • Output 15: Business development Center (BDC) facilities established 	<ul style="list-style-type: none"> • Increase and equip BDCs
1.4 Promote Industrialization and attain a Structural Shift in the export base to High-value goods and services with the aim of growing exports by 17% annually	1.4.1: Increased exports of high-value goods	Output 16: Value-addition of produced coffee increased	<ul style="list-style-type: none"> • Increase the production of coffee and Promote value addition for the coffee produced in the district
		Output 17: Value-addition of produced tea increased	<ul style="list-style-type: none"> • Increase the production of tea & Promote value addition for the tea produced in the district
		Output 18: Value-addition of produced pyrethrum increased	<ul style="list-style-type: none"> • Increase the production of pyrethrum & Promote value addition •
		Output 19: Quantity and value-addition of mining products increased	<ul style="list-style-type: none"> • Increase the mining production and increase value-addition to boost quality of mining production for export
		Output 20: Quantity and quality of artisanal and craft products increased	<ul style="list-style-type: none"> • Increase the production of local artisanal crafts and promote their value- addition for export purpose
	1.4.2: Increased exports of high-value services	Output 21: Tourism sector developed	<ul style="list-style-type: none"> • Promote eco-tourism • Develop existing tourism sites • In partnership with private sector, develop

	1.4.3: Hard infrastructure developed for trade competitiveness		tourism facilities
		Output 22: Agro-processing plants developed	<ul style="list-style-type: none"> • Promote easy access to basic infrastructure for agro-processing (Water, electricity, roads, Internet) • Attract investors to establish agro-processing factories • Increase the production capacity of existing factories
		Output 23: Facilities for meat production increased	<ul style="list-style-type: none"> • Establish modern small slaughter houses
		Output 24: Factory for animal feeds established	<ul style="list-style-type: none"> • Produce fortified animal feeds locally
1.5 Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments	1.5.2: Enhanced long-term savings and innovative financing mechanisms	Output 25: People with access to credits and saving services increased	<ul style="list-style-type: none"> • Bring financial services closer to people by increasing the percentage of adult financially included at 100% • Support MSMEs through BDCs to develop projects are financially viable and support them to acquire finance from financial institutions • Support the establishment of investment schemes • Sensitise SMEs on other source financing opportunities including capital market • To work with capital market authority in meeting requirement to become eligible of issuing District bonds. • Promote the culture of long savings and promote domestic investment
		Output 26 : Uptake and usage of financial services increased	<ul style="list-style-type: none"> • Support the automation and consolidation of Umurenge SACCOs to establish district SACCOs and cooperative Bank. • Mobilise Rwandans to join the Long Term Savings Scheme • Enhance the good governance and performance of financial institutions in districts Support the linkage of VSLAs (existing and new ones) to

			<p>formal financial institutions through access to finance forums</p> <ul style="list-style-type: none"> • To mobilise people to save through capital market products and bonds • Enhance agriculture financing through mobilising farmers to acquire agriculture insurance premiums
1.6 Modernize and increase productivity and livestock	1.6.1: Increased agricultural production and productivity	Output 27: Skills of farmers in modern agriculture increased	<ul style="list-style-type: none"> • Enhance capacity building of farmers in modern farming techniques
		Output 28: Production and productivity of staple crops Increased	<ul style="list-style-type: none"> • Enhance farmers' access to improved seeds • Increase the average productivity of key crops in tons per hectare (Irish Potatoes, Beans, Maize and wheat) • Ensure the optimal use of land covered by radical and progressive terraces • Increase fertilizers application (kg/ha/annum) from 77 kg/Ha to 100.4kg/ha
		Output 29: Seeds production of Irish potatoes increased	<ul style="list-style-type: none"> • Increase the number of seeds producers • Increase greenhouses for seeds production
		Output 30: Agriculture production value chain improved	<ul style="list-style-type: none"> • In partnership with private sector, construct Post-Harvest facilities
	1.6.2. Increased traditional and non-traditional export crops	Output 31: Sustainable production and productivity of traditional and non-traditional crops increased	<ul style="list-style-type: none"> • Promote the production of horticulture • Rehabilitate and increase the area planted with cash/high value crops
	1.6.3. Increased financing and infrastructure for agriculture	Output 32: Easy access to affordable finance/ credits by farmers promoted	<ul style="list-style-type: none"> • Facilitate farmers to get to affordable finance/ credits through BRD and BDF • Develop infrastructure to ease transportation and value-addition of agriculture production
	1.6.4. Increased climate resilience for agriculture	Output33: Irrigation Infrastructure developed	<ul style="list-style-type: none"> • Promote small-scale hill side and marshland irrigation

		Output 34: Land for agriculture protected	<ul style="list-style-type: none"> • Increase areas covered by radical and progressive terraces • Promote other anti-erosive mechanisms for agricultural land protection
	1.6.5 Improved livestock sector	Output 35: Skills of livestock farmers in modern livestock farming increased	<ul style="list-style-type: none"> • Build the capacity of local farmers on modern and livestock farming and value chain development
		Output 36: Livestock production & productivity increased	<ul style="list-style-type: none"> • Modernize Gishwati ranches • Replace traditional cattle with dairy cattle • Vaccinate and prevent animal diseases
		Output 37: Livestock Production value chain improved	<ul style="list-style-type: none"> • Establish value chain infrastructure for the transformation of livestock production • Increase MCPs & MCCs
1.7 Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy	1.7.1: Increased sustainability and profitability of forestry management	Output 38: Area covered forest and agro-forest increased	<ul style="list-style-type: none"> • Increase and maintain existing forest • Increase surface covered by agro-forest
		Output 39: District forest sustainably exploited and managed	<ul style="list-style-type: none"> • Rehabilitate old forest • Sustainably exploit forestry in collaboration with the private sector
		Output 40: The number of households depending on firewood as a source of energy for cooking reduced	<ul style="list-style-type: none"> • Sensitive and facilitate the HHs to use Gas, Biogas and Electricity a source of energy for cooking.
	1.7.2: Increased sustainability of land use system	Output 41: Available land efficiently used	<ul style="list-style-type: none"> • Establish and implement land use master plans at sector level • Strengthen land consolidation program
	1.7.3: Integrated water resource management	Output 42: Water resources managed in a sustainable, equitable and integrated manner in catchments to maximize efficient and productive investments	<ul style="list-style-type: none"> • Manage water flows from volcanoes and gullies to mitigate related disasters • Protect river banks and buffer zones • Promote Rainwater harvesting system

	1.7.4: Accelerated growth in Green Innovation	Output 43: Environment and Climate Change issues mainstreamed	<ul style="list-style-type: none"> • Rehabilitate degraded ecosystems • Enhance Reliable weather and climate information regularly and timely provided • Improve observation networks to deliver reliable real-time information for informed decisions
	1.7.5: Upgraded minerals, oil & gas sector	Output 44: Mining and quarry sustainably exploited	<ul style="list-style-type: none"> • Promote sustainable exploitation of quarries and minerals • Modernize mining production by rationalizing mining exploitation techniques • Increase value- addition to mining production for export purpose
2. Social Transformation			
2.1 Enhancing graduation from extreme Poverty and promoting resilience	2.1.1 Increased graduation from extreme poverty	Output 45: Extreme poverty and poverty rate reduced	<ul style="list-style-type: none"> • Scale up the minimum package for graduation (MPG) • Scale up VUP expanded and classical Public Works with focus on female-headed households • Improve the management of the One Cow per Poor Family Program and other social programs run at the village level
	2.1.2 Reduced poverty among Rwandans	Output 46: Number of HHs in category 1 or 2 which move to Category 3 and 4 increased	<ul style="list-style-type: none"> • Distribute small livestock to poor households • Strengthen partnership with stakeholders of the district in various programs aimed at reducing poverty.
		Output 47: Sustainability & good management of VUP agricultural and livestock projects ensured	<ul style="list-style-type: none"> • Increase the support to cooperatives and projects initiated by vulnerable groups and ensure the support is rationally managed

	2.1.3 Enhanced resilience of Rwandans	Output 48: Household	<ul style="list-style-type: none"> Mitigate all that can disrupt people's lives
		resilience to shocks and risks due to droughts, floods, landslides, heavy rain with strong winds, diseases and epidemics enhanced	<ul style="list-style-type: none"> and livelihoods Increase the number of people, especially vulnerable provided with technical and vocational skills tailored to labour market
2.2 Eradicating Malnutrition	2.2.1 Reduced malnutrition among children	Output 49: Malnutrition among all categories of people, especially infants and pregnant and breast-feeding women reduced	<ul style="list-style-type: none"> Strengthening multi-sectoral coordination through the DPEM committee and strengthen the social cluster coordination at District level up to village Promoting the 1,000 days of good nutrition for children and promoting good nutrition practices and hygiene of food Promote garden kitchen Ensuring and sustaining food security
		Output 50: Nutrition status for children and mothers improved	<ul style="list-style-type: none"> Construct & equip ECD at cell level Scale up of ePW for mothers in consideration of women constraints
	2.3 Enhancing maternal and child health and demographic dividend through ensuring access to quality Health for all	2.3.1 Improved healthcare services	<ul style="list-style-type: none"> Output 51: Quality of healthcare service improved Construct and upgrade Health facilities Equip health facilities with adequate medical equipment Provide health facilities with sufficient medicines

		Output 52: Maternal and Child mortality reduced	<ul style="list-style-type: none"> Promote births attended at health facilities Increase PW receiving 4 ANC Visits Increase Maternity facilities and equip them
		Output 53: Maternal and Child Mortality and teenage pregnancy reduced	<ul style="list-style-type: none"> Equip Health centres with youth friendly services for counselling on SRH and family planning to prevent early and teen pregnancy Conduct anti teenage pregnancy campaigns in primary and secondary schools
	2.3.2 Increased financial sustainability for the health sector	Output 54: All people under CBHI covered	<ul style="list-style-type: none"> Increase the % of population covered under CBHI from 80.6% to 100% In partnership with the stakeholders, pay CBHI for vulnerable
	2.3.3 Increased health workforce	Output 55: Number of qualified human resources in health sector increased	<ul style="list-style-type: none"> Increase the number of general practitioners, specialists to avail one medical doctor per 7,000 people from 26,746 Scale up the number of nurses to avail one nurse per 800 people from 1,442 and Increase the number of midwife to avail one midwife per 2,500 from 10,714
		Output 56: Human resources in health sector trained	<ul style="list-style-type: none"> Regularly train staff in health sector in order to update their knowledge and skills
	2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	Output 57: Deaths due to Non-Communicable Diseases reduced	<ul style="list-style-type: none"> Strengthen NCDs prevention awareness and reduce prevalence of NCDs Promote sport and adequate diet Prevent and fight drug abuse and trafficking

		Output 58: Deaths due to Communicable Diseases reduced	<ul style="list-style-type: none"> Strengthen prevention measures to reduce malaria incidence Reduce HIV/AIDS prevalence by preventing new HIV incidences Promote Hygienic and sanitation measures at household level and public spaces.
		Output 59: Diseases prevention awareness enhanced	<ul style="list-style-type: none"> Awareness campaigns and promotion of safe sex intercourse among sex workers Expand access and promotion of STI prevention and treatment among male and female population
	2.3.5 Increased contraceptives prevalence	Output 60: % of married women age 15-49 using contraception increased	<ul style="list-style-type: none"> Raise awareness level on sexual reproductive health and increase contraceptives prevalence Raise youth awareness on prevention of teenage pregnancies
2.4 Enhancing demographic dividend through improved access to quality education	2.4.1 Increased access to pre-primary education	Output 61: Access to pre-primary education enhanced	<ul style="list-style-type: none"> Increase access to pre-primary education Scale up pre-primary net enrolment rates Reduce dropout and repetition rate at pre-primary level
		Output 62: Access to ECDs at community level increased	<ul style="list-style-type: none"> Increase the number of ECDs establishment up to cell level.

	2.4.2 Improved education quality in primary and secondary education	Output63: Quality of primary and secondary education in the District improved	<ul style="list-style-type: none"> • Improve capacity building of teachers • Strengthen schools inspection at all levels • Enhance the use of ICT in teaching and learning across Primary and secondary levels • Increase smart classrooms across all levels. • Reduce repetition and dropout rates at primary and secondary, for both girls and boys by strengthening mechanisms to promote completion rates • Reduce teacher student ratio
		Output 64: Inclusive Education at all levels of education promoted	<ul style="list-style-type: none"> • Promote education for PwDs and HMPs by strengthening mechanisms to ensure PwDs and HMPs are able to start school and progress through all levels of education • Provide schools with adequate facilities for PwDs
	2.4.3 Increased Technical and Vocational Education and Training (TVET) schools and graduates	Output 65: TVET graduates provided with skills tailored to labor market increased	<ul style="list-style-type: none"> • Increase the number of TVET • Scale up the number of students pursuing TVET from 15% (2016) to 60% by 2024.
		Output 65: Triple the number of girls enrolled in TVETs	<ul style="list-style-type: none"> • Strengthen mechanism to ensure higher enrolment rate of girls in TVET
	2.4.4 Increased adult literacy rates	Output 66: Literacy and numeracy rate among adult people (from 16years old and above) increased	<ul style="list-style-type: none"> • Reduce illiteracy among all categories of population by increasing enrolment rate in adult literacy programmes • In partnership with stakeholders, increase infrastructure for adult literacy

2.5 Moving towards a Modern Rwandan Household	2.5.1 Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	Output 67: Access to electricity, water, sanitation and ICT, shelter increased	<ul style="list-style-type: none">• Scale up electricity access rate from 27.8% (Estimate 2017) to 100% by 2024• Scale up access to water from 85 % (Estimate 2017) to 100% by 2024.• Scale up access to sanitation from 84% to 100% by 2024 and waste management systems will be developed• Relocate Households living in high-risk zones and scatted settlements, especially HHs headed by vulnerable women
		Output 68: Households modernized and are free from GBV and child abuse	<ul style="list-style-type: none">• Increase awareness on gender sensitive Laws, women’s rights and GBV forms• Strengthen parents’ evening forum (Umugoroba w’ababyeyi)
3. Transformational Governance			
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1: Enhanced unity among Rwandans	Output 69: Level of unity and reconciliation among population increased at 98%	<ul style="list-style-type: none">• Operationalize Itorero ry’ Umudugudu• Promote recreational activities and sports and increase their impact on unity and reconciliation• Reintegrate socio-economically specific groups (persons sentenced for crimes of Genocide against the Tutsi, TIG prisoners and ex-prisoners and recent returnees
	3.1.2:Increased innovations and sustainability across Home Grown Solutions	Output 70: Value and contribution of umuganda and HGS to the development increased	<ul style="list-style-type: none">• Streamline Umuganda in accordance with revised umuganda policy• Streamline the HGSs (Kuremera, Abunzi, Umugoroba w’ababyeyi, Inteko z’abaturage etc.) to promote peace and harmony among citizens

3.2 Ensure Safety and Security of citizens & property	3.2.1: Enhanced Peace and Security	Output 71: Households which live in peaceful and secured environment increased	<ul style="list-style-type: none"> • Enhance capacity building of local security organs for crime prevention • Increase the number of DASSO
3.4 Strengthen Justice, Law and Order	3.4.1 Sustained respect for human rights and civil liberties	Output 72: Human rights and justice promoted	<ul style="list-style-type: none"> • Resolve on time citizens' grievances and complaints and execute court judgements timely • Streamline Legal Aid Provision to ensure Universal and affordable quality justice • Improve measures to address GBV and gender based corruption (prevention & response) • Promote the culture of problem-solving in families and reinforce amicable settlement of disputes
	3.4.3: Zero corruption across government services and institutions achieved and maintained	Output 73: Cases of corruption and embezzlement in local government institutions reduced	<ul style="list-style-type: none"> • Develop mechanisms to prevent and discourage practices toward corruption and embezzlement • Streamline administrative bureaucracy to minimize loopholes to corruption
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.2: Developed Capacity of Public Institutions	Output 74: Capacity of local government (sectors, cells & villages) enhanced	<ul style="list-style-type: none"> • Enhance capacity building of the District, Sectors, Cells & Villages in order to effectively accomplish their mandates • Construct adequate offices for Sectors, Cells and Villages
	3.5.3: Reinforced efficient service delivery	Output 75: Citizens' satisfaction with service delivery increased	<ul style="list-style-type: none"> • Provide local government with required basic infrastructure and equipment for them to deliver at the citizens' satisfaction • Strengthen the implementation of Service delivery charter, and other programs such "Nayombi & Nkuwikorera".

		Output 76: online services provided and easy accessed	<ul style="list-style-type: none"> Strengthen capacity of local government in order to deliver online services Build capacity of citizens for them to be able to use e-services.
	3.5.4: Enhanced effective Public Financial Management System	Output 77: Unqualified audit obtained	<ul style="list-style-type: none"> Improve PFM practices in LGs and LG non budgetary agencies Increase district own revenue
3.6 Increased citizens Participation and Engagement in Development	3.6.1: Developed Capacity for Civil Society and the Media	Output 78: Capacity of Civil Society in order to actively engage in local governance enhanced	<ul style="list-style-type: none"> Support and build capacity of Civil Society organization in the district In partnership with stakeholders, train CSOs members
	3.6.3: Improved scores for citizen participation	Output 79: Citizens' participation in local affairs that concern them increased	<ul style="list-style-type: none"> Streamline existing channels for citizens 'participation Sensitize citizens for their participation in local governance Promote citizens, private sector and other stakeholders engagement in decision-making, including women's organization
		Output 80: District council members facilitated	<ul style="list-style-type: none"> Facilitate district council members to approach and consult with citizens

CHAPTER 4: Strategic Framework

4.1 The District Vision, Mission and Objectives

Vision

The vision of Nyabihu District in the next six years is “Food Crops Production Leader; A hub of Agro- Processing Industries and Eco-tourism Destination”.

Mission

The mission of Nyabihu District is the provision of quality services aimed at uplifting citizens from extreme poverty to prosperity and improved standards of Living. We intend to improve the quality of life of citizens and ensure modern infrastructure and livelihoods.

Objectives


The medium-term goals of the District are:

- **Objectives 1:** Maximize production & productivity of Agriculture and Livestock.
- **Objectives 2:** Transform (Add-value) to agriculture and livestock production in order to boost exports
- **Objectives 3:** Increase infrastructure and investments in eco-tourism in order to become Eco-tourism destination
- **Objectives 4:** Improve urbanization and rural settlement

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

4.2 Main Priorities at District level

Nyabihu District’s top priorities or Drivers for Nyabihu district transformation are as follows:

-  *Development of basic infrastructure for trade facilitation, investment attraction and trade competitiveness*

Feed roads in Nyabihu district are in poor conditions and cannot facilitate trade. In addition, electricity coverage is still at very low level and therefore, cannot attract investment and trade competitiveness. It in this regard that developing basic infrastructure is one of the top priorities of the Nyabihu district,

Urbanization and rural settlement

Urbanization rate in Nyabihu district is at very low level of 3.5% and planned rural settlement not yet developed. Therefore, Nyabihu district is committing to scale-up the urbanization rate at least to 15% and increase the percentage of planned rural settlement.

Modernization of agriculture and livestock

Because of its volcanic and fertile soil, favourable climate for agriculture and livestock activities, modernizing agriculture and livestock is among top priorities of the district. Modernizing agriculture and livestock aims at increasing the quantity and quality of agriculture and livestock production.

Agro-processing of agriculture production and livestock

Increased production from agriculture and livestock will need industrial transformation (value-addition). In Nyabihu district, the agro-processing plants for agriculture products, such banana, horticulture will be constructed. Agro-processing (value-addition) of livestock products is also the district' priority.

Off-farm jobs creation

Agriculture sector employs majority of the population in Nyabihu district. And, most of the people are engaged in subsistence agriculture. Creating off-farm jobs, especially for the youth and women is the top priority of the district.

ICT development

Today, ICT is enabling tool for socio-economic transformation of the country. However, it was revealed that ICT is underdeveloped in Nyabihu district. ICT literacy is at very low level level as well as ICT penetration rate. In this regard, the district is committing to develop ICT. ICT literacy will be increased, access and utilization of internet will be increased, and ICT infrastructure and equipment will be provided,

Effective private sector engagement

Private sector in Nyabihu district is underdeveloped. Consequently, the district cannot collect sufficient taxes and increase own revenues. Again, the number of created off-farm jobs is limited, as the private sector cannot create jobs to supplement the public sector. It is

in this regard that the district considers the private sector as an important partner in the district development and job creation and wants to develop this sector and engage it in the socio-economic development and off-farm jobs creation in the district.

Effective natural resources management

Natural resources in Nyabihu district include: Natural forests, fauna and flora, lakes and rivers, mines and quarries, to mention but a few. If well managed and well exploited, these resources contribute to sustainable development of the district. In this context, effective management of existing natural resources is one of the top priorities of the Nyabihu district.

4.3 Results Chain

The following results chains illustrate only selected key sectors: Agriculture and Livestock, Urbanization and rural settlement and Employment.

Figure 4: Results Chain for Agriculture and Livestock

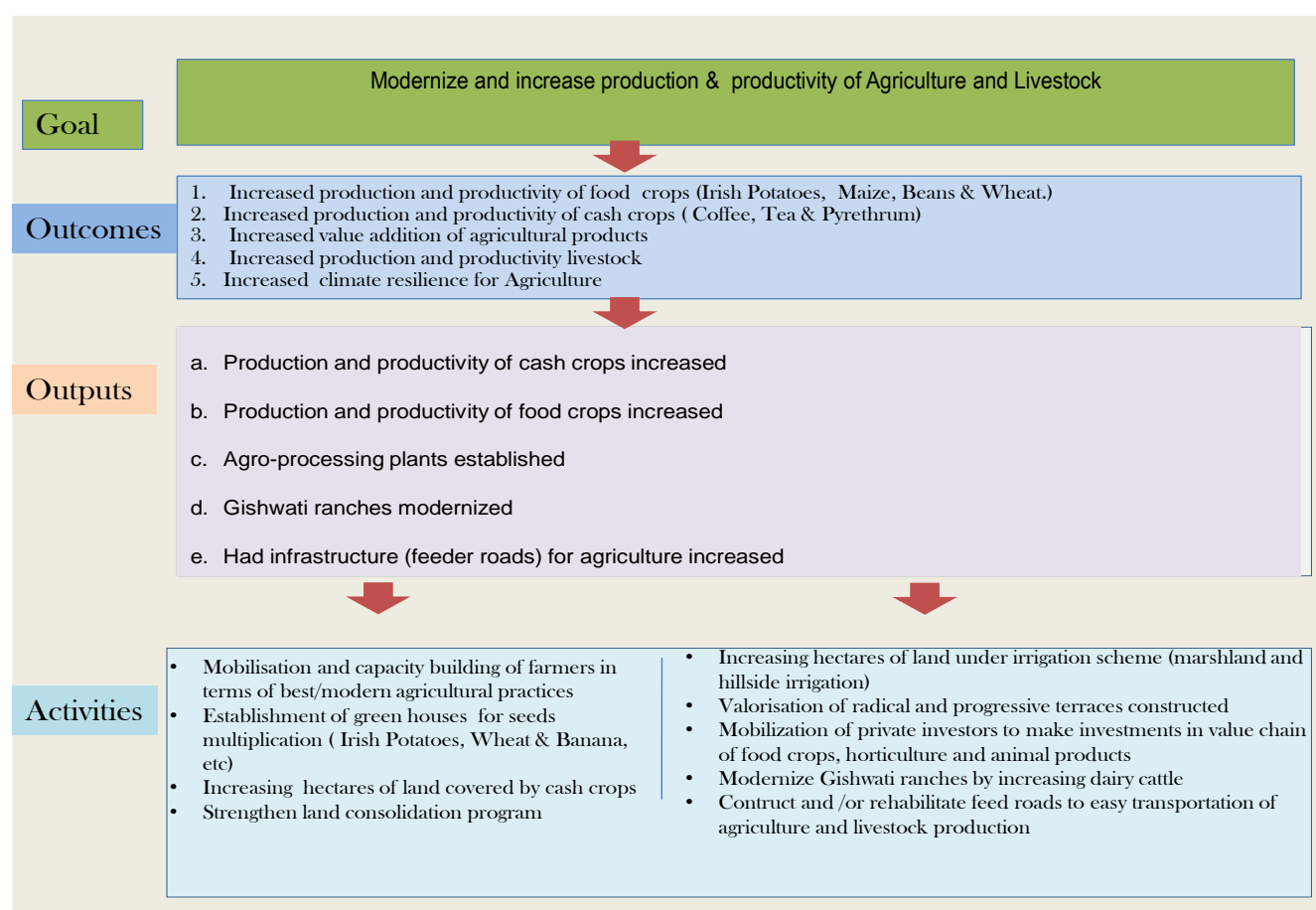
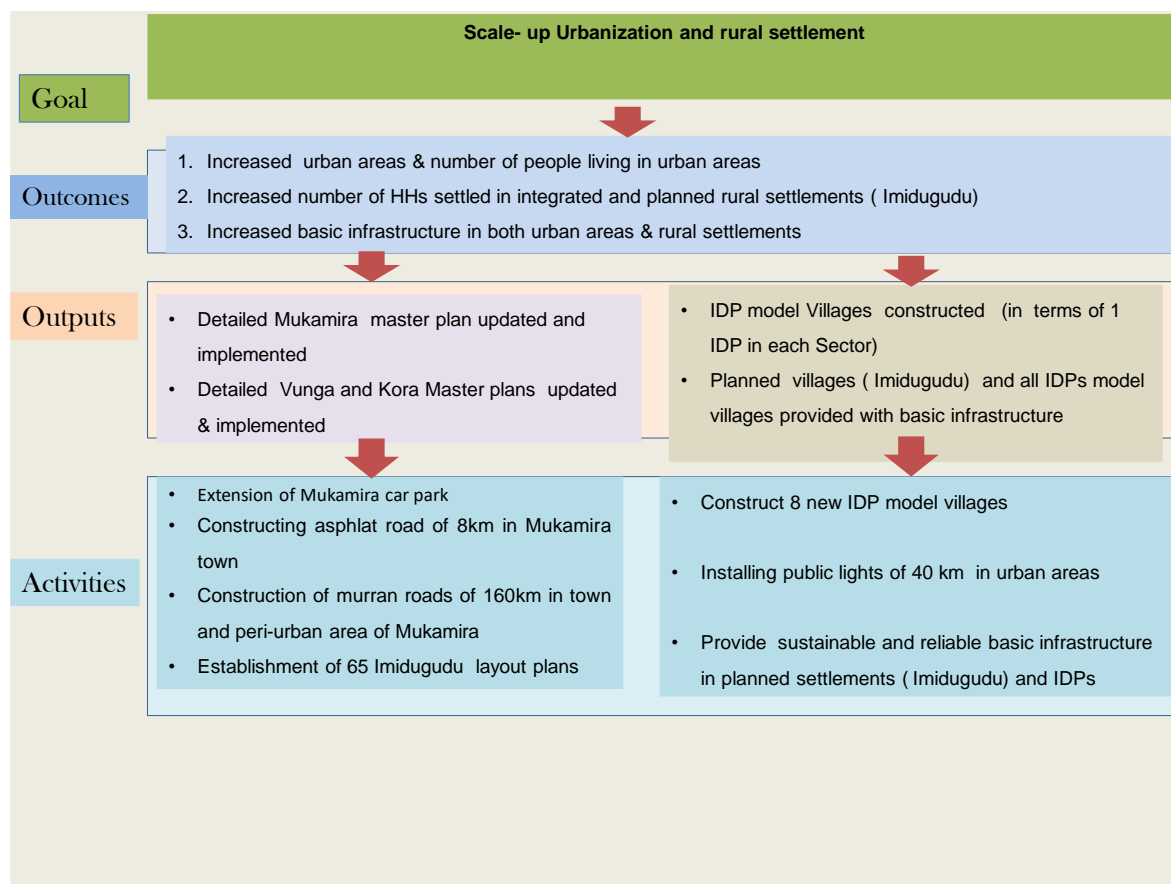


Figure 5: Results Chain for Urbanization and Rural Settlement



4.4 Logical Framework

The Logical Framework for the Nyabihu DDS is presented in table below).

Table 11: Logical framework

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
PILLAR: ECONOMIC TRANSFORMATION										
SECTOR: AGRICULTURE										
PRIORITY AREA 1.6: Modernize and increase productivity of agriculture and livestock										
OUTCOME 1.6.1:: Increased agricultural production and productivity										
OUTPUT 1: Skills of farmers in modern agriculture increased										
Number of farmers trained on modern agricultural techniques	1050	5000	500	500	1000	1000	1000	1000	Field visits reports	Availability of funds
Number of farmers beneficiaries of SSIT equipment	30	265	45	60	75	35	25	25	Annually report Field visits	Availability of funds ; Stakeholders' engagement
OUTPUT 2: Modern agricultural techniques to increase production and productivity promoted and developed										
Number of ha of priority staple crops consolidated & maintained (Season A &B):	51,262ha	52,546ha	52,546ha	52,546ha	52,546ha	52,546ha	52,546ha	52,546ha	Annually report Field visits	Availability of funds & citizens' awareness and willingness
Maize	9,569	9,569ha	9,569	9,569	9,569	9,569	9,569	9,569	idem	idem
Beans	16,667	16,667ha	16,667	16,667	16,667	16,667	16,667	16,667	idem	idem
Irish potatoes	20,918	20,918ha	20,918	20,918	20,918	20,918	20,918	20,918	idem	idem
Wheat	4,108	5,392ha	5,392	5,392	5,392	5,392	5,392	5,392	idem	idem
Number of metric tons of lime used for bench terraces valorisation	520MT	5,400MT	900MT	900MT	900MT	900MT	900MT	900MT	idem	idem
Number of metric tons of organic manure used for bench terraces valorisation	1,000MT	21,000MT	3,500MT	3,500MT	3,500MT	3,500MT	3,500MT	3,500MT	idem	idem
% of farmers in consolidated sites mobilized to use improved seeds	52%	100%	57%	65%	75%	87%	100%	100%	idem	Farmers' awareness & willingness Easy access to improved seeds
OUTPUT 3: Farmers' easy access to improved seeds enhanced										
Number of Metric Tons of improved seeds locally produced										
Maize	0 MT	149 MT	15MT	18MT	21.6 MT	25.92MT	31.1MT	37.32MT	Annually report	Availability of funds ;

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
									Field visits	Private sector engagement
Wheat	0 MT	191MT	15 MT	19.5 MT	25.35 MT	32.96 MT	42.84 MT	55.69 MT	idem	idem
Irish potatoes (certified seeds)	395MT	3, 222MT	473.7MT	497.4MT	522.2MT	548.3MT	575.8MT	604.5MT	idem	idem
Number of greenhouses constructed	4	1	0	1	0	0	0	0	Idem	Facilitations for private sector & Private sector engagement
Number of model storehouses for seeds of Irish potatoes constructed	5	10	2	2	2	2	2	0	idem	idem
Number of producers of improved seeds facilitated	12	98	10	15	18	21	24	0	idem	idem
Number of agro dealers of improved seeds facilitated	15	45	5	5	5	5	5	5	idem	idem
OUTPUT 4: Farmers' use of fertilizers increased										
Number of used Metric Tons of fertilizers per annum										
NPK	3,462.90MT	22,587 MT	3,532.16 MT	3,602.80 MT	3,674.86 MT	3,748.35 MT	3,935.77 MT	4,093.20 MT	Quarterly & Annually reports; Field visits	Availability of funds; Easy access to fertilizers; Private sector engagement and farmers.
DAP	321.70T	3,870MT	482.55MT	579.06MT	636.97MT	668.81MT	715.63MT	787.19MT	idem	idem
UREA	164.40T	1,935MT	241.28T	289.53T	318.48T	334.41T	357.82T	393.60T	idem	idem
OUTPUT 5: Average productivity per hectare of priority staple crops increased										
Maize	3.50T	5.5T	4.38T	4.81T	5.05T	5.18T	5.27T	5.53T	idem	Availability of funds; Farmers' engagement.
Beans	2.1T	2.5T	2.14T	2.18T	2.29T	2.34T	2.46T	2.51T	idem	idem
Irish potatoes	27.00T	35T	28.35T	31.19T	32.74T	33.07T	33.40T	35T	idem	idem
Wheat	2.30T	3.5T	2.88T	3.16T	3.32T	3.40T	3.46T	3.64T	Idem	idem
OUTPUT 6: Production of banana increased										
Number of ha of banana plantation rehabilitated with improved banana seeds	925ha	639 ha	70ha	57ha	170 ha	152ha	114ha	76 ha	Reports; Field visits	Availability of funds; Farmers' engagement
OUTCOME1.6.2: Increased traditional and non-traditional export crops										
OUTPUT 7: Production of traditional key export products increased										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of new ha of coffee planted	339ha	60ha	0	20ha	20ha	20ha	0*	0	Reports; Field visits	Availability of funds; Farmers' engagement
Number of ha of coffee plantation rehabilitated	25ha	200ha	20	25	30	35	40	50	idem	idem
Number of New ha of tea plantation	1,239ha	100ha	50ha	0	50ha	0	0	0	idem	idem
OUTPUT8: Production of non-traditional export products increased										
Number of ha covered by high-value crops/Horticulture (Flowers, vegetables and fruits)	280 ha	1200ha	200ha	200ha	200ha	200ha	200ha	200ha	Reports; Field visits	Availability of funds; Farmers' engagement
Number of ha covered by Patchouli plantation	5ha	10ha	2	2	2	2	1	0	Reports;	Availability of funds; Farmers' engagement
OUTCOME 1.6.3.Increased financing and infrastructure for agriculture										
OUTPUT9: Farmers with access to agriculture fund increased										
Number of farmers with access to agriculture fund	258	5200	400	500	700	900	1200	1500	Reports; Field visits	Availability of funds; Farmers' engagement
OUTPUT10: Agro processing plants established										
% of completion of horticulture agro-processing plant	0%	100%	10%	40%	60%	80%	100%	0	Quarterly report & annual reports Field visits	Facilitations to private sector Private sector engagement
% of completion of Cold storage rooms for Irish potatoes and horticulture products	0%	100%	0%	10%	40%	60%	80%	100%	Idem	Idem
% of completion of banana agro-processing plant	0%	100%	10%	40%	60%	80%	100%	100%	Idem	idem
% of completion of animal feeding production plant	0%	100%	0%	10%	40%	80%	100%	---	idem	Availability of funds Stakeholders active engagement
OUTCOME 1.6.4. Increased climate resilience for agriculture										
OUTPUT11: Sustainable Irrigation and anti-erosive mechanisms for agricultural land protection developed										

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 ha under small scale irrigation	61ha	318ha	54ha	72ha	90ha	42ha	30ha	30ha	Annually report Field visits	Availability of funds; Citizens' awareness
Number of ha of radical terraces constructed	4,352.15ha	3000ha	350ha	500ha	500ha	500ha	500ha	850ha	Annually report Field visits	Availability of funds
Number of ha of progressive terraces constructed	5,123ha	6000ha	1000ha	1000ha	1000ha	1000ha	1000ha	1000ha	Annually report Field visits	Availability of funds & citizens' engagement
OUTCOME 1.6.5 Improved livestock sector										
OUTPUT12: Livestock production increased										
Number of cows artificially inseminated	8605 (cumulative)	16,650	1,950	2,550	3,150	3,750	4,350	4,950	Annually report Field visits	Facilitations to farmers; Availability of funds. Number of veterinary & para-veterinary
Number of domestic animals vaccinated against:										
LSD	19,515	123,000	18,000	19,000	20,000	21,000	22,000	23,000	Idem	idem
BQ	39,075	118,000	16,000	18,000	19,000	20,000	22,000	23,000	Idem	Idem
Rabies	150	1045	150	160	170	180	185	200	Idem	Idem
Brucellosis	370	33,521	3,521	4,000	5,000	6,000	7,000	8,000	Idem	Idem
Number of MT of milk produced per annum	11,987MT	112,507MT	14,984MT	17,981MT	19,419MT	19,594MT	19,770MT	20,759MT	Idem	Facilitations to farmers Farmers active engagement
Number of crush or hallway (Impango) constructed at cell level	3	70	50	20	0	0	0	0	idem	idem
Number of MT of Beef meat produced	313MT	2,080MT	330MT	350MT	350MT	350MT	350MT	350MT	idem	Stakeholders active

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
per annum										engagement, as well as farmers Availability of funds
Number of MT of Goat meat produced per annum	81.875MT	578MT	92MT	94MT	96MT	98MT	99MT	99MT	idem	idem
Number of MT of sheep meat produced per annum	75,075 MT	538MT	82 MT	85 MT	90 MT	92 MT	94 MT	95MT	idem	idem
Number of MT of Pig meat produced per annum	47,75MT	465MT	55MT	60MT	65 MT	92 MT	94 MT	99MT	idem	idem
Number of MT of honey produced per annum	4.84MT	107MT	10MT	15MT	18MT	20MT	21MT	23MT	idem	idem
Number of skin collected per annum	6,227	1,116,000	174,000	179,000	186,000	190,000	193,000	194,000	idem	Availability of funds; Private sector engagement; Nyabihu TVET full operational.
OUTPUT13: Gishwati Ranches modernized and cattle genetics improved										
Number of km of Water Supply System in Gishwati ranches	0 km	100km	20km	20km	20km	20km	20km	0	idem	Stakeholders active engagement, as well as farmers Availability of funds
% of dairy/milk cows in Gishwati ranches	50%	100%	60%	70%	80%	90%	100%	100%	Idem	Availability of funds Active engagement of farmers Availability of veterinary and para-veterinary technicians and Availability of semen
Number of community animal health workers (para-veterinarian) trained and	12	50	10	10	10	10	10	0	idem	Availability of funds Active engagement of

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
equipped with veterinary kits										farmers
OUTPUT14: Value chain of livestock production improved										
Number of small butcheries constructed	2 small slaughter houses	2	0	0	1	0	1	0	Idem	Availability of funds Active engagement of farmers
Number of Milk Collection Centres (MCCs) constructed and equipped	4	7	0	2	3	2	0	0	Idem	Availability of funds Stakeholders active engagement
SECTOR: PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT										
PRIORITY AREA 1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development										
OUTCOME 1.1.1: Increased number of Rwandans with appropriate skills tailored to labour market demands										
OUTPUT15: TVET graduates (both male and female) increased										
Number of TVET graduates with various skills relevant to the labour market	1,439	15,468	1,830	2,220	2,490	2,736	2,982	3,210	Annual report & Field visits	Availability of funds for TVET construction Good partnership with private sector
Number of TVETs (Teaching various arts , such as carpentry, hospitality services, knitting and tailoring, leather processing and food processing etc.) constructed	4	4	0	1	1	1	0*	1	Annual report & Field visits	Availability of funds
Number of people, especially young people & women hands-in trained in the private companies	22	1350	100	150	200	250	300	350	Annual report & field visits	Acceptance from private companies
OUTCOME 1.1.2: Increased productive jobs for youth and women										
OUTPUT16: : 30,310 decent and productive jobs for economic development created										
Number of off-farm jobs created per year	17,052	37,884	5,412	5,412	5,412	5,412	5,412	5,412	Annual report & field visits	- Availability of funds - Active engagement of

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
										stakeholders
Number of Integrated Craft Production Centers (ICPCs/ Udukiri) constructed	2	3	0	1	0	1	0	1	Annual report & field visits	- Availability of funds - Active engagement of stakeholders
Number of model income -generating projects in each village created and supported	51	418	12	58	73	83	88	104	Annual report & field visits	- Citizens willingness - Active engagement of stakeholders - Availability of funds
Number of craft showrooms constructed	0	3	1	0	1	0	1	0	Annual report & field visits	- Active engagement of stakeholders - Availability of funds
Number of TVET graduates and short-term vocational trainees provided with start-up toolkits for Self-employment	334 (cumulative)	890	90	100	120	150	180	250	Annual report & field visits	- Active engagement of stakeholders - Availability of funds
Number of Supported Start-up and early growth SMEs of youth and women to access finance through BDF guarantee and grant scheme	177	333	33	50	55	60	65	70	Annual report & field visits	- Active engagement of stakeholders Availability of funds
Number of MSMEs coached about entrepreneurship and elaboration of bankable projects by Business Development Advisors	1,158	3795	545	550	600	650	700	750	Annual report & field visits	Availability of funds Active engagement of stakeholders
In partnership with the private sector, number of new selling points constructed	4	7	2	1	1	1	1	1	Field visits Annual reports	Active engagement of stakeholders
OUTPUT 17: Supported Income generating activities for youth										
Number of income generating projects of youth supported	2	100	5	15	20	20	20	20	Quarterly & annual report	Stakeholders engagement

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
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										
OUTCOME 1.4.1: Increased exports of value-added goods										
OUTPUT 18: Exports of value-added goods scaled-up										
Number of Tons of fully washed coffee produced	64T	515T	70T	75T	82T	89T	96T	103T	Idem	idem
Number of Tons of made tea produced	1,351T	10,106T	1,486T	1,560T	1,638T	1,720T	1,806T	1,896TT	Idem	Idem
Number of Tons of dry pyrethrum produced	348.7T	2,986T	350T	385T	462T	508T	610T	671T	Idem	Idem
Number of Metric Tons of minerals ready for exportation produced	33MT	583MT	50MT	70MT	90MT	110MT	130MT	150MT	Annual reports	Private sector engagement
OUTCOME1.4.2: Increased exports of high-value services										
OUTPUT 19: Tourism facilities & services developed										
% of completion of eco-touristic Master Plan for the district	0%	100%	25%	50%	100%	0	0	0	Annually report	Availability of funds
% of completion of Karago lac touristic site development	0%	100%	0	30%	70%	100%	100%	100%	Annually report Field visits	Facilitations to private sector; Private sector active engagement
% of completion of Cyunyu and Bihinga lacs touristic sites development	0%	100%	20%	30%	70%	100%	100%	100%	Annually report Field visits	Facilitations to private sector; Private sector active engagement
% of completion of Mont Muhe Hotel construction	0%	100%	20%	30%	70%	100%	100%	100%	Annually report Field visits	Facilitations to private sector; & Private sector active engagement

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 completion of Kabatwa Hotel construction	0%	100%	20%	30%	60%	80%	100%	100%	Annually report Field visits	Facilitations to private sector; & Private sector active engagement
Number of camping sites constructed	0	3	0	1	1	0	1	0	Annually report Field visits	Facilitations to private sector; & Private sector active engagement
% of completion of Cable car construction in Kabatwa sector	0%	100%	0	0	20%	60%	100%	100%	Field visits	Availability of funds Private sector engagement
Number of ecotourism showroom & Museum constructed	0	2	0	0	1	0	1	0	Annually report Field visits	Availability of funds Private sector engagement
Number of helipads constructed	0	2	0	0	1	0	1	0	Annually report Field visits	Availability of funds & stakeholders engagement
OUTPUT 20 : Hard infrastructure for investors attractiveness in Mukamira industrial Park developed										
Number of km of cobblestone road constructed	6,3km	160km	10km	20km	20km	30km	40km	40km	Annually report Field visits	Availability of funds Active involvement of stakeholders
Number of km of asphalt road constructed	1km	18km	0	3	5	5	5	0	Annually report Field visits	Availability of funds Active involvement of stakeholders
OUTCOME : 1.4.3: Upgraded minerals, oil & gas sector										
OUTPUT 21: Mining and quarries sustainably exploited										

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 professionalized & well equipped companies and cooperatives for mines and quarries exploitation	6	10	2	2	3	3	0	0	Quarterly and annual reports	Citizens' awareness; stakeholders engagement
OUTPUT 22 : In collaboration with the private sector, local construction materials promoted										
% of completion of exploration and feasibility study for industrial transformation of Giciye Sand & Nkuri and Nyamakwa rocks	0%	100%	0	20%	50%	100%	100%	100%	Annually reports Field visits	Active engagement of private sector Active engagement of stakeholders (RDB, Minicom)
SECTOR: TRANSPORT										
PRIORITY AREA 1.6 : MODERNIZE AND INCREASE PRODUCTION & PRODUCTIVITY OF AGRICULTURE AND LIVESTOCK										
OUTCOME : Improved road network and sustainability										
OUTPUT23: Infrastructure for transportation of agriculture and livestock production improved										
Number of km of feeder roads rehabilitated	259km	255.5km	42.5km	42.5km	42.5km	42.5km	42.5km	42.5km	Annually reports	Availability of funds Stakeholders active engagement
Number of small bridges rehabilitated	7	14	1	3	3	3	4	0	Idem	Idem
Number of small bridges constructed	7	23	3	3	4	5	3	5	Idem	idem
Number of car parks constructed	1	2	0	0	1	0	1	0	Quarterly & Annually reports Field visits	Availability of funds Stakeholders engagement
SECTOR: URBANIZATION & RURAL SETTLEMENT										
PRIORITY AREA 1.2 :Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024										
OUTCOME 1.2.1: Developed and integrated urban and rural settlements										
OUTPUT 24: Urban Master plan updated and implemented										
% of urbanization scaled up	13.5%	25%	15.5%	17.5%	19.5%	20.5%	23.5%	25%	Quarterly and annual reports	Availability of funds Stakeholders involvement

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
% of implementation of Mukamira Master plan (physical detailed master plan)	2%	50%	5%	10%	15%	25%	40%	50%	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of km of public lighting installed in Mukamira and other commercial centres	17km	40,5km	0	0	25km	15,5km	0	0	idem	idem
Number of km of earth road constructed in Mukamira Town	15	160	10	20	30	40	40	20	Quarterly and annual reports	Idem
Number of km of asphalt road constructed in Mukamira town	3.5	8	0	0	2	2	2	2	Report	Availability of funds Stakeholders involvement
Number of car parks constructed in Vunga and Kora	1	2	0	1		1	0	0	Quarterly and annual reports	Idem
% of completion of Mukamira car park extension	50%	100%	60%	70%	90%	100%	0	0	idem	idem
SECTOR: ICT										
PRIORITY AREA 1.3 : ESTABLISH RWANDA AS A GLOBALLY COMPETITIVE KNOWLEDGE-BASED ECONOMY										
OUTCOME 1.3.1: Enhanced digital literacy for all youth and among adults.										
OUTPUT 25: ICT literacy for youth and among adults enhanced										
% of youth and among adult who are ICT literacy	3%	60%	10%	20%	30%	40%	50%	60%	Report	Availability of funds Stakeholders involvement
Number of village knowledge hubs (Ibyumba mpahabwenge) established (At sector level)	6	6	2	2	2	0	0	0	Report	Idem
Number of qualified ICT trainers available	4	14	4	4	6	0	0	0	Report	Availability of funds Stakeholders involvement
Number of computers (laptops) distributed to district staff (all levels)	585	915	152	152	152	152	152	155	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of females trained in ICT usage and innovation through telecentres	500	1,800	300	300	300	300	300	3000	Quarterly and annual reports	Availability of funds Stakeholders involvement

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
(BDCs)										
OUTPUT 26: Public facilities connected to internet										
Number of Cell offices provided with internet connectivity	0	73	15	15	15	15	13	0	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of Health Facilities (HFs) provided with internet connection	2	16	8	8	0	0	0		Annual reports Field visits	Availability of funds Stakeholders involvement
Percentage of secondary & TVET schools provided with internet connectivity	9%	100%	15%	45%	60%	75%	95%	100%	Annual reports Field visits	Availability of funds Stakeholders involvement
SECTOR: ENVIRONMENT AND NATURAL RESOURCES										
PRIORITY AREA 1.7 : Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy										
OUTCOME 1.7.1: Increased sustainability and profitability of forestry management										
OUTPUT 27 : District forest coverage increased										
Number of new ha of forest owned by private sector rehabilitated	2,000 ha	1,121 ha	200 ha	200 ha	200 ha	200 ha	200 ha	121 ha	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of ha covered by Agroforestry trees	18,470.6	11,000ha	1,500 ha	1,700 ha	1,800 ha	1,900 ha	2,000 ha	2,100 ha	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of ha planted with forestry trees	4,027ha	62ha	12 ha	10 ha	10 ha	10 ha	10 ha	10 ha	Quarterly and annual reports	Availability of funds Stakeholders involvement
OUTPUT 28: The number of households depending on firewood as a source of energy for cooking reduced										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of HHs using cooking stoves	19,556 HHs	30,708	5,518	5,518	5,518	5,518	5,518	5,518	Idem	Availability of funds; Citizens' awareness; stakeholders engagement
% of HHs using Gas & electricity as source of cooking energy	0.5%	15%	1,5%	3%	6%	9%	12%	15%	Idem	Citizens' awareness; stakeholders engagement
OUTCOME 1.7.2: Increased sustainability of land use system										
OUTPUT 29: Available land efficiently used										
Number of sectors using LAIS (Land Administration Information System)	0	12	0	4	4	4	0	0	Idem	Availability of funds
Number of Sectors with land use master plan	0	12	0	3	3	4	2	0	idem	Availability of funds
OUTCOME 1.7.3: Integrated water resource management										
OUTPUT 30: Lacs and River banks and Mining sites protected										
Number of km of Mining sites and gullies protected with bamboo trees	0km	60km	10km	10km	10km	10km	10km	10km	idem	Availability of funds Stakeholders engagement
Number of HHs with Rain water harvesting systems	2,247	3,300	300	400	500	600	700	800	idem	Availability of funds Stakeholders engagement
Number of km of river banks of Nyamutera, Giciye, Basera, Ruhanga, Nyamukongoro protected with bamboo trees	14,949km	460Km	100 km	100 km	100 km	60 km	50 km	50 km	Idem	Availability of funds Stakeholders engagement
OUTPUT 31: Sustainable management of water flows from Volcano National Park										
Number of km of canalization of water flows from Volcano National Park	0	20km	0	5km	10km	5km	0	0	Idem	Availability of funds Stakeholders engagement
OUTCOME 1.7.4: Accelerated growth in Green Innovation										

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 32: Enhanced and Reliable weather and climate information regularly and timely provided										
Number of meteo mini stations constructed	3	3	0	1	1	0	1	0	Idem	Availability of funds Stakeholders engagement
OUTCOME 1.7.5 Upgraded minerals, oil & gas sector										
OUTPUT 33: Mining and quarries sustainably exploited										
Number of professionalized companies and cooperatives for mines and quarries exploitation	6	10	2	2	3	3	0	0	Quarterly and annual reports	Citizens' awareness; stakeholders engagement
SECTOR: FINANCIAL SECTOR DEVELOPMENT										
PRIORITY AREA 1.5 : Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments										
OUTCOME 1.5.2: Enhanced long-term savings and innovative financing mechanisms										
OUTPUT 34 : Uptake and usage of financial services increased for both males and females										
Percentage (%)of adult population financially included (formal and Informal)	89%	100%	92	95	98	100			Finscope survey	Citizens' awareness; & Availability of financial services
Percentage of Umurenge SACCOs automated and district SACCOs set up.	0	100%	50%	70%	90%	100%			Project report	Availability of funds
Number of ATM machines increased	2	8	0	1	1	2	2	2	Reports Field visits	Stakeholders engagement
OUTPUT 35: Mobilised members subscribed to LTSS										
Number of subscribers to Long Term Saving Scheme	0	19,619	3,270	6,540	9,810	13,080	16,350	19,619	District and MINECOFIN DATA	
PILLAR: SOCIAL TRANSFORMATION										
SECTOR: SOCIAL PROTECTION										
PRIORITY AREA 2.1: Enhancing graduation from extreme Poverty and promoting resilience										

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
OUTCOME 2.1.1: Increased graduation from extreme poverty										
OUTPUT 36: Minimum package for graduation (MPG) scaled-up by sex HH Head										
Number of Administrative sectors covered by MPG	1	12	2	2	2	2	3	0	Annual report	Availability of funds Stakeholders engagement
Number of poor households provided with small livestock	324	5,374	674	700	850	950	1000	1200	Quarterly and annual reports Field visits	Availability of funds Active engagement of stakeholders
Number of people by sex employed in VUP Classic and Expanded Public Works	2,640	20,570	2,694	3,094	3,694	3,694	3,694	3,700	Idem	Idem
Number of poor people by sex employed in District LED Projects	0	12,000	1,000	1,500	2,000	2,500	2,500	2,500	Idem	idem
OUTCOME 2.1.2 Reduced poverty among Rwandans										
OUTPUT 37: Poor households shifted from Ubudehe category 1 &2 to category 3 and 4 increased										
Number of cows distributed to genuine beneficiaries under Girinka program	5,185	7,068	1,018	1,050	1,150	1,200	1,250	1,400	Annually reports Field visits	Availability of funds Active engagement of stakeholders
Number of Administrative Sectors covered by VUP Financial Service	6	12	2	4	12	12	12	12	Annually reports Field visits	Availability of funds Active engagement of stakeholders
OUTPUT 38: Supports to cooperatives and projects initiated by specific groups (Elderly, genocide survivors, PwDs , Women HH & HMPs, and GBV victims) increased										
Number of supported cooperatives of genocide survivors	2	10	2	2	3	3	0	0	Idem	Idem
Number of supported projects/cooperatives of graduates from correctional centres (Iwawa, Gitagata) and of returned refugees	0	25	2	4	4	5	5	5	idem	Idem
Number of supported cooperatives/ projects of PwDs	11	19	2	4	5	6	2	0	Idem	Idem

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of supported projects of GBV victims, including teenage mothers	0	14	1	2	2	3	3	3	Idem	Idem
OUTPUT 39: Dignified shelter for all poor households sustained										
Number of houses of Genocide survivors rehabilitated	19	125	10	20	20	25	25	25	Annually reports Field visits	Availability of funds Active engagement of stakeholders
Number of houses for poor households constructed and/or rehabilitated	24	650	50	70	90	120	140	150	idem	Idem
Number of elderly centres constructed	0	2	0	1	0	0	1	0	Idem	Idem
OUTCOME 2.1.3 Enhanced resilience of Rwandans										
OUTPUT 40: Resilience capacity of citizens (per sex) to poverty increased										
% of poor households which are members of community saving (Ibimina) at village level by gender	20%	100%	30%	40%	60%	70%	90%	100%	Annually reports	Citizens 'awareness
Number of PWDs beneficiaries of adequate assistive devices	31	255	35	40	40	45	45	50	Annually reports	Availability of funds Active engagement of stakeholders
Number of PwDs and HMPs trained in TVET	35		73	80	90	100	115	130	Annually reports	Citizens' awareness Availability of funds Active engagement of stakeholders
PRIORITY AREA 2.2 : Eradicating Malnutrition										
OUTCOME 2.2.1Reduced malnutrition among children										
OUTPUT 41: Prevalence of Stunting malnutrition reduced from 59% to 19% (national target)										
Number of DPEM committee functional at Sector & Cell level	1	85	10	15	20	25	10	5	Annually reports	Availability of funds Engagement of stakeholders
% of malnourished beneficiaries of FBF and Milk support	75%	100%	100%	100%	100%	100%	100%	100%	idem	idem

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
% of HHs with knowledge on nutritive foods and skills on nutritive food preparation	20%	100%	50%	75%	100%	100%	100%	100%	idem	Citizens awareness & engagement
Number of ECDs constructed	4	69	3	5	8	22	15	15	idem	Availability of funds Active engagement of stakeholders
% of HHs with adequate and sustained kitchen garden	35%	100%	45%	60%	90%	100%	100%	100%	idem	idem
PRIORITY AREA 2.3: Enhancing demographic dividend through ensuring access to quality Health for all										
OUTCOME 2.3.1 Improved healthcare services										
OUTPUT 42: Health facilities constructed and/or upgraded										
% of completion of Mukamira Hospital Construction	0%	100%	0%	0%	25%	75%	100%	100%	idem	Availability of funds Active engagement of stakeholders
Number of Health Centre constructed	16	1	0	0	1	0	0	0	Idem	Availability of funds Active engagement of stakeholders
Number of Health Centres rehabilitated	11 in good conditions	5	1	2	2	0	0	0	Idem	Idem
Number of palliative care centre constructed and equipped	0	1	0	1	0	0	0	0	Annual reports	Stakeholders' engagement
Number of Health Posts constructed and equipped	14	59	3	7	10	13	13	14	Idem	Idem
OUTPUT 43: Health facilities provided with adequate equipment and materials										
Number of Health Facilities (HFs) connected to internet	2	15	8	7	0	0	0	0	idem	idem
Number of HFs provided with clean water and electricity	14	13	2	4	7	0	0	0	idem	idem

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of old ambulances replaced	7	7	0	1	2	2	2	0	idem	idem
OUTPUT 44: Maternal and Child Mortality reduced										
% Pregnant Women (PW) receiving 4 ANC Visits	32%	55%	34%	36%	38%	42%	48%	55%	Quarterly and Annually reports	Citizens' awareness; Stakeholders' engagement.
% of Children 12-23 months fully immunized	92.1%	98%	93%	93%	95%	95%	95%	98%	Idem	Idem
Maternal Mortality Ratio/100, 000 Life Births (LB)	210	126	195	180	160	145	130	126	Idem	idem
Neonatal Mortality Rate/1000 LB	20	15	20	18	17	16	15	15	Idem	Idem
Under-five Mortality Rate/1000 LB	50	35	50	48	45	40	38	35	Idem	Idem
Infant Mortality Rate/1000 LB	32	22.5	32	30	28	26	24	22	Idem	Idem
% of births attended at health facilities	86%	98%	93%	95%	96%	97%	98%	98%	idem	Citizens' awareness
OUTCOME 2.3.2 Increased financial sustainability for the health sector										
OUTPUT 45: Universal subscription to Health insurance scheme										
% of population covered under Community Based Health Insurance	80.6%	100%	100%	100%	100%	100%	100%	100%	idem	Citizens' awareness & engagement
OUTCOME 2.3.3 Increased staff/ workforce in health sector										
OUTPUT 46: Number of qualified human resources in health sector increased										
Ratio Medical Doctor/ Population in charge	1 medical doctor for 26,746 people	1 medical doctor for 7,000 people	1 medical doctor for 23,500 people	1 medical doctor for 19,000 people	1 medical doctor for 16,000 people	1 medical doctor for 15,000 people	1 medical doctor for 11,000 people	1 medical doctor for 7,000 people	Annually report Field visits	Availability of funds Stakeholders engagement
Ratio Nurse/Population in charge	1 nurse for 1,442 people	1 nurse for 800 people	1 nurse for 1200 people	1 nurse for 1,150 people	1 nurse for 1000 people	1 nurse for 800 people	1 nurse for 800 people	1 nurse for 800 people	Annually report Field visits	Availability of funds Stakeholders engagement

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Ratio Midwife/ Women in charge	1 midwife for 10,714 women	1 midwife for 2,500	1 midwife for 9,500	1 midwife for 8,200	1 midwife for 7,000	1 midwife for 6,500	1 midwife for 5,000	1 midwife for 2,500	Annually report Field visits	Availability of funds Stakeholders engagement
OUTCOME 2.3.4 Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)										
OUTPUT 47: Diseases prevention awareness enhanced and Communicable and Non Communicable Diseases (NCDs) reduced										
Number of awareness campaigns/year for HIV prevention among groups with high exposures (youth, women, prostitutes, drivers).	6	108	12	12	12	24	24	24	Quarterly and annual reports Field visits	Availability of funds Active engagement of stakeholders
Number of awareness campaigns/year for NCDs prevention measures	2	120	12	12	24	24	24	24	Quarterly and annual reports	Availability of funds
Number of Health facilities with functional NCDs services	1	17	4	5	6	2	0	0	Annually report Field visits	Availability of funds Stakeholders engagement
% of HIV Prevalence	3.2%	<2%	3.1%	3%	2.8%	2.5%	2.3%	2%	Quarterly and annual reports	Availability of funds Citizens awareness Stakeholders engagement
Proportion of persons diagnosed with HIV infection receiving sustained ART	70%	72%	75%	80%	82%	85%	87%	90%	Idem	Idem
Mortality due to malaria (/100,000)	6.2%	2%	6%	6%	5%	4%	3%	2%	Quarterly and Annually reports	Availability of funds Stakeholders engagement
OUTCOME 2.3.5 Increased contraceptives prevalence										
OUTPUT 48: Awareness on reproductive health and usage of contraceptive increased										
Number of teenage pregnancies per year	432	25	230	200	150	100	75	25	Quarterly and Annually reports Field visits	Citizens awareness Stakeholders engagement
Modern contraceptive prevalence rate	52%	70%	52%	58%	62%	66%	68%	70%	Annually reports Field visits	Citizens awareness Stakeholders engagement
Number of awareness campaign/year on reproductive health, especially among the youth	4	120	12	12	24	24	24	24	Quarterly and annual reports	Availability of funds

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
PRIORITY AREA 2.4: Enhancing demographic dividend through improved access to quality education										
OUTCOME 2.4.1: Increased access to pre-primary education										
OUTPUT 49: Pre-primary net enrolment rates increased										
Number of pre-primary classrooms constructed	9	267	30	35	48	68	60	26	Annual reports Field visits	Availability of funds Active engagement of stakeholders
% of pre-primary schools with qualified and salaried staff	20%	100%	50%	75%	80%	100%	100%	100%	Quarterly & annual reports Field visits	Availability of funds
OUTCOME 2.4.2: Improved education quality in primary and secondary education										
OUTPUT 50: Schools inspection strengthened and the use of ICT in teaching & learning enhanced										
% of schools regularly inspected	98%	100%	100%	100%	100%	100%	100%	100%	Annual reports Field visits	Availability of funds Availability of transport facilities for school inspectors
Student/ computer ratio both in primary & secondary	Primary: 1/14 Secondary:1/ 12	Primary: 1/6 Secondary:1/4	Primary: 1/12 Secondary:1/ 10	Primary: 1/10 Secondary:1/9	Primary: 1/9 Secondary:1/ 8	Primary: 1/8 Secondary:1/ 6	Primary: 1/6 Secondary:1/ 4	Primary: 1/6 Secondary:1/4	Annual reports Field visits	Availability of funds Active engagement of stakeholders
% of secondary, TVET schools with smart classrooms	41%	100%	50%	65%	80%	100%	100%	100%	Annual reports Field visits	Availability of funds
% of secondary, TVET Schools with internet connection	9%	100%	15%	45%	60%	75%	95%	100%	Idem	Idem
% of teachers in secondary & TVET schools trained to use smart classrooms	10%	100%	25%	45%	85%	100%	100%	100 %	Idem	Idem
OUTPUT 51: Sufficient & decent schools infrastructure increased										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of new classrooms constructed	379	367	75	69	60	64	45	54	Annual reports Field visits	Availability of funds Active engagement of stakeholders
Number of old classrooms rehabilitated	142	248	52	44	40	40	37	35	Idem	Idem
Number of latrines constructed	965	1468	210	280	290	218	255	215	Idem	Idem
Number of dining rooms constructed and equipped	0	35	10	15	10	0	0	0	Idem	Idem
Number of kitchens constructed and equipped	0	35	10	15	10	0	0	0	Idem	Idem
Number of girls rooms for Menstrual Hygiene Management constructed	10	53	6	9	8	5	10	15	Idem	Idem
Number of libraries constructed & adequately equipped	9	29	6	7	8	3	2	3	Idem	Idem
OUTPUT 52: Inclusive Education at all levels of education promoted										
% of SEN (Special Education Needs) enrolled at pre-primary, primary & secondary level of education	Primary: 0.7% Secondary: 1%	Primary: 5% Secondary: 5%	Primary: 2% Secondary: 2%	Primary: 2.5% Secondary: 3%	Primary: 3% Secondary: 4%	Primary: 4% Secondary: 5%	Primary: 5% Secondary: 5%	Primary: 5% Secondary: 5%	Annual reports Field visits	Citizens' awareness Availability of funds Stakeholders' engagement
% of schools & TVET that meet standards of accessibility for Learners with Disabilities (LwD)	22%	100%	45%	50%	65%	80%	85%	100%	Idem	Availability of funds
Number of trained teachers in Inclusive Education	Primary: 14 Secondary: 21	Primary: 142 Secondary: 52	Primary: 30 Secondary: 13	Primary: 33 Secondary: 10	Primary: 34 Secondary: 12	Primary: 25 Secondary: 8	Primary: 20 Secondary: 9	Idem	Availability of funds	Availability of funds
OUTCOME 2.4.3: Increased Technical and Vocational Education and Training (TVET) schools and graduates										
OUTPUT 53: TVET schools increased										

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 New modern VTCs constructed	1	4	1	0	1	1	0	1	Quarterly and annual reports Field visits	Availability of funds Stakeholders' engagement
Number of TVET rehabilitated and adequately equipped	1	3	1	1	1	0	0	0	Quarterly and annual reports Field visits	Availability of funds Stakeholders engagement
Number of TVET/VTCs schools receiving capitation Grant	0	18	2	2	3	3	4	4	Idem	Availability of funds Stakeholders' engagement
OUTPUT 54: Girls enrolment in TVET tripled										
% of students (males& females) enrolled in TVET	15%	60%	25%	35%	45%	50%	55%	60%	Quarterly and annual reports	Citizens' awareness
Number of women enrolled in TVET	102	650	150	200	350	450	550	650	Quarterly and annual reports	Citizens' awareness
OUTCOME 2.4.5: Increased adult literacy rates										
OUTPUT 55: Enrolment in adult literacy programmes increased										
% of population aged 15 years and above by sex who are literate	85% (Source: Adm. Data 2017)	97%	88%	89%	90%	92%	95%	97%	Annual reports	Availability of funds Stakeholders involvement
Number of instructors for adult literacy trained	65	253	55	50	45	40	33	30	Annual reports	Availability of funds Stakeholders involvement
Number of small community libraries established	2	22	3	4	4	4	4	3	Annual reports	Availability of funds Stakeholders involvement
SECTOR: ENERGY										
PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household										

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
OUTCOME 2.5.1: Universal access to basic infrastructure, such as electricity, water and decent settlements										
OUTPUT 56: Access to electricity scaled up to 100%										
% of HHs with access to electricity (on grid)	20.7%	70%	30%	40%	50%	55%	60%	70%	Quarterly and annual reports	Availability of funds Stakeholders involvement
% of HHs with access to electricity (off- grid)	6.3%	30%	10%	15%	20%	25%	27%	30%	Idem	Idem
Number of Km of electrical line rehabilitated	30km	50km	0*	25km	0	25km	0*	0*	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of Km of new electrical line constructed	30km	35km	0*	15km	20km	0	0	0	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of micro hydropower plants constructed	4	3	0	1	0	1	1	0	Idem	Idem
SECTOR: WATER & SANITATION										
PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household										
OUTPUT 57: Access to clean water scaled –up to 100%										
% of HHs with access to clean water	86.2%	100%	87%	89%	92%	94%	96%	100%	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of km of water supply scheme rehabilitated	176km	110km	10km	15km	20km	20km	20km	25km	Quarterly and annual reports	Availability of funds Stakeholders involvement
OUTPUT 58: Access to sanitation increased										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
% of HHs with improved latrines	54%	100%	60%	70%	80%	85%	90%	100%	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of public toilets constructed	1	5	0	1	1	1	1	1	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of modern landfill constructed	0	1	0	0	0	0	1	0	Idem	Idem
Number of small landfill constructed	4	3	0	1	0	1	1	0	Idem	Idem
SECTOR: URBANIZATION & RURAL SETTLEMENT										
PRIORITY AREA 2.5: Moving towards a Modern Rwandan Household										
OUTCOME 2.5.2: Developed and integrated rural decent settlements										
OUTPUT 59: % of population settled in planned rural settlement increased from 58% to 85%										
Number of layout plans of imidugudu established	8	65	3	9	10	13	15	15	Quarterly and annual reports	Availability of funds Stakeholders involvement
Number of Villages (Imidugudu) provided with integrated basic infrastructure	8	65	3	9	10	13	15	15	Report	Availability of funds Stakeholders involvement
Number of female and male headed HHs relocated from High Risk zones	360	3,948	658	658	658	658	658	658	Report	Availability of funds Stakeholders involvement
Number of scattered HHs relocated	63,496	38,976	6,496	6,496	6,496	6,496	6,496	6,496	Report	idem
Number of IDP model villages constructed in each sector	4	8	1	1	1	1	1	12	Report	idem

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 60: Nyabihu Households free from GBV, child labour and child abuse										
% of HH (spouses) sensitized on gender sensitive Laws, women's rights, children rights and GBV forms	10%	85%	15	20	40	60	70	85	Quarterly and annual reports	Availability of funds Stakeholders involvement
% of men sensitized and engaged in fight against GBV and promotion of positive masculinity	4%	70%	15%	25%	35%	45%	55%	70%	Annual reports	Stakeholders involvement
OUTPUT 61: Recreational activities and sports for all promoted										
% of completion of district Gymnasium construction	0%	100%	0%	0%	20%	40%	80%	100%	Field visits Report	Availability of funds Active involvement of stakeholders
% of completion of District Stadium construction	0%	75%	0%	15%	40%	50%	60%	75%	Field visits Report	Availability of funds Active involvement of stakeholders
Number of recreational grounds (football) constructed and/or upgraded	3	9	1	1	1	2	2	2	Report	Active involvement of stakeholders and citizens Availability of funds
Number of recreational grounds for PwDs	0	1	0	1	0	0	0	0	Field visits Report	Availability of funds Active involvement of stakeholders
PILLAR 3: TRANSFORMATIONAL GOVERNANCE										
SECTOR: Justice, Reconciliation, Law and Order										
PRIORITY AREA 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity										
OUTCOME 3.1.1: Enhanced unity among Rwandans										

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 62: Kinyarwanda language and Rwandan values taught to young generation and preserved among adults										
Number of Itorero ry'Umudugudu (Village) committee members trained to train others	95	7000	500	800	1100	1300	1500	1800	Annual reports	Availability of funds
Number of cultural clubs at village level established and supported	5	468	50	150	100	100	68	0	Annual reports Field visits	Availability of funds
OUTPUT 63: Ndi Umunyarwanda and Abarinzi b'Igihango institutionalized and their contribution to unity and reconciliation strengthened										
Number of public and private institutions and other public places where Abarinzi b'Igihango & Ndi Umunyarwanda dialogues are conducted	24	524	52	75	82	95	100	120	Quarterly & Annual reports	Availability of funds Stakeholders' engagement
Number of unit and reconciliation clubs established and supported	21	452	35	62	80	85	90	100	Quarterly & Annual reports	Citizens awareness Stakeholders' engagement
% of completion of Documentary Film on Genocide against Tutsis in Nyabihu District/Bigogwe	0%	100%	0%	10%	50%	100%	0	0	Annual reports	Availability of funds Stakeholders' engagement
Number of genocide memorial rehabilitated	1	1	0	0	0	1	0	0	Annual report Field Visit	Availability of funds
OUTCOME 3.1.2: Increased innovations and sustainability across Home Grown Solutions										
OUTPUT 64: Home Grown Initiatives contribution to socio-economic development strengthened										
Monetary Value of Umuganda per Year	720.000.0000 Frw	5,500,000,000	750,000,000	800,000,000	850,000,000	900,000,000	1,000,000,000	1,200,000,000	Annual reports Field visits	Citizens engagement Strong Monitoring & evaluation
PRIORITY AREA 3.2: Ensure Safety and Security of citizens & property										
OUTCOME 3.2.1: Enhanced Peace and Security										
OUTPUT 65: Crimes prevented through strengthened community policing										

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of crimes (all kind) registered per annum	85	30	70	60	50	40	30	30	Quarterly and Annual reports	Availability of funds Stakeholders engagement Citizens engagement
Number of DASSO recruited and trained	75	30	10	10)	10)	0	0	0	Annual reports	Availability of funds
Number of Car security control purchased	0	1	0	1	0	0	0	0	Report	Availability of funds Stakeholders engagement Citizens contribution
PRIORITY AREA 3.4: Strengthen Justice, Law and Order										
OUTCOME 3.4.1: Strengthened Judicial System (Rule of Law)										
OUTPUT 66: Culture of problem-solving in families and amicable settlement of disputes promoted										
Inshuti z'umuryango, Abunzi & Umugoroba w' Ababyeyi committees established and supported	67	406	80	90	108	128	0	0	Annual reports	Availability of funds Stakeholders engagement
Number of Abunzi trained on laws	672	672	672	672	672	672	672	672	Annual reports	Availability of funds Stakeholders engagement
% of family conflicts addressed in the families through community assemblies	6%	70%	15%	25%	45%	55%	60%	70%	Quarterly and Annual reports	Stakeholders engagement Citizens engagement
OUTPUT 67: Citizen Grievances are received and addressed and court judgments are timely executed										
% of citizens' satisfaction on how grievances are addressed and court judgements executed on time	59.4 (CRC,2016)	90%	70%	75%	80%	85%	87%	90%		
OUTCOME 3.4.2:Sustained respect for human rights and civil liberties										
OUTPUT 68: Gender equality and equal opportunities promoted										
% of women members of cooperatives and leaders of cooperatives	12%	50%	15%	25%	30%	40%	45%	50%	Quarterly and Annual reports	Stakeholders engagement Citizens engagement

INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
OUTPUT 69: GBV prevention and management and prevention of human trafficking strengthened										
% of citizens' awareness on human trafficking prevention and reporting	6%	75%	15%	25%	35%	50%	65%	75%	Quarterly and Annual reports	Stakeholders engagement Citizens engagement
Number of GBV cases reported	67	20	50	40	35	30	25	20	Quarterly and Annual reports	Stakeholders engagement Citizens engagement
OUTCOME 3.4.3: Zero corruption across government services and institutions achieved and maintained										
OUTPUT 70: Corrupt practices detected and denounced										
% of citizens' full awareness on corruption	65%	90%	70%	75%	80%	85%	87%	90%	Annual reports	Availability of funds Stakeholders engagement
SECTOR: Governance and Decentralization										
PRIORITY AREA 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions										
OUTCOME 3.5.1: Enhanced accountability across public institutions										
OUTPUT 71: Unqualified audit opinion and OAG recommendations fully implemented										
OAG audit opinion received	Qualified	unqualified	Unqualified	unqualified	unqualified	unqualified	unqualified	unqualified	Annual reports	Strong monitoring & evaluation system
% of OAG recommendations fully implemented	82%	100%	90%	98%	100%	100%	100%	100%	Quarterly and Annual reports	Qualified district staff Staff engagement
OUTCOME 3.5.2: Developed Capacity of Public Institutions										
OUTPUT 72: Capacity building of local government at all levels (District, Sector, Cell & Village) strengthened										
Level of equipping district new building with new office furniture	10%	100%	40%	100%	0	0	0	0	Quarterly and Annual reports	Availability of funds

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 cells' offices constructed	51	22	6	6	10	0	0	0	Annual reports Field visits	Availability of funds Citizens engagement
Number of Sector offices upgraded	8	4	0	2	2	0	0	0	Annual reports Field visits	Availability of funds Citizens engagement
% of staff in-service trained in their respective roles & responsibilities	52%	100%	65%	80%	90%	100%	100%	100%		
OUTCOME 3.5.3: Monitored & efficient service delivery										
OUTPUT 73: Quality service delivery improved										
% of citizens' satisfaction on service delivery	61.6 (CRC, 2016)	90%	72%	75%	80%	85%	87%	90%	CRC	Staff engagement
% of service provided online	40%	90%	50%	60%	80%	90%	90%	90%	Annual reports Field visits	Availability of funds
% of vacant posts filled-in by qualified staff	78%	100%	80%	100%	100%	100%	100%	100%	Quarterly and Annual reports	Availability of funds
PRIORITY AREA 3.6 Increased Citizens Participation and Engagement in Development										
OUTCOME 3.6.3: Improved scores for citizen participation										
OUTPUT 67: Citizens participation in decision making process in local government enhanced										
% of citizens satisfaction toward their participation in decision-making	78%	98%	80%	82%	85%	90%	95%	98%	CRC report	Staff willingness Citizens awareness
% of citizens participation in local elections	85%	100%	95%	100%	100%	100%	100%	100%	Annually report	Citizens awareness
SECTOR: Public Financial Management										
PRIORITY AREA 3.6: Increased Citizens Participation and Engagement in Development										
OUTCOME 3.5.4: Enhanced effective Public Financial Management System										
OUTPUT 74: District own revenue increased										







INDICATOR including Unit of Measurement	BASELINE	OVERALL TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF	ASSUMPTIONS
	(2016/17)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	VERIFICATION	
Number of amount of district own revenue	727,571, 060 Rwf	5,550,152,325Frw	753,440,823	800,112,865	850, 393,037	900, 340, 600	1,000,000,000	1,200,865,000 Rwf	Quarterly & Annual reports	Revenue collection streamlined Source of revenue diversified
Number of NBAs audited annually	15	165	30	60	70	165	165	165	Quarterly & Annual reports	Availability of funds Availability of staff

4.5 Cross-Cutting Areas

In line with NST1, the following cross cutting areas have been mainstreamed into Nyabihu District Development Strategy: Capacity Development, Environment and Climate Change, HIV/AIDS and Non-Communicable Diseases, Disability and Social Inclusion, Environment and Climate Change, Regional Integration and international positioning, Gender and Family Promotion and Disaster Management.

4.5.1 Capacity Development

In Nyabihu DDS, efforts will be paid to capacity development whereby organizational and individual capacity gaps will be identified at all levels. Capacity gaps or skills gaps will be filled- in through trainings and coaching. In this regard, District will intervene as follows:

-  Semi-skilled & Unskilled youth, women and PWDs will receive massive short term vocational training (all sectors) and start-up toolkits for Self-employment will be provided.
-  Training and coaching on entrepreneurship and how to elaborate bankable projects will be organized for MSMEs and Businessmen.
-  Training and coaching on how to get loan from financial institutions will be organized and provided for start-up MSMEs and Businessmen.
-  Improving professionalization of agriculture & livestock farmers in order to increase the quality, production and productivity is among the priorities for the district. Therefore, capacity development of farmers through farmer field schools (FFS) will be strengthened.
-  In terms of enhancing peace and security, the district will strengthen capacity of security organs.
-  Last but not least, TVET training will be provided to PwDs and HMPs.








4.5.2 Environment and Climate Change

Environmental degradation, pressure and overexploitation of natural resources, such as forests are major challenges to be addressed by the district in the next 6 years. In this regard, protection of river banks and buffer zones, management and control of water flows from volcanoes and gullies are among the priorities of the district. In addition, the focus will be to increase the areas covered by forest and maintain existing forests by reducing the use of trees

as source of cooking energy. Last but not least, terraces and use of organic manure will be strengthened.

4.5.3 HIV/AIDS and Non-Communicable Diseases

Reducing HIV/AIDS, Communicable Diseases and Non-Communicable Diseases (NCDs) is one of the priorities of the district. The following interventions were proposed and will help to reduce mortality rate due to HIV/AIDS, Communicable Diseases and Non-Communicable Diseases (NCDs):

-  Awareness campaigns on HIV/AIDS, Communicable Diseases and Non-Communicable Diseases (NCDs) will be conducted in all villages.
-  Raise youth awareness on HIV/AIDS prevention
-  Community mobilization, especially youth and women for voluntary testing and prevention.
-  Ensure availability, accessibility and affordability of quality health care for NCD patients, whereby all Health centres will be capacitated so that they are able to take care of NCD patients.
-  A palliative health care center will be constructed in Shyira sector
-  Community mobilization for sport exercises and healthy feeding
-  Ensure universal access to ARVs for all HIV/AIDS patients.

4.5.4 Disability and Social Inclusion

The district is committed to improve the lives of disabled people and ensure that their socio-economic conditions are improved. For this to happen, the district will intervene as follows :

- All poor PwDs will be provided with houses connected to electricity (on-grid or off-grid);
- All PwDs will have easy access to primary, secondary and TVET education;
- PwDs will be provided with assistive devices;
- Schools at all levels will have facilities for PwDs;
- Playgrounds will be constructed and equipped for PwDs;
- Teachers at all levels will be trained to teach and take care of pupils with special needs.

4.5.5 Gender and Family Promotion

Gender and family promotion approach is enshrined in the centre of the NST1 as a cross cutting area (CCA), and has to be mainstreamed in all sector policies, programmes and strategies. Nyabihu District Development Strategy also identifies gender as a cross cutting area, the district must therefore engage more effectively both men and women in its programmes planning and implementation. In line with NST1, the Nyabihu DDS is expected to ensure that men and women have equal access, participation and control of existing socio-economic opportunities. It ensures also that the needs of all groups with special needs are addressed for achieving equitable and sustainable development in the district contributing therefore, to sustainable and inclusive economic growth.

Nyabihu DDS will contribute to key gender and social related concerns that include among others: improving nutrition status among mothers and children by replication of measures for family access to balanced and enriched food at the sector and cell levels. In this regard, the Early Childhood Development services (ECDs) will be scaled up to cell level. Women headed household who are in vulnerable categories will be supported to resettle in IDP model villages from High Risk Zones. Nyabihu district will particularly ensure quality education for boys and girls, but special focus will be to increase girl's enrolment in TVET. The district efforts towards Rwanda modern household will enhance women and men access to modern infrastructure by enhancing access to water, sanitation and sustainable energy packages and ensure GBV free households.

Awareness on HIV and family planning will be enhanced targeting women and men. As the district has embarked on transformation journey, Nyabihu Women investment Fund will be launched as a local initiative to improve women's upgrade in business industry and to address livelihood issues related to subsistence agriculture. The district will also engage in integrating women and youth in capacity building initiatives, through entrepreneurship, financial literacy, business advisory services to enhance job access.

Finally, to ensure transformational governance in the next 6 years the district will strengthen accountability measures to prevent and respond to gender based violence cases, and initiatives to prevent and address the special problems of early pregnancies facing young females students. Last but not least, efforts for child protection from all forms of violence

and forced labor will focus in their retention in primary and secondary schools and prevent school drop outs.

4.5.6 Disaster Management

Nyabihu district is committed to disaster management and to disaster risks mitigation. In this regard, the following interventions were elaborated:

- Strengthen land administration and management to ensure optimal allocation and optimal use of land. Master plans will be elaborated and rigorously implemented;
- Planting trees species along the rivers and mining sites;
- Promote rainwater harvesting systems.

CHAPTER 5: IMPLEMENTATION OF NYABIHU DDS

The effective implementation of DDS requires the active engagement of all concerned stakeholders. Each of the stakeholders will have key roles to play and failing to play assigned role will jeopardize directly or indirectly the implementation of Nyabihu DDS.

5.1 Sequencing of interventions (Implementation Plan)

All planned projects per intervention sector are presented in table 12 below. The table also indicates the implementation period.

Table 12: Planned projects per intervention sector

PLANNED PROJECTS IN THE AGRICULTURE & LIVESTOCK SECTOR							
#	Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
1	Training farmers on modern agricultural techniques	500 (all sectors)	500 (all sectors)	1000 (all sectors)	1000 (all sectors)	1000 (all sectors)	1000 (all sectors)
2	Increase 318ha of the area under irrigation through Small Scale Irrigation Technologies	54ha in Karago Sector	72ha in Karago & Mulinga sectors	90ha in Karago, Mulinga & Jomba sectors	42ha in Shyira Sector	30ha in Rurembo sector	30ha in Rugera sector
3	Construction of 2100ha of radical and progressive terraces	350ha	350ha	350ha	350ha	350ha	350ha
4	Construction of greenhouses for improved seeds multiplication	1 in Bigogwe sector	1 in Kabatwa sector:	1 in Jenda sector	1 in Karago sector	1 in Mukamira sector	0
5	Construction of model storehouses for seeds of Irish potatoes	2 in Bigogwe sector	2 in Kabatwa sector	2 in Jenda sector	2 in Karago sector	2 in Mukamira sector	0
6	Construction of cold storage rooms for Irish potatoes	0	0	1 in Mukamira Sector	1 in Jenda Sector	0	0
7	Increase area covered by horticulture and Support horticulture value chain	200ha in Kabatwa, Rugera, Jenda, Bigogwe& Mukamira	200ha in Shyira, Rugera, Jenda, Bigogwe& Mukamira	200ha in Kabatwa, Karago, Jenda, Bigogwe& Mukamira	200ha in Rambura, Mulinga, Jenda, Bigogwe& Mukamira	200ha in Kintobo, Jomba, Jenda, Bigogwe & Mukamira sectors	200ha in Shyira, Rurembo, Jenda, Bigogwe& Mukamira
8	Increase area covered by coffee	0	20ha in Shyira & Rugera sectors	0	20ha in Rurembo & Jomba Sectors	20ha in Shyira, Rugera, Rurembo & Jomba Sectors	0
9	Increase tea production by	0	50ha in	50ha in	0	0	0

	increasing ha of tea plantation		Karago,Mulinga,Rambura and Kintobo Sectors	Karago,Mulinga,Rambura and Kintobo Sectors			
10	Construct banana agro-processing plant	0	0	1 in Shyira or Rugera Sector	0	0	0
11	Construct horticulture (calottes) agro-processing plant	0	0	0	1 in Mukamira sector	0	0
12	Construct animal feed production plant	0	0	1 in Bigogwe sector	0	0	0
13	Artificially inseminate 16,650 cows	2,550 in all sectors	2,550 in all sectors	3,150 in all sectors	3,750 in all sectors	4,350 in all sectors	4,950 in all sectors
14	Vaccinate domestic animals against LSD, BQ & Brucellosis	Average of 20.000 domestic animals in all Sectors	Average of 22.000 domestic animals in all Sectors	Average of 24.000 domestic animals in all Sectors	Average of 25.000 domestic animals in all Sectors	Average of 27.000 domestic animals in all Sectors	Average of 30.000 domestic animals in all Sectors
15	Construction of crush or hallway (Impango) at cell level	0	50 in Kabatwa, Rugera, Jenda, Bigogwe& Mukamira	20 in Karago, Mulinga,Rambura and Kintobo	0	0	0
16	Modernize Gishwati Ranches by connecting 100km of Water Supply System	20km in Gishwati ranches	20km in Gishwati ranches	20km in Gishwati ranches	20km in Gishwati ranches	20km in Gishwati ranches	0
17	Training the community animal health workers (para-veterinarians) and equip them with veterinary kits	10 in the whole district	10 in the whole district	10 in the whole district	10 in the whole district	10 in the whole district	0
18	Construct small butcheries	0	0	1 in Mukamira Sector	0	1 in Jomba sector	0
19	Construction of 7 Milk Collection Centres	0	2 in Karago, Muringa Sectors	3 in Rambura, Kintobo Sectors	2 in Jomba and Rurembo Sectors	0	0
PLANNED PROJECTS IN THE PRIVATE SECTOR DEVELOPMENT & YOUTH EMPLOYMENT							
1	Construct 4 TVETs	0	1 in Jomba sector	1 in Kabatwa sector	1in Shyira Sector	0	1 in Mulinga Sector

2.	Hands-in training of 1350 youth	100 (coming from all sectors)	150 (coming from all sectors)	200 (coming from all sectors)	250 (coming from all sectors)	300 (coming from all sectors)	350 (coming from all sectors)
3	Construction of 4 Integrated Craft Production Centers (ICPCs/ Udukiri)	0	1 in Jenda Sector	0	1 in Rambura Sector	1 in Bigogwe Sector	1 in Shyira Sector
4	Construction of 3 craft show rooms	0	1 in Mukamira Sector	1 in Shyira Sector	0	1 in Bigogwe sector(Kora)	0
5	Completion of the Construction of ICPC Jenda		0	1 In Jenda sector	0	0	0
6	Construction of 2 helipads	0	0	1 in Shyira Sector	0	1 in Kabatwa sector	0
7	Construction of 3 camping sites	0	0	0	1 in Bigogwe Sector	1 in Kabatwa sector	1 in Jenda Sector
8	Construction of KABATWA Hotel	0	0	0	1 in Kabatwa sector	0	0
9	Construction of Mont Muhe Hotel	0	0	1 in Rambura sector	0	0	0
10	Develop the touristic site of Karago lac	0	0	0	Construction of Karandaryi Mini motel	0	0
11	Elaboration of Eco-touristic master plan for the district	0	0	50% of completion	100% of completion	0	0
12	Construction of ecotourism showrooms and miseum	0	0	1in Kabatwa sector	1 in Mukamira sector	0	
PLANNED PROJECTS IN THE TRANSPORT SECTOR							
1	Rehabilitation of Kadahenda-Kivunja- road to access Karago lac (10kms)	0	0	10 km in Karago sector	0	0	0

2	Construction of Kadahenda-Gakoma- road to access Karago motel (2 kms)	0	0	0	2km in Karago sector	0	0
3	Rehabilitation of 17km of the road to access the MCC Gakamba and Gishwati	0	0	10 km in Mulinga sector	7 km in Mulinga sector	0	0
4	Rehabilitation of Mukamira- Cyunyu-Bihinga earth road (6km)	0		50% completion in Kintobo sector	100% completion in Kintobo, Mukamira and Karago sectors	0	0
5	Rehabilitation of Kirogotero - Rurembo - Mubayu earth road of 25km	0	0	10km in Rurembo	15km in neighbouring sectors	0	0
6	Rehabilitaion of Kagogo - Gakamba-Nyirabihururu- PENNAP earth road of 11km	0	0	5 km in Rambura & Mulinga sectors	6 in Mulinga and Bigogwe Sectors	0	0
7	Rehabilitation of RUBAYA - GISIZI earth road of 11km	0	0	0	6km in Mulinga	5 km in Mulinga sector	0
8	Rehabilitation of Gasiza- Kibisabo-Mashya-Musenyi- Muhe earth road of 29km	0		10km in Rambura sector	7km in Rambura sector	7km in Rambura sector	5 km in Rambura sector
9	Construction of Gashyushya-Nyakiriba earth road of 5km	0	0	5km in Rugera sector	0	0	0
10	Rehabilitation of Kiyira- Kamuhe earth road of 1.5km	0	0	0	1.5 km in Kabatwa sector	0	0
11	Construction of Mukamira- Kinyengagi earth road of 8km	0		2 km in Mukamira sector	6 in Jenda & Kabatwa sectors	0	0
12	Construction and operationalization of cable car on 8km	0	0	0	0	8km of cable car in Kabatwa	0

						sector	
13	Rehabilitation of Shaba-Kiyira road of 8km	0	0	8km in Kabatwa sector	0	0	0
14	Rehabilitation of Sashwara-Kareba road of 9km	0	0	0	9km in Jenda sector	0	0
15	Rehabilitation of 14 small bridges	0	2 in Mulinga	7 in Bigogwe , Jenda, Mukamira	5 in Rambura, Rurembo and Rugera		
16	Construction of 23 small bridges	0	8 in Shyira, Jomba & Mulinga	6 in Rambura, Rurembo & Rugera	5 in Karago, Kintobo & Mukamira	4 in Bigogwe, Jenda, Mukamira & Kabatwa	0
PLANNED PROJECTS IN THE ENERGY SECTOR							
1	Extension of Electricity Connectivity to the LED Infrastructures (at least on 35km)	0	15 km in Mukamira	20km in Shyira & Jomba	0	0	0
2	Rehabilitation of electrification line from Kibisabo to Muhe (50km)	0	0	25 km in Rambura sector	25 km in Rambura sector	0	0
3	Construction of new electrical line on 35km	0	10 km in in Shyira, Jomba & Mulinga	15km in Rambura, Rurembo & Rugera	10km in in Karago, Kintobo & Kabatwa	0	0
4	Construction of 3 hydropower plants	0	Rubagabaga hydropower plant/ Shyira sector	Giciye III/ Rugera sector	Nyamyotsi Hydro power plant/ Rugera	0	0
PLANNED PROJECTS IN WATER AND SANITATION SECTOR							
1	Construction of 5 public toilets		1 in Mukamira sector	2 in Jenda & Bigogwe sectors	1in Rambura sector	0	0
2	Construction of 1 modern landfill	0	0	0	1 in Mukamira sector		

3	Construction of 3 small landfills	0	0	1 in Bigogwe	1 in Kabatwa	1 in Shyira	
PLANNED PROJECTS IN URBANIZATION & RURAL SETTLEMENT							
1	Construction of 30km of paved road in Mukamira town	0	0	0	15km in Mukamira town	0	15km in Mukamira town
2	Construction of 148 km of earth road in Mukamira town	0	0	30km in Mukamira sector	35km in Mukamira sector	35km in Mukamira sector	45km in Mukamira sector
3	Construction of 40.5km of public lighting	0	0	25 in Mukamira sector	10km in Bigogwe sector	5.5 km in Rambura sector	0
4	Construction of Vunga and Kora car parks	0	0	1 car park in shyira sector/Vunga	0	1 car park in Mukamira/ Kora	0
5	Extension of Mukamira car park	0	Extension of Mukamira car park	0	0	0	0
6	65 Villages (Imidugudu) provided with integrated basic infrastructure	0	10 Villages in Mulinga, Jomba & Shyira	15 villages in Rambura, Rurembo & Karago	12 villages in Bigogwe, Jenda & Mukamira	18 villages in Kabatwa, Karago & Kintobo	10 villages in Rugera sector
7	3,948 HHs relocated from High Risk zones	658 (in all sectors)	658 (in all sectors)	658 (in all sectors)	658 (in all sectors)	658 (in all sectors)	658 (in all sectors)
8	Construction of 8 IDP model villages (in terms of 1 in each sector)	0	1 in Rambura	1 in Rurembo	1 in Karago & 1 in Mulinga sector	1 in Jomba & 1 in Kintobo sector	1 in Kabatwa & 1 in Rugera sector
PLANNED PROJECTS IN ICT SECTOR							
1	Construction and equipping 6 village knowledge hubs (lbyumba mpahabwenge)	1 in Rurembo	2 in Karago Mulinga sectors	2 in Jomba & Kintobo sectors	1 in Kabatwa sector	0	0
2	Purchase and distribute 915 computers (laptops) to LG staff (all levels)	100 (all levels)	200 (all levels)	250 (all levels)	200 (all levels)	200 (all levels)	0

3	Connecting 73 Cell offices to internet	10 Cells in Kabatwa, Jenda & Mukamira Sectors	15 Cells in Kintobo & Rugera Sectors	15 Cells in Bigogwe, Karago, & Rambura Sectors	15 Cells in Muringa & Jomba Sectors	18 Cells in Shyira & Rurembo sectors	0
4	Connecting 16 Health Facilities (HFs) with internet connection	8 HFs in Kintobo Rugera Bigogwe Karago Rambura Sectors	8HFs in Muringa , Jomba, Shyira & Rurembo Sectors	0	0	0	0
5	Connecting 31 secondary & TVET schools with internet connectivity	5 SS &TVETs in Kabatwa Jenda Mukamira Sectors	5SS &TVETs in Kintobo Rugera Sectors	8 SS &TVETs in Bigogwe Karago Rambura Sectors	8 SS &TVETs in Muringa & Jomba Sectors	5 SS &TVETs in Shyira Rurembo Sectors	0
PLANNED PROJECTS IN ENVIRONMENT AND NATURAL RESOURCES SECTOR							
1	Increase of 11,000 ha covered by Agroforestry trees	2,000ha (all sectors)	2,000ha (all sectors)	2,000ha (all sectors)	2,000ha (all sectors)	3,000ha (all sectors)	2,100 ha (all sectors)
2	Distribution of 3,300 Rain water harvesting systems	300 (all sectors)	400 (all sectors)	500 (all sectors)	600 (all sectors)	700 (all sectors)	800 (all sectors)
3	Construction of 3 meteo mini stations	0	1 in Shyira	1 in Kabatwa	0	1 in Rugera	0
4	Construction of canalization of 20km for water flows from Volcanoes	0	0	5km in Genda sector	8km in Bigogwe sector	7km in Mukamira sector	
PLANNED PROJECTS IN SOCIAL PROTECTION							
1	Distribution of 5,374 small livestock	674 (all sectors)	700 (all sectors)	850 (all sectors)	950 (all sectors)	1000 (all sectors)	1200 (all sectors)
2	Distribution of 7,068 cows	1,018 (all sectors)	1,050 (all sectors)	1,150 (all sectors)	1,200 (all sectors)	1,250 (all sectors)	1,400 (all sectors)
3	Rehabilitation of 125 houses of Genocide survivors	10	20	20	25	25	25
4	Construction and/or rehabilitation of 650	50 (all sectors)	70 (all sectors)	90 (all sectors)	120 (all sectors)	140 (all sectors)	150 (all sectors)

	houses for poor households						
5	Construction of 2 elderly centres	0	0	0	1 in Shyira	0	1 in Bigogwe
6	Distribution of 255 assistive devices for PwDs	35 in all sectors	40 in all sectors	40 in all sectors	45 in all sectors	45 in all sectors	55 in all sectors
7	Construction of 69 ECDs	2 in Rambura	5 in Jenda & Bigogwe	8 in Rurembo, Karago Shyira sectors	10 in Jomba, Rugera, Shyira & Kintobo	13 in Jomba, Kintobo, Mulinga, Mukamira Sectors	15 in Mulinga, Rugera & Kabatwa Sectors
PLANNED PROJECTS IN HEALTH SECTOR							
1	Construction of Mukamira Hospital	0	0	0	1 in Mukamira sector	0	0
2	Construction of health centre	0	0	1 in Jomba sector	0	0	0
3	Construction of 59 health posts (in terms of 1 in each Cell)	3 in Rurembo, Karago Shyira sectors	8 in Karago, Kintobo, Mulinga sectors	10 in Jenda, Karago & Bigogwe sectors	12 in Mulinga, Rugera & Kabatwa Sectors	13 in Jomba, Kintobo, Mulinga, Mukamira Sectors	13 in Rambura, Karago & Rurembo sectors
4	Connecting Health Facilities (HFs) with internet connection	0	8 in Rambura, Rurembo, Karago, Shyira	7 in Jenda, Mukamira, Bigogwe, Mulinga, Rugera & Kabatwa Sectors	0	0	0
5	Providing 13 health centres with clean water and electricity	-0	2 in Karago Shyira sectors	4 in Kintobo, Muringa Sectors	7 in Kabatwa, Jomba, Rurembo & Rugera Sectors	0	0
PLANNED PROJECTS IN EDUCATION SECTOR							
1	Construction of 367 classrooms	75 in Rambura, Rurembo, Karago & Muringa sectors	69 in Jenda, Mukamira & Bigogwe sectors	60 in Rugera, Shyira & Kabatwa sectors	64 in Kintobo, Karago & Rambura sectors	45 in Mukamira, Kabatwa & Jenda sectors	54 in Rugera, Bigogwe & Karago sectors
2	Construction of 267 of pre-primary schools	30 in Rambura, Rurembo, Karago Muringa Sectors	35 in Jenda, Mukamira, Bigogwe	48 in Rugera, Shyira & Kabatwa	68 in Kintobo, Karago, Rambura	60 in Mukamira, Kabatwa, Bigogwe & Jenda	26 in Rugera, Shyira & Kintobo

3	Rehabilitation of 248 schools (primary & secondary)	52 in Kintobo, Karago, Rambura & Mukamira Sectors	44 in Mukamira, Kabatwa, Bigogwe & Jenda sectors	40 in Rambura, Rurembo, Karago & Muringa sectors	40 in Kabatwa, Jomba, Rurembo & Rugera Sectors	37 in Rurembo, Jenda, Shyira sectors	35 in Kintobo, Rugera & Bigogwe sectors
4	Construction of 1468 latrines in schools	210 in Kintobo, Karago, Rambura & Mukamira Sectors	280 in Kabatwa, Jomba, Shyira & Rugera Sectors	290 in Rambura, Rurembo, Karago & Muringa sectors	218 in Mukamira, Kabatwa, Bigogwe, Rugera & Jenda sectors	215 in Jomba, Kintobo, Shyira & Rugera Sectors	255 in Rurembo, Jenda, Shyira sectors
5	Construction of 35 kitchens & dining rooms for 35 schools	0	10 in Rambura, Rurembo Sectors	15 in Karago Muringa, Shyira & Kintobo sectors	10 in Bigogwe, Jenda & Mukamira sectors	0	0
6	Construction of 53 girls rooms for Menstrual Hygiene Management	6 in Rambura & Rurembo Sectors	9 in Karago Muringa, Shyira & Kintobo sectors	8 in Bigogwe, Jenda & Mukamira sectors	5 in Rurembo, Jenda, Shyira sectors	10 in Mukamira, Kabatwa, Bigogwe, Rugera & Jenda sectors	15 in Karago, Rambura & Muringa sectors
PLANNED PROJECTS IN GOVERNANCE							
1	Construction of District Gymnasium	0	0	0	1 in Mukamira sector	0	0
2	Construction of District Stadium	0	0	0	0	1 in Mukamira sector	0
3	Construction of 9 recreational grounds (football) and/or upgraded	1 in Rurembo sector	1 in Karago sector	1 in Jenda sector	2 in Rugera & Shyira sectors	2 in Kabatwa & Kintobo sectors	2 in Rambura & Mukamira sectors
3	Purchasing Car security control	District	0	1 at District level	0	0	0
4	Equipping District new building	District	District	District	-	-	-
5	Construction of 22 cells' offices	0	6 in Rurembo, Karago Muringa Sectors	6 in Rambura, Karago and Jenda sectors	10 in Rugera, Kintobo, Shyira & Kabatwa sectors	0	0
6	Upgrade 4 Sector offices	0		2 in Muringa, Kintobo sectors	2 in Rugera & Shyira sectors		

5.2 DDS Implementation Strategy

5.2.1 Roles and responsibilities of stakeholders

The effective implementation of DDS requires the District to collaborate with many stakeholders at the central level, including technical ministries, development partners, civil society and faith-based organizations and the private sector. At the local level, community should be actively engaged in the implementation of DDS. All of these stakeholders have key roles and responsibilities in terms of facilitating the achievement of District Development Strategy

5.2 Central government institutions and their agencies

Overall, the central government is responsible for setting policies and ensures that the resources (human, financial and material) required for implementation of such policies are channelled to local and on time. Again, it oversees whether provided resources are used rationally to implement intended programs.

Different ministries and government specialized agencies should participate in the implementation of DDS, but some will play key roles and will have many responsibilities than others. Generally, the drivers of economic transformation in Nyabihu district are among others: modernized agriculture and livestock, agro-processing, improved rural infrastructure (feeder roads, water and electricity) and eco-tourism development. Thus, ministries such as MINAGRI and its agencies (RAB, NAEB), MININFRA and its agencies (WASAC, REG, RHA, RMF and RTDA), MINALOC and its agencies (LODA, RGB) and MINECOFIN and its agencies, especially RDB will play key roles in the implementation of Nyabihu DDS. Also, MINEDUC and its agency (WDA) and MINISANTE and its agency RBC will intervene largely in the implementation of DDS.

5.2.1: MINAGRI

The main missions of the Ministry of Agriculture and Animal Resources are all about increasing production and productivity of agriculture and livestock. Given the importance of agriculture and livestock in the lives of the population and the potentialities for agriculture and livestock development in the district, one of the main priorities of Nyabihu District is to modernize this sector by using modern farming techniques(Irrigation and land use consolidation), increasing the use of agricultural inputs (fertilizers and quality seeds), and

modernizing Gishwati ranches through intensive artificial insemination. It is in this regard that MINAGRI will play an essential role in helping the District to achieve its mid-term targets in the agriculture and livestock sector.

5.2.1.1: National Agricultural Export Development Board (NAEB)

NAEB has responsibilities of supporting research on agricultural and livestock products for export, identifying locations for processing factories, supervising and training private operators and cooperatives involved in agricultural and livestock production for export, supporting investment in industry and infrastructure to add value to agricultural and livestock products for export. In this perspective, MINAGRI via NAEB will play a key role in supporting investment in agro-processing industries and infrastructure to add value to agricultural and livestock products for export in Nyabihu district.

5.2.1.2: Rwanda Agricultural Board (RAB)

RAB's vision is *“improved food security and livelihoods of all Rwandans by transforming agriculture from subsistence into modern farming”*. It has responsibilities of preventing and fighting animal diseases and implementing appropriate strategies meant for ensuring control, prevention, diagnosis and treatment of animal diseases; supporting and coordinating agricultural extension; supporting agricultural and animal husbandry cooperatives towards a better service; to mention but a few.

Considering RAB's mission and responsibilities and Nyabihu DDS priorities in agriculture and livestock sector, one can clearly realize how important the contribution of RAB in the implementation of Nyabihu DDS will be.

5.2.2 Ministry of Infrastructure (MININFRA)

Transport, energy, water and sanitation, urbanization, human settlement and housing development all fall under MININFRA. MININFRA's Mission include among others: (i) To initiate programs to develop, rehabilitate and maintain an efficient and integrated national transport infrastructure network, including roads, bridges, airports, railways, and water transportation; (ii) To initiate, develop and facilitate urban development programs and promote grouped settlement (Imidugudu).

Developing transport infrastructure (feeder roads and bridges), ensuring 100% coverage for electricity and water and improving rural settlement are among critical Nyabihu DDS

priorities. Therefore, MININFRA via its agencies will play a critical role in the implementation of Nyabihu DDS.

5.2.2.1 WASAC

WASAC has the mandate to develop and operate water and sanitation infrastructure and deliver related services in the country. As previously shown in the log frame, 100% access to clean water and sanitation by the citizens is a key intervention for Nyabihu district. Therefore, this critical priority cannot be achieved by the Nyabihu district without WASAC interventions. Partnership and close collaboration between the district and WASAC is the condition to achieve 100% clean water coverage in the district.

5.2.2.2 The Road Maintenance Fund (RMF)

RMF is mandated to ensure collection and funding for the maintenance of road networks in Rwanda. As specified in Nyabihu DDS, km of feeder roads will be rehabilitated and bridges constructed or rehabilitated. In addition, some km of asphalt road will be constructed in Mukamira town. Thus, the implementation of road projects contained in the Nyabihu DDS will require the interventions of RMF.

5.2.2.3: Rwanda Energy Group (REG)

The Rwanda Energy Group Limited was incorporated to expand, maintain and operate the energy infrastructure in the Country. One of the responsibilities of REG is to optimize generation capacity and economic plant dispatch to meet short and long-term energy supply requirements. It is in this regard that the target of 100% coverage for electricity cannot be achieved by the district without close collaboration with REG. Interventions of REG are critical to achieve the set targets in the energy sector.

5.2.2.4 Rwanda Housing Authority (RHA)

RHA' mission is for sustainable urbanization, construction industry and human settlement. Urbanization and rural settlements, especially the relocation of HHs in HRZs and scattered HHs and the construction of IDP model Villages are among the top Nyabihu DDS priorities. Therefore, the role to be played by RHA for the implementation of Nyabihu DDS priorities in the domain of urbanization and rural settlements is vital.

5.2.3 Ministry of Local Government (MINALOC)

MINALOC has the responsibility for the overall decentralization process and coordinating district development and governance. In this regard, the role of MINALOC in the implementation of Nyabihu DDS will be fundamental. The following MINALOC agencies will largely intervene for the Nyabihu DDS implementation.

5.2.3.1 Local Administrative Entities Development Agency (LODA)

LODA focuses on Local Economic and Community Development, Social Protection, and capacity building of local administrative entities. Moreover, LODA does monitoring and evaluation on the implementation process of development programs in local governments. Considering its key mission which is to support and funding development programs in local governments, one may clearly realizes how critical the role of LODA in the implementation of Nyabihu DDS will be, especially in the implementation of Nyabihu LED projects.

5.2.3.2: Rwanda Broadcasting Agency (RBA)

RBA's mission is to inform, educate and entertain while keeping in mind the best interests of the general Rwandan population. The implementation of Nyabihu DDS requires active engagement of the people, and the engagement of people requires the change of their mind-sets. Social Media, especially RBA is very important social change agent or actor. It is in this regard that Nyabihu district considers RBA as partner in DDS implementation.

5.2.3.3: Rwanda Association of Local Government Authorities (RALGA)

RALGA core mandate consists of member's representation, advocacy and capacity building in different development domains, such as governance and decentralization. It is responsible for supporting the decentralization process and to promote transparent and accountable local government in Rwanda. The district of Nyabihu considers RALGA as important partner in the implementation of DDS, especially in the domain of capacity building through recruitment and training of the staff.

5.2.4 Ministry of Trade and Industry (MINICOM)

MINICOM has many objectives, such as : (i) To create a business environment conducive to growth and (ii) To support private sector growth and job creation with a focus on SMEs. Nyabihu District seeks to develop its industrial park (Nyabihu Industrial Park), but also to

promote agro-processing of agricultural and livestock products. In this context, MINICOM is viewed as important stakeholder, especially for the implementation of DDS priorities related to industrialization and off-farm jobs creation.

5.2.4.1 Rwanda Development Board (RDB)

RDB is mandated to support private investment and business development in Rwanda. As Nyabihu District seeks to promote eco-tourism and scale-up private investment in touristic infrastructure, RDB will assist towards identifying investors, showing them the potentialities of the district and linking investors with district authorities for eco-tourism development.

5.2.4.2 Rwanda Cooperative Agency (RCA)

RCA mission is to develop the cooperative sector in Rwanda. It has the responsibilities which are to: (i) Assisting cooperative organizations in their capacity building through training and seminars of its members and managers; and (ii) Registering cooperative organizations and assigning to them legal personality.

There are a quite number of cooperatives in the Nyabihu district. The small number of those cooperatives is formal, while the large number of them is informal. In the next 6 years, promoting and supporting cooperatives are among the top priorities of Nyabihu DDS. In this angle, RCA will play an important role in accompanying the district to build and strengthen the capacities of cooperatives and to improve their operations.

5.2.4.3 Business Development Fund (BDF)

BDF's role is to promote alternative financing avenues at reasonable costs to help small businesses access credit by providing credit guarantees. It is also a pillar in the National Employment Program (NEP).

In the next 6 years, Nyabihu wishes to promote off-farm job creation through the development of SMEs. The district seeks to support MSMEs, so that they become real actors in the development of the district. In this regard, BDF will play a key role and the district will need to work closely with BDF.

5.2.5 Ministry of Environment and Natural Resources

Ministry of Environment' mission is to ensure the protection and conservation of the environment and ensure optimal and rational utilization of natural resources for sustainable national development.

A number of projects aimed at protecting environment and effective utilization of natural resources have been identified and put in Nyabihu DDS. Therefore, the implementation of those projects will necessitate the intervention of MINIRENA through its agencies, especially REMA and RNRA.

5.2.6 Ministry of Lands and Forestry (MINILAF)

MINILAF has the general mission to ensure sustainable protection, conservation and development of lands and forestry. As the district has priorities related to land management and forest protection, MINILAF is a partner and will play a key role in the implementation of district priorities related to land and forest management.

5.2.7 Ministry of Gender promotion (MIGEPROF)

MIGEPROF is mandated to ensure strategic coordination of policy implementation in the area of gender, family, women's empowerment and children's issues.¹² Gender has been mainstreamed in the Nyabihu DDS. MIGEPROF is expected to assist and accompany the district in all priorities and projects aimed at promoting gender equality and women's empowerment.

5.2.8 Ministry of Health (MINISANTE)

The main goal of the Ministry of Health is to provide and continually improve the health services of the Rwandan population through the provision of preventive, curative and rehabilitative health care thereby contributing to the reduction of poverty and enhancing the general well-being of the population¹³.

Priorities and projects in Health sector were identified and put in the Nyabihu DDS. There is no doubt that the implementation of those projects will require active involvement of MINISANTE in general and its agencies like RBC in particular

5.2.9 Ministry of Education (MINEDUC)

The vision of the Ministry of Education (MINEDUC) is to provide the citizens of Rwanda with equal opportunities to high quality education through world class learning facilities¹⁴. Promoting quality education and ensuring equitable access to quality education are among the priorities of the district in the next 6 years. As a result, classrooms, latrines, dining rooms and kitchens will be constructed and/or rehabilitated. It is in this context that MINEDUC will

¹² MIGEPROF. Mission and Vision [available on [www. Migeprof.gov.rw](http://www.Migeprof.gov.rw)]

¹³ <http://www.moh.gov.rw/index.php?id=231>

¹⁴ <http://mineduc.gov.rw/about-us/vision/>

intervene and will play an important role in the implementation of Nyabihu DDS, especially in the sector of education.

5.2.8: Other Ministries

Though the above-mentioned ministries and agencies might play an important role in the implementation of Nyabihu DDS, some other ministries will play role in the implementation of Nyabihu DDS. Those are; Ministry of Youth and ICT, Ministry of Defence, Ministry of Justice, Rwanda Mines, Petroleum and Gas Board, to mention but a few.

5.3 Development partners

Development Partners have played and they will continue to play an important role in supporting Nyabihu District to achieve its development priorities contained in DDS and LED documents. In the past, development partners did investments, provided financial and technical support and assisted in capacity building. Thus, there is no doubt that Development Partners will continue supporting for the implementation of the Nyabihu DDS.

5.3.1 Role of Non Governmental Organizations (NGOs)

NGOs (Local, Regional & International) will be engaged in supporting the implementation of Nyabihu DDS priorities, especially in health, education, fight against extreme poverty, preventing malnutrition, environment protection and in building capacities of the population. For the smooth intervention of NGOs, conducive environment will be guaranteed.

5.3.2 Private sector

Private sector is expected to play a critical role in the implementation of Nyabihu DDS. However, the district should ensure that basic infrastructure to facilitate trade and production of goods and services are in place and that the business environment is conducive for investors (zero corruption, reduced bureaucracy and easy procedures for investment).

5.3.3 Role of Civil Society Organizations (CSOs)

Civil society Organizations, especially Faith Based Organizations have an important role in the implementation of the Nyabihu DDS. Apart from socio-economic projects, such as construction of schools, health centres etc. they have a role to play about the sensitization and mobilization of people on various government policies and programs. CSOs are very important social change actors and will help for the mind-set changes. Also, CSOs will help to promote Rwandan culture, especially ethical values which are the foundation for unity among Rwandans.

5.4 Role of the population

Without active engagement of population, the implementation of DDS may be weakened. There is no doubt that through UMUGANDA and other channels citizens will be engaged in DDS implementation. Citizens will participate in the construction and sustainable protection of the infrastructure through Umuganda. Furthermore, citizens will intervene in community policing, in the prevention of drug abuse, to mention but a few.

5.5 Role of the District

The implementation of DDS requires active engagement of all district organs and at all levels. Therefore, effective communication, collaboration and coordination are fundamental. The role of the district will be, but not limited to: (i) spearhead the implementation of the DDS; (ii) set guidelines and coordinate different activities of various stakeholders; (iii) mobilize resources for DDS implementation; (iv) create conducive environment for business and investment competitiveness; and (v) ensure good management of scarce resources (value for money). In addition, it is the role and responsibilities of the district to ensure that networks with different stakeholders are created and exploited. Last but not least, the role of the district will be to monitor and evaluate the activities of partners and ensure that their activities are in alignment with the district mid-term vision (DDS).

5.6 Role of the Province

The role of the Province will be that of coordination of DDS implementation by the districts. It will ensure that Action Plans and Imihigo are in alignment with DDS. In addition, the role of the province will be to accompany (advisory role) the districts and to provide supports when necessary (advocacy role) in order for the districts to implement DDS as planned. Last but not least, the role of the province will be to monitor and evaluate the activities of partners, their performances and ensure that their activities are aligned with the government visions (Vision 2020, NST1 and Vision 2050).

5.7 Assessment of Risks and mitigation strategies

The implementation of DDS priorities would not be implemented exactly as planned, because of unexpected and uncontrollable circumstances. The experiences in the implementation of

the last DDP showed that unpredicted obstacles are inescapable, however, can be mitigated. The unpredicted limitations which may hinder the implementation of DDS might be technical, financial and environmental.

- **Technical**

Lack or insufficient skills among district staff might jeopardize DDS implementation. Risks related to limited skills can be mitigated through: (i) prior identification of skills gaps and training needs; and (ii) organizing training of staff to fill in the gaps. It was previously shown (2012/13-2016/17) that lack or poor communication and coordination delayed the implementation of DDP. This limitation could be mitigated through instigating effective communication and collaboration between different organs in the district (Imikorere n'imikoranire hagati y'inzego mu Karere). Again, lack or weak monitoring and evaluation system was indicated as hindrance to the implementation of last DDP. There were no clear and effective monitoring and evaluation mechanisms to identify weaknesses, mistakes, irresponsibility in the implementation of DDP. As a result, some important priorities were partially implemented or not implemented at all. This time, clear and strong monitoring and evaluation mechanisms would be put in place to ensure effective implementation of DDS. Well prepared and regular meetings with all stakeholders will be indispensable.

- **Resources limitations**

The implementation of DDS will require resources (financial, human and material resources). However, the experience from last DDP implementation during EDPRS 2 showed that many of planned priorities were not implemented due to lack or insufficient resources. District own resources represented only 5-6% of the total budget for DDP implementation¹⁵. This was a very big hindrance as the district depended largely on the central government funding and on funding from other partners. Lack of financial independence and autonomy jeopardize the implementation of the district priorities. Most of the time, those funds or transfers from outside are not provided to the district on time and this delay the implementation of planned projects. Also, some district partners do not honour their promises or honour partially their promises. Diversifications of sources of own revenue is one of the strategies for the district to raise its financial independence. The district should increase its own revenue by ensuring that collection of district taxes and levies are maximized. District should ensure that regular communication with stakeholders is done and reminding messages or emails are sent to those

¹⁵ Nyabihu District. 2017. Evaluation of DDP implementation

who delay to honour promises. Last but not least, district should increase local investments by involving more the private sector.

- **Lack or poor engagement of the private sector**

Many of LED projects as contained in DDS will require active engagement of the private sector for their implementation. However, it was shown that the private sector is reluctant to invest in the districts which are rural like Nyabihu. Private operators are too much hesitant to engage in projects which demand big investments, such as hotel, industry etc... One of the reasons is lack of reliable basic infrastructure, such as good roads, water, electricity and internet. To mitigate this limitation, the district will ensure that reliable basic infrastructures are in place. District potentialities will be marketed and business and investment environment will be much more competitive and much more conducive to attract both local and international investors.

- **Environmental**

Unpredicted climate change is another limitation to DDS implementation. Hazards/disasters, such as drought, heavy rain, disease outbreaks etc. may cause damage to property, infrastructure already developed, landslides and soil erosions, to mention but a few. The following mitigation strategies would be critical:

- Effective implementation of the Disaster Management Plan in place;
- Avoiding deforestation by controlling trees cutting and by ensuring that the government program of 30% of land covered by forest is implemented;
- Ensuring that terraces are constructed and regularly rehabilitated;
- Modern farming techniques for climate resilience, such as usage of selected seeds, mechanization and irrigation are utilized; and
- The use of renewable energy (hydro and solar) and the use of biogas as source of energy.

CHAPTER 6: MONITORING AND EVALUATION

6.1 Introduction

Planning, monitoring and evaluation are all management tools which should go hand in hand. Good planning without effective monitoring and evaluation mechanisms put in place may not help the district to achieve expected objectives. Monitoring is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities¹⁶. The purpose of monitoring is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies as quickly as possible.

Nyabihu DDS is a Mid-term planning which needs to be monitored and evaluated to check whether planned and wished district priorities are being implemented and expected outcomes or impacts are being achieved. This chapter aims at presenting approaches and mechanisms to be used to monitor and evaluate the implementation of DDS.

6.2 Performance measurement

To assess performance, it is indispensable to select before the implementation of the project the indicators which will permit to rate the targeted outputs and outcomes. According to the United Nations Development Programme (UNDP, 2015), an outcome indicator has two components: the baseline which is the situation before the programme or project begins, and the target which is the expected situation at the end of the project¹⁷.

6.2.1 Logical Framework Matrix

Logical Framework Matrix presented (see Appendix1) contains Nyabihu DDS priorities whereby outcomes and outputs are well specified. For each output, baseline was provided and expected situation or changes (targets) for each year were clearly specified. Logical framework matrix with objectively verifiable indicators, genuine baselines and clear targets is an important monitoring and evaluation tool for Nyabihu DDS implementation.

¹⁶ United Nations development programme evaluation office - Handbook on Monitoring and Evaluating for Results. <http://web.undp.org/evaluation/documents/handbook/me-handbook.pdf>

¹⁷ United Nations Development Programme evaluation office - Handbook on Monitoring and Evaluating for Results. <http://web.undp.org/evaluation/documents/handbook/me-handbook.pdf>

6.2.2 Annual work plan/ budget and Imihigo

Generally, DDS should inform Annual work/ budget and Imihigo. If this principle is respected, annual work plan and Imihigo becomes another tool for monitoring and evaluation. Annual work plan and budget helps for tracking progress according to DDS targets. It will help to determine if the outputs, deliveries and schedules planned in DDS are being reached so that action can be taken to correct the deficiencies as quickly as possible.

6.2.3 Mid- term evaluation of the implementation of Nyabihu DDS

It is suggested that after 3 years of DDS implementation, amid term evaluation of the performance will be conducted. This will be done by the district itself or contracted independent evaluator (Consultant).

6.3 Others mechanisms of monitoring and evaluation

In order to detect deviations on time and isolate errors not to repeat them, other mechanisms shall be utilised, including:

6.3.1 Accountability/ open day

Accountability or open day is another mechanism which shall help in monitoring and evaluation. Accountability day should gather all stakeholders and district development partners (All JDAF members) and they should be actively engaged to know what is happening in the district. They should be in the position to ask questions and more clarifications on things which are not clear. What the district has reached? What have not been reached and Why? What is the way forward? This will help to hold district authorities responsible and accountable.

6.3.2 Improved communication and coordination between Sector ministries and District

Roles and responsibilities of sector ministries, especially MINALOC and MINECOFIN towards districts shouldn't be ignored, but strengthened and extended. Often, sector ministries delegate activities and provide budget to districts, but coming back and check whether activities were implemented at expected level and with the expected budget becomes difficult. Therefore, quarterly and annually reports to sector ministries by the district regarding the progress in the implementation of DDS will be done and monitored.

The reports must indicate the baselines and achieved targets. In addition, sector ministries, Parliament and Senate should not rely on reports, but well planned and regular field visits are recommended and will be indispensable.

CHAPTER 7: Cost and Financing of the Nyabihu DDS

The costing excel matrix is attached. The total cost is **123,893,960,488** Rwandan francs. Economic transformation represents an estimate of **59, 465,108,342** Rwandan francs. Social Transformation represents **59,559,485,642** Rwandan francs, while Governance Transformation represents **4, 869,366,504** Rwandan francs. The summary of DDS costing is presented below.

FINANCIAL YEARS		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total
Total		9,173,762,403	16,797,334,943	21,167,533,056	26,755,433,771	24,743,297,828	24,647,235,364	123,893,960,488
	Pillar1: Economic Transformation	3,763,007,690	7,161,739,228	9,359,582,974	13,303,455,543	12,517,663,991	12,749,195,795	59,465,108,342
Priority area 1.1: Create 1.5m (over 214,000 annually) decent and productive jobs for economic development		55,000,000	412,000,000	1,200,000,000	750,000,000	1,360,000,000	1,628,000,000	5,405,000,000
DDS Outcome: Increased number of Rwandans with appropriate skills tailored to labour market demands		-	32,000,000	485,000,000	365,000,000	765,000,000	1,015,000,000	2,662,000,000
DDS Outcome: Increased off-farm productive jobs for youth and women		55,000,000	380,000,000	715,000,000	385,000,000	595,000,000	613,000,000	2,743,000,000
Priority area 1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024		756,000,000	2,188,000,000	2,475,000,000	5,319,500,000	4,554,500,000	5,352,500,000	20,645,500,000
DDS Outcome: Improved settlements in Urban and Rural Areas		756,000,000	2,188,000,000	2,475,000,000	5,319,500,000	4,554,500,000	5,352,500,000	20,645,500,000
Priority area 1.3: Establish Rwanda as a Globally Competitive Knowledge-based Economy		-	26,000,000	44,000,000	87,000,000	78,000,000	89,000,000	324,000,000
DDS Outcome: Enhanced digital literacy for all youth and among adults.		-	26,000,000	44,000,000	87,000,000	78,000,000	89,000,000	324,000,000
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		28,000,000	145,400,000	519,750,000	1,327,500,000	1,622,000,000	695,000,000	4,337,650,000
DDS Outcome: Increased exports of value-added goods		28,000,000	32,400,000	36,750,000	39,500,000	42,000,000	45,000,000	223,650,000
DDS Outcome: Increased exports of high-value services		-	13,000,000	323,000,000	1,198,000,000	1,500,000,000	650,000,000	3,684,000,000
DDS Outcome: Hard infrastructure developed for trade competitiveness		-	100,000,000	160,000,000	90,000,000	80,000,000	-	430,000,000
Priority area 1.5: Increase Domestic Savings and position Rwanda as a hub for financial services to promote investments		8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	48,000,000
DDS Outcome: Enhanced long-term savings and innovative financing mechanisms		8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	48,000,000
Priority area 1.6: Sustainable management of natural resources and environment to transition Rwanda towards a carbon neutral economy		71,000,000	106,650,000	120,382,500	104,201,625	103,111,706	105,117,292	610,463,123
DDS Outcome: Increased sustainability and profitability of forestry management		59,000,000	64,050,000	100,152,500	86,310,125	87,525,631	88,801,913	485,840,169
DDS Outcome: Increased sustainability of land use system		6,000,000	36,300,000	13,615,000	10,945,750	8,293,038	8,657,689	83,811,477
DDS Outcome: Accelerated growth in Green Innovation		6,000,000	6,300,000	6,615,000	6,945,750	7,293,038	7,657,689	40,811,477
1.7 Modernize and increase productivity and livestock		2,916,007,690	4,382,339,228	5,112,832,974	5,811,455,543	4,895,163,991	4,976,695,795	28,094,495,220
DDS Outcome: Increased agricultural production and productivity		423,757,023	715,608,428	831,015,113	973,487,386	1,146,837,575	1,354,840,439	5,445,545,963
DDS Outcome: Increased traditional and non-traditional export crops		4,000,000	4,700,000	4,410,000	54,630,500	54,862,025	55,105,126	177,707,651
DDS Outcome: Increased financing and infrastructure for agriculture		419,500,000	941,300,000	1,346,140,000	1,852,022,000	2,102,948,100	2,273,920,505	8,935,830,605
DDS Outcome: Improved livestock sector		1,779,750,000	2,035,710,000	2,229,026,800	2,220,414,204	869,226,305	584,077,460	9,718,204,769

DDS Outcome: Increased climate resilience for agriculture	289,000,667	685,020,800	702,241,060	710,901,453	721,289,985	708,752,265	3,817,206,231
Pillar 2: Social Transformation	5,067,654,713	8,912,175,715	10,827,515,382	12,511,551,129	11,221,300,525	11,020,388,178	59,559,485,642
Priority area 2.1: Enhancing graduation from extreme Poverty and promoting resilience	1,636,023,279	2,419,789,335	2,569,225,602	2,693,115,210	2,818,747,877	2,999,063,228	15,135,964,532
DDS Outcome: Increased graduation from Extreme poverty	1,159,767,335	1,202,502,202	1,235,253,942	1,269,099,802	1,304,083,618	1,340,251,201	7,510,958,101
DDS Outcome: Reduced poverty among Rwandans	472,255,944	1,197,787,133	1,319,886,659	1,409,244,158	1,499,086,046	1,642,282,824	7,540,542,765
DDS Outcome: Enhanced resilience of Rwandans	4,000,000	19,500,000	14,085,000	14,771,250	15,578,213	16,529,203	84,463,666
Priority area 2.2: Eradicating Malnutrition	654,413,301	661,827,827	669,913,869	678,731,871	688,397,862	699,049,626	4,052,334,356
DDS Outcome: Reduced malnutrition among children	654,413,301	661,827,827	669,913,869	678,731,871	688,397,862	699,049,626	4,052,334,356
Priority area 2.3: Enhancing demographic dividend through ensuring access to quality health for all	1,029,938,225	2,100,615,996	2,263,987,110	3,372,500,702	3,552,029,839	3,413,649,074	15,731,620,945
DDS Outcome: Improved health care services	165,532,320	1,150,404,500	1,219,336,915	2,223,898,924	2,288,992,313	2,024,618,978	9,071,683,949
DDS Outcome: Increased financial sustainability for the health sector	7,000,000	7,140,000	7,282,800	7,428,456	7,577,025	7,728,566	44,156,847
DDS Outcome: Increased health of workforce	842,405,905	926,646,496	1,019,311,145	1,121,242,260	1,233,366,486	1,356,703,134	6,499,675,425
DDS Outcome: Reduced Communicable Diseases and Non-Communicable Diseases (NCDs)	4,500,000	5,400,000	6,480,000	7,776,000	9,331,200	11,197,440	44,684,640
DDS Outcome: Increased contraceptives prevalence	10,500,000	11,025,000	11,576,250	12,155,063	12,762,816	13,400,956	71,420,085
Priority area 2.4: Enhancing demographic dividend through ensuring access to quality education	1,731,779,908	3,242,642,558	3,576,128,802	3,757,791,345	3,711,330,546	3,456,172,969	19,475,846,129
DDS Outcome: Increased access to pre-primary education	1,313,330,412	1,667,523,681	1,804,121,789	1,983,401,245	2,221,989,819	2,426,918,368	11,417,285,313
DDS Outcome: Improved education quality in primary and secondary education	399,600,000	1,318,926,906	1,343,555,444	1,344,615,953	1,259,177,872	998,633,604	6,664,509,779
DDS Outcome: Increased Technical and Vocational Education and Training (TVET) schools and graduates	8,544,896	239,972,141	411,420,748	411,891,785	211,386,374	10,905,693	1,294,121,638
DDS Outcome: Increased adult literacy rates	10,304,600	16,219,830	17,030,822	17,882,363	18,776,481	19,715,305	99,929,400
Priority area 2.5: Moving towards a Modern Rwandan Household	15,500,000	487,300,000	1,748,260,000	2,009,412,000	450,794,400	452,453,280	5,163,719,680
DDS Outcome: Universal access to basic infrastructure (water, sanitation, electricity, ICT, shelter)	15,500,000	487,300,000	1,748,260,000	2,009,412,000	450,794,400	452,453,280	5,163,719,680
Pillar 3: Transformational Governance	343,100,000	723,420,000	980,434,700	940,427,099	1,004,333,313	877,651,392	4,869,366,504
Priority area 3.1: Reinforce Rwandan culture and values as a foundation for peace and unity	62,000,000	193,540,000	457,513,200	516,182,024	530,611,096	495,871,260	2,255,717,581
DDS Outcome: Enhanced unity among Rwandans	27,500,000	69,785,000	116,682,450	143,672,937	95,761,075	97,951,709	551,353,171
DDS Outcome: Values, home grown solutions and innovations streamlined into all institutions for transformational governance	3,100,000	62,345,000	273,611,250	298,900,713	354,215,538	309,558,084	1,301,730,585

DDS Outcome: Cultural heritage at District and community level conserved and promoted	600,000	25,630,000	28,161,500	30,944,575	34,004,304	37,368,269	156,708,648
DDS Outcome: Promote unity and reconciliation among Rwandans through Institutionalization of “Ndi Umunyarwanda and Abarinzi b’Igihango” programmes in Local government and scale up of unity clubs to village level	11,500,000	12,650,000	13,915,000	15,306,500	16,837,150	18,520,865	88,729,515
DDS Outcome: Strengthened values of self-reliance, respect for rights and community-based support for the vulnerable	1,300,000	1,430,000	1,573,000	1,730,300	1,903,330	2,093,663	10,030,293
DDS Outcome: Fight against genocide ideology intensified	18,000,000	21,700,000	23,570,000	25,627,000	27,889,700	30,378,670	147,165,370
Priority area 3.2: Ensure Safety and Security of citizens and property	13,800,000	29,140,000	70,692,000	57,399,350	54,278,455	56,347,533	281,657,338
DDS Outcome: Enhanced Peace and Security	13,800,000	18,140,000	59,692,000	46,399,350	43,278,455	45,347,533	226,657,338
DDS Outcome: Engaged Rwandan Diaspora	-	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	55,000,000
Priority area 3.3: Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa’s development	-	-	-	-	-	-	-
Priority area 3.4: Strengthen Justice, Law and Order	15,800,000	30,740,000	27,944,500	29,235,975	30,621,449	32,108,564	166,450,487
DDS Outcome: Control of Corruption, Transparency and Accountability Improved	2,700,000	4,920,000	5,362,000	5,845,700	6,375,145	6,954,778	32,157,623
DDS Outcome: Sustained respect for human rights and civil liberties	13,100,000	25,820,000	22,582,500	23,390,275	24,246,304	25,153,785	134,292,864
Priority area 3.5: Strengthen Capacity, Service delivery and Accountability of public institutions	211,000,000	425,175,000	374,638,750	282,585,688	327,795,872	225,593,935	1,846,789,245
DDS Outcome: Improved Government operational efficiency and citizens satisfaction	15,000,000	90,000,000	100,000,000	100,000,000	125,000,000	-	430,000,000
DDS Outcome: Reinforced efficient service delivery	179,000,000	312,650,000	248,385,000	151,904,500	166,852,000	183,388,503	1,242,180,003
DDS Outcome: Increase districts revenue capacity to finance their development needs by focusing on local economic development	5,500,000	6,450,000	7,575,000	8,908,500	10,490,550	12,369,045	51,293,095
DDS Outcome: Enhanced effective Public Financial Management System	11,500,000	16,075,000	18,678,750	21,772,688	25,453,322	29,836,388	123,316,147
Priority area 3.6: Increase citizens’ participation, engagement and partnerships in development	40,500,000	44,825,000	49,646,250	55,024,063	61,026,441	67,730,099	318,751,852
DDS Outcome: Improved scores for citizen participation	40,500,000	44,825,000	49,646,250	55,024,063	61,026,441	67,730,099	318,751,852

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